



Midland, Michigan • Cedar Hill, Texas • West Palm Beach, Florida

[www.northwood.edu](http://www.northwood.edu)

Northwood University is accredited by the Higher Learning Commission and is a member of the North Central Association (1-800-621-7440, [www.higherlearningcommission.org](http://www.higherlearningcommission.org)).

NORTHWOOD UNIVERSITY

# Mission Statement

To develop the future leaders of a global, free-enterprise society.

# Core Values Statement

We believe in:

- the advantages of an entrepreneurial, free-enterprise society
- individual freedom and individual responsibility
- functioning from a foundation of ethics and integrity
- promoting and leveraging the global, diverse and multi-cultural nature of enterprise.

# Core Purpose Statement

To develop leaders, managers, and entrepreneurs with the skills and character to drive personal, organizational, and societal success.

# Outcomes

A university education is more than the courses offered and the experiences made available. It is the architecture of those elements designed to create defined results. As a learning community, we focus our efforts to the accomplishment of twelve outcomes which become characteristics our graduates share.

1. Understand the tradition of freedom.
2. Have a broad practical understanding of their chosen field.
3. Are familiar with the ideas driving enterprise leaders.
4. Communicate effectively in speech and writing.
5. Understand complex global issues.
6. Have a constant attraction to new ideas.
7. Can explain their personal values.
8. Understand the aesthetic, creative and spiritual elements of life.
9. Are effective self-evaluators.
10. Are action oriented.
11. Are skilled at detecting and solving problems.
12. Seek lifelong education.

The community of students, faculty, and staff of Northwood University affirms this code of ethics as the behaviors that advance our shared values:

## **Integrity**

In all our actions we shall be guided by a code of behavior which reflects our values, unimpeded by circumstance, personal gain, public pressure, or private temptation.

## **Respect**

We will treat all others with consideration for their circumstances and with thoughtful regard for their value as human beings.

## **Honesty**

We will embrace truthfulness, fairness, probity, and demand the absence of fraud or deceit in ourselves and others with whom we act.

## **Responsibility**

We will be accountable for the care and welfare of others and responsible for the intended and unintended consequences of our actions.

## **Freedom**

We will exercise personal freedom while insuring others be immune from arbitrary interference on account of condition or circumstance, insuring that freedom will be constrained only by our responsibility for its consequences.

## **Empathy**

We will endeavor to understand the feelings, thoughts, and notions of others in order that compassion and fairness of our actions may result.

## **Spirituality**

We will seek the spiritual development necessary for our happiness and growth and encourage an environment that supports this growth for all.

## **Achievement**

We will exercise our skills to create high achievement and applaud the high achievement of others.

# An Introduction

In 1959, two young men with an idea, a goal, and a pragmatic philosophy to encompass it all broke away from their careers in a traditional college to create a new educational entity.

The Northwood Idea became a reality when Dr. R. Gary Stauffer and Dr. Arthur E. Turner enrolled 100 students, using a 19th century mansion as a school building, a small amount of money for operating expenses, and a large amount of determination. Today, the Northwood Idea of incorporating the teachings of the American free enterprise system into college classrooms is an unquestionable success.

There are campuses in Midland, Michigan; Cedar Hill, Texas; and West Palm Beach, Florida, as well as extension centers across the United States and abroad. There is also the Margaret Chase Smith Library Center in Skowhegan, Maine, in addition to continuing education programs across the United States and Canada, and a growing University College program.

Put in simplest terms, Northwood University is a private, tax-exempt, independent, accredited, coeducational, business- and management-oriented university actively allied to both business and the arts.

Northwood translates its philosophy into practical, useful curriculums that are designed to prepare students for the realities of the working world. Northwood brings the business world into the classroom. Instructors of business are successful career professionals who have chosen to direct their business talents toward the preparation of those about to enter the work world.

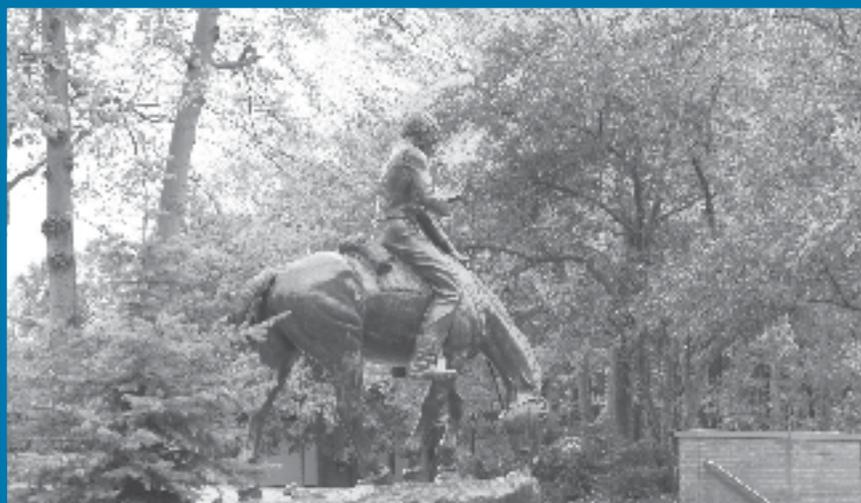
Northwood's career curriculums are developed in response to the needs of business and industry to ensure that the University offers the most up-to-date programs and information for the best possible preparation. Practicing business professionals come to the classroom, bringing to students the most current relevant descriptions of what is transpiring in today's business world.

Graduates of Northwood have a solid understanding of business and practical, useful management skills. Graduates are successful in immediately becoming a part of the business world and have been prepared for it through a placement service that begins to work for students at freshman orientation and continues throughout their lives.

An industry leader speaking on campus once said, "Business is built on confidence, on making markets, on getting people excited and facing challenges." He couldn't have described the Northwood Idea more accurately.

This catalog is a review of what Northwood University is, in detail. In simple language, it describes Northwood University so that you may make an evaluation of it, for whatever purpose.

*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 is also committed to compliance with all applicable laws regarding nondiscrimination.*



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# Academic Calendar

NORTHWOOD UNIVERSITY

# 2007-2008 Academic Calendar

The Michigan, Texas, and Florida undergraduate programs operate on three ten-week terms per year plus summer sessions. Mini sessions are also offered at the end of the fall, winter, and spring terms.

## Fall Term

Late Validation of Classes	September 4, 2007
Fall Term Classes Begin	September 5, 2007
Midterm	October 5, 2007
Classes End	November 9, 2007
Fall Term Examinations	November 12-14, 2007
Fall Mini Session	November 15-20, 2007

## Winter Term

Late Validation of Classes	November 26, 2007
Winter Term Classes Begin	November 27, 2007
Winter Break Commences at End of Day	December 14, 2007
Classes Resume	January 7, 2008
Midterm	January 18, 2008
Classes End	February 22, 2008
Winter Term Examinations	February 25-28, 2008
Winter Mini Session	March 3-7, 2008

## Spring Term

Late Validation of Classes	March 10, 2008
Spring Term Classes Begin	March 11, 2008
Good Friday Holiday	March 21, 2008
Midterm	April 11, 2008
Classes End	May 16, 2008
Spring Term Examinations	May 19-22, 2008
Spring Mini Session	May 27-31, 2008

## Summer Sessions

First Session Classes Begin	June 2, 2008
First Session Classes End	June 20, 2008
Second Session Classes Begin	June 23, 2008
Second Session Classes End	July 11, 2008
Third Session Classes Begin	July 14, 2008
Third Session Classes End	August 1, 2008

**Attendance Note:** All students must be in attendance on campus on the validation day beginning any term in which they are enrolled or have completed early validation. All students must plan to remain in the campus area through the last day of scheduled examinations for any term. No late-entrance or early-leaving arrangements are permitted.

(See pages 140-141 for University College Academic Calendars.)

# 2008-2009 Academic Calendar

The Michigan, Texas, and Florida undergraduate programs operate on three ten-week terms per year plus summer sessions. Mini sessions are also offered at the end of the fall, winter, and spring terms.

## Fall Term

Late Validation of Classes	September 2, 2008
Fall Term Classes Begin	September 3, 2008
Midterm	October 3, 2008
Classes End	November 7, 2008
Fall Term Examinations	November 10-13, 2008
Fall Mini Session	November 24-28, 2008

## Winter Term

Late Validation of Classes	December 1, 2008
Winter Term Classes Begin	December 2, 2008
Winter Break Commences at End of Day	December 19, 2008
Classes Resume	January 5, 2009
Midterm	January 16, 2009
Classes End	February 20, 2009
Winter Term Examinations	February 23-26, 2009
Winter Mini Session	March 2-6, 2009

## Spring Term

Late Validation of Classes	March 9, 2009
Spring Term Classes Begin	March 10, 2009
Good Friday Holiday	April 10, 2009
Midterm	April 10, 2009
Classes End	May 15, 2009
Spring Term Examinations	May 18-21, 2009
Spring Mini Session	May 26-30, 2009

## Summer Sessions

First Session Classes Begin	June 1, 2009
First Session Classes End	June 19, 2009
Second Session Classes Begin	June 22, 2009
Second Session Classes End	July 10, 2009
Third Session Classes Begin	July 13, 2009
Third Session Classes End	July 31, 2009

**Attendance Note:** All students must be in attendance on campus on the validation day beginning any term in which they are enrolled or have completed early validation. All students must plan to remain in the campus area through the last day of scheduled examinations for any term. No late-entrance or early-leaving arrangements are permitted.



**Northwood & You**

NORTHWOOD UNIVERSITY

## An Open Letter about the Northwood Idea

Dear Students, Parents and Friends:

Northwood is a special purpose university with a defined philosophy about management education that guides almost everything we do. We call it The Northwood Idea. We are an incubator of enterprise and character using three “contracts” with our students to guide us. [1] Our Mission defines what the University promises to be for its students. [2] Our Outcomes define that our students will become if they dedicate themselves to our programs. [3] Our Code of Ethics defines how we shall all behave toward each other here, and in the larger world, forever.



President Keith A. Pretty

A Northwood University education is an investment made for the future. It must have obvious value in order that others may judge its worth. Thus, we publish the thoughts and beliefs that constitute The Northwood Idea for all to see.

While the beliefs do not change, the quick progress of society often alters the ways we teach and learn the elements of The Northwood Idea.

The unchanging portions of The Northwood Idea relate to our fundamental view of humans and society. The changing portions relate to the immediate needs and resources in society that are in a constant flux.

### **We are a special purpose institution.**

We focus on education for a life of contribution in the private sector. We believe that is where the productive future exists. We specialize, in that we develop and build all our curriculums around the principles of the market economy. We incorporate a series of beliefs into our curriculums. And they serve to anchor us in order that the changing parts of what we do cannot lead us astray.

### **These beliefs are not complex, but are profound.**

We believe that competitive, productive effort can overcome obstacles, solve problems and achieve goals. We believe human beings can make a difference in the world in which they live, and that we are not predestined to an ignominious fate.

We believe that political and economic freedoms are of paramount importance in releasing creativity and productivity. Equal opportunity and personal responsibility are critical elements for a free society.

We believe that sacrifice--savings--is a necessary prerequisite to progress. Consumption of everything produced, with no investment for the future, is the most certain blueprint for the decline of society.

We do not believe we live in a fixed-pie society. We can affect the total productivity and quality of the lives we live. Squabbling over how to divide the pie is much less productive than working to make the pie larger, or a better flavor, or color, or healthier

We believe that equality of opportunity based on contribution and inequality of reward using the same criteria are not only appropriate, but the necessary conditions to provide important incentives which act as the driving forces of much of our societal action.

We believe in a system not forced into conformity with some master plan. We believe that it is the differences among us that make us interesting and useful to each other. This is as true

## NORTHWOOD & You

in the philosophical and artistic as it is in the economic realm. Freedom from conformity releases the juices of creativity and our differences become strengths of our association, not hindrances to our existence. Thus, we insist on a system that rewards creative differences rather than in attempts to eliminate them in the name of fairness or equality.

We believe in the freedom to fail. We must be free to bear the positive and negative consequences of our actions.

We believe that in a competitive system, all who participate get benefits from it. The only people who lose are those who fail to try, or those denied the opportunity to try. We dedicate ourselves to the elimination of artificial barriers to equal opportunity for all human beings. Racial, religious and sexual barriers are anathema to us.

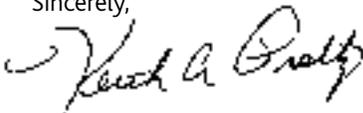
We practice a healthy skepticism of large and powerful government because we think history has clearly demonstrated that such structures move rapidly from being of the people toward being over the people, and freedom is lost in the balance. Our intolerance of monolithic power is consistent across the business, labor and government spectrum. We suspect, furthermore, that as a society we cannot gain from the establishment of legal monopolies except in a very few and constrained circumstances.

Overall, we favor a society based on the unchanging values of individual choice, individual effort and individual responsibility. We endorse free enterprise and the competitive market for ideas and things as a way to insure that.

We believe that an understanding and appreciation of the arts and humanities is a primary source of human enrichment in the lives of productive human beings. A wide and diverse assortment of events, classes, projects, experiences and opportunities is provided with an intent not to force-feed culture but to spark interest in the creative endeavor of which humans are capable.

Finally, we believe that education is never something that one person can do to another. It is, rather, something two people do together. This means that an educational institution is, primarily, a facilitator of knowledge. Northwood serves this function by bringing together a unique collection of people who can change students' lives. When students use this capacity to its fullest, truly remarkable things happen. This process of change is what The Northwood Idea is all about. It is a challenging and rewarding experience. Individuals who are serious about the future should look into the investment opportunity provided by the Northwood experience.

Sincerely,



Keith A. Pretty, J.D.  
President and Chief Executive Officer  
Northwood University

## What is NORTHWOOD UNIVERSITY?

Northwood is a private, tax-exempt, independent, accredited, coeducational business and management-oriented university with three campuses: in Midland, Michigan; West Palm Beach, Florida; and Cedar Hill, Texas.

The Northwood University Margaret Chase Smith Library in Skowhegan, Maine, is a private library open to serious students, educators, government representatives, researchers, and business and industrial leaders who are interested in the compatible, constructive coexistence of government and the private sector. The library, in addition to its invaluable collection of 20th century American politics and government, serves as an arena for free discussion of the economic ideas and ideals upon which this nation is founded.

The Northwood University Alden B. Dow Creativity Center 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. Programs sponsored include conferences and a Resident Fellowship Program. In addition, an extensive library on the subject of creativity is available.

All campuses of Northwood University are accredited by the Higher Learning Commission and are a member of the North Central Association. Thus its credits are widely accepted by other institutions of higher learning throughout the country and abroad. These accreditation papers may be viewed during business hours at the Provost's Office on each of the campuses.

Northwood was founded to provide middle and upper level management personnel of a "take-charge leadership" nature who, with a minimum of additional on-the-job training, can be immediately productive to American businesses.

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

As its reputation has spread, additional curriculums have been added and campuses have been opened in Texas and Florida. Through its multiple campus locations, Northwood is able, first, to serve the geographical needs of business — community, regional, and national — and, second, to provide greater opportunities to students across wider geographic areas.

Most curriculums have their own advisory committees of experienced business people who currently work in those businesses. Each committee's assignment is to ensure the currency and relevancy 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 Trustees and campus Boards of Governors, comprising area business, cultural, and professional leaders from many fields, help oversee the operations of the campus and make policy for expanding the service of the college to the business community and students alike.

## Northwood History

Northwood was founded in 1959, in that post-Sputnik period after the Soviet Union had embarrassed the United States technologically by successfully orbiting the first human-made earth satellite. High school graduates were rushing into engineering and scientific schools. The resultant number of college graduates with business degrees was totally inadequate to meet the demands of the thriving United States economy.

Northwood co-founders Dr. Arthur E. Turner and Dr. R. Gary Stauffer, then staff members at a private, Michigan-based liberal arts school, recognized the problem and, at the same time, recognized that the traditional liberal arts colleges and most business colleges were not graduating students who had a true grasp of what the workaday business world was like or of the rewarding opportunities it offered.

Thus was born, in a 37-room mansion in Alma, Michigan, The Northwood Idea. That first year's enrollment was fewer than 100 students. But the figure has grown every year since, to 6,000 in 2003.

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

**The Texas Campus** – 1966: Continuing its growth in enrollment, facilities, curriculums, and educational leadership, Northwood opened a second campus in the Dallas/Fort Worth suburb of Cedar Hill, in 1966. The campus there is rugged, cedar-covered hills and valleys and includes the highest point in the Dallas/Fort Worth Metroplex.

**The Florida Campus** – 1982: The Florida Campus in West Palm Beach began as a conference center in 1982. In the spring of 1984, formal college classes began at this facility on 80 acres of wooded property including several small lakes.



Dr. Arthur E. Turner (left) and Dr. R. Gary Stauffer (right).

### Programs and Seminars

And, as campus and enrollment expansion continued, so did program development. As the number of curriculums grew, and the BBA degree program was added, so did involvement with business and industry. Management education seminars, short courses, and home study programs were developed to serve non-college students already at work in industry. A ten-week short course in advertising has been conducted in Detroit in conjunction with area advertising executives for more than twenty years.

### Industry Certifications

A major milestone occurred in the automotive area when, in the mid-60s, 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 Award program. The CAM Certificate has become the symbol of professionalism within the automobile retailing business. More recently, Northwood decided to put industry certifications in place for all programs within the next few years.

### Northwood's Campuses

A tour of Northwood campuses would be tantamount to a tour of different worlds, with one exception — the students, staff, and faculty all have similar goals and interests. Each campus is different in size and site. Each is architecturally distinct. Each has its own personality — yet each is Northwood.

#### Northwood University, Michigan Campus

Northwood's Michigan Campus has the largest enrollment and is the most completely developed, in terms of buildings and student services. Situated on 434 acres of heavily wooded flatland on the bank of the Tittabawassee River within Midland, the Michigan campus was first opened in 1962.

All of the Michigan facilities have been designed under a comprehensive master plan by renowned architect Alden B. Dow (1904-1983) and Dow-Howell-Gilmore Associates, Inc. They are contemporary, brick-and-masonry, and natural wood construction, and complement the natural beauty of the site.

Student housing is either apartment or residence hall style. Apartments are designed with two or three bedrooms each and have one or two baths and a kitchen. Residence hall rooms have a private bath for every two rooms. Most classes meet in the modern Jordan Hall classroom building. The school's expansive collection of books, periodicals, and other publications is housed in the Charles J. Strosacker Library Building. Student leisure time is often spent in the Hach Student Life Center, the Student Union, Bookstore, and in the Thrune Courtyard. The Hach Student Life Center is a 63,000-square-foot comprehensive recreation facility that was built in 2002. The center is a recreational, intramural, and fitness complex that strives to meet the diverse needs of students, faculty, and staff in a dynamic environment.

## NORTHWOOD & You

The R. Gary Stauffer Academic Building houses faculty offices, classrooms, a computer lab, an interactive classroom, the hotel and restaurant food lab, and hotel-style housing for campus visitors.

The Thruway Courtyard is a 35,000-square-foot sheltered area with an amphitheater, seating, and an area for picnics and gathering. It is located between the Hach Student Life Center and the Bennett Sports Center and can be accessed using the front door of the student center.

The National Automobile Dealers Association Automotive Education Center houses additional classrooms, hotel-style housing for campus visitors, offices and seminar facilities, and a complete convention-capacity kitchen.

The Dow Commons is the scene of many between-class meetings, afternoon and evening social functions, and the campus cafeteria.

The Hantz Stadium, Juillerat Field, Arthur J. Fisher Track, the Hach Student Life Center, and the Bennett Sports Center are the sites of exciting intramural as well as intercollegiate athletic events.

The Griswold Communications Center is an ultra-modern facility housing an auditorium, kitchen, dining hall, flexible seminar facilities, computer laboratories, and complete audio and video tape recording and relaying equipment.

The Church Family Administration Building is a brick, two-story, 18,000-square-foot building located next to the Baker Bell Tower. Because of its unique design, this is one of the most energy efficient buildings anywhere on our latitude in North America. Among the energy efficient design features are the orientation of the building on its site, skylighting and window placement, and new glass design.

Northwood University broke ground in March 2007 to build the 25,000 square foot Sloan Building for Aftermarket Studies on the Midland, Michigan campus. The \$6 million state-of-the-art facility will accommodate the dynamic and growing automotive aftermarket industry. The Sloan Family Building for the Aftermarket Studies will allow Northwood to expand its four-year aftermarket academic offerings and increase our influence for the aftermarket industry.

### UPPER LEVEL

- Two story atrium recognizing donors
- 150 seat, two story lecture auditorium
- Alumni lounge
- Theatre style and traditional classrooms
- Executive Boardroom
- Faculty offices and a reception area

### LOWER LEVEL

- Theatre style and traditional classroom
- Student lounge
- Boardroom
- Executive offices and a reception area

The Mall, an open-air walkway connecting the main facilities of the complex, ties the entire campus together. This is the site of the annual fall Northwood Automotive Industry Show, where some 450 models of the new year's cars, trucks, and recreational vehicles are shown. A professional security force protects the campus and students' privacy.

The Michigan campus currently offers the following Bachelor of Business Administration (BBA) degree programs:



- Accounting
- Advertising & Marketing/Management (dual major)
- Aftermarket Management/Management (dual major)
- Automotive Marketing/Management (dual major)
- Automotive Marketing/Banking & Finance/Management (triple major)
- Banking & Finance/Management (dual major)
- Economics/Management (dual major)
- Economics/Banking & Finance/Management (triple major)
- Entertainment, Sport, & Promotion Management/Management (dual major)
- Entrepreneurship/Management (dual major)
- Fashion Marketing & Management/Management (dual major)
- Hotel, Restaurant, & Resort Management/Management (dual major)
- International Business/Management (dual major)
- Management
- Management Information Systems/Management (dual major)
- Marketing/Management (dual major)

### Northwood University, Texas Campus

The Texas Campus opened in 1966 and is in the heart of the Dallas/Fort Worth Metroplex, 18 miles southwest of Dallas and 28 miles southeast of Fort Worth. The campus' 350 acres is situated atop the highest point in the Dallas/Fort Worth area and is referred to as the "Hill Country of North Texas". The architecture of our facilities blend into the natural, rustic landscape and are constructed of stone, brick, masonry, and wood in order to capture the natural feel of our unique setting.

The Edwin and Amy Hopkins Academic Building was opened in 1987 and spans the ravine and creek that runs through the center of the campus. The 15,500-square-foot structure contains classrooms, faculty, academic, and staff offices, and computer labs. Four of the large classrooms, when opened up by the use of moveable walls, form an amphitheater with tiered seats arrayed around a central platform. The campus bookstore is currently located in Hopkins, but will be moving to the new Swalwell Student Union scheduled for completion in early 2008.

## NORTHWOOD & You

The Swalwell Student Union is scheduled to open in early 2008. It will offer students an opportunity to congregate in the Knights' Bistro and Coffee Lounge and be the home of a newly expanded bookstore and the Alumni, Career Services, University College, and IT departments. It will also house a conference room and business center/computer lab. The outside will have a striking wraparound porch that will include outdoor seating which overlooks the Knights Amphitheatre.

The Samuel Sloan Cabin, one of the oldest structures in Dallas County (circa 1846), was relocated on our campus in 1984. This completely restored cabin provides unique faculty office space and is part of our commitment to Texas Heritage.

The contemporary Lambert Commons houses the NU Café, meeting facilities, and administrative offices. Right next door, students relax, study, meet, play and socialize in the Gaubert Student Activity Center.

Students have the option of traditional dormitory housing located along a hillside in Knights Row, or the courtyard-style housing in the Knights Court complex.

The Hach Library contains over 20,000 volumes and internet-ready computer terminals provide access to additional electronic on-line resources. The library also hosts a seasonal display of fashions from Northwood's National Costume Collection.

Athletic fields for our varsity sports programs include baseball, softball, soccer and the Gerry Garza Memorial Cross Country Trail. Our student recreational areas include courts for basketball, sand volleyball, and tennis.

Northwood students prepare for productive and successful careers as future industry and community leaders in the following Bachelor of Business Administration (BBA) degree programs:

- Accounting
- Management- with concentrations available in:
  - Banking & Finance
  - Economics
  - Hotel, Restaurant & Resort Management
  - Entertainment, Sport & Promotion Management
  - Entrepreneurship
  - International Business
- Marketing- with concentrations available in:
  - Advertising
  - Aftermarket Management
  - Automotive Marketing
  - Fashion Marketing & Management

### Northwood University, Florida Campus

Northwood University's Florida Campus in West Palm Beach is located on 83 acres of wooded property, along with two small lakes. The Dalby Commons provides facilities for food services, student services, and security offices, as well as serves as a center for student activities. A lakeside patio provides the perfect outdoor atmosphere for studying or meeting friends.

Named in honor of Northwood's co-founder and his wife, The Johann M. and Arthur

E. Turner Education Center houses the library, auditorium, chapel, mailroom, admissions, business, and financial aid offices, along with administrative offices and an art gallery. Conference rooms, a Learning Center, and classrooms are also located in this two-story, 38,000-square-foot facility.

The 23,000-square-foot DeVos-Cook Academic Center houses state-of-the-art classrooms and faculty offices. Named for two of Northwood's strongest supporters, Dr. Peter C. Cook and Dr. Richard M. DeVos, the building is easily accessible to both the Dalby Commons and the Stauffer Residence Complex via a pedestrian bridge.

The R. Gary and Willa Stauffer Residence Complex, also named after a Northwood co-founder and his wife, was built in 1989 and provides apartment-style housing for up to 400 students. Each residence includes two bedrooms, two baths, a living room, and two study areas.

Located close to the residence halls, the Maureen L. and David H. Smith Recreation Center accommodates tennis courts, basketball courts, racquetball courts, and a pool.

Encompassing baseball and softball, the Gustave Broberg Field Sports Complex was dedicated in 1994, and is now home of the men's baseball team and the women's softball team.

The newest building on campus is the Countess de Hoernle Student Life Center. The 47,000 square foot facility is the largest building on campus, providing a venue for the women's volleyball team and for the men's and women's basketball programs. In addition, the facility will allow NU to host a variety of special events. There are exercise and fitness, martial arts, conference and locker rooms, as well as a bookstore, classrooms, a student lounge, faculty, staff and coaches offices and a training facility.

The Florida campus currently offers the following Bachelor of Business Administration (BBA) degree programs:

- Accounting
- Advertising & Marketing/Management (dual major)
- Aftermarket Management/Management (dual major)
- Automotive Marketing/Management (dual major)
- Automotive Marketing/Banking & Finance/Management (triple major)
- Banking & Finance/Management (dual major)
- Entertainment, Sport, & Promotion Management/Management (dual major)
- Entrepreneurship/Management (dual major)
- Hotel, Restaurant, & Resort Management/Management (dual major)
- International Business/Management (dual major)
- Management
- Management Information Systems/Management (dual major)
- Marketing/Management (dual major)

### Richard DeVos Graduate School of Management

The Richard DeVos Graduate School of Management offers the MBA in four formats: The Executive MBA Program, The Full-Time MBA Program, The Managerial MBA Program and Corporate Partnership Programs.

## Statement of Purpose

To create highly effective leaders through a process of personal and professional transformation that requires the learning of conceptual frameworks and the development of attitudes and emotions to successfully lead and manage. The desired transformation results in the wisdom to acknowledge and change the way we see and deal with the world, ourselves, and possibilities.

## Programs of Study

The DeVos Graduate School offers three MBA options: Full-time, International, and Evening Programs. The Full-time Program was designed for students with varying degrees of work experience who have the ability to attend courses during the day on a Full-time basis, over a 15-month period.

The International Program is an innovative adaptation to our signature 15-month Full-time MBA curriculum. This Program currently offers a 12-month study abroad alternative on the campus of The Hotel Institute Montreux (HIM) located in Montreux, Switzerland. This innovative academic partnership provides students the opportunity to pursue a world class, fully accredited U.S. graduate degree abroad.

The Evening Program is a 27-month program that was designed for students who possess varying levels of appropriate business/management experience who seek to gain the additional knowledge, understanding, and skills necessary to advance in their respective careers.

Prospective students should contact the Admissions Department at (800) 622-9000 or visit [www.northwood.edu/graduate](http://www.northwood.edu/graduate) to determine which program will be the most appropriate for them and for the specific program admission requirements.

## Admission Procedures

To apply for admission, individuals must submit the following:

- \$50.00 Non-Refundable Application Fee

- An official DeVos MBA application for admission

- Personal Essays

- Completion of a baccalaureate degree (official transcripts of all undergraduate coursework)

- An official Graduate Management Admissions Test (GMAT) score

- Current Résumé

- Minimum two letters of recommendation

- Personal Interview

- International students must also submit:

  - Official copy of the Test of English as a Foreign Language (TOEFL) scores

  - Declaration and Certification of Finances

The DeVos Graduate School publishes its own catalog. Please consult that document for matters of enrollment. For more information, visit the DeVos Graduate School website at [www.northwood.edu/mba](http://www.northwood.edu/mba).

## Northwood's Students

### Student Activities

Activities available to students range from professional and social fraternities and sororities to special interest clubs relating to automobiles, music, theatre, computers, publications, intramural, intercollegiate, and club sports. In addition, students are encouraged to start new campus organizations to fill a need or desire. Refer to the Student Services section for more details.

Each Northwood campus is convenient to additional community facilities and activities, as well as work opportunities. Students are permitted to have cars on campus as well as telephones, computers, stereos, and television sets in their rooms.

### Admission to Northwood

Are you coming straight from high school or transferring from another college?

You need to have graduated from high school with a "C" average or better, or have passed equivalency exams, and be seriously interested in pursuing a career in business management. The ACT or SAT is required.

Northwood's transfer program is designed to allow each student the maximum number of credit hours that will facilitate the program of study desired.

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

All applicants are encouraged to visit the campus at any time and are urged to make appointments with the Admissions Office:

Midland, Michigan	1 (800) 457-7878
Cedar Hill, Texas	1 (800) 927-9663
West Palm Beach, Florida	1 (800) 458-8325

### Student Employment

In line with its philosophy of training young people for a world of work, Northwood assists students in finding employment during their college years.

All Northwood campuses participate with the federal government in the Work-Study program. A student who qualifies under need-analysis has the opportunity for employment while enrolled on the Northwood campuses. On the Michigan and Florida campuses, the Job Center office assists in placing students in on-campus jobs.

Many other Northwood students maintain part-time jobs in the community while in school. On the Michigan and Florida campuses, the Job Center provides students with the opportunity to help finance their education with part-time employment on and off campus.

### Special Facilities and Services Available to Disabled Students

Northwood University will make every reasonable effort to accommodate the needs of disabled students, on all campuses and at every instructional center. However, the previously existing buildings have not 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.



## Admissions & Financial Information

# Admissions & Financial Information

## 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 and management who have maintained a cumulative "C" or better average will be considered for admission into Northwood University. Students with averages below "B" may be required to take entrance examinations or may be asked to submit the results of such testing. ACT or SAT scores are required of all applicants. International students must submit TOEFL scores or their equivalents. For home-schooled students, Northwood University requires transcripts, ACT or SAT scores, and degree verification by an applicant's home state.

The most important document used to help determine admission is the applicant's secondary school record. Particular emphasis is placed on the grades earned in the junior and senior years. The Committee on Admissions also 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. Prior criminal convictions may result in denial of admission.

Applicants who do not hold a high school diploma may be admitted by successfully completing the GED examination.

## When to Apply

Apply to Northwood University for free at [www.northwood.edu](http://www.northwood.edu).

Students are encouraged to apply as early as possible in the senior year of high school to gain acceptance, if qualified, on their first choice campus. When enrollment limits have been reached on any campus, acceptance may be offered at an alternative campus. Northwood University has three campuses located in Midland, Michigan; Cedar Hill, Texas; and West Palm Beach, Florida.

## Transfer Students

Apply to Northwood University for free at [www.northwood.edu](http://www.northwood.edu).

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. 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's degree from a regionally accredited college or university will receive:

- Immediate junior status, although more than the normal two academic years may be required to complete all requirements for the degree.
- Acceptance of all credits with the degree package.

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

# Admissions & Financial Information

## Programs of Study

Listed below are the current undergraduate majors available at Northwood University. Not all majors are offered on every campus.

## Single Majors

- Accounting
- Management

## Dual Majors (combined with Management)

- Advertising & Marketing
- Aftermarket Management
- Automotive Industry Management
- Automotive Marketing
- Banking & Finance
- Computer Information Management
- Economics
- Entertainment, Sport & Promotion Management
- Entrepreneurship
- Fashion Marketing & Management
- Hotel, Restaurant & Resort Management
- International Business
- Management Information Systems
- Marketing

## Triple Majors (combined with Management)

- Automotive Marketing/Banking & Finance
- Economics/Banking & Finance

## International Student Applications

Apply to Northwood University for free at [www.northwood.edu](http://www.northwood.edu).

Each year, hundreds of international students attend Northwood University. Students from over 107 countries around the world have come to our campuses in Michigan, Texas, and Florida. All international students are required to take either the Test of English as a Foreign Language (TOEFL) examination or the International English Language Testing System (IELTS). A minimum score of 500 (173 electronic, 61 web-based) on the TOEFL exam or a score of 6.0 or higher on the overall band score on the IELTS exam is required for regular admission. Official transcripts of all high school level and college work (when applicable) must be provided with the application. All students who apply should be in good social and academic standing at the high school or college from which they are coming.

Although Northwood University may be the first college experience for many of our international students, Northwood has established a number of formal articulation relationships with compatible educational institutions abroad and actively encourages transfer student enrollments.

# Admissions & Financial Information

## International Transfer Students

The 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.

## Guest Student Applications

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

Northwood students wishing to attend another college may complete a guest student application at the Northwood Registrar's Office. Only credits transfer back to Northwood; grades do not transfer. Students must request in writing that the guest institution send an official transcript back to Northwood.

## Admissions Procedures

Applicants to Northwood should obtain application forms from the Admissions Office of any Northwood campus, or from their high school counselors. Completed applications should be forwarded to the Admissions Office on the Northwood campus of each applicant's choice, along with a non-refundable application fee of \$25. Applicants can also apply online for free at [www.northwood.edu](http://www.northwood.edu).

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

Northwood requires that all applicants take either the American College Testing (ACT) exam or the Scholastic Assessment Test (SAT). International students are required to submit TOEFL (Test of English as a Foreign Language) exam scores with their application. A minimum score of 500 (173 electronic) on the TOEFL exam is required for regular admission. Official transcripts of all previous high school and college work should accompany the application.

Applicants from Asia, the Middle East, or Africa should contact Northwood's regional office directly for an application form:

*Northwood University Asia/Africa Regional Office*

*Daniel R. Kelch, Director of Admissions*

*Level 36, Menara Citibank*

*165 Jalan Ampang*

*50450 Kuala Lumpur*

*Malaysia*

*Office Phone: (603) 2169-6169*

*Fax: (603) 2169-6101*

*E-mail: [nu\\_admit@tm.net.my](mailto:nu_admit@tm.net.my) or [drk696@tm.net.my](mailto:drk696@tm.net.my)*

# Admissions & Financial Information

All other international applicants should contact the Admissions Office directly at any Northwood campus at 1 (800) 457-7878 or gain online information at [www.northwood.edu](http://www.northwood.edu). The international admissions form is also available online.

## Tuition Deposit Policy

Michigan, Texas, and Florida campuses:

- Resident Students: \$250 tuition deposit for entering students applied in this manner:
  - \$100 refundable housing security deposit
  - \$150 tuition deposit
- Commuter Students: \$150 tuition deposit for entering students to be applied toward tuition costs

This policy also applies to returning and transfer students. Entering freshman tuition deposit is refundable until May 1.

## Financial Information

The cost of attending Northwood is very competitive with other private and many public colleges for room, board, and tuition charges.

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

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

### Traditional Students

Fall Term (10-Week) Charges 2007-2008

Item	MI	TX	FL
Tuition (12-17 cr. hrs.)	\$5,275.00	\$5,275.00	\$5,275.00
Room	1,240.00	1,240.00	1,368.00
Board	1,158.00	1,056.00	1,221.00
Student Fee	210.00	210.00	210.00
Technology Fee	85.00	85.00	85.00
State Tax		87.12	79.37
	\$7,968.00	\$7,953.12	\$8,238.37

\* TX: Add \$100 per term for room cost of new dormitories.

*Note: Tuition is \$330 per credit hour for fewer than 12 or over 17 credit hours per term, and for summer school, mini sessions, correspondence courses, and externships. Special lab or equipment fees may be appropriate in some cases. Textbook charges depend on the class requirements could be approximately \$468 per term.*

Full tuition entitles the student to register for 12 to 17 credit hours inclusive during a 10-week term. Credit hours greater than 17 are charged at \$330 per credit hour.

# Admissions & Financial Information

Certain special and course fees, as follows, are charged at all campuses. In addition, a campus may have a special offering for which an appropriate fee may be charged. Applicable information is available from the Business Office of that campus shortly before the beginning of each term.

Application fee due with application (non-refundable)*	\$25
Graduation fee	\$50
Housing Security Deposit (refundable — included in tuition deposit)	\$100
Late enrollment (validation) fee	\$100
Fee per credit hour for students taking fewer than 12 hours	\$330
Fee per credit hour for students taking more than 17 credit hours	\$330
Credit hour fee to audit courses (no college credit)	\$152
Comprehensive Exam fee to test out of a course per credit hour (students may not test out of courses that they have previously failed; not available for all courses)	\$40
Car permits (per year)	\$30
Car permits commuter students (MI only)	\$60
Temporary car permits (10 days)	\$5

\*Applicants can also apply online for free at [www.northwood.edu](http://www.northwood.edu)

## Financial Requirements

Students who owe balances and who, within 30 days of the beginning of any term, have not made arrangements with the Business Office to make payments may not continue in class. If a financial obligation remains at the end of the term, 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 old. A \$25.00 service charge will be added to each check coming back dishonored from the bank. An additional \$10.00 will be assessed if not paid in 10 days.

All unpaid Medical Center charges, parking, residence hall charges, library fines, etc., will have an additional \$10.00 charge if not paid during the term and/or are turned in to the Business Office for collection.

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

Housing Security Deposit – A housing security deposit is required from all resident students. The deposit is \$100.00 for all three campuses. The university will hold this amount until the end of a school year or until the student graduates. This deposit is included in the tuition deposit on all campuses.

## 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 are Michigan, Academic Dean; Texas, Registrar; and Florida, Academic Dean or Dean of Students.

# Admissions & Financial Information

## 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:

On first day classes start	100% credit of all charges
From 2 - 7 days after classes start	90% credit of tuition and board
From 8 - 14 days after classes start	80% credit of tuition and board
From 15 - 21 days after classes start	70% credit of tuition and board
From 22 - 28 days after classes start	60% credit of tuition and board
From 29 - 35 days after classes start	50% credit of tuition and board
More than 35 days after classes start	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 35 days after the start of classes. If the student attended any class later than 35 days after the start of classes, there will be no refund.

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

*University College* – All University College students should view the UC Student Handbook for the refund policy that applies to University College 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: Unsubsidized Federal Stafford Loan, Subsidized Federal Stafford Loan, Federal PLUS Loan, Federal Pell Grant, Academic Competitiveness Grant, National SMART Grant, FSEOG, other Title IV Aid Programs. Examples of this refund policy are available at the Financial Aid Offices on each campus.

## Veterans' Benefits

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 term-by-term basis, to notify the Northwood VA Certifying Official of his or her class schedule and any change in the schedule (withdrawals, drop/add) throughout a term.

## Academic Probation Policy for Students with VA Benefits

The Florida State Approving Agency has imposed the following requirements for students to receive veterans' benefits.

*Satisfactory Grade (Cumulative Grade Point Average and Probation)* – All students receiving veterans' benefits must maintain a cumulative grade point average of 2.0. Failure to maintain that GPA will result in the student being placed on probation. A student will be

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allowed 2 terms including the summer session to raise the cumulative GPA to that required for graduation and come off probation. If the student fails to come off probation, the U.S. Department of Veterans Affairs (USDVA) will be notified of termination in writing.

**Failing Grade and Last Date of Attendance** – A student receiving veterans' benefits and given a failing grade or grades must inform the Northwood University Veterans' Certification Office in writing of the last date of attendance in that class or classes. Failure to notify the Veterans' Certification Office will result in the Veterans' Certification Office informing the USDVA that the last date of attendance in that class(es) was the first day of the class.

**Withdrawal and Last Date of Attendance** – A student receiving veterans' benefits who withdraws from a class or classes officially must inform the Veterans' Certification Office of the withdrawal from the class(es). A student who is receiving veterans' benefits and fails to withdraw officially or who walks away from a class or classes without informing the Veterans' Certification Office in writing will cause the Veterans' Certification Office to inform the USDVA that the last date of attendance in the class(es) was the first day of the class.

**Credit for Previous Training** – All students who are requesting veterans' benefits when enrolling here will be given credit for previous training, where appropriate. The total length of the training program will be reduced proportionately. The student and the USDVA will be advised in writing of the credit given to the student and the appropriate reduction in the total length of the program. All students receiving veterans' benefits must have transcripts and other documents showing credit for previous training sent to the Northwood University Registrar's Office for evaluation by the end of the second term. Failure to do so will result in no further certification for veterans' benefits, until those transcripts have been provided.

### 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 term for 2007-2008 will be approximately \$468, depending on courses.

### Deposits on Accounts

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

### Car Permits

Any student who wishes to have a car on campus must make application to Security with a non-refundable \$30 fee, and upon approval 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. This privilege may be forfeited without refund if campus driving rules are violated.

### Financial Aid

Northwood strives to provide adequate financial aid opportunities to all students of academic ability and personal promise, based on financial need. With the cooperation of business, individuals, lending institutions, and state and federal governments, Northwood

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has developed a comprehensive program of financial aid to help students complete their college education.

Students seeking financial aid should first apply for admission to the Northwood campus of their choice: Michigan, Texas, or Florida. Applicants for financial assistance should direct all questions to the Financial Aid Office on their campus. The Financial Aid Office on the Michigan campus is located in Miner Hall; in Texas, in the Lambert Commons; and in Florida, in the Turner Education Center.

Students should also 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.ed.gov](http://www.fafsa.ed.gov). If you do not have access to the Internet, the forms are available from high school guidance offices or from the Northwood Financial Aid Offices. This information is treated in the strictest confidence by the University. All financial aid forms should be submitted after January 1 and prior to April 1. FAFSA applications received by the processor after April 1 will be considered on a funds-available basis. Students must complete a new FAFSA each academic year. Awards are determined for one year at a time.

To be considered for eligibility for federal or state funds, a student must be a U.S. citizen or an eligible non citizen as defined in the federal regulations; meet standards of satisfactory academic progress; be accepted as a regular 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. For the purposes of determining financial aid eligibility, a student is considered to be full-time when enrolled for 12 credit hours or more, three-quarter time when enrolled for 9-11 credit hours, half-time when enrolled for 6-8 credit hours, and less than half-time when enrolled for less than 6 credit hours.

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, only the amount of a scholarship that is used for qualified tuition and related expenses (e.g., tuition, fees, books, supplies, and equipment) is excluded from gross income. Any scholarship funds used for non-course related expenses (e.g., room and board) are taxable and should be included in the student's gross income. Students should keep accurate records of all these funds and expenses.

## Award Disbursement

Federal, state, and most institutional financial aid is divided equally between the terms of enrollment and will be credited to the student's account upon verification of enrollment for that period. Revisions of awards or late awards will be applied throughout the year. Stafford and PLUS Loan funds will be applied to the student's account upon electronic receipt of funds or endorsement of the check.

The student is responsible for all charges not covered by financial aid. If there are more credits than charges, the student has an option of receiving a refund check for the credit balance, or retaining the credit balance on his or her student account to pay future costs. 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 billings, financial aid credits, and refund checks.

# Admissions & Financial Information

## 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 assistance.

Students have the right to know how financial need and award packages will be determined and to request a review of the financial aid package should circumstances change to affect negatively the family's ability to meet costs of attendance. Students have the responsibility to notify the university should new resources not originally considered become available to the student.

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 loan funds. The Business Office must receive this request in writing.

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 relating to the financial aid application process.

## Northwood Financial Assistance

Below are some of the awards provided by Northwood to eligible fulltime traditional undergraduate students. Learn more about these awards and others by visiting the Financial Aid section of the Northwood website [www.northwood.edu](http://www.northwood.edu).

- **Northwood Merit Scholarships** – Eligibility for the Presidential Scholarship, Freedom Scholarship, Free Enterprise Scholarship, and Entrepreneur Award is limited to students who have demonstrated excellent academic and extracurricular performance. They are renewable, providing the student maintains the required grade point average. These awards are not need based.

- **Private Donor Scholarships** – The Scholarship Committees on each campus award these scholarships. Selections are based on requirements specified by donors and information provided by students. Scholarship applications, descriptions of scholarships, and instructions for application are available December 1 of each year. Visit the Financial Aid section of our website [www.northwood.edu](http://www.northwood.edu) for more information or to apply on line. Paper applications are available in the Financial Aid Office on your campus.

- **Northwood Grants** – These are awarded to students who have a demonstrated financial need.

- **Athletic Scholarships** – These awards are determined by the coaching staff and are applied according to the policies of the Athletic Department.

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- **Family Tuition Grants** – If two or more dependent students of the same family attend Northwood University’s Undergraduate Program full time for the entire year, each student receives a half tuition discount for the third term.

- **Alumni Dependent Grants** – Children of Northwood alumni who are full-time students are eligible for this grant.

## 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/mi/financialaid](http://www.northwood.edu/mi/financialaid).

- **Michigan Competitive Scholarships** – These are awarded by the State of Michigan to Michigan residents on the basis of demonstrated need and a qualifying ACT test score. First-time students who feel they should qualify for the competitive scholarship should file their financial aid forms no later than March 1. Awards may be renewed for 15 terms if the student shows need, maintains a 2.0 GPA, and meets the standards of satisfactory academic progress as defined by the university.

- **Michigan Tuition Grants** – These are awarded by the State of Michigan to Michigan residents who have demonstrated financial need. The award may be renewed for 15 terms if the student continues to demonstrate need and meets the standards of satisfactory academic progress as defined by the university. Students should file their financial aid forms no later than March 1.

- **Michigan Promise Scholarship** – Beginning with the high school graduating class of 2007, these are awarded by the state of Michigan to Michigan residents. These awards are based on the student’s State Assessment Test scores; either the Michigan Education Assessment Program (high school graduations class of 2007) or the Michigan Merit Exam (high school graduating class of 2008 and beyond).

- **Michigan Merit Award** – These are awarded by the State of Michigan to Michigan residents. These awards are based on a student’s Michigan Education Assessment Program (MEAP) Test scores. Eligible students must have graduated from high school prior to 2007.

- **Michigan Work Study** – This program is designed to provide need-based work opportunities for students who are Michigan residents and enroll at approved degree-granting Michigan schools. Students are paid bi-weekly by check for hours worked. Subject to job availability.

## State of Florida Financial Assistance

Learn more about these state aid programs by visiting Northwood’s Florida Financial Aid website pages at [www.northwood.edu/fl/financialaid](http://www.northwood.edu/fl/financialaid).

- **Bright Futures Scholarship** – These lottery-funded scholarships are awarded to Florida high school graduates who demonstrate high academic achievement. This scholarship program has three award levels: the Florida Academic Scholars Award, the Florida Medallion Scholars Award, and the Florida Gold Seal Vocational Scholars Award. The state determines eligibility for these awards. Contact your high school guidance counselor for further information and application.

- **Florida Student Assistance Grant (FSAG)** – These grants are based on financial need and state-mandated regulations. Students must meet the Florida residency requirements

# Admissions & Financial Information

for state aid and enroll full time. To apply, students must complete a Free Application for Federal Student Aid (FAFSA). Initial consideration will be given to students whose FAFSA is received by the federal processor by April 1 each year.

- **Access to Better Learning and Education Grant (ABLE)** – This is a tuition assistance program awarded to Florida residents who meet all program requirements.

## Federal Financial Assistance (All campuses)

Learn more about these federal aid programs by visiting the Financial Aid section of the Northwood website [www.northwood.edu](http://www.northwood.edu).

- **Federal Pell Grant** – This award is based solely on financial need as determined by the Pell Grant regulations. 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, funds will be credited to the student's institutional account. Pell funds are available only to students who have not received a prior bachelor's degree.

- **Federal Academic Competitiveness Grant (ACG)** – Receipt of these funds is limited to fulltime Pell Grant eligible students that have completed a rigorous secondary school program and have met certain academic restrictions.

- **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.

- **Federal Work Study (FWS)** – This is a need-based employment assistance program. Available work-study positions are posted in the Job Center in Michigan, and in the Financial Aid Office in Texas and Florida. Students are paid by check bi-weekly for the hours worked. Subject to job availability.

- **Federal Stafford Loans (subsidized and unsubsidized)** – These are fixed rate loans based on need as determined through filing the FAFSA, and the student's cost of attendance as determined by the school. Loan funds are obtained through a participating lender of the student's choice. Students making satisfactory academic progress who carry at least a half-time credit load per term 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 financial need. Independent students or students whose parents are denied the PLUS Loan may borrow additional funds under the Unsubsidized Stafford 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.

- **Federal PLUS Loans** – Parents who want to borrow to help pay for their children's education may use this loan program. Federal PLUS Loans are limited to the cost of attendance minus other aid received.

- **Loan Counseling** – First-time Stafford Loan borrowers are required by federal regulations to complete loan counseling prior to receiving their first loan proceeds. All students who receive Stafford Loans are required by federal regulations to complete loan counseling prior to graduating or withdrawing from the university. Students are required to repay all Stafford Loans.

# Admissions & Financial Information

## 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](http://www.northwood.edu).*

## Satisfactory Academic Progress

A student receiving federal, state, and/or Northwood financial aid must maintain satisfactory academic progress to retain financial aid. Standards of academic progress will be applied at the end of each term. In the traditional program, summer sessions will be combined and treated as a single term.

**Definitions** – A passing grade is an A, B, C, or a D, including pluses and minuses. Marks of W, I, and F are considered attempted and non-passing for purposes of financial aid probation and reinstatement. X grades will not be considered as attempted. Repeat classes will be assessed as new classes.

**Length of Financial Aid Eligibility (Quantitative)** – The length of eligibility is based on a student's total academic record starting with the entry date at Northwood and includes transfer hours from other institutions. A student may receive financial aid for no more than a maximum of 150% of his or her program length. Northwood University has determined that to comply with this requirement, students must earn 67% of hours attempted. This measurement will be applied on a term-to-term basis, as well as to a student's cumulative academic record.

**Requirements** – A student must earn 67% of credit hours attempted for each term including independent study courses. Courses taken during mini sessions may be counted in the previous term. The following table details the Grade Point Average (GPA) requirements.

### GPA Requirements

Term Hours Earned	Minimum Cumulative GPA
1-15	1.00
16-30	1.25
31-45	1.50
46-60	1.75
61-75	1.90
76-90	2.00

## Admissions & Financial Information

Students must achieve and maintain a 2.0 minimum cumulative grade point average by the time they have earned 90 credit hours. In the event of a student's enrollment in a mini session, satisfactory academic progress may be reevaluated at the discretion of the Financial Aid Administrator.

***Change of Satisfactory Academic Progress Status*** – Satisfactory academic progress status is determined when grades are reported at the end of each term. Although a student's cumulative grade point average or earned credits may change within a term (e.g., by recording a final grade in place of an I), the student's academic progress status is not changed until the next official grade reporting period during which the student is enrolled.

***Waiver of Requirement Provision*** – The Financial Aid Administrator has the discretion to waive the requirements in the event of mitigating circumstances that are of a catastrophic nature. Examples of catastrophic circumstances would be the serious illness of the student or the death of a student's relative. The requirement may also be waived if other special circumstances exist. Normally, third party documentation is required.

***Transfer Student Financial Aid Eligibility Policy*** – A student enrolling at Northwood University for the first time is assumed to be making satisfactory progress for Title IV purposes regardless of whether he or she had prior postsecondary experience.

***Financial Aid Probation*** – A student placed on financial aid probation will be allowed to continue to receive financial aid for one (1) term. At the end of that term the student must meet all the requirements previously described. If the requirements are not met, all financial aid will be suspended. The student shall be notified in writing when placed on financial aid probation or suspension. Students must meet qualitative and quantitative measurements of progress.

***Reinstatement of Financial Aid Eligibility*** – A student who has been suspended from financial aid may be reinstated after meeting all of the requirements. Aid granted after reinstatement will begin the next term of enrollment and will be based on funds available at the time.

***Appeal Process*** – A student suspended from financial aid may submit a written appeal to the Academic Dean. The appeal must describe the extenuating circumstances in detail, and should be documented. The Academic Dean will consult with the Financial Aid Administrator prior to a final decision. The Academic Dean will respond in writing. Students should note that the standards described are the minimum level of performance necessary for the continuation of financial aid. Some scholarship, grant, and loan programs may impose higher standards of performance for continued eligibility. The above standards are subject to change per federal guidelines. The Financial Aid Office will notify students of any such changes.

### Career Assistance Center

A fundamental aim of the Northwood philosophy is that every student be involved in a program that leads toward a satisfying and productive career. To facilitate those careers, Northwood has established a Career Assistance Center, which supplements and coordinates the effort on each campus to bring together our graduates and alumni with potential employers. The campus Career Assistance Center serves all Northwood students and alumni.

# Admissions & Financial Information

## It Starts at Freshman Orientation

The career-finding process begins at Northwood with freshman 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 typical of their chosen curriculum. These opportunities are presented during the academic process as well as through company presentations outside the classroom.

## The First Step to Career Assistance

At the beginning of a student's first year of study, work begins in earnest to find the right first step in the career path. Seminars, informational meetings, and personal consultations are available to explain the career search function. Resume and cover letter writing assistance, the interview process with mock interviews, as well as what a new employee can expect on the first job are covered in special workshops presented throughout the year by the Career Assistance Center.

Many of the curriculums offered by Northwood require a minimum of one internship before completion of requirements for the Bachelor of Business Administration degree. The Career Assistance Center works closely with curriculum Chair's, employers, and students to aide in completion of this requirement.

All winter term juniors take a one-hour required class, MGT 340, which provides in-depth preparation for registration with the Career Assistance Center at the onset of fall term of the senior year. MGT 340 assists students with skills assessment, company research, and the most up-to-date tips on resume writing and networking techniques. This is followed by another required one-credit course in the spring of the junior year, SPC 440, in which presentation and interviewing skills are sharpened.

## Company Representatives Visit Northwood

Through the years, Northwood University has developed close, long-term relationships with many firms in the various fields of its curriculums. Representatives from these firms visit the campuses to interview those who are about to graduate and are looking for employment. Additionally, off-campus interviews will be scheduled depending on the requirements of the recruiting firm. The track record of Northwood graduates is very good, and employers come to Northwood campuses looking for the best. They are seldom disappointed, because Northwood students have been prepared to take places in several fields, and have the right portfolios of skills, attitudes, and values.

The on and off-campus recruiting schedules are supplemented by companies who contact the Career Assistance Center about positions that are currently available. Through the eRecruiting system, opportunities with firms 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. The recruiting firm reviews the resumes and selects candidates for interviews directly or via the Career Assistance Center. Additionally, students are also given the opportunity to participate in university-sponsored career fairs and networking opportunities, both in and out of state.

# Admissions & Financial Information

## Publications, Research, and Services

The Career Assistance Center also supports and contributes to the Career Assistance Alcove Collection in the Strosacker Library (MI), Cook Library (FL), and Texas Library (TX), as well as the respective Career Assistance Center offices, where a comprehensive cross-section of career assistance information is maintained: books, periodicals, professional journals, video and audio tapes, computer search systems, as well as reference materials specifically geared to help students research companies.

The eRecruiting system is available to traditional, University College, and MBA students. For the convenience of all Northwood students, the Career Assistance Center also has information and resources posted on the Northwood University website – [www.northwood.edu](http://www.northwood.edu) – and click on the appropriate campus.

## Computer-Assisted Self-Assessment

One of the newest opportunities available in the Career Assistance Center is Focus II, a self-assessment program that helps students determine the career path most suited to their interests, skills, and values. This interactive computer program, most relevant for freshmen and sophomores, is updated regularly and provides students with a comprehensive self-assessment profile, desired work experience summary, and occupational list that matches the self-assessment profile. Students can print out this information for future reference.

## Accent on Opportunity

Launching a job search can be a confusing, anxiety-producing situation. The most frequently asked question about the job search is, Where do I start? The answer may surprise you: your job search starts with you! Unfortunately, no one but you can answer that question. And although you may, at times, wish someone else would provide you with the answer, it is a privilege to have the freedom to explore the possibilities and determine the answer on your own. You are the person responsible for your own success — not a counselor, past employer, or even factors in the job market. To succeed, you need to be active on your own behalf. You are the owner, manager, and key player in your career search. Writing letters, making telephone calls, gathering information, and networking will lead you to opportunities you never knew existed. The more of these things you do, and do well, the more likely you are to receive the greatest number of good offers.

Northwood students recognize the importance of making use of every available resource to learn and become familiar with career opportunities. What Northwood seeks to do in the Career Assistance function is to facilitate the growth of each student. The Career Assistance Center provides information so that each person has the necessary data to make the appropriate selection.

The Career Assistance Center on each campus offers a comprehensive program of events to help our students, graduates, and alumni accomplish their professional goals.



## Academic Matters

## Pursuing a Northwood Undergraduate Degree

The four-year Bachelor's of Business Administration (BBA) degree comprises intensive and broadly based management education, along with a healthy component of general education and the arts. The BBA graduate will have a broad command of the way the entire business community fits together and how each industry and economic sector plays a part. The BBA graduate may proceed to graduate school if that is part of the individual's career plan. Graduate admission is determined by each graduate school.

### 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 web site. Such changes to policies, procedures, and rules become effective for all students at the time of their implementation. The academic staff will advise the student on all matters related to their program of study and will aid the student in the interpretation of policies whenever necessary. However, it is ultimately the student's responsibility for meeting all pertinent and most current requirements for the degree and the policies related thereto.

It is also the student's responsibility to actively utilize their Northwood University email and the university web site as it tends to be 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.

The Curriculum Guides given in this catalog reflect what is correct at the time of publication. Students should obtain a date-specific curriculum guide from their campus Registrar or Academic Office, based on when they entered their program of study at Northwood University.

### Advanced Placement

Students who pass the CEEB, CLEP, and other standardized exams with a satisfactory score will receive appropriate credit toward Northwood graduation requirements and will be placed at advanced levels for course work. The Northwood faculty and staff will use their judgment about the amount of credit allowed under these plans through periodic review. Interested persons should contact the Registrar's Office for further information.

### Correspondence Courses

Students may enroll in no more than 20 credits of approved Correspondence Study courses for each degree level. Correspondence Study courses, similar to externships, minis, and summer courses, are offered for a separate tuition charge and may not be included as part of the regular tuition charge for any term. Details are available from the Registrar's Office of each campus.

# Academic Matters

A 2.0 cumulative grade point average (GPA) is required to enroll in correspondence courses. Students may not take correspondence courses to repeat failing grades. Courses must be completed within 90 days.

## Program Requirements

Every program on every campus has specified requirements indicated on a curriculum guide available on that campus. The required courses and other learning experiences are detailed along with the “electives” or options at the discretion of each student. To stay current, curriculum guides are modified as industry and academic improvements are made, so students must be careful to follow only the curriculum guide in effect when the student entered the program at the lowest academic level (freshman, etc.).

Therefore, students should obtain the approved curriculum guide for the program in which they are enrolled, and maintain this guide to record their progress. Students are expected to track their degree progress and to take responsibility for scheduling all requirements. For more specific information related to academic performance, course scheduling, and curriculum completion options, contact an Academic Counselor or Dean.

To qualify for graduation from a program, a student must take and successfully complete (grade of D- or better) all required courses as specified on the curriculum guide. Beyond that, a cumulative (overall) grade point average of 2.0 (C) or better is required for graduation. This requires that any earned grade of less than C must eventually be balanced with an earned grade greater than C, and that all required courses in which grades of F have been earned shall be repeated until passing grades of D- or better are earned. The average (or statistical mean) grade earned and given at Northwood University is slightly above C, but considerably below B. Thus, competitive diligence is required of students to qualify for successful completion of all programs.

A traditional college student is required to complete 44 quarter hours of academic credit at Northwood University. University College students must complete 36 quarter hours of academic credit through Northwood University.

## Requirements for Graduation

All degrees and certificates are awarded upon successful completion (grade D- or better) of the applicable program requirements noted above, along with the following:

1. Application for graduation.
2. Recommendation of the faculty with approval by the Board of Trustees.
3. A cumulative (overall) GPA of 2.0 (C) or better.

## Omniquest Program

Omniquest is a college-wide program, overlaying all other programs, in which a provocative and challenging book is selected each term, and the theme of that book carried as the current topic of the term on all campuses and within all programs, simultaneously. Every student, every faculty member, and every professional staff person purchases and reads the book. Every class contains some analytical treatment of an element in the selected book, appropriate to the class. All provosts structure multiple events on their campuses that illustrate, analyze, and/or challenge the paradigm of the book. Outside speakers are invited to assess the topic.

After an ordinary four-year program, a graduate will have mastered the dozen most recent challenging enterprise paradigms and will have both the library to support those examinations and, we intend, the behavioral momentum to continue his or her personal Omniquiest throughout adulthood. The selected books reflect the current library of provocative offerings and a committee on each of the three campuses selects a title that is simultaneously assigned college-wide to gain from cross-campus interchange.

### Enterprise/Entrepreneurial Orientation

An extraordinary percentage of Northwood alumni earn their livelihoods in enterprises they own in whole or in part. While we offer a program named 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 enterprise economy.

### Study Abroad Programs

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

Northwood University is committed to offer a number of faculty-led group study abroad opportunities to its students. Groups of ten to thirty students typically participate in individual study abroad programs. The university currently offers two term-length programs: Term in Europe and Term in Asia. In addition, a variety of short-term study abroad programs in Europe, Australia, and Latin America occur annually or on a biennial or one-time basis. Information on all study abroad programs is available on the university's website, and through the Office of the Executive Vice President/Chief Academic and Operating Officer.

All study abroad programs carry academic credit. Academic credit for study abroad programs entails participation in the travel period, and class work may include written papers, oral reports, daily journals, research projects, group projects, quizzes and written exams. The subject matter of academic credit varies according to the expertise and experience of the faculty leader.

It is very important that students who are interested in a study abroad experience consult with an academic counselor early in their Northwood years to determine how and when academic credit associated with study abroad programs can most appropriately fit within their curriculum.

# Academic Matters

## General Eligibility Guidelines for Study Abroad Programs

1. Successful completion of at least forty-eight term credit hours at Northwood University or, if a transfer student, completion of the equivalent of forty-eight term credit hours and at least one term at Northwood University. **Students typically apply for study abroad programs as juniors or seniors.**
2. Fulfillment of any course prerequisites for academic credit associated with study abroad programs.
3. A cumulative GPA of at least 2.0 (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.

## Honors Scholarship

Honors students who have completed sixteen or more credit hours in honors courses at Northwood University may apply for honors admission to either Term in Asia or Term 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, room and board on the Northwood campus they attend. 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.

## Term Length Study Abroad Programs

*Term in Asia* -- Students study and travel in Southeast Asia for a five to six week summer program. Students may earn four to sixteen 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 Thailand, Malaysia, and Vietnam. Students are typically expected to complete academic class work after the travel period. Admission to the program is competitive. Term in Asia is typically offered in the summer.

*Term in Europe* -- Students study and travel in western and central Europe for an eight to ten week program. Students earn sixteen 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 France, Germany, Italy, Switzerland, the Netherlands, Austria, and Hungary. Admission to the program is competitive. Term in Europe is typically offered in the fall term.

### Short-term Study Abroad Programs

Several short-term study abroad programs are also available for students. Students earn four to eight credits. The travel portion of these programs typically lasts from one to three weeks, and some programs are adaptations of the “mini” sessions held between regular terms or of 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. Students are typically expected to complete academic class work prior to and after the travel period.

### Exchange Programs

An exchange program is one in which college 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 year, and transfer the academic credit back to their home institution. In exchange, students from the foreign host institution come to the home institution for a period up to one year. Northwood University has exchange agreements with colleges and universities in France, Germany, Hungary, Romania, Serbia and the Dominican Republic. Information on all exchange programs is available on the university’s website, and through the Office of the Executive Vice President/Chief Academic and Operating Officer.

Unlike group study abroad programs, where a group of Northwood University students travel together with an NU faculty member on a relatively “pre-scripted” program, individual exchange students apply directly to the host institution. Participation in an exchange program allows not just for study at a foreign institution, but also for a deeper cultural immersion. 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 new language and interpersonal skills.

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

# Academic Matters

## General Eligibility Guidelines for Exchange Programs

Most host institutions will assume that students have completed basic coursework in areas like English, Computer Science, 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 ninety-six term hours at Northwood University, or, if a transfer student, have successfully completed the equivalent of ninety-six term hours and completed at least one term at Northwood University. Students should apply for exchange programs as juniors or seniors.
2. Fulfillment of any 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 have a written recommendation from Northwood University to the host institution and must coordinate their application through the Office of the Executive Vice President/Chief Academic and Operating Officer.

## Degree Programs

### BBA Degree Requirements

The BBA degree generally requires four years of study. A major, by definition, is 36 or more credit hours in a defined discipline. A minor/concentration, by definition, is 24 or more credit hours in a defined discipline. (There is an 8-credit residency requirement for all majors, and a 4-credit residency requirement for all minors/concentrations.) Each minor/concentration, depending on the associate program from which the student was graduated, requires a different selection of courses to complete the BBA program.

### Majors

Available major areas of concentration include:

- Accounting
- Advertising & Marketing/Management (dual major)
- Aftermarket Management/Management (dual major)
- Automotive Marketing/Management (dual major)
- Automotive Marketing/Banking & Finance/Management (triple major)
- Banking & Finance/Management (dual major)
- Economics/Management (dual major)
- Economics/Banking & Finance/Management (triple major)

Entertainment, Sport & Promotion Management/Management (dual major)  
Entrepreneurship/Management (dual major)  
Fashion Marketing & Management/Management (dual major)  
Hotel, Restaurant & Resort Management/Management (dual major)  
International Business/Management (dual major)  
Management  
Management Information Systems/Management (dual major)  
Marketing/Management (dual major)

A distinctive major, individually designed to meet individual career interests, may also be earned in Computer Information Management. It may function as a dual major with Accounting, Economics, Management, or Marketing.

The major in Accounting is professional preparation for the field of accounting and prepares a student to sit for the CPA examination in most states and begin a career in public or corporate accounting.

The dual major in Advertising & Marketing/Management offers a unique perspective, providing Marketing's overview of research, promotions, pricing, product development, and sale, along with the specific purview of Advertising (creative or research teams, account management, etc.). All of this has the underpinning of a major in Management, which gives the graduate the skills necessary to direct, control, and supervise these functions.

The dual major in Aftermarket Management/Management, in addition to the Management major described below, focuses on the various aspects of the automotive aftermarket including the wholesale, retail, manufacture, performance, and motor sports channels, and the development of an aftermarket business during the final term.

The dual major in Automotive Marketing/Management, in addition to the Management major described below, 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 is completed during the final term.

The triple major in Automotive Marketing/Banking & Finance/Management provides students with up-to-date, relevant, and challenging course work that prepares them to meet the high demands of a complex field. Graduates with this degree will be prepared to join automotive finance/insurance-related industries, the wholesale/retail sectors of the automotive industry, the financial area of corporate businesses, banks, and trust departments, and the financial planning/investment industry.

The dual major in Banking & Finance/Management, in addition to the Management major described below, focuses on course work designed to place graduates in financial service industry careers. Specialty areas include securities, banking, insurance, credit, trusts, taxes, and financial advising. Sitting for the Series 7 Exam is encouraged.

The dual major in Economics/Management, in addition to the management major described below, focuses on important aspects of economic theory, philosophy, and application, including comparative economics, development of economic thought, economic forecasting and research, and monetary theory.

## Academic Matters

The triple major in Economics/Banking & Finance/Management combines a strong element of private enterprise advocacy of Economics with knowledge of financial areas of non-financial businesses, banks, and trust departments, and the financial planning/investment industry of the Banking & Finance department. Underpinning all of this is a strong element of Management training and case study.

The dual major Entertainment, Sport & Promotion Management/Management, in addition to the Management major described below, focuses on the national and global expansion of entertainment and sport and its impact on cultural, social and economic issues on regional, national, and international levels.

The dual major in Entrepreneurship/Management focuses on business enterprise models and entrepreneurial bases. By combining a rigorous academic curriculum, leadership development, experiential learning, and relationships with industry leaders, graduates will be well prepared to become tomorrow's entrepreneurs.

The dual major in Fashion Marketing & Management/Management, in addition to the Management major described below, focuses on the highly complex world of fashion marketing. Fashion courses include textiles, fashion promotions, history of costume, buying, theory and practice, and apparel analysis. This program includes a career-related externship.

The dual major in Hotel, Restaurant & Resort Management/Management, in addition to the Management major described below, focuses on the largest component of the highly competitive service economy. Hotel, Restaurant, & Resort Management courses include facilities engineering, food and beverage management, human resource management, and current issues in the hospitality industry. This program includes a career-related externship.

The dual major in International Business/Management, in addition to the Management major described below, focuses on the emerging global business environment. International courses include trade, finance, law, marketing, management, culture, and comparative economic systems. This program includes a foreign language minor.

The major in Management focuses on the broad functional disciplines of management and prepares graduates with a wide background to accept challenges in general management and industry.

The dual major in Management Information Systems/Management, in addition to the Management major described above, focuses on course work designed to place graduates on the leading edge of the information systems job market. Computer usage and business systems applications are at the core of this program.

The dual major in Marketing/Management, in addition to the Management major described above, focuses on the various aspects of the marketing function, including business-to-business marketing, marketing research, and marketing management, with the development of a marketing plan as a capstone marketing project.

## Minors / Concentrations

A minor/concentration is 24 or more credit hours from a single department (e.g., Accounting, Mathematics) or from a group of related departments (e.g., Language Arts, Social Science).

Some minors/concentrations have special requirements or restrictions and in some cases may include courses from other departments.

Students should check their printed curriculum guides, or with their Academic Deans or counselors, for the complete list of minors and their requirements.

## Curriculum Guides

Curriculum guides for bachelor's degree programs offered by Northwood University vary by campus. Texas students seeking degrees in Management or Accounting should see an academic counselor to determine required courses for a desired concentration. Official curriculum guides for each campus are available from admissions and academic offices on the campuses and are dated for the applicable year. These dates apply to the current Upper Division program.

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.

To fulfill graduation requirements, students are to complete the curriculum guide that is in effect at the time they are granted entrance into the Upper Division (junior- and senior-level courses).



# Academic Matters

## ACCOUNTING

Associate of Arts (AA) - Two year degree

Bachelor of Business Administration (BBA) - Four year degree

### FRESHMAN YEAR

<b>Fall Term</b>		<b>18 crs.</b>
PSY 110	Introduction to College Studies	1 cr.
ACC 241	Accounting Principles	4 crs.
ENG 115	Composition	4 crs.
MIS 160	Advanced Spreadsheet/Database	4 crs.
PHL 110	Philosophy of American Life & Business	4 crs.
MIS 104	Operating Systems	1 cr.

<b>Winter Term</b>		<b>17 crs.</b>
ACC 242	Accounting Principles II	4 crs.
ENG 120	Composition II	4 crs.
ECN 221	Principles of Microeconomics	4 crs.
MTH 115	College Algebra	4 crs.
MIS 107	Word Processing	1 cr.

<b>Spring Term</b>		<b>17 crs.</b>
ACC 243	Accounting Principles III	4 crs.
MTH 221	Calculus	4 crs.
ECN 222	Principles of Macroeconomics	4 crs.
MGT 230	Principles of Management	4 crs.
MIS 109	Presentation Software	1 cr.

### SOPHOMORE YEAR

<b>Fall Term</b>		<b>17 crs.</b>
ACC 311	Intermediate Accounting I	4 crs.
HIS 210	Foundations of the Modern World I	4 crs.
PSY 250	Principles of Psychology or	
SOC 250	Principles of Sociology	4 crs.
SPC 205	Speech Communication	4 crs.
EXF	Executive Fitness	1 cr.

<b>Winter Term</b>		<b>16 crs.</b>
ACC 312	Intermediate Accounting II	4 crs.
MKT 208	Principles of Marketing	4 crs.
HIS 215	Foundations of the Modern World II	4 crs.
ENG 260	Business Communications	4 crs.

<b>Spring Term</b>		<b>16 crs.</b>
ACC 313	Intermediate Accounting III	4 crs.
MTH 231	Statistics I	4 crs.
PSC 201	Introduction to American Government	4 crs.
NSC 210	Environmental Science	4 crs.

Recommended MGT 299 Internship 1-5 crs.  
Total Credits for AA 101-106 crs.

# Academic Matters

## JUNIOR YEAR

<b>Fall Term</b>		<b>17 crs.</b>
FIN 321	Financial Management for Majors	4 crs.
ACC 350	Taxation I (Florida and Texas only)	4 crs.
MTH 334	Statistics II	4 crs.
SOC 350	Cultural Anthropology (Michigan only)	4 crs.
ENG 401	Communication & Interpersonal Relations	4 crs.
EXF	Executive Fitness	1 cr.

<b>Winter Term</b>		<b>17 crs.</b>
ACC 302	Cost Accounting	4 crs.
ACC 370	Individual, Partnership & Corporate Taxes (Michigan only)	4 crs.
ACC 360	Taxation II (Florida and Texas only)	4 crs.
ECN 400	International Trade	4 crs.
NSC	Natural Science Elective	4 crs.
MGT 340	Employment Research & Planning	1 cr.

<b>Spring Term</b>		<b>17 crs.</b>
ACC 380	Advanced Tax & Research Topics (Michigan only)	4 crs.
ACC 405	Accounting Information Systems	4 crs.
PHL 301	Ethics	4 crs.
MGT 425	Organizational Behavior & Leadership or	
MGT 403	International Management	4 crs.
SOC 350	Cultural Anthropology (Florida and Texas only)	4 crs.
SPC 440	Employment Presentation Techniques	1 cr.

## SENIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
ACC 422	Advanced Accounting I	4 crs.
ACC 404	Governmental and Non-Profit Accounting	4 crs.
LAW 300	Business Law I	4 crs.
HUM	Humanities Elective	4 crs.

<b>Winter Term</b>		<b>16 crs.</b>
ACC 401	Auditing	4 crs.
LAW 301	Business Law II	4 crs.
ENG	English Literature Elective	4 crs.
ACC 408	Ethics (Business)	4 crs.

<b>Spring Term</b>		<b>16 crs.</b>
ACC 410	Financial Statement Analysis	4 crs.
ACC	Accounting Elective	4 crs.
ACC 423	Advanced Accounting II (Florida only)	4 crs.
MGT 480	Strategic Planning	4 crs.
ECN 401	Economics of Public Policies	4 crs.

Total Credits for BBA 200-205 crs.

# Academic Matters

## ADVERTISING & MARKETING

Associate of Arts (AA) Two year degree

## ADVERTISING & MARKETING/MANAGEMENT

Bachelor of Business Administration (BBA) Four year degree

### FRESHMAN YEAR

<b>Fall Term</b>		<b>18 crs.</b>
PSY 110	Introduction to College Studies	1 cr.
MKT 208	Principles of Marketing	4 crs.
MTH 111 or 115	Intermediate Or College Algebra	4 crs.
ENG 115	Composition I	4 crs.
PHL 110	Philosophy of American Life & Business	4 crs.
MIS 104	Operating Systems	1 cr.

<b>Winter Term</b>		<b>17 crs.</b>
ADV 110	Introduction to Advertising	4 crs.
ECN 221	Principles of Microeconomics	4 crs.
MTH 115	or elective College Algebra	4 crs.
MGT 230	Principles of Management	4 crs.
MIS 107	Word Processing	1 cr.

<b>Spring Term</b>		<b>17 crs.</b>
ADV 111	Copywriting/Copy Research	4 crs.
ENG 120	Composition II	4 crs.
ECN 222	Principles of Macroeconomics	4 crs.
MIS 105	Spreadsheet/Data Base Principles	4 crs.
MIS 109	Presentation Software	1 cr.

### SOPHOMORE YEAR

<b>Fall Term</b>		<b>16 crs.</b>
ADV 210	Advertising Research	4 crs.
ACC 241	Principles of Accounting I	4 crs.
ENG 260	Applied Communications	4 crs.
HIS 210	Foundations of the Modern World I	4 crs.

<b>Winter Term</b>		<b>17 crs.</b>
ADV 211	Advertising Media	4 crs.
ACC 242	Principles of Accounting II	4 crs.
HIS 215	Foundations of the Modern World II	4 crs.
SPC 205	Speech Communication	4 crs.
EXF	Executive Fitness Elective	1 cr.

<b>Spring Term</b>		<b>16 crs.</b>
ADV 115	Advertising Creative Process	4 crs.
ACC 243	Principles of Accounting III	4 crs.
NSC 210	Environmental Science	4 crs.
PSC 201	Intro. to American Government	4 crs.

ADV 299	Internship Recommended	1-5 crs.
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Total Credits for AA

101-106 crs.

# Academic Matters

## JUNIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
MKT	Elective (MKT 301, 450, 404 or 345)	4 crs.
FIN 301/321	Financial Management	4 crs.
PSY 250	Principles of Psychology or	
SOC 250	Principles of Sociology	4 crs.
ECN 400	International Trade	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
MKT 330	Consumer Behavior	4 crs.
MTH 231	Statistics I	4 crs.
LAW 300	Business Law I	4 crs.
PHL 301	Ethics	4 crs.
MGT 340	Employment Research & Plan	1 cr.
<b>Spring Term</b>		<b>17 crs.</b>
MKT 322	Advertising Management	4 crs.
ADV 312	Advertising Campaigns	4 crs.
MGT 430	Mgt of Information Technologies	4 crs.
HUM	Humanities Elective	4 crs.
SPC 440	Employment Presentation Techniques	1 cr.

## SENIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
ADV 479	Current ADV Issues Seminar	4 crs.
ENG 401	Communication & Interpersonal Relations	4 crs.
MTH 334	Statistics II	4 crs.
NSC	Elective	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
MKT 423	Marketing Research	4 crs.
MGT 403	International Management	4 crs.
ECN 401	Econ. of Public Policies	4 crs.
MGT 425	Organizational Behavior & Leadership	4 crs.
EXF	Executive Fitness Elective	1 cr.
<b>Spring Term</b>		<b>16 crs.</b>
MKT 424	Marketing Management	4 crs.
MGT 480	Strategic Planning	4 crs.
ENG	English Literature Elective	4 crs.
SOC 350	Cultural Anthropology	4 crs.

Total Credits for BBA

200-205 crs.

This is a sample guide based on current degree requirements. Students should obtain a date-specific curriculum guide from the campus registrar or Academic office, based on when they entered their program of study at Northwood University.

# Academic Matters

## AFTERMARKET MANAGEMENT

Associate of Arts (AA) Two year degree

## AFTERMARKET MANAGEMENT/MANAGEMENT

Bachelor of Business Administration (BBA) Four year degree

### FRESHMAN YEAR

<b>Fall Term</b>		<b>18 crs.</b>
PSY 110	Introduction to College Studies	1 cr.
AAM 110	Intro. to Auto Aftermarket & Technology	4 crs.
ENG 115	Composition I	4 crs.
MTH 111/115	Intermediate or College Algebra	4 crs.
PHL 110	Philosophy of American Life & Business	4 crs.
MIS 104	Operating Systems	1 cr.

<b>Winter Term</b>		<b>17 crs.</b>
HDM 110	Intro. to Heavy Duty Aftermarket & Technology	4 crs.
ENG 120	Composition II	4 crs.
ECN 221	Principles of Microeconomics	4 crs.
MTH 115	or elective College Algebra	4 crs.
MIS 107	Word Processing	1 cr.

<b>Spring Term</b>		<b>17 crs.</b>
AAM 112	Aftermarket Manufacturing Management	4 crs.
ECN 222	Principles of Macroeconomics	4 crs.
MGT 230	Principles of Management	4 crs.
MIS 105	Spreadsheet & Database Principles	4 crs.
MIS 109	Presentation Software	1 cr.

### SOPHOMORE YEAR

<b>Fall Term</b>		<b>16 crs.</b>
AAM 205	Aftermarket Retail/Wholesale Management	4 crs.
ACC 241	Principles of Accounting I	4 crs.
HIS 210	Foundations of the Modern World I	4 crs.
MKT 208	Principles of Marketing	4 crs.

<b>Winter Term</b>		<b>17 crs.</b>
HDM 210	Heavy Duty Parts & Service Mktg.	4 crs.
ACC 242	Principles of Accounting II	4 crs.
ENG 260	Applied Communications	4 crs.
HIS 215	Foundations of the Modern World II	4 crs.
EXF	Executive Fitness Elective	1 cr.

<b>Spring Term</b>		<b>16 crs.</b>
AAM 212	Aftermarket Policies/Procedures	4 crs.
ACC 243	Principles of Accounting III	4 crs.
SPC 205	Speech Communication	4 crs.
PSC 201	Intro. to American Government	4 crs.

Total Credits for AA

101 crs.

# Academic Matters

## JUNIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
MKT 335	Lean Distribution	4 crs.
LAW 300	Business Law I	4 crs.
MTH 231	Statistics	4 crs.
NSC 210	Environmental Science	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
AAM 360	Logistics & Supply Chain Mgt	4 crs.
ECN 400	International Trade	4 crs.
MTH 334	Statistics II	4 crs.
PSY 250	Principles of Psychology or	
SOC 250	Principles of Sociology	4 crs.
MGT 340	Employment Research & Planning	1 cr.
<b>Spring Term</b>		<b>17 crs.</b>
MKT 423	Marketing Research	4 crs.
FIN 301/321	Financial Management	4 crs.
PHL 301	Ethics	4 crs.
MGT 430	Management of Information Technologies	4 crs.
SPC 440	Employment Presentation Techniques	1 cr.

## SENIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
AAM 404	Aftermarket Field Sales Management	4 crs.
ENG 401	Communication & Interpersonal Relations	4 crs.
HUM	Humanities Elective*	4 crs.
MGT 425	Organizational Behavior & Leadership	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
AAM 412	Current Issues in the Global Aftermarket	4 crs.
ECN 401	Economics of Public Policies	4 crs.
ENG	English Literature Elective*	4 crs.
MGT 403	International Management	4 crs.
EXF	Executive Fitness Elective	1 cr.
<b>Spring Term</b>		<b>16 crs.</b>
AAM 413	Aftermarket Management Research	4 crs.
MGT 480	Strategic Planning	4 crs.
SOC 350	Cultural Anthropology*	4 crs.
NSC	Natural Science Elective	4 crs.
AAM 299	Internship Required	4 crs.

Total Credits for BBA 204 crs.

\*Spanish 301, 302 and/or 303 may be substituted by qualified students.

This is a sample guide based on current requirements. Students should obtain a date-specific curriculum guide from the campus registrar or Academic office, based on when they entered their program of study at Northwood University.

# Academic Matters

## AUTOMOTIVE INDUSTRY MANAGEMENT (NOT OFFERED ON FL CAMPUS)

Associate of Arts (AA) Two year degree

## AUTOMOTIVE INDUSTRY MANAGEMENT/MANAGEMENT

Bachelor of Business Administration (BBA) Four year degree

### FRESHMAN YEAR

<b>Fall Term</b>		<b>18 crs.</b>
PSY 110	Introduction to College Studies	1 cr.
AAM 110	Intro. to Auto Aftermarket & Technology	4 crs.
ENG 115	Composition I	4 crs.
MTH 111/115	Intermediate Algebra or College Algebra	4 crs.
PHL 110	Philosophy of American Life & Business	4 crs.
MIS 104	Operating Systems	1 cr.
<b>Winter Term</b>		<b>16 crs.</b>
HDM 110	Intro. to Heavy Duty Aftermarket & Technology	4 crs.
ECN 221	Principles of Microeconomics	4 crs.
MTH 115	College Algebra or elective	4 crs.
MIS 105	Spreadsheet/Database Principles	4 crs.
<b>Spring Term</b>		<b>17 crs.</b>
AAM 112	Aftermarket Manufacturing Management	4 crs.
ENG 120	Composition II	4 crs.
MGT 230	Principles of Management	4 crs.
ECN 222	Principles of Macroeconomics	4 crs.
MIS 107	Word Processing	1 cr.

### SOPHOMORE YEAR

<b>Fall Term</b>		<b>17 crs.</b>
AM 132	Dealership Organization & Management	4 crs.
ACC 241	Principles of Accounting I	4 crs.
HIS 210	Foundations of the Modern World I	4 crs.
MKT 208	Principles of Marketing	4 crs.
EXF	Executive Fitness Elective	1 cr.
<b>Winter Term</b>		<b>17 crs.</b>
AM 102	Intro. to Dealership Comp System	1 cr.
PSY 250	Principles of Psychology or	
SOC 250	Principles of Sociology	4 crs.
ACC 242	Principles of Accounting II	4 crs.
HIS 215	Foundations of the Modern World II	4 crs.
SPC 205	Speech Communication	4 crs.
<b>Spring Term</b>		<b>17 crs.</b>
AM 358	Service & Body Shop Management	4 crs.
ACC 243	Principles of Accounting III	4 crs.
ENG 260	Applied Communications	4 crs.
NSC 210	Environmental Science	4 crs.
MIS 109	Presentation Software	1 cr.

Total Credits for AA

102 crs.

## JUNIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
MKT 335	Lean Distribution	4 crs.
FIN 301/321	Financial Management	4 crs.
LAW 300	Business Law I	4 crs.
ECN 400	International Trade	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
AAM 360	Logistics & Supply Chain Management	4 crs.
MTH 231	Statistics	4 crs.
MGT 430	Management of Information Technologies	4 crs.
PHL 301	Ethics	4 crs.
MGT 340	Employment Research & Planning	1 cr.
<b>Spring Term</b>		<b>17 crs.</b>
AM 363	Dealership Accounting	4 crs.
ASM	Elective	4 crs.
MTH 334	Statistics II	4 crs.
MGT 403	International Management	4 crs.
SPC 440	Employment Presentation Techniques	1 cr.

## SENIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
AM 461	Dealership Bus. Management	4 crs.
ENG 401	Communication & Interpersonal Relations	4 crs.
NSC	Elective	4 crs.
HUM	Elective	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
ASM	Elective	4 crs.
ECN 401	Economics of Public Policies	4 crs.
ENG	English Literature Elective	4 crs.
MKT 423	Marketing Research	4 crs.
EXF	Executive Fitness Elective	1 cr.
<b>Spring Term</b>		<b>16 crs.</b>
AM 467	Dealership General Management	4 crs.
MGT 425	Organizational Behavior & Leadership	4 crs.
MGT 480	Strategic Planning	4 crs.
SOC 350	Cultural Anthropology	4 crs.
Internship Required		4 crs.

Total Credits for BBA 205 crs.

Academic Dean may approve substitutions among AAM, AM, HDM and ASM courses.

This is a sample guide based on current degree requirements. Students should obtain a date-specific curriculum guide from their campus registrar or Academic office, based on when they entered their program of study at Northwood University.

# Academic Matters

## AUTOMOTIVE MARKETING/BANKING & FINANCE

Associate of Arts (AA) Two year degree

## AUTOMOTIVE MARKETING/BANKING & FINANCE/MANAGEMENT

Bachelor of Business Administration (BBA) Four year degree

### FRESHMAN YEAR

<b>Fall Term</b>		<b>22 crs.</b>
PSY 110	Introduction to College Studies	1 cr.
AM 132	Dealership Organization & Management	4 crs.
FIN 101	Introduction to Banking & Finance	4 crs.
MIS 160	Adv. Spreadsheet/Database	4 crs.
MTH 111/115	Intermediate Or College Algebra	4 crs.
PHL 110	Philosophy of American Life & Business	4 crs.
MIS 104	Operating Systems	1 cr.
<b>Winter Term</b>		<b>17 crs.</b>
AM 102	An Intro. to the Dealership Computer Systems	1 cr.
ECN 221	Principles of Microeconomics	4 crs.
ENG 115	Composition I	4 crs.
MGT 230	Principles of Management	4 crs.
MTH 115	or elective College Algebra	4 crs.
<b>Spring Term</b>		<b>17 crs.</b>
AM 262	Dealership Advertising	4 crs.
ECN 222	Principles of Macroeconomics	4 crs.
ENG 120	Composition II	4 crs.
MKT 208	Principles of Marketing	4 crs.
MIS 107	Word Processing	1 cr.

### SOPHOMORE YEAR

<b>Fall Term</b>		<b>21 crs.</b>
AM 264	Variable Operations Management	4 crs.
FIN 255	Principles of Banking	4 crs.
ACC 241	Principles of Accounting I	4 crs.
HIS 210	Foundations of the Modern World I	4 crs.
SPC 205	Speech Communication	4 crs.
MIS 109	Presentation Software	1 cr.
<b>Winter Term</b>		<b>17 crs.</b>
ACC 242	Principles of Accounting II	4 crs.
ENG 260	Applied Communications	4 crs.
HIS 215	Foundations of the Modern World II	4 crs.
NSC 210	Environmental Science	4 crs.
EXF	Executive Fitness Elective	1 cr.
<b>Spring Term</b>		<b>16 crs.</b>
AM 358	Service & Body Shop Management	4 crs.
FIN 360	Foundations of Financial Plan	4 crs.
ACC 243	Principles of Accounting III	4 crs.
PSC 201	Intro. to American Government	4 crs.

Total Credits for AA

110 crs.

# Academic Matters

## JUNIOR YEAR

<b>Fall Term</b>		<b>20 crs.</b>
AM 362	Finance & Insurance Department	4 crs.
ACC 370	Tax Principles	4 crs.
FIN 321	Financial Management	4 crs.
PSY 250	Principles of Psychology or	
SOC 250	Principles of Sociology	4 crs.
LAW 300	Business Law I	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
MTH 231	Statistics I	4 crs.
FIN 375	Securities	4 crs.
PHL 301	Ethics	4 crs.
ECN 400	International Trade	4 crs.
MGT 340	Employment Research & Planning	1 cr.
<b>Spring Term</b>		<b>17 crs.</b>
AM 363	Automotive Dealership Accounting	4 crs.
HUM	Humanities Elective	4 crs.
MGT 430	Mgt of Information Technologies	4 crs.
MTH 334	Statistics II	4 crs.
SPC 440	Employment Presentation Techniques	1 cr.

## SENIOR YEAR

<b>Fall Term</b>		<b>20 crs.</b>
AM 461	Dealership Business Management	4 crs.
FIN 455	Corporate Finance	4 crs.
MGT 403	International Management	4 crs.
ENG 401	Comm. & Interpersonal Relations	4 crs.
NSC	Natural Science Elective	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
FIN	Finance Elective	4 crs.
ECN 401	Economics of Public Policies	4 crs.
MKT 423	Marketing Research or	
MKT 404	International Marketing	4 crs.
ENG	English Literature Elective	4 crs.
EXF	Executive Fitness Elective	1 cr.
<b>Spring Term</b>		<b>20 crs.</b>
AM 467	Dealership General Management	4 crs.
FIN 485	Cases in Enterprise Valuation	4 crs.
MGT 480	Strategic Planning	4 crs.
MGT 425	Organizational Behavior & Leadership	4 crs.
SOC 350	Cultural Anthropology	4 crs.
AM 299	Internship Required	4 crs.

Total Credits for BBA 225 crs.

This is a sample guide based on current degree requirements. Students should obtain a date-specific curriculum guide from their campus registrar or Academic office, based on when they entered their program of study at Northwood University.

# Academic Matters

## AUTOMOTIVE MARKETING

Associate of Arts (AA) Two year degree

## AUTOMOTIVE MARKETING/MANAGEMENT

Bachelor of Business Administration (BBA) Four year degree

### FRESHMAN YEAR

#### Fall Term

PSY 110	Introduction to College Studies	18 crs.	1 cr.
AM 132	Dealership Organization and Management	4 crs.	4 crs.
ENG 115	Composition I	4 crs.	4 crs.
MTH 111/115	Inter. Or College Algebra	4 crs.	4 crs.
PHL 110	Philosophy of American Life & Business	4 crs.	4 crs.
MIS 104	Operating Systems	1 cr.	1 cr.

#### Winter Term

AM 102	An Intro. to the Dealership Computer Systems	17 crs.	1 cr.
ECN 221	Principles of Microeconomics	4 crs.	4 crs.
MKT 208	Principles of Marketing	4 crs.	4 crs.
MTH 115 or	Elective College Algebra	4 crs.	4 crs.
MIS 105	Spreadsheet/Database Princ	4 crs.	4 crs.

#### Spring Term

AM 262	Dealership Advertising	17 crs.	4 crs.
ECN 222	Principles of Macroeconomics	4 crs.	4 crs.
ENG 120	Composition II	4 crs.	4 crs.
MGT 230	Principles of Management	4 crs.	4 crs.
MIS 107	Word Processing	1 crs.	1 crs.

### SOPHOMORE YEAR

#### Fall Term

AM 264	Variable Operations Management	17 crs.	4 crs.
ACC 241	Principles of Accounting I	4 crs.	4 crs.
HIS 210	Foundations of the Modern World I	4 crs.	4 crs.
SPC 205	Speech Communication	4 crs.	4 crs.
MIS 109	Presentation Software	1 cr.	1 cr.

#### Winter Term

MKT 201	Principles of Selling	17 crs.	4 crs.
ACC 242	Principles of Accounting II	4 crs.	4 crs.
ENG 260	Applied Communications	4 crs.	4 crs.
HIS 215	Foundations of the Modern World II	4 crs.	4 crs.
EXF	Executive Fitness Elective	1 cr.	1 cr.

#### Spring Term

AM 358	Service & Body Shop Management	16 crs.	4 crs.
ACC 243	Principles of Accounting III	4 crs.	4 crs.
NSC 210	Environmental Science	4 crs.	4 crs.
PSC 201	Intro to American Government	4 crs.	4 crs.

Total Credits for AA

102 crs.

# Academic Matters

## JUNIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
AM 362	Finance & Insurance Dept.	4 crs.
ECN 400 I	International Trade	4 crs.
FIN 301/321	Financial Management	4 crs.
LAW 300	Business Law I	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
AM 360	Parts Management	4 crs.
MTH 231	Statistics I	4 crs.
PHL 301	Ethics	4 crs.
PSY 250	Principles of Psychology or	
SOC 250	Principles of Sociology	4 crs.
MGT 340	Employment Research & Planning	1 cr.
<b>Spring Term</b>		<b>17 crs.</b>
AM 363	Automotive Dealership Accounting	4 crs.
MGT 430	Mgt of Information Technologies	4 crs.
MGT 403	International Management	4 crs.
MTH 334	Statistics II	4 crs.
SPC 440	Employment Presentation Techniques	1 cr.

## SENIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
AM 461	Dealership Business Management	4 crs.
ENG 401	Comm. & Interpersonal Relations	4 crs.
HUM	Humanities Elective	4 crs.
NSC	Natural Science Elective	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
AM 462	Budgeting & Forecasting	4 crs.
ECN 401	Economics of Public Policies	4 crs.
ENG	English Literature Elective	4 crs.
MKT 423	Marketing Research or	4 crs.
MKT 404	International Marketing	
EXF	Executive Fitness Elective	1 cr.
<b>Spring Term</b>		<b>16 crs.</b>
AM 467	Dealership General Management	4 crs.
MGT 480	Strategic Planning	4 crs.
MGT 425	Organizational Behavior & Leadership	4 crs.
SOC 350	Cultural Anthropology	4 crs.
AM 299	Internship Required	4 crs.

Total Credits for BBA 205 crs.

This is a sample guide based on current degree requirements. Students should obtain a date-specific curriculum guide from their campus registrar or Academic office, based on when they entered their program of study at Northwood University.

# Academic Matters

## BANKING & FINANCE

Associate of Arts (AA) Two year degree

## BANKING & FINANCE/MANAGEMENT

Bachelor of Business Administration (BBA) Four year degree

### FRESHMAN YEAR

<b>Fall Term</b>		<b>18 crs.</b>
PSY 110	Introduction to College Studies	1 cr.
FIN 101	Introduction to Banking & Finance	4 crs.
MIS 160	Adv. Spreadsheet/Database	4 crs.
MTH 115	College Algebra	4 crs.
PHL 110	Phil. of American Life & Business	4 crs.
MIS 104	Operating Systems	1 cr.

<b>Winter Term</b>		<b>17 crs.</b>
ECN 221	Principles of Microeconomics	4 crs.
ENG 115	Composition I	4 crs.
MGT 230	Principles of Management	4 crs.
MTH 221	Calculus	4 crs.
MIS 107	Word Processing	1 cr.

<b>Spring Term</b>		<b>17 crs.</b>
ECN 222	Principles of Macroeconomics	4 crs.
ENG 120	Composition II	4 crs.
MKT 208	Principles of Marketing	4 crs.
SPC 205	Speech Communication	4 crs.
MIS 109	Presentation Software	1 cr.

### SOPHOMORE YEAR

<b>Fall Term</b>		<b>16 crs.</b>
FIN 255	Principles of Banking	4 crs.
ACC 241	Principles of Accounting I	4 crs.
HIS 210	Foundations of the Modern World I	4 crs.
NSC 210	Environmental Science	4 crs.

<b>Winter Term</b>		<b>17 crs.</b>
FIN 366	Cases and Problems in Banking & Finance	4 crs.
ACC 242	Principles of Accounting II	4 crs.
ENG 260	Applied Communications	4 crs.
HIS 215	Foundations of the Modern World II	4 crs.
EXF	Executive Fitness Elective	1 cr.

<b>Spring Term</b>		<b>16 crs.</b>
FIN 360	Foundations of Financial Plan	4 crs.
ACC 243	Principles of Accounting III	4 crs.
LAW 300	Business Law I	4 crs.
PSC 201	Intro. to American Government	4 crs.

MGT 299	Internship Recommended	1-5 crs.
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Total Credits for AA 101-106 crs.

# Academic Matters

## JUNIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
ACC 370	Tax Principles	4 crs.
FIN 321	Financial Management for Majors	4 crs.
ECN 400	International Trade	4 crs.
MTH 231	Statistics I	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
FIN 375	Securities	4 crs.
MGT 231/344	Credit or Production Management	4 crs.
PSY 250	Principles of Psychology or	
SOC 250	Principles of Sociology	4 crs.
PHL 301	Ethics	4 crs.
MGT 340	Employment Research & Planning	1 cr.
<b>Spring Term</b>		<b>17 crs.</b>
FIN 376	Asset Management	4 crs.
FIN 401	International Finance	4 crs.
MTH 334	Statistics II	4 crs.
MGT 430	Management of Information Technologies	4 crs.
SPC 440	Employment Presentation Techniques	1 cr.

## SENIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
FIN 455	Corporate Finance	4 crs.
ENG 401	Communication & Interpersonal Relations	4 crs.
MGT 403	International Management	4 crs.
NCS	Natural Science Elective	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
FIN 422	Real Estate Finance	4 crs.
ECN 401	Economics of Public Policies	4 crs.
ENG	English Literature Elective	4 crs.
SOC 350	Cultural Anthropology	4 crs.
EXF	Executive Fitness Elective	1 cr.
<b>Spring Term</b>		<b>16 crs.</b>
FIN 485	Cases in Enterprise Valuation	4 crs.
HUM	Humanities Elective	4 crs.
MGT 480	Strategic Planning	4 crs.
MGT 425	Organizational Behavior & Leadership	4 crs.

Total Credits for BBA

200-205 crs.

With additional coursework, a triple major in Economics, Banking and Finance, and Management is possible. Students interested in this option should consult an Academic counselor.

This is a sample guide based on current degree requirements. Students should obtain a date-specific curriculum guide from their campus registrar or Academic office, based on when they entered their program of study at Northwood University.

# Academic Matters

## ECONOMICS/BANKING & FINANCE

Associate of Arts (AA) Two year degree

## ECONOMICS/BANKING & FINANCE/MANAGEMENT

Bachelor of Business Administration (BBA) Four year degree

### FRESHMAN YEAR

<b>Fall Term</b>		<b>18 crs.</b>
PSY 110	Introduction to College Studies	1 cr.
FIN 101	Introduction to Banking & Finance	4 crs.
MTH 115	College Algebra	4 crs.
PHL 110	Philosophy of American Life & Business	4 crs.
MIS 160	Advanced Spreadsheet/Database	4 crs.
MIS 104	Operating Systems	1 cr.
<b>Winter Term</b>		<b>17 crs.</b>
MKT 208	Principles of Marketing	4 crs.
ENG 115	Composition I	4 crs.
ECN 221	Principles of Microeconomics	4 crs.
MTH 221	Calculus	4 crs.
MIS 107	Word Processing	1 cr.
<b>Spring Term</b>		<b>17 crs.</b>
ECN 222	Principles of Macroeconomics	4 crs.
SPC 205	Speech Communication	4 crs.
ENG 120	Composition II	4 crs.
PSY 250	Principles of Psychology or	
SOC 250	Principles of Sociology	4 crs.
MIS 109	Presentation Software	1 cr.

### SOPHOMORE YEAR

<b>Fall Term</b>		<b>16 crs.</b>
FIN 255	Principles of Banking	4 crs.
ACC 241	Principles of Accounting I	4 crs.
LAW 300	Business Law I	4 crs.
HIS 210	Foundations of the Modern World I	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
ENG 260	Applied Communications	4 crs.
MGT 230	Principles of Management	4 crs.
ACC 242	Principles of Accounting II	4 crs.
HIS 215	Foundations of the Modern World II	4 crs.
EXF	Executive Fitness Elective	1 cr.
<b>Spring Term</b>		<b>16 crs.</b>
NSC 210	Environmental Science	4 crs.
FIN 360	Foundations of Financial Planning	4 crs.
ACC 243	Principles of Accounting III	4 crs.
PSC 201	Introduction to American Government	4 crs.
MGT 299	Internship Recommended	1-5 crs.

Total Credits for AA

101-106 crs.

## JUNIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
ACC 370	Taxation	4 crs.
MTH 231	Statistics I	4 crs.
FIN 321	Financial Management for Majors	4 crs.
PHL 301	Ethics	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
ECN 301	Intermediate Microeconomics	4 crs.
FIN 375	Securities	4 crs.
ENG	English Literature Elective	4 crs.
MTH 334	Statistics II	4 crs.
MGT 340	Employment Research & Planning	1 cr.
<b>Spring Term</b>		<b>17 crs.</b>
ECN 302	Intermediate Macroeconomics	4 crs.
FIN 455	Managerial Corporate Finance	4 crs.
FIN 376	Asset Management	4 crs.
MGT 430	Management of Information Technologies	4 crs.
SPC 440	Employment Presentation Techniques	1 cr.

## SENIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
ECN 400	International Trade	4 crs.
ENG 401	Communication & Interpersonal Relations	4 crs.
SOC 350	Cultural Anthropology	4 crs.
MGT 425	Organizational Behavior & Leadership	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
ECN 401	Economics of Public Policies	4 crs.
ECN 351	Development of Economic Thought	4 crs.
MGT 403	International Management	4 crs.
NSC	Natural Science Elective	4 crs.
EXF	Executive Fitness Elective	1 cr.
<b>Spring Term</b>		<b>16 crs.</b>
ECN 489	Economic Forecasting & Research	4 crs.
ECN 410	International Finance	4 crs.
FIN 485	Cases in Enterprise Valuation	4 crs.
MGT 480	Strategic Planning	4 crs.

Total Credits for BBA 200-205 crs.

# Academic Matters

## ECONOMICS

Associate of Arts (AA) Two year degree

## ECONOMICS/MANAGEMENT

Bachelor of Business Administration (BBA) Four year degree

### FRESHMAN YEAR

<b>Fall Term</b>		<b>18 crs.</b>
PSY 110	Introduction to College Studies	1 cr.
ENG 115	Composition I	4 crs.
MTH 115	College Algebra	4 crs.
MGT 230	Principles of Management	4 crs.
PHL 110	Phil of Amer. Life and Business	4 crs.
MIS 104	Operating Systems	1 cr.
<b>Winter Term</b>		<b>17 crs.</b>
MKT 208	Principles of Marketing	4 crs.
ENG 120	Composition II	4 crs.
ECN 221	Principles of Microeconomics	4 crs.
MTH 221	Calculus	4 crs.
MIS 107	Word Processing	1 cr.
<b>Spring Term</b>		<b>17 crs.</b>
ECN 222	Principles of Macroeconomics	4 crs.
SPC 205	Speech Communication	4 crs.
MIS 105	Spreadsheet & Database Principles	4 crs.
PSY 250	Principles of Psychology or	
SOC 250	Principles of Sociology	4 crs.
MIS 109	Presentation Software	1 cr.

### SOPHOMORE YEAR

<b>Fall Term</b>		<b>16 crs.</b>
ECN 321	Mathematical Economics	4 crs.
ACC 241	Principles of Accounting I	4 crs.
HIS 210	Foundations of the Modern World I	4 crs.
NSC 210	Environmental Science	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
ECN 331	Monetary Theory	4 crs.
ENG 260	Applied Communications	4 crs.
ACC 242	Principles of Accounting II	4 crs.
HIS 215	Foundations of the Modern World II	4 crs.
EXF	Executive Fitness Elective	1 cr.
<b>Spring Term</b>		<b>16 crs.</b>
ECN 311	Economic History of the U.S.	4 crs.
ACC 243	Principles of Accounting III	4 crs.
LAW 300	Business Law I	4 crs.
PSC 201	Introduction to American Government	4 crs.
MGT 299	Internship Recommended	1-5 crs.

Total Credits for AA

101-106 crs.

## JUNIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
ECN 400	International Trade	4 crs.
Elective		4 crs.
Elective		4 crs.
FIN301/321	Financial Management	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
ECN 301	Intermediate Microeconomics	4 crs.
ECN 351	Development of Economic Thought	4 crs.
Elective		4 crs.
MTH 231	Statistics I	4 crs.
MGT 340	Employment Research & Planning	1 cr.
<b>Spring Term</b>		<b>17 crs.</b>
ECN 302	Intermediate Macroeconomics	4 crs.
MTH 334	Statistics II	4 crs.
PHL 301	Ethics	4 crs.
MGT 430	Management of Information Technologies	4 crs.
SPC 440	Employment Presentation Techniques	1 cr.

## SENIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
ECN 381	Austrian Economic Theory	4 crs.
ENG 401	Communication & Interpersonal Relations	4 crs.
SOC 350	Cultural Anthropology	4 crs.
NSC	Natural Science Elective	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
ECN 401	Economics of Public Policies	4 crs.
ENG	English Literature Elective	4 crs.
MGT 403	International Management	4 crs.
HUM	Humanities Elective	4 crs.
EXF	Executive Fitness Elective	1 cr.
<b>Spring Term</b>		<b>16 crs.</b>
ECN 489	Economic Forecasting and Research	4 crs.
FIN 401/ECN 410	International Finance	4 crs.
MGT 480	Strategic Planning	4 crs.
MGT 425	Organizational Behavior & Leadership	4 crs.

Total Credits for BBA 200-205 crs.

With additional coursework, a triple major in Economics/Banking & Finance/Management is possible. Students interested in this option should consult an Academic counselor.

This is a sample guide based on current degree requirements. Students should obtain a date-specific curriculum guide from their campus registrar or Academic office, based on when they entered their program of study at Northwood University.

# Academic Matters

## ENTERTAINMENT, SPORT & PROMOTION MANAGEMENT

Associate of Arts (AA) Two year degree

## ENTERTAINMENT, SPORT & PROMOTION MANAGEMENT/MANAGEMENT

Bachelor of Business Administration (BBA) Four year degree

### FRESHMAN YEAR

<b>Fall Term</b>		<b>18 crs.</b>
PSY 110	Introduction to College Studies	1 cr.
ESM 101	Intro. to Sport & Entertainment	4 crs.
ENG 115	Composition I	4 crs.
MTH 111/115	Intermediate or College Algebra	4 crs.
PHL 110	Phil. of American Life & Business	4 crs.
MIS 104	Operating Systems	1 cr.
<b>Winter Term</b>		<b>17 crs.</b>
ESM 102	Sport & Entertainment Ethics	4 crs.
ECN 221	Principles of Microeconomics	4 crs.
MTH 115	or College Algebra Elective	4 crs.
SPC 205	Speech Communication	4 crs.
MIS 107	Word Processing	1 cr.
<b>Spring Term</b>		<b>17 crs.</b>
ESM 103	Public Relations & Comm. In Sport & Entertainment	4 crs.
ECN 222	Principles of Macroeconomics	4 crs.
ENG 120	Composition II	4 crs.
MIS 105	Spreadsheet & Database Principles	4 crs.
MIS 109	Presentation Software	1 cr.

### SOPHOMORE YEAR

<b>Fall Term</b>		<b>16 crs.</b>
ESM 201	Governance in Sport & Entertainment Management	4 crs.
ACC 241	Principles of Accounting I	4 crs.
HIS 210	Foundations of the Modern World I	4 crs.
MKT 208	Principles of Marketing	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
ESM 202	Sport & Entertainment Marketing	4 crs.
ACC 242	Principles of Accounting II	4 crs.
HIS 215	Foundations of the Modern World II	4 crs.
MGT 230	Principles of Management	4 crs.
EXF	Executive Fitness Elective	1 cr.
<b>Spring Term</b>		<b>16 crs.</b>
ESM 205	Facility & Event Mgt I	4 crs.
ACC 243	Principles of Accounting III	4 crs.
ENG 260	Applied Communications	4 crs.
PSC 201	Intro. to American Government	4 crs.
ESM 204	Practicum I Required	1 cr.

Total Credits for AA Degree

102 crs.

# Academic Matters

## JUNIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
ESM 301	Sociology of Sport & Entertainment	4 crs.
ECN 400	International Trade	4 crs.
FIN 301/321	Financial Management	4 crs.
LAW 300	Business Law I	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
ESM 302	Facility & Event Management II	4 crs.
ESM 312	Legal Aspects of Sport	4 crs.
MTH 231	Statistics I	4 crs.
NSC 210	Environmental Science	4 crs.
MGT 340	Employment Research & Planning	1 cr.
<b>Spring Term</b>		<b>17 crs.</b>
ESM 330	Sport & Entertainment Sponsorship & Fund Raising	4 crs.
MTH 334	Marketing Research Statistics	4 crs.
PHL 301	Ethics	4 crs.
MGT 430	Management of Information Technologies	4 crs.
SPC 440	Employment Presentation Techniques	1 cr.

## SENIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
ESM 410	Sport & Entertainment Leadership	4 crs.
ENG 401	Comm & Interpersonal Relations	4 crs.
HUM	Humanities Elective	4 crs.
PSY 250	Principles of Psychology or	
SOC 250	Principles of Sociology	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
ESM 402	Sport & Entertainment Economics	4 crs.
MGT 403	International Management	4 crs.
NSC	Natural Science Elective	4 crs.
SOC 350	Cultural Anthropology	4 crs.
EXF	Executive Fitness Elective	1 cr.
<b>Spring Term</b>		<b>16 crs.</b>
ESM 403	Seminar in Sport & Entertainment	4 crs.
ECN 401	Economics of Public Policies	4 crs.
ENG	English Literature Elective	4 crs.
MGT 425	Organizational Behavior & Leadership	4 crs.
ESM 304	Practicum II	1 cr.
ESM 299	Internship Required	4 crs.

Total Credits for BBA 206 crs.

This is a sample guide based on current degree requirements. Students should obtain a date-specific curriculum guide from their campus registrar or Academic office, based on when they entered their program of study at Northwood University.

# Academic Matters

## ENTREPRENEURSHIP

Associate of Arts (AA) Two year degree

## ENTREPRENEURSHIP/MANAGEMENT

Bachelor of Business Administration (BBA) Four year degree

### FRESHMAN YEAR

<b>Fall Term</b>		<b>18 crs.</b>
PSY 110	Introduction to College Studies	1 cr.
ETR 102	Intro. to Entrepreneurship	4 crs.
ENG 115	Composition I	4 crs.
MTH 111/115	Intermediate or College Algebra	4 crs.
PHL 110	Philosophy of American Life & Business	4 crs.
MIS 104	Operating Systems	1 cr.

<b>Winter Term</b>		<b>17 crs.</b>
MKT 208	Principles of Marketing	4 crs.
ECN 221	Principles of Microeconomics	4 crs.
ENG 120	Composition II	4 crs.
MGT 230	Principles of Management	4 crs.
MIS 107	Word Processing	1 cr.

<b>Spring Term</b>		<b>17 crs.</b>
ETR 103	Market Niche Analysis	4 crs.
ECN 222	Principles of Macroeconomics	4 crs.
MTH 115	or elective College Algebra	4 crs.
MIS 105	Spreadsheet & Database Principles	4 crs.
MIS 109	Presentation Software	1 cr.

### SOPHOMORE YEAR

<b>Fall Term</b>		<b>16 crs.</b>
ETR 201	New Enterprise Management	4 crs.
ACC 241	Principles of Accounting I	4 crs.
HIS 210	Foundations of the Modern World I	4 crs.
SPC 205	Speech Communication	4 crs.

<b>Winter Term</b>		<b>17 crs.</b>
ETR 202	Business Plan Process	4 crs.
ACC 242	Principles of Accounting II	4 crs.
HIS 215	Foundations of the Modern World II	4 crs.
PSY 250	Principles of Psychology or	
SOC 250	Principles of Sociology	4 crs.
EXF	Executive Fitness Elective	1 cr.

<b>Spring Term</b>		<b>16 crs.</b>
ETR 203	Phil. of New Enterprise & Family Business	4 crs.
ACC 243	Principles of Accounting III	4 crs.
ENG 260	Applied Communications	4 crs.
PSC 201	Intro. to American Government	4 crs.

Total Credits for AA

101 crs.

# Academic Matters

## JUNIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
Elective*		4 crs.
FIN 301/321	Financial Management	4 crs.
LAW 300	Business Law I	4 crs.
NSC 210	Environmental Science	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
ETR 302	Risk Analysis & Sources of Capital	4 crs.
HUM	Elective*	4 crs.
MTH 231	Statistics I	4 crs.
ECN 400	International Trade	4 crs.
MGT 340	Employment Research & Planning	1 cr.
<b>Spring Term</b>		<b>17 crs.</b>
ETR 303	Cases & Topics in Entrepreneurship And Family Business	4 crs.
SOC 350	Cultural Anthropology*	4 crs.
MTH 334	Statistics II	4 crs.
MGT 430	Management of Information Technology	4 crs.
SPC 440	Employment Presentation Techniques	1 cr.
ETR 399	Internship Required	2 crs.

## SENIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
ETR 401	Organizing & Controlling New Venture Resources	4 crs.
PHL 301	Ethics	4 crs.
MGT 425	Organizational Behavior & Leadership	4 crs.
ECN 401	Economics of Public Policies	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
ETR 402	Strategic Management of New Ventures	4 crs.
ETR 403	Seminar in Family Business Growth & Succession	4 crs.
ENG 401	Communication & Interpersonal Relations	4 crs.
MGT 403	International Management	4 crs.
EXF	Executive Fitness Elective	1 cr.
<b>Spring Term</b>		<b>16 crs.</b>
ETR 404	Venture Capital Proposal	4 crs.
MGT 480	Strategic Planning	4 crs.
ENG	English Literature Elective	4 crs.
NSC	Natural Science Elective	4 crs.

\*Spanish 301, 302 and/or 303 may be substituted for qualified students.

Total Credits for BBA 204 crs.

This is a sample guide based on current degree requirements. Students should obtain a date-specific curriculum guide from their campus registrar or Academic office, based on when they entered their program of study at Northwood University.

# Academic Matters

## FASHION MARKETING & MANAGEMENT (NOT OFFERED ON FL CAMPUS)

Associate of Arts (AA) Two year degree

## FASHION MARKETING & MANAGEMENT/MANAGEMENT

Bachelor of Business Administration (BBA) Four year degree

### FRESHMAN YEAR

<b>Fall Term</b>		<b>18 crs.</b>
PSY 110	Introduction to College Studies	1 cr.
FMM 101	Intro. to Fashion Marketing & Management	4 crs.
ENG 115	Composition I	4 crs.
MTH 111/115	Intermediate or College Algebra	4 crs.
PHL 110	Phil of American Life & Business	4 crs.
MIS 104	Operating Systems	1 cr.
<b>Winter Term</b>		<b>17 crs.</b>
MKT 208	Principles of Marketing	4 crs.
ENG 120	Composition II	4 crs.
ECN 221	Principles of Microeconomics	4 crs.
MIS 105	Spreadsheet & Database Principles	4 crs.
MIS 107	Word Processing	1 cr.
<b>Spring Term</b>		<b>17 crs.</b>
Elective	(recommend MKT 201: Selling)	4 crs.
ECN 222	Principles of Macroeconomics	4 crs.
MGT 230	Principles of Management	4 crs.
MTH 115	or elective College Algebra	4 crs.
MIS 109	Presentation Software	1 cr.

### SOPHOMORE YEAR

<b>Fall Term</b>		<b>16 crs.</b>
FMM 201	Fashion Promotions	4 crs.
ACC 241	Principles of Accounting I	4 crs.
HIS 210	Foundations of the Modern World I	4 crs.
SPC 205	Speech Communication	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
FMM 204	Textiles I	4 crs.
ACC 242	Principles of Accounting II	4 crs.
HIS 215	Foundations of the Modern World II	4 crs.
NSC 210	Environmental Science	4 crs.
EXF	Executive Fitness Elective	1 cr.
<b>Spring Term</b>		<b>16 crs.</b>
FMM 205	Textiles II	4 crs.
ACC 243	Principles of Accounting III	4 crs.
ENG 260	Applied Communications	4 crs.
PSC 201	Intro. to American Government	4 crs.
FMM 299	Internship Required	4 crs.

Total Credits for AA

105 crs.

## JUNIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
FMM 203	Merchandise Buying I	4 crs.
FMM 302	History of Costume	4 crs.
FIN 301/321	Financial Management	4 crs.
ECN 400	International Trade	4 crs.

<b>Winter Term</b>		<b>17 crs.</b>
MKT 345	Logistics	4 crs.
LAW 300	Business Law I	4 crs.
MTH 231	Statistics I	4 crs.
PSY 250	Principles of Psychology or	
SOC 250	Principles of Sociology	4 crs.
MGT 340	Employment Research & Planning	1 cr.

<b>Spring Term</b>		<b>17 crs.</b>
FMM 311	Merchandise Analysis	4 crs.
MTH 334	Statistics II	4 crs.
PHL 301	Ethics	4 crs.
HUM	Humanities Elective	4 crs.
SPC 440	Employment Presentation Techniques	1 cr.

## SENIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
MKT 423	Marketing Research	4 crs.
ENG 401	Communication & Interpersonal Relations	4 crs.
ENG	English Literature Elective	4 crs.
MGT 430	Management of Information Technologies	4 crs.

<b>Winter Term</b>		<b>17 crs.</b>
FMM 403	Merchandise Buying II	4 crs.
ECN 401	Economics of Public Policies	4 crs.
MGT 403	International Management	4 crs.
MGT 425	Organizational Behavior & Leadership	4 crs.
EXF	Executive Fitness Elective	1 cr.

<b>Spring Term</b>		<b>16 crs.</b>
FMM 412	Practices & Theories of Fashion Merchandising	4 crs.
MGT 480	Strategic Planning	4 crs.
NSC	Natural Science Elective	4 crs.
SOC 350	Cultural Anthropology	4 crs.

Total Credits for BBA 204 crs.

This is a sample guide based on current degree requirements. Students should obtain a date-specific curriculum guide from their campus registrar or Academic office, based on when they entered their program of study at Northwood University.

# Academic Matters

## HOTEL, RESTAURANT & RESORT MANAGEMENT

Associate of Arts (AA) Two year degree

## HOTEL, RESTAURANT & RESORT MANAGEMENT/MANAGEMENT

Bachelor of Business Administration (BBA) Four year degree

### FRESHMAN YEAR

<b>Fall Term</b>		<b>18 crs.</b>
PSY 110	Introduction to College Studies	1 cr.
HRM 101	Intro. to Hospitality Management	4 crs.
ENG 115	Composition I	4 crs.
MTH 111/115	Intermediate or College Algebra	4 crs.
PHL 110	Philosophy of American Life & Business	4 crs.
MIS 104	Operating Systems	1 cr.
<b>Winter Term</b>		<b>17 crs.</b>
HRM 103	Food Sanitation	4 crs.
ENG 120	Composition II	4 crs.
ECN 221	Principles of Microeconomics	4 crs.
MTH 115	or elective College Algebra	4 crs.
MIS 107	Word Processing	1 cr.
<b>Spring Term</b>		<b>17 crs.</b>
HRM 110	Food & Beverage Management & Purchasing	4 crs.
ECN 222	Principles of Macroeconomics	4 crs.
MIS 105	Spreadsheet/Database Principles	4 crs.
MGT 230	Principles of Management	4 crs.
MIS 109	Presentation Software	1 cr.

### SOPHOMORE YEAR

<b>Fall Term</b>		<b>16 crs.</b>
HRM 201	Facilities Engineering	4 crs.
ACC 241	Principles of Accounting I	4 crs.
HIS 210	Foundations of the Modern World I	4 crs.
MKT 208	Principles of Marketing	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
HRM 205	Hospitality Operations Management	4 crs.
ACC 242	Principles of Accounting II	4 crs.
HIS 215	Foundations of the Modern World II	4 crs.
SPC 205	Speech Communication	4 crs.
EXF	Executive Fitness Elective	1 cr.
<b>Spring Term</b>		<b>16 crs.</b>
HRM 310	Resort & Club Management	4 crs.
ACC 243	Principles of Accounting III	4 crs.
ENG 260	Applied Communications	4 crs.
PSC 201	Intro. to American Government	4 crs.
HRM 204	Practicum Required	1 cr.

Total Credits for AA

102 crs.

# Academic Matters

## JUNIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
HRM 311	Tourism Marketing & Promotion	4 crs.
FIN 301/321	Financial Management	4 crs.
ECN 400	International Trade	4 crs.
NSC 210	Environmental Science	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
HRM 312	Special Events & Meeting Planning	4 crs.
MTH 231	Statistics I	4 crs.
PSY 250	Principles of Psychology or	
SOC 250	Principles of Sociology	4 crs.
LAW 300	Business Law I	4 crs.
MGT 340	Employment Research and Planning	1 cr.
<b>Spring Term</b>		<b>17 crs.</b>
HRM 313	Human Resource Application	4 crs.
MTH 334	Statistics II	4 crs.
PHL 301	Ethics	4 crs.
HUM	Humanities Elective	4 crs.
SPC 440	Employment Presentation Techniques	1 cr.
HRM 304	Practicum II	1 cr.

## SENIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
HRM 405	Hospitality Costing, Pricing & Budgeting or	
HRM 410	International Tourism	4 crs.
ENG 401	Communication & Interpersonal Relations	4 crs.
MGT 430	Management of Information Technologies	4 crs.
SOC 350	Cultural Anthropology	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
MKT 423	Marketing Research	4 crs.
ECN 401	Economics of Public Policies	4 crs.
MGT 403	International Management	4 crs.
MGT 425	Organizational Behavior & Leadership	4 crs.
EXF	Executive Fitness Elective	1 cr.
<b>Spring Term</b>		<b>16 crs.</b>
HRM 412	Current Issues in the Hospitality Industry	4 crs.
MGT 480	Strategic Planning	4 crs.
ENG	English Literature Elective	4 crs.
NSC	Natural Science Elective	4 crs.
HRM 299	Internship Required	4 crs.

Total Credits for BBA

206 crs.

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# Academic Matters

## INTERNATIONAL BUSINESS

Associate of Arts (AA) Two year degree

## INTERNATIONAL BUSINESS/MANAGEMENT

Bachelor of Business Administration (BBA) Four year degree

### FRESHMAN YEAR

#### Fall Term

PSY 110	Introduction to College Studies	19 crs.
INB 101	Intro. to International Business	1 cr.
MGT 230	Principles of Management	4 crs.
ENG 115	Composition I	4 crs.
MTH 111/115	Intermediate or College Algebra	4 crs.
PHL 110	Philosophy of American Life & Business	4 crs.
MIS 104	Operating Systems	1 cr

#### Winter Term

MKT 208	Principles of Marketing	17 crs.
ECN 221	Principles of Microeconomics	4 crs.
ENG 120	Composition II	4 crs.
MIS 105	Spreadsheet & Database Principles	4 crs.
MIS 107	Word Processing	1 cr.

#### Spring Term

ECN 222	Principles of Macroeconomics	17 crs.
MTH 115	or elective College Algebra	4 crs.
PSY 250	Principles of Psychology or	
SOC 250	Principles of Sociology	4 crs.
SPC 205	Speech Communication	4 crs.
MIS 109	Presentation Software	1 cr.

### SOPHOMORE YEAR

#### Fall Term

SPN 201	Spanish I	16 crs.
ACC 241	Principles of Accounting I	4 crs.
LAW 300	Business Law I	4 crs.
HIS 210	Foundations of the Modern World I	4 crs.

#### Winter Term

SPN 202	Spanish II	17 crs.
ACC 242	Principles of Accounting II	4 crs.
ENG 260	Applied Communications	4 crs.
HIS 215	Foundations of the Modern World II	4 crs.
EXF	Executive Fitness Elective	1 cr.

#### Spring Term

SPN 203	Spanish III	16 crs.
ACC 243	Principles of Accounting III	4 crs.
NSC 210	Environmental Science	4 crs.
PSC 201	Intro. to American Government	4 crs.

MGT 299	Internship Recommended	1-5 crs.
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Total Credits for AA 101 - 106 crs.

## JUNIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
SPN 301	Spanish IV	4 crs.
FIN 301/321	Financial Management	4 crs.
INB 420	International Trade	4 crs.
PHL 301	Ethics	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
SPN 302	Spanish V	4 crs.
INB 405	International Law	4 crs.
INB 415	International Marketing	4 crs.
MTH 231	Statistics I	4 crs.
MGT 340	Employment Research & Planning	1 cr.
<b>Spring Term</b>		<b>17 crs.</b>
SPN 303	Spanish VI	4 crs.
MTH 334	Statistics II	4 crs.
ECN 341	Comparative Economic Systems	4 crs.
MGT 430	Management of Information Technologies	4 crs.
SPC 440	Employment Presentation Techniques	1 cr.

## SENIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
ENG 401	Communication & Interpersonal Relations	4 crs.
NSC	Natural Science Elective	4 crs.
SOC 350	Cultural Anthropology	4 crs.
Elective		4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
INB 410	International Management	4 crs.
ECN 401	Economics of Public Policies	4 crs.
ENG	English Literature Elective	4 crs.
MGT 425	Organizational Behavior & Leadership	4 crs.
EXF	Executive Fitness Elective	1 cr.
<b>Spring Term</b>		<b>16 crs.</b>
INB 401	International Finance	4 crs.
ECN 425	Cases & Problems/Global Entrepreneurship	4 crs.
HUM	Humanities Elective	4 crs.
MGT 480	Strategic Planning	4 crs.

Total Credits for BBA 201-206 crs.

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# Academic Matters

## MANAGEMENT

Associate of Arts (AA) Two year degree

Bachelor of Business Administration (BBA) Four year degree

### FRESHMAN YEAR

#### Fall Term

PSY 110	Introduction to College Studies	1 cr.
MGT 230	Principles of Management	4 crs.
ENG 115	Composition I	4 crs.
MTH 111/115	Intermediate Or College Algebra	4 crs.
PHL 110	Philosophy of American Life & Business	4 crs.
MIS 104	Operating Systems	1 cr.

**18 crs.**

#### Winter Term

MKT 208	Principles of Marketing	4 crs.
ECN 221	Principles of Microeconomics	4 crs.
ENG 120	Composition II	4 crs.
MTH 115	or elective College Algebra	4 crs.
MIS 107	Word Processing	1 crs.

**17 crs.**

#### Spring Term

Elective	Marketing or Management Elective	4 crs.
ECN 222	Principles of Macroeconomics	4 crs.
SPC 205	Speech Communication	4 crs.
MIS 105	Spreadsheet/Database Principles	4 crs.
MIS 109	Presentation Software	1 cr.

**17 crs.**

### SOPHOMORE YEAR

#### Fall Term

Elective		4 crs.
ACC 241	Principles of Accounting I	4 crs.
NSC 210	Environmental Science	4 crs.
HIS 210	Foundations of the Modern World I	4 crs.

**16 crs.**

#### Winter Term

ACC 242	Principles of Accounting II	4 crs.
HIS 215	Foundations of the Modern World II	4 crs.
ENG 260	Applied Communications	4 crs.
Elective		4 crs.
EXF	Executive Fitness Elective	1 cr.

**17 crs.**

#### Spring Term

MKT 241	Marketing Cases & Problems or	
MGT 312	Applied Management	4 crs.
ACC 243	Principles of Accounting III	4 crs.
PSC 201	Intro. to American Government	4 crs.
Elective		4 crs.

**16 crs.**

MGT 299	Internship Recommended	1-5 crs.
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Total Credits for AA

101-106 crs.

# Academic Matters

## JUNIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
MGT 310	Human Resource Management	4 crs.
ECN 400	International Trade	4 crs.
FIN 301/321	Financial Management	4 crs.
LAW 300	Business Law I	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
MGT 479	Current Topics in Management	4 crs.
MTH 231	Statistics I	4 crs.
PSY 250	Principles of Psychology or	
SOC 250	Principles of Sociology	4 crs.
Elective		4 crs.
MGT 340	Employment Research & Planning	1 cr.
<b>Spring Term</b>		<b>17 crs.</b>
MKT 450	eCommerce	4 crs.
MTH 334	Statistics II	4 crs.
PHL 301	Ethics	4 crs.
MGT 430	Management of Information Technologies	4 crs.
SPC 440	Employment Presentation Techniques	1 cr.

## SENIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
MGT 350	Operations Management	4 crs.
ENG 401	Communication & Interpersonal Relations	4 crs.
HUM	Humanities Elective	4 crs.
SOC 350	Cultural Anthropology	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
Elective		4 crs.
ECN 401	Economics of Public Policies	4 crs.
ENG	English Literature Elective	4 crs.
MGT 425	Organizational Behavior & Leadership	4 crs.
EXF	Executive Fitness Elective	1 cr.
<b>Spring Term</b>		<b>16 crs.</b>
MGT 480	Strategic Planning	4 crs.
MGT 403	International Management	4 crs.
NSC	Natural Science Elective	4 crs.
Elective		4 crs.

Total Credits for BBA

200-205 crs.

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# Academic Matters

## MANAGEMENT INFORMATION SYSTEMS

Associate of Arts (AA) Two year degree

## MANAGEMENT INFORMATION SYSTEMS/MANAGEMENT

Bachelor of Business Administration (BBA) Four year degree

### FRESHMAN YEAR

<b>Fall Term</b>		<b>17 crs.</b>
PSY 110	Introduction to College Studies	1 cr.
MIS 111	Introduction to Management Information Systems	4 crs.
ACC 241	Principles of Accounting I	4 crs.
ENG 115	Composition I	4 crs.
MIS 160	Advanced. Spreadsheet/Database	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
MIS 115	Computer Operating Systems	4 crs.
ACC 242	Principles of Accounting II	4 crs.
ENG 120	Composition II	4 crs.
MTH 111/115	Intermediate Or College Algebra	4 crs.
MIS 107	Word Processing	1 cr.
<b>Spring Term</b>		<b>17 crs.</b>
MIS 120	Introduction to Programming Language	4 crs.
ACC 243	Principles of Accounting III	4 crs.
MGT 230	Principles of Management	4 crs.
MTH 115	or elective College Algebra	4 crs.
MIS 109	Presentation Software	1 cr.

### SOPHOMORE YEAR

<b>Fall Term</b>		<b>16 crs.</b>
MIS 214	Business Applications Programming I	4 crs.
MKT 208	Principles of Marketing	4 crs.
PHL 110	Philosophy of American Life & Business	4 crs.
SPC 205	Speech Communication	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
MIS 215	Business Applications Programming II	4 crs.
ECN 221	Principles of Microeconomics	4 crs.
ENG 260	Applied Communications	4 crs.
HIS 210	Foundations of the Modern World I	4 crs.
EXF	Executive Fitness Elective	1 cr.
<b>Spring Term</b>		<b>16 crs.</b>
MIS 216	Business Applications Programming III	4 crs.
ECN 222	Principles of Macroeconomics	4 crs.
HIS 215	Foundations of the Modern World II	4 crs.
PSC 201	Intro. to American Government	4 crs.
MGT 299	Internship Recommended	1-5 crs.

Total Credits for AA

100-105 crs.

# Academic Matters

## JUNIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
MIS 310	Communications & Networking	4 crs.
ECN 400	International Trade	4 crs.
FIN 301/321	Financial Management	4 crs.
NSC 210	Environmental Science	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
MIS 345	Web Development	4 crs.
LAW 300	Business Law I	4 crs.
MTH 231	Statistics I	4 crs.
PSY 250	Principles of Psychology or	
SOC 250	Principles of Sociology	4 crs.
MGT 340	Employment Research & Planning	1 cr.
<b>Spring Term</b>		<b>17 crs.</b>
MIS 320	Advanced Database	4 crs.
HUM	Humanities Elective	4 crs.
MGT 430	Management of Information Technologies	4 crs.
PHL 301	Ethics	4 crs.
SPC 440	Employment Presentation Techniques	1 cr.

## SENIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
MIS 411	Software Engineering 1	4 crs.
ENG 401	Communication & Interpersonal Relations	4 crs.
MTH 334	Statistics II	4 crs.
SOC 350	Cultural Anthropology	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
MIS 416	Software Engineering II	4 crs.
ECN 401	Economics of Public Policies	4 crs.
MGT 403	International Management	4 crs.
MGT 425	Organizational Behavior & Leadership	4 crs.
EXF	Executive Fitness Elective	1 cr.
<b>Spring Term</b>		<b>16 crs.</b>
MIS 421	Software Engineering III	4 crs.
ENG	English Literature Elective	4 crs.
MGT	480 Strategic Planning	4 crs.
NSC	Natural Science Elective	4 crs.

Total Credits for BBA

199-204 crs.

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# Academic Matters

## MARKETING

Associate of Arts (AA) Two year degree

## MARKETING/MANAGEMENT

Bachelor of Business Administration (BBA) Four year degree

### FRESHMAN YEAR

<b>Fall Term</b>		<b>18 crs.</b>
PSY 110	Intro. to College Studies	1 cr.
MGT 230	Principles of Management	4 crs.
ENG 115	Composition I	4 crs.
MTH 111/115	Intermediate or College Algebra	4 crs.
PHL 110	Philosophy of American Life & Business	4 crs.
MIS 104	Operating Systems	1 cr.
<b>Winter Term</b>		<b>17 crs.</b>
MKT 208	Principles of Marketing	4 crs.
ENG 120	Composition II	4 crs.
ECN 221	Principles of Microeconomics	4 crs.
MIS 105	Spreadsheet/Database Principles	4 crs.
MIS 107	Word Processing	1 cr.
<b>Spring Term</b>		<b>17 crs.</b>
ADV 110	Introduction to Advertising	4 crs.
ECN 222	Principles of Macroeconomics	4 crs.
MTH 115	or elective College Algebra	4 crs.
SPC 205	Speech Communication	4 crs.
MIS 109	Presentation Software	1 cr.

### SOPHOMORE YEAR

<b>Fall Term</b>		<b>16 crs.</b>
MKT 201	Principles of Selling	4 crs.
ACC 241	Principles of Accounting I	4 crs.
NSC 210	Environmental Science	4 crs.
HIS 210	Foundations of the Modern World I	4 crs.
<b>Winter Term</b>		<b>17 crs.</b>
MKT 240	Public Relations	4 crs.
ACC 242	Principles of Accounting II	4 crs.
HIS 215	Foundations of the Modern World II	4 crs.
Elective		4 crs.
EXF	Executive Fitness Elective	1 cr.
<b>Spring Term</b>		<b>16 crs.</b>
MKT 241	Marketing Cases & Problems	4 crs.
ECN 311	Economic History	4 crs.
ACC 243	Principles of Accounting III	4 crs.
ENG 260	Applied Communications	4 crs.
MGT 299	Internship Recommended	1-5 crs

Total Credits for AA

101 - 106 crs

# Academic Matters

## JUNIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
MKT 450	e-Commerce & Value Chain Integration	4 crs.
ECN 400	International Trade	4 crs.
FIN 301/321	Financial Management	4 crs.
PSC 201	Intro. to American Government	4 crs.

<b>Winter Term</b>		<b>17 crs.</b>
MKT 301	Sales Management	4 crs.
MTH 231	Statistics I	4 crs.
PSY 250	Principles of Psychology or	
SOC 250	Principles of Sociology	4 crs.
LAW 300	Business Law I	4 crs.
MGT 340	Employment Research & Planning	1 cr.

<b>Spring Term</b>		<b>17 crs.</b>
MKT 330	Consumer Behavior	4 crs.
MTH 334	Statistics II	4 crs.
PHL 301	Ethics	4 crs.
MGT 430	Management of Information Technologies	4 crs.
SPC 440	Employment Presentation Techniques	1 cr.

## SENIOR YEAR

<b>Fall Term</b>		<b>16 crs.</b>
MKT 404	International Marketing	4 crs.
ENG 401	Communication & Interpersonal Relations	4 crs.
MGT 425	Organizational Behavior & Leadership	4 crs.
SOC 350	Cultural Anthropology	4 crs.

<b>Winter Term</b>		<b>17 crs.</b>
MKT 423	Marketing Research	4 crs.
MGT 403	International Management	4 crs.
ECN 401	Economics of Public Policies	4 crs.
HUM	Humanities Elective	4 crs.
EXF	Executive Fitness Elective	1 cr.

<b>Spring Term</b>		<b>16 crs.</b>
MKT 424	Marketing Management	4 crs.
MGT 480	Strategic Planning	4 crs.
ENG	English Literature Elective	4 crs.
NSC	Natural Science Elective	4 crs.

Total Credits for BBA

200-205 crs.

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# Academic Matters

## Course Descriptions

These courses are approved for academic credit by Northwood University on its campuses at Midland, Michigan; Cedar Hill, Texas; and West Palm Beach, Florida. The listing includes required and elective courses offered at various times on various campuses. Listing here does NOT imply that every course is offered on every campus in any specific term. The curriculum guides for the various curriculums on each campus detail the courses offered by term on each campus. Most courses are offered continuously in University College.

Courses are grouped alphabetically by department name and listed numerically within each prefix group.

The regular academic year is divided into three terms of approximately eleven weeks per term. In general, classes meet for one hour each week for each credit hour approved for that specific course, plus an examination week at the end of each term. Thus, a four credit hour course comprises no fewer than 40 class hours.

## Accounting

### ACC 241: Principles of Accounting I,

4 credits

The accounting sequence of ACC 241-242-243 is required of all students. Accounting Principles I includes an introduction to the fundamental principles of accounting, financial statements, the impact of business events on financial statements, how financial data is accumulated and reported, the uses and limitations of financial data, and internal controls. Students will account for service and merchandising businesses, including sales, inventory, and cash. The course requires students to learn the concepts of accounting and how they are applied in recording business transactions and in preparing financial reports. The course requires the use of spreadsheets for problem solving and analysis.

Prerequisite: MIS 105 or MIS 160. MIS 160 may be taken concurrently.

### ACC 242: Principles of Accounting II,

4 credits

The accounting sequence of ACC 241-242-243 is required of all students. Accounting Principles II continues coverage of the fundamental principles of accounting, how financial data is accumulated and reported, and the uses and limitations of financial data. The student is introduced to additional operating activities; the investing and financing cycles of a service and a merchandise business, including the acquisition, valuation, and sale of long-term assets (property, plant and equipment, intangible assets and investments), liabilities, including interest-bearing debt, corporate equity; partnerships, and sole proprietor's equity. Topics studied include the preparation of the statement of cash flows and financial statement analysis. The course will include the use of spreadsheets for problem solving and may include a significant project analyzing a company's financial statements, including the footnotes, for all topics covered in ACC 241 and ACC 242. Students will be introduced to small business accounting software for accounting and reporting.

Prerequisite: ACC 241.

### ACC 243: Principles of Accounting III,

4 credits

The accounting sequence of ACC 241-242-243 is required of all students. Accounting Principles III continues the coverage of the fundamental principles of accounting, how financial data is accumulated and reported for both internal and external reporting, and the uses and limitations of financial data in product costing for a manufacturing and a service business. Students are introduced to cost accounting systems (job order costing, process costing and activity-based costing), cost-volume-profit analysis, budgeting and planning, standard cost development, variance analysis, variable and absorption costing, incremental analysis, and capital budgeting. The use of these items for management decisions and control are emphasized. The course will include the use of spreadsheets for problem solving and analysis.

Prerequisite: ACC 242

## ACC 302: Cost Accounting,

4 credits

This course expands upon the managerial accounting concepts introduced in ACC 243. The accumulation and use of accounting data in planning and controlling costs of products and services for both the short- and long-term and in decision making is discussed. Internal uses of accounting information for managerial purposes are emphasized. The use of spreadsheet software for problem solving will be required.

Prerequisite: ACC 243

## ACC 311: Intermediate Accounting I,

4 credits

ACC 311 is the first in a series of three intermediate accounting principles courses that cover the accounting theory and principles for defining, measuring, and reporting financial information. Intermediate Accounting I topics include the development of generally accepted accounting principles (GAAP) and the conceptual framework. These basic accounting principles and concepts will continue to be studied and applied throughout the entire Intermediate accounting sequence. Intermediate Accounting I also provides a brief review of the complete accounting process, a more in-depth study of the basic financial statements, including the balance sheet, income statement, and the cash flow statement, a review of the time value of money concepts, and an introduction to earnings management issues. The course will provide an opportunity to understand the challenges and limitations of accounting in order to critically evaluate and understand financial accounting. It will include an introduction to research, application and analysis of GAAP, and requires the use of spreadsheets for problem solving and analysis. The review of the accounting process will be accomplished through the completion of a set of documents, journals, ledgers, etc. for a company.

Prerequisite: ACC 243

## ACC 312: Intermediate Accounting II,

4 credits

ACC 312 is the second in a series of three Intermediate accounting principles courses that cover the accounting theory and principles for defining, measuring, and reporting financial information. Intermediate Accounting II emphasizes the accounting theory and principles involved in definition, measurement, and reporting of operating, investing, and financing activities. Topics covered include the revenue cycle, inventory/cost of goods sold, property, plant and equipment, intangible assets, investments; debt, and stockholders' equity. The course will provide an opportunity to understand the challenges and limitations of accounting in order to critically evaluate and understand financial accounting. It will include personal and group research, application and analysis of GAAP through short cases, and require the use of spreadsheets for problem solving and analysis.

Prerequisite: ACC 311.

## ACC 313: Intermediate Accounting III,

4 credits

ACC 313 is the final course in the three-course sequence covering the accounting theory and principles for defining, measuring, and reporting financial information. Intermediate Accounting III will emphasize the areas of leases, income taxes, employee compensation, earnings per share, accounting changes, and errors, and introduce derivatives, business segments, and interim reporting. It will also take a final comprehensive look at financial statements and disclosures. The course may use a team project, with written and oral components, that requires students to analyze the results and disclosures of actual companies. The course will provide an opportunity to understand the challenges and limitations of accounting in order to critically evaluate and understand financial accounting. In addition to the company analysis, it will include research, application and analysis of GAAP, including some short cases, and require the use of spreadsheets for problem solving and analysis.

Prerequisite: ACC 312

## ACC 350: Taxation I,

4 credits

This course covers taxation theory, principles, and systems, with emphasis on the preparation and filing of individual income tax returns.

Prerequisite: ACC 243

## ACC 360: Taxation II,

4 credits

This course is a continuation of ACC 350, with particular emphasis on partnerships, corporations, subchapter S corporations, estates and trusts, and gift taxes.

Prerequisite: ACC 350

# Academic Matters

## **ACC 370: Individual, Partner and Corporate Income Tax,**

**4 credits**

Individual, Partner & Corporate Income Tax 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 both manually and using a computer software package. Coverage includes professional standards and ethics; the interrelationship and differences between financial accounting and tax accounting; taxation of individuals, corporations and partnerships.

Prerequisite: ACC 243

## **ACC 380: Advanced Tax and Research Topics,**

**4 credits**

Advanced Tax and Research Topics continues and expands upon ACC 370. The course includes the importance of ethical considerations, competent tax research, and thoughtful planning; the calculation of taxable income using a trial balance and adjustments; and the tax aspects of the formation, operation, dissolution/winding-up of sole proprietorships, C and S corporations, and partnerships. Coverage also includes multi-jurisdictional issues, employee compensation, related party transactions, estate and gift taxation, and fiduciary accounting.

Prerequisites: ACC 370

## **ACC 401: Auditing,**

**4 credits**

Auditing is an introduction to the profession of auditing and other assurance services, with an emphasis on financial statement auditing. Internal and compliance audits are also studied. Course topics examined include: the legislative history of auditing, a study of the regulatory bodies responsible for current auditing standards, audit opinions available to the auditor and reasons for issuing each; internal control study and testing; evidence-gathering; nature and types of testing; materiality; generally accepted auditing standards; audit risk models; audit documentation; fraud detection and responsibilities; management assertions and responsibilities; legal considerations; statistical sampling; ethical responsibilities; and communications between management and auditors.

Prerequisites: ACC 405

## **ACC 404: Governmental and Non-Profit Accounting,**

**4 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 313

## **ACC 405: Accounting Information Systems,**

**4 credits**

Accounting Information Systems is a study of accounting information systems which traces 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 accounting information systems.

Prerequisite: ACC 312 or approval of department chair

## **ACC 406: Fraud Examination,**

**4 credits**

Fraud Examination presents an overview of fraud examination and forensic accounting, including fraud detection practices and procedures, training, and certification available in the field, and issues pertaining to career opportunities. Other topics include the definition of fraud and the effects of fraud on the accounting profession and business as a whole. Finally, fraudulent behavior on the part of corporate accountants will be examined with emphasis placed on the methods of fraudulent accounting and its effect on the financial statements, investors, and the future of the business itself.

Prerequisites: ACC 401

## **ACC 407: Federal Tax Research,**

**4 credits**

This course will introduce the student to the basics of Federal Tax Research. The course is designed for students familiar with the fundamentals of federal income tax and transfer tax law. As such, it should logically follow ACC 370 and ACC 380. ACC 407 will be a "hands-on" tax research class with students completing a series of exercises requiring experience with the most important elements of Federal Tax Law and utilizing on-line resources available in the Northwood University Library. Through practical exercises, students will gain experience in locating, understanding and interpreting source material.

Prerequisites: ACC 350 or ACC 370

## **ACC 408: Accounting Ethics**

**4 credits**

Includes a study of ethics, ethical problems in business, personal ethics, professional ethics in the accounting profession, and their application in life and business.

## **ACC 410: Financial Statement Analysis and Valuation,**

**4 credits**

This course examines the problems and objectives of users of financial statements and how they use financial information to evaluate and value businesses. It explores the differences in financial statements caused by different acceptable accounting methods and unusual and non-recurring items and how to recognize these red flags when analyzing companies. It introduces students to some of the methods used to value a company and requires that students value a company.

Prerequisite: FIN 321, or instructor approval

## **ACC 411: EDP Auditing,**

**4 credits**

Examines the role of the auditor in evaluating the controls of an EDP system, the use of the computer to assist in the performance of an audit and the attendant risks of computerized accounting systems, and above all, examines how to audit both around and through computers. Students are also introduced to current auditing software.

Prerequisites: ACC 401 and MIS 160

## **ACC 412: Advanced Cost Accounting,**

**4 credits**

Attention is on the intricacies of planning and control rather than on product costing for purposes of inventory evaluation or income determination. Emphasis is on the accounting function as it relates to current planning and control, evaluation or performance, special decisions, and long-range planning. The course stresses cost analysis rather than cost record keeping through case analysis.

Prerequisite: ACC 302

## **ACC 415: Estate Planning Theory,**

**4 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; and analyzes post mortem strategies and the administration of estates. Emphasis is placed on various planning techniques used in estate planning.

Prerequisite: ACC 242

## **ACC 416: Estate Planning Applications,**

**4 credits**

This course is a continuation of ACC 415. Each student is assigned a financially large estate with several unique estate problems. A final estate plan is drafted, presented, and accepted by the client. Problems of the estate are confronted by the student, and accounting for the testamentary estate is followed through to the final administration.

Prerequisite: ACC 415

## **ACC 421: Advanced Auditing,**

**4 credits**

This course examines the theory of the primary concepts of auditing evidence, due care, fair presentation, independence, and ethics. Also examines auditing under government regulations and operational auditing. Students learn the underlying concepts and logic that lead to the auditor opinion.

Prerequisite: ACC 401

# Academic Matters

## **ACC 422: Advanced Accounting I,**

**4 credits**

This course demonstrates the equity method of accounting for investments, business consolidations, interim reporting, segment reporting, foreign currency transactions, translation and remeasurement of foreign currency financial statements, and introduces the student to international accounting standards. The use of spreadsheet software for problem solving will be required.

Prerequisite: ACC 313

## **ACC 423: Advanced Accounting II,**

**4 credits**

Accounting theory relative to translation of foreign currency transactions, translation of foreign financial statements, interim reporting, and SEC reporting. Other topics will include troubled debt restructuring, bankruptcy reorganizations, and liquidations, (statement of affairs); governmental accounting, accounting for non-profit organizations, partnership formation and operation, partnership changes in ownership, partnership liquidations, and estates and trusts.

Prerequisite: ACC 422

## **ACC 425: International Accounting,**

**4 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.

Prerequisite: ACC 313

## **Advertising**

### **ADV 110: Introduction to Advertising,**

**4 credits**

Orientation to the principles of advertising as they relate to marketing and business management practice in enterprise. Detailed study of the principal functioning groups of advertising professionals: advertisers/clients, advertising agencies, advertising media, and advertising suppliers of special services such as artists, photographers, talent, production suppliers, and research. A study of how each group is interdependent and how all four are vital parts of the "teamwork" process of commercial marketing communications. An understanding and appreciation of the roles of professionals in terms of strategies, tactics, execution, and results. Also how advertising relates to the public, our government, and consumers as well as business progress.

### **ADV 111: Copywriting/Copy Research,**

**4 credits**

Copywriting for printed and electronic media. Orientation to the developmental steps of creative thinking, strategy, and copywriting for ads, commercials, and promotion materials. An understanding of the use of target market focus groups to quantify communication effectiveness.

### **ADV 115: Advertising Creative Process,**

**4 credits**

Examination of the nature and importance and applications of the creative process, complemented by a series of exercises, discussions and exposure to a variety of stimuli organized and presented in such a way as to help each student maximize his/her creative abilities at work, at home, and in the community.

### **ADV 210: Advertising Research,**

**4 credits**

To orient the student to the purpose and role of research in making conceptual and creative recommendations. Includes strategy, execution, primary and secondary research techniques, sampling, questionnaire design, survey, and reporting.

### **ADV 211: Advertising Media,**

**4 credits**

Examination, update analysis, and overview of major advertising media available for contemporary paid marketing communications. Relationships to financially accountable budget planning and media mix to reach maximum communications objectives. In-depth study of newspapers, magazines, business/trade publications, outdoor and other out-of home media, direct mail/direct response media, yellow pages, television, cable-TV, radio, videos, theatre/screen advertising, point-of-purchase, specialty, and new "in-testing" experimental media. A practical knowledge course.

Prerequisite: ADV 110

## **ADV 299: Internship,**

**1-5 credits**

The internship (an agreed upon number of hours of paid employment) is designed to provide the student with supervised on-the-job training. A contract between the college, 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: Faculty approval

## **ADV 479: Current Advertising Issues Seminar,**

**4 credits**

Examination of and discussion about major issues confronting the advertising industry – especially those issues being fueled by the traumatic changes that are sweeping over business generally and the advertising industry specifically.

Prerequisite: ADV 312

## **Aftermarket Management**

### **AAM 110: Introduction to the Automotive Aftermarket and Technology,**

**4 credits**

The functions of each step of automotive aftermarket distribution and interrelations of all segments from manufacturer to consumer are explored, including history of the aftermarket, industry terminology, channels of distribution, sales organization, trade associations and the trade press, and aftermarket trends. A layman study of the various automotive systems that collectively construct the complete automobile, purposed to develop the well-informed automotive aftermarket manager.

### **AAM 112: Aftermarket Manufacturing Management,**

**4 credits**

The management of aftermarket manufacturing functions is 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.

### **AAM 205: Automotive Retail/Wholesale Management,**

**4 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: AAM112

### **AAM 212: Aftermarket Policies and Procedures,**

**4 credits**

Sales strategy, research at all levels, administrative functions, legal angles, financial structure, credit and collections, government regulations, and other policy and procedure topics are examined. Includes computer and information systems, advertising management, marketing plans, inventory and credit control, specialty and machine shop procedures, standard policies and operating procedures, specialty market penetration, legal and government regulations, and computer-generated report use.

Prerequisite: AAM 205

## **AAM 299: Internship,**

**4 credits**

The Internship (400 hours of paid employment) is designed to provide the student with supervised on-the-job training. A contract between the college, 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: Faculty approval

## **AAM 360: Logistics and Supply Chain Management**

**4 credits**

This course 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 will discuss the role of logistics and distribution in the marketing process.

# Academic Matters

## **AAM 404: Aftermarket Field Sales Management,**

**4 credits**

The examination of Field Sales Manager 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.

Prerequisite: AAM 212

## **AAM 412: Current Issues in Global Aftermarket,**

**4 credits**

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

Prerequisite: AAM404

## **AAM 413: Aftermarket Management Research,**

**4 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.

Prerequisite: AAM 412

## **Automotive Marketing**

### **AM 102: An Introduction to the Dealership Computer Systems,**

**1 credit**

Provides a basic understanding of an integrated dealership computer system. Exposure to data base terms and operations will be the main focus. The practical use of computers within the various dealership departments will be demonstrated. Hands-on experience with the ERA system includes the generation of reports and letter writing functions.

### **AM 131: Automotive Industry - A Macro View,**

**4 credits**

Growth of the automobile industry from the early entrepreneurs to the multi-national corporations built from the vitality and ingenuity of countless individuals and organizations during times of depression, boom, unrest, and "normal" economic conditions.

### **AM 132: Dealership Organization and Management,**

**4 credits**

Considerations for dealership location, facilities layout, and design. Dealer qualifications; capital and organization requirements; and relations with factories, financial institutions, customers, employees, other dealers, and the community

### **AM 261: New and Used Vehicle Merchandising,**

**4 credits**

Basics of advertising, sales promotion, sales facilities, inventory planning and control. Recruiting, selection, training, and directing the sales staffs. Includes utilization of the ERA computer for vehicle merchandising and vehicle inventory control; utilization of the computer as a sales tool for finance and insurance.

### **AM 262: Dealership Advertising,**

**4 credits**

A study of all the areas of dealership advertising for the effective use of funds to maximize dealership market share.

Prerequisite: AM 132

### **AM 263: Used Car Management,**

**4 credits**

Investigation of the vital role a successful used car operation plays in the profitability of a new car dealership. Discussion of the profit opportunities through inventory planning and control, and an integrated merchandising plan.

## **AM 264: Variable Operations Management,**

**4 credits**

This course investigates 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, basics of evaluating prominent advertising media, sales promotion, facilities planning, inventory control, methods for maximizing inventory turn, wholesaling practices, appraising of trade-ins, reconditioning of vehicles for retail sale, and the role of auctions in maintaining proper inventory balance. This course will also utilize the ERA computer system.

Prerequisite: AM 132 and AM 102

## **AM 299: Internship,**

**4 credits**

The Internship (400 hours of paid employment) is designed to provide the student with supervised on-the-job training. A contract between the college, 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: Faculty approval

## **AM 358: Service and Body Shop Management,**

**4 credits**

An in-depth study of the management of both the Service Department and the Body Shop of American franchised automobile dealers. The class will emphasize repair order generation and control, shop utilization, scheduling of work, selection and motivation of employees, technician productivity and efficiency, Body Shop estimating techniques and dealing with insurance companies. This course also will utilize the ERA computer system.

Prerequisite: AM 132 and AM 102

## **AM 360: Parts Management,**

**4 credits**

This course covers in-depth the Parts Department of American franchise automobile dealerships. The course will emphasize selection and motivation of employees, parts inventory control, 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 also will utilize the ERA computer system.

Prerequisite: AM 132 and AM 102

## **AM 362: Finance and Insurance Department,**

**4 credits**

An in-depth study of the finance and insurance department of the dealer ship, with special emphasis on the knowledge of the products offered in these departments and their profit potential.

Prerequisite: Prerequisite: AM 132 and AM 102

## **AM 363: Automotive Dealership Accounting,**

**4 credits**

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

Prerequisites: ACC 232 or ACC 242; AM 102 and AM 132

## **AM 397: Practicum I,**

**1 credit**

A period of observation and/or job shadowing in a work environment, typically unpaid, and requiring a written report for the responsible Professor.

## **AM 398: Practicum II,**

**1 credit**

A period of observation and/or job shadowing in a work environment, typically unpaid, and requiring a written report for the responsible Professor.

## **AM 399: Directed Study,**

**1-5 credits**

This course focuses 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 term. 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.

# Academic Matters

## **AM 461: Dealership Business Management,**

**4 credits**

Dealership accounting practices, EDP applications, preparation, analysis, and interpretation of financial reports. Role and functions of the business office. Forecasting and budgeting, expense control, wholesale and retail financing, and the dealership insurance program.

Prerequisites: AM 264, 358, 360, 362; Corequisite: AM 363

## **AM 462: Budgeting and Forecasting**

**4 credits**

Using modern business management techniques for the preparation of sales forecasts for all departments. Establishing expense budgets to support the functions and activities needed to achieve the forecast objectives.

Prerequisites: AM 461

## **AM 467: Dealership General Management,**

**4 credits**

The capstone dealership management course enables students to enter the automotive marketing field with confidence in their abilities to perform at a high level. The course 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. A computer simulation in which class members are challenged to rescue a troubled dealership is also included.

Prerequisites: AM 462 or FIN 455

## **Automotive Supply Management**

This program is taught only through University College.

## **ASM 101: History and Organization of Automotive Industry,**

**4 credits**

Growth of the automobile industry from the early entrepreneurs to the multi-national corporations built from the vitality and ingenuity of countless individuals and organizations during times of depression, boom, unrest, and "normal" economic conditions.

## **ASM 102: Automotive Technology for the Manager,**

**4 credits**

A layman study of the various automotive systems that collectively construct the complete automobile, purposed to develop the well-informed automotive manager.

## **ASM 105: Managerial Quality,**

**4 credits**

The course will explore the interaction of quality theory into management theory. This course will also explore various strategies and methodologies to plan and implement quality management in organizations.

## **ASM 203: Managing Partnership Relations,**

**4 credits**

This course explores the Supplier/OEM relationship in business-to-business including concepts, strategic fit, economic analysis, and negotiation strategies. The multi-national and global alliance business environment provides an important spectrum that managers need to understand to successfully maintain business relationships.

## **ASM 220: Channel Management,**

**4 credits**

Management of the marketing channels and systems of the organization in providing materials in production. The development of distribution channels, communication, and partner management by examining their behavioral dimensions.

## **ASM 300: Value Chain E-Commerce,**

**4 credits**

This course will investigate the concepts in e-commerce, and the application of the value chain and how this is integrated into business-to-business commerce. The course will incorporate the Internet as a tool of business and the effects of this on the value chain. The students will investigate the uses of e-commerce in terms of "pure" internet companies, as well as how traditional businesses can benefit from using the internet.

## **ASM 301: Lean Manufacturing - Organizational and Cultural Transformation,**

**4 credits**

Lean Manufacturing is based on the Toyota Production System. It is a philosophy as a set of methods for dramatically reducing time from customer order to building and shipping product which costs less, takes less space and produces superior quality. This course covers the History, Philosophy and core methodologies of lean manufacturing.

## **ASM 302: Procurement and Supply Management,**

**4 credits**

Strategic Issues in procurement and supply management. The purchasing role in fulfilling the firms operations and competitive strategies. Theory and practice for planning and controlling manufacturing operations.

## **ASM 345: Logistics and Transportation Management,**

**4 credits**

Management of the flow of products from raw material sourcing and acquisition through delivery to the final user. Current topics in logistics and transportation planning, information technology, response based strategies, third party logistics and relationship management. This course will discuss the role of Logistics and distribution in the marketing process.

## **ASM 402: Change Management,**

**4 credits**

This course will review the role and process of organizational Change Management. The course focuses on the types of change, identifying need for change, and change management process. The course considers issues focusing on macro organizational issues.

## **ASM 403: Practicum and Simulation,**

**4 credits**

This course introduces specific nomenclature, basic concepts, and relationships of the business environment by utilizing simulation. The simulation is based upon computer and behavior-based simulation of management environment.

## **Economics**

### **ECN 221: Principles of Microeconomics,**

**4 credits**

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

### **ECN 222: Principles of Macroeconomics,**

**4 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 301: Intermediate Microeconomics,**

**4 credits**

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

Prerequisite: ECN 221, 222 and MTH 221

### **ECN 302: Intermediate Macroeconomics,**

**4 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.

Prerequisite: ECN 221, 222 and MTH 221

### **ECN 311: Economic History,**

**4 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 1067 to date.

Prerequisites: ECN 221, 222

### **ECN 321: Mathematical Economics,**

**4 credits**

This course Introduces students to mathematical techniques widely used in economic modeling. Familiarity with these techniques is important for understanding the process and results of modern economic analysis. Students will learn mathematical techniques such as logarithmic and exponential functions, techniques of differentiation, curve sketching, constrained and unconstrained optimization, and multiple regression. The course requires students to complete problem sets and tests which demonstrate ability to analyze economic problems using these techniques.

Prerequisite: ECN 221, 222, MTH 115

# Academic Matters

## ECN 331: Monetary Theory,

4 credits

An analysis of monetary theory and policy through an examination of monetary institutions, financial intermediaries, markets, instruments and transactions, and their influences on the economy.

Prerequisites: ECN 221, 222

## ECN 341: Comparative Economic Systems,

4 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 economics of several nations.

Prerequisite: ECN 221, 222

## ECN 351: Development of Economic Thought,

4 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; a study of pertinent recent publications and personalities in economics; includes regular round table discussions designed to improve each student's ability to understand the market economy.

Prerequisite: ECN 221, 222

## ECN 371: Environmental Economics,

4 credits

This course 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 321

## ECN 381: Austrian Economic Theory,

4 credits

An overview of the deductive, subjective-psychological approach to economics that originated in 1870's Vienna and is still practiced today. Includes a discussion of decision making under uncertainty using the individual as the sole interpreter of value, the nature of goods, the equimarginal principle, and the positive rate of time preference as they relate to and influence the structure of production in the economy. The organic and inorganic composition of institutions, including central banking and legal systems, and their effects on the structure of production will be used to explain the Austrian theory of business cycles as put forward by Ludwig von Mises and F.A. von Hayek. The role of the market as the most efficient conduit of information and the consequences for non-market economies will be analyzed as well.

Prerequisites: ECN 221 and ECN 222

## ECN 399: Advanced Topics - Political Economy,

4 credits

An analytical and critical paper written after attendance at the annual summer "Freedom Seminar" or through arranged independent study.

Prerequisites: ECN 221, 222

## ECN 400: International Trade,

4 credits

Examines the bases 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 221, 222

## ECN 401: Economics of Public Policies,

4 credits

A study of both the short-term and long-term economic consequences of public policies as they relate to individuals and organizations.

Prerequisites: ECN 221, 222, LAW 301

## ECN 410: International Finance,

4 credits

A comprehensive overview of the international financial system. Considers foreign currency relationships as well as hedging and techniques in risk management. The course explores international banking, securities, and corporate finance with an emphasis on case studies and simulated market participation.

Prerequisite: FIN 301 or 321 and ECN 400

## **ECN 425: Cases and Problems in Global Entrepreneurship,**

**4 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 400

## **ECN 489: Economic Forecasting and Research,**

**4 credits**

A study of the theories and techniques of forecasting and their applications to business; use of official statistics and economic indicators; analysis of methods and materials for research and exposition in economics.

Prerequisites: ECN 301, MTH 231 or 333

## **English**

### **ENG 90: Developmental Composition,**

**4 credits**

Required for students who demonstrate a need for extra assistance in the essay examination during orientation. The course is designed to offer special guidance in the content areas included in ENG 121.

### **ENG 95: English as a Second Language I,**

**4-8 credits**

For non-native speakers (assessed to be at a "low intermediate level") who need to acquire fluency in American English. The focus is on intensive practice in listening comprehension, speaking, reading, and writing. Institutional Pre-TOEFL test will be administered both before and at the conclusion of the course.

### **ENG 96: English as a Second Language II,**

**4 credits**

This course is designed for non-native speakers of English to develop aural and oral proficiency in English before entering specialized academic programs at Northwood University. The course will assist students in gaining increased fluency in communicative ability and self-confidence in using oral English. Students will listen to audio and video tapes which present international business situations, lectures and discussions. They will give many oral presentations to improve fluency and style. Develop adequate proficiency to satisfy the minimal requirements to enroll in ENG 97. Institutional Pre-TOEFL Test will be administered at the conclusion of the course.

### **ENG 97: English as a Second Language III,**

**4 credits**

This course is designed for non-native speakers of English to develop aural and oral fluency in English before entering specialized academic programs at Northwood University. This content-based, integrated approach to English for academic purposes gives students extensive practice in all skill areas of English with emphasis on grammar particulars, writing, speaking/listening and reading. Oral presentations and student-directed discussions will be emphasized. Institutional TOEFL Test will be administered at the conclusion of the course.

### **ENG 98: English as a Second Language IV,**

**4 credits**

This course, designed for non-native speakers of English at an advanced level, focuses on developing proficiency in English. This is a content-based integrated approach to English for academic purposes with emphasis on extensive and intensive reading, lecture comprehension and writing strategies for academic tasks at the undergraduate level. The course is designed to answer the students' most pressing language needs necessary to pursue their academic program without restrictions. Institutional TOEFL Test will be administered at the conclusion of the course.

### **ENG 99: English for Academic Purposes,**

**4 credits**

Designed to be taken in parallel with another developmental ESL course, English for Academic Purposes (EAP) is formulated for academic success. It is most beneficial to ESL students engaging in a limited academic load while completing TOEFL requirements toward a full-fledged academic program. (May be repeated.)

### **ENG 100: Introduction to English Writing,**

**4 credits**

The course is designed for adults and international students whose reasonable skills in English writing will benefit from focused review and practice. Grammar review, reading and presenting skills are integrated.

### **ENG 115 Composition I,**

**4 credits**

The course examines the basic writing tasks of summarizing, informing, directing, and arguing/persuading. Specifically, the course examines primarily short non-fiction readings and prepares students to write papers across the curriculum using Description, Process, Cause and Effect, and Argument. An argumentative research paper in APA is required.

# Academic Matters

## ENG 120 Composition II,

4 credits

This course uses an introduction to literature as a basis for refining critical thinking and writing skills. Specifically, the course examines fiction, poetry, and drama and prepares students to write assignments emphasizing comparison/contrast and argument/persuasion. An introduction to English language history is also included.

## ENG 260: Applied Communications,

4 credits

Techniques and psychology of effective business communication, with emphasis on business letters, reports and memoranda.

Prerequisite: ENG 120

## ENG 310: Creative Writing,

4 credits

A survey of creative writing forms, with practice in writing these forms. Students develop an awareness of their creative writing potential as well as the ability to critically evaluate their own work and that of other students.

## ENG 311: Introduction to World Literature I,

4 credits

A survey of World Literature from ancient times to the Renaissance, including works of the Greeks, Hebrews, Romans, and of the Middle Ages.

## ENG 312: Introduction to World Literature II,

4 credits

A survey of World Literature from the Renaissance to the Romantic Era.

## ENG 313: Introduction to World Literature III,

4 credits

A survey of World Literature from the Romantic to the Modern Era including such movements as Realism, Naturalism, Existentialism, and the post-modernist experimentalism.

## ENG 315: One Thousand Years of Western Poetry: A Survey

This course is a survey of poetry and poets from the last thousand years of Western Civilization. Students will be introduced to forms, styles, metaphor, and expression, both by writing their own poetry and by reading selected poems.

## ENG 320: Report Writing,

4 credits

The study and practice of composing various types of business reports, including analytical, progress, letter, and short reports. Proposal writing, thesis composition, and professional techniques are also stressed.

Prerequisite: ENG 123 or ENG 120

## ENG 350: Special Topics in Literature,

4 credits

This course will be offered periodically to explore different areas of study, at the faculty's discretion.

## ENG 401: Communication and Interpersonal Relations,

4 credits

A concentrated study of language, thought, and action, emphasizing roles and different uses of language in human interaction, diverse belief systems, and ethical communication. Students increase their self-awareness, reasoning, and ability to communicate effectively.

Prerequisite: ENG 115

## ENG 402: Advanced Topics in Organizational Communications,

4 credits

This advanced course in organizational communications examines advanced measures for optimizing the communications mechanisms inside of organizations while pointing to some of the dysfunctions that are common.

Prerequisite: ENG 115

## ENG 490: Thesis,

4 credits

The study and practice of formal exposition. Students research and write an extended investigative report using the APA format.

## Entertainment, Sport & Promotion Management

### ESM 101: Introduction to Sport and Entertainment Management,

4 credits

The course orients beginning students to the academic and professional field of sport and entertainment man-

agement, providing an overview rather than detailed instructions about how to manage sport enterprises. Some students are currently majoring in the field of sport and entertainment management and want to learn more about the professional opportunities that await them. Other students are only contemplating majoring in this field, and want to gain general knowledge about the field before making a final decision.

## **ESM 102: Sport and Entertainment Ethics,**

**4 credits**

This course enhances student awareness of how ethical behavior and decision-making impacts the working roles of the sport and entertainment manager. The course covers the understanding of the distinction between concepts of morality and ethics; how relativism and rationalization affect the level of ethical behavior, the levels of personal moral development, and familiarity with the theories of ethics. It emphasizes an understanding of how personal ethics affect organization responsibility, and why professional ethics are necessary for sport and entertainment management.

## **ESM 103: Public Relations and Communications in Sport and Entertainment,**

**4 credits**

This course 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.

## **ESM 201: Governance in Sport and Entertainment,**

**4 credits**

The student will become familiar with the various agencies that govern Sport and Entertainment at the professional, collegiate, high school, and amateur levels. The student will understand the governing powers each agency has assumed, how that power is derived, and how governmental agencies influence the roles of sport governing bodies. The conditions of membership in governing bodies will be covered, as will the conditions of membership in a governing body, the control imposed upon members by the governing body, the sanctions that can be levied against a member, and the route of appeal.

## **ESM 202: Sport and Entertainment Marketing,**

**4 credits**

One of the functional areas of sport and entertainment administration that is synonymous with the sports and entertainment industries is sport marketing, a multidimensional field of study encompassing a wide variety of activities. Typically, sport marketing is associated with intercollegiate and professional sport teams trying to increase attendance and revenue. However, the field of sport marketing can include everything from Nike's "I can" advertising campaign to Joe's Garage's sponsorship of the local little league team. This course reinforces student understanding of sport and entertainment marketing in a variety of settings utilizing both academic rigor and practical relevance.

Prerequisite: MKT 208

## **ESM 204: Practicum I,**

**1 credit**

During the sophomore and junior years each ESM major is responsible, with the direction of the chair, to complete two one-hour practicum experiences (50 hours for each practicum). These are done on a part-time basis while involved in coursework, with less time commitment than an internship. Each practicum is generally performed in proximity to the campus and usually involves observing and providing assistance to another sport and entertainment management professional. This experience must be directed and evaluated by the chair with appropriate supervision by an on-site professional. (See also ESM 304)

Prerequisite: Faculty Approval

## **ESM 205: Facility and Event Management I,**

**4 credits**

Managing sport and entertainment productions and the facilities in which these activities occur requires many unique skills and competencies. Career positions are available for individuals who can schedule events, work with facility operations, oversee facility finances, equip the facility with TV and video connections, provide maintenance and custodial services, conduct facility marketing and promotions, engage in merchandising, and provide risk-management services. 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.

# Academic Matters

## ESM 299: Internship,

4 credits

The internship (400 hours of paid employment) 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: Faculty Approval

## ESM 301: Sociology of Sport and Entertainment,

4 credits

Sport and entertainment 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 gender, ethnic, religious, and disabilities interests. 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 entertainment, recreational sport, as well as highly organized competitive programs in high school, college, and professional levels to a culture.

## ESM 302: Facility and Event Management II,

4 credits

The second course in facility and event management 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 entertainment 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.

Prerequisite: ESM 205

## ESM 304: Practicum II,

1 credit

During the sophomore and junior years each ESM major is responsible, with the direction of the chair, to complete two one-hour practicum experiences (50 hours for each practicum). These are done on a part-time basis while involved in coursework, with less time commitment than an internship. Each practicum is generally performed in proximity to the campus and usually involves observing and providing assistance to another sport and entertainment management professional. This experience must be directed and evaluated by the chair with appropriate supervision by an on-site professional. (See also ESM 204)

Prerequisite: Faculty Approval

## ESM 312: Legal Aspects of Sport,

4 credits

This course identifies and applies various areas of law to the sport industry, including both state and federal legislations specific to sport. The course leads to a basic understanding of the court system and how legal issues are decided. Students will investigate both liability and contract law related sport and the sport industry. The principles of tort liability, especially in the area of negligence will be discussed leading to understanding. Students investigate how antitrust laws protect the business sector through regulation to control private economic power. The course emphasizes student understanding of collective bargaining agreements as a component of labor law which is pertinent to sport.

Prerequisite: LAW 300

## ESM 330: Sport and Entertainment Sponsorship and Fundraising,

4 credits

The main functional area of sport and entertainment management that is synonymous with the sport and entertainment industries is marketing. Sport marketing is a highly multidimensional field of study encompassing a wide variety of activities. A key ingredient to sport and entertainment marketing is developing valued sport sponsorship. Also, sport marketing creates the environment to relay a valued image to the public. This course focuses on three interrelated areas: (1) sport sponsorship basics including alignment marketing issues, strategic communication through sponsorship, sponsorship value, and sponsorship evaluation, (2) various public and fundraising techniques utilized by sport managers, and (3) an integration of sport sponsorship marketing and public relations as a concept of value-added integrated marketing.

## ESM 402: Sport and Entertainment Economics,

4 credits

The traditional economic funding sources in not only sport business, but also with both public and private organizations, have declined while the financial expenses have rapidly escalated. Managers of sport and entertainment organizations are under continuous pressure to do "more with less". This course is designed to provide students

with and introduction to financial planning and budgeting, sources of sport organizations funding, and the process of fundraising in sport. Students analyze a demand curve, a supply curve, and a market equilibrium curve and how these shift in response to pricing and utility of a product or service. Students learn methodology for maximizing the residuals generated by production of their product or services.

Prerequisite: ESM 402

## **ESM 403: Seminar In Sport and Entertainment,**

**4 credits**

This is a capstone course for students who have completed all of their ESM core course requirements. In this course the students delve into the organization and benefits of their internship, and develop a senior sport and entertainment management project related to strategic management concepts. This is a culmination course where all of the previous ESM courses are connected together to form a whole. Upon completion of this course student should have a knowing of where each of their ESM courses fit into real-world application.

## **ESM 410: Sport and Entertainment Leadership,**

**4 credits**

The ability to lead and make decisions in an environment of continual change is crucial for the 21st. Century. In this course leadership is explored from two different perspectives: First, it focuses on determinants and consequences of individual motivation and attitudes in organizations generally, and sport organizations specifically. The second focus is on theory related to those often responsible for guiding people toward organizational goals: the leader. Approaches to the study of leadership, including those focusing on Power/influence, situational factors, individual traits, and behaviors are explored. Key decision theories and models are also examined in the context of different organizational situations. Differences between managers and leaders, the value of participative and charismatic leadership, the leader's role in organizational culture and change, and the impact of diversity are investigated from domestic and international perspectives. Also examined is the increasingly important role of teams and team leadership for today's organizations.

## **Entrepreneurship**

### **ETR 102: Introduction to Entrepreneurship,**

**4 credits**

Students will begin to identify and study the key characteristics and approaches of people who embrace an entrepreneurial way of living and working. Our key learning focus is to understand what is required to create and grow successful enterprises. We will also discuss how entrepreneurship dynamics affect the entrepreneur's family and businesses.

### **ETR 103: Entrepreneurial Marketing: Niche Analysis,**

**4 credits**

Students learn and apply entrepreneurial marketing approaches used by successful entrepreneurs. They research industry sector trends, identify emerging needs, develop new product and service ideas and evaluate their feasibility, competitive advantage and potential profitability. Students will present a two minute elevator pitch for the purpose of convincing investors or senior managers to fund their new venture concept.

### **ETR 201: New Enterprise Management,**

**4 credits**

Students will identify and begin learning how to manage the personal, leadership and managerial challenges that Entrepreneurs face when: starting-up new ventures, launching new products or re-vitalizing troubled companies. When appropriate, we discuss how entrepreneurial dynamics affect the Entrepreneur's family and businesses.

### **ETR 202 Business Plan Process**

**4 credits**

Students will be introduced to the process of researching, writing and presenting a business plan. Working in teams, they will complete a simple business plan, which includes a thorough analysis of the market opportunity to be exploited, an outline of how they will design their company business model and identification of the major resources required to launch a start-up. A rudimentary financial analysis is required.

### **ETR 203 Philosophy of New Enterprise and Family Business**

**4 credits**

Students study the history and evolving management theory and public policy philosophies that affect entrepreneurial behavior and new venture creation. They will be introduced to common management problems and solutions affecting business growth and ownership succession in family businesses.

Prerequisite: ETR 201 or Junior Status

# Academic Matters

## ETR 302: Risk Analysis and Sources of Capital,

4 credits

In this course the student uses economic and financial tools to evaluate the sources of new venture capital and the risks associated with using them in a new business venture.

Prerequisite: FIN 301 or FIN 321

## ETR 303: Cases and Topics in Entrepreneurship and Family Business,

4 credits

In this course the student studies a variety of cases as well as current research on entrepreneurship and the entrepreneurial process. This course has a special focus on process management, intrapreneurship and family business management.

Prerequisite: ETR 203

## ETR 399: Internship,

2 credits

In this course students will learn how their employer arranges for the creation, financing, operation, or liquidation of a business venture.

Prerequisite: Department chair approval

## ETR 401: Organizing and Controlling New Venture Resources,

4 credits

In this course the student focuses on the human resource and financial issues associated with organizing and controlling a new business venture.

Prerequisite: ETR 302

## ETR 402: Strategic Management of a New Venture,

4 credits

In this course the student focuses on the development, design, and implementation of a new venture business strategy. Heavy emphasis is placed on the venture's core competencies, competitors, customer needs, and strategic congruency.

Prerequisite: ETR 302

## ETR 403: Seminar in Family Business Growth and Succession,

4 credits

In this course the student explores the issues associated with business growth, estate planning, and succession planning within family business leadership. Special attention is paid to intergenerational changes of management control and their implications.

Prerequisite: ETR 203

## ETR 404: Venture Capital Proposal,

4 credits

In this course the student researches and prepares an extensive business plan, marketing plan, and proposal for the financing and capitalization of a new business venture of his or her design. Extensive market research and complex financial analysis are required.

Prerequisite: ETR 402

## Executive Fitness

### EXF 115: Beginning Tennis,

1 credit

An introduction to the fundamentals of tennis, including basic strokes and game strategy.

### EXF 141: Swimming for Fitness,

1 credit

This course is designed to increase fitness through the use of swimming. There will also be a knowledge component to the course that includes information concerning fitness, health, stroke mechanics and wellness. The objective of the course is for students to design their own swimming workouts to meet their fitness goals.

Prerequisite: EXF 142

### EXF 142: Swimming,

1 credit

Students are introduced to American Red Cross (ARC) swimming and water safety materials. Students will be provided opportunities to obtain knowledge and skills in the following swimming strokes (elementary backstroke, freestyle, backstroke, breaststroke and sidestroke). Students who successfully complete the course content will obtain certification in Community Water Safety.

## Academic Matters

### EXF 143: Life Guarding,

1 credit

This course introduces the student to American Red Cross lifeguard training. Upon completion, students will receive certification in the Lifeguard Training.

Prerequisites: EXF 142 Swimming; Swim 300 yards continuously, using the front crawl and breaststroke; Swim 20 yards, retrieve and 10 pound brick, return to surface, swim 20 yards back to starting point, exit the pool in 1 minute 40 seconds.

### EXF 151: Weight Training,

1 credit

The student receives instruction in the use of free weights and Nautilus machines and follows a program designed for his or her individual need for strength training.

### EXF 160: Dancercise,

1 credit

The practice and appreciation of aerobic fitness and conditioning coordinated with music.

### EXF 170: Creative Dance,

1 credit

An introduction to creative dance with a focus on providing an open, inviting atmosphere for dance and movement exploration, and the experience of dance improvisation, composition and choreography. The course will also include an introduction to the basic elements of modern dance technique.

### EXF 180: Scuba I,

2 credits

Consists of evenly divided pool and classroom sessions. Students learn the theory of diving and all safety aspects of the sport. Each diver must provide mask, snorkel, SSI Log Book, and The Sport Diver Manual with workbook.

Prerequisite: Average swimming abilities and good general health

### EXF 181: Scuba II,

1 credit

Leads to certification. Consists of a pool and classroom review of diving safety skills and a review of SCUBA I. Divers participate in a minimum of 6 open water lake dives to complete the requirements for the Scuba School International "Open Water Diver" certification. Each diver must provide mask, snorkel, wet suit, mitts, boots, and chemical glow lights.

Prerequisite: EXF 180 or certification from a nationally recognized scuba diving organization

### EXF 201: Cardiopulmonary Resuscitation (CPR),

1 credit

Covers recognition of and first aid for choking, respiratory, and cardiac emergencies in adults, children, and infants. Also ways to reduce risk of heart attack, as well as recognition of the signals that accompany a heart attack. Completion of this course allows the opportunity to become certified in Community CPR by the American Red Cross.

### EXF 202: Professional Lifestyle,

2 credits

Aimed at helping the student become aware of how lifestyle can affect health and job performance. Topics include anatomy and physiology, nutrition, cardiac function, stress recognition and management, and first aid procedures.

Prerequisite: EXF 201 or proof of CPR completion elsewhere.

### EXF 240: Basketball (Coed),

1 credit

Instruction in the fundamentals of basketball with opportunity to develop skills in scrimmage situations.

### EXF 250: Volleyball (coed),

1 credit

Instruction in basic volleyball skills and team play.

### EXF 260: Softball (coed),

1 credit

Instruction in the fundamentals of the game and practice skills in game situations.

### EXF 270: Kung-Fu,

1 credit

Students learn the 400-year-old seven-star praying mantis-style of Chinese martial arts. During the course of training, students study the basic self-defense technique, theories, and history of the mantis system.

# Academic Matters

## **EXF 271: Advanced Kung-Fu,**

**1 credit**

This course is designed for those students who have completed the previous Kung Fu class training and wish to advance their martial arts techniques.

Prerequisite: EXF 270

## **EXF 280: Golf,**

**1 credit**

Instruction in the basic principles of golf, along with a thorough understanding of rules and etiquette.

## **EXF 290: Racquetball,**

**1 credit**

Instruction in the basic principles of racquetball, along with a thorough understanding of rules and etiquette.

## **Finance**

### **FIN 101: Introduction to Banking and Finance,**

**4 credits**

This course is 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 students gain insights into the development and makeup of the different industries that banking and finance majors typically enter through popular trade magazines, newspapers, internet sources, and guest speakers.

### **FIN 255: Principles of Banking,**

**4 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.

### **FIN 301: Financial Management,**

**4 credits**

Study of the theoretical and conceptual framework that the financial manager uses 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.

Prerequisite: ACC 243

### **FIN 321: Financial Management for Majors,**

**4 credits**

FIN 321 is required for those students seeking a degree in (a) banking and finance or (b) accounting OR those students desiring a BBA with a minor in accounting. This course is a study of the theoretical and conceptual framework that the financial manager uses to reach decisions. The course will delve deeper into theoretical financial concepts than FIN 301 to better prepare students for their further studies in finance and accounting. 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.

Prerequisite: ACC 243

### **FIN 360: Foundations of Financial Planning,**

**4 credits**

In this course is presented an introduction to the basics of personal financial planning w/ particular emphasis on financial planning basics, asset management, mutual funds, retirement planning and taxation. The financial planning process, as well as the legal, ethical, and regulatory issues affecting financial planners will be covered. Finally, risk management and insurance practices are discussed, allowing the student to identify a client's risk exposure.

Prerequisite: ACC 242

### **FIN 366: Cases and Problems in Banking and Financing,**

**4 credits**

Case study approach to practical application of banking principles to solve problems based upon information provided by banks and bank regulatory agencies.

Prerequisite: FIN 255

### **FIN 375: Investments,**

**4 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 markets on which each is traded, as well as fundamental and technical analysis.

Prerequisites: FIN 321; ECN 221, 222

## **FIN 376: Portfolio Management,**

**4 credits**

Continuation of FIN 375, with particular emphasis on the intricate nature of assets contained in sophisticated securities. Concentration will be on the management of portfolios with special emphasis paid to growth strategies, income strategies, retirement planning, tax advantaged investing, stock brokerage trends, and overall financial planning.

Prerequisite: FIN 375

## **FIN 401: International Finance,**

**4 credits**

A comprehensive overview of the international financial system. Considers foreign currency relationships as well as hedging and techniques in risk management. The course explores international banking, securities, and corporate finance with an emphasis on case studies and simulated market participation.

Prerequisite: FIN 301 or 321 and ECN 400

## **FIN 422: Real Estate Finance,**

**4 credits**

This course will explore a comprehensive overview of the various types of real estate markets in the United States and how purchases and sales are financed. Students will 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 321

## **FIN 423: Personal Financial Planning,**

**1-4 credits**

Designed for those senior 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 their life. Courses offered for more than one credit will delve further into the course topics based on the amount of credit hours.

Prerequisite: Senior Status

## **FIN 455: Corporate Finance,**

**4 credits**

This course will emphasize case/discussion methods to develop an in depth expansion on the basic concepts presented in FIN 301. This course extends the financial analysis of a business to valuing complex capital budgeting and corporate strategies. This course addresses such issues as building the financial component of a business plan and using financial management techniques to find corporate problems/opportunities and fixing/pursuing them. Options for various capital structures and the financing thereof are pursued in depth.

Prerequisite: FIN 301 or FIN 321, ECN 221 and ECN 222

## **FIN 485: Cases In Enterprise Valuation,**

**4 credits**

This is a capstone finance course, which builds on the financial concepts learned in previous courses, and presents an integrated approach to enterprise valuation. This is a case discussion and application course which covers various enterprise valuation approaches and the application of these valuation methodologies in the contemporary business environment.

Prerequisite: FIN 455

## **Fashion Marketing & Management**

### **FMM 101: Introduction to Fashion Marketing and Merchandising,**

**4 credits**

This introductory class provides an exposure to the terminology, activities and operations that make up the apparel fashion work and the forces, people and especially, entrepreneurs who influence it. Career possibilities are presented with an overview of the raw materials, designing, and manufacturing, plus the wholesale and retail markets.

### **FMM 201: Fashion Promotions,**

**4 credits**

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

Prerequisite: FMM 101

# Academic Matters

## **FMM 203: Merchandise Buying,**

**4 credits**

The types, place of, and functions of buying in distinct organizations, as well as buying as a career, are studied. The pros and cons of both domestic and foreign buying are explored.

Prerequisites: FMM 101, MIS 105, MTH 111 or 115

## **FMM 204: Textiles I,**

**4 credits**

This course introduces students to the Textile industry. Students will study the impact of textiles on global economies and characteristics and performance properties of natural and synthetic fibers. The course will engage students in the overall workings of the textile industry as it relates specifically to the apparel and soft goods industries. This course requires strict attendance and participation from each student and will give them the opportunity to develop research, presentation, and interpersonal communication skills as well as greater awareness of the global impact of the textile industry.

Prerequisites: FMM 101

## **FMM 205: Textiles II,**

**4 credits**

This course is a continuation of Textiles I. Students will study the processing of textiles from yarns and fabrics to dyes and finishes to care and legislation. The course will engage students in the overall workings of the textile industry as it relates specifically to the apparel and soft goods industries. This course requires strict attendance and participation from each student and will give them the opportunity to develop research, presentation, and interpersonal communication skills as well as greater awareness of the global impact of the textile industry.

Prerequisites: FMM 101, FMM 204

## **FMM 299: Internship,**

**4 credits**

The internship (400 hours of paid employment) is designed to provide the student with supervised on-the-job training. A contract between the college, student, and employer provides the groundwork. Objectives, evaluations, a written log, and a study of the organization are designed to provide a realistic learning experience.

## **FMM 301: Directed Travel,**

**1 credit**

A directed travel experience focusing on the fashion industry.

## **FMM 302: History of Costume,**

**4 credits**

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

Prerequisites: FMM 101

## **FMM 311: Merchandise Analysis,**

**4 credits**

The multiple factors, such as cost of materials, brand names, quantities, etc., that affect the designing, manufacturing, and pricing of fashion merchandise are explored.

Prerequisites: FMM 101, 203, 204, 205

## **FMM 403: Merchandising Buying II,**

**4 credits**

This course is a continuation of FMM 203. Students will participate as a "buyer" in a "real-world" computer simulation 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. This course requires strict attendance and participation from each student.

Prerequisites: Fashion Marketing and Management major with senior status.

## **FMM 412: Practices and Theories of Fashion Merchandising,**

**4 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, sourcing, etc. that affect the designing, manufacturing, and pricing of merchandise are explored. Information and experiences will come from interaction with people in these areas as well as media sources.

Prerequisites: FMM major of senior status, ACC 241, 242, 243

## Fire Science Management

This program is taught only through University College.

### FSM 301: Fire Service Financial Management,

4 credits

Study of the theoretical and conceptual techniques the fire service financial manager uses to effectively prepare, justify, and manage the components of a fire service organization. Steps in planning, analysis, problem-solving, and decision-making tools are emphasized.

Prerequisite: Junior status

### FSM 333: Fire Personnel Management,

4 credits

This course is a comprehensive view of personnel policy development with a description and analysis of techniques within the fire service sector. The human resource policies are discussed with interrelationships between management and the management function of planning, organizing, staffing, directing and controlling. The human resources function of recruitment, development, compensation, integration and maintenance of fire service personnel for the purpose of contributing to the organization.

Prerequisite: Junior status

### FSM 335: Applied Fire Service Management,

4 credits

This application course utilizes the principles developed in the MGT 230 Principles of Business Management course and applies current concepts and management techniques to actual situations in a fire service organization.

Prerequisite: Junior status

## Geography

### GEO 201: World Geography,

4 credits

Provides a global overview of geographic features, physical characteristics, and the relationship of population, economics, and political phenomena as applied to the world's major regions.

### GEO 301: Anglo-American Geography,

4 credits

A regional study of selected regions of North America — north of the Rio Grande River — in terms of the resources, economic activities, population/urban patterns, physical geography and interregional/international relationships.

## Health Care Management

This program is taught only through University College.

### HCM 101: Introduction to Health Care Management and Administration,

4 credits

Analysis 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 102: Organizational Behavior, Culture, and Language in Health Care,

4 credits

Analysis of problems and issues associated with management of health care organizations, and distinguishes between various types of organizations. Focuses on hospitals, mental care centers, long-term care facilities, and community clinics. Introduction to special terminology, culture and behavior patterns that characterize health care, with emphasis on implications for administration of health care institutions.

### HCM 201: Economics of Health Care,

4 credits

Analysis of economic factors bearing on the costs and affordability of health care. 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.

# Academic Matters

## **HCM 203: History of Health Care Management,**

**4 credits**

Students will have the opportunity to follow the growth 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 299: Externship,**

**4 credits**

The externship (400 hours of paid employment) is designed to provide the student with supervised on-the-job training. A contract between the college, 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: Faculty approval

## **HCM 301: Accounting in the Health Care Institution,**

**4 credits**

Application of accounting concepts and techniques to managerial decision making in the health care industries. Emphasis on the issues of accounting information as opposed to the preparation of accounting information. The central theme is to convey an understanding of budgets and operational data, to analyze, and to know what to look for to make intelligent managerial decisions.

## **HCM 302: Health Care Budgeting and Financial Management,**

**4 credits**

Examines how private and public agencies determine program priorities, allocate resources to execute those 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.

## **HCM 303: Human Resource Management for the Health Care Industry,**

**4 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 emphasis on compliance.

## **HCM 304: Legal and Ethical Aspects,**

**4 credits**

Basic principles of law applicable to the business world, emphasizing contract, sales, bailments, negotiable instruments, agency, partnerships, corporations, insurance, and real estate.

## **HCM 401: Health Care Quality Management,**

**4 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 402: Current Topics in Health Care Management,**

**4 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 403: Marketing Management for the Health Care Industry,**

**4 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 404: Health Care Management Systems,**

**4 credits**

Modern systems theory as applied to management and its problems. Applications of integrated computer software are evaluated for their potential in systematic approaches to problem solving, decision-making, planning and controlling.

## **Heavy Duty Management**

### **HDM 110: Heavy Duty Management and Heavy Duty Vehicle Technology,**

**4 credits**

A layman study of the various heavy duty truck systems that collectively construct the class 4-8 trucks. Includes engine, transmission, and final drive systems, electrical, cooling, fuel and computer systems, suspension, and brake systems. Emission systems for diesel engines will also be covered.

## **HDM 210: Heavy Duty Parts & Service Marketing,**

**4 credits**

The functions of each step of Heavy Duty Aftermarket Parts and Service Marketing and interrelations of all segments from manufacturer to consumer are explored, including industry terminology, channels of distribution, financial implications and supply chain marketing techniques 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. Prerequisite: AAM 205

## **History**

### **HIS 104: Survey of European History, Culture and Customs,**

**4 credits**

This course explores the history, culture, and customs of Europe. It is taught during Term-in-Europe when student's travel through Europe, visiting historical sites.

### **HIS 201: Development of Western Civilization,**

**4 credits**

A study of the development of the Western Tradition with integration of literature, art, philosophy, religion, politics, and economics. Emphasis on imparting to students an appreciation of culture and society for both its historical development and current trends.

### **HIS 210: Foundations of the Modern World I,**

**4 credits**

This course introduces students to the historical development of the Western civilization and tradition. Major themes include the evolution of social, economic, and political systems to fit the changing conditions of each age. The course will also emphasize the relationships between religion and culture, and the reflection of cultural and religious values in the arts. The course starts with ancient civilization and ends with the beginning of the modern era.

### **HIS 215: Foundations of the Modern World II,**

**4 credits**

This course completes the sequential survey of themes covered in Foundations of the Modern World I with emphasis on the historical development of political, economic, intellectual and artistic movements from the modern era to the contemporary period.

Prerequisite: HIS 210

### **HIS 301: The Founding of the American Republic,**

**4 credits**

A study of the development of the American Tradition during the colonial and founding eras. Emphasis on historical development of the republican tradition and the American understanding of liberty and order. Study will focus on historical documents, events and persons and their significance in shaping what is distinct about the American understanding of society, politics, and economics.

### **HIS 316: History of Freedom of Expression,**

**4 credits**

This course traces the conflicts in American history over the limits of freedom of expression. The Bill of Rights guarantees freedom of expression, but what does that mean? These "rights" have been the subject of constant controversy. Through lecture, discussion, readings, videos and other approaches, this course traces the history of that controversy and places it in the context of 21st century America.

### **HIS 402: Contemporary World Issues,**

**4 credits**

An examination of pertinent history and projected future events that will shape our world. Particular emphasis is placed on current global economic, political, and social issues.

Prerequisite: ECN 221, ECN 222

## **Hotel, Restaurant & Resort Management**

### **HRM 101: Introduction to Hospitality Management,**

**4 credits**

This course is designed to build an understanding of the hospitality industry through an examination of the segments of the industry and appraisals of the management skills that future managers need to succeed. The student gains an insight in the development of the industry through popular trade magazines, guest speakers, and field trips.

# Academic Matters

## **HRM 103: Food Sanitation,**

**4 credits**

Sanitation I 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 food service operation.

## **HRM 110: Hospitality Food and Beverage Management and Purchasing,**

**4 credits**

This course is designed to move the student through the various management steps involved in food service enterprise. 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. Additionally, this course is designed to offer the student a well-rounded approach to the practical principles menu design and basic purchasing function. Effective purchasing includes negotiating and receiving orders, controlling inventory and production, and payments.

Prerequisites: HRM 101

## **HRM 201: Facilities Engineering,**

**4 credits**

This course is designed to introduce the student 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.

## **HRM 204: Hotel Restaurant & Resort Management Practicum,**

**1 credit**

The HRM practicum is designed to provide the student with supervised on-the-job training, of organizational, management, internal workings, and services offered through an approved organization. A contact 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: Faculty approval.

## **HRM 205: Hospitality Operations Management,**

**4 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.

## **HRM 285: International Cuisine,**

**2 credits**

Gourmet cuisine of various countries; observation, practice and demonstration in preparing and judging of items produced.

## **HRM 298: Beverage Seminar,**

**2 credits**

Exploration of various wines/beers from throughout the world. Class includes beverage evaluation and tasting for serious students who feel they will benefit from such knowledge. Primarily for Hotel/Restaurant students but others will be considered.

## **HRM 299: Internship,**

**4 credits**

The internship (400 hours of paid employment) is designed to provide the student with supervised on-the-job training. A contract between the college, 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: Faculty approval

## **HRM 301: Hotel/Restaurant/Resort Law,**

**4 credits**

An overview of how current laws affect the hospitality Worker and manager, with attention being paid to avoiding Potential lawsuits. Case study will be one method of application.

## **HRM 304: Hotel /Restaurant & Resort Management Practicum,**

**1 credit**

The HRM practicum is designed to provide the student with supervised on-the-job training of organizational, management, internal workings and services offered through an approved agency. A contact between the college, 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: HRM 204; Faculty Approval

## **HRM 310: Resort/Club Management,**

**4 credits**

Introduces the student to this exciting/dynamic segment of the industry and its many challenges in operations. They will explore the many career choices available today after visits to various properties and the behind-the-scenes look at how they are run.

## **HRM 311: Tourism Marketing and Promotion,**

**4 credits**

Applications of basic marketing principles and strategies to hospitality and leisure services. Discussions will define specific hospitality and tourism market segments and address the various personal and non-personal sales and promotional tools available to the manager of an intangible product.

Prerequisite: HRM 101, 103, 110, 201, 205

## **HRM 312: Special Events and Meeting Planning,**

**4 credits**

This course will provide the student 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 for various groups.

## **HRM 313: Human Resource Applications,**

**4 credits**

An in-depth study and application of the many facets of human resources management from selection, retention, training, development, discipline, and termination of employees.

Prerequisites: HRM 101, 102, 103, 201, 202, 203, 348; MGT 310

## **HRM: 405 Hospitality Costing, Pricing and Financial Management,**

**4 credits**

This course is designed to move the student through the various management steps involved in developing a financially successful hotel, restaurant, resort, spa and/or other hospitality industry 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. This course is designed to build the skills necessary to operate a successful and profitable hospitality operation. Additionally, this course is designed to offer the student a well-rounded practical approach to hotel cost and restaurant controls principles. Effective cost controls include negotiating and receiving orders, controlling inventory and production, and payments.

Prerequisite: FIN 301 or FIN 321

## **HRM 410: International Tourism,**

**4 credits**

A study of international travel and tourism. Focus on the economic, social, cultural and environmental considerations of international tourism. It is designed to create a sensitivity to and awareness of the differences in cultures as well as to present a world view of hospitality management.

Prerequisites: HRM 311 and 313

## **HRM 412: Current Issues in the Hospitality Industry,**

**4 credits**

To explore the dynamics and implications of current societal and professional issues and trends on the delivery of hospitality services. The course will focus on examining current trends that will impact the profession and help students understand the relevance of trends to their professional development.

Prerequisites: HRM 311 and 313

## **HRM 420: Sanitation Seminar,**

**3 credits**

This course utilizes the case method of critical thinking to analyze business problems in the hospitality industry. Discussion, writing, and presentation skills are required by this course. Marketing and management concepts will be incorporated into the case method.

# Academic Matters



## Humanities

### HUM 301: Ideas That Shaped America,

4 credits

This Term-in-Europe course explores ideas from America's European heritage that shaped modern America.

### HUM 302: Survey of Western Art,

4 credits

This Term-in-Europe course explores Western Art through first-hand visits to European cultural centers and classroom lectures.

### HUM 310: Creativity,

4 credits

Raising awareness of the students' innate creative abilities, understanding the value of creativity as an important tool in their personal and professional lives. Students will acquire the resources and techniques for stimulating creative thinking and facilitating creative problem solving. Course includes ample opportunities for self actualization through individual and group exercises. Guest speakers demonstrate the value of creativity.

### HUM 311: Introduction to Philosophy,

4 credits

The development of thought and wisdom from ancient to modern concepts as described in the writings of the great philosophers.

### HUM 312: Introduction to Art,

4 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 discussed.

### HUM 313: Introduction to Music,

4 credits

The study of music from the past and present, and its impact on our culture. Included is a survey of music from historic periods and the relationship of this auditory art form to other areas of the humanities.

### HUM 314: Introduction to Modern Art,

4 credits

A chronological survey of major art movements beginning with Romanticism and culminating in the most recent developments in painting and sculpture.

### HUM 315: Introduction to Film Art,

4 credits

A survey of film past, and present, with particular emphasis on the elements of film form and style. A history of film and survey of genres and styles is included.

### HUM 320: Critical Appreciation of the Arts,

4 credits

An introduction to the humanities that 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.

### HUM 321: General Humanities,

4 credits

Beginning with the advent of the Renaissance, this course traces the humanistic aspects of our intellectual development, as that development is manifested in architecture, economic theory, literature, music, painting, philosophy, political theory, and sculpture.

### HUM 322: Design Principles,

4 credits

Exploration of human reaction to visual stimuli and their use 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.

### HUM 350: Honors Seminar,

1 credit

Humanities honors seminar for Juniors.

Prerequisite: Approval of Academic Dean

## International Business

### INB 101: Introduction to International Business,

1 credit

This is an introductory survey course which outlines the scope of International Business as an academic discipline and as a major field of study. It introduces students to certain important aspects of the international business environment and to the opportunities and challenges faced by managers in a multi-national corporation.

### INB 401: International Finance,

4 credits

A comprehensive overview of the international financial system. Considers foreign currency relationships as well as hedging and techniques in risk management. The course explores international banking, securities, and corporate finance with an emphasis on case studies and simulated market participation.

Prerequisite: FIN 301 or 321 and ECN 400

### INB 405: International Law,

4 credits

Provides an 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 300 and ECN 400

### INB 410: International Management,

4 credits

This course applies the concepts and principles learned in MGT 230 (Principles of Management) to the context of the global business environment and to multi-national corporations. It provides an overview of the evolution of multi-national corporations and global corporate strategy over the last century. It discusses the differences in organizational structures and management styles in different regions of the world. The learning in the course is accomplished through a combination of lectures, case discussions, and presentations. Students are required to analyze and make detailed presentations of cases. External sources of information such as the *Wall Street Journal* are used to acquaint students with the most recent developments in global business and related areas.

Prerequisites: MGT 230, MKT 208

### INB 415: International Marketing,

4 credits

This course addresses global issues that challenge today's international marketer while defining concepts relevant to all international marketers. It explores the global enterprise environment, export and import practices, the international legal environment, global market research and promotion, global marketing management, and the financial requirements for global marketing.

Prerequisites: MKT 208 and MGT 230

### INB 420: International Trade,

4 credits

Examines the bases 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 221, 222

## Journalism

### JRN 290: Publications Production,

1 credit

Practical application of reporting, writing, editing, and layout in a workshop situation. Student publications and hometown newspapers are used to give students professional production experience. (May be repeated.)

## Law

### LAW 280: Mock Trial I,

1 credit

Preparation for Mock Trial Competitions in the upcoming year. Emphasis is placed on building the skills necessary to compete in upcoming 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.

# Academic Matters

1 credit

## LAW 281: Mock Trial II,

Preparation for upcoming Mock Trial Regional Competition. Students who have taken Law 280 will have competed at invitational tournaments sponsored by the American Mock Trial Association. During this course, as a member of the Regional Team, students will be obligated to perform the same skills introduced in the Law 280 course—only at a higher level.

Prerequisite: LAW 280

1 credit

## LAW 282: Mock Trial III,

Preparation for upcoming Mock Trial National Competition. Students who have taken Law 280 will have competed at Invitational Tournaments and those who have taken Law 281 will have competed at the Regional Tournament. During this course, as a member of the National Team, students will be obligated to perform the same skills introduced in the Law 280 course and improved upon in the Law 281 course—only at a higher level.

Prerequisite: LAW 281

4 credits

## LAW 300: Business Law I,

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.

4 credits

## LAW 301: Business Law II,

An in-depth study of contract 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.

Prerequisite: LAW 300

4 credits

## LAW 401: International Law,

Provides an 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 300 and ECN 400

## Management

4 credits

## MGT 230: Principles of Management,

This course focuses on management in action and strives to develop in-depth knowledge of managerial theory, concepts, terminology, technique, and methods, including motivation and authority. Emphasis is on the function of the manager and leader to plan, organize staff, direct, and control the organization or enterprise.

4 credits

## MGT 231: Credit Management,

Discusses the principles, methods, and procedures of effective credit management. Emphasis is on the functions of credit, credit investigation, and analysis. As a requirement of the course, students write short reports in the different fields of credit to learn how it is practiced and how to analyze credit bureau reports, Dun & Bradstreet reports, and financial statements of various companies.

Prerequisites: MGT 230

4 credits

## MGT 233: Managerial Emotional Intelligence,

Course Description: This course addresses the various aspects of EQ or Emotional Intelligence as applied to the business setting. Topics include Honesty, Feedback, Intuition, Authentic Presence, Trust, Resilience and Renewal, Unique Potential and Purpose, Commitment, Applied Integrity, and Opportunity Sensing. Methodology includes discussion of readings as well as experiential exercises.

4 credits

## MGT 236: Principles of Insurance,

Basic forms of insurance to aid the non-specialist and to serve as a basis for advanced work in the insurance field.

Prerequisites: MGT 230

# Academic Matters

## **MGT 237: Principles of Real Estate,**

**4 credits**

History of uses of land and its development; descriptions of kinds of property; federal, state, and local laws and regulations.

Prerequisites: MGT 230

## **MGT 299: Internship,**

**1-5 credits**

The internship (400 hours of paid employment) is designed to provide the student with supervised on-the-job training. A contract between the college, 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: Faculty approval

## **MGT 300: Directed Study,**

**1-5 credits**

Appropriate research of problems fitted to the need of the specific student as determined by his/her interests, aptitudes, and abilities.

Prerequisite: Faculty approval

## **MGT 301: Directed Travel,**

**1 credit**

A directed travel experience focusing on managerial techniques and processes of specific industries.

## **MGT 310: Human Resource Management,**

**4 credits**

This course is a comprehensive view of personnel policy development. The human resource policies are discussed with interrelationships between management and the management functions of planning, organizing, staffing, directing, and controlling. Explores the human resource functions of recruitment, development, compensation, integration, and maintenance of personnel.

Prerequisite: MGT 230

## **MGT 312: Applied Management,**

**4 credits**

A course specifically designed for students to apply management principles and to identify important components related to issues such as leadership, emotional intelligence, diversity, organizational structure, human resource management, empowerment and participatory management, training and development, and organizational change.

Prerequisite: MGT 230

## **MGT 340: Employment Research and Planning,**

**1 credit**

This course is designed to provide juniors with research skills and methodology to gain information and understanding about specific industries and enterprises in which the students are interested in seeking employment. The course equips students with a refined resume and strategies for successful placement.

Prerequisite: MGT 230

## **MGT 344: Production Management,**

**4 credits**

Management supervision in production areas. Labor contract negotiations, arbitration, and labor law review for first line supervisors.

Prerequisite: MGT 230

## **MGT 350: Operations Management**

**4 credits**

MGT 350 is a business course that deals with the strategic/operational activities that relate to the creation of goods and services through the transformation of inputs to outputs. As a result 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.

Prerequisite: MGT 230

## **MGT 351: Management Systems,**

**4 credits**

Modern systems theory as applied to management and its problems. Applications of integrated computer software are evaluated for their potential in systematic approaches to problem solving, decision making, planning, and controlling.

Prerequisites: MGT 230 and MIS 105

# Academic Matters

## MGT 397: Practicum I,

1 credit

A period of observation and/or job shadowing in a work environment, typically unpaid, and requiring a written report for the responsible Professor.

## MGT 398: Practicum II,

1 credit

A period of observation and/or job shadowing in a work environment, typically unpaid, and requiring a written report for the responsible Professor.

## MGT 399: Residency in Work and Study,

1-5 credits

A full-time job or project involving job descriptions, training plan, evaluations, reading, and reports by student and by employer or project director. Limited to junior students, with faculty and employer or project director approval.

## MGT 403: International Management,

4 credits

This course applies the concepts and principles learned in MGT 230 (Principles of Management) to the context of the global business environment and to multi-national corporations. It provides an overview of the evolution of multi-national corporations and global corporate strategy over the last century. It discusses the differences in organizational structures and management styles in different regions of the world. The learning in the course is accomplished through a combination of lectures, case discussions, and presentations. Students are required to analyze and make detailed presentations of cases. External sources of information such the *Wall Street Journal* are used to acquaint students with the most recent developments in global business and related areas.

Prerequisites: MGT 230, MKT 208

## MGT 425: Organizational Behavior and Leadership,

4 credits

Organizational Behavior is the study of how individuals relate in the workplace, and how group and organizational structures affect individual behavior. This course explores issues of coordination, control, leadership and influence, the difference between leadership and management, negotiating adjustments and compromises between divergent interests and players. In addition, the course will exam critical personal characteristics or organizational members, conflict, change, the importance of emotional intelligence and critical thinking skills, the role of teams, and personally adapting to various organizational settings. The key question: How do I work with people to make this organization successful?

Prerequisite: MGT 230 and SOC 250 or PSY 250

## MGT 430: Management of Information Technologies,

4 credits

The goal of this course is to help business students learn how to use and manage information technologies to revitalize business processes, improve business decision making, and gain competitive advantage. A 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.

Prerequisite: MGT 230, MIS 105

## MGT 479: Current Topics in Management,

4 credits

The analysis, discussion, and reporting from current literature of significant trends, controversial issues, and advanced techniques in business decision making, with special emphasis on academic studies relevant to present business.

Prerequisite: MGT 230 and MKT 208

## MGT 480: Strategic Planning,

4 credits

Explores a broad range of managerial decisions and actions that bear directly on the total business enterprise. The center of attention is the organization as a whole — the environment in which it operates, the direction in which it is headed, how it plans to get there, and the whole scope of its internal activities.

Prerequisites: FIN 301 or FIN 321

## MGT 481: Seminar III,

1-5 credits

Special topics in business.

## **MGT 490: Oral/Written Comprehensive Examination - University College,**

**4 credits**

This two-hour comprehensive examination with three faculty members is based on questions sent to the student in advance. The exam begins with one-half hour of written response to one question.

## **Management Information Systems**

### **MIS 104: Operating Systems,**

**1 credit**

This course introduces students to the fundamental hardware and operating system components of a personal computer. The students will do projects to master the operating system environment. The student will also learn to use electronic mail.

### **MIS 105: Spreadsheet and Database Principles,**

**4 credits**

This course introduces students to the basic principles of spreadsheet and database management programs. It includes hands-on computer experience using currently popular spreadsheet and database programs. Students will be able to organize and manipulate data to accomplish specific business processing objectives. Students will learn how to create, save, retrieve, display, and report information using spreadsheet and database programs.

Prerequisite: MIS 104. This course is intended for non-computer majors.

### **MIS 107: Word Processing,**

**1 credit**

This course teaches students to produce announcements, letters, memos, research papers, resumes, and other documents for personal or professional use. This course also includes formatting, graphics, and design enhancement functions which give students the skills needed to produce appropriate academic and business communications.

Prerequisite: MIS 104

### **MIS 109: Presentation Software,**

**1 credit**

This course allows students to learn the basics of presentation software to combine graphics, text, tables, audio and video into a computerized slide show. This course will teach the students to create and deliver a professional slide show presentation.

Prerequisite: MIS 104

### **MIS 110: Introduction to Computer Applications,**

**4 credits**

Introduces students to computers and their role in society today and in the future. Includes hands-on computer experience with computer hardware, operating systems, word processing, presentation graphics, database, and spreadsheet programs.

### **MIS 111: Introduction to Management Information Systems,**

**4 credits**

Students in this course explore current concepts and technologies in the field of Information Systems. Students learn how information systems give a business or organization a competitive edge by providing technologies that help managers plan, control and make decisions. Course 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.

Prerequisites: MIS Major or approval of Department Chair

### **MIS 113: Desktop Publishing,**

**1 credit**

This course introduces students to the principles of the desktop publishing process. Students will learn creative techniques in developing, designing, editing, and publishing business documents.

### **MIS 115: Computer Operating Systems,**

**4 credits**

Students will become familiar with digital computer operations. Students will develop a more thorough understanding of the hardware-software interface, which must exist. This course includes hands-on experience using different operating system programs.

Prerequisite: MIS 111

# Academic Matters

## MIS 120: Introduction to Programming Languages,

4 credits

This course introduces students to the basic elements, structure, and use of programming languages. Students become familiar with the problem solving process used in programming. The student will examine the different approaches to programming: structured programming, object oriented programming, and event driven programming. This course includes hands-on experience developing, coding, and testing simple programs.

Prerequisite: MIS 115

## MIS 125: ERP Systems,

2 credits

This course introduces students to the concepts used with Enterprise Resource Planning. Students examine the relationships and interdependence of programs used to create information systems for organizations. Accounting systems and inventory models will be featured. Various delivery methods including the Internet, Intranets and Extranets will be discussed. Centralized and distributed systems will be examined.

Prerequisite: MIS 115

## MIS 160: Advanced Spreadsheet and Database Usage,

4 credits

Students will learn how to accomplish specific business processing objectives by organizing and manipulating data in an electronic spreadsheet. This course covers both and intermediate and advanced features of spreadsheets and database management programs. This course includes hands-on computer experience using currently popular spreadsheet and database programs.

Prerequisite: MIS major or concurrent enrollment in MIS 104 or Department Chair approval

## MIS 205: Introduction to Database Management Systems,

4 credits

This course introduces students to the basic concepts and principles of data management in a business environment. Various approaches to data management are discussed with focus being placed on relational database management systems. Students will learn to design and implement databases that can be used for processing transactions.

Prerequisite: MIS 111 & MIS 105, or MIS 160

## MIS 214: Business Application Programming I,

4 credits

This course introduces students to the elements of business programming using a selected programming language. The student will practice designing and writing business application programs.

Prerequisite: MIS 120

## MIS 215: Business Application Programming II,

4 credits

This course advances the students knowledge of programming concepts and design principles acquired in Business Application Programming I. Students will develop more advanced algorithms and use more difficult data structures. Concepts of GUI and event-driven programming will be introduced.

Prerequisite: MIS 214

## MIS 216: Business Application Programming III,

4 credits

This course introduces students to the syntax and logic structure of a popular programming language not previously studied. This course will include data types, variables, decision and iterative control structures, arrays, classes, exception handling and graphical user interfaces.

Prerequisite: MIS 215

## MIS 300: Directed Study,

1 to 5 credits

Appropriate research of business-related problems in the computer/data processing field fitted to the need of the specific student as determined by his/her interests, aptitudes and abilities.

Prerequisite: MIS or CIM major and Junior Status and Faculty Approval

## MIS 310: Communications and Networking,

4 credits

This course provides an introduction to fundamental automated data and voice communications concepts and terminology. Modes of data transmission, transmission media and different types of networks are discussed.

Prerequisite: MIS 115

## **MIS 312: Web Page Concepts and Design,**

**4 credits**

This course introduces students to Web page concepts and the principles of effective Web page and web site design. Topics include targeting the audience, layout techniques, mark-up languages, scripting, legal issues and development tools such as Macromedia.

Prerequisites: MIS 105 or MIS 111 or MIS 160

## **MIS 315: Networks and Network Operating Systems,**

**4 credits**

Students use a hands-on approach to study computer networking and network administration. Students will learn the installation and use of various network operating systems. Network administration concepts will be stressed.

Prerequisite: MIS 310

## **MIS 316: System Security,**

**4 credits**

Students learn the importance and cost of protecting information and information systems in a highly connected marketplace. They learn the basic concepts, methodologies and technologies available to design a security framework for a system. Students will learn to identify the security threats and develop appropriate strategies for addressing these threats.

Prerequisite: MIS 310

## **MIS 318: Systems Analysis and Design,**

**4 credits**

This course examines the various tools and methodologies for the development and implementation of a business information system. The systems approach is discussed 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.

Prerequisite: MIS 205 and MIS 214

## **MIS 320: Advanced Database Applications,**

**4 credits**

Students will examine the logical and physical organizations of data in an enterprise database. They will study the various access methods used to improve data retrieval and various database administrative issues, such as managing users, networking, partitioning, tuning, backing up database, and recovering a database and managing a distributed computing environment. Students will examine various enterprise and open source database management systems.

Prerequisite: MIS 160 and MIS 310

## **MIS 330: Project Management,**

**4 credits**

Students will examine what skills, tools, and techniques are needed to effectively manage a project from its inception through its successful completion. They will learn how to control the scope, time, cost and quality of projects. They will gain hands-on experience in using project management software.

Prerequisite: MIS 105 or MIS 160 or MIS 111

## **MIS 340: E-Commerce Development,**

**4 credits**

This course focuses on the analysis, design and implementation of e-commerce businesses. Students will examine the marketing and legal issues related to an e-commerce business. They will work with various tools and technologies used in the development and management of an e-commerce business.

Prerequisite: MIS 312

## **MIS 345: Web Development,**

**4 credits**

This course provides a foundation in the development of client/server applications for the Web. Students will gain programming skills in a popular Web development language. Topics include HTML, XML, DHTML, CSS, scripting and server side components such as CGI, ASP, and PERL.

Prerequisite: MIS 120 and MIS310

# Academic Matters

## MIS 411: Software Engineering I,

4 credits

MIS major students apply the concepts learned in prior courses along with new knowledge about computer system analysis and design to step through the entire systems development life cycle in a team environment. Emphasis will be placed on the overall design of a business information system using a macro perspective. Prerequisite: MIS 214 and MIS 320, MIS or CIM major, and the ability to complete MIS 416 and MIS 421

## MIS 412: MIS Technologies Updates,

1 credit

Students survey information technologies that have emerged since the time they entered the MIS program at Northwood University. They will learn the importance of keeping their IT skills up-to-date. Prerequisite: MIS or CIM major and senior status

## MIS 416: Software Engineering II,

4 credits

Students use case modeling and project management tools in a project team environment to complete the physical level design of a business applications project. This course provides students with an understanding of the physical and logical organizations of data and the meaningful representation of data relationships. Prerequisite: MIS 411, MIS major, ability to complete MIS 421

## MIS 417: MIS Technology Strategies,

1 credit

Students examine information processing strategies that have emerged since the time they entered the MIS program at Northwood University. They will research and prepare a presentation covering their field of specialty within the IT Industry relative to changes being made in that specialty. Prerequisite: MIS or CIM major and senior status

## MIS 421: Software Engineering III,

4 credits

Students continue to work within assigned teams to develop the business systems designed in MIS 411 and MIS 416. Students will use various programming languages and database systems to develop components of the designed business application. A project implementation plan will be developed for the completed system. Prerequisite: MIS 416

## MIS 422: MIS Technology Trends,

1 credit

Students examine information processing trends that have emerged since the time they entered the MIS program at Northwood University. They will research and prepare a presentation covering their field of specialty within the IT Industry relative to future trends being made in that specialty. Prerequisite: MIS or CIM major and senior status

## Marketing

### MKT 201: Principles of Selling,

4 credits

Examines the sales personality, organization, and procedure and psychology of the sales talk; includes study of sales in the enterprise economy. Students showcase an actual sales presentation developed in the course. Prerequisites: MKT 208

### MKT 208: Principles of Marketing,

4 credits

Explores the development of marketing principles and the role of marketing in an enterprise economy, with analysis of marketing institutions. Cases are required to develop the understanding of the principles. Research on current articles to enhance the discussion of marketing topics is required.

### MKT 209: Principles of Retailing,

4 credits

Introduces students to the basic elements of retailing and retail enterprise management. Emphasis is placed upon primary concepts, with maximum exposure to the purchasing, pricing, and control functions. Prerequisites: MKT 208 and MGT 230

### MKT 240: Public Relations,

4 credits

Explores the increasingly important role public relations plays in enterprise. A comprehensive and practical look at the nature, scope, and use of public relations skills. Prerequisites: MKT 208 and MGT 230

## **MKT 241: Marketing Cases and Problems,**

**4 credits**

Utilization of the case method and critical thinking to analyze business problems. Discussion, writing, and presentation skills are required for this course. The student should incorporate into this course concepts from the marketing principles and management principles courses.

Prerequisites: MGT 230 and MKT 208

## **MKT 301: Sales Management,**

**4 credits**

The study and theory of the personal selling element of the marketing communication or promotional mix. Analysis of the organization and direction of sales programs, involving personal selling activities and integration of sales efforts with other elements of the firm, implementation of sales policies, evaluation and control of sales force performance.

## **MKT 322: Advertising Management,**

**4 credits**

An in-depth study of management of the advertising function. Explores how advertising fits into the marketing communication areas of American and multi-national enterprise; also explores the management of advertising agencies and small business advertising.

Prerequisites: ADV 110 and MKT 208

## **MKT 330: Consumer Behavior,**

**4 credits**

Consumer behavior theory, including the introduction of behavioral models to investigate the psychology of the consumer. Application of consumer behavior principles to customer satisfaction, market planning, and merchandise mix decisions. Ethical, diversity, and international issues are also explored. Prerequisites: MKT 208

## **MKT 335: Lean Distribution,**

**4 credits**

Lean distribution is based on the Toyota Production System. It is a philosophy of a set of methods for dramatically reducing time from customer order to building and shipping a product that costs less, takes less space, and produces superior quality. This course covers the history, philosophy, and core methodologies of lean distribution.

Prerequisite: AAM 212

## **MKT 345: Logistics,**

**4 credits**

This course provides a management guide to the flow of products from suppliers to manufacturers, from manufacturers to distributors, from distributors to retailers and from manufacturers to retailers. Logistics will be discussed and described in all phases of the transportation system including rail, truck, air and water borne shipments. The study will help engage students in the overall workings of logistics including an overview of employment opportunities in logistics management. The course requires strict attendance, a research project, and presentations, exams and short quizzes.

Prerequisites: MGT 230, MKT 208, MTH 209 or MTH 115

## **MKT 404: International Marketing,**

**4 credits**

This course addresses global issues that challenge today's international marketer while defining concepts relevant to all international marketers. It explores the global enterprise environment, export and import practices, the international legal environment, global market research and promotion, global marketing management, and the financial requirements for global marketing.

Prerequisites: MKT 208 and MGT 230

## **MKT 423: Marketing Research,**

**4 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. The student will be able to develop research and survey instruments and utilize a software computer package to compute data. The student will be able to analyze and integrate this data in a research project. An empirical research paper will be written establishing a base of data for the primary research. This is a complete empirical research study. Problems are selected to research, conduct a survey, and perform statistical correlation including validity and reliability proofs. The research findings are presented in a professional minor thesis.

Prerequisites: Junior status and MTH 334 and MKT 208

# Academic Matters

## **MKT 424: Marketing Management,**

**4 credits**

A capstone course which builds on the previous classes in marketing principles and marketing research. This is a Team project course which 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 its planning and direction.

Prerequisite: MKT 423

## **MKT 450: e-Commerce and Value Chain Integration,**

**4 credits**

The role of marketing in enterprise, including concepts, problems, and strategies of marketing capital goods, raw and semi-fabricated materials, industrial supplies, component parts, and services to business and industry. The case method approach is used to develop the concepts and techniques in the market.

Prerequisite: MGT 230, MIS 105 or MGT 160

## **Mathematics**

### **MTH 098: Introductory Algebra,**

**4 credits**

This course will include the topics of introductory algebra starting with a brief review of basic operations with signed integers, fractions, and decimals. Students will learn how to solve linear equations and inequalities in one variable, how to simplify expressions with positive and negative integer exponents, how to graph linear equations and inequalities in two variables, and how to simplify algebraic expressions using the laws of exponents. The concept of function will be introduced and developed throughout the algebra sequence. Students will begin to develop problem solving techniques that require mathematical models. This course does not fulfill the core mathematics requirement. Prerequisite: ACT math score of 19 or lower. Students may challenge their placement during orientation.

### **MTH 111: Intermediate Algebra,**

**4 credits**

This course extends the concepts, principles and skills of introductory algebra. Students will learn how to factor polynomials, how to solve quadratic equations by factoring, how to graph linear equations in two variables, how to identify parallel and perpendicular lines, how to determine the equation of a line from the slope and a point or two points that are on the line, how to simplify radical expressions, how to write radical expressions using rational exponents, how to simplify rational expressions and how to solve rational equations. The mathematical idea of slope as a measure of the change of a dependent variable compared to the independent variable will be explored. The concept of function will be introduced and applied to linear, rational and radical equations. Students will recognize patterns in the graphs of these relations. Students will continue to develop problem solving strategies that require mathematical models.

Prerequisite: ACT math score of 20-23 or earned credit for MTH 098, or successful completion of the MTH 098 Placement Examination. Students may challenge their placement during orientation before the start of fall term.

### **MTH 115: College Algebra,**

**4 credits**

This course 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 some 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: ACT math score of 24-28 or earned credit for MTH 111, or successful completion of the MTH 111 Placement Examination. MTH 115 is a prerequisite for MTH 231 and MTH 221 Calculus. This course is required for all students.

### **MTH 221: Calculus,**

**4 credits**

This course covers 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: Mastery of prerequisite skills may be demonstrated by one or more of the following: ACT math score of 29 or higher, earned credit for MTH 115, or successful completion of the MTH 115 Placement Examination. This course is

required by some degree programs but not all. It meets the core requirement. It is highly recommended for any student who may apply to a master's degree program.

## **MTH 231: Statistics I,**

**4 credits**

This course provides 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: ACT score of 29 or MTH 115 and MIS 105

## **MTH 334: Statistics II,**

**4 credits**

This course is a continuation of and builds upon the concepts covered in MTH 231. It includes hypothesis testing of proportions, means and variances of one and two populations, including matched pairs. Correlation and regression, chi-square tests, and analysis of variance are also covered. Appropriate technology and/or software will be required.

Prerequisite: MTH 231; MIS 105 or MIS 160

## **MTH 335: Quantitative Methods,**

**4 credits**

This course covers the application of quantitative techniques to business operations, including the use of mathematical modeling in making decisions and predictions. Upon completion of the course, the student will have acquired a general knowledge of deterministic and probabilistic quantitative methods used in business including forecasting, decision theory, linear programming, network models, simulation and project management. Appropriate technology and/or software will be required.

Prerequisite: MTH 334

## **Natural Science**

### **NSC 210: Principles of Environmental Science,**

**4 credits**

This course is 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 and energy use and their role in the well being of the environment will be highlighted. This material will provide a good foundation for sound decisions regarding environmental issues.

### **NSC 402: Oceanography,**

**4 credits**

This course will provide 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 presented.

Prerequisite: Junior Status

### **NSC 403: Field Ornithology,**

**4 credits**

This course will provide the student with an overview of the scientific study of birds and the important contributions to the field made by amateur birders. The course will focus on the field identification of local and regional species plus an overview of worldwide groups. In addition, course content will include 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 will be addressed.

Prerequisite: Junior Status

### **NSC 404: Ecology,**

**4 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.

Prerequisite: Junior Status

# Academic Matters

## Physical Education

### PE 101: 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; etiquette, sportsmanship and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

### PE 102: 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; etiquette, sportsmanship and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

### PE 103: 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; etiquette, sportsmanship and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

### PE 104: 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; etiquette, sportsmanship and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

### PE 105: 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; etiquette, sportsmanship and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

### PE 106: 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; etiquette, sportsmanship and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

### PE 107: 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; etiquette, sportsmanship and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

### PE 108: 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; etiquette, sportsmanship and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

### PE 109: 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; etiquette, sportsmanship and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

### PE 110: 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; etiquette, sportsmanship and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

## **PE 113: 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; etiquette, sportsmanship and the appreciation of competition as character-building elements.

## **PE 126: 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; etiquette, sportsmanship and the appreciation of competition as character-building elements.

## **PE 129: 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; etiquette, sportsmanship and the appreciation of competition as character-building elements.

## **PE 130: 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; etiquette, sportsmanship and the appreciation of competition as character-building elements.

## **PE 132: Dance Team,**

**1 credit**

Students will develop technique, work on progressions and learn the choreography process. Students will perform with precision and grace while learning to work as a team, problem solve and grow in presentation skills. Students are expected to perform at various athletic and student services events and will develop a group competition level routine. Jazz, ballet and hip hop dance forms will be explored and incorporated into various routines.

Prerequisites: The Dance Team requires previous dance experience and either independent Coach approval or acceptance through group try outs. Students without dance back grounds will need to express their desire to learn, willingness to work hard and assume an alternate position.

## **Philosophy**

### **PHL 110: Philosophy of American Life and Business,**

**4 credits**

Development and methods of American capitalism; nature, origins, and evolution of private property and free markets in agriculture, industry, trade and finance, with special reference to the United States, and their meanings in relation to American life, entrepreneurship institutions, the arts, and especially to business.

### **PHL 300: Philosophy of Religion,**

**4 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: Junior Status

### **PHL 301: Ethics,**

**4 credits**

Analysis of the moral and ethical principles of our civilization and consideration of topics such as moral influence, responsibility, the Judeo-Christian traditions, humanism, and law and order.

### **PHL 330: Logic,**

**4 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: Junior status

### **PHL 401: Philosophy of American Enterprise,**

**4 credits**

This course deals with advanced philosophical topics relating to the role of values, freedom, property rights, entrepreneurship, trade, and finance, in the evolution of American enterprise. Special attention is given to the results of the interactions of all factors.

# Academic Matters

## PHL 410: Critical Philosophical Problems,

4 credits

Critical philosophical problems of civilization, with emphasis on their current status. 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: Senior status

## Political Science

### PSC 201: Introduction to American Government,

4 credits

Development of the American political system with emphasis on decision-making in the legislative, executive, and judicial departments; Constitutional interpretation and Federalism; and the inputs of political parties, interest groups, and the federal bureaucracy.

### PSC 300: Political Philosophy,

4 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: Junior Status

## Psychology

### PSY 109: Leadership Development,

1 credit

This course introduces students to concepts and skills related to leadership and targets incoming freshman students and undergraduate students who hold leadership positions across campus. Theory-related content combined with the Northwood Idea and experiential teaching methods provide students with an opportunity to increase their understanding of leadership theory, examine how attitude about themselves and other influence leadership behavior, and stimulate the development of new skills through demonstration and practice. The focus of the course is on "leadership" the verb rather than "leadership" the noun.

### PSY 110: Introduction to College Studies,

1 credit

Analysis of good study and listening habits, the library, counseling services, and the objectives and philosophy of Northwood University. Students plan their college and occupational goals in writing in order to improve their chances of success based on their growth and maturity.

### PSY 111: Strategies for Success,

2 credits

Explores study and learning strategies critical to success in college-level course work. Required of selected students but open to all. Class attendance is critical and mandatory.

### PSY 250: Principles of Psychology,

4 credits

This course explores how Psychology answers the questions: What is a human being's nature? And how do people impact others and the development of civilization? Using the scientific method as a basis for evaluation, students are introduced to important historical and contemporary theories of Psychology. No prerequisite.

### PSY 301: Applied Psychology,

4 credits

Theories, principles, and methods of general and applied psychology and specific procedures and problems in enterprise, education, government, and other institutions. Emphasis is placed on understanding the appropriate use of methods of selection, evaluation, training, supervision, and motivation of individuals in a variety of situations.

Prerequisite: PSY 103

### PSY 310: Issues for International Students,

1 credit

The purpose of this course is to provide international students with the information and tools necessary to be successful in their academic life at Northwood University and to make their life experience in the United States more fulfilling.

## **PSY 500: Research Design and Methodology,**

**4 credits**

This course provides an introduction to research design and methodology using both quantitative and qualitative research methods. Students will learn basic information about reading and using research literature, writing research questions and hypotheses, identifying populations and samples, designing a research study, and writing a scholarly text such as a research proposal, journal article, monograph, or thesis/dissertation. The course will focus more heavily on quantitative methodology.

Prerequisite: MTH 333 or 231 (or equivalent)

## **Sociology**

### **SOC 205: Group Dynamics Seminar,**

**4 credits**

Study, discussion, and practice of the characteristics of group interaction, especially as it affects meeting skills, teamwork, and negotiating skills.

### **SOC 250: Principles of Sociology,**

**4 credits**

This is a principles course introducing the student to the field of Sociology and to what Sociologists commonly refer to as the "sociological perspective." The sociological perspective, and Sociology in general, will provide the student with three important tools: first, the student will gain a basis for understanding how society operates; second, the student will understand the core sociological concepts, methods, and theories; finally, the student will have 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 299: International Mentoring,**

**1 credit**

Students who have successfully completed a minimum of two terms at Northwood University are eligible to volunteer for the International Mentor Program. The mentor, paired up with a newly arrived international student, offers one-on-one guidance and support in all aspects of adjustment to collegiate life. While this joint venture is designed to help the international student through a smoother transition into a new culture and a new educational system, it also provides unlimited opportunities for mentor and mentoree to discover and experience each other's culture through personal interaction in an atmosphere of mutual respect.

### **SOC 301: World Culture and Customs,**

**4 credits**

Origin and background of peoples, social organizations, culture and customs of people of specific areas of the world, such as Latin Americans, Europeans, et al.

### **SOC 302: Women In American Culture,**

**4 credits**

This course traces the lives and contributions of women in American Culture from 1776 through the present. The course examines the changing image of women: women as seen by other women, women as seen by men, and individual women as they see themselves. This course gives students the opportunity to learn about a part of history that is often ignored.

### **SOC 345: The Culture of Leadership,**

**4 credits**

The study of governance in an organization, understanding and practicing leadership concepts, and applying newly learned skills in leading and negotiating.

### **SOC 350: Cultural Anthropology,**

**4 credits**

Cultural Anthropology is the study of humans as makers of society. This course is an introduction to basic concepts and techniques developed by cultural anthropologists to help us understand societies with varying degrees of complexity, including our own. Students will be exposed to topics such as language and processes of intercultural communication and conflict, kinship, gender, ethnicity, economics, politics, religion, and social change in a broad comparative framework.

Prerequisite: PSY 250 or SOC 250

# Academic Matters

## **SOC 399: Honors Tutoring,**

**1 credit**

Honors students with cumulative GPAs of 3.25 or higher and with approval by the Academic Dean may receive credit for this no fee course through supervised tutoring of other Northwood students who can benefit from their expertise.

## **Speech**

### **SPC 205,**

**4 credits**

This course introduces students to the basics of public speaking by addressing these concepts: 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 210: Drama,**

**3 credits**

This is a performing arts course that involves participation in the rehearsal process and performance process of theatrical work. It is an intense program involving three months of commitment in the production of play. Participants are expected to be involved in all parts of the production. The rehearsal process is intense, and attendance is mandatory. The course offers the student the opportunity to gain skills in public speaking, performance, and team leadership.

### **SPC 280: Forensics I,**

**1 credit**

Selection of a speech category and topic. Research of topic, organizing, and writing. Students may earn up to 4 hours of credit. Students repeating this class are encouraged to select a new category of speech for each credit earned.

### **SPC 281: Forensics II,**

**1 credit**

Memorizing and perfecting, including props and wardrobe. Student will receive regular evaluation and coaching. Students may earn up to 4 hours of credit. Students repeating this class are encouraged to select a new category of speech for each credit earned.

### **SPC 282: Forensics III,**

**1 credit**

Participation in intercollegiate competition. Students may earn up to 4 hours of credit. Students repeating this class are encouraged to select a new category of speech for each credit earned.

### **SPC 299: Internship,**

**1-5 credits**

Techniques in communication through the media. Study and practice in one facet of media radio production, theatre workshop, stagecraft, or small group drama training.

### **SPC 440: Employment Presentation Techniques,**

**1 credit**

Students will focus on interviewing skills and techniques, mock interviews, videotaped interviews of themselves, and will develop schedules of real prospective interviews.

Prerequisite: MGT 340

### **SPC 482: Advanced Forensics,**

**4 credits**

Advanced class for students who have participated in a high level of Forensics Competition. Student will serve as coach to fellow students, under the guidance of the Director of Forensics. This class may substitute for a required class for graduation.

Prerequisite: SPC 282

## **Spanish**

### **SPN 201: Spanish I,**

**4 credits**

Course designed specifically for beginning university students with no previous language study. Emphasis on acquisition and application of basic language skills.

## Academic Matters

### **SPN 202: Spanish II,**

**4 credits**

Course emphasis is placed on acquisition and application of basic language skills with major emphasis placed on development of oral proficiency, integrating grammar, reading, and writing.

Prerequisite: SPN 201

### **SPN 203: Spanish III,**

**4 credits**

Course design stresses orientation to the Spanish culture and places emphasis on development of the target language in four content areas: speaking/listening, reading, writing, and grammar.

Prerequisite: SPN 202

### **SPN 301: Spanish IV,**

**4 credits**

Course design places emphasis on the acquisition and application of the target language at the intermediate level. Authentic materials in the target language reflect contemporary topics relevant to global issues.

Prerequisite: SPN 203

### **SPN 302: Spanish V,**

**4 credits**

Course emphasis is placed on the use of the target language in context. Readings from authentic texts familiarize international business majors with issues in the areas where the target language is spoken.

Prerequisite: SPN 301

### **SPN 303: Spanish VI,**

**4 credits**

Course emphasis is placed on continued development of proficiency in the target language through grammar review, composition, selected readings, small group discussion, and short speeches on topics of interest. Authentic materials in the target language reflect situations relevant to the international business major.

Prerequisite: SPN 302

# Academic Matters

## Scholastic Policies

### Student Records Privacy

#### NORTHWOOD NOTIFICATION OF RIGHTS UNDER FERPA AND THE DIRECTORY INFORMATION PUBLIC NOTICE

The Family Educational Rights and Privacy Act (FERPA) affords students certain rights with respect to their education records.

These rights are outlined below:

1. The right to inspect and review the student's education records within 45 days of the day that Northwood University receives a request for access. Students should submit to the Registrar's Office a written request that identifies the record(s) they wish to inspect. The Registrar's Office will make arrangements for access and notify the student of the time and place where the records may be inspected.

2. The right to request an amendment of the student's education records that the student believes are inaccurate or misleading. Students may ask Northwood University to amend a record that they believe is inaccurate or misleading. They should write to the Registrar's Office, clearly identify the part of the record they want changed, and specify why it is inaccurate or misleading. If Northwood University decides not to amend the record as requested by the student, Northwood 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. The right to consent to disclosures of personally identifiable information contained in the student's education records, except to the extent that FERPA authorizes disclosure without consent. One exception, which permits disclosure without consent, is disclosure to school officials with legitimate educational interests. A school official is a person employed by Northwood University in an administrative, supervisory, academic, or support staff position (including health or medical staff and law enforcement unit personnel); a person or company with whom Northwood University has contracted to perform a special task (such as an attorney, auditor, medical consultant, or collection agent); a person serving on the Board of Trustees; or a person serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing his or her tasks. 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 responsibility.

4. The right to refuse to permit Northwood University to designate certain personally identifiable information about the student as directory information that is not subject to the above restrictions on disclosure. Northwood University may, within its discretion, release some or all directory information as it determines is appropriate. Northwood University has designated the following information about a student as directory information: name, address, telephone listing, e-mail address, date and place of birth, major field of study, year in school, class schedules, class rosters, enrollment status, participation in officially recognized activities and athletics, weight and height of members of athletic teams,

photographs, dates of attendance, diplomas received, awards received, and the name of the last previous school attended by the student, and other similar information that would not generally be considered harmful to a student, or an invasion of privacy if disclosed. If a student does not wish to have the student's information designated as directory information and disclosed, the student must request and complete a Request to Prevent Disclosure of Directory Information from the Registrar's Office and submit the completed form to the Registrar's Office within two weeks from the beginning of each term. Please note that a request to block the designation of information as directory information may apply to all categories listed above and to all requests for directory information from within and outside the Northwood University community. This notification will remain in effect until the student informs the Registrar's Office in writing to remove the block to designation and disclosure.

5. 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 are:

Family Policy Compliance Office  
U.S. Department of Education  
400 Maryland Avenue, SW  
Washington, DC 20202-4605

### Guidelines for Disability Services Eligibility and University Provided Services

In accordance with the Americans with Disabilities Act of 1990 and Section 504 of the Disabilities Act of 1973, Northwood University will provide students that meet specific criteria of eligibility with reasonable accommodations and services.

Eligibility for accommodations is contingent on the student providing documentation that meets the following requirements:

1. Documentation must be in the form of an assessment that outlines the student's current level of functioning and suggested academic accommodations based on the disability. Examples of acceptable documentation are psychological exams, comprehensive assessment batteries or detailed individual education plans (IEP) or 504 plans.

2. Documentation/Assessment must be conducted by an appropriate professional and must include signature and credentials.

3. Documentation must be current; conducted within the past two years.

Please note it is the student's responsibility to provide all documentation in a timely manner for services to be provided. In addition, Northwood University does not provide disability testing for students; however we can make referrals to individuals/organizations that do offer appropriate testing.

Northwood University can provide the following reasonable accommodations if the student is determined eligible through provided documentation. Not all students qualify for all services.

1. Extended Time on Tests – Arrangements can be made to take tests/exams outside of the traditional classroom. The student may be afforded a testing environment with fewer students and be allowed extended time to complete their test/exam.

# Academic Matters

2. Reader or Scribe – Arrangements can be made to have tests read. In addition, some students may qualify to have test answers written by a scribe.

3. Adapted Software – Northwood has access to the Kurzweil computer software on one of our university-owned computers. This program can scan text and then read it back to the student.

4. Books on Tape – Arrangements can be made through the Recordings for the Blind and Dyslexic to have textbooks available on tape. It is the student's responsibility to make arrangements through this organization to receive their books on tape.

5. Notes – Arrangements can be made with individual instructors to receive copy of the instructor's notes, or notes from fellow classmates.

6. Priority Scheduling – Students are given a scheduling time on the first day of registration to help in matching students with times and instructors that meet their specific needs.

7. Tutoring Services – Free tutoring services are available to all Northwood students. It is the student's responsibility to make all requests for accommodations in a timely manner.

## Student Records

The Registrar's Office on each campus is responsible for maintaining academic records on each student. Records include the original application; letter of acceptance to Northwood; results of Orientation placement tests; standardized test results; term-by-term midterm and final grades; transfer credit evaluations; letters of award, honor, or probation; and cumulative transcripts.

Official student transcripts will be sent to third parties only upon receipt of a signed request from the student.

The student can obtain unofficial transcripts by forwarding a completed transcript request form to the Registrar's Office on each campus pursuant to the Family Educational Rights and Privacy Act of 1974, Federal Law 93-380.

## Course Offering Changes

Courses to be offered each term are indicated in class schedule listings available on each campus and 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.

## Online Registration and Schedule Adjustment

Students register for classes using their My.northwood.edu account. Registration packets are available in the Registrar's Office. (Florida campus students register for the entire academic year at one time.)

Through the registration packet (or supplementary emails), the student receives a priority registration timeslot, 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 account from any computer with internet access. They do not have to be on campus to register.

## Schedule Adjustment

Using their My.northwood.edu account, students may adjust their schedule by dropping or adding courses during the specified times prior to the start of the term. Once schedule adjustment closes, all tuition charges stand.

## Course Load

The normal course load for Northwood students is 16 to 17 credit hours per term. Students who wish to enroll for more than 18 credits per term, including correspondence courses, must apply to the Registrar, Associate Academic Dean, or Academic Dean for permission to take an overload. A 2.5 cumulative grade point average (GPA) is required to enroll in an overload.

## Transfer of Northwood Credits

As a regionally accredited institution, Northwood University credits are generally accepted at other accredited institutions.

Each institution establishes its own policies with regard to the transfer of credits into the institution; thus, it is recommended that a transferring student check with the college or university to which he or she is applying with regard to the transferability of previous credits earned.

## Absence Policy

Attendance is expected as a sign of your interest and seriousness as a student. Excessive absences can have an adverse effect on overall course achievement. Instructors take roll to determine excessive absence patterns and to counsel those students having excessive absence patterns.

The administration provides faculty with information concerning field trip participation and other university-related activities that take students from class so that faculty can make judgments about the nature of student absences. Students themselves must furnish information to faculty about the nature of their absences. Students must assume full responsibility for work missed when they are absent. This responsibility will be stressed during Freshman and Transfer Student Orientations.

Absences do not automatically lower a student's earned grades by any universal formula. Each faculty person clearly states the absence policy in effect for each class. An excessive absence pattern may be an important factor in determining quiz, assignment, and test make-ups as well as in averaging borderline letter grades.

# Academic Matters

## Grading Policy

Grades are to be reported as letters from A through D and F, I, W, X, with honor points and interpretations assigned as follows:

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
I	0.0	Incomplete
W	0.0	Withdrawn
X	0.0	NoCredit/Audit

## 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 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).

**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 F at the end of 90 days.

**W – Withdrawn:** This grade reflects student withdrawal from a class by the end of the seventh week of the term. Student withdrawals occurring after that time are recorded as F. In the case of a student who withdraws from all classes at the same time, grades of W are recorded no matter what point in the term the withdrawal occurs.

**X – No Credit/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.

### Standards of Expression and Quantitative Skill

Skill in writing and quantitative ability are basic tools for functioning adults. Course sequences are designed to improve them. Measuring the achievement of students in these skills is not the sole responsibility of the department associated with its instruction, but rather is the widely held responsibility of every professional faculty member.

Quantitative or expressive illiteracy is inconsistent with an educated individual. Improper grammar, misspelling, incomplete sentence structure, or other indications of expressive incompetence in assignments requiring prose are as inappropriate as incorrect arithmetic in quantitative portions of assignments in a class other than mathematics.

All professional faculty stress the development of these skills along with the functional skills toward which the course is focused. While each faculty member may place different weights on communication and quantitative skills, or use different methods to accomplish them, the intent of the university is that our graduates will be expressively and quantitatively literate upon graduation.

### Testing System Standards

Wide latitude in the construction of testing systems is normally accorded professional faculty. This is completely appropriate within guidelines established as university policy. General guidelines include the following:

- Tests are given frequently enough that the mastery of course material by a student can be determined. At the very minimum, two graded assignments are required for each course. Normally, five to ten graded assignments are used, and often more. Quizzes, tests, written assignments, individual and group projects, class participation scores, and term papers are often used in weighted combination.
- A make-up policy for students missing graded assignments is clearly written in the course syllabus handed out at the beginning of the term.
- The grading scale or system used by the instructor is clearly written in the course syllabus handed out at the beginning of the term.

### Repeating Courses

Courses for which a student has earned a grade of F must be repeated if the course is required for the student's curriculum. Students who wish to improve their achievement

# Academic Matters

level may elect to retake a course if they earned a C- or below in that course; courses in which grades of C or better are earned may not be retaken. For transcript purposes, the repeated course grade becomes the grade of record.

## Test-Out Policy

Students may attempt to test out of certain courses, for a fee, with a maximum of 45 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.

## Distribution of Grades to Students

Mid-term and final grades are available to students on My.Northwood.edu.

## Course of Study Interruptions

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

## Plagiarism and Cheating

Academic integrity is an important value at Northwood University. We consider all forms of cheating a serious academic infraction. A student guilty of plagiarism and/or cheating will be penalized, based on the instructor's judgment, in some way. Often, the punishment is failure for the entire course.

## Academic Probation, Dismissal, and Measurable Progress

Continued matriculation at Northwood University requires measurable progress demonstrated by the student in achieving basic scholastic goals. Academic achievement in any term that results in a cumulative GPA below the 2.00 level places a student on academic probation. All campuses and academic programs have counseling and notification systems to assist the student in raising the earned cumulative GPA so that at scheduled graduation time the student has earned the necessary 2.00 GPA and has successfully completed (grade of D- or better) all required courses in the curriculum.

The Dismissal Scale for Associate's Degree Programs Term Schedule that follows applies to all Northwood students. A student who has been academically dismissed, and who wishes to appeal the dismissal decision, must submit an appeal in writing to the Academic Committee. A student who later seeks re-admission must re-apply through the Admissions Office. The application fee is waived for the second application.

During periods of academic probation, students are to carry no more than 12 credits 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 term-by-term basis by the chief academic officer of the campus or program involved. See the following section for the separate standards of eligibility for certain federal and state financial assistance programs. The dismissal scale is as follows.

## Dismissal Scales for Associate's Degree Programs Term Schedule

Cumulative GPA performances below the minimum, based on hours attempted, requires term-by-term exception to avoid dismissal.

Term Hour	Cumulative GPA
15	1.00
30	1.25
45	1.50
60	1.75
75	1.90
90	2.00

Where end-of-term earned hours fall in the middle of any range of any of the alternatives above, the next highest number of hours defines the acceptable lowest allowable cumulative GPA.

For students with more than 90 credit hours and who are studying for the Bachelor's of Business Administration degree, the performance in any academic term that causes the cumulative GPA to fall below 2.00 requires a term-by-term exemption by the chief academic officer of the campus or program to avoid academic dismissal. It is assumed that students in candidacy for the BBA degree have sufficient maturity and sufficient earned honor points in previous work to avoid performance in any term that lowers the cumulative GPA to less than 2.00.

## Honors

Northwood University recognizes outstanding academic achievement of students at the end of each term through the following honors a student may earn:

The President's List. Full-time students who in any term have earned a cumulative GPA of "A" (3.85 or above) and who have no I's or F's will be on the President's List for that term.

The Dean's List. Full-time students who in any term have achieved a cumulative GPA of 3.25 to 3.84 and who have no I's or F's will be on the Dean's List for that term.

In addition to term honors, Northwood recognizes students who have maintained high academic achievement throughout their education through the following graduation honors. A student is required to earn 44 quarter hours of credit through Northwood University to be eligible for one of these graduation honors.

The degree cum laude shall be granted to students who have attained a cumulative GPA of at least 3.5 for the two- or four-year programs.

The degree magna cum laude shall be granted to students who have attained a cumulative GPA of at least 3.7 for the two- or four-year programs.

The degree summa cum laude shall be granted to students who have attained a cumulative GPA of at least 3.9 for the two- or four-year programs.

## Top Honors by Degree

The valedictorian of the associate's degree program shall be that student who has maintained the highest cumulative GPA in the graduating class. The student must have earned all credit hours in his or her curriculum at Northwood University.

# Academic Matters

The salutatorian of the associate's degree program shall be that student who has maintained the second highest cumulative GPA in the graduating class. The student must have earned all credit hours in his or her curriculum at Northwood University.

The valedictorian of the bachelor's degree program shall be that student who has maintained the highest cumulative GPA in the graduating class and has completed all upper division work at Northwood University.

The salutatorian of the bachelor's degree program shall be that student who has maintained the second highest cumulative GPA in the graduating class and has completed all upper division work at Northwood University.

## Honors Program

The Northwood University Honors Program's general academic mission is to emphasize critical analysis, synthesis, 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 began in fall term 1991. In it, honors sections of a variety of courses are offered. Instructors must apply to teach honors courses, and 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 multiple majors and not to specialty courses or courses that are limited to one or two majors. However, the character and course offerings of the Honors Program does vary on each campus. 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, 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-class room experiences, frequent student-faculty interaction, and discussion-based learning
- Limited size – honors courses are capped at an enrollment of twenty, allowing greater faculty-student interaction, participation and discussion, and encouraging self-directed learning.

## Qualifications for Honors Program

Any student who qualifies for the Honors program may participate. Minimum requirements for entry into the program are listed below.

Incoming freshmen must meet at least two of the following three requirements:

- High School graduation with 3.25 cumulative GPA or higher
- Top ten percent of high school graduating class
- ACT score of 25 or higher - or - SAT score of 1150 or higher

## Transfer/Current students

- 3.25 cumulative GPA or higher for transfer students and current NU students

## Honors Scholarship

Honors students who have completed sixteen or more credit hours in honors courses at Northwood University may apply for honors admission to either Term in Asia or Term 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, room and board on the Northwood campus they attend. 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 twenty credit hours of honors courses in certain categories will have completed the Honors Certificate.

### The Honors Certificate requirements are:

#### Twenty term hours of Honors courses in the following categories:

Four hours of English or Humanities (ENG, HUM, PHL, HIS)  
Four hours of Social Science (ECN, PSY, PSC, SOC)  
Four hours of Business Studies (MGT, MKT, ACC, FIN)  
Eight hours non-specific (any honors course)

- Any student who successfully completes thirty-six credit hours of honors courses in certain categories will have completed the Honors Diploma.

### The Honors Diploma requirements:

#### Thirty-six term hours of Honors courses in the following categories:

Eight hours of Humanities and English (ENG, HUM, PHL, HIS)  
Eight hours of Social Science (ECN, PSY, PSC, SOC)  
Eight hours of Business Studies (MGT, MKT, ACC, FIN)  
Twelve hours non-specific (any honors course)

Successful completion of either the honors certificate or diploma also requires a minimum

# Academic Matters

NU cumulative GPA of 3.25 and a minimum cumulative GPA in honors courses of 3.0. The Honors Certificate and Honors Diploma are only available on the Michigan campus at this time.

More information about the Honors program is available from Dr. Margaret Colarelli, Director of the Honors program on the Michigan campus, or from the Academic Deans' offices on the Florida and Texas campuses.

## Awards

At each Northwood 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.

Each campus has a separate listing of the awards for each year. A special Honors Convocation is held to formally present these awards.

## Academic 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 term 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 subsequently appeal to the appropriate campus body. The Academic Dean makes the final campus decision in all appeal cases.

Students who are not satisfied with the Dean's decision may submit a last appeal to the Vice President of Academics, 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 registered mail to the Vice President of Academics at the corporate headquarters of the University in Midland, Michigan. The Vice President of Academics 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.

## Nontraditional Programming

### University College

University College is a Michigan-based nontraditional program that operates 40 program centers located in nine states, including the Texas and Florida campuses.

It offers degree programs for mature adults who are unable to attend traditional classes on campus. In this program, a person's work, military, and other experience may be evaluated for credit.

In addition to the offerings that are for academic credit and are degree-focused, there are also offerings from the Continuing Education Program that are usually neither for academic credit nor degree-focused.

Executive and Continuing Education offers courses, seminars, programs, and other forms of offerings on a for-credit and not-for-credit basis, on the three campuses and elsewhere.

Curriculum guides, class offerings, and registration dates can be secured by contacting:

University College  
Northwood University  
4000 Whiting Dr.  
Midland, MI 48640  
[www.northwood.edu/uc](http://www.northwood.edu/uc)

### Programs

Admissions: The steps involved in enrolling under this program include:

- Making formal application for admission
- Providing official college transcripts and official high school transcript
- Consulting an evaluator to prepare a program completion plan

### Degree programs are offered in the following formats:

Planned Programs: Candidates who meet the general entrance requirements may elect this option without evidence of prior university experience. Students may combine the options that follow as best suits their needs and may begin course work at scheduled term starts. When classroom courses are selected under this option, the student mix will vary for each course. Financial aid is available to qualifying students

#### Course options are:

- Night courses (on- or off-campus)
- Weekend courses (on- or off-campus)
- Independent study exams and projects (minimal structure)
- Correspondence courses (lesson-by-lesson with final exam)
- On-line courses
- Individual tutorials
- On-campus with traditional students (regular terms, summer, or mini sessions)
- On-campus with nontraditional students
- Guest student enrollments
- Limited credit by examination, such as the CLEP general and subject exams
- Traditional courses at military sites

# Academic Matters

## ASSOCIATE OF ARTS

(Major: Automotive Supply Management)

### COURSE

### CREDIT

#### General Business Core

ACC 241	Accounting Principles I	4
ACC 242	Accounting Principles II	4
ACC 243	Accounting Principles III	4
MIS 110	Intro to Computers with Applications	4
ECN 221	Principles of Microeconomics	4
ECN 222	Principles of Macroeconomics	4
LAW 300	Business Law I	4
MGT 230	Principles of Business Management	4
MKT 208	Principles of Marketing	4

#### General Core:

ENG 115	Composition I	4
ENG120	Composition II	4
ENG311	Intro to World Literature	4
HUM 322	Design Principles	4
PSC 201	Intro to American Government	4
PSY 250	Principles of Psychology or	
SOC 250	Principles of Sociology	4
SPC 205	Speech Communication	4

#### Specialty Core:

ASM 101	History & Org. of Automotive Industry	4
ASM 102	Automotive Technology for Managers	4
ASM 203	Managing Partnership Relations	4
ASM 220	Channel Management	4

ELECTIVES 10

TOTAL QUARTER HOURS: 90

#### Notes:

- If a student receives only an AA degree from Northwood, PHL 110 or PHL 401 will be a required course.

## BACHELOR OF BUSINESS ADMINISTRATION

(Major: Automotive Supply Management)

COURSE	CREDIT
<b>General Business Core:</b>	
FIN 301      Financial Management	4
MGT 479      Seminar I: Current Topics in Mgmt.	4
<b>General Core:</b>	
ECN 400      International Trade	4
ENG 301      Communication and Interpersonal Relations	4
ENG 320      Report Writing	4
MGT 344      Production Management	4
MGT 490      Oral/Written Comprehensive Exam	4
MTH 333      Statistics	4
NSC 401      Environmental Science	4
PHL 301      Ethics	4
PHL 401      Philosophy of American Enterprise	4
<b>Specialty Core:</b>	
ASM 300      Value Chain E- Commerce	4
ASM 301      Lean Manufacturing	4
ASM 302      Procurement and Supply Management	4
ASM 402      Change Management	4
ASM 403      Practicum & Simulation	4
MKT 345      Logistics	4
ELECTIVES	22
TOTAL QUARTER HOURS:	90
(min. 90 quarter hours required above the associate degree)	

\*Denotes required on-campus course

Note: • A minimum of 180 quarter hours are required for the Bachelor of Business Administration Degree. A minimum of 36 quarter hours completed through Northwood University are required for graduation, and a minimum of 44 completed NU credits are required to be considered for honors designation.

# Academic Matters

## ASSOCIATE OF ARTS

(Major: Health Care Management)

### COURSE

### CREDIT

#### General Business Core

ACC 241	Accounting Principles I	4
ACC 242	Accounting Principles II	4
ACC 243	Accounting Principles III	4
MIS 110	Introduction to Computers with Applications	4
ECN 221	Principles of Microeconomics	4
ECN 222	Principles of Macroeconomics	4
LAW 300	Business Law I	4
MGT 230	Principles of Business Management	4
MKT 208	Principles of Marketing	4

#### General Core:

ENG 115	Composition I	4
ENG 120	Composition II	4
ENG 311	Intro to World Literature	4
HUM 322	Design Principles	4
MTH 209	Intermediate Algebra	4
PSC 201	Intro to American Government	4
PSY 250	Principles of Psychology or	
SOC 250	Principles of Sociology	4
SPC 205	Speech Communication	4

#### Specialty Courses:

HCM 101	Intro to Health Care Management & Administration	4
HCM 102	Organizational Behavior, Culture & Language in Health Care	4
HCM 201	Economics of Health Care	4
HCM 304	Legal Aspects of Health Care Administration	4

ELECTIVES 6

TOTAL QUARTER HOURS: 90

#### Note:

- Only grades of "2.0" (C) or better for courses beyond the associate degree will be accepted.
- If a student receives only an AA degree from Northwood, PHL 110 or PHL 401 will be a required course.
- MGT 490 will be a required course if 20 of the 36 Northwood hours are not done in the Northwood classroom, otherwise another approved classroom course may be substituted.

## BACHELOR OF BUSINESS ADMINISTRATION

(Major: Health Care Management)

COURSE	CREDIT
<b>General Business Core</b>	
FIN 301      Financial Management	4
MGT 479      Seminar: Current Topics in Management	4
<b>General Core:</b>	
ECN 400      International Trade	4
ENG 301      Communication and Interpersonal Relations	4
ENG 320      Report Writing	4
HIS 402      Contemporary World Issues OR	
SOC 301      World Culture & Customs	4
MGT 490*      Oral/Written Comprehensive Exam	4
MTH 333      Statistics	4
NSC 401      Environmental Science	4
PHL 301      Ethics	4
PHL 401      Philosophy of American Enterprise	4
<b>Specialty Courses</b>	
HCM 302      Health Care Budgeting & Financial Management	4
HCM 303      Human Resource Management For the Health Care Industry	4
HCM 401      Health Care Quality Management	4
HCM 402      Current Topics in Health Care Management	4
HCM 403      Marketing Management for the Health Care Industry	4
HCM 404      Health Care Management Systems	4
 ELECTIVES	 22
 TOTAL QUARTER HOURS: (min. 90 quarter hours required above the associate degree)	 90

\* Denotes required on-campus course

Note: A minimum of 180 quarter hours are required for the Bachelor of Business Administration Degree (90 included in the associate degree). A minimum of 36 quarter hours completed through Northwood University are required for graduation, and a minimum of 44 completed NU credits are required to be considered for honors designation.

# Academic Matters

## BACHELOR OF BUSINESS ADMINISTRATION

(Major: Management/Fire Science Management)

### Third Year at Northwood University

Course		Credit Hours
<b>General Business Core Courses</b>		
MGT 230	Principles of Business Mgt.	4
LAW 300	Business Law I	4
ACC 241	Principles of Accounting I	4
ACC 242	Principles of Accounting II	4
ACC 243	Principles of Accounting III	4
MKT 208	Principles of Marketing	4
ECN 221	Principles of Microeconomics	4
ECN 222	Principles of Macroeconomics	4
Electives:	16 quarter hours required	16
Total Quarter Hours:		48

### Fourth Year at Northwood University

Course		Credit Hours
<b>General Business Core Courses</b>		
FSM 301	Fire Service Financial Management	4
FSM 335	Applied Fire Service Management	4
FSM 333	Fire Service Personnel Management	4
MGT 479	Seminar I: Current Topics In Management	4
MGT 480	Strategic Planning	4
<b>General Core Courses</b>		
ECN 400	International Trade	4
ENG 301	Communication and Interpersonal Relations	4
ENG 320	Report Writing	4
MGT 344	Production Management	4
MTH 333	Statistics	4
PHL 301	Ethics	4
PHL 401	Philosophy of American Enterprise	4
Total Quarter Hours:		48
(Minimum 96 quarter hours required beyond the Associate Degree)		

Note: A minimum of 180-quarter hours is required for the BBA degree. A minimum of 36-quarter hours completed through NU is required for graduation, and a minimum of 44 completed NU credits is required to be considered for honors designation. A minimum of 8-quarter hours must be completed at NU for each major or minor/concentration.

Some courses required to be taken on campus.

The University College Program is controlled and supervised by the Dean of University College. The main office is located on the Michigan campus, 4000 Whiting Drive, Midland, MI 48640, (989) 837-4411 or (800) 445-5873, Fax (989) 837-4457. Additional program center locations serve local clients.

**Distance Education Program Center** – 4000 Whiting Drive, Midland, MI 48640, (800) 445-5873, Fax (989) 837-4457.

**Executive and Continuing Education** – Northwood University, 4000 Whiting Drive, Midland, MI 48640, (800) 551-2882 or (989) 837-4323, Fax (989) 837-4439.

### Florida Outreach

**Tampa Program Center** – Sabal Park, 9720 Princess Palm Avenue, Suite 122, Tampa, FL 33619, (813) 664-1711, Toll Free: 1-877-468-4723, Fax (813) 664-1399.

**West Palm Beach Program Center** – 2600 N. Military Trail, West Palm Beach, FL 33409, (561) 478-5523, Fax: (561) 681-7926.

### Illinois Outreach

**Lisle Program Center** – 6010 S. Route 53, Lisle, IL 60532-3600, (630) 964-6200, Fax: (630) 964-6262.

### Indiana Outreach

**Indianapolis Program Center** – 6826 Hillsdale Court, Indianapolis, IN 46250, (317) 841-1490, (317) 841-1497, Fax (317) 842-2062.

### Kentucky Outreach

**Fern Valley Ford** – P.O. Box 32990, Louisville, KY 40232, (502) 939-4281, (800) 995-5809, Fax (502) 326-9737.

**Ft. Mitchell Program Center** – 2163 Chamber Center Drive, Fort Mitchell, KY 41017, (859) 344-4600, Fax (859) 344-4602.

**Louisville Program Center** – 11492 Bluegrass Parkway, Suite 112, Louisville, KY 40299, (502) 261-1977, 800-995-5809, Fax (502) 261-0776.

**Toyota - Toyota Program Center** – 104 Lawson Drive, Suite 103-209, Georgetown, KY 40324 (502) 868-3286, Fax: (502) 570-6990.

**Westport Ford** – 3001 Chamberlain Lane, Louisville, KY 40241, (502) 429-2000, (502) 939-4281, (800) 995-5809, Fax (502) 326-9737.

### Michigan Outreach

**Alpena Program Center** – 666 Johnson Street, Alpena, MI 49707, (989) 358-7302, Fax: (989) 358-7560.

**Bay City Program Center** – 4228 Two Mile Road, Bay City, MI 48706, (989) 671-9405, Fax: (989) 671-9387.

**Flint Program Center** – 3487 S. Linden Road, Flint, MI 48507, (810) 720-9250, Fax (810) 720-9260.

## Academic Matters

**Ford/Livonia Program Center** – Ford Livonia Transmission Plant, Northwood University, Box 13A, 36200 Plymouth Road, Livonia, MI 48150, (734) 523-5080, Fax (734) 523-5940.

**Ford/Van Dyke Program Center** – (See Troy Program Center).

**Grand Rapids Program Center** – 1971 East Beltline NE, Suite 123, Grand Rapids, MI 49525, (616) 363-2600, Fax: (616) 363-1977.

**Lansing Program Center** – 2628 Lake Lansing Road, Suite 102, Lansing MI 48912, (517) 485-8980, Fax (517) 485-5155.

**Livonia Program Center** – Cambridge Center, 38777 Six Mile Road West, Suite 212, Livonia, MI 48512, (734) 464-2025, Fax (734) 464-3263.

**Midland Program Center** – 4000 Whiting Drive, Midland, MI 48640, 1-800-445-5873, (989) 837-4411, Fax (989) 837-4600.

**Saginaw Program Center** – 5815 Bay Road, Suite 500, Saginaw, MI 48604, (989) 791-8000, Fax (989) 791-7056.

**Southgate Program Center** – One Heritage Place, Suite 260, Southgate, MI 48195, (734) 246-0176, Fax (734) 246-2686.

**Troy Program Center** – 1900 W. Big Beaver, Suite 200, Troy, MI 48084, (248) 649-5111, Fax (248) 649-3207.

**Warren Program Center** – 3272 East 12 Mile Road, Suite 105, Warren, MI 48092, (586) 575-9190, Fax: (586) 575-9178.

### Military Outreach

**Ft. Worth Program Center** – 1564 Headquarters Drive, NAS/JRB, Ft. Worth, TX 76127, (817) 737-6442, (817) 737-6443, Fax (817) 737- 6447.

**New Orleans Program Center** – 2300 General Meyer Avenue, Bldg. H-100, New Orleans, LA 70142-5401, (504) 362-9339, (504) 947-5327 (East Bank), Fax (504) 362-0290.

**Selfridge Program Center** – Building 780, Selfridge ANG Base, MI 48045, (810) 463-2496, Fax (810) 463-0315.

### New Mexico Outreach

**Carlsbad Program Center** – 320 W. Mermod, Carlsbad, NM 88220, (505) 628-3306, Fax: (505) 628-0656.

### Texas Outreach

**Cedar Hill Program Center** – 1114 West FM 1382, Cedar Hill, TX 75104, (927) 293-5454 or (800) 945-3276. Located on the Cedar Hill Campus, Fax: (972) 292-6521.

## Academic and Financial Matters

University College offers a unique program to its students, the nature of which is delivery of specific programs. Because of this program individualization, students enrolled in a University College program should refer to the University College Student Handbook for answers to specific questions relating to their program. This handbook is specifically written to address all aspects of a student's progress through a University College degree program. (Student Handbook is available online)

Students may enter University College either as an associate's degree candidate or as a Bachelor's of Business Administration candidate. Consult with your advisor to determine which of these programs best fits your needs.

Associate's degree programs available include Accounting, Advertising, Aftermarket Management, Banking & Finance, Business Management, Computer Science, Fashion Marketing & Management, Information Technology Management and Hotel & Restaurant Management.

The Bachelor's of Business Administration Degree is the four-year degree offered through the University College program with majors in Accounting and Management, plus six management dual majors in Economics, Marketing, Management Information Systems, International Business, and Banking & Finance.

**Seminars** – Students in selected programs working toward the four-year BBA Degree are required to earn credit for one seminar on campus before the degree is awarded.

**Thesis** – Students in selected programs working toward the four-year BBA Degree are required to complete a thesis project of four credit hours on a topic approved by an advising professor before taking the Comprehensive Oral/Written Examination.

**Comprehensive Oral/Written Examination** – Students in selected programs working toward the four-year BBA degree in non-residential programs are required to take a comprehensive oral and written examination on campus, before a faculty panel, as a last step in the program. The examination will last for about two hours and will be based on questions provided to the student in advance.

**Credit Hour Requirements** – A minimum of 90 credit hours is required for an associate's degree. A minimum of 180 credit hours is required for the Bachelor's of Business Administrative degree. Each curriculum has a prescribed number of required courses and electives. A management major (36 credit hours) is required for the BBA. To be awarded the associate's or bachelor's degree, an individual must complete a minimum of 36 credit hours through one of the Northwood completion options and have a cumulative GPA of 2.0 or above.

**For Academic Honors** – A student must complete a minimum of 44 credit hours through one of the Northwood completion options and meet honors criteria as prescribed below:

1. 3.50 cumulative GPA to 3.69 cumulative GPA cum laude
2. 3.70 cumulative GPA to 3.89 cumulative GPA magna cum laude
3. 3.90 cumulative GPA to 4.00 cumulative GPA summa cum laude

# Academic Matters

## The 2007-2008 Fee Schedule for University College

Application for Admission	\$25
Work/Life Learning Evaluation & Counseling Fee	\$980
<i>Work/Life Learning Evaluation (WLL) is an OPTION to the student and is not required. Students completing a WLL evaluation pay after acceptance of the evaluation and prior to the beginning coursework.</i>	
Project Course Fee	\$210 per credit hour
<i>These courses are research projects directly tied to a person's work and life situations.</i>	
Open Book Comprehensive Examination Fee	\$210 per credit hour
<i>Comprehensive examinations are specific questions about the course content. No final proctored exam is required.</i>	
Correspondence Courses (Lesson-by-Lesson Faculty Feedback)	\$245 per credit hour
On-campus Seminars (MGT 479, 480, and 481)	\$245 per credit hour
Weekend College (offered on calendar quarters)	\$190 per credit hour
On-campus Classes (offered on academic quarters)	\$304 per credit hour
Night Colleges	\$210 per credit hour
Thesis Project	\$210 per credit hour
Oral/Written Comprehensive Examination Fee (MGT 490)	\$210 per credit hour
Graduation Fee	\$50
Transcript Fee	No Fee

**VA Benefits** – Course delivery methods approved for payment include all traditional day classes, night college, weekend college, open book comprehensive examinations, project courses, lesson-by-lesson correspondence courses, and seminars. Course work is required to be completed by the end of the term. Any student eligible for Veterans Benefits is responsible for contacting the Northwood VA Benefits Office for initiation and certification of benefits.

### Refund Policy

Please note that the following complies with the United States Department of Education (USDOE) Title IV refund policy. (See below for Refund Policy for Indiana students.)

Students must notify the University College office in writing, at their site, of any changes to their enrollment. This date 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.

### Twelve-Week:

- a. 90% if withdrawal is during the first week of class
- b. 75% if withdrawal is during the second week of class
- c. 50% if withdrawal in during the third week of class
- d. 25% if withdrawal is during the fourth week of class
- e. 0% after fourth week of class

### Last Day to Withdraw:

Ten-Week: Friday of the eighth week

Twelve-Week: Friday of the tenth week

### Eight-Week:

- a. 90% if withdrawal is during the first week of class
- b. 75% if withdrawal is during the second week of class
- c. 50% if withdrawal is during the third week of class
- d. 0% after fourth week of class

### Last Day to Withdraw:

Friday of the sixth week

### Six-Week:

- a. 75% if withdrawal is during the first week of class
- b. 0% after first week of class

### Last Day to Withdraw:

Five-Week: Friday of the fourth week

Six-Week: Friday of the fifth week

### Three- or Five-Day:

- a. 75% if withdrawal is prior to second class meeting
- b. 0% if after second class meeting begins

### Last Day to Withdraw:

Three-Day: End of the second day

Five-Day: End of the fourth day

### Comprehensive Exams, Projects, Thesis, and Correspondence:

- a. 75% if withdrawal is within the first two weeks
- b. 0% if after two weeks

# Academic Matters

## Last Day to Withdraw:

Ten-Week: Friday of the eighth week of the term

Twelve-Week: Friday of the tenth week of the term

## Refunds for Recipients of Federal Financial Aid:

As prescribed by law and regulation, Federal Title IV funds will be returned to the applicable sources in the following order: Unsubsidized Federal Stafford loan, Subsidized Federal Stafford loan, Federal Plus loan, Federal Pell Grant, FSEOG, other Title IV Aid Programs, other federal sources of aid, state sources of aid. Examples of this refund policy are available at the Financial Aid Offices on each campus.

## Refund Policy for Indiana Students

The Indiana Commission on Proprietary Education, COPE, requires resident institutions to use the Indiana Uniform Refund Policy. The following refund policy applies to students enrolled in courses in Indiana.

*Uniform Refund Policy:* 570 IAC 1-8-6.5 Resident institutions; refunds

Sec. 6.5. (a) The postsecondary proprietary 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. The institution must make the proper refund no later than thirty-one (31) days of the student's request for cancellation or withdrawal.

(b) The following refund policy applies to each resident postsecondary proprietary educational institution, except as noted in section 4.5 of this rule:

(1) A student is entitled to a full refund if one (1) or more of the following criteria are met:

- The student cancels the enrollment agreement or enrollment application within six (6) business days after signing.
- The student does not meet the postsecondary proprietary 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 proprietary 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.

(2) A student withdrawing from an instructional program, after starting the instructional program at a postsecondary proprietary 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).

(3) 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).

(4) 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).

(5) 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).

(6) A student withdrawing from an institutional program, after attending.

### Military Program Centers

The Military Program Centers are located at Selfridge ANGB, Michigan; Naval Support Activity, New Orleans, Louisiana; and Naval Air Station/JRB, Ft. Worth, Texas, and offer course work in evening and weekend time modules. 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 Dean of University College.

### Academic 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 term 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 subsequently appeal to the campus Academic Dean or, in the case of all University College students, to the University College Associate Dean of Administration who serves on the Academic Council.

Students who are not satisfied with the Dean's decision may submit a last appeal to the Vice President of Academics, 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 registered mail to the Vice President of Academics at the corporate headquarters of the University in Midland, Michigan. The Vice President of Academics 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.

The three levels of academic appeals are presented here in the step-by-step sequence in which a University College student would proceed through the levels: (These steps are in the student handbook)

Level One: University College students appeal to the Professor whose decision is questioned.

# Academic Matters

Level Two: University College students not satisfied with the decision of the Professor to whom they appealed may appeal to the University College, Associate Dean of Administration, located in the central administration of University College in Midland, Michigan. If not satisfied with the Associate Dean's decision, they may appeal to the Dean of University College.

Level Three: University College students not satisfied with the Dean's decision may submit a last appeal to the Vice President of Academics, located in the central administration of Northwood University, in Midland, Michigan.

## 2007-2008 University College Calendar

### Campus Locations:

*Midland, Michigan; Cedar Hill, Texas; West Palm Beach, Florida*

Fall September 10 – December 9

Winter January 7 – March 30

Spring April 7– June 29

Summer July 7 – August 17

### Outreach/Program Centers:

*Distance Education Program Center*

*Florida Outreach:*

Tampa Program Center

*Illinois Outreach:*

Lisle Program Center

*Indiana Outreach:*

Indianapolis Program Center

*Kentucky Outreach:*

Ft. Mitchell and Louisville Program Centers

*Michigan Outreach:*

Alpena, Bay City, Flint, Grand Rapids, Lansing, Livonia,  
Saginaw, Southgate, Troy and Warren Program Centers

*New Mexico Outreach:*

Carlsbad Program Centers

### Military Outreach:

*New Orleans, Louisiana; Selfridge, Michigan; Ft. Worth, Texas*

Term IV/M4

August 13 – October 7

Term V/M5

October 22 – December 16

Term I/M1

January 14 – March 9

Term II/M2

March 24 – May 18

Term III/M3

June 16– August 10

## Corporate Programs:

### *Kentucky Outreach:*

Ford Fern Valley, Westport, and Toyota Program Center

Term I/B1 September 4 – October 29

Term II/B2 November 5 – January 20

Term III/B January 28 – March 23

Term IV/B4 March 31 – June 1

Term V/B5 June 9 – August 17

### *Michigan Outreach:*

Ford Flat Rock, Engine, Livonia, Van Dyke and Utica Program Centers

Term I/B1 September 4 – October 29

Term II/B2 November 5 – January 20

Term III/B January 28 – March 23

Term IV/B4 March 31 – June 1

Term V/B5 June 9 – August 17

## 2007-2008 Campus Seminar Dates:

### *Midland, Michigan (MGT 479)*

September 21, 22, 23, 2007 Fri. – Sun.

October 26, 27, 28, 2007 Fri. – Sun

January 18, 19, 20 2008 Fri. – Sun.

April 11, 12, 13, 2008 Fri. – Sun.

May 9, 10, 11, 2008 Fri. – Sun.

July 10, 11, 12, 2008 Wed. – Fri.

### *West Palm Beach, Florida (MGT 479)*

October 26, 27, 28, 2007 Fri - Sun

January 11, 12, 13, 2008 Fri-Sun

May 30, 31, June 1, 2008 Fri - Sun

### *Cedar Hill, Texas (MGT 479)*

November 1, 2, 3, 2007 Fri. – Sun.

February 1, 2, 3, 2008 Fri. – Sun.

May 2, 3, 4, 2008 Fri. – Sun.

# Academic Matters

## Executive and Continuing Education

The Executive and Continuing Education division of Northwood University is a Program Center in the University College network. Its focus is to deliver 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. Certificate programs are available in Business Administration, Finance, Automotive, and Hospitality.

Each area offers a number of current management training seminars to participants either on our campuses, or custom-designed at any site. Mini courses and online training are available as well.

For information concerning Executive and Continuing Education, contact:  
Executive and Continuing Education  
Northwood University  
4000 Whiting Drive  
Midland, MI 48640

## Northwood University's University of the Aftermarket

A unique partnership was formed in January 2001, as the University of the Aftermarket became an operating unit of Northwood University. The University of the Aftermarket was founded in 1986 as AWDA University and served as the training arm of the Automotive Warehouse Distributor's Association. In 1998, AWDA University became the University of the Aftermarket when an educational alliance was formed among the Automotive Aftermarket Industry Association (AAIA), the Motor Equipment Manufacturer's Association (MEMA), and the Automotive Warehouse Distributor's Association (AWDA).

The mission of Northwood University's University of the Aftermarket is to provide high quality, leading-edge continuing education programming to the automotive aftermarket industry. Northwood has an industry advisory board that reviews course content to ensure all academic programs are relevant and up-to-date. The University of the Aftermarket receives guidance from its association education committees, from the University of the Aftermarket Foundation through its Joint Operating Committee, and from Northwood University's Automotive Aftermarket Advisory Council. These bodies ensure that all programs delivered meet the needs of the ever-changing automotive aftermarket industry.

For information concerning the University of the Aftermarket, contact:  
University of the Aftermarket  
Northwood University  
4000 Whiting Drive  
Midland, MI 48640



## Student Services

# Student Services

## Activities

Northwood University believes that a successful student is one with a number of interests. These students are better prepared after graduation for the challenges of the business world. To this end, Northwood students are encouraged to participate in the extracurricular campus activities available to them.

Activities range from professional and social fraternities and sororities, to automobile clubs, to music and drama groups, to intercollegiate, intramural, and club sports, to Student Senate projects, to special interest clubs, and to housing unit programs.

Participation in extracurricular activities provides worthy use of leisure time as well as recreation and also provides opportunities to make friends and to develop leadership abilities and the ability to be effective in group situations.

Northwood recommends that students involved in all extracurricular activities maintain an above-average grade point average (GPA).

## EXCEL: The Student Development Program

Employers of Northwood University graduates constantly stress their needs to have employee candidates who demonstrate experiences, attitudes, and leadership abilities beyond those provided in the classroom and reflected on the academic transcript. EXCEL is a value-added program beyond the academic curriculum that enhances the employability of Northwood University graduates and provides valuable experiences and dimensions beyond the classroom.

Through EXCEL, students participate in valuable, documentable activities, resulting in a Student Development Transcript that is issued whenever an academic transcript is issued. Students are expected to participate in a minimum of five approved, extracurricular or co-curricular activities each year. Activities, along with certain honors and awards, are reflected on the Student Development Transcript. The EXCEL program is intended to provide opportunities to expand students' Northwood University education well beyond the classroom requirements, enrich their lives and experiences, and improve their prospects for employment after graduation.

## Northwood University, Michigan Campus

Current organizations and activities on the Michigan campus include:

- Alcohol/Drug Educational Programs
- Alpha Chi Omega – National Social Sorority
- Alpha Chi Rho – National Social Fraternity
- Alpha Gamma Delta – National Social Sorority
- Alpha Kappa Psi – National Co-ed Professional Business Fraternity
- Alpha Phi Alpha
- Anime Club
- Alpha Rho Mu – Local Fraternity
- Alumni Student Board – AA and BBA Graduates
- Ambassador Club
- American Advertising Federation – College Competition

American Marketing Association – AMA  
Automotive Industry Show  
Band – NU Pep Band  
Blood Drives (one per term)  
BPA  
Business Professionals of America – B.P.A.  
Cheerleaders  
Chi Alpha Mu – Local Automotive Fraternity  
Church Reloaded  
Chorale (NU Divine Chorale)  
Cultural Activities – Art, Music, Dance, Lectures, Movies  
Delta Epsilon Chi – DECA  
Delta Mu Delta – National Business Administration Honorary Society  
Delta Sigma Theta – National Public Service Sorority  
Delta Zeta – National Social Sorority  
Distinguished Teachers Spring Luncheon for NU Honors Students nominees  
Divine Chorale  
Entertainment, Sport & Promotion Management Association (ESPMA)  
Entrepreneurship Society  
Fashion Group  
Finance Association  
Freshman Class – All Freshman  
Golden Greek Awards  
Greek Week  
Hockey – Men’s Club  
Homecoming – Fall Term & Basketball Homecoming  
Honorary Accounting Society of Northwood University – HASNU  
Honors Convocation – Spring Term  
Hospitality Enterprise  
IBA  
Intercollegiate Sports  
Intercultural Club  
Interfraternity Council – Social Fraternities  
International Students’ Club  
Intramural Sports  
Investment Club  
Iota Phi Theta  
Kappa Alpha Psi  
Leaders of Tomorrow  
Leadership Opportunity  
Lectures – Informational and Motivational  
Lunch Box Learners  
Minority Business Women of NU  
Minority Men of Business of NU

# Student Services

Mock Trial Team  
Northwood Hospitality Enterprises – NHE  
NUCARS (Club for Automotive Related Studies)  
NU Dance Team  
NU Kick-Off Party  
NU Players – Theatre Group  
Omniquest Panels – Each Term  
Opening Convocation – Fall Term  
Pack Pride Family Day  
Panhellenic Council – Social Sororities  
Phi Delta Theta – National Social Fraternity  
Publications – Student Newspaper and Yearbook  
Rake a Difference  
Resident Hall Council  
Salvation Army Children’s Christmas Party  
Senior Reception/Dance – Spring Term  
Sigma Phi Epsilon – National Social Fraternity  
Ski Club  
Sophomore Class – All Sophomores  
Spring Fling/Pride Day  
Stafford Scholarship Fundraising Dinner  
Student Athletic Advisory Committee (SAAC)  
Student Senate  
Tau Kappa Epsilon – National Social Fraternity  
Theta Gamma Epsilon – Local Social Fraternity  
Upper Class – All Juniors and Seniors  
Values Emphasis Program – Spring Term  
Volunteer Service in Midland Community

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 cheerfully provide assistance in establishing such groups.

## Northwood University, Texas Campus

Current organizations and activities on the Texas campus include:

Adopt-A-Highway  
Alpha Nu Omega – Sorority  
Alpha Omega – Fraternity  
Alpha Psi Sigma - Fraternity  
Ambassador Club  
Arts & Entertainment Group  
Arts Knight Out  
Association of Entertainment Sports Management  
Baptist Student Ministry  
Blood Drives

Cedar Hill Food Pantry  
Cedar Hill's Country Day on the Hill  
Coffee Haus  
Crossing Over Ceremony  
Delta Epsilon Chi – DECA  
Donut Daze  
Drama Club  
Earth Day Celebration  
Etiquette Dinner  
EXCEL Awards  
Fashion Show  
Founders Day  
Groups and Organizations Fair  
Habitat For Humanity  
Haunted Forest  
Holiday Toy Drive  
Homecoming  
Honorary Accounting Society of Northwood University  
Honors Convocation  
Hospitality Club  
Ice Skating  
International Festival  
Intramural Basketball, Flag Football, Softball, Volleyball  
Judicial Board  
Karaoke Knight  
Management Group  
March of Dimes  
Mini in Mexico  
Mr. University  
NAIA Varsity Baseball, Cross Country, Golf, Soccer, and Softball  
Northwood Net News  
Omniquest Discussion events  
Opening Convocation  
Paintball  
Parents Day  
Photography Club  
Professional Sporting Events – Texas Rangers (Baseball), Dallas Burn (Soccer),  
Dallas Mavericks (Basketball), and Dallas Stars (Hockey)  
Publications – Newspaper/Magazine  
Recycling Program  
Sanity Inn – Talent Show  
Senior Dinner/Dance  
Speech and Debate Team  
Spirit Squad

# Student Services

- Spring Ball
- Spring fest
- Student Alumni Board
- Student Governing Board
- Voices of Northwood Choir
- World Trade Club
- Zeta Phi - Sorority

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 cheerfully provide assistance in establishing such groups.

## Northwood University, Florida Campus

Current organizations and activities on the Florida campus include:

- Accounting Society
- Advertising Club
- Art Club
- Art of Filmmaking Series
- Art-ventures Series
- Arts-4-All Week
- Auto Show
- Big Man On Campus
- Blue Storm Dance Team
- Business by the Book Series
- Campus Crusade for Christ
- Career Fair
- Careers in...Series
- CASH Club
- Circle K International
- Citizenship Week
- Class Councils
- Cultural Heritage Series
- Dance-a-thon
- Delta Epsilon Chi
- Dodgeball Tournaments
- Empower Series
- EXCEL Weeks
- Fashion Show
- Fear Factor
- Friday Night Film Critics Series
- Habitat for Humanity
- Halloween Horror Nights
- Homecoming Week
- HOST Club

Hypnotist  
International Club  
International Week  
Intramural Sports  
Kickball Tournaments  
Latin Dance Club (Fuego)  
LEAD Series  
Leadership and Film Series  
Leadership Symposium  
Lessons in Leadership Series  
Locks of Love  
Marathon of the Palm Beaches  
Movies on the Lawn  
Music Masters Series  
Northwood Ambassadors  
Northwood Idol  
Northwood Nights Programming Board  
NUSletter  
Paint Your Heart Out  
Phi Beta Lambda  
Pinstripe Players Theatre Troupe  
Planet Earth Series  
Poker Tournaments  
Power Plays Series  
The Price is Right  
Residential Life Advisory Board  
Roommate Game  
South Florida Adventures  
Sport and Entertainment Association  
Spring Fling Week  
Spring Training Baseball Games  
Student Government Association  
Student Judicial Board  
Student Mentors  
Students Serving Students  
SunFest  
Survivor  
Talent Shows  
Teamwork and Teamplay Series  
Unity in the Community Day  
Winter Carnival Bobsled Race

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 cheerfully provide assistance in establishing such groups.

# Student Services

## On-Campus Services

### Housing

Unmarried students under the age of 20 (on the Michigan and Texas campuses) or 21 (on the Florida campus) as of September 1 of the beginning school year, not living within the commuting area and not having completed the freshman year (and sophomore year on the Florida campus) or equivalent, are required to live in on-campus college housing. Others may reside in the community upon approval or permission from the Dean of Students.

Northwood maintains campus housing units. Separate units are available for men and women on the Michigan and Texas campuses. Resident Housing Directors and/or Head Residents and Resident Assistants provide supervision and guidance in all units.

Because the demand for on-campus housing on the Michigan campus is greater than the supply, sophomores, juniors, and seniors who wish to reside on campus must participate in a housing sign-up to determine housing assignments. The sign-up is conducted during Spring Winter Term 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 college property.

For health reasons, no pets may be kept in on-campus housing.

On the Michigan and Florida campuses, each room has an assigned phone number provided by Ameritech, Qwest, or BTI, with the installation charge and monthly fee provided by Northwood. The Texas campus uses SBC for phone service. On the Michigan campus, each student is assigned a Personal Identification Number (PIN) and receives a separate monthly bill for long distance service. Students on the Michigan and Texas campuses must provide a reliable touch-tone phone.

Visitation hours are established by the college and are published by the Housing Office at each campus. Northwood University cannot assume responsibility for students who leave the campus.

### Food Services

Modern dining room facilities are provided for students. Meals are served regularly three times a day with the exception of Saturday and Sunday, when brunch and dinner are served. Students with special dietary needs may see the Food Service Director for assistance.

All resident students have housing and meals as a part of their plan. Non-resident students (commuters) may also purchase a meal plan for each term that consists of five (5) or ten (10) meals per week. The Food Service Department will provide a box breakfast, lunch, or dinner for students if they have a class conflict or work during meal hours. Contact the Food Service Department to make arrangements.

## Student Medical Services

All entering students are required to have medical information on file in the campus Health Center.

Each student must complete a Health and Medical History Questionnaire form as directed. This form is mailed to the student from the university. A health and accident insurance program is mandatory on all campuses and is available through the university for all full-time students enrolled during the regular academic year. Summer coverage is optional and may be obtained for a nominal fee.

All Northwood University campuses accommodate the handicapped.

Michigan – 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. MidMichigan Regional Medical Center is nearby and available 24 hours/day for emergencies.

Florida – The Health Center is located in Room 1102 of the Stauffer Residence Complex. It is staffed by a registered nurse and certified athletic trainer from 9:00 a.m. to 5:30 p.m., Monday through Friday. A physician is available on campus one day per week.

Texas – The Health Center, staffed by a part-time registered nurse, is open Monday through Friday, 11:00 a.m. to 3:00 p.m., for advice on illnesses and injuries, with limited first aid treatment and physician referral available. It is located in the Knights Court Dorm 21D.

## Counseling, Academic Advising, and Orientation

Advice and counsel are provided 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. Special advising is available for international students.

Northwood provides personal counseling for personal problems that can affect the academic progress of each student. The Student Services Staff members are available for private discussion with students, parents, and others on a variety of topics, including social life, housing situations, financial matters, and health.

The Michigan Campus has developed a Student Assistance Program to provide individual counseling for people experiencing problems with the use or abuse of controlled substances, or other drug-related issues. This program is a confidential, professional counseling service.

The Texas Campus has a Student Support Center to provide confidential, individual and group counseling for people experiencing personal, developmental, or psychological concerns related to their educational progress and personal growth. Referrals to outside services are provided when necessary.

All freshman students are required to register and to participate in a one-term orientation. This on-campus instruction bears the course name PSY 110 and, if successfully completed, carries one credit.

# Student Services

Orientation sessions are scheduled throughout the summer and immediately prior to the Fall Term on the three campuses. (The Florida campus only holds orientation right before Fall term begins). PSY 110 continues during Fall Term for all freshmen students. University and occupational goals are planned in writing to improve students' chances of success based on their growth and maturity. Students who are on academic probation after Fall Term continue in the course Winter Term, with emphasis on study skills, note taking, test taking, time management, and retention skills.

PSY 110 includes emphasis on the development and consideration of good study habits, library services, counseling services, use of the catalog, curriculum planning, finances, growth and maturity, community living, and a discussion of the philosophy and objectives of Northwood University. A testing program has been developed that gives the university a bank of information on each entering student. These test scores are interpreted during the Orientation session for the benefit of the student. An important aspect of the program is curriculum planning and the selection of courses, as well as pre-registration for the Fall Term.

The counseling/advising program interfaces the academic and personal lives of students. This comprehensive program takes a developmental 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 curriculums 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.

## Library

Each of the Northwood University campuses has its own library. All three libraries collaborate to provide similar online resources to Northwood students. Each campus network provides access to thousands of full text periodicals, newspapers, online reference resources, and the Internet. Off campus, students can access resources 24 hours a day, seven days a week, through the library web pages.

Assistance in using the collections and services is readily available at library Reference Desks, through the "Ask a Librarian" feature on the library web page, and throughout the library by staff willing to help students become independent, self-sufficient, lifelong library and information users.

Strosacker Library, on the Michigan campus, is centrally located and has two levels. The main floor has a book collection of approximately 42,000 volumes, while the Periodical Room on the lower level contains 320 periodical, newspaper, and microform titles. Some course reserves are available online. The library acquires materials for a well-rounded education with emphasis on business management and economics. Special curriculum collections include Accounting; Advertising; Automotive Marketing; Entertainment, Sport, & Promotion Management; Fashion Marketing & Management; and Hotel, Restaurant, & Resort Management. 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).

The Dr. and Mrs. Peter C. Cook Library opened in the fall of 1986 and is conveniently located on the first floor in the Johann M. and Arthur E. Turner Education Center, Florida campus. Cook Library houses a collection of over 23,000 print volumes and maintains 130 periodical subscriptions. Electronic resources are available for research. Cook Library is an associate member of SEFLIN, the Southeast Florida Library Information Network. This consortium membership provides access to the library resources of over 23 libraries in southeast Florida for library patrons. The library is also a member of OCLC and Solinet.

In 1989 the Hach Library expanded its physical facilities and the collection for upper level business programs. The collection of materials consists of 11,000 books, 160 periodical subscriptions, and 5 newspaper subscriptions. Collection development concentrates on acquiring materials that will support the curriculum: Business Management; Economics; Accounting; Automotive Management; Fashion Merchandising; Advertising; and Hotel and Restaurant Management. The library is a member of the Northeast Texas Library System that allows access to over 80 library systems in the area. The local area computer network allows students access to the card catalog and Internet, as well as several on-line databases and CD-ROM products for research purposes.

### Bookstore

The Bookstore carries textbooks for each term, 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 University College books are two days from the purchase date.

### Intercollegiate and Intramural Athletics

In recognition of the need for healthful, competitive physical activity, organized sports participation is encouraged on all three campuses. Because of varying facilities and interests, each campus has developed its own varsity sports and intramural programs.

#### *Michigan – “Timberwolves”*

Northwood University (Michigan) is a Division II member of the National Collegiate Athletic Association (NCAA). The Timberwolves compete in the Great Lakes Intercollegiate Athletic Conference (GLIAC). Conference members include Hillsdale, Ferris State, Northern Michigan, Michigan Technological, Lake Superior State, Grand Valley State, Saginaw Valley State, Wayne State, Ashland, Gannon, Mercyhurst, and Findlay.

Varsity sports on the Michigan campus 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 men’s and women’s cross country. For more specific information about the Timberwolves’ varsity teams, see [www.northwood.edu/mi/athletics](http://www.northwood.edu/mi/athletics).

On the Michigan campus these intramural sports are enjoyed: flag football, soccer, badminton, 4-on-4 volleyball, basketball, whiffle ball, dodge ball, and floor hockey. In addition to these sports there are numerous one-day tournaments including powder-puff football, table tennis, 3-on-3 basketball, darts, air hockey, and slow-pitch softball. The Michigan campus also participates in an extramural event billed the “Back Yard Battle” in which championship teams from various sports partake in friendly competition with the champions from Saginaw Valley State University.

# Student Services

It is planned that, as physical education facilities grow, all forms of recreation will be available, with emphasis on life-long participation and interest.

Club sports exist on the Michigan campus for baseball, men's lacrosse, men's soccer, and hockey. These clubs compete on an informal basis with clubs from other colleges and universities.

## *Florida – “Seahawks”*

The Florida campus Seahawks offer varsity baseball, golf, softball, men's and women's soccer, and men's and women's tennis. For more specific information about Seahawks athletics, see [www.northwood.edu/fl/athletics](http://www.northwood.edu/fl/athletics). In 2006, the campus will offer varsity men's and women's basketball.

The Florida campus is a member of the National Association of Intercollegiate Athletics (NAIA) Florida Sun Conference, which includes Embry-Riddle, Flagler College, Florida Memorial College, Nova University, Palm Beach Atlantic College, St. Thomas University, Webber College, and Warner Southern College.

## *Texas – “Knights”*

The Texas campus is a charter member of the Red River Athletic Conference (RRAC) within the Southwest Region of the National Association of Intercollegiate Athletics (NAIA) (New Mexico, Texas, Oklahoma. Member institutions in the RRAC include: Bacone College, Huston-Tillotson University, Langston University, Paul Quinn College, Southwest Assemblies of God University, Texas Wesleyan University, Jarvis Christian College, College of the Southwest, Texas College, and University of Texas – Brownsville.

The Northwood of Texas Knights field men's varsity teams in cross country, soccer, baseball, golf, and track. Women's varsity teams include cross country, soccer, softball, golf, and track. Intramural sports are sponsored by the Student Services Office and include flag football, basketball, softball, and volleyball. For more specific information about Knights athletics, see [www.northwood.edu/tx/athletics](http://www.northwood.edu/tx/athletics).

## **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 Make Good Business 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 are generally sponsored both by the university and student activity groups.

## **Student Publications**

Students on Northwood's Michigan campus produce a newspaper, which is edited, managed, and published by students under the direction of a faculty advisor. The publica-

tion serves as a practical workshop and professional experience for journalism and advertising students. The publication is a record of student activities.

The Florida campus produces a monthly newsletter, published by students, that provides information on campus life and includes creative submissions from students, faculty, and staff.

The Texas campus produces a bi-weekly newsletter that contains current and upcoming events, campus happenings and submissions from students, faculty and staff.

Both Michigan and Florida campuses produce a yearbook recording the campus life of the current year. It is edited, managed, and published by students. A faculty advisor directs the activity.

### Consumer Reports

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 [www.northwood.edu/compliance](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 in the following locations: the Michigan campus Title IV Compliance Office, the Florida campus Financial Aid office, and the Texas campus Financial Aid office.

### Student Conduct

A student may be placed on probation 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, which is distributed to all incoming students.

Disregard for others and their property, policies, rules, and regulations of the college may lead to social probation, 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 suspension by petitioning administrative officials.

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

# Student Services

race, gender, color, religion, creed, national origin or ancestry, age, marital status, disability, or veteran status. The policy can be located at [www.northwood.edu/compliance](http://www.northwood.edu/compliance) or a paper copy may be obtained from the Human Rights Officer in the Human Resources Department, Church Family Administration Building, Midland, Michigan. The telephone number for this office is (989)837-4345.

## Alcohol/Drug Policy

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 Provost may elect to expel 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.

Northwood University supports programs aimed at the prevention of substance abuse by Northwood employees and students. The university provides preventative 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. Confidential substance abuse counseling may be arranged by contacting the Human Resources Director, the Vice President of Finance, or the Campus Provost. Students may contact the Student Assistance counselor, Director of Counseling Services, or a staff member in the Student Services 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 recently 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 for a campus are outlined in each campus' Student Handbook. These sanctions can include, but are not limited to the following:

### Penalty for alcohol use/abuse and/or possession

#### First Offense

- Confiscation of alcohol
- Disciplinary probation with contract
- Notification of parents
- Referral to Student Assistance Counselor (A \$50 fine will be added if non-compliant)
- Referral to athletic director and coach if student is an intercollegiate athlete

#### Second Offense

- Notification of parents
- Counseling, outpatient, or inpatient rehabilitation program
- Possible suspension

#### Third Offense

- Notification of parents
- Suspension or dismissal
- Proof of completion of an alcohol rehabilitation program for re-admittance consideration

### Penalty for drug use and/or possession, or drug paraphernalia

#### First Offense

- Confiscation of drugs and/or paraphernalia
- Disciplinary probation with contract
- Notification of parents
- Referral to Student Assistance Counselor (A \$50 fine will be added if non-compliant)
- Referral to athletic director and coach if student is an intercollegiate athlete
- Possible suspension or dismissal

#### Second Offense

- Notification of parents
- Counseling, outpatient, or inpatient rehabilitation program (successful completion of a program)
- Possible suspension or dismissal

#### Third Offense

- Notification of parents
- Dismissal

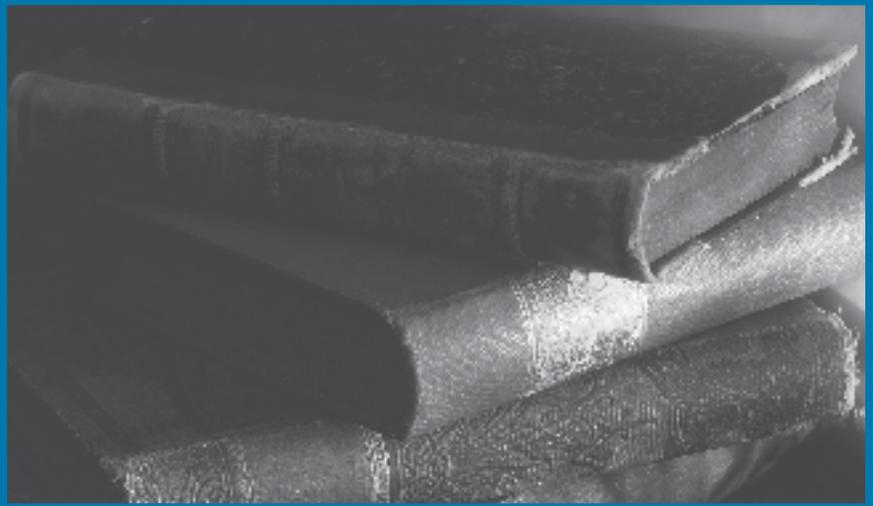
## Student Services

The Student Drug Assistance program varies from campus to campus. On the Midland campus the program is a confidential, professional counseling service. The Florida campus has a full-time counselor and the Texas campus has part-time counselors. These counselors are available daily to make initial evaluations and to refer students on a 24-hour-a-day basis to local agencies for further evaluation and treatment.

### Manners and Good Grooming

Good manners are never old-fashioned. They are the mark of the considerate and knowing person. Pleasantness and consideration have their own reward and cost little. Respect for the rights of others first and one's self second is the essence of good manners.

Good grooming is the result of planning and the adherence to basic health rules. College 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.



## Accreditations, Approvals, and Memberships

# 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 campus 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 vary from one campus to another.



## All Northwood University campuses have the following approvals and accreditations:

- Each is accredited by the Higher Learning Commission and is a member of the North Central Association (1-800-621-7440, [www.higherlearningcommission.org](http://www.higherlearningcommission.org)).
- Each is approved by the United States Department of Justice, Immigration and Naturalization Service as a higher education institution for international students.
- Each campus is also approved by the respective state offices for Veterans Administration programs as a higher education institution for degree-seeking qualified veterans and dependents.
- Each campus is approved by 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.

## Northwood University is represented in such important educational and professional organizations as:

- American Association of Collegiate Registrars and Admissions Officers
- American Library Association
- Central Association of College and University Business Officers
- College and University Personnel Association
- Council for the Advancement of Experiential Learning
- Council for Hotel and Restaurant and Institutional Education
- Intercollegiate Press Association
- National Association of Colleges and Employers
- National Association of College Stores (through its bookstore provider)
- National Association of College and University Business Officers
- National Association of Student Financial Aid Administrators
- National Collegiate Athletics Association
- National Cooperative Education Association
- Servicemembers Opportunity Colleges

# Accreditations, Approvals, and Memberships

**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

## Northwood University, Michigan Campus

The Michigan campus is accredited by the Higher Learning Commission and is a member of the North Central Association.

The Michigan has, in addition to general approvals previously listed, these specific approvals:

- Approved by the Michigan Department of Education 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 Michigan campus is represented in the following organizations:**

- ACPA-NASPA
- Adcraft Club of Detroit
- American Accounting Association
- American Advertising Federation
- American Management Association
- American Marketing Association/ Michigan Chapter
- Association of Independent Colleges & Universities of Michigan
- Association of University Programs in Health Administration
- CAUSE
- Council for the Advancement of Experiential Learning
- Data Processing Management Association
- Detroit Economics Club
- Great Lakes Intercollegiate Athletics Conference
- Industrial Marketers of Detroit
- Institute of Management Accountants
- Michigan Academy of Science, Arts and Letters
- Michigan Association for Counseling and Development
- Michigan Association of Collegiate Registrars and Admissions Officers
- Michigan Association of Minority Business Students
- Michigan Campus Compact
- Michigan Child Study Association (advisory)
- Michigan College & University Placement Association
- Michigan Health Council
- Michigan Historical Commission

# Accreditations, Approvals, and Memberships

**The Michigan campus is represented in the following organizations (continued):**

- Michigan Hospital Association
- Michigan Library Association
- Michigan Lodging Association
- Michigan Personnel and Guidance Association
- Michigan Press Association
- Michigan Restaurant Association
- Michigan Student Financial Aid Association
- Mid-America College Health Association (MACHA)
- Mid- American Greek Council
- Midland Area Chamber of Commerce
- Midwest Accounting Society
- Midwest Business Administration Association
- National Association of Higher Education
- National Collegiate Athletic Association
- National Cooperative Education Association
- National Council of Teachers of English
- National Council of Teachers of Mathematics
- National Home Fashions League
- Newspaper Association of America (NAA)
- Nurse Directed College Health Services
- The Fashion Group
- The Michigan Women's Studies Association
- The National Council of Women of the United States
- National Cooperative Education Association
- National Council of Teachers of English
- National Council of Teachers of Mathematics
- National Home Fashions League
- The Fashion Group
- The Michigan Women's Studies Association
- The National Council of Women of the United States

## **Northwood University, Texas Campus**

The Texas campus is accredited by the Higher Learning Commission and is a member of the North Central Association.

**The Texas campus 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.

**The Texas campus is represented in the following organizations:**

- Association of Metroplex International Educators

## Accreditations, Approvals, and Memberships

- Automotive Trade Association Managers
- Dallas Restaurant Association
- National Association of Foreign Student Advisors
- National Court Reporting Association
- Texas Association of College Admissions Officers
- Texas Association of College Registrars and Admissions Officers
- Texas Association of Collegiate Registrars and Admissions Officers
- Texas Automobile Dealers Association
- Texas Restaurant Association

### Northwood University, Florida Campus

The Florida campus is accredited by the Higher Learning Commission and is a member of the North Central Association.

### The Florida campus has, in addition to general approvals previously listed, this specific approval:

- Licensed in the State of Florida by the Commission for Independent Education, Independent Colleges and Universities, Department of Education, September 1985.
- Licensed by the Commission for Independent Education, Florida Department of Education. Additional information regarding the institution may be obtained by contacting the Commission at 325 West Gaines Street, Suite 1414, Tallahassee, FL 32399-0400, toll free telephone number 888-224-6684.

### The Florida campus is represented in the following organizations:

- American Certified Fraud Examiners
- American College Health Association
- American College Personnel Association
- American Institute of Certified Public Accountants
- American Library Association
- Association for Communications Technology Professionals in Higher Education
- Association for Higher Education and Disability
- Association for the Tutoring Profession
- Association of College and University Housing Officers International
- Automotive Sales Council
- Business Development Board
- Chamber of Commerce of the Palm Beaches
- Club Managers Association of America
- College Reading and Learning Association
- Florida Association of College Stores
- Florida Association of Collegiate Registrars and Admissions Officers
- Florida Association of Physical Plant Administrators
- Florida Association of Private Colleges and University Registrars
- Florida Association of Student Financial Aid Administrators
- Florida Cooperative Education and Placement Association
- Florida Hotel and Motel Association
- Florida Institute of Certified Public Accountants

# Accreditations, Approvals, and Memberships

- Florida Library Association
- Florida Public Relations Association
- Heavy Duty Business Forum
- International Association of Assembly Managers
- International Council on Hotel, Restaurant & Institutional Education
- International Leadership Association
- Mathematical Association of America
- National Advertising Federation
- National Association for Developmental Education
- National Association of College Admissions Counselors
- National Association of College Auxiliary Services
- National Association of College Stores
- National Association of Student Financial Aid Administrators
- National Association of Student Personnel Administrators
- National Automobile Dealers Association
- National College Learning Center Association
- National Restaurant Association
- North American Society for Sport Management
- Palm Beach County Library Association
- Palm Beach Cultural Council
- Public Relations Society of America
- Southeast Florida Library Information Network
- Southeastern Library Network
- Southern Association of College Admissions Counselors
- Southern Association of College and University Business Officers
- Southern Association of Collegiate Registrars and Admissions Officers
- Southern Association of Financial Aid Administrators
- Sport & Recreation Law Association
- Sport Management Association
- Sports Lawyers Association
- Transportation Safety Equipment Institute

## The Indiana Outreach Program of University College

• Regulated by The Indiana Commission on Proprietary Education, 302 West Washington Street, Room E 201, Indianapolis, IN 46204-2767. Toll-free number is (800) 227-5695, or the commission may be reached at (317) 232-1320.

## Other Licensure and Approvals

Northwood University is currently licensed by the Board of Regents of the State of Louisiana. The State Board of Regents renews licenses every two years. Licensed institutions have met minimal operational standards set forth by the state, but licensure does not constitute accreditation, guarantee the transferability of credit, nor signify that programs are certifiable by any professional agency or organization.

Northwood University is also authorized to operate as a degree-granting institution in the following states: California, Illinois, Indiana, Kentucky, and New Mexico.



## Boards, Faculty, and Staff

# Boards, Faculty, and Staff

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# Boards, Faculty, and Staff

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Supporting the students, programs, and projects of Northwood University, nation and worldwide since 1969.

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# Boards, Faculty, and Staff

## Friends of Northwood University (continued)

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Jane Murchison Haber (deceased), 1973-1976

Clara K. VanderKloot (deceased), 1969-1973

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Ph.D., University of Nebraska
- Kevin G. Fegan** ..... Provost – Texas Area  
A.A., B.B.A., Northwood University  
M.A., Central Michigan University  
Ed.D., Wayne State University
- John H. Haynie** ..... Provost – Florida Area  
B.A., M.Ed., Florida Atlantic University
- Donald E. Hunkins** ..... Vice President, Finance/Secretary of the Board of Trustees  
B.A., Michigan State University  
C.P.A.
- Thomas G. Kavanagh, Jr.** .....Vice President of University Advancement  
B.A., College of the Holy Cross  
M.A., University of Michigan  
J.D., Michigan State University College of Law
- David D. Long** .....Provost – Michigan Area  
D.M.D., Washington University in St. Louis  
D.Laws, h.c., Northwood University
- Timothy G. Nash** ..... Vice President of Graduate & Special Programs,  
Dean of the Richard DeVos Graduate School  
A.A., B.B.A., Northwood University  
M.A., Central Michigan University  
Ed.D., Wayne State University
- John O. Young** ..... Vice President of Marketing and Enrollment Management  
B.B.A., University of Michigan  
M.B.A., Wayne State University

## Central Administration

<b>Gregory R. Alles</b> .....	NT Systems Administrator
B.S., Saginaw Valley State University	
<b>Patricia A. Armstrong</b> .....	Director, Student Taxation and Statistical Information
B.B.A., Saginaw Valley State University	
M.A., Michigan State University	
<b>Julie Becker-Myers</b> .....	Director of ERA Systems
A.A., B.B.A., Northwood University	
M.S., Central Michigan University	
<b>Betty L. Beckham</b> .....	Payroll Manager
<b>Jim G. Beechey</b> .....	Information Security Manager
A.A., B.B.A., Northwood University	
<b>Joan L. Begin</b> .....	Financial Aid System Director
B.S., Bridgewater State College	
<b>David L. Bender</b> .....	Controller
B.A., Michigan State University	
M.B.A., Wayne State University	
<b>Patricia J. Bere</b> .....	Executive Director of the Distinguished Women's Program/Major Gifts Officer, Texas
B.A., Indiana University	
M.B.A., Michigan State University	
<b>Paul J. Brewster</b> .....	Technical Services Manager
B.A., Michigan State University	
<b>Tina M. Brisbois</b> .....	Associate Dean for Process Management, Market Analytics and Academic Records
A.A., B.B.A., Northwood University	
M.A., Central Michigan University	
<b>Caleb L. Brown</b> .....	Web Developer
A.A., B.B.A., Northwood University	
<b>Stephanie J. Brown</b> .....	Web Content Writer
B.A., Lake Superior State University	
M.A., Northern Michigan University	
<b>Pamela L. Christie</b> .....	Director of Human Resources
B.B.A., Northwood University	
<b>Sarah J. Cresswell</b> .....	Help Desk Coordinator
B.S., Eastern Michigan University	
<b>Theresa M. Dennings</b> .....	Associate Director, Systems and Programming
B.S.B.A., Central Michigan University	
<b>Ronald J. Dubrul</b> .....	System Physical Plant Director
A.S., Mid Michigan Community College	
B.S., Central Michigan University	
<b>Gregory L. Dumont</b> .....	Manager of Instructional Technology
B.A., Northwestern University	
M.S., University of Michigan	
<b>Gregory P. Gallant</b> .....	Director, Margaret Chase Smith Library
B.A., M.A., Ph.D., University of Maine	
<b>Nicole M. Gize</b> .....	Director of Alumni Development, Southeast Michigan
A.A., B.B.A., Northwood University	
<b>Christopher Gross</b> .....	Programmer Analyst
B.S., Saginaw Valley State University	
<b>Todd Grzegorzczk</b> .....	Academic Management Systems Administrator
B.S., Kettering University GMI Institute	
<b>Belinda A. Hawley</b> .....	Project and Branding Director, Marketing and Communications
B.B.A., Northwood University	

# Boards, Faculty, and Staff

## Central Administration (continued)

<b>John L. Kilbourn</b> .....	Coordinator of Media Services and Interactive Television
<b>Kipngetch Kimalat</b> .....	Network Administrator
A.A., B.B.A., Northwood University	
<b>Lynnette G. King</b> .....	Administrator, Margaret Chase Smith Library
A.S., Beal College	
<b>Michael J. Krzyminski</b> .....	Maintenance Supervisor
B.B.A., Northwood University	
<b>Lance Lewis</b> .....	Dean of International Programs
B.S., M.S., Kansas State University	
M.L.S., Fort Hays State University	
Ph.D., Michigan State University	
<b>Linda D. Mathieu</b> .....	Director of Communications
B.S., M.S., Wayne State University	
<b>Marcella Matzke</b> .....	Academic Management System Coordinator
B.B.A., Northwood University	
<b>Warren E. Mault</b> .....	Senior Advancement Director
B.B.A., Northwood University	
<b>Tricia M. Mead</b> .....	Director of Compliance and Tax Matters
A.A., Delta College	
B.B.A., Northwood University	
<b>Julie M. Meyer</b> .....	Director of Advancement Records and Database Administrator
B.A.A., Central Michigan University	
<b>Joyce Mottes</b> .....	Help Desk Analyst
A.A., B.B.A., Northwood University	
<b>Jeffrey D. Muetzel</b> .....	Senior NT Systems Administrator
B.S., Saginaw Valley State University	
<b>Sue A. Nowicki</b> .....	Assistant to the President /Assistant Secretary of the Board of Trustees
B.B.A., Northwood University	
<b>Stephanie Osborn</b> .....	Graphic Designer
B.B.A., Northwood University	
<b>Brian J. Parr</b> .....	Senior Advancement Officer
B.L.S., Hillsdale College	
M.S., Indiana University	
<b>John R. Paulus</b> .....	Senior Programmer Analyst
B.S., Ferris State University	
<b>Grover B. Proctor, Jr.</b> .....	Assoc. Dean for Institutional Research and Assessment
B.A., University of North Carolina	
M.A., Central Michigan University	
Ed.D., Wayne State University	
<b>Mariana Prosic-Dvornic</b> .....	Director, Northwood Gallery
B.A., M.A., Ph.D., University of Belgrade	
<b>Justin Randall</b> .....	Network Administrator
<b>Sheila Reich</b> .....	Business Office Manager
B.S., Ball State University	
<b>David L. Richards, Jr.</b> .....	Assistant Director, Margaret Chase Smith Library
B.A., Bates College	
M.A., University of Sothern Maine	
Ph.D., University of New Hampshire	
<b>Susan Ridgway</b> .....	System Business Officer
A.A., B.B.A., Northwood University	
<b>Dale A. Robbins</b> .....	Media Services Technician
A.A.S., Delta College	

## Central Administration (continued)

<b>Lawrence A. Salva</b> .....	Physical Plant and Custodial Manager
A.A., B.B.A., Northwood University	
<b>Jessika A. Satori</b> .....	Executive Director, Alden B. Dow Creativity Center
A.A., B.S., Bassist College	
M.B.A., City University	
Ed.D., Seattle University	
<b>Christianna Schartow</b> .....	Assistant Director, Alden B. Dow Creativity Center
B.B.A., Northwood University	
<b>Stephen C. Schwerin</b> .....	Computer Technologist
B.S., Ferris State University	
<b>Jacob A. Sinacola</b> .....	Web Development Supervisor
B.S., Saginaw Valley State University	
<b>Kelly L. Sinacola</b> .....	Senior Programmer/Analyst
B.B.A., Northwood University	
<b>Janice C. Sleight</b> .....	Academic Computing Coordinator
B.B.A., Northwood University	
<b>Ryan M. Smith</b> .....	SQL Administrator
B.S., Michigan State University	
<b>Ben Starling</b> .....	Executive Director, Outstanding Business Leader Association/ Major Gifts, Florida
<b>W. Karl Stephan</b> .....	International Controller & Financial Analyst
B.A., Yale University	
M.B.A., University of Chicago	
<b>Angela N. Stockwell</b> .....	Collection's Specialist, Margaret Chase Smith Library
B.B.A., Western Michigan University	
<b>Eric Sturdy, Jr.</b> .....	Director of Advancement
B.S., Ferris State University	
<b>Eric VanWert</b> .....	Microcomputer Coordinator, IT
A.A., Delta College	
<b>Shannon S. Vlassis</b> .....	Director of Creative Services
A.A., Delta College	
<b>Justin A. Voelker</b> .....	Programmer Analyst
B.S. Ferris State University	
<b>Cheryl Warner</b> .....	Assistant Controller
B.B.A., M.B.A., Northwood University	
<b>Lori A. Weckesser</b> .....	Benefits Specialist
A.A., B.B.A., Northwood University	
<b>Judy E. Weirauch</b> .....	Accountant
A.A., Delta College	
B.S., Ferris State University	
<b>Robert G. Wisler</b> .....	Director of Information Technology
B.S., University of South Florida	
<b>Davis J. Yost</b> .....	Database Administrator
B.B.A., Northwood University	

## Northwood University, Michigan Campus

### Administrative Staff

<b>David D. Long</b> .....	Provost-Michigan Area
D.M.D., Washington University in St. Louis	
<b>John D. Grether</b> .....	Academic Dean
B.B.A., Northwood University	
M.A., Central Michigan University	
J.D., Michigan State University	

# Boards, Faculty, and Staff

## Michigan Campus, Administrative Staff (continued)

<b>Lawrence J. Lindsey</b> .....	Dean of Students
B.B.A., Northwood University M.A., Central Michigan University	
<b>Katharine E. Aspray</b> .....	Associate Academic Dean
B.A., M.S., SUNY, Geneseo B.B.A., Northwood University	
<b>Allison M. Banchoff</b> .....	Assistant Athletic Trainer
B.S., Carthage College M.S., George State University	
<b>Alisha M. Beckrow</b> .....	Director of EXCEL Program
B.A., Western Michigan University M.A., Saginaw Valley State University	
<b>Jennifer Brogger</b> .....	Assistant Women's Basketball Coach
<b>Doug C. Carter</b> .....	Head Men's and Women's Soccer Coach
B.S., University of Surrey – London, England	
<b>Zane E. Colestock</b> .....	Head Men's and Women's Tennis Coach
B.A., Olivet College M.S., Central Michigan University	
<b>Scott M. Cook</b> .....	Head Men's and Women's Track and Cross-Country Coach
B.S., Bradley University	
<b>Thomas P. Creguer</b> .....	Assistant Football Coach & Equipment Management
B.S., Central Michigan University	
<b>S. Andrew Cripe</b> .....	Head Athletic Trainer
B.S., Manchester College M.S., Michigan State University	
<b>Jeff Curtis</b> .....	Head Women's Basketball Coach
B.A., Alma College	
<b>Joan J. Deegan</b> .....	Reference Librarian
B.A., St. Mary's College M.A., Dominican University	
<b>Viviane A. Delogne</b> .....	International Student Adviser and Principal Designated School Official
B.A., M.A., Brigham Young University	
<b>Joseph DiBenedetto</b> .....	Head Baseball Coach/Coordinator of Facilities and Events
B.S., Florida Atlantic University	
<b>Ron Dubrul</b> .....	Northwood University System Physical Plant Director
A.S., Mid-Michigan Community College B.S., Central Michigan University	
<b>Thomas Erickson</b> .....	Admissions Counselor
B.A., Michigan State University	
<b>Lorie Ermak</b> .....	Director, Timberwolf Learning Center
B.A., Central Michigan University M.A., Western Michigan University	
<b>Pamela Fatur</b> .....	Admissions Counselor
B.B.A., Northwood University	
<b>Julie Felske</b> .....	Director of Alumni Relations
A.A., B.B.A., Northwood University	
<b>Kimberley Fischer-Kinne</b> .....	Director of Career Services
A.A., B.B.A., Northwood University M.B.A., Central Michigan University	
<b>Scott D. Fisher</b> .....	Assistant Director of Hach Center Operations
B.A., Saginaw Valley State University	
<b>Brenda A. Fitak</b> .....	Job Locator / Work Study Coordinator
B.B.A., Northwood University	

# Boards, Faculty, and Staff

## Michigan Campus, Administrative Staff (continued)

<b>Rebecca Grai</b> .....	Head of Circulation
A.A., Saginaw Business Institute	
B.B.A., Northwood University	
<b>Brett M. Haring</b> .....	Assistant Baseball Coach
B.S., Central Michigan University	
<b>Leonard T. Haynes</b> .....	Assistant Football Coach
B.B.A., Northwood University	
<b>Ellen Iwanow</b> .....	Academic Counselor
B.S., Michigan State University	
M.A., Central Michigan University	
<b>John L. Kilbourn</b> .....	Director, Media Services and Distance Learning Technical Operations
<b>Tim Koth</b> .....	Head Volleyball Coach
B.A., California State University	
<b>William H. Langbauer</b> .....	Director of Security
B.B.A., Northwood University	
<b>Malen Luke</b> .....	Assistant Football Coach
<b>Terrance J. Lynch</b> .....	Associate Director of Admissions
B.S., M.A., Central Michigan University	
<b>Gail Maday</b> .....	International Student Advisor, Academic Counselor
B.B.A., Northwood University	
<b>David F. Marsh</b> .....	Associate Athletic Director
B.B.A., Eastern Michigan University	
M.Ed., Springfield College	
<b>Travis McCurdy</b> .....	Sports Information Director
B.A., Saginaw Valley State University	
<b>Wynn McDonald</b> .....	Admissions Counselor
MA, Central Michigan University	
BA, Saginaw Valley State University	
AA, Mississippi County Community College	
AGS, Mississippi County Community College	
<b>Adam Michels</b> .....	Coordinator of Residence Life
B.S., Central Michigan University	
<b>Theresa J. Mieler</b> .....	Director of Financial Aid
A.A., B.B.A., Northwood University	
<b>Susan L. Mishler</b> .....	Health Center Director
R.N., C.E.N., Delta College	
<b>David J. Moeggenberg</b> .....	Business Manager
A.A., B.B.A., Northwood University	
<b>Jennifer A. Newell</b> .....	Assistant Director of Admissions
A.A., Delta College	
B.B.A., Northwood University	
<b>Brandon Orr</b> .....	Football Assistant Coach
B.A., Knox College	
M.A., Central Michigan University	
<b>Penny J. Perlberg</b> .....	Programmer Analyst
A.A., B.B.A., Northwood University	
<b>Meaggan Pettipiece</b> .....	Head Softball Coach
M.S., California University	
<b>Sandra L. Potts</b> .....	Library Director
B.A., Coe College	
M.L.I.S., Wayne State University	
M.A., Central Michigan University	
<b>Thomas A. Reimer</b> .....	Catering Manager
Los Angeles City College	

# Boards, Faculty, and Staff

## Michigan Campus, Administrative Staff (continued)

<b>Patrick T. Riepma</b> . . . . .	<b>Athletic Director and Head Football Coach</b>
B.A., Hillsdale College M.A., Central Michigan University	
<b>Dale A. Robbins</b> . . . . .	<b>Media Services Technician</b>
A.A., Delta College	
<b>John Rogers</b> . . . . .	<b>Assistant Athletic Trainer</b>
B.S., West Chester University	
<b>Jill M. Russell</b> . . . . .	<b>Admissions Counselor</b>
B.A., Mount Union College	
<b>Justin Sherlock</b> . . . . .	<b>Assistant Men's Basketball Coach</b>
<b>Tyson A. Silveus</b> . . . . .	<b>Assistant Football Coach</b>
B.S., Purdue University M.S., Indiana University	
<b>Janice C. Sleight</b> . . . . .	<b>Academic Computer Coordinator</b>
B.B.A., Northwood University	
<b>Cheryl A. Smith</b> . . . . .	<b>Campus Arts Director</b>
B.S., Eastern Michigan University	
<b>Gregory S. Stiffler</b> . . . . .	<b>Assistant Director, Admissions</b>
B.S., Central Michigan University	
<b>Joshua Stryker</b> . . . . .	<b>Head Track &amp; Cross Country Coach</b>
A.A., B.B.A., Northwood University	
<b>Michael O. Sullivan</b> . . . . .	<b>Director of Hach Student Life Center / Associate Head Football Coach</b>
B.S., M.S., Saginaw Valley State University	
<b>Teresa Sullivan</b> . . . . .	<b>Director of Residence and Student Life</b>
B.A., Saginaw Valley State University	
<b>Amanda Swafford</b> . . . . .	<b>Academic Counselor</b>
B.S., Central Michigan University M.B.A., Northwood University	
<b>Robert J. Taylor</b> . . . . .	<b>Men's Basketball Head Coach</b>
B.A., Arkansas Technological University	
<b>Daniel F. Toland</b> . . . . .	<b>Dean of Admissions</b>
B.S., Michigan State University M.A., Central Michigan University	
<b>Marisa Toschkoff</b> . . . . .	<b>Registrar</b>
A.A., B.B.A., Northwood University M.B.A., Central Michigan University	
<b>David G. Turner</b> . . . . .	<b>Head Men's and Women's Golf Coach</b>
B.A., Central Michigan University	
<b>Laura Vosejka</b> . . . . .	<b>Assistant Dean</b>
B.S., Ohio State Ph.D., University of Wisconsin	
<b>Anita Whitney</b> . . . . .	<b>Office Manager, Admissions</b>
B.B.A., Northwood University	
<b>Jeffrey M. Williams</b> . . . . .	<b>Compliance Director / Director of Staff Development</b>
B.S., M.Ed., Wayne State University	
<b>Rochelle M. Zimmerman</b> . . . . .	<b>Reference Librarian</b>
B.A., Saginaw Valley State University M.S., Wayne State University	

## Michigan Campus, Faculty

<b>Thomas J. Alexander</b> . . . . .	<b>Finance</b>
B.S., University of Michigan M.B.A., Central Michigan University	

## Michigan Campus, Faculty (continued)

<b>M. Rahim John Amin</b> .....	Economics
B.A., University of Cologne, Kabul, Afghanistan	
M.A., University of Colorado	
Ph.D., University of Cincinnati	
<b>Mauro Amor</b> .....	Economics
B.A., Univ. Nacional de La Plata (Argentina)	
M.A., Univ. del CEMA (Argentina)	
M.A., Univ. of Washington	
<b>William T. Anderson</b> .....	Management Information Systems
B.G.S., M.B.A., University of Nebraska	
<b>Gala J. Bank</b> .....	Chair, Entertainment, Sport & Promotion Management
B.A., M.Ed., Saginaw Valley State University	
<b>Eugene C. Beckham III</b> .....	Mathematics and Science
B.S., M.S., University of Alabama	
Ph.D., Louisiana State University	
<b>Jeffrey L. Bennett</b> .....	Language Arts and Automotive Marketing
B.A., Kenyon College	
M.A., Saginaw Valley State University	
<b>Melvin Billik</b> .....	Mathematics
B.A., New York University	
M.S., Michigan State University	
<b>Jamie H. Burns</b> .....	Language Arts
A.B., Duke University	
M.A., D.A., University of Michigan	
<b>Rebecca Chakraborty</b> .....	Economics
B.A., Calcutta University	
M.A., University of Pittsburgh	
<b>Jay P. Chandran</b> .....	Chair, International Business Division
B.S., M.A., Bangalore University, India	
M.B.A., Ph.D., University of South Florida	
<b>James P. Cleary</b> .....	Chair, Advertising
B.B.A., University of Notre Dame	
M.B.A., Central Michigan University	
<b>Margaret C. Colarelli</b> .....	Chair, Language Arts
B.A., Hamilton	
M.A., Ph.D., University of Chicago	
<b>John E. Dexter</b> .....	Accounting
B.B.A., McKendree College	
M.A., Webster University	
C.P.A.	
<b>Louis J. Firenze</b> .....	Chair, Business Division
A.A., Lincoln College	
B.S., M.B.A., Ed.S., Central Michigan University	
Ph.D., Michigan State University	
<b>David E. Fry</b> .....	Management
B.A., Hillsdale College	
M.B.A., Wayne State University	
D.B.A., Kent State University	
<b>Mariana Grigoras</b> .....	History
M.A., University of Bucharest	
<b>Stelian Grigoras</b> .....	Mathematics
B.S., M.S., University of Bucharest	
Ph.D., University of Illinois, Chicago	
<b>Douglas J. Hentschel</b> .....	Mathematics
B.A., Kalamazoo College	
M.S., Clemson University	

# Boards, Faculty, and Staff



## Michigan Campus, Faculty (continued)

- Frederick W. Honerkamp II** ..... Marketing Management  
B.S., Providence College  
M.B.A., Central Michigan University
- Benedict Hughes** ..... Language Arts  
B.J., University of Missouri  
M.F.A., Brooklyn College
- Brett C. Hunkins** ..... Accounting & Athletic Faculty Representative  
B.B.A., Northwood University  
M.B.A., Central Michigan University  
C.P.A.
- Donald E. Hunkins** ..... Accounting and Banking Finance  
B.A., Michigan State University  
C.P.A.
- James R. John** ..... Chair, Automotive Aftermarket
- DeLois T. Leapheart** ..... Law and Language Arts  
A.B., University of Michigan  
J.D., Ohio State University
- Joseph J. Lescota** ..... Chair, Automotive Marketing  
B.S., Jones College
- Carolina M. Lopez** ..... Foreign Language, Mathematics  
B.Arch., Licentiate, Universidad Nacional Pedro Henriquez Urena  
M.Arch., Ed.D., University of Florida
- Jennifer Luzar** ..... Liberal Arts  
B.A., Western Michigan University  
M.S., Indiana University
- Dale C. Matcheck** ..... Chair, Economics  
A.B., University of Michigan  
Ph.D., Cornell University
- Carol J. Meinhardt** ..... Language Arts  
A.B., M.A., Central Michigan University
- Carol S. Messing** ..... Language Arts  
B.A., M.S., Brooklyn College
- Elizabeth A. Minbirole** ..... Chair, Accounting  
B.S., Wayne State University  
M.B.A., Central Michigan University  
C.P.A.
- Glenn A. Moots** ..... Philosophy, Economics  
United States Military Academy  
B.A., University of Michigan  
M.A., Louisiana State University  
M.S., Walsh College  
Financial Planning Studies, Oakland University  
Ph.D., Louisiana State University
- Geraldine A. Moutine** ..... Chair, Mathematics and Science  
B.S., M.A.T., Central Michigan University
- Chandran Mylvaganam** ..... Marketing  
M.S., University of Rochester  
Ph.D., University of Manitoba, Canada  
M.B.A., York University
- Jill L. Ouellette** ..... Chair, Fashion Marketing/Management and Advertising  
B.A., Adrian College  
M.A., Central Michigan University

## Michigan Campus, Faculty (continued)

<b>Jeffrey G. Phillips</b> .....	Language Arts
Degree in Commercial Art, Art Instruction Schools, Minnesota	
B.A., M.A., Central Michigan University	
<b>Andy M. Rapp</b> .....	Communications and Debate, Director of Competitive Speech
A.B., Colgate University	
M.S., State University of New York	
<b>Anastasia Romanchuck</b> .....	Language Arts
B.A., McMaster University	
M.A., Central Michigan University	
<b>Mary Beth Rousseau</b> .....	Finance
B.A., Michigan State University	
M.S., Florida International University	
<b>Joseph B. Rousseau</b> .....	Chair, Entrepreneurship
M.A. Central Michigan University	
J.D., Georgia State University	
<b>Robert W. Serum</b> .....	Business/Language Arts
A.B., Hope College	
M.A., Ph.D., University of Alabama	
<b>Karla H. Spaeth</b> .....	Hotel, Restaurant & Resort Management
B.B.A., M.B.A., Northwood University	
<b>William E. Spaulding</b> .....	Chair, Hotel, Restaurant & Resort Management
B.A., Michigan State University	
M.B.A., Central Michigan University	
<b>Barbara E. Sumi</b> .....	Accounting
B.A., Sophia University	
M.S., Central Michigan University	
<b>Elmer H. Tofteland</b> .....	Accounting
A.A., Mott Community College	
B.S., M.B.A., Central Michigan University	
Certificate in Computer Programming, Central Michigan University	
C.P.A.	
<b>Laura Vosejka</b> .....	Mathematics
B.S., Ohio State	
Ph.D., University of Wisconsin	
<b>Dennis R. Witherspoon</b> .....	Banking & Finance
B.B.A., Saginaw Valley State University	
<b>Joseph B. Wulffenstein</b> .....	Chair, Management Information Systems
B.B.A., M.S., Walsh College	
<b>Michael A. Wynn</b> .....	Entertainment, Sport, & Promotion Management
B.A., M.S.E., Wayne State College	

## Michigan Campus, Adjunct Faculty

<b>David L. Bender</b> .....	Accounting
B.A., Michigan State University	
M.B.A., Wayne State University	
<b>Thomas S. Luptowski</b> .....	Social Science
B.S., M.A., Central Michigan University	
M.A., Western Michigan University	
<b>John M. Pafford</b> .....	Philosophy, History
B.S., Academy of the New Church College	
A.M., Temple University	
Ph.D., International College	

# Boards, Faculty, and Staff

## Michigan Campus, Adjunct Faculty (continued)

<b>Susan Penberthy</b> .....	Language Arts
B.S., Central Michigan University	
<b>David A. Sanford</b> .....	Management Information Systems
B.A., Saginaw Valley State University	
<b>Robert Stafford</b> .....	Banking & Finance
<b>Susan J. Thumma</b> .....	Management Information Systems
B.S., M.A., Central Michigan University	
<b>Paula Ulmer</b> .....	Liberal Arts
B.B.A., Northwood University	
M.L.A., Southern Methodist University	
<b>Otis Wilson</b> .....	Management
A.B., Virginia State University	
M.S., Florida Institute of Technology	

## Texas Campus, Administrative Staff

<b>Kevin G. Fegan</b> .....	Provost-Texas Area
A.A, B.B.A., Northwood University	
M.A., Central Michigan University	
Ed.D, Wayne State University	
<b>Jane Konditi</b> .....	Academic Dean
B.B.A., Texas Wesleyan College	
M.B.A., Texas Woman's University	
Ph.D., University of North Texas	
<b>Natnael G. Amare</b> .....	Head Cross Country Coach
<b>Michael S. Anguiano</b> .....	Dean of Students
B.B.A., M.B.A., Northwood University	
<b>Christi L. Anguiano</b> .....	Associate Director, Admissions
B.B.A., Northwood University	
M.A.M., Dallas Baptist University	
<b>Dalia G. Arellano</b> .....	Excel Program Director
B.B.A., Northwood University	
<b>Gary L. Belt</b> .....	Associate Athletic Director/Sports Information Director/Head Golf Coach
A.A., Richland University	
B.S., M.B.A., Amber University	
<b>Vanessa Boelter</b> .....	Director of Data Management and Academic Counseling
B.B.A., Northwood University	
M.B.A., Texas Woman's University	
<b>Sylvia A. Correa</b> .....	Director of Admissions
B.A., Sam Houston State University	
M.L.S., Texas Woman's University	
<b>Kaethryn S. Duncan</b> .....	Library Director
B.S., Pembroke State University	
M.S., University of North Texas	
<b>Demetra L. Durham</b> .....	Admissions Counselor
B.A.A.S., Midwestern State University	
<b>Gus George</b> .....	Admissions Counselor
B.S., University of Southern New Hampshire	
<b>Danielle Keith</b> .....	Admissions Counselor
B.S., University of Texas, El Paso	
<b>Jeremy Kennedy</b> .....	Head Baseball Coach
B.S., Dallas Baptist University	
<b>Kima L. Light</b> .....	Admissions Counselor
B.S., Texas Tech University	

# Boards, Faculty, and Staff

## Texas Campus, Administrative Staff (continued)

<b>Patrick H. Malcheski</b> .....	Athletic Director
B.S., M.S., New Mexico Highlands University	
<b>Sara McMinn</b> .....	Head Athletic Trainer
B.S., Midwestern State University	
<b>Angel Moreno</b> .....	Admissions Counselor
A.A., B.B.A., Northwood University	
<b>Angela Mosley</b> .....	Computer Technologist/Interactive Room Tech
B.A., Southern Methodist University	
<b>Lance Noble</b> .....	Head Men's Soccer Coach, NAIA Champions of Character Coordinator
B.B.A., Northwood University	
M.S., St. Mary's University	
M.S.S., United States Sports Academy	
<b>Denise Panice</b> .....	Head Softball Coach
A.A., B.B.A., Northwood University	
<b>Robert Podeyn</b> .....	Head Women's Soccer Coach
A.A.S., Suffolk Community College	
B.A., Dowling College	
M.Ed., William Woods University	
<b>Dollie Pope</b> .....	Business Office Manager
B.B.A., East Texas State University	
<b>William H. Pritchett</b> .....	Arts Director
A.A., Lou Morris College	
B.A., Asbury College	
M.M., Southern Methodist University	
<b>Alan D. Ramirez</b> .....	Admissions Counselor
B.A., Dallas Baptist University	
<b>Michael Rhodes</b> .....	Director of Financial Aid
B.A., University of Texas	
M.B.A., Texas Wesleyan University	
<b>Rene Rojas</b> .....	Academic Counselor, International Student Advisor/Principal Designated School Official
B.A., Antillian College	
M.A., Interamerican University	
<b>Craig L. Root</b> .....	Director of Public Relations
A.A., B.B.A., Northwood University	
<b>Jennifer Skinner</b> .....	Activities Director
B.S., University of Texas, Tyler	
<b>Patty Soper-Shaw</b> .....	Registrar
B.B.A., Northwood University	
M.B.A., Amberton University	
<b>Jennifer Skinner</b> .....	Activities Director
B.S., University of Texas, Tyler	
<b>Marcia Walker</b> .....	Assistant Director, Financial Aid
B.S., Western Michigan University	
M.A., Michigan State University	
<b>C. Denise Ward</b> .....	Director of Alumni, Career Services and Annual Giving
A.A., B.B.A., Northwood University	
<b>Anna M. White</b> .....	Director, Housing and Security
A.A., B.B.A., Northwood University	
<b>Paula Whitehead</b> .....	Director of Student Support Center
B.S., Troy State University	
M.A., Colorado Christian University	

# Boards, Faculty, and Staff

## Texas Campus, Faculty

<b>Sabine Adams</b> .....	Economics, Finance
B.A., University of Virginia	
M.A., University of Texas – Dallas	
<b>Jack Allday</b> .....	Chair, Marketing and Advertising
B.B.A., M.A., Southern Methodist University	
<b>Andrew Allen</b> .....	Management Information Systems
B.S., M.S., University of Texas – Arlington	
<b>Howard Borck</b> .....	Chair, Management
B.A., University of Notre Dame	
M.A., Ph.D., Michigan State University	
<b>Steven E. Brazill</b> .....	Chair, Automotive Marketing
A.B., Hillsdale College	
<b>John D. D'Alessandro</b> .....	Philosophy
B.S., Taylor University	
M.Ed., Indiana University of Pennsylvania	
<b>Kevin Duvel</b> .....	Chair, Environmental Science, Math
B.S., Eastern Illinois University	
M.S., University of Tennessee	
<b>Chad Fagan</b> .....	Chair, Entertainment, Sport & Promotion Management
B.B.A., Northwood University	
M.B.A., University of Dallas	
<b>Evgeniy Gentchev</b> .....	Competitive Speech/Debate; Management
A.A., B.B.A., M.B.A., Northwood University	
<b>Thomas F. Grooms</b> .....	Chair, International Business
B.S., Tennessee Technological University	
M.B.A., M.S., Amber University	
Ph.D., Berne University	
<b>Adam Guerrero</b> .....	Finance, Economics
B.B.A., Northwood University	
M.B.A., University of Texas	
<b>Robert O. Harris</b> .....	Chair, English and Social Studies
B.A., University of North Texas	
M.L.A., Southern Methodist University	
<b>Martha Heimberg</b> .....	English
B.A., M.A., Southern Methodist University	
<b>Lea Holland</b> .....	Chair, Management Information Systems
B.A., Rice University	
M.S., University of Texas – Dallas	
<b>Aaron Jacobs</b> .....	Chair, Fashion Marketing and Management
B.A., University of Texas, Dallas	
M.Ed., University of North Texas	
<b>Faye Lynn King</b> .....	Philosophy, Social Science
B.A., North Texas State University	
M.A., Ph.D., University of Texas – Arlington	
<b>Jane Konditi</b> .....	Accounting
B.B.A., Texas Wesleyan College	
M.B.A., Texas Woman's University	
Ph.D., University of North Texas	
<b>Michael D. Lansing</b> .....	Chair, Hotel, Restaurant & Resort Management
B.A., M.B.A., Lamar University	
<b>Tara Y. Peters</b> .....	Management
B.B.A., Texas Wesleyan University	
M.B.A., Dallas Baptist University	
Ph.D., Union Institute & University	

## Texas Campus, Faculty (continued)

<b>David Ritter</b> .....	Chair, Accounting and Finance
B.S., Sul Ross State University	
C.L.C., University of Houston	
M.B.A., D.B.A., Louisiana Tech University	
<b>Ron Sekerak</b> .....	Chair, Entrepreneurship
B.S., M.S., University of Michigan	
M.B.A., Stanford University	
<b>Don E. Shriver</b> .....	Chair, Aftermarket Management
B.A., Oklahoma City University	
<b>Pam Thompson</b> .....	Accounting
M.S., University of Texas – Arlington	
<b>Steven L. Tidwell</b> .....	Marketing
A.A., Navarro University	
B.B.A., Northwood University	
M.B.A., Amber University	
D.B.A., Argosy University	
<b>Barb Vogler</b> .....	Math
B.A., M.A., University of South Florida	

## Texas Campus, Adjunct Faculty

<b>Elaine D. Brazzell</b> .....	Speech, Psychology, Social Science
B.S.Ed., M.Ed., M.S., North Texas State University	
<b>Emmett Wayne Cook</b> .....	English, Philosophy
M.A., Ph.D., Texas Tech University	
<b>Geoffrey Grimes</b> .....	English
B.A., Austin College	
M.A., Ph.D., Texas Tech University	
<b>Glenda Johnson</b> .....	English
B.A., M.Ed., University of North Texas	
<b>Michael McKinney</b> .....	Accounting
B.B.A., University of Texas – Arlington	
M.B.A., Texas Christian University	
<b>Michael J. Thompson</b> .....	Marketing
B.B.A., M.B.A., Dallas Baptist University	
<b>John F. Thompson</b> .....	Accounting
A.A., Lon Morris College	
B.B.A., Midwestern University	
M.B.A., North Texas State University	

## Florida Campus, Administrative Staff

<b>John H. Haynie</b> .....	Provost–Florida Area
B.A., M.Ed., Florida Atlantic University	
<b>Cheryl E. Pridgeon</b> .....	Academic Dean
B.A., Henderson State University	
M.A., Ph.D., Florida State University	
<b>Greta T. Henglein</b> .....	Dean of Students
A.B., Washington University	
M.S., Indiana University	
<b>Joan L. Begin</b> .....	Financial Aid System Director
B.S., Bridgewater State College	

# Boards, Faculty, and Staff

## Florida Campus, Administrative Staff (continued)

<b>Sue A. Berard</b> .....	Library Director
B.A., University of Wisconsin M.L.S., University of Wisconsin	
<b>Kelly Blaggie</b> .....	Director of Career Services
B.A., North Carolina State University M.A., University of South Florida	
<b>Richard T. Brewer</b> .....	Soccer Program Coordinator/Men's Soccer Coach
B.A., Palm Beach Atlantic College	
<b>Teresa L. Calhoun</b> .....	Assistant Business Office Manager
A.A., B.B.A., Northwood University	
<b>Corey Campbell</b> .....	Director of Student Life Center & Intramurals
B.S., M.S., University of Florida	
<b>Amanda DeMartino</b> .....	Assistant Women's Basketball Coach
B.A., Brandeis University	
<b>Kelly M. Fason</b> .....	Director, Alumni Relations, Corporate / & Foundation Support
A.A., Palm Beach Community College B.B.A., Northwood University	
<b>Darel Galbreath</b> .....	Maintenance Supervisor
<b>Holly G. Genser</b> .....	Director, Learning Center
B.S., University of Cincinnati M.A., Ohio State University	
<b>Porschia N. Grace</b> .....	Academic Advisor
B.S., Florida State University	
<b>Michael A. Holt</b> .....	Director of Residential Life
B.S., University of Miami M.A., Michigan State University	
<b>Dennis Hopson</b> .....	Men's Assistant Basketball Coach
B.S., Ohio State University	
<b>Ralph Jackson</b> .....	Women's Head Tennis
<b>Alicia Keating</b> .....	Director of Student Activities and Leadership Development
B.B.A., Western New England College M.Ed., University of South Florida	
<b>Mun Kuan Kok</b> .....	Academic & International Student Advisor
B.B.A., M.B.A., Northwood University	
<b>John Letvinchuk</b> .....	Director of Admissions
B.A., Saint Anselm College Ed. M., Harvard University	
<b>Kellie Madison</b> .....	Associate Registrar /Principal Designated School Official
A.A., Northwood University	
<b>Roland (Rollie) V. Massimino</b> .....	Director of Men's & Women's Basketball Operations/Men's Head Basketball Coach
B.S., University of Vermont M.A., Rutgers University	
<b>Suzi McCreery</b> .....	Director of Special Events and Public Relations
B.B.A., Northwood University	
<b>Kevin McKennon</b> .....	Computer Technologist/Interactive Room Tech
<b>Beth Ann Miller</b> .....	Admissions Representative
A.A., B.B.A., Northwood University	
<b>Robert Moran</b> .....	Women's Head Softball Coach
<b>Gregory L. Morris</b> .....	Business & Facilities Manager/Systems Business Advisor
B.B.A., Florida Atlantic University	
<b>Jessica Naylor</b> .....	Assistant Athletic Trainer
B.S., University of Charleston	
<b>Carla L. Nicholson</b> .....	Women's Head Volleyball Coach
B.B.S., Wingate University	

# Boards, Faculty, and Staff

## Florida Campus, Administrative Staff (continued)

<b>Kathie Olds</b> .....	Assistant Library Director
B.A., Spring Arbor College M.L.S., Syracuse University	
<b>Abraham J. Osheyak</b> .....	Sports Information Director
A.A.S., Vermont Technical College B.A., Keene State College	
<b>Teresa A. Palmer</b> .....	Financial Aid Director
B.S., Indiana University	
<b>Javier Rosa</b> .....	Admissions Representative
B.A. Montclair State University	
<b>Dara Ryan</b> .....	Assistant Admissions Director
A.A., B.B.A., Northwood University	
<b>John Christopher Saltmarsh</b> .....	Men's & Women's Golf Coach; Program Coordinator; Recreation Center Coordinator
<b>Chris Saltmarsh</b> .....	Golf Program Coordinator / Head Golf Coach; Program Coordinator; Recreation Center Coordinator
<b>Ivette Santana</b> .....	Associate Director of Admissions
B.S., University of Florida	
<b>John A. Saponara, Jr</b> .....	Associate Director of Admissions
B.A., LaSalle University	
<b>William F. Saylor</b> .....	Head Athletic Trainer
B.S., University of Delaware M.Ed., University of Virginia	
<b>Richard Smoliak</b> .....	Director of Athletics/Head Baseball Coach
B.S., Wisconsin State University M.Ed., University of Minnesota	
<b>Henry B. Starling III</b> .....	Executive Director, Outstanding Business Leader Association
B.S., Palm Beach Atlantic College	
<b>John Thurston</b> .....	Women's Head Basketball Coach
B.A., Seton Hall University	
<b>Carol Wagmeister</b> .....	Administrative Coordinator for the EXCEL Program
B.A.A.B.S., National Louis University	
<b>Kurt Wyzkiewicz</b> .....	Information Technology Campus Coordinator
A.A., Delta College B.B.A., Northwood University	

## Florida Campus, Faculty

<b>Dennis L. Bechtol</b> .....	Chair, Entertainment, Sport, & Promotion Management
B.S., Florida State University M.A., University of South Florida Ph.D., University of New Mexico	
<b>Timothy K. Gilbert</b> .....	Chair, Automotive Marketing
B.A., University of California M.B.A., Pepperdine University	
<b>Justin C. Harmon</b> .....	Entertainment, Sport, & Promotion Management / Law
B.S., Georgetown University J.D., Tulane Law School	
<b>Edward C. Howell</b> .....	Economics and International Business Management
B.A., Vanderbilt University M.A., Middle Tennessee State University	
<b>Wilfred E. Jordan</b> .....	Management
B.S., B.A., Boston College M.B.A., Northeastern University	

# Boards, Faculty, and Staff



## Florida Campus, Faculty (continued)

- Gary R. Mazza** ..... Math  
B.A., West Virginia University  
M.S., West Virginia University
- Jennifer McFarland** ..... Advertising, Marketing  
B.J., University of Missouri  
M.B.A., Lynn University
- Linda A. Mohr** ..... Management/Marketing  
B.S., University of Missouri  
M.S., Purdue University  
M.B.A., Nova University
- Max Morenberg** ..... Chair, English  
A.A., Miami-Dade Community College  
B.S., M.A., Ph.D., Florida State University
- Lynette A. Nadal** ..... English  
B.A., Otterbein College  
M.A., Ed.D., Arizona State University
- Edward J. Peters** ..... Automotive Marketing  
B.S., State University College, Brockport  
M.B.A., University of Miami
- Kevin J. Petrovsky** ..... Science, Math  
B.S., Florida Institute of Technology  
M.S., Nova Southeastern University
- Cheryl E. Pridgeon** ..... Humanities, Philosophy  
B.A., Henderson State University  
M.A., Ph.D., Florida State University
- Lisa A. Prue** ..... Chair, Accounting  
B.B.A., M.A., Florida Atlantic University
- Janice L. Scarinci** ..... Chair, Hotel, Restaurant, & Resort Management  
B.S., M.S., University of Florida  
Ph.D., James Cook University
- Judith M. Schwartz** ..... Accounting  
B.S., Florida Atlantic University  
M.TAX, Florida Atlantic University
- Robert W. Sundwick** ..... Chair, Automotive Aftermarket Management  
B.S., Ferris State University  
M.A., Western Michigan University
- Michael D. Tuttle** ..... Business Management  
B.A., M.B.A., Michigan State University
- Alexander Watts** ..... Chair, Economics, Finance, and Management  
B.S., Drexel University  
M.B.A., Harvard Graduate School of Business

## Florida Campus, Adjunct Faculty

- Joan Afman** ..... Humanities  
B.F.A., University of Harvard  
M.S., Art, Central Connecticut University
- Lynn Burns** ..... Management Information Systems  
B.A., Marymount Manhattan College  
M.S., University of Pittsburgh  
M.B.A., University of Pittsburgh
- Leon Chitty** ..... Accounting  
B.S., University of Oregon  
M.S., Maryhurst College

## Florida Campus, Adjunct Faculty (continued)

<b>Connie Duke</b> .....	English
B.A., M.A.E., Olivet Nazarene College	
<b>Donald Garcia</b> .....	Philosophy
B.A., Monclair State University	
M.A., University of Hawaii	
Ph.D., University of Hawaii	
<b>Abbe Greenberg</b> .....	English
B.A., University of Pennsylvania	
M.C.I.S., Rutgers University	
<b>Donna Link</b> .....	English
B.A., M.A., Olivet Nazarene College	
M.A., Governors State University	
<b>James Marshall</b> .....	Management
B.B.S., George Washington University	
M.A., Central Michigan University	
<b>Seymour Rosen</b> .....	Finance
B.S., McGill University	
M.B.A., Harvard Graduate School of Business	
<b>Kenneth Steele</b> .....	Finance
B.B.A., Southern Methodist University	
M.B.A., University of Southern California	

## University College, Administrative Staff

<b>Rhonda C. Anderson</b> .....	Dean of University College
B.B.A., M.B.A., Northwood University	
<b>Terry J. Silva</b> .....	Associate Dean of Administration/Director of Military Operations
B.B.A., Northwood University	
M.A., Amberton University	
<b>Wendy S. DiGirolamo</b> .....	Data Coordinator
B.B.A., M.B.A., Northwood University	
<b>Katherine C. Durkee</b> .....	Registrar
B.B.A. Detroit College of Business	
M.B.A. Baker College	
<b>Connie M. Giddings</b> .....	Assistant Registrar
A.A., B.B.A., Northwood University	
<b>Sheila Reich</b> .....	Business Office Manager
B.S., Ball State University	
<b>Paula Ulmer</b> .....	Assessment Coordinator
B.B.A., Northwood University	
M.L.A., Southern Methodist University	
<b>Lexi R. Welch</b> .....	Seminar Coordinator
A.B.A., B.B.A. Davenport University	
M.B.A. Baker College	
<b>Christie Wright</b> .....	Financial Aid Advisor
B.B.A., Northwood University	

# Boards, Faculty, and Staff

## University College Locations

### California

**Javier Garza** ..... Program Center Manager  
B.A., University of Southern California  
M.A., University of Southern California

### Florida

**Molly E. Money** ..... Director, Florida Outreach  
A.A., B.B.A., Northwood University

**Ana Diaz** ..... Assistant Program Center Manager, Tampa  
B.B.A., Northwood University

### Illinois

**Linda D. Brinkman** ..... Director, Illinois Outreach  
B.S. Southern Illinois University  
M.B.A. Keller Graduate School of Management

### Indiana

**Anthony Bullard**, ..... Director, Indiana Outreach  
B.S.B.A., M.B.A., Indiana Wesleyan University

**Diana Luers** ..... Program Center Manager  
B.A. Saint Mary-of-the-Woods College, IN  
M.S. Indiana University

### Kentucky

**Lori M. Moore** ..... Director, Kentucky Outreach  
B.B.A. McKendree College  
M.B.A. Webster University

**James F. Croan** ..... Program Center Manager, Ford KY  
B.B.A. Northwood University

**Matthew D. John** ..... Program Center Manager, Toyota KY  
B.S. Purdue University  
M.S. Western Kentucky University

**Cherilynn D. Reagan** ..... Program Center Manager, Ft. Mitchell  
A.B., Eastern Kentucky University  
M.P.A. Eastern Kentucky University

**Amie J. Schuler** ..... Program Center Manager, Louisville  
B.M.E., University of Louisville  
M.A., University of Louisville

### Michigan

**Jack Bronka** ..... Program Center Manager, Selfridge (Military)  
B.A., Michigan State University  
M.B.A., University of Utah

**Rachel E. Charbonneau** ..... Program Center Manager, Bay City  
B.A., M.Ed., Saginaw Valley State University

**Barb S. Christensen** ..... Program Center Manager, Saginaw  
B.B.A., Northwood University

**Lesslee A. Dort** ..... Program Center Manager, Alpena  
B.S., Lake Superior State University

**Terry L. Fogelsonger** ..... Program Center Manager, Troy  
B.A., Michigan State University

## University College Locations (continued)

### Michigan

<b>David D. Halboth</b> .....	Program Center Manager, Flint
B.B.A., Northwood University	
<b>Julie Hanna</b> .....	Program Center Manager, Lansing
B.S., Central Michigan University	
<b>Marla King</b> .....	Director, Michigan Outreach
B.S., M.S., Ferris State University	
<b>Dorothy Kitts</b> .....	Associate Director, Michigan Outreach
B.B.A., Northwood University	
<b>Cari Jo Littlefield</b> .....	Program Center Manager, Ford Livonia/Van Dyke
B.A., Eastern Michigan University	
M.A. University of Phoenix	
<b>Brent I. Pollok</b> .....	Associate Director, Michigan Outreach
B.S., M.B.A., Olivet Nazarene University	
<b>Lisa Rasak</b> .....	Program Center Manager, Livonia
B.B.A., Northwood University	
<b>Karen L. Salswedel</b> .....	Admissions Counselor, Troy
B.A., Michigan State University	
A.A., B.B.A., Northwood University	
<b>Sara Slater</b> .....	Program Center Manager, Southgate
A.A., B.B.A., Northwood University	
<b>Anne Snyder</b> .....	Program Center Manager, Warren
A.A., B.B.A., Northwood University	
<b>Barbara E. Vandegrift</b> .....	Program Center Manager, Grand Rapids
B.B.A., Northwood University	
<b>Tracie J. Wood</b> .....	Program Center Manager, Midland
A.A., B.B.A., Northwood University	

### Texas

<b>Sandra K. Blevins</b> .....	Program Center Manager, Cedar Hill
B.B.A., Northwood University	
<b>Joe Gray</b> .....	Program Center Manager, Fort Worth (Military)
B.B.A., Northwood University	
<b>Ellen J. Hays</b> .....	Academic Counselor, Cedar Hill
B.A., Pensacola Christian College	
M.S. Ed., Dallas Baptist University	
<b>Sarah J. Lack</b> .....	Admissions Counselor, Cedar Hill
B.B.A., Northwood University	
Texas College Medical & Dental Assistants – Dental	
<b>Roy A. Wilson</b> .....	Director, Cedar Hill Outreach
B.B.A., Northwood University	
M.A., Amberton University	

### Louisiana

<b>Karen F. Camburn</b> .....	Program Center Manager, New Orleans (Military)
B.B.A., Northwood University	

### New Mexico

<b>Jill McMahan</b> .....	Program Center Manager, Carlsbad NM
B.S. Ed., Midwestern State University	
M.A., University of Texas	

# Boards, Faculty, and Staff

## University College Locations (continued)

### Distance Education

**Kimberly Leach** ..... Program Center Manager, Distance Education  
A.A., B.B.A., Northwood University

### University of the Aftermarket

**Jimsey Keith** ..... Director, University of the Aftermarket  
A.A., Northwood University  
B.S.B.A., University of Cincinnati  
M.B.A., Regis University

## University College, Full-Time Faculty

**David Spaulding** ..... Assistant Professor  
B.A., Michigan State University  
M.B.A., University of Alabama  
D.B.A., Nova Southeastern University

## University College, Adjunct Faculty

This listing does not include full-time faculty members from all three campuses who teach for University College periodically. Those listed have typically taught for longer than a single term.

**Thomas J. Alef** ..... Selfridge Program Center  
B.A., University of Michigan  
M.A., Wayne State University

**Gary T. Anderson** ..... Illinois Outreach  
B.S., University of California, Irvine  
M.B.A., Xavier University

**Lynn Ann Andrees** ..... Illinois Outreach  
B.S., Ferris State University  
M.S., Ed.D., Northern Illinois University

**Michelle Bal'ee** ..... Illinois Outreach  
B.A., Spring Hill College  
M.A., Saint Louis University  
Ph.D., New York University

**Barry Banks** ..... Louisville Program Center  
B.A., Northwood University  
M.B.A., University of Findlay

**Carolyn O. Barnett** ..... Michigan Outreach  
B.S., M.S., Indiana University

**Rochelle A. Beechum** ..... Midland Program Center  
A.A., Delta College  
B.B.A., Northwood University  
M.B.A., Saginaw Valley State University

**Howard E. Beeson** ..... Indianapolis Program Center  
B.S., Indiana University  
M.B.A., Butler University

**Joseph A. Belmonte** ..... West Palm Beach Program Center  
B.S., U.S. Marine Academy  
M.B.A., Florida Atlantic University

**Gary Belt** ..... Cedar Hill Program Center  
B.S., M.B.A., Amberton University

# Boards, Faculty, and Staff

## University College, Adjunct Faculty (continued)

<b>Robert J. Bennett</b> .....	Troy Program Center
B.E., Kettering University (GMI)	
M.B.A., University of Michigan	
<b>Ronald E. Benson</b> .....	West Palm Beach Program Center
B.A., Ph.D., Michigan State University	
<b>Robert A. Bethel</b> .....	Troy Program Center
B.S., Robert Morris College	
M.S., Central Michigan University	
<b>Dudley Blevins</b> .....	Cedar Hill Program Center
B.A., M.A., Moorehead State	
<b>Jorge Borda</b> .....	West Palm Beach Program Center
B.A., M.Ed., Boston State College	
Ed.D., Boston University	
<b>James Bowen</b> .....	Carlsbad Program Center
B.B.A., Texas Tech University	
M.B.A., University of Phoenix	
<b>Kay Brady</b> .....	Michigan Outreach
B.A., University of Detroit	
M.A., Center for Humanistic Studies Graduate School	
<b>Brennan J. Brown</b> .....	Lansing Program Center
B.B.A., Northwood University	
M.B.A., Central Michigan University	
<b>Greg Brown</b> .....	Carlsbad Program Center
B.B.A., Texas Tech University	
M.B.A., Eastern NM University	
<b>Kevin Brown</b> .....	Indianapolis Program Center
B.A., M.B.A., University of Indianapolis	
<b>Lawrence G. Burke</b> .....	Selfridge Program Center
B.S., M.S., Wayne State University	
<b>John G. Burns</b> .....	New Orleans Program Center
B.S., University of Missouri	
M.S., Naval Post Graduate School	
<b>Elaine A. Busse</b> .....	Lisle Program Center
B.A., Loyola University – Chicago	
M.B.A., Xavier University	
<b>Ronald Capute</b> .....	West Palm Beach Program Center
B.A., St. Joseph University	
M.A., Temple University	
M.B.A., New York Institute of Technology	
<b>Stephenae C. Carey</b> .....	New Orleans Program Center
B.A., Dillard University	
M.S., University of Illinois	
<b>Lawrence J. Carcare II</b> .....	Indiana Outreach
B.B.A., University of Notre Dame	
J.D., Indiana University	
<b>David Castlegrant</b> .....	Detroit Program Center
B.A., William Paterson College	
M.S.A., Central Michigan University	
<b>William Caywood</b> .....	Louisville Program Center
B.A., M.A., University of Kentucky	
<b>Jerry Coleman</b> .....	Michigan Program Center
B.A., Pembroke State University	
M.B.A., University of Connecticut	
<b>Clarence Cooper</b> .....	Lansing Program Center
B.B.A., Northwood University	
M.S.A., Central Michigan University	

# Boards, Faculty, and Staff

## University College, Adjunct Faculty (continued)

<b>Vicki R. Coy</b> .....	Fort Worth Program Center
B.B.A., Tarleton State University	
M.B.A., Embry-Riddle Aeronautical University	
<b>Barry L. Crane</b> .....	West Palm Beach Program Center
B.B.A., Northwood University	
M.B.A., M.Acc, Nova Southeastern University	
<b>Donald Crawford</b> .....	West Palm Beach Program Center
B.A., Gonzaga University	
M.A., Ph.D., University of Oregon	
<b>Elizabeth H. Culverson</b> .....	New Orleans Program Center
B.A., Mercer University	
M.Ed., University of New Orleans	
<b>Michael DeManche</b> .....	Tampa Program Center
B.A., Framingham State College	
M.P.A., Western New England College	
State Govt. Policy, Harvard University Inst. of Politics	
<b>Alexander J. DePetro</b> .....	Troy Program Center
B.A., University of Detroit	
M.B.A., Wayne State University	
Ph.D., Wayne State University	
<b>William Doherty</b> .....	West Palm Beach Program Center
B.S., Bryant College	
M.B.A., Suffolk University	
<b>J. Sidney Downey</b> .....	Program Center
B.S., High Point College	
M.B.A., Indiana University	
<b>James A. Doyon</b> .....	Michigan Outreach
A.A., Henry Ford Community College	
B.A., Oakland University	
M.A., University of Detroit	
<b>Brian Draper</b> .....	Michigan Outreach
B.A., Michigan State University	
M.B.A., Northwestern University	
J.D., Thomas M. Cooley Law School	
<b>Robert A. Dumont</b> .....	New Orleans Program Center
B.S., Northeastern University	
M.B.A., University of New Orleans	
<b>Janet F. Ellis</b> .....	Carlsbad Program Center
B.A., University of Montana	
J.D., University of Montana	
<b>Charles Ellison</b> .....	Louisville Program Center
B.A., Case Western Reserve University	
M.A., Ph.D., University of Michigan	
<b>Nancy S. Evans</b> .....	Detroit Program Center
A.C., Henry Ford Community College	
B.B.A., Western Michigan University	
M.S.P.A., Walsh College	
<b>Alfred J. Ferry</b> .....	New Orleans Program Center
B.S., Spring Hill College	
M.A., University of New Orleans	
JD, Loyola University	
<b>Gary Fife</b> .....	Ft. Worth Program Center
A.A., Weatherford Jr. College	
B.S., East Texas State University	
M.S., Troy State University	

## University College, Adjunct Faculty (continued)

<b>Raymond C. Fink II</b> .....	New Orleans Program Center
B.A., M.Ed., University of New Orleans	
Ed.D., University of Southern Mississippi	
<b>Kevin E. Finnerty</b> .....	Detroit Program Center
A.S., Lansing Community College	
B.B.A., Northwood University	
M.Ed., Wayne State University	
<b>Louis J. Firenze</b> .....	Professor, Director of Business Division
A.A., Lincoln College	
B.S., M.B.A., Ed.S., Central Michigan University	
Ph.D., Michigan State University	
<b>Chad Fogarty</b> .....	Indianapolis Program Center
B.S., Ball State University	
M.B.A., Indiana Wesleyan University	
<b>Arthur E. Foulkes</b> .....	Indiana Outreach
B.A., Principia College	
M.A. Indiana State University	
<b>Nancy L. Fredricks</b> .....	Lansing Program Center
B.S., M.B.A., Michigan State University	
<b>Michael Freeman</b> .....	Detroit Program Center
A.A., Northwood University	
B.A., Western Michigan University	
J.D., Detroit College of Law	
<b>Anton W. Gaertner</b> .....	Midland Program Center
B.S., Michigan State University	
M.A., Saginaw Valley State University	
<b>George J. Gardner</b> .....	Detroit Program Center
B.S., M.B.A., University of Detroit	
<b>Richard Geglein</b> .....	Louisville Program Center
B.A., Hanover College	
M.B.A., Indiana Wesleyan University	
<b>Kenneth J. Gembel</b> .....	Detroit Program Center
B.A., Spring Arbor College	
M.S., Central Michigan University	
Ph.D., The Union Institute	
<b>James Gibbons</b> .....	Cedar Hill Program Center,
<b>A.A., Tyler Junior College</b> .....	Ft. Worth Program Center
B.S., Stephen F. Austin State University	
M.A., University of Texas at Arlington	
<b>Allan Gordon</b> .....	Michigan Outreach
B.S., Eastern Michigan University	
J.D., Detroit College of Law at Michigan State University	
<b>Pamela Gough</b> .....	Carlsbad Program Center
B.S., M.A., New Mexico State University	
<b>Joe Gray</b> .....	Cedar Hill Program Center
B.B.A., Northwood University	
M.B.A., Amberton University	
<b>Weldon Gray</b> .....	Ft. Worth Program Center
B.S., Paine College	
M.S., Central Michigan University	
<b>Patrick A. Guentner</b> .....	Troy Program Center
B.S.A., Central Michigan University	
M.B.A., Wayne State University	

# Boards, Faculty, and Staff

## University College, Adjunct Faculty (continued)

<b>David A. Hafford</b> . . . . .	New Orleans Program Center
B.A., University of Michigan	
M.S., George Washington University	
M.A., Tulane University	
<b>Jerry C. Hahn</b> . . . . .	Kentucky Outreach
B.B.A., Western Michigan University	
M.B.A., Xavier University	
<b>Keith D. Harris</b> . . . . .	Selfridge Program Center
B.S., Michigan State University	
M.A., University of Iowa	
<b>Ellen Hays</b> . . . . .	Cedar Hill Program Center
B.A., Pensacola Christian College	
M.S. Ed., Dallas Baptist University	
<b>Nelson Hellwig</b> . . . . .	New Orleans Program Center
B.S., Southern Illinois University	
M.B.A., University of New Orleans	
<b>Linda Henderson</b> . . . . .	Detroit Program Center
B.A., Northern Michigan University	
M.A., Wayne State University	
Ph.D., Michigan State University	
<b>Greta Henglein</b> . . . . .	West Palm Beach Program Center
B.A., Washington University	
M.S., Indiana University	
<b>Richard Herron</b> . . . . .	Illinois Outreach
B.B.A., Northwood University	
M.A., University of Phoenix	
<b>David Himmelheber</b> . . . . .	West Palm Beach Program Center
B.A., M.Ed., Florida Atlantic University	
<b>Rosemarie S. Houghton</b> . . . . .	Detroit Program Center
A.A.S., Macomb Community College	
B.B.A., Walsh College	
M.S., Central Michigan University	
Ed.D. Wayne State University	
<b>Jeffrey G. Hustick</b> . . . . .	Detroit Program Center
B.S., University of Detroit	
M.B.A., Wayne State University	
<b>Sherry Idlewine</b> . . . . .	Indianapolis Program Center
B.A., M.A., M.B.A., University of Indianapolis	
<b>Kathy Jegla</b> . . . . .	Detroit Program Center
B.G.S., M.A., Oakland University	
<b>Jennifer Jennings</b> . . . . .	Ft. Worth Program Center
B.B.A., Northwood University	
M.A., Amberton University	
<b>Donna Jones</b> . . . . .	Louisville Program Center
B.S., University of Cincinnati	
M.B.A., Miami of Ohio	
<b>David Jordan</b> . . . . .	Indianapolis Program Center
B.S., University of Illinois	
M.S., Purdue University	
<b>Ayesha Kamal</b> . . . . .	Kentucky Outreach
B.B.A., University of Louisville	
M.B.A., Webster University	
<b>Bradley Keller</b> . . . . .	Detroit Program Center
B.A., M.S., Walsh College	

# Boards, Faculty, and Staff

## University College, Adjunct Faculty (continued)

- Michael D. Kendall** ..... Flint Program Center  
B.B.A., University of Michigan  
M.A., Central Michigan University
- Dennis A. Kimble** ..... Detroit Program Center  
B.S., Oakland University  
M.A., Central Michigan University
- Karen Kincaid** ..... Michigan Outreach  
A.A.S., Macomb Community College  
B.S., Wayne State University  
M.S., Central Michigan University
- Hilary Kloska** ..... West Palm Beach Program Center  
B.S., Florida State University  
B.S., Florida Atlantic University
- David Kochanski** ..... West Palm Beach Program Center  
B.A., M.S., Niagara University  
M.P.A., Florida Atlantic University
- David A. Koehler** ..... Illinois Outreach  
B.S., Illinois State University  
M.B.A., Governors State University
- Genevieve M. Kotasek** ..... Troy Program Center  
B.A., M.A., University of Natal
- Thomas Kratzin** ..... Michigan Outreach  
B.A., Ph.D., University of Hanover
- Annherst Kreitz** ..... Detroit Program Center  
B.S., Oral Roberts University  
M.A., Eastern Michigan University
- William Lair** ..... Ft. Worth Program Center  
B.B.A., Texas Christian University  
M.A., Webster College
- Michael Lansing** ..... Cedar Hill Program Center  
B.A., M.B.A., Lamar University
- Wyman Lare** ..... Michigan Outreach  
B.B.A., Northwood University  
M.A.E., George Washington University
- Michael R. Leshner** ..... Cedar Hill Program Center  
B.B.A., Southern Methodist University  
M.B.A., University of Dallas
- Donna Link** ..... West Palm Beach Program Center  
B.A., M.A., Olivet Nazarene College  
M.A., Governors State University
- Shawn Lunsford** ..... Carlsbad Program Center  
B.M., College of the Southwest  
M.B.A., Eastern New Mexico University  
J.D., Texas Tech University School of Law
- Joseph N. Macaluso, Sr** ..... New Orleans Program Center  
B.M.Ed., M.Ed., Loyola University  
Ph.D., University of Southern Mississippi
- LaPrelle R. Mainor** ..... Fort Worth Program Center  
B.B.A., Northwood University  
M.B.A. Texas Wesleyan University
- Joseph F. Mann** ..... Orleans Program Center  
B.A., M.A., University of West Florida  
M.B.A., New Hampshire College

# Boards, Faculty, and Staff

## University College, Adjunct Faculty (continued)

<b>Earl Mark</b> . . . . .	Indianapolis Program Center
B.S., Weber State College Ph.D., University of Idaho	
<b>Daniel Mazanka</b> . . . . .	Michigan Outreach
A.A., Macomb Community College B.B.A., Northwood University M.S.A., Central Michigan University	
<b>James F. Marshall</b> . . . . .	West Palm Beach
B.G.S., George Washington University M.A., Central Michigan University	
<b>Michael L. McKinney</b> . . . . .	Cedar Hill Program Center
B.B.A., University of Texas at Arlington M.B.A., Texas Christian University	
<b>Christine E. McKinnon</b> . . . . .	Michigan Outreach
B.A., M.A., Michigan State University	
<b>Michael M. Mishic</b> . . . . .	Michigan Outreach
B.A., Grove City College J.D., University of Akron School of Law	
<b>Steven J. Moblo</b> . . . . .	Grand Rapids Program Center
B.S.W., M.B.A., Western Michigan University	
<b>Thomas A. Moore, Jr</b> . . . . .	Michigan Outreach
B.B.A., Western Michigan University M.B.A., Grand Valley State University Strategic Planning Program, University of Pennsylvania Certified Instructor/Facilitator, Zenger Miller Management Training	
<b>Glenn A. Moots</b> . . . . .	Assistant Professor of Philosophy and Economics
A.B., University of Michigan A.B.D., M.A., Louisiana State University M.S., Walsh College Financial Planning Practitioner Studies, Oakland University	
<b>Kim D. Morris</b> . . . . .	Michigan Outreach
B.A., M.A., Michigan State University	
<b>Ernest R. Natalini</b> . . . . .	Detroit Program Center
B.S., United States Military Academy M.S., Michigan State University M.B.A., Long Island University M.S., Wayne State University	
<b>Clayton P. Nepveux</b> . . . . .	New Orleans Program Center
B.B.A., Northwood University M.S.M., Troy State University	
<b>Michael G. Nowakowski</b> . . . . .	Selfridge Program Center
A.B., Harvard University J.D., Wayne State University Law School	
<b>Johnny Ortiz</b> . . . . .	West Palm Beach Program Center
B.B.A., Northwood University M.B.A., Nova Southeastern University	
<b>Mark D. Owen</b> . . . . .	Lansing Program Center
B.S., M.A., Central Michigan University	
<b>Peter Papantos</b> . . . . .	Illinois Outreach
B.S., Elmhurst College M.B.A., DePaul University	
<b>Laura Trombley Paruszkiewicz</b> . . . . .	Selfridge Program Center
B.A., Oakland University J.D., Wayne State University	

## University College, Adjunct Faculty (continued)

<b>Jennifer Patterson</b> . . . . .	Detroit Program Center
B.A., University of Michigan	
M.A., Eastern Michigan University	
<b>Valerie N. Peterson-Owens</b> . . . . .	Michigan Outreach
B.B.A., M.B.A., Saginaw Valley State University	
<b>Angela Petroff</b> . . . . .	Detroit Program Center
B.S., M.S., Eastern Michigan University	
<b>William J. Phillips</b> . . . . .	Lansing Program Center
B.S., Michigan State University	
M.S., Central Michigan University	
<b>Mark Pickvet</b> . . . . .	Michigan Outreach
B.A., University of Michigan-Flint	
M.S., M.L.S., University of Michigan	
M.A., California State University	
<b>Fredric M. Pierce</b> . . . . .	Detroit Program Center
A.S., Lakeland Community College	
B.S., Dyke College	
M.B.A., Baldwin Wallace College	
<b>Stephen Pillion</b> . . . . .	Cedar Hill Program Center
B.S., California State University at Long Beach	
M.S., Troy State University	
<b>Joseph Pruszyński</b> . . . . .	West Palm Beach Program Center
B.S.M.E., Lafayette College	
M.B.A., Florida Atlantic University	
<b>Tim Quinn</b> . . . . .	Midland Program Center
B.A., M.A., Miami (Ohio) University	
J.D., Thomas Cooley Law School	
<b>Jon Rainbow</b> . . . . .	Kentucky Outreach
B.A., California Baptist College	
M.A., Northern Arizona University	
M. Div., Southern Baptist Theological Seminary	
M.S.W., University of Southern California	
Ph.D., University of Kentucky Medical School	
<b>Michael L. Rasak</b> . . . . .	Detroit Program Center
B.S., Central Michigan University	
M.A., University of Detroit	
<b>Becky A. Riesterer</b> . . . . .	Detroit Program Center
B.A., St. Mary's	
M.A., Oakland University	
Paralegal, Oakland University	
<b>Andrew Jackson Roberts</b> . . . . .	Kentucky Outreach
A.S., Cleveland Institute of Electronics	
B.S., Austin Peay State University	
M.S., Indiana University	
<b>Donna Rogers</b> . . . . .	West Palm Beach Program Center
B.S., M.S., University of Michigan	
<b>Mickey Rudick</b> . . . . .	West Palm Beach Program Center
B.S., University of Florida	
M.B.A., Nova Southeastern University	
<b>Thomas A. Ryan</b> . . . . .	Ft. Worth Program Center
B.B.A., Texas A&M University	
J.D., California Western School of Law	
<b>Mark Sadowski</b> . . . . .	Michigan Outreach
A.A., Schoolcraft College	
B.B.A., M.S.F., Walsh College	

# Boards, Faculty, and Staff

## University College, Adjunct Faculty (continued)

<b>Michelle Schulte</b> . . . . .	Louisville Program Center
B.A., Northern Kentucky University	
M.B.A., Emory University	
M.E.B.A., Georgetown College	
M.Ed., Xavier University	
<b>Thurman Schweitzer</b> . . . . .	Cedar Hill Program Center
B.S., M.S., Southern Illinois University	
<b>Gilbert M. Scott</b> . . . . .	Grand Rapids Program Center
B.S., Grand Valley State College	
M.A., Western Michigan University	
<b>Cynthia Sekerke</b> . . . . .	Ft. Worth Program Center
B.A., California Baptist College	
M.Ed., Southeastern Louisiana University	
<b>David Sevenser</b> . . . . .	Midland Program Center
B.S., M.S., Central Michigan University	
<b>Todd Shoffeitt</b> . . . . .	Illinois Outreach
B.A., Vanderbilt University	
M.B.A., The University of Illinois	
<b>Herschel Smith</b> . . . . .	Illinois Outreach
B.A., National-Louis University	
M.B.A., Benedictine University	
<b>Lindy S. Smith</b> . . . . .	Lansing Program Center
B.B.A., Cleary College	
M.S., M.S.A., Central Michigan University	
<b>Kent Snyder</b> . . . . .	Detroit Program Center
A.S., Macomb Community College	
B.A., M.S., Walsh College	
<b>Michael Sosnowski</b> . . . . .	Detroit Program Center
M.B.A., Wayne State University	
<b>Eileen Sparks</b> . . . . .	Michigan Outreach
B.A., Detroit Institute of Technology	
M.S.L.S., Wayne State University	
Ph.D., The Union Institute	
<b>Frederick C. Sroda</b> . . . . .	Selfridge Program Center
B.S., Ohio University	
M.B.A., Golden Gate University	
<b>Emily Stephens</b> . . . . .	Kentucky Outreach
B.S., California State University at Los Angeles	
M.S., Indiana State University	
<b>Ann H. Stites</b> . . . . .	Fort Worth Program Center
B.A., Carleton College	
M.B.A., Loyola University – Chicago	
<b>Robert G. Stromayer</b> . . . . .	Troy Program Center
B.B.A., Western Michigan University	
M.B.A., Wayne State University	
<b>Karen Swarts</b> . . . . .	Indianapolis Program Center
B.A., Indiana University	
M.S., Southern Illinois University	
<b>William David Sweeney</b> . . . . .	New Orleans Program Center
B.B.A., Northwood University	
M.S., Troy State University	
<b>David Szczypka</b> . . . . .	Michigan Outreach
B.S., M.S.A., Central Michigan University	

## University College, Adjunct Faculty (continued)

<b>Laurie Thiel</b> .....	Troy Outreach
A.A., Macomb Community College	
B.B.A., Walsh College	
<b>Mary Zack Thompson</b> .....	Michigan Outreach
B.A., Michigan State University	
M.B.A., Wayne State University	
<b>Paula Ulmer</b> .....	Michigan Outreach
B.B.A., Northwood University	
M.L.A., Southern Methodist University	
<b>Kathy Watkins</b> .....	Louisville Program Center
B.A., Miami of Ohio	
J.D., Northern Kentucky University	
<b>Glen Weeks</b> .....	West Palm Beach Program Center
B.S., Auburn University	
M.B.A., M.S., University of Miami	
<b>Rick Weidenmann</b> .....	Carlsbad Program Center
B.A., B.S., M.A., Baylor University	
<b>Ronald C. Weston</b> .....	Grand Rapids Program Center
<b>B.S., Florida A &amp; M University</b>	
M.B.A., Michigan State University	
<b>Gerard A. Weykamp</b> .....	Michigan Outreach
B.S., Ferris State University	
M.A., Michigan State University	
<b>James Wharton</b> .....	Illinois Outreach
B.S.B.A., Washington University	
M.A., Central Missouri State University	
<b>Larry White</b> .....	Indianapolis Program Center
B.A., M.S.B.A., Indiana University	
<b>Keith D. Wilson</b> .....	Troy Program Center
B.B.A., Cleary College	
M.S.A., Central Michigan University	
<b>Dennis R. Witherspoon</b> .....	Michigan Outreach
B.B.A., Saginaw Valley State University	
M.B.A., Central Michigan University	
<b>Richard Wolff</b> .....	Illinois Outreach
A.B., University of Illinois	
J.D., DePaul University	
M.B.A., Illinois Benedictine College	
<b>J.E. Wright</b> .....	Indianapolis Program Center
B.S., Indiana University BBA	
M.B.A., Ball State University	
<b>Daniel J. Yovich</b> .....	Michigan Outreach
B.S., DePaul University	
M.A., Governors State University	

# Boards, Faculty, and Staff

## International Program Centers

Northwood University has five international program centers where the BBA degree in select curricula is offered overseas in cooperation with a local educational institution.

- Jilin University-Lambton College (NU Partner), Changchun, People's Republic of China
- Hotel Institute Montreux (NU Partner), Montreux, Switzerland
- American National College (NU Partner), Colombo, Sri Lanka
- INTI College (NU Partner), Kuala Lumpur, Malaysia
- Baisan Institute of Hospitality Management (NU Partner), Manama, Bahrain

## Northwood University - Changchun, P.R. China

### Administrative Staff

**Ke Tian** . . . . . Vice President, Jilin University – Lambton College  
B.S., M.S., Ph.D., Jilin University  
Post-Doctorate, Quebec University

### Faculty

**Diao Linan** . . . . . E-commerce, Marketing  
B.S., M.S., Jilin University

**Dong Deming** . . . . . Natural Science  
B.S., M.S., Jilin University  
Ph.D., University of London, England

**Dou Pingan** . . . . . Marketing  
B.A., M.A., Jilin University of Technology

**Curt Lind** . . . . . Language Arts  
B.A., York University

**Rafael Gomez-Morales** . . . . . Economics  
B.A., M.A., Carleton University  
Ph.D., University of Ottawa

**Mary Leto** . . . . . Management, Marketing, Social Sciences  
B.B.A., Northwood University  
M.A., London Metropolitan University

**Shen Wanbin** . . . . . Natural Science  
B.S., Changchun Institute of Geology  
M.S., Chinese Academy of Geological Sciences  
Ph.D., Institute of Changchun Geology, Chinese Academy of Sciences

**Zhang Decai** . . . . . Sociology  
B.A., Jilin University

## Northwood University - Montreux, Switzerland

### Administrative Staff

**Jeanny Wildi** . . . . . Academic Dean  
B.A., M.A., Indiana University  
M.B.A., Kelley School of Business

**Ronan Fitzgerald** . . . . . Program Manager  
B.A., AIT, Ireland  
M.A., IPA, Ireland

**Alyona Kim** . . . . . Academic Secretary  
University of Oriental Studies, Tashkent

## Northwood University - Montreux, Switzerland

### Administrative Staff

<b>Carole Dauphin</b> .....	Admissions Coordinator
CFC Montreux, Switzerland	
<b>Michael Akerib</b> .....	Strategic Management
M.B.A., City University	
Ph.D., Smolny Institute, St Petersburg University	

### Adjunct Faculty

<b>Denis Ducatel</b> .....	Humanities
B.A., M.A., La Sorbonne Paris	
<b>Ronan Fitzgerald</b> .....	Program Manager
B.A., AIT, Ireland	
M.A., IPA, Ireland	
<b>Anu Laukkala</b> .....	Hospitality Management
B.B.A., M.B.A., Helsinki School of Economics and Business Administration	
<b>Marina Papadopoulou</b> .....	Business Management
B.A., College of Thessaloniki, Greece	
P.G., University of Lausanne	
<b>Stephen Potter</b> .....	Business Management, Sociology
B.A., Georgia State University	
M.A., Webster University	
<b>Kris Preston</b> .....	Management
M.B.A., American College, Switzerland	
<b>Arnaud Rosen</b> .....	Business Management
B.A., M.B.A., University of St Thomas	
<b>Rebecca Wallace</b> .....	Biology
B.Sc., University of Edinburgh	
Ph.D., University of Sheffield	
<b>Jeanny Wildi</b> .....	Business Management, Linguistics
B.A., M.A., Indiana University	
M.B.A., Kelley School of Business	

### Visiting Professors

<b>Brennan J. Brown</b> .....	Management
B.B.A., Northwood University	
M.B.A., Central Michigan University	
<b>Bill Busby</b> .....	Management
B.B.A., University Wisconsin	
M.S., D.B.A., University Southern California	
<b>Lisa P. Fairbairn</b> .....	Management
B.S., M.S., Ph.D., Michigan State University	
<b>John D. Grether</b> .....	Chair Economics
A.A., Delta College	
B.B.A., Northwood University	
M.A., Central Michigan University	
J.D., Michigan State University	
<b>Robert O. Harris</b> .....	English, Language Arts
B.A., University North Texas	
M.L.A., Southern Methodist University	

# Boards, Faculty, and Staff

## Northwood University - Montreux, Switzerland

### Visiting Professors

<b>Don Hunkins</b> .....	Finance
B.A., Michigan State University	
C.P.A.	
<b>Lance Lewis</b> .....	Management
B.S., M.S., Kansas State University	
M.L.S., Fort Hays State University	
Ph.D., Michigan State University	
<b>Dale Matchek</b> .....	Economics
B.A., University of Michigan	
Ph.D., Cornell University	
<b>Timothy Nash</b> .....	Economics
B.B.A., Northwood University	
M.A., Central Michigan University	
Ed.D., Wayne State University	
<b>Grover B. Proctor, Jr.</b> .....	Statistics
B.A., University of North Carolina	
M.A., Central Michigan University	
Ed.D., Wayne State University	
<b>Janice Scarinci</b> .....	Hotel, Restaurant, & Resort Management
B.S., M.S., University of Florida	
Ph.D., James Cook University	
<b>Kent Snyder</b> .....	Management
A.S., Macomb Community College	
B.A., M.S., Walsh College	
<b>William E. Spaulding</b> .....	Hotel, Restaurant, & Resort Management
B.A., Michigan State University	
M.B.A., Central Michigan University	
<b>Michael D. Tuttle</b> .....	Business Management
B.A., M.B.A., Michigan State University	
<b>Alex Watts</b> .....	Finance, Management
B.S., Drexel University	
M.B.A., Harvard University	

## Northwood University – Colombo, Sri Lanka

### Administrative Staff

<b>Ken G. Wichert</b> .....	Academic Director
B.A., University of Calgary	
M.B.A., University of British Columbia	
<b>Daniel Kelch</b> .....	Program Director (Admissions/Marketing)
B.S., Northern Illinois University	
<b>Delani Di Silva</b> .....	Administrative Assistant

### Adjunct Faculty

<b>G.M. Indrajith Aponu</b> .....	Economics
B.Sc., University of Colombo, Sri Lanka	
M.Phil., University of Hong Kong	
M.A., University of Colombo, Sri Lanka	

# Boards, Faculty, and Staff

## Northwood University – Colombo, Sri Lanka

### Adjunct Faculty

<b>B.M. Sarath G. Banneheka</b> .....	<b>Mathematics/Statistics</b>
B.Sc., University of Sri Jayewardenepura, Sri Lanka	
M.Sc., University of London, U. K.	
M.Sc., Simon Fraser University, Canada	
Ph.D., Simon Fraser University, Canada	
<b>Inderjit Chander</b> .....	<b>Business Law and Human Resources</b>
L.L.B., University of Wolverhampton, U. K.	
M.B.A., Aston University, U. K.	
<b>Carmel Corea</b> .....	<b>English</b>
B.Sc., University of London, U. K.	
M.Phil., University of London, U. K.	
<b>Harsha M. De Silva</b> .....	<b>Economics</b>
B.Sc., Truman State University	
M.A., University of Missouri, Columbia	
Ph.D., University of Missouri, Columbia	
<b>Haren Fernando</b> .....	<b>History</b>
B.A., Occidental College, Los Angeles	
M.A., California State University, Los Angeles	
<b>Janet LeValley</b> .....	<b>Sociology</b>
B.A., California State University San Bernardino, CA	
M.A., University of California Riverside, CA	
Ph.D., California Institute of Integral Studies, CA	
<b>Janaka Karunaratne</b> .....	<b>Finance</b>
B.Sc., University of Colombo, Sri Lanka	
M.Comm., University of South Wales, Australia	
<b>Pulukuttige Don Nimal</b> .....	<b>Finance</b>
B.Sc., University of Sri Jayewardenepura, Sri Lanka	
M.B.A., Shiga University, Japan	
M.B.A., University of Sri Jayewardenepura, Sri Lanka	
Ph.D., Shiga University, Japan	
<b>Ken G. Wichert</b> .....	<b>Management, Marketing</b>
B.A., University of Calgary	
M.B.A., University of British Columbia	

### Visiting Professor

<b>Michael D. Tuttle</b> .....	<b>Marketing/Management</b>
B.A., M.B.A., Michigan State University	

## Northwood University – Kuala Lumpur, Malaysia

### Administrative Staff

<b>Daniel Kelch</b> .....	<b>Program Director</b>
B.S., Northern Illinois University	
<b>Susan Ng</b> .....	<b>Head of Program 4+0 NU-INTI</b>
Diploma in Business Administration, Metropolitan College	
B.B.A., University of Kentucky	
<b>Wendy Kok</b> .....	<b>Administrative Assistant</b>
<b>William Borges</b> .....	<b>Political Science</b>
B.A., California State University, Hayward	
M.A., San Jose State University	
Ph.D., University of California, Riverside	

# Boards, Faculty, and Staff

## Northwood University – Kuala Lumpur, Malaysia

### Administrative Staff

**Maztini Bt. Ahmad Mahir** ..... **Marketing, Finance**  
Diploma in Business Studies, Universiti Teknologi MARA (UiTM)  
B.B.A., Universiti Teknologi MARA (UiTM)  
M.B.A., Universiti Teknologi MARA (UiTM)

## Northwood University – Kuala Lumpur, Malaysia

### Adjunct Faculty

**Alex Lee Khim Kian** ..... **Business Administration & Computer Information System, Marketing**  
B.Sc., Cumberland College, Kentucky  
M.B.A., Edith Cowan University, Australia

**Eddy Lee Kok Leong** ..... **Music, Theology**  
B.A., Southern Illinois University at Carbondale  
M.A., Covenant Theological Seminary, St. Louis  
ATCL, TESOL, Trinity College London

**Su May Lin** ..... **Finance & Business Law, Management**  
Diploma in Accounting and Business Studies, INTI College, Malaysia  
B.A., University of Strathclyde, United Kingdom  
M.B.A., Charles Sturt University, Australia

**Shanta Nagendran** ..... **Mathematics, Computer Science**  
B.Sc., Southwest Texas State University  
M.Sc., Southwest Texas State University

**Phang Soong Cheong** ..... **Mass Communication & Broadcasting, Advertising**  
B.A., City University of New York  
Master of Communication Arts, New York Institute of Technology

**Eliza Roziatul Shamsinar Bt. Eri** ..... **Accounting**  
Diploma in Accountancy, Universiti Teknologi MARA (UiTM)  
B.Sc., University of Hull, United Kingdom  
M.B.A., University Malaya  
M. Kamala Palanniappa Manikam English Literature  
B.A., S.R. College, Bharathidasan University, India  
M.A., Thiagarajar College, Madurai Kamaraj University, India

### Visiting Professors

**Jack Allday** ..... **Advertising/Marketing**  
B.B.A., Southern Methodist University  
M.L.A., Southern Methodist University

**Ken G. Wichert** ..... **Academic Director, Northwood University, ANC, Sri Lanka**  
B.A., University of Calgary  
M.B.A., University of British Columbia

## Northwood University – Manama, Bahrain

### Administrative Staff

**Mr. Qutub Dadabhai** ..... **Managing Director, Baisan Institute of Hospitality Management**  
B.S., Kettering University

## Emeriti

### President Emeritus

#### David E. Fry

B.A., Hillsdale College  
M.B.A., Wayne State University  
D.B.A., Kent State University

### Dean Emeritus

#### William T. Busby

B.B.A., University of Wisconsin  
M.S., D.B.A., University of Southern California

### Professors Emeriti

#### Thomas S. Luptowski

B.S., M.A., Central Michigan University  
M.A., Western Michigan University

#### Robert W. Serum

A.B., Hope College  
M.A., Ph.D., University of Alabama  
D.Laws, h.c., Northwood University



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## Program Offices

# Program Offices

## Northwood University Program Offices

National Arts Programs & Collections – Midland, Michigan  
Northwood University Press – Midland, Michigan  
Northwood Gallery – Midland, Michigan  
102 East Main Street, Midland, Michigan 48640  
(989) 837-4310  
Friends of Northwood Headquarters – Midland, Michigan

## University College Centers

### Florida Outreach:

Tampa, Florida (813) 664-1711 or (877) 468-4723  
West Palm Beach, Florida (561) 478-5520 or (800) 226-4723

### Illinois Outreach:

Lisle, Illinois (630) 964-6200

### Indiana Outreach:

Indianapolis, Indiana (317) 841-1490

### Kentucky Outreach:

Fern Valley Ford, Kentucky (502) 939-4281 or (800) 995-5809  
Ft. Mitchell, Kentucky (859) 344-4600  
Louisville, Kentucky (502) 261-1977 or (800) 995-5809  
Toyota, Kentucky (502) 868-3286  
Westport Ford, Kentucky ((502) 429-2000, (502) 939-4281 or (800) 995-5809

### Michigan Outreach:

Alpena, Michigan (989) 358-7302  
Bay City, Michigan (989) 671-9405  
Flint, Michigan (810) 720-9250  
Ford/Livonia Center, Michigan (734) 523-5080  
Ford Van Dyke, Michigan (See Troy Program Center)  
Grand Rapids, Michigan (616) 363-2600  
Lansing, Michigan (517) 485-8980  
Livonia, Michigan (734) 464-2025  
Midland, Michigan (800) 445-5873 or (989) 837-4411  
Saginaw, Michigan (989) 791-8000  
Southgate, Michigan (734) 246-0176  
Troy, Michigan (248) 649-5111  
Warren, Michigan (810) 575-9190

### Military Outreach:

Ft. Worth, Texas (817) 737-6442  
New Orleans, Louisiana (504) 362-9339 or (504) 947-5327 (East Bank)  
Selfridge ANGB, Michigan (810) 463-2496

### New Mexico Outreach:

Artesia, New Mexico (505) 628-3306  
Carlsbad, New Mexico (505) 628-3306

### Texas Outreach:

Cedar Hill, Texas (972) 293-5454 or (800) 945-3276

## Campuses:

### **Northwood University of Florida**

2600 North Military Trail  
West Palm Beach, Florida 33409 • (561) 478-5500

### **Northwood University of Michigan**

4000 Whiting Drive  
Midland, Michigan 48640 • (989) 837-4200

### **Northwood University of Texas**

1114 W. FM 1382  
Cedar Hill, Texas 75104 • (972) 291-1541

## **Educational Centers:**

Margaret Chase Smith Library  
56 Norridgewock Avenue  
Skowhegan, Maine 04976 • (207) 474-7133

### **Alden B. Dow Creativity Center**

4000 Whiting Drive (mail)  
2303 Eastman Avenue (location)  
Midland, Michigan 48640 • (989) 837-4478  
[www.northwood.edu/abd](http://www.northwood.edu/abd)

## **Regional Office:**

1900 West Big Beaver Rd, Suite 200, Troy, Michigan 48084  
(248) 649-7220

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# Notes