

Academic Catalog

2010-2012



Discover the leader in you.

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Welcome to NORTHWOOD UNIVERSITY:

Northwood University was founded on the principles of free enterprise and ethics, two principles which have stood the test of time in regards to their impact on success and prosperity.

At Northwood, we know who our students are and we care about them. Our personal campus community includes not only students, but the entire faculty, administration, and staff, who care deeply about all the students who have made Northwood their university of choice.

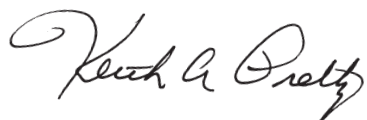
This is the magic of Northwood. The personal attention and caring that exists on our campus is unique among universities, and because of this, students thrive.

Our student body is very diverse. Northwood has a large international presence—both on our U.S. campuses as well as abroad. Upon graduation, alumni are at ease in complex, multi-cultural business environments, with a professional network of friends from around the world.

Our faculty and staff are eager to help students succeed and offer the highest quality private education available for business. We promise a challenging education and we promise to help all students discover the leader within. A college education is a major investment. A commitment to fully engage in both academic and student life will find graduates ready to take their places among the future leaders of a global, free-enterprise society.

At Northwood University, learning takes place in more than just the classroom. From the time students first step onto campus, opportunities are provided to engage in events, competitions, and organizations which will bring their academic lessons to life. With a multitude of activities to choose from, students realize significant personal and professional growth which, upon graduation, will set them apart as they launch their careers.

Sincerely,



Keith A. Pretty
President and CEO
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 12 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.

Code of Ethics

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.

The Northwood Idea

We view a Northwood University education as an investment in your future. Any person who devotes time to a Northwood education gives up the opportunity to devote that time to other pursuits he or she might engage in during that time.

We believe:

- that competitive, productive effort can overcome obstacles, solve problems, and achieve goals;
- that human beings can make a difference in the world in which they live;
- that political and economic freedom are of paramount importance in releasing creativity and productivity;
- that sacrifice—savings—is a necessary prerequisite to progress;
- that equality of opportunity based on contribution and inequality of reward using the same criteria are not only appropriate, but the necessary conditions;
- in a system not forced into conformity with some master plan;
- that it is the differences among us that make us interesting and useful to each other;
- in the freedom to fail. We must be free to bear the positive and negative consequences of our actions;
- that in a competitive system, all who participate benefit from it;
- in dedicating ourselves to the elimination of artificial barriers to equal opportunity for all human beings. Racial, religious, and sexual barriers are anathema to us;
- that an understanding and appreciation of the arts and humanities is a primary source of human enrichment in the lives of productive human beings;
- 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.

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.

This is *The Northwood Idea*.

History of Northwood University

1959 Was a Very Good Year

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

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

Then and Now

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

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

Originally a two-year college granting an associate's degree in 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 DeVos Graduate School.

Today, there are campuses in Midland, Michigan; Cedar Hill, Texas; and West Palm Beach, Florida; as well as Adult Degree Program centers across the United States. The DeVos Graduate School currently offers programs in Florida, Michigan, and Texas. International program centers were formed in Malaysia, Peoples' Republic of China, Sri Lanka, and Switzerland. The Northwood University Margaret Chase Smith Library in Skowhegan, Maine, is a private congressional 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 Alden B. Dow Center for Creativity & Enterprise located in Midland, Michigan was founded in 1978 to encourage individuals to think creatively and to preserve the architectural concepts and philosophy of Alden B. Dow. Programming includes Entrepreneurial Roundtables and Entrepreneurs-in-Residence. In addition, the center serves the entire university in advancing Northwood's thought-leadership in the intersection of creativity and enterprise.

A brief history of the origins of each campus:

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, curricula, and educational leadership, Northwood opened a second campus in the Dallas/Fort Worth suburb of Cedar Hill, in 1966. The campus 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 that includes several small lakes.

Practical Education

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

Northwood translates its philosophy into practical, useful curricula that are designed to prepare students for the realities of the working world. Northwood brings the business world into the classroom. Business professors are successful career professionals who have chosen to direct their business talents toward preparing students to enter their professional careers.

Programs and Seminars

As campus and enrollment expansion continued, so did program development. As the number of curricula grew and the B.B.A. 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.

Industry Certifications

A major milestone occurred in the automotive area when, in the mid-1960s, the auto-motive 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.

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

Graduates have been prepared for successful entry into the business world through a placement service that is available for students from freshmen orientation throughout their lives.

Northwood University—A Distinctive Education; An Exceptional University

Northwood was founded to prepare students for middle and upper level management positions of a "take-charge leadership" nature who can be immediately productive to global businesses.

Most curricula 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 Board of Trustees and campus Boards of Governors, comprising business, cultural, and professional leaders from many fields, help oversee the operations of the campus and make policy for expanding the service of the university to the business community and students alike.

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

- The **Wall Street Journal** is delivered to each student's campus mailbox all academic year long. Immersion on the **Wall Street Journal** helps students keep on top of everything happening in business—future trends and economic policy—and learn who is in charge of companies and corporations across the world. As a result, reading the **WSJ** usually becomes a lifelong habit.
- **Omniquiest** takes students, faculty, and staff on an intellectual journey. Each semester a book is selected for everyone in the Northwood system to read and discuss. Past books have included *The World is Flat*, *Freakonomics*, *The Science of Success*, and *Good to Great*. Books are chosen that are engaging and likely to be of wide interest—the same that are being read by today's business leaders. Forums and panels are held for group discussions. This encourages readers to look at topics from different viewpoints. Upon graduation, between the content of courses and Omniquiest, students will have internalized the best in contemporary business theory and its application.
- Employers constantly stress the need for employee candidates who demonstrate experiences, attitudes, and leadership abilities beyond those provided in the classroom. The **EXCEL** program helps put NU graduates' résumés at the top of the pile. Upon graduation, other colleges issue an academic transcript listing courses taken and grades earned. Northwood students receive **two** transcripts. In addition to the academic record, students earn an EXCEL transcript detailing each volunteer and leadership activity engaged in. Required activities, combined with those of a student's own initiative, lead to an EXCEL transcript designed to impress potential employers.
- **Experiential Learning:** One hallmark of the Northwood education is hands-on, experiential learning. Many of our academic programs enhance classroom learning with large-scale, active learning projects like the Stafford Dinner (Hotel, Restaurant & Resort Management), Welcome Weekend (Entertainment Sport Promotion Management), NU International Auto Show (all majors), and the Style Show (Fashion Marketing & Management). These events allow our students to apply what they are learning in the classroom to real situations.
- **Campus Life:** Be it academic-based organizations like the Entrepreneurship Society or Business Professionals of America (BPA) to Greek Life to service based organizations like Circle K and Student Athletic Advisory Council or Student Government Association, Northwood University has ways for students to be engaged and involved on campus and in the local community; helping them learn first-hand, how businesses and people connect through shared experiences.
- **Competitive Advantage:** While our student-athletes are competing on the athletic fields as part of the NCAA Division II, GLIAC, NAIA, Sun Conference, or Red River Athletic Conference, many of our students also compete in academic arenas. Our National Champion Mock Trial team has bested teams from Harvard, Georgetown, and Stanford while our Competitive Speech team, American Marketing Association, BPA, DECA, and American Advertising Federation student chapters regularly place in regional and national competitions.
- **Professional Development:** Northwood students graduate with a superior business education that gives them a foundation of understanding free markets, entrepreneurial endeavors, personal responsibility, and ethical behavior. And, NU students also graduate with the ability to effectively communicate their ideas, beliefs, and experiences in an effort to promote success in their own lives and in the lives of others. Through workshops and campus-life programming, students hone networking, interviewing and résumé writing skills putting them one more step ahead in a competitive job market.

ADMISSIONS INFORMATION

Northwood University Degrees/Majors

Northwood University offers a Bachelor of Business Administration (B.B.A.) degree at the undergraduate level on three residential campuses, over 20 Adult Degree Program (ADP) Centers in eight states, and online. A Master of Business Administration (M.B.A.) degree is also offered on the three residential campuses and Switzerland. Not all majors are offered at all locations. The Associate of Arts (A.A.) general education and business core requirements provide the basis for a Bachelor of Business Administration degree and is appropriate for students who may be required to enroll in an A.A. program to realize scholarship, employment or reimbursement opportunities. See page 23 for a list of Northwood University degree programs.

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 submit the results of additional entrance examinations and if admitted, may be required to enroll in and successfully complete an Educational Success Program prior to enrolling in their first semester. ACT or SAT scores are required of all applicants. International students must submit TOEFL scores or their equivalent. 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. The Committee on Admissions 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.

Programs of Study

Northwood University is a specialized business university offering many specialized business majors. At Northwood University, students have the opportunity to start business classes the first semester. The academics combined with internships and externships provide students the hands-on experience needed to earn a great job after graduation. See page 23 for degree program options.

Transfer Students

Northwood University strongly encourages students who have followed an approved course of study at another college or university to apply for admission. Students transferring without degrees will have their transcripts evaluated by the registrar for equivalent Northwood credit. Students in this category will be permitted to transfer equivalent courses and selected electives with grades of “C” (2.0) or better. 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 full 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.

International Student Applications

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. 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.

Northwood University English Proficiency Policy for International Students

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

I. Waiver of English proficiency requirement

The University will waive the English proficiency requirement for:

1. students who have resided for at least three years within and are citizens of a country where English is the, or one of, the official languages (e.g., Canada, United Kingdom, Ireland) as designated in the CIA World Factbook at: <https://www.cia.gov/library/publications/the-world-factbook/fields/2098.html>;
2. students who have completed all coursework for an accredited Associate of Arts (A.A.) degree conducted entirely in English;
3. students who come from an accredited educational program where the student has been enrolled full-time and taken at least two years of post-secondary instruction conducted all in English.

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

II. Evidence of English proficiency

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

- TOEFL (Test of English as a Foreign Language)
- IELTS (International English Language Testing System)
- STEP (Japanese exam)
- UCLES Cambridge exams
- International Baccalaureate (IB) exams
- ELS Language Centers (Level 112)

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

TOEFL

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

IELTS

Undergraduate	Minimum overall band score of 6.0
Graduate	Minimum overall band score of 7.0

STEP (Japanese-based exam)

Undergraduate	Pre-1st Grade Level
Graduate	Grade 1

International Baccalaureate

Undergraduate	Score of 5 or above on English A1 or A2 Exam
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UCLES Cambridge Exams

Undergraduate	FCE or CAE (minimum score of C)
Graduate	CAE or CPE (minimum score of C)

ELS Language Centers

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

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

1. require the completion and submission of a Northwood University English Placement Test prior to arrival in the U.S.;
- AND
2. grant provisional admission but require the student to complete mandatory ESL coursework and/or register for a reduced course load and/or attend mandatory tutoring/academic assistance for a length of time to be specified by the University.

These conditions shall be communicated in writing to the applicant.

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

1. complete and submit a required Northwood University English Placement Test (EPT) that will be evaluated and scored by a Northwood University faculty member in English. The EPT score must be administered by an NU employee or

a proctor designated by NU prior to the student's arrival in the U.S.

OR

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

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

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

International Transfer Students

A majority of international students have begun their college education at overseas institutions, and apply to Northwood University as transfer students to earn their bachelor's degree. If an international student applies as a transfer student, his or her transcripts and records will be evaluated, and a Degree Completion Program (DCP) will be prepared. The DCP outlines the courses a student will need to successfully complete to earn a degree from Northwood. Students will be permitted to transfer equivalent courses and selected electives with grades of "C" (2.0) or better.

Guest Student Applications

Students from another institution who wish to attend Northwood University as a guest student must complete a guest student application through their home institution'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 institution after their stay has been completed.

Northwood students wishing to attend another institution may complete a guest student application at the Northwood Registrar's Office. Only credits transfer back

to Northwood; grades do not transfer. Students must request in writing that the guest institution send an official transcript back to Northwood.

When to Apply

Students are encouraged to apply after completion of their junior 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 residential campuses located in Midland, Michigan; Cedar Hill, Texas; and West Palm Beach, Florida.

Applicants to Northwood can 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 at no charge at 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 or university 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 provide evidence of English proficiency (as outlined in the International Student Applications section) exam scores with their application. 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
 Director of Admissions
 Level 36, Menara Citibank
 165 Jalan Ampang
 50450 Kuala Lumpur
 Malaysia
 Office Phone: (603) 2169-6169
 Fax: (603) 2169-6101
 Email: nu_admit@tm.net.my

All other international applicants should contact the Admissions Office directly at any Northwood campus at 1-800-622-9000 or gain online information at www.northwood.edu. The international admissions form is also available online.

Commitment Deposit Policy

Michigan, Texas, and Florida campuses:

Resident Students: \$250 deposit for entering students applied in this manner:

\$100 refundable housing security deposit

\$150 tuition deposit

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

This policy also applies to readmits and transfer students. Entering freshmen deposit is refundable until May 1.

FINANCIAL INFORMATION

Northwood prides itself in being 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 semester.

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 Semester (16-Week) Charges 2010-2011

Item	MI	TX	FL
Tuition (12-17 cr. hrs.)	\$ 9,132.00	\$ 9,132.00	\$ 9,132.00
Room	2,110.00	2,110.00	2,325.00
Board	1,970.00	1,800.00	2,078.00
Student Fee	357.00	357.00	357.00
Technology Fee	147.00	147.00	147.00
State Tax	148.50	135.07	
	\$13,716.00	\$13,694.50	\$14,174.07

Note: Tuition is \$715 per credit hour for fewer than 12, \$485 for over 17 credit hours per semester, and \$610 per credit hour for summer school, compressed sessions, and internships.

Special lab or equipment fees may be appropriate in some cases. Textbook charges depend on the class requirements could be approximately \$558 per term.

Full tuition entitles the student to register for 12 to 17 credit hours inclusive during a 16-week semester. Credit hours greater than 17 are charged at \$485 per credit hour.

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 \$75

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

Late payment fee \$100

Late registration fee \$100

Fee per credit hour for students taking fewer than 12 hours \$715

Fee per credit hour for students taking more than 17 credit hours \$485

Credit hour fee to audit courses (no college credit) \$358

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

Car permits (per year) \$40
Car permits commuter students (MI only) \$70
Temporary car permits (10 days) \$10

**Applicants can also apply online at no charge at www.northwood.edu*

Financial Requirements

Students who owe balances and who, within 30 days of the beginning of any semester, 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 semester, an official transcript will not be released, until the obligation has been fulfilled.

A monthly late fee may be added on the unpaid balance of all accounts over 30 days 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 incur an additional \$10.00 charge if not paid during the semester 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 Academic Dean or Registrar.

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:

From 1 – 3 days after classes start 100% credit of all charges

From 4 - 11 days after classes start 90% credit of tuition and board

From 12 - 22 days after classes start 80% credit of tuition and board

From 23 - 33 days after classes start 70% credit of tuition and board

From 34 - 44 days after classes start 60% credit of tuition and board

From 45 - 55 days after classes start 50% credit of tuition and board

From 56 – 67 days after classes start 40% credit of tuition and board

More than 67 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 percent (50%) unless the student attended a class later than 55 days after the start of classes. If the student attended any class later than 67 days after the start of classes, there will be no refund.

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

M.B.A. and Adult Degree Program – All M.B.A. and Adult Degree Program (ADP) students should view their respective section for the refund policy that applies to M.B.A. and ADP courses.

Return of Title IV Aid Policy for Federal Financial Aid Recipients

As prescribed by law and regulation, Federal Title IV funds will be returned to the applicable sources in the following order: Federal Direct Unsubsidized Loan, Federal Direct Subsidized Loan, Federal Direct PLUS Loans, Federal Pell Grant, Academic Competitiveness Grant, National SMART Grant, Federal Supplemental Educational Opportunity Grant (SEOG), and 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 semester-by-semester basis, to notify the Northwood VA Certifying Official of his or her class schedule and any change in the schedule (i.e. withdrawals, drop/add) throughout a semester.

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 allowed 2 semesters 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/s 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 or classes 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 semester. 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 semester for 2010-2011 will be approximately \$558, 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 Campus Security. There is a non-refundable \$20 or \$35 (MI commuters only) fee per semester 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, state, and federal governments,

Northwood 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 also should 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. If the student does 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 semesters 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. Federal Direct Loan funds will be credited to the student's account. 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.

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 full-time, traditional, undergraduate students. Learn more about these awards and others by visiting the Financial Aid section of the Northwood website at www.northwood.edu.

- *Northwood Merit Scholarships* – Eligibility for the Presidential Scholarship, Freedom Scholarship, Free-Enterprise Scholarship, and Entrepreneur Grant 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) for more information or to apply online. 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.
- *Family Tuition Grants* – For new incoming Fall 2010 students: If two or more dependent students from the same family attend full-time in the traditional program for the Fall and Spring semesters, each student will receive \$2,000 for the spring semester assuming the incoming student has committed by May 1, 2010. After May 1, the discount is reduced to \$1,500.

For returning students: If two or more dependent students from the same family were enrolled at Northwood

in the 2009-2010 academic year and attend full time in the traditional program for the 2010-2011 Fall and Spring semesters, each student will receive \$2,000 for the spring semester.

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.

- *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.

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.

- *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 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 at 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 Direct 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 the Department of Education. Students making satisfactory academic progress and are enrolled at least half-time per semester may borrow up to \$3,500 per year as a freshman, \$4,500 per year as a sophomore, and \$5,500 per year as a junior and senior depending on financial need. Independent students or students whose parents are denied the Federal Direct PLUS Loan may borrow additional funds under the Federal Direct Unsubsidized Loan. 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 Direct PLUS Loans* – Parents who want to borrow to help pay for their children's education may use this loan program. Federal Direct PLUS Loans are limited to the cost of attendance minus other aid received.
- *Loan Counseling* – First-time Federal Direct Loan borrowers are required by federal regulations to complete entrance loan counseling prior to receiving their first loan proceeds. All students receiving Federal Direct Loans are required by federal regulations to complete exit loan counseling prior to graduating or withdrawing from the University. Students are required to repay all Federal Direct Loans.

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 Federal Work-Study Program. A student who qualifies under need-analysis has the opportunity for employment while enrolled on the Northwood campuses. Many other Northwood students maintain part-time jobs in the community while in school. For additional information regarding Federal Work-Study, please contact your campus Financial Aid Office.

Other Sources of Assistance

These sources of aid are completely independent of Northwood University. Eligibility depends entirely on specific circumstances and the program requirements. Application should be made directly to the specific organization:

- Church Groups
- Veterans' Educational Benefits
- Business Organizations

- Vocational Rehabilitation
- Fraternal Organizations
- Social Services
- Civic Organizations
- Bureau of Indian Affairs
- Professional Groups

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

Satisfactory Academic Progress Policy for Undergraduate Financial Aid Recipients

This policy reflects the standards that are used to measure satisfactory academic progress at Northwood for purposes of financial aid eligibility. Federal regulations require that the University establish and implement a policy to measure if a financial aid recipient is making satisfactory academic progress toward a degree. Satisfactory academic progress is measured by evaluating both quantitative and qualitative progress. The standards are subject to change per federal regulations. The Financial Aid Office would notify students if any changes were to occur.

A student receiving federal, state and/or Northwood financial aid must maintain satisfactory academic progress to retain financial aid eligibility. Some scholarships and grants may impose higher standards of performance. Each student's academic record will be reviewed annually at the end of the Spring semester. Students who do not maintain satisfactory progress are notified in writing. Their academic progress is reviewed more frequently as outlined later in this policy.

Courses taken during the Fall compressed session will be counted in the Spring semester. All English as a Second Language and remedial coursework is considered part of the student's cumulative academic record. Transfer students enrolling at Northwood for the first time are considered to be making satisfactory progress at the time of their admission.

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

Repeat classes are assessed as new classes. Initial and repeated enrollments in the same course count as hours attempted each time the course is taken.

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 all Northwood attempted hours, transfer hours from other institutions, advanced standing credit, prior learning assessment credit and test outs. A student may receive financial aid for no more than a maximum of 150 percent (150%) of their published program length. For example, if the length of an academic program is 123 credit hours, the maximum timeframe during which a student may be eligible for financial aid must not exceed 185 total credit hours.

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

Progress toward degree completion (Quantitative) – Students must earn at least 70 percent (70%) of credit hours attempted.

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

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

Students must achieve and maintain a 2.0 minimum cumulative grade point average by the time he/she has earned 60 credit hours.

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

Financial Aid Probation and Suspension – If a student with a satisfactory status prior to a review does not meet all of the standards of this policy at the time of the review, the student will be placed on financial aid probation. A student placed on financial aid probation will be allowed to continue to receive financial aid for the next semester he/she attends. At the end of that semester, the student's progress will be re-evaluated. If the student meets all qualitative and quantitative standards, the student would regain satisfactory status. If these standards are not met, the student's financial aid will be suspended. The student will be notified in writing when placed on financial aid probation or suspension.

Reinstatement of Financial Aid Eligibility – A student who has had his/her financial aid suspended will have his/her progress reviewed at the end of each future semester until the standards of progress are met. To re-establish satisfactory status, the student must meet all qualitative and quantitative standards. At that time, the student's financial aid would be reinstated. Aid granted after reinstatement would begin the next semester of enrollment and be based on funds available at that time.

Appeal Process – A student whose aid has been suspended and has documentable mitigating circumstances, such as a death in the family or an illness, may appeal his/her aid suspension. To appeal, a student must submit to the Academic Dean's Office a Satisfactory Academic Appeal form with non-returnable supporting documentation within 14 calendar days of the date of the financial aid suspension notification. The date the documents are considered submitted is the receipt or postmarked date of the final documentation. The appeal form can be downloaded from the Northwood website.

The Academic Dean, after consulting with the Financial Aid Director, will notify the student in writing of the appeal decision. In the event the appeal is granted, the student will be placed back on financial aid probation. If the appeal is denied, the student remains on financial aid suspension until he or she meets the requirements for reinstatement.

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: Federal Direct Unsubsidized Loan, Federal Direct Subsidized Loan, Federal Direct Plus Loans, Federal Pell Grant, Federal Supplemental Educational Opportunity Grant (SEOG), 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.

ACADEMIC MATTERS

Pursuing a Northwood University Undergraduate Degree

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

Academic Responsibility of the Student

Students must become familiar with the University's academic and other policies, curriculum requirements, and associated deadlines. While these are normally outlined in the University catalog, there may be amendments, updates, and corrections which the University will communicate through separate means, such as other publications and on the University website. Such changes to policies, procedures, and rules become effective for all students at the time of their implementation. The academic staff will advise students on all matters related to their programs of study and will aid students in the interpretation of policies whenever necessary. However, it is ultimately each student's responsibility for meeting all pertinent and most current requirements for the degree and the policies related thereto.

Students also have responsibility to actively use their Northwood University email and the University website as it is a major communication resource and is often our primary communication with our students.

Students who travel on behalf of Northwood University to industry shows and competitive events must have a 2.3 or higher cumulative GPA at the time the trip information is due to the Academic Office.

The Curriculum Guides 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

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

Participants applying for Northwood University admission should arrange to have their AP examination records sent to the Northwood University Admissions Office. Information on the required scores and specific course credit awarded can be accessed on the Internet at <http://northwood.edu/> on the academic pages of each of the locations.

International Baccalaureate

International Baccalaureate examination scores high enough to reflect probable collegiate success are considered for transfer to Northwood University. Information on the required scores and specific course credit awarded can be accessed at <http://northwood.edu/> on each location's academic pages. Official scores are required to be submitted to the Northwood University Admissions Office.

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

Northwood University recognizes that some students have acquired proficiency in college-level material outside of the traditional college classroom. The College-Level Examination Program (CLEP) and Defense Activities for Non-Traditional Educational Support (DANTES) provide these students with the opportunity to demonstrate their college-level learning through examinations that assess the knowledge taught in common college courses. Northwood awards credit for satisfactory performance CLEP general examinations and for several of the CLEP and DANTES subject area examinations. For details see <http://www.northwood.edu/sharedmedia/PDF/adp/AdultStudentHandbook.pdf>. Official CLEP and DANTES score reports are to be sent to the Northwood University Office of Admissions.

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 follow only the curriculum guide in effect when they entered the program at the lowest academic level (freshman, etc.).

Requirements for Graduation

- Completion of a minimum of 123 semester hours.
- Completion of 31 semester hours of academic credit at Northwood University.
- Successful completion of the program requirements.
- A cumulative grade point average of 2.0 (C) or better in major.
- An overall cumulative grade point average of 2.0 or better.
- Application for graduation.
- Recommendation of the faculty with approval by the Board of Trustees.

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 offering a number of faculty-led group study abroad opportunities to its students. Groups of ten to thirty students typically partici-

pate in individual study abroad programs. The University currently offers two extended study abroad programs: Semester in Europe and Semester in Asia. In addition, a variety of short-term study abroad programs in Europe, Asia, and Latin America occur annually, on a biennial, or one-time basis. Information on all study abroad programs is available on the University's website (<http://www.northwood.edu/international/studyabroad/>).

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 both before and after the travel period. The subject matter of academic credit varies according to the expertise and experience of the faculty leader and nature of the study abroad program.

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

General Eligibility Guidelines for Study Abroad Programs

1. Successful completion of at least 30 semester credit hours at Northwood University or, for transfer students, completion of the equivalent 30 semester credit hours and at least one semester 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 15 or more credit hours in honors courses at Northwood University may apply for honors admission to either **Semester in Asia** or **Semester in Europe**. Honors admission automatically provides a scholarship that adjusts the study abroad program fee to the fee level students would otherwise pay for the combination of residential tuition, fees, 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.

Semester Length Study Abroad Programs

Semester in Asia – Students study and travel in Southeast Asia for a five to six week summer program. Students may earn 3-15 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 prior to and after the travel period. Admission to the program is competitive. Semester in Asia is typically offered in the summer.

Semester in Europe – Students study and travel in western and central Europe for an eight to ten week program. Students earn 15 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, Switzerland, the Netherlands, Austria, and Hungary. Students will complete academic class work prior to and after the travel period. Admission to the program is competitive. Semester in Europe is typically offered in the fall semester.

Short-term Study Abroad Programs

Several short-term study abroad programs are also available for students. Students earn 3 credits. The travel portion of these programs typically lasts from one to 2 weeks, and some programs are adaptations of the compressed courses or compressed sessions held between regular semesters or during summer sessions. In the past, Northwood faculty have led short-term programs to locations as varied as Argentina, Australia, the Czech Republic, China, Costa Rica, the Dominican Republic, France, Germany, Ireland, Mexico, Romania, Switzerland, and the United Kingdom. Short-term programs require a series of on-campus formal class meetings and orientation

sessions prior to the onset of travel. 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 colleges and universities agree to exchange students over a specified period of time. Students who participate in exchange programs travel to the foreign institution—known as the **host** institution—to study and live for a specified period of time, usually a semester or a 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, the Netherlands, Malaysia, Romania, Serbia, and the Dominican Republic. Information on all exchange programs is available on the University's website and through the International Programs Office.

Unlike group study abroad programs, where a group of Northwood University students travel together with an NU faculty member, 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 often 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 advisor early in their Northwood years to determine how and when academic credit transferred from host institutions can most appropriately fit within their curriculum.

General Eligibility Guidelines for Exchange Programs

Most host institutions will assume that students have completed basic coursework in areas like English, 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 60 semester hours at Northwood University, or, for transfer students, successful completion of the equivalent of 60 semester hours and at least one semester at Northwood University. **Students typically apply for exchange programs as juniors or seniors.**
2. Fulfillment of all course prerequisites for academic credit offered within exchange programs.
3. A cumulative GPA of at least 2.5 (4.0 scale). **Students on academic probation are not eligible for exchange programs.** Note: Students must be in good academic standing during the program itself. If students are in good standing when they apply for exchange programs, but are put on academic proba-

tion 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 International Programs Office.

DEGREE PROGRAMS

Bachelor of Business Administration (B.B.A.) Degree Requirements

- The B.B.A. degree requires a minimum of 123 semester credit hours. Thirty-one semester credits must be earned at Northwood. A 2.0 grade point average, both in your major and overall, is required.
- Academic major program and major concentration program requirements consist of a minimum of 24 semester hours within the designated major or major and concentration. Twelve major credit hours must be completed at Northwood.
- A minor is 18 or more credit hours in a defined discipline and includes a nine-credit residency requirement. Courses from the business core, general education core, and electives may be counted toward completion of the requirements, with at least one-half the minor credits being at the 3000/4000 level.
- A second major (or major concentration) consists of a minimum of eight courses, no more than three of which may be taken from business core or general education core courses. To earn a second major as part of a B.B.A. degree, a student must complete a minimum of 138 semester credits or more depending on the major chosen.

Northwood University Degrees/Majors

Northwood University offers a Bachelor of Business Administration (B.B.A.) degree at the undergraduate level on three residential campuses, over 20 Adult Degree Program (ADP) Centers in eight states, 5 International Program Centers, and online. A Master of Business Administration (M.B.A.) degree is also offered on the three

residential campuses and Switzerland. Not all majors are offered at all locations. The Associate of Arts general education and business core requirements provide the basis for a Bachelor of Business Administration degree and is appropriate for students who may be required to enroll in an Associate of Arts program to realize scholarship, employment or reimbursement opportunities.

MAJORS (FLORIDA, MICHIGAN & ADP SITES)

Accounting
 Advertising & Marketing
 Aftermarket Management
 Automotive Marketing & Management
 Computer Information Management
 Economics
 Entertainment, Sport & Promotion Management
 Entrepreneurship
 Fashion Marketing & Management
 Finance
 Health Care Management
 Hotel, Restaurant & Resort Management
 International Business
 Management
 Management Information Systems
 Marketing

CAMPUS

FL, MI, ADP
 FL, MI
 FL, MI, Online
 FL, MI, ADP, Online
 FL, MI (transfers), ADP
 FL, MI
 FL, MI
 FL, MI
 MI
 FL, MI
 ADP
 FL, MI
 FL, MI
 FL, MI, ADP, Online
 MI
 FL, MI, ADP

Students can choose one or combine any two of the undergraduate majors above and earn a single or double major in only four years. Ask your admissions representative for details.

Four Year B.B.A./M.B.A. Program

MI (FL & TX - Fall 2011)

MAJORS (TEXAS)

Accounting
 Management
 Marketing

MAJOR CONCENTRATIONS

Students have an option of choosing one of the following concentrations to complement their Management or Marketing Major.

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

DEVOS GRADUATE SCHOOL (FL, MI, TX, SWITZERLAND)

Master of Business Administration (10-Month Switzerland Program; 12-Month Daytime Program; 24-Month Evening Program; and an Automotive Professionals M.B.A. Program)

General Education

Northwood University's general education courses are a foundation of the University's 12 outcomes for its graduates. Our graduates communicate effectively in speech and writing; understand complex global issues; can explain their personal values; understand the aesthetic, creative, and spiritual elements of life; are skilled at detecting and solving problems; and are effective self-evaluators. Through the general education core students gain exposure to a wide range of subjects in the behavioral and social sciences (psychology and history, for example); English, economics, philosophy, and other humanities subjects; and mathematics and the natural sciences.

Through the general education core, students will:

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

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

General education core courses:

ECN 2210 Principles of Microeconomics
 ECN 2220 Principles of Macroeconomics
 ENG 1150 Composition I
 ENG 1200 Composition II
 ENG 4010 Communication & Interpersonal Relations
 or Advanced Studies in English or Language
 Elective
 HIS 2100 Foundations of Modern World I
 HIS 2150 Foundations of Modern World II
 MIS 1050 Basic Computer Applications
 MTH 1100 Finite Math or MTH 1150 College Algebra,
 MTH 2310 Statistics I
 NSC 2100 Environmental Science
 PHL 3100 Ethics
 PHL 4100 Philosophy of American Enterprise
 PSC 2010 Intro to American Government
 SPC 2050 Speech
 3000/4000 Level NSC or MTH Elective
 3000/4000 Level PSY or SOC Elective
 3000/4000 Level HUM Elective
 3000/4000 Level Global Understanding Elective
 3000/4000 Level Civic Literacy Elective

Business Core

All undergraduate students take the business core which, in addition to the general education core, provides a foundation of the University's 12 outcomes for its graduates. These courses provide students with the common body of knowledge needed for creative and responsible citizenship and leadership roles in business and society, domestic and worldwide.

Through the business core, students will:

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

Business core courses:

MGT 2300 Principles of Management
 MKT 2080 Principles of Marketing
 ACC 2410 Fundamentals of Financial Accounting
 ACC 2415 Fundamentals of Managerial Accounting
 FIN 3010 Financial Management
 LAW 3000 Business Law
 3000/4000 Business Elective
 MGT 4250 Organizational Behavior
 MGT 4800 Strategic Planning

Major Core

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

CURRICULUM GUIDES

Curriculum guides are student completion guides for bachelor degree programs. The official curriculum guides for each campus and catalog year are available from admissions and academic offices at each campus or location. To fulfill graduation requirements, students are required to complete the curriculum guide that is in effect at the time they are admitted to the University.

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.

If a student has stopped attending Northwood for a period of 5 years or more, upon readmission to the University, the student's transcript will be re-evaluated on the program requirements currently in force. The student may be responsible for taking additional course work if requirements have changed significantly.

Accounting (FL & MI)

The accounting major prepares students for the field of accounting and prepares students to sit for the CPA examination in most states, and to begin a career in public or corporate accounting.

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

FLORIDA AND MICHIGAN CAMPUS:

FRESHMAN YEAR

MGT 2300 Principles of Management	3	MKT 2080 Principles of Marketing	3	
MIS 1600 Advanced Office Applications	3	MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3	
ECN 2210 Principles of Microeconomics	3	ECN 2220 Principles of Macroeconomics	3	
ENG 1150 Composition I	3	ENG 1200 Composition II	3	
ACC 2410 Fundamentals of Financial Accounting	3	ACC 2415 Fundamentals of Managerial Accounting	3	
FDN 1100 First Year Seminar I	1	FDN 1200 First Year Seminar II	1	
	16		16	32

SOPHOMORE YEAR

3000/4000 HUM Elective	3	3000/4000 PSY <i>or</i> SOC Elective	3	
HIS 2100 Foundations of Modern World I	3	HIS 2150 Foundations of Modern World II	3	
MTH 2310 Statistics I	3	SPC 2050 Speech	3	
PSC 2010 Introduction to American Government	3	NSC 2100 Environmental Science	3	
ACC 3110 Intermediate Accounting I	3	ACC 3115 Intermediate Accounting II	3	
	15		15	30

JUNIOR YEAR

FIN 3210 Financial Management	3	3000/4000 Business Elective (MI <i>or</i> LAW 3050 Law II (FL))	3	
LAW 3025 Business Law	3	PHL 3100 Ethics	3	
3000/4000 Elective	3	3000/4000 NSC <i>or</i> MTH Elective	3	
ACC 3120 Managerial/Cost Accounting	3	ACC 3500 Accounting Information Systems	3	
ACC 3400 Federal Taxation	3	ACC Elective	3	
	15	FDN 3100 Career Development	1	
			16	31

SENIOR YEAR

MGT 4250 Organizational Behavior	3	MGT 4800 Strategic Planning	3	
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3	3000/4000 Global Understanding Elective	3	
PHL 4100 Philosophy of American Enterprise	3	3000/4000 Civic Literacy Elective	3	
ACC 4010 Auditing	3	ACC 4080 Accounting Ethics	3	
ACC 4220 Advanced Accounting	3	ACC 3000/4000 Elective	3	
	15		15	30

SEMESTER HOURS TO GRADUATE 123

Accounting (TX)

The accounting major prepares students for the field of accounting and prepares students to sit for the CPA examination in most states, and to begin a career in public or corporate accounting.

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

TEXAS CAMPUS:

FRESHMAN YEAR

FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MIS 1600 Advanced Office Applications	3
ECN 2210 Principles of Microeconomics	3
ACC 2410 Fundamentals of Financial Accounting	3
FDN 1100 First Year Seminar I	1
	16

SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
MTH 1150 College Algebra	3
ECN 2220 Principles of Macroeconomics	3
ACC 2415 Fundamentals of Managerial Accounting	3
FDN 1200 First Year Seminar II	1
	16
	32

SOPHOMORE YEAR

FALL

3000/4000 Humanities - Fine Arts Elective	3
HIS 2160 Foundations of the Modern World	3
MTH 2310 Statistics I	3
PSC 2010 Introduction to American Government	3
ACC 3110 Intermediate Accounting I	3
	15

SPRING

MIS 1200 Introduction to Programming Languages	3
HIS 2175 History of the United States of America	3
SPC 2050 Speech Communication	3
NSC 2100 Environmental Science	3
ACC 3115 Intermediate Accounting II	3
	15
	30

JUNIOR YEAR

FALL

FIN 3210 Financial Management for Majors	3
LAW 3000 Business Law/Law for Accounting Majors	3
3000/4000 PSY <i>or</i> SOC Elective	3
ACC 3120 Managerial/Cost Accounting	3
Accounting Elective	3
	15

SPRING

ACC 3400 Federal Taxation	3
ACC 3500 Accounting Information Systems	3
3000/4000 Natural Science Elective	3
PHL 3100 Ethics	3
Accounting Elective	3
FDN 3100 Career Development	1
	16
	31

SENIOR YEAR

FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
PHL 4100 Philosophy of American Enterprise	3
ACC 4080 Accounting Ethics	3
ACC 4220 Advanced Accounting	3
	15

SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
ACC 4010 Auditing	3
ACC 4070 Federal Tax Research	3
	15
	30

SEMESTER HOURS TO GRADUATE 123

Advertising & Marketing

The advertising & marketing degree program offers a unique curriculum. The curriculum provides marketing's overview of research, promotions, pricing, product development, and sales; along with the specific knowledge of advertising (creative or research teams and/or account management) and provides the graduate with the skills necessary to direct, control, and supervise these functions.

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

FRESHMAN YEAR

MGT 2300 Principles of Management	3	ENG 1200 Composition II	3
MKT 2080 Principles of Marketing	3	MIS 1050 Basic Computer Applications	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3	ECN 2220 Principles of Macroeconomics	3
ECN 2210 Principles of Microeconomics	3	ADV 1100 Principles of Advertising	3
ENG 1150 Composition I	3	ADV 1110 Copywriting	3
FDN 1100 First Year Seminar I	1	FDN 1200 First Year Seminar II	1
	16		16 32

SOPHOMORE YEAR

ACC 2410 Fundamentals of Financial Accounting	3	ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2100 Foundations of Modern World I	3	HIS 2150 Foundations of Modern World II	3
LAW 3000 Business Law	3	SPC 2050 Speech	3
PSC 2010 Introduction to American Government	3	NSC 2100 Environmental Science	3
ADV 2100 Advertising Sales & Media Planning	3	ADV 2150 Creative Process & Design	3
	15		15 30

JUNIOR YEAR

FIN 3010 Financial Management	3	3000/4000 Elective	3
MTH 2310 Statistics I	3	3000/4000 Business Elective	3
3000/4000 NSC <i>or</i> MTH Elective	3	3000/4000 PSY <i>or</i> SOC Elective	3
ADV 2310 New Media Strategies & Tactics	3	PHL 3100 Ethics	3
MKT 3050 Consumer Behavior	3	MTH 3340 Statistics II	3
	15	FDN 3100 Career Development	1
			16 31

SENIOR YEAR

MGT 4250 Organizational Behavior	3	MGT 4800 Strategic Planning	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3	3000/4000 Global Understanding Elective	3
PHL 4100 Philosophy of American Enterprise	3	3000/4000 Civic Literacy Elective	3
MKT 4230 Marketing Research	3	3000/4000 HUM Elective	3
ADV 4100 Advertising Campaigns	3	ADV 4790 Current Issues in Advertising	3
	15		15 30
		SEMESTER HOURS TO GRADUATE	123

Aftermarket Management

The aftermarket management major focuses on the various aspects of the automotive aftermarket industry including the wholesale, retail, manufacturing, performance, and motor sports channels; as well as the development of an after-market business plan during the final semester.

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

FRESHMAN YEAR

MGT 2300 Principles of Management	3	MKT 2080 Principles of Marketing	3	
ENG 1150 Composition I	3	ENG 1200 Composition II	3	
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3	MIS 1050 Basic Computer Applications	3	
ECN 2210 Principles of Microeconomics	3	ECN 2220 Principles of Macroeconomics	3	
AMM 1100 Introduction to the Automotive & Heavy Duty Aftermarket	3	AMM 1120 Aftermarket Manufacturing Management	3	
FDN 1100 First Year Seminar I	1	FDN 1200 First Year Seminar II	1	
	16		16	32

SOPHOMORE YEAR

ACC 2410 Fundamentals of Financial Accounting	3	ACC 2415 Fundamentals of Managerial Accounting	3	
HIS 2100 Foundations of Modern World I	3	HIS 2150 Foundations of Modern World II	3	
MTH 2310 Statistics I	3	SPC 2050 Speech	3	
PSC 2010 Introduction to American Government	3	NSC 2100 Environmental Science	3	
AMM 2050 Automotive Retail/Wholesale Management	3	AMM 2100 Heavy Duty Parts & Service Marketing	3	
	15		15	30

JUNIOR YEAR

FIN 3010 Financial Management	3	3000/4000 Elective	3	
LAW 3000 Business Law	3	3000/4000 Business Elective	3	
3000/4000 NSC <i>or</i> MTH Elective	3	3000/4000 PSY <i>or</i> SOC Elective	3	
3000/4000 HUM Elective	3	PHL 3100 Ethics	3	
MKT 3350 Lean Distribution	3	MKT 3450 Logistics	3	
	15	FDN 3100 Career Development	1	
			16	31
		AMM 3990 Internship (Required)	3	3

SENIOR YEAR

MGT 4250 Organizational Behavior	3	MGT 4800 Strategic Planning	3	
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3	3000/4000 Global Understanding Elective	3	
PHL 4100 Philosophy of American Enterprise	3	3000/4000 Civic Literacy Elective	3	
AMM 4040 Aftermarket Field Sales Management	3	AMM 4130 Aftermarket Management Research	3	
AFM 4120 Current Issues in Global Aftermarket	3	AMM 3500 Supply Chain Management	3	
	15		15	30
		SEMESTER HOURS TO GRADUATE		126

Automotive Marketing & Management

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

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

FRESHMAN YEAR

MGT 2300 Principles of Management	3	MKT 2080 Principles of Marketing	3	
ENG 1150 Composition I	3	ENG 1200 Composition II	3	
MIS 1050 Basic Computer Applications	3	MTH 1100 Finite Math <i>or</i> MTH 1150		
ECN 2210 Principles of Microeconomics	3	College Algebra	3	
AM 1320 Role and Function of the American Automobile Dealership	3	ECN 2220 Principles of Macroeconomics	3	
FDN 1100 First Year Seminar I	1	AM 2640 Dealership Variable Operations	3	
	16	FDN 1200 First Year Seminar II	1	
			16	32

SOPHOMORE YEAR

ACC 2410 Fundamentals of Financial Accounting	3	ACC 2415 Fundamentals of Managerial Accounting	3	
HIS 2100 Foundations of Modern World I	3	HIS 2150 Foundations of Modern World II	3	
MTH 2310 Statistics I	3	SPC 2050 Speech	3	
PSC 2010 Introduction to American Government	3	NSC 2100 Environmental Science	3	
AM 2650 Dealership Fixed Operations	3	AM Elective	3	
	15		15	30

JUNIOR YEAR

FIN 3010 Financial Management	3	3000/4000 Elective	3	
LAW 3000 Business Law	3	3000/4000 Business Elective	3	
3000/4000 NSC <i>or</i> MTH Elective	3	3000/4000 PSY <i>or</i> SOC Elective	3	
3000/4000 HUM Elective	3	PHL 3100 Ethics	3	
AM 3650 Dealership Legal Issues/Finance & Insurance	3	AM 3630 Dealership Accounting	3	
	15	FDN 3100 Career Development	1	
		AM 3990 Internship (required)	3	31
			3	3

SENIOR YEAR

MGT 4250 Organizational Behavior	3	MGT 4800 Strategic Planning	3	
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3	3000/4000 Global Understanding Elective	3	
PHL 4100 Philosophy of American Enterprise	3	3000/4000 Civic Literacy Elective	3	
AM 4650 Dealership Financial Statement	3	AM 4670 Dealership General Management <i>or</i> AM 4660 Dealership Management for International Students	3	
AM Elective	3	AM Elective	3	
	15		15	30
		SEMESTER HOURS TO GRADUATE		126

Economics

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

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

FRESHMAN YEAR

MGT 2300 Principles of Management	3	MKT 2080 Principles of Marketing	3	
ENG 1150 Composition I	3	ENG 1200 Composition II	3	
MIS 1050 Basic Computer Applications	3	MTH 1100 Finite Math <i>or</i> MTH 1150		
PSC 2010 Introduction to American Government	3	College Algebra	3	
ECN 2210 Principles of Microeconomics	3	NSC 2100 Environmental Science	3	
FDN 1100 First Year Seminar I	1	ECN 2220 Principles of Macroeconomics	3	
	16	FDN 1200 First Year Seminar II	1	
			16	32

SOPHOMORE YEAR

ACC 2410 Fundamentals of Financial Accounting	3	ACC 2415 Fundamentals of Managerial Accounting	3	
HIS 2100 Foundations of Modern World I	3	HIS 2150 Foundations of Modern World II	3	
LAW 3000 Business Law	3	SPC 2050 Speech	3	
MTH 3100 Calculus I	3	MTH 3200 Calculus II	3	
ECN 3310 Money & Banking	3	ECN 3510 Development of Economic Thought	3	
	15		15	30

JUNIOR YEAR

FIN 3010 Financial Management	3	3000/4000 Business Elective	3	
MTH 2310 Statistics	3	MTH 3340 Statistics II <i>or</i> 3000/4000 NSC		
3000/4000 Elective	3	<i>or</i> MTH Elective	3	
3000/4000 HUM Elective	3	3000/4000 PSY <i>or</i> SOC Elective	3	
ECN 3010 Intermediate Microeconomics	3	3000/4000 Global Understanding Elective	3	
		ECN 3020 Intermediate Macroeconomics	3	
		FDN 3100 Career Development	1	
	15		16	31

SENIOR YEAR

MGT 4250 Organizational Behavior	3	MGT 4800 Strategic Planning	3	
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English		PHL 3100 Ethics	3	
<i>or</i> Language Elective	3	3000/4000 Civic Literacy Elective	3	
PHL 4100 Philosophy of American Enterprise	3	ECN 4890 Research Methods	3	
ECN 4500 Introduction to Econometrics	3	ECN 4100 International Finance	3	
ECN 4400 Austrian Economic Theory	3			
	15		15	30
		SEMESTER HOURS TO GRADUATE		123

Entertainment, Sport & Promotion Management

The entertainment, sport & promotion management major focuses on the national and global expansion of entertainment and sport and its impact on cultural, social, and economic issues at regional, national, and international levels.

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

FRESHMAN YEAR

MGT 2300 Principles of Management	3	MKT 2080 Principles of Marketing	3		
ENG 1150 Composition I	3	ENG 1200 Composition II	3		
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3	MIS 1050 Basic Computer Applications	3		
ECN 2210 Principles of Microeconomics	3	ECN 2220 Principles of Macroeconomics	3		
ESM 1010 Introduction to Sport & Entertainment Management	3	ESM 1030 Sport & Entertainment Communication & Public Relations	3		
FDN 1100 First Year Seminar I	1	FDN 1200 First Year Seminar II	1		
	16		16		32

SOPHOMORE YEAR

ACC 2410 Fundamentals of Financial Accounting	3	ACC 2415 Fundamentals of Managerial Accounting	3		
HIS 2100 Foundations of Modern World I	3	HIS 2150 Foundations of Modern World II	3		
MTH 2310 Statistics I	3	SPC 2050 Speech	3		
PSC 2010 Introduction to American Government	3	NSC 2100 Environmental Science	3		
ESM 2010 Sociology of Sport & Entertainment	3	ESM 2050 Sport & Entertainment Facility & Event Management	3		
	15		15		30
		ESM 2040 Practicum (recommended)	1		1

JUNIOR YEAR

FIN 3010 Financial Management	3	MGT 4250 Organizational Behavior	3		
LAW 3000 Business Law	3	3000/4000 Civic Literacy Elective	3		
3000/4000 NSC <i>or</i> MTH Elective	3	3000/4000 HUM Elective	3		
3000/4000 PSY <i>or</i> SOC Elective	3	PHL 3100 Ethics	3		
ESM 3010 Sport & Entertainment Marketing	3	3000/4000 ESM Elective	3		
	15	FDN 3100 Career Development	1		
			16		31
		ESM 3040 Practicum II (required)	1		
		ESM 3990 Internship (required)	3		4

SENIOR YEAR

3000/4000 Elective	3	MGT 4800 Strategic Planning	3		
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3	3000/4000 Global Understanding Elective	3		
PHL 4100 Philosophy of American Enterprise	3	3000/4000 Business Elective	3		
ESM 4020 Sport & Entertainment Economics	3	ESM 4100 Sport & Entertainment Ethics & Leadership	3		
ESM 4040 Governance & Legal Aspects of Sport & Entertainment	3	ESM 4300 Senior Seminar in Sport & Entertainment	3		
	15		15		30
		SEMESTER HOURS TO GRADUATE			127

Entrepreneurship

The entrepreneurship major focuses on business enterprise models and entrepreneurial bases. By combining a rigorous academic curriculum, leadership development, experiential learning, and relationships with industry leaders, graduates prepare to become tomorrow's entrepreneurs.

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

FRESHMAN YEAR

MGT 2300 Principles of Management	3	MKT 2080 Principles of Marketing	3	
ACC 2410 Fundamentals of Financial Accounting	3	ACC 2415 Fundamentals of Managerial Accounting	3	
MIS 1050 Basic Computer Applications	3	MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3	
ENG 1150 Composition I	3	SPC 2050 Speech	3	
ETR 1010 Introduction to Entrepreneurship	3	ETR 1200 Successful Business Models	3	
FDN 1100 First Year Seminar I	1	FDN 1200 First Year Seminar II	1	
	16		16	32

SOPHOMORE YEAR

ENG 1200 Composition II	3	PSC 2010 Introduction to American Government	3	
HIS 2100 Foundations of Modern World I	3	HIS 2150 Foundations of Modern World II	3	
MTH 2310 Statistics I	3	ECN 2220 Principles of Macroeconomics	3	
ECN 2210 Principles of Microeconomics	3	FIN 3010 Financial Management	3	
ETR 2010 Entrepreneurial Marketing	3	ETR 2200 Entrepreneurship Distribution Strategies	3	
	15		15	30

JUNIOR YEAR

NSC 2100 Environmental Science	3	3000/4000 Elective	3	
LAW 3000 Business Law	3	3000/4000 Business Elective	3	
3000/4000 NSC <i>or</i> MTH Elective	3	3000/4000 PSY <i>or</i> SOC Elective	3	
3000/4000 HUM Elective	3	PHL 3100 Ethics	3	
ETR 3010 New Venture Finance	3	ETR 3300 Business Plan Development	3	
	15	FDN 3100 Career Development	1	
		ETR 3990 Internship (Required)	3	3
			16	31

SENIOR YEAR

MGT 4250 Organizational Behavior	3	MGT 4800 Strategic Planning	3	
ENG 4010 Communications & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3	3000/4000 Global Understanding Elective	3	
PHL 4100 Philosophy of American Enterprise	3	3000/4000 Civic Literacy Elective	3	
ETR Elective	3	ETR Elective	3	
ETR 4010 Risk Analysis & Sources of Capital	3	ETR 4200 New Venture Business Case Senior Project	3	
	15		15	30
		SEMESTER HOURS TO GRADUATE		126

Finance

The finance major 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. Graduates are prepared to sit for the Series 7 Examination.

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

FRESHMAN YEAR

MGT 2300 Principles of Management	3	MKT 2080 Principles of Marketing	3	
ENG 1150 Composition I	3	ENG 1200 Composition II	3	
MIS 1600 Advanced Office Applications	3	MTH 1100 Finite Algebra <i>or</i>		
ECN 2210 Principles of Microeconomics	3	MTH 1150 College Algebra (<i>or</i> Calculus)	3	
FIN 1010 Introduction to Finance	3	ECN 2220 Principles of Macroeconomics	3	
FDN 1100 First Year Seminar I	1	SPC 2050 Speech Communications	3	
		FDN 1200 First Year Seminar II	1	
	16		16	32

SOPHOMORE YEAR

ACC 2410 Fundamentals of Financial Accounting	3	ACC 2415 Fundamentals of Managerial Accounting	3	
HIS 2100 Foundations of Modern World I	3	HIS 2150 Foundations of Modern World II	3	
MTH 2310 Statistics I	3	MTH Elective	3	
PSC 2010 Introduction to American Government	3	NSC 2100 Environmental Science	3	
3000/4000 PSY <i>or</i> SOC Elective	3	FIN 2600 Financial Institutions & Simulation	3	
	15		15	30

JUNIOR YEAR

FIN 3210 Financial Management	3	3000/4000 Elective	3	
LAW 3000 Business Law	3	3000/4000 Business Elective	3	
3000/4000 NSC <i>or</i> MTH Elective	3	3000/4000 Global Understanding Elective	3	
3000/4000 HUM Elective	3	FIN 3600 Real Estate Finance & Analysis	3	
FIN 3750 Capital Markets & Analysis	3	FIN 3760 Applied Financial Analysis & Portfolio Management	3	
		FDN 3100 Career Development	1	
	15		16	31

SENIOR YEAR

MGT 4250 Organizational Behavior	3	MGT 4800 Strategic Planning	3	
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3	PHL 3100 Ethics	3	
PHL 4100 Philosophy of American Enterprise	3	3000/4000 Civic Literacy Elective	3	
FIN 4100 Chartered Financial Analyst Topics <i>or</i> FIN 4150 Certified Financial Planner Topics	3	FIN 4010 International Finance	3	
FIN 4550 Corporate Investment Decisions	3	FIN 4850 Corporate Financing Decisions & Valuation	3	
	15		15	30

SEMESTER HOURS TO GRADUATE 123

Fashion Marketing & Management

The fashion marketing & management (FMM) degree 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. The program includes a career-related externship.

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

FRESHMAN YEAR

MGT 2300 Principles of Management	3	MIS 1050 Basic Computer Applications	3	
ENG 1150 Composition I	3	ENG 1200 Composition II	3	
MKT 2080 Principles of Marketing	3	MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3	
ECN 2210 Principles of Microeconomics	3	ECN 2220 Principles of Macroeconomics	3	
FMM 1010 Introduction to Fashion Merchandising	3	MKT 2010 Principles of Selling	3	
FDN 1100 First Year Seminar I	1	FDN 1200 First Year Seminar II	1	
	16		16	32

SOPHOMORE YEAR

ACC 2410 Fundamentals of Financial Accounting	3	ACC 2415 Fundamentals of Managerial Accounting	3	
HIS 2100 Foundations of Modern World I	3	HIS 2150 Foundations of Modern World II	3	
MTH 2310 Statistics I	3	SPC 2050 Speech	3	
PSC 2010 Introduction to American Government	3	NSC 2100 Environmental Science	3	
FMM 2010 Fashion Promotions & Visual Merchandising	3	FMM 2050 Textiles	3	
	15		15	30

JUNIOR YEAR

FIN 3010 Financial Management	3	3000/4000 Elective	3	
LAW 3000 Business Law	3	3000/4000 Business Elective	3	
3000/4000 NSC <i>or</i> MTH Elective	3	3000/4000 PSY <i>or</i> SOC Elective	3	
3000/4000 HUM Elective	3	PHL 3100 Ethics	3	
FMM 3020 History of Costume	3	FMM 3110 Apparel Analysis	3	
	15	FDN 3100 Career Development	1	
		FMM 3990 Internship (required)	3	31
			3	3

SENIOR YEAR

MGT 4250 Organizational Behavior	3	MGT 4800 Strategic Planning	3	
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3	3000/4000 Global Understanding Elective	3	
FMM 4030 Merchandise Buying II	3	3000/4000 Civic Literacy Elective	3	
PHL 4100 Philosophy of American Enterprise	3	FMM 4120 Theories & Practice of Fashion Merchandising	3	
3000/4000 Business Elective	3	3000/4000 Business Elective	3	
	15		15	30
		SEMESTER HOURS TO GRADUATE		126

Health Care Management (ADP Only)

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

FOUNDATION COURSES

18 SEMESTER HOURS

ENG 1150 English Composition I	3
ENG 1200 English Composition II	3
MTH 1150 College Algebra	3
SPC 2050 Speech	3
MIS 1050 Basic Computer Applications	3
FDN 1100, 1200 First Year Seminar I & II	2
FDN 3100 Career Development	1

GENERAL EDUCATION 48 SEMESTER HOURS

ECN 2210 Principles Of Microeconomics	3
ECN 2220 Principles Of Macroeconomics	3
ENG 3200 Report Writing & Professional Communication	3
PHL 3100 Ethics	3
MTH 2310 Statistics I	3
ENG 4010 Communication & Interpersonal Revelations	3
PHL 4100 Philosophy of American Enterprise	3
NSC 2100 Environmental Science	3
HIS History	3
Global Elective	3
PSC 2010 American Government	3
Psychology <i>or</i> Sociology	3
HIS History	3
HUM Elective	3
NSC <i>or</i> MTH Elective	3
Civic Literacy Elective	3

MAJOR 27 SEMESTER HOURS

HCM 1010 Introduction to Health Care Management	3
HCM 1020 Organizational Behavior, Culture, & Language	3
HCM 2010 Economics of Health Care	3
HCM 3010 Accounting in the Health Care Institution	3
HCM 3020 Health Care Budgeting & Financial Management	3
HCM 3030 HR Management for Health Care Industry	3
HCM 3040 Legal & Ethical Aspects	3
HCM 4010 Health Care Quality Management	3

HCM ELECTIVE	3
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BUSINESS CORE 24 SEMESTER HOURS

ACC 2410 Fund of Financial Accounting	3
ACC 2415 Fund of Managerial Accounting	3
MGT 2300 Principles of Management	3
MKT 2080 Principles of Marketing	3
FIN 3010 Financial Management	3
LAW 3000 Business Law	3
MGT 4250 Organizational Behavior	3
MGT 4800 Strategic Management	3

GENERAL ELECTIVES 6 SEMESTER HOURS

SEMESTER HOURS TO GRADUATE 123

Hotel, Restaurant & Resort Management

The hotel, restaurant & resort management (HRRM) major focuses on the largest components of the highly competitive service economy. HRRM courses include facilities engineering, food and beverage management, human resource management, and current hospitality industry issues. The program includes a career-related externship.

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

FRESHMAN YEAR

MGT 2300 Principles of Management	3	MKT 2080 Principles of Marketing	3	
ENG 1150 Composition I	3	ENG 1200 Composition II	3	
MIS 1050 Basic Computer Applications	3	MTH 1100 Finite Math <i>or</i>		
ECN 2210 Principles of Microeconomics	3	MTH 1150 College Algebra	3	
HRM 1010 Introduction to Hospitality Management	3	ECN 2220 Principles of Macroeconomics	3	
FDN 1100 First Year Seminar I	1	HRM 1030 Sanitation	3	
	16	FDN 1200 First Year Seminar II	1	
			16	32

SOPHOMORE YEAR

ACC 2410 Fundamentals of Financial Accounting	3	ACC 2415 Fundamentals of Managerial Accounting	3	
HIS 2100 Foundations of Modern World I	3	HIS 2150 Foundations of Modern World II	3	
MTH 2310 Statistics I	3	SPC 2050 Speech	3	
PSC 2010 Introduction to American Government	3	NSC 2100 Environmental Science	3	
HRM 2050 Food and Beverage Management	3	HRM 2100 Facilities Engineering	3	
	15		15	30
		HRM 2040 Practicum I (required)	1	1

JUNIOR YEAR

FIN 3010 Financial Management	3	3000/4000 Elective	3	
LAW 3000 Business Law	3	3000/4000 Business Elective	3	
3000/4000 NSC <i>or</i> MTH Elective	3	3000/4000 PSY <i>or</i> SOC Elective	3	
3000/4000 HUM Elective	3	PHL 3100 Ethics	3	
HRM 3050 Hospitality Operations Management	3	HRM 3100 Resort and Club Management	3	
	15	FDN 3100 Career Development	1	
			16	31
		HRM 3040 Practicum II (required)	1	1
		HRM 3990 Internship (required)	3	3

SENIOR YEAR

MGT 4250 Organizational Behavior	3	MGT 4800 Strategic Planning	3	
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3	3000/4000 Global Understanding Elective	3	
PHL 4100 Philosophy of American Enterprise	3	3000/4000 Civic Literacy Elective	3	
HRM 4100 Human Resource Applications	3	HRM 4180 Special Events & Meeting Planning	3	
HRM 4050 Cost and Budgeting (MI) <i>or</i> HRM 4150 International Tourism (FL)	3	HRM 4500 Current Issues in the Hospitality Industry	3	
	15		15	30
		SEMESTER HOURS TO GRADUATE		128

International Business

The international business major focuses on the emerging global business environment. International business courses include trade, finance, law, marketing, management, culture, world geography, and comparative economic systems. This program is interdisciplinary and includes a foreign language minor.

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

FRESHMAN YEAR

MGT 2300 Principles of Management	3	MKT 2080 Principles of Marketing	3	
ENG 1150 Composition I	3	ENG 1200 Composition II	3	
MIS 1050 Basic Computer Applications	3	MTH 1100 Finite Math <i>or</i> MTH 1150		
ECN 2210 Principles of Microeconomics	3	College Algebra	3	
INB 1100 Introduction to International Business	3	ECN 2220 Principles of Macroeconomics	3	
FDN 1100 First Year Seminar I	1	SPC 2050 Speech	3	
		FDN 1200 First Year Seminar II	1	
	16		16	32

SOPHOMORE YEAR

ACC 2410 Fundamentals of Financial Accounting	3	ACC 2415 Fundamentals of Managerial Accounting	3	
HIS 2100 Foundations of Modern World I	3	HIS 2150 Foundations of Modern World II	3	
MTH 2310 Statistics I	3	NSC 2100 Environmental Science	3	
PSC 2010 Introduction to American Government	3	ECN 3410 Comparative Economic Systems	3	
Foreign Language I	3	Foreign Language II	3	
	15		15	30

JUNIOR YEAR

FIN 3010 Financial Management	3	3000/4000 Business Elective	3	
LAW 3000 Business Law	3	3000/4000 PSY <i>or</i> SOC Elective	3	
3000/4000 NSC <i>or</i> MTH Elective	3	PHL 3100 Ethics	3	
Foreign Language III	3	Foreign Language IV	3	
ECN 3000 International Trade	3	MKT 3100 International Marketing	3	
		FDN 3100 Career Development	1	
	15		16	31

SENIOR YEAR

MGT 4250 Organizational Behavior	3	MGT 4800 Strategic Planning	3	
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3	3000/4000 Global Understanding Elective	3	
PHL 4100 Philosophy of American Enterprise	3	3000/4000 Civic Literacy Elective	3	
LAW 4050 International Law	3	FIN 4010 International Finance	3	
MGT 4030 International Management	3	3000/4000 Elective	3	
	15		15	30
		SEMESTER HOURS TO GRADUATE		123

Management (FL & MI)

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

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

FLORIDA AND MICHIGAN CAMPUS:

FRESHMAN YEAR

MGT 2300 Principles of Management	3	MKT 2080 Principles of Marketing	3	
ENG 1150 Composition I	3	ENG 1200 Composition II	3	
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3	MIS 1050 Basic Computer Applications	3	
ECN 2210 Principles of Microeconomics	3	ECN 2220 Principles of Macroeconomics	3	
Elective	3	Elective	3	
FDN 1100 First Year Seminar I	1	FDN 1200 First Year Seminar II	1	
	16		16	32

SOPHOMORE YEAR

ACC 2410 Fundamentals of Financial Accounting	3	ACC 2415 Fundamentals of Managerial Accounting	3	
HIS 2100 Foundations of Modern World I	3	HIS 2150 Foundations of Modern World II	3	
MTH 2310 Statistics I	3	SPC 2050 Speech	3	
PSC 2010 Introduction to American Government	3	NSC 2100 Environmental Science	3	
MGT 2500 Human Resource Management	3	Elective	3	
	15		15	30

JUNIOR YEAR

FIN 3010 Financial Management	3	3000/4000 Elective	3	
LAW 3000 Business Law	3	3000/4000 Business Elective	3	
3000/4000 NSC <i>or</i> MTH Elective	3	3000/4000 PSY <i>or</i> SOC Elective	3	
3000/4000 HUM Elective	3	PHL 3100 Ethics	3	
MGT 3500 Operations Management	3	MGT 3700 Practice of Management & Leadership	3	
	15	FDN 3100 Career Development	1	
			16	31

SENIOR YEAR

MGT 4250 Organizational Behavior	3	MGT 4800 Strategic Planning	3	
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3	3000/4000 Global Understanding Elective	3	
PHL 4100 Philosophy of American Enterprise	3	3000/4000 Civic Literacy Elective	3	
3000/4000 Elective	3	3000/4000 Elective	3	
MGT 4030 International Management	3	MGT 4300 Management of Information Technologies	3	
	15		15	30

SEMESTER HOURS TO GRADUATE 123

Management (TX)

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

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

TEXAS CAMPUS:

FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1105 Composition I	3
MIS 1050 Basic Computer Applications	3
ECN 2210 Principles of Microeconomics	3
Elective	3
FDN 1100 First Year Seminar I	1
	16

SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
MTH 1150 College Algebra	3
ECN 2220 Principles of Macroeconomics	3
MIS 1200 Introduction to Programming Languages	3
FDN 1200 First Year Seminar II	1
	16
	32

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2160 Foundations of the Modern World	3
MTH 2310 Statistics I	3
Elective	3
MGT 2500 Human Resource Management	3
	15

SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2175 History of the United States of America	3
PSC 2010 Introduction to American Government	3
NSC 2100 Environmental Science	3
MGT 3500 Operations Management	3
	15
	30

JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
LAW 3000 Business Law	3
3000/4000 Elective	3
3000/4000 Humanities - Fine Arts Elective	3
MGT 4300 Management of Information Technologies	3
	15

SPRING

SPC 2050 Speech Communication	3
3000/4000 Elective	3
3000/4000 SOC <i>or</i> PSY Elective	3
PHL 3100 Ethics	3
3000/4000 Natural Science Elective	3
FDN 3100 Career Development	1
	16
	31

SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
Eng 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
PHL 4100 Philosophy of American Enterprise	3
3000/4000 Elective	3
MGT 3700 Practice of Management and Leadership	3
	15

SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
3000/4000 Elective	3
MGT 4030 International Management	3
	15
	30

SEMESTER HOURS TO GRADUATE 123

Management (TX continued)

Management major concentrations are available in the following areas. See specific guides available online at <http://www.northwood.edu/tx/academics/> for required courses.

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

Management Information Systems

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

FRESHMAN YEAR

MGT 2300 Principles of Management	3	MKT 2080 Principles of Marketing	3		
ENG 1150 Composition I	3	ENG 1200 Composition II	3		
ECN 2210 Principles of Microeconomics	3	ECN 2220 Principles of Macroeconomics	3		
MIS 1600 Advanced Office Applications	3	MIS 1800 Collaboration and Web Programming	3		
MIS 1110 Introduction to Management Information Systems	3	MIS 1300 Information Technology Infrastructure	3		
FDN 1100 First Year Seminar I	1	FDN 1200 First Year Seminar II	1		
	16		16		32

SOPHOMORE YEAR

ACC 2410 Fundamentals of Financial Accounting	3	ACC 2415 Fundamentals of Managerial Accounting	3		
HIS 2100 Foundations of Modern World I	3	HIS 2150 Foundations of Modern World II	3		
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3	SPC 2050 Speech	3		
PSC 2010 Introduction to American Government	3	MTH 2310 Statistics I	3		
MIS 2140 Business Applications Programming	3	MIS 2150 Business Applications Programming II	3		
	15		15		30

JUNIOR YEAR

FIN 3010 Financial Management	3	3000/4000 Business Elective	3		
LAW 3000 Business Law	3	3000/4000 PSY <i>or</i> SOC Elective	3		
NSC 2100 Environmental Science	3	PHL 3100 Ethics	3		
3000/4000 HUM Elective	3	MIS 3250 ERP Business Applications - SAP	3		
MIS 3300 Project Management	3	MIS 3400 Systems Analysis & Design	3		
	15	FDN 3100 Career Development	1		
			16		31

SENIOR YEAR

MGT 4250 Organizational Behavior	3	MGT 4800 Strategic Planning	3		
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3	3000/4000 Global Understanding Elective	3		
PHL 4100 Philosophy of American Enterprise	3	3000/4000 Civic Literacy Elective	3		
3000/4000 NSC <i>or</i> MTH Elective	3	3000/4000 Elective	3		
MIS 4110 Systems Project I	3	MIS 4210 Systems Project II	3		
	15		15		30

SEMESTER HOURS TO GRADUATE 123

Marketing (FL & MI)

The marketing major focuses on the various aspects of the marketing function, including business-to-business marketing, marketing research, integrated marketing, and marketing management. Students develop a marketing plan as a capstone marketing project.

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

FLORIDA AND MICHIGAN CAMPUS:

FRESHMAN YEAR

MKT 2080 Principles of Marketing	3	MKT 2300 Principles of Management	3
ENG 1150 Composition I	3	ENG 1200 Composition II	3
MIS 1050 Basic Computer Applications	3	MTH 1100 Finite Math <i>or</i>	
ECN 2210 Principles of Microeconomics	3	MTH 1150 College Algebra	3
ADV 1100 Principles of Advertising	3	ECN 2220 Principles of	
FDN 1100 First Year Seminar I	1	Macroeconomics	3
		MKT 2010 Principles of Selling	3
		FDN 1200 First Year Seminar II	1
	16		16 32

SOPHOMORE YEAR

ACC 2410 Fundamentals of Financial Accounting	3	ACC 2415 Fundamentals of	
HIS 2100 Foundations of Modern World I	3	Managerial Accounting	3
LAW 3000 Business Law	3	HIS 2150 Foundations of Modern	
PSC 2010 Introduction to American Government	3	World II	3
MKT 3050 Consumer Behavior	3	SPC 2050 Speech Communications	3
		NSC 2100 Environmental Science	3
		MKT 2200 Sales Management	3
	15		15 30

JUNIOR YEAR

FIN 3010 Financial Management	3	3000/4000 Elective	3
MTH 2310 Statistics I	3	3000/4000 PSY <i>or</i> SOC Elective	3
3000/4000 NSC <i>or</i> MTH Elective	3	PHL 3100 Ethics	3
3000/4000 HUM Elective	3	MTH 3340 Statistics II	3
MKT 3000 E-Commerce	3	MKT 3100 International Marketing	3
		FDN 3100 Career Development	1
	15		16 31

SENIOR YEAR

MGT 4250 Organizational Behavior	3	MGT 4800 Strategic Planning	3
ENG 4010 Communication & Interpersonal		3000/4000 Global Understanding	
Relations <i>or</i> Advanced Studies in English		Elective	3
<i>or</i> Language Elective	3	3000/4000 Civic Literacy Elective	3
PHL 4100 Philosophy of American Enterprise	3	3000/4000 Business Elective	3
Elective	3	MKT 4240 Marketing Management	3
MKT 4230 Marketing Research	3		
	15		15 30

SEMESTER HOURS TO GRADUATE 123

Marketing (TX)

The marketing major focuses on the various aspects of the marketing function, including business-to-business marketing, marketing research, copywriting, and marketing management. Students develop a marketing plan as a capstone marketing project.

Upon registering for classes, students will pick a major and a concentration. Each concentration has a four-year plan or curriculum guide associated with it. See <http://www.northwood.edu/tx/academics/> for curriculum guides for the specific concentrations listed at the bottom of this guide. The curriculum guide acts as your plan of study. Academic advisors are available to assist you with questions that arise regarding your degree path.

TEXAS CAMPUS:

FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MIS 1050 Basic Computer Applications	3
ECN 2210 Principles of Microeconomics	3
MKT 2080 Principles of Marketing	3
FDN 1100 First Year Seminar I	1
	16

SPRING

MKT 2010 Principles of Selling	3
ENG 1200 Composition II	3
MTH 1150 College Algebra	3
ECN 2220 Principles of Macroeconomics	3
MIS 1200 Introduction to Programming Languages	3
FDN 1200 First Year Seminar II	1
	16
	32

SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2160 Foundations of the Modern World	3
MTH 2310 Statistics I	3
MKT 2200 Sales Management	3
SPC 2050 Speech Communication	3
	15

SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2175 History of the United States of America	3
PSC 2010 Introduction to American Government	3
NSC 2100 Environmental Science	3
MKT 3050 Consumer Behavior	3
	15
	30

JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
LAW 3000 Business Law	3
MKT 3450 Logistics	3
3000/4000 Humanities - Fine Arts Elective	3
MKT 4220 Marketing Research Seminar	3
	15

SPRING

MKT 3100 International Marketing	3
MKT 3000 E-Commerce	3
3000/4000 SOC <i>or</i> PSY Elective	3
PHL 3100 Ethics	3
3000/4000 Natural Science Elective	3
FDN 3100 Career Development	1
	16
	31

SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Relations or Advanced Studies in English <i>or</i> Language Elective	3
PHL 4100 Philosophy of American Enterprise	3
3000/4000 Business Elective	3
MKT 4240 Marketing Management	3
	15

SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
3000/4000 Elective	3
MKT 4490 Advanced Marketing Strategies	3
	15
	30

SEMESTER HOURS TO GRADUATE

123

Marketing (TX continued)

Marketing major concentrations are available in the following areas. See specific guides available online at <http://www.northwood.edu/tx/academics/> for required courses.

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

Four Year B.B.A./M.B.A. Program

The Northwood University Four Year B.B.A./M.B.A. Program is an intensive program of study that allows high-achieving, focused students to complete their Bachelor of Business Administration degree in three years and their Master of Business Administration degree in one additional year. This program allows for and encourages students to participate in co-curricular campus life programming like varsity athletics, Greek life, business clubs, and academic, service, and social organizations while at Northwood University.

FIRST YEAR FALL

MGT 2300 Principles of Management	3
MTH 1150 College Algebra <i>or</i> MTH 1100 Finite Math <i>or</i> MTH 3100 Calculus I	3
ENG 1150 Composition I	3
ECN 2210 Principles of Microeconomics	3
MIS 1600 Advanced Office Applications	3
MKT 2080 Principles of Marketing	3
FDN 1100 First Year Seminar I	1
	19

SPRING

ECN 2220 Principles of Macroeconomics	3
ENG 1200 Composition II	3
MTH 2310 Statistics I	3
SPC 2050 Speech	3
NSC 2100 Environmental Science	3
PSC 2010 Introduction to American Government	3
FDN 1200 First Year Seminar II	1
	19

SECOND YEAR FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
MTH 3340 Statistics II	3
3000/4000 Psychology or Sociology Elective	3
MGT 2500 Human Resource Management	3
MKT 3050 Consumer Behavior	3
	18

SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
MGT 3500 Operations Management	3
ENG Analytical Writing	3
SOC 3500 Cultural Anthropology	3
LAW 3000 Business Law	3
FDN 3100 Career Development	1
	19

SUMMER or COMPRESSED COURSES

3000/4000 Humanities Elective	3
PHL 3100 Ethics	3
	6

THIRD YEAR FALL

FIN 3210 Financial Management for Majors	3
MTH 3350 Quantitative Methods	3
MGT 4250 Organizational Behavior	3
MKT 4230 Marketing Research	3
MGT 3700 Practice of Mgt. & Leadership	3
PHL 4100 Philosophy of American Enterprise	3
	18

SPRING

MKT 4240 Marketing Management	3
MGT 4800 Strategic Planning	3
ECN 3000 International Trade	3
MGT 4030 International Management	3
MGT 4300 Management of Information Technology	3
FIN 4010 International Finance	3
	18

SUMMER or COMPRESSED COURSES

ENG 4010 Com & Interpersonal Relations	3
ECN 4010 Economics of Public Policy	3
	6

SEMESTER HOURS TO GRADUATE 123

Notes:

- A maximum of 19 credits are to be taken in semester.
- Any courses taken in a compressed or summer session are in addition to the base tuition that the student pays for a semester.

COURSE DESCRIPTIONS

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

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

ACCOUNTING (ACC)

ACC 2410 FUNDAMENTALS OF FINANCIAL ACCOUNTING 3 credits

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

ACC 2415 FUNDAMENTALS OF MANAGERIAL ACCOUNTING 3 credits

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

Prerequisite: ACC 2410

ACC 3110 INTERMEDIATE ACCOUNTING I 3 credits

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

Prerequisite: ACC 2415

ACC 3115 INTERMEDIATE ACCOUNTING II 3 credits

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

Prerequisite: ACC 3110

ACC 3120 MANAGERIAL/COST ACCOUNTING 3 credits

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

Prerequisite: ACC 2415

ACC 3400 FEDERAL TAXATION 3 credits

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

Prerequisite: ACC 2415

ACC 3500 ACCOUNTING INFORMATION SYSTEMS 3 credits

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

Prerequisite: ACC 3115 or approval of department chair

ACC 3800 TAXATION OF INDIVIDUALS
3 credits

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

Prerequisite: ACC 2415

ACC 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

ACC 4010 AUDITING 3 credits

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

Prerequisite: ACC 3500

ACC 4040 GOVERNMENTAL AND NON-PROFIT ACCOUNTING 3 credits

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

Prerequisite: ACC 3115

ACC 4060 FRAUD EXAMINATION 3 credits

Defines fraud and examines the nature of those who commit fraud, how it is prevented, detected, and investigated, the different types of fraud and their impact, and methods of resolution, legal and other-wise.

Prerequisite: ACC 4010

ACC 4070 FEDERAL TAX RESEARCH
3 credits

Students complete a series of case studies and exercises requiring the familiarization with the most important elements of Federal Tax Law and utilize the Internal

Revenue Code and other resources, such as online professional research sites. Students will gain experience in locating, understanding, and interpreting source material and in communicating the results of their research.

Prerequisite: ACC 3400 or ACC 3800

ACC 4080 ACCOUNTING ETHICS 3 credits

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

ACC 4100 FINANCIAL STATEMENT ANALYSIS AND VALUATION 3 credits

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

Prerequisite: FIN 3210 or instructor approval

ACC 4150 ESTATE PLANNING THEORY 3 credit

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

Prerequisite: ACC 2415

ACC 4220 ADVANCED ACCOUNTING 3 credits

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

Prerequisite: ACC 3115

ACC 4250 INTERNATIONAL ACCOUNTING**3 credits**

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

Prerequisite: ACC 3115

ADVERTISING (ADV)

ADV 1100 PRINCIPLES OF ADVERTISING**3 credits**

An introduction to the principles of advertising and public relations as related to marketing and business management practices in enterprise. In this course students will participate in a detailed study of the principle 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. Students will study how each group is interdependent and how all are vital parts of the process of commercial marketing communications. Students will also gain an understanding and appreciation of the roles of professionals in terms of strategies, tactics, execution, and results, as well as how advertising relates to the public, government, and consumers. Additionally, the course will take a comprehensive and practical look at the nature, scope, and use of public relations skills.

Prerequisite: MKT 2080**ADV 1110 ADVERTISING RESEARCH AND COPYWRITING 3 credits**

Orients students to the purpose and role of research in making conceptual and creative recommendations. Included in this course are the development and implementation of primary and secondary research to create effective copy for printed and electronic media. This course takes an in-depth look at how research is used to build a strategy and how data are then used to create proper messaging/copywriting for ads, commercials, and promotional materials. This is a writing course, therefore, students will write advertising copy for various media.

Students will also gain an orientation to the developmental steps of creative thinking, strategy, and copywriting for ads, commercials, and promotion materials.

ADV 2100 ADVERTISING SALES AND MEDIA PLANNING 3 credits

Students examine various media available to the contemporary advertiser, including traditional media newspapers, magazines, out-of-home, radio, television, direct mail, and new media opportunities in the constantly evolving digital environment, as well as related initiatives such as viral marketing and guerrilla marketing. In addition to analysis of the message delivery platform, research techniques that support message placement including primary and secondary research methodologies are examined as students become familiar with construction of a media plan. Students will discover the relationship between financially accountable budget planning and the media mix with the goal of reaching maximum communications objectives. Students will experience what it's like to be on the other side of the table, as they learn how to sell the various media outlets and media planning strategies to buyers.

Prerequisite: ADV 1100**ADV 2150 ADVERTISING CREATIVE PROCESS AND DESIGN 3 credits**

An 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. In this course students will analyze elements of an ad including layout, fonts, color, casting, lighting, and images, and how these communicate with a target audience.

ADV 2310 NEW MEDIA STRATEGIES AND TACTICS 3 credits

The advertising field today deals with communicating with a target audience through many other advertising vehicles rather than the traditional print and broadcast. Guerilla marketing, the digital age of advertising, and interactive and viral advertising are now considered mainstream media when communicating with a target audience. This course introduces students to the concepts and use of new media including: viral marketing, digital media, guerilla marketing, social networking, and viral advertising. Through this course students will learn forms of media and unconventional systems for communication/promotions that rely on time, energy, and imagination rather than a big marketing budget.

Prerequisite: ADV 1100

ADV 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

ADV 4100 ADVERTISING CAMPAIGNS 3 credits

Students will review historical and contemporary advertising and marketing communication campaigns, analyze consumer, business-to-business, national, and local campaigns including volunteer, not-for-profit public service advertising. Students work in team groups to create and present a completely integrated advertising campaign supporting and coordinating all strategy, creative, media, and sales promotion aspects for final recommendation. Students on each team grade the work of their teammates within the group. This is the capstone course of Northwood's Advertising Program. This is a practical knowledge and hands-on course.

Prerequisites: ADV 2100, 2150 and 2310

ADV 4790 CURRENT ISSUES IN ADVERTISING 3 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. This is a discussion-based course that requires student to be aware of the changes happening daily in the industry.

Prerequisite: ADV 4100

AFTERMARKET MANAGEMENT (AMM)

AMM 1100 INTRODUCTION TO THE AUTOMOTIVE AND HEAVY DUTY AFTERMARKET 3 credits

Each step of the automotive and heavy duty aftermarket distribution system and interrelations of all segments from manufacturer to consumer are explored. The course includes the aftermarket history, industry terminology, distribution channels, sales organization, trade associations, the trade press, and aftermarket trends.

AMM 1120 AFTERMARKET MANUFACTURING MANAGEMENT 3 credits

The aftermarket management manufacturing functions are examined including market planning, sales training and management, advertising, selecting and directing

employees, establishing and controlling budgets, executive responsibilities, managing for profit, trade shows and clinics, market research, branding, remanufacturing, and manufacturer representative firms.

Prerequisite: AMM 1100

AMM 2050 AUTOMOTIVE RETAIL/WHOLESALE MANAGEMENT 3 credits

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

Prerequisite: AMM 1100

AMM 2100 HEAVY DUTY PARTS AND SERVICE MARKETING 3 credits

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

AMM 3500 SUPPLY CHAIN MANAGEMENT 3 credits

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

**AMM 3600 LOGISTICS AND SUPPLY CHAIN
MANAGEMENT 3 credits**

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

Prerequisite: AMM 2050

AMM 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

AMM 3990 INTERNSHIP 3 credits

This is a work-study project by the individual student about the applicability of theories and principles of aftermarket management. A contracted and supervised work program is arranged with an employer, faculty, and student.

Prerequisite: Faculty Approval

**AMM 4040 AFTERMARKET FIELD SALES
MANAGEMENT 3 credits**

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

**AMM 4120 CURRENT ISSUES IN GLOBAL
AFTERMARKET
3 credits**

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

**AMM 4130 AFTERMARKET MANAGEMENT
RESEARCH 3 credits**

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

ART (ART)

ART 3050 BEGINNING DRAWING 3 credits

Drawing fundamentals are explored through hands-on studio experience, introducing a variety of materials and mediums. Techniques include contour drawing, sighting and modeling, creating three-dimensionality (shading, chiaroscuro), understanding positive and negative space, creating texture, and mastering linear and aerial perspective. Elements of design and composition are taught through exercises in still life, landscape, portraiture, and on-site drawing. Works of master artists will be presented along with interaction with guest artists which will require some written work. Course may include various field trips to local sites.

ART 3080 PAINTING 3 credits

The color wheel and impact of color choices will be explored exposing students to a working knowledge of color terminology; primary, secondary and tertiary colors, while also introducing color scheme and theory. Analogous, complementary, neutral, and monochromatic color concepts will be taught through hands-on painting experiences. Physical properties of color (hue, value, intensity, tint, and tone) are discussed as well as the elements and principles of art (line, color, shape, pattern, rhythm, unity, balance, and composition). The student will have opportunities to implement various paint and color techniques through multiple exercises. Field trips to local studios and museums may be incorporated into the syllabus. Course may include various field trips to local sites.

**AUTOMOTIVE MARKETING &
MANAGEMENT (AM)**

**AM 1320 ROLE AND FUNCTION OF THE
AMERICAN AUTOMOBILE
DEALERSHIP 3 credits**

An introductory course for students in automotive marketing and management. Studies the role and function of the automobile dealership by examining several key factors including the relationship between the manufacturers and their dealers, possible career paths within the automotive industry, finding the right location, and facilities planning. Cash flow planning, vehicle floor planning, and marketing topics will be discussed.

AM 2520 INDEPENDENT DEALERSHIP OPERATIONS 3 credits

Focuses on the non-franchise, independent automobile dealer. These dealers are essential to the long-term survival of the American automobile industry. The disposition of used vehicles is necessary to accommodate the new vehicle sales, and these dealers have unique requirements organizationally. The role of sales and salespeople, advertising, marketing, auctions, vehicle reconditioning, wholesalers, vehicle pricing, financing—including sub-prime and dealer financing, and lot location and display will be studied.

Prerequisite: 30 credit hours completed

AM 2540 CURRENT ISSUES IN DEALERSHIP TECHNOLOGY 3 credits

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

Prerequisite: 30 credit hours completed

AM 2560 STRATEGIC SALES AND MARKETING ISSUES 3 credits

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

Prerequisite: 30 credit hours completed

AM 2640 DEALERSHIP VARIABLE OPERATIONS 3 credits

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

role of auctions in maintaining proper inventory balance. This course will utilize the ERA computer system.

Prerequisite: AM 1320

AM 2650 DEALERSHIP FIXED OPERATIONS 3 credits

Study of the management of the mechanical service department, the body shop department, and the parts department of American franchised automobile dealers. This class will emphasize repair order generation and control, shop utilization, scheduling of work, employee selection and motivation, technician productivity and efficiency, body shop estimating techniques, and dealing with insurance companies. This course will also emphasize 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 will utilize the ERA computer system.

Prerequisite: AM 1320

AM 3020 INTERNATIONAL SUMMER UNIVERSITY 3 credits

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

Prerequisites: 60 credit hours completed and approval of the department chair

AM 3040 GLOBAL AUTOMOTIVE ISSUES 3 credits

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

will be analyzed while concentrating on the advantages and disadvantages from a manufacturing and consumer point of view.

Prerequisite: 60 credit hours completed

AM 3630 DEALERSHIP ACCOUNTING
3 credits

Focuses on the application of the basic accounting principles to the retail automobile dealership. Transactions are traced from the source documents through the accounting records into the financial statements. Students will prepare and analyze all standard dealership operating and reporting documents. The course will provide students to be exposed to computerized accounting through the use of an ERA computer system.

Prerequisite: 60 credit hours completed

**AM 3650 DEALERSHIP LEGAL ISSUES/
FINANCE AND INSURANCE**
3 credits

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

Prerequisite: 60 credit hours completed

**AM 3680 ADVANCED DEALERSHIP FIXED
OPERATIONS 3 credits**

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

Prerequisite: AM 2640

AM 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

**AM 3980 RETAIL AUTOMOTIVE OPERATIONS
MANAGEMENT 3 credits**

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

Prerequisite: approval of the department chair

AM 3990 INTERNSHIP 3 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: 30 credit hours completed

AM 3995 DIRECTED STUDY 3 credits

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

Prerequisite: 60 credit hours completed

**AM 4020 DEALERSHIP VALUATION, DEALER
DEVELOPMENT, SUCCESSORSHIP
ISSUES 3 credits**

A discussion regarding the important topics of determining the value of a business, specifically an automobile dealership, transferring ownership of that business through buy-sell agreements and the role that the manufacturers play in keeping dealerships from failing. Discusses how manufacturers have a vested interest in seeing their franchise dealerships succeed. Likewise, they are very protective of who owns and manages these dealerships. For these reasons, the manufacturers have instituted

programs aimed at helping dealerships remain profitable and have incorporated into the language of the franchise agreement the right to approve successors to existing dealer principals.

Prerequisite: 90 credit hours completed

**AM 4100 INDEPENDENT RESEARCH TOPICS
3 credits**

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

Prerequisite: 90 credit hours completed

AM 4650 DEALERSHIP FINANCIAL STATEMENT ANALYSIS 3 credits

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

Prerequisite: 90 credit hours completed

**AM 4651 DEALERSHIP ACCOUNTING & FINANCIAL STATEMENT ANALYSIS
3 credits**

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

Prerequisites: ACC 2410 and AM 3680

**AM 4660 DEALERSHIP MANAGEMENT FOR INTERNATIONAL STUDENTS
3 credits**

Designed to be a capstone course for international students studying the American franchise automobile dealer-

ship. The focus will be on studying current trends and developments, doing research in relevant topics, and individual and team case studies. Experts from outside the classroom will be brought in to discuss important topics of current concern. Students will also be encouraged to visit dealerships located near the campus to observe their operations.

Prerequisite: Senior international students

AM 4670 DEALERSHIP GENERAL MANAGEMENT 3 credits

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

Prerequisite: 90 credit hours completed

ECONOMICS (ECN)

**ECN 2210 PRINCIPLES OF MICROECONOMICS
3 credits**

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

**ECN 2220 PRINCIPLES OF MACROECONOMICS
3 credits**

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

ECN 3000 INTERNATIONAL TRADE 3 credits

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

Prerequisites: ECN 2210 and 2220

ECN 3010 INTERMEDIATE MICROECONOMICS
3 credits

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

Prerequisites: ECN 2210 and 2220

ECN 3020 INTERMEDIATE MACROECONOMICS
3 credits

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

Prerequisites: ECN 2210 and 2220

ECN 3110 ECONOMIC HISTORY 3 credits

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

Prerequisites: ECN 2210 and 2220

ECN 3310 MONEY AND BANKING 3 credits

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

Prerequisites: ECN 2210 and ECN 2220

ECN 3410 COMPARATIVE ECONOMIC SYSTEMS
3 credits

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

Prerequisites: ECN 2210 and 2220

ECN 3510 DEVELOPMENT OF ECONOMIC THOUGHT 3 credits

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

Prerequisites: ECN 2210 and 2220

ECN 3710 ENVIRONMENTAL ECONOMICS
3 credits

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

Prerequisite: ECN 2210

ECN 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

ECN 3990 ADVANCED TOPICS - POLITICAL ECONOMY 3 credits

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

Prerequisites: ECN 2210 and 2220

ECN 4010 ECONOMICS OF PUBLIC POLICIES
3 credits

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

Prerequisites: ECN 2210 and 60 credit hours completed.

ECN 4250 CASES AND PROBLEMS IN GLOBAL ENTREPRENEURSHIP 3 credits

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

Prerequisite: ECN 3000

ECN 4400 AUSTRIAN ECONOMIC THEORY
3 credits

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

Prerequisites: ECN 2210 and ECN 2220

**ECN 4500 INTRODUCTION TO
ECONOMETRICS 3 credits**

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

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

ECN 4890 RESEARCH METHODS 3 credits

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

Prerequisite: ECN 4500

ENGLISH (ENG)

**ENG 0900 DEVELOPMENTAL COMPOSITION
3 credits**

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

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

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

ENG 1150 COMPOSITION I 3 credits

Uses a variety of genres to introduce students to rhetorical awareness focusing on audience and purpose. Readings in fiction and/or non-fiction are used to support writing strategies. A researched argumentative paper using APA documentation is required during the freshman compo-

sition sequence in either Composition I or Composition II or both.

Prerequisite: ENG 0090 or minimum ACT English score of 18 or minimum SAT verbal score of 421

ENG 1200 COMPOSITION II 3 credits

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

Prerequisite: ENG 1150

**ENG 3200 REPORT WRITING AND APPLIED
BUSINESS COMMUNICATIONS
3 credits**

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

Prerequisite: ENG 1200

**ENG 3600 APPLIED COMMUNICATIONS
3 credits**

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

Prerequisite: ENG 1200

**ENG 3850 SPECIAL TOPICS IN LITERATURE
3 credits**

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

Prerequisite: ENG 1200

**ENG 4010 COMMUNICATION AND INTERPER-
SONAL RELATIONS 3 credits**

Examines the fundamental connection between the use of language and the way people communicate, think, and act. To understand the deeply symbolic nature of

language, students study modern semantics and focus on how to interpret spoken and written words, especially by examining how the meaning of words is influenced by physical, verbal, and historical contexts. Students increase their self-awareness and their abilities to communicate, think, and act effectively and ethically.

Prerequisite: ENG 1200

ENTERTAINMENT, SPORT & PROMOTION MANAGEMENT (ESM)

ESM 1010 INTRODUCTION TO SPORT AND ENTERTAINMENT MANAGEMENT 3 credits

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

ESM 1030 SPORT AND ENTERTAINMENT COMMUNICATIONS AND PUBLIC RELATIONS 3 credits

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

ESM 2010 SOCIOLOGY OF SPORT AND ENTERTAINMENT 3 credits

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

ESM 2040 PRACTICUM 1 credit

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

Prerequisite: 30 credit hours completed

ESM 2050 FACILITY AND EVENT MANAGEMENT 3 credits

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

ESM 2100 MUSIC, THEATRE & FILM INDUSTRY MANAGEMENT 3 credits

Provides an overview of the goals and strategies of the music, theatre, and film industry. Management techniques related to the roles and activities of artists, producers, engineers, managers, promoters, and songwriters are a focal point in this course. Students will experience an introduction to club and concert venue management including booking agencies, concerts, and nightclubs.

ESM 2550 EVENT AND PRODUCTION MANAGEMENT 3 credits

Designed to provide students with planning and executing sporting events, entertainment events, corporate events, trade shows, or exhibitions with emphasis on pre-planning, budget preparation, advertising, and public relations. Designing, planning and developing an integrated marketing campaign will be explored to develop an understanding about contract negotiations and supplier agreements.

ESM 3010 SPORT AND ENTERTAINMENT MARKETING 3 credits

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

Prerequisite: MKT 2080

ESM 3030 SPORTS AND ENTERTAINMENT MARKETING AND COMMUNICATIONS 3 credits

Integrates marketing principles specifically for the sports and entertainment marketing field. Strategic market

segmentation, understanding media outlets, ratings and shares, and understanding budget and marketing constraints will be emphasized. Additional emphasis is put on the difference between interpersonal, mass communications, and public relations.

ESM 3040 PRACTICUM II 1 credit

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

Prerequisite: 30 credit hours completed

**ESM 3070 APPLIED RECORD & FILM
INDUSTRY MARKETING 3 credits**

This course is a unique combination of marketing theory and applied concepts specific to the record and film industry. Topics include press kit development, music and film sales and distribution, advertising and promotion, film premier public relations, sponsorship development, theater fundraising and development, and live concerts.

**ESM 3300 SPORT AND ENTERTAINMENT
SPONSORSHIP AND FUNDRAISING
3 credits**

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

**ESM 3520 SALES AND REVENUE GENERATION
IN SPORTS AND ENTERTAINMENT
3 credits**

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

ESM 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

ESM 3990 INTERNSHIP Credits

The (400 hours) full-time internship is designed to provide students with valuable work experience in a sport and entertainment management industry. The experience must be directed and evaluated by the chair with appropriate supervision by the on-site professional. Final agreements for the internship are to be completed by the ESPM department chair.

Prerequisite: Department chair approval

**ESM 4020 SPORT AND ENTERTAINMENT
ECONOMICS 3 credits**

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

Prerequisites: ECN 2210 and ECN 2220

**ESM 4030 FACILITIES AND OPERATIONS
MANAGEMENT 3 credits**

In-depth investigation of event, risk, and facility management. This course delves into the budgeting and financials of facility concession and sport merchandising. Specific attention will be given to private and public entertainment facilities and their similarities and differences. This course also surveys the working components of new facility design and planning, overall layout and traffic flow, the process of mega-shelters in catastrophic events, and the possibilities of expansion/renovations in existing venues.

**ESM 4040 GOVERNANCE AND LEGAL ASPECTS
OF SPORT AND ENTERTAINMENT
3 credits**

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

Prerequisite: LAW 3000

**ESM 4070 AGENTS, PRODUCTION & ARTIST
MANAGEMENT 3 credits**

This course focuses on the roles and activities of the music and film agent, managers, and artist representation through case studies, market research, and trend analyses. This course covers forming the artist-manager relation-

ship, creating the artist's career plan and image, selecting a development team, securing a contract with a record label, and handling money and success will be studied.

ESM 4080 ENTERTAINMENT LAW 3 credits

A study of the legal issues in the film, television, and music businesses and covers the entertainment industry structure; First Amendment issues, legalities of agency/talent representation, contracts, bankruptcy, torts/defamation, copyright issues and trademarks, and unfair competition.

ESM 4100 SPORT AND ENTERTAINMENT ETHICS AND LEADERSHIP 3 credits

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

Prerequisite: 90 credits completed or department chair approval

ESM 4300 SEMINAR IN SPORT AND ENTERTAINMENT MANAGEMENT 3 credits

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

Prerequisites: 90 credits completed and 24 ESM credits completed

ENTREPRENEURSHIP (ETR)

ETR 1010 INTRODUCTION TO ENTREPRENEURSHIP 3 credits

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

ETR 1200 SUCCESSFUL BUSINESS MODELS 3 credits

A survey course of successful entrepreneurial business models and the initial challenges these business models

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

ETR 2010 ENTREPRENEURIAL MARKETING 3 credits

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

Prerequisite: MKT 2080

ETR 2200 ENTREPRENEURIAL DISTRIBUTION STRATEGIES 3 credits

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

Prerequisite: ETR 2010

ETR 3010 NEW VENTURE FINANCE 3 credits

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

Prerequisite: FIN 3010 or FIN 3210

ETR 3100 ENTREPRENEURIAL LEADERSHIP 3 credits

This course explores how to identify and develop solutions to the most common leadership and personal

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

Prerequisites: ETR 1010

ETR 3200 RISK ANALYSIS AND BUSINESS MODEL CREATION 3 credits

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

Prerequisite: FIN 3010 or FIN 3210

ETR 3300 BUSINESS PLAN DEVELOPMENT 3 credits

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

Prerequisite: ETR 3010

ETR 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

ETR 3990 NORTHWOOD ENTREPRENEURSHIP HONORS INTERNSHIP 3 credits

Exceptional students may apply during their junior or senior year for this real-world based internship. Students will work with an entrepreneur, CEO or executive manager, or a new business incubator or innovation project. Their supervisor must monitor and assess the student's work.

Prerequisite: Department chair approval

ETR 4010 RISK ANALYSIS AND SOURCES OF CAPITAL 3 credits

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

Prerequisite: ETR 3010

ETR 4030 ENTREPRENEURIAL BUSINESS MODEL CREATION AND EVALUATION 3 credits

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

Prerequisite: ETR 1200 or Department chair approval

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

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

Prerequisite: ETR 3010 or Department chair approval

ETR 4050 SEMINAR IN FAMILY BUSINESS GROWTH AND SUCCESSION PLANNING 3 CREDITS

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

Prerequisite: ETR 3010 or Department chair approval

ETR 4060 INTERNATIONAL ENTREPRENEURIAL PROCESS 3 credits

Focuses on an understanding of business methodologies needed to create new venture opportunities in and

between foreign markets. Explore entrepreneurial and practical aspects of importing, exporting, and offshore outsourcing. Student teams will research foreign business climates, cultures, and market trends within countries that have unilateral or multilateral free-trade agreements with the United States (e.g., NAFTA) or other countries.

Prerequisites: ETR 3010 and ECN 3000 or department chair approval

ETR 4070 ENTERPRISE LAW—FROM CREATION TO HARVEST 3 credits

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

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

ETR 4080 SOCIAL AND CREATIVE ARTS ENTREPRENEURSHIP 3 credits

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

Prerequisite: ETR 3010 or Department chair approval

ETR 4100 ENTREPRENEURIAL MANAGEMENT 3 credits

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

Prerequisite: FIN 3010 or FIN 3210

ETR 4200 NEW VENTURE BUSINESS CASE 3 credits

Students integrate course material from all completed entrepreneurship courses. Students research, prepare, and present a comprehensive business plan for a new venture idea of their choice. The plan extends the outline used in

ETR 3300 by adding increased market research, complex financial analysis, detailed capitalization explanation, a fund-raising plan, and potential harvest strategy.

Prerequisite: ETR 3300, ETR 3010 or Department chair approval

EXECUTIVE FITNESS (EXF)

EXF 1150 TENNIS 1 credit

Designed to teach the rules, terminology, and strategy of tennis. During the course, different fundamental aspects of tennis will be taught to allow students to actively learn and participate. The class usually begins with a brief lecture followed by class activity for the duration of the period.

EXF 1420 SWIMMING 1 credit

Instruction on the basic skills of swimming and water safety. Students will learn the following strokes: elementary backstroke, freestyle, backstroke, breaststroke, and sidestroke.

EXF 1510 WEIGHT TRAINING 1 credit

Designed to teach proper forms of weight lifting and weight training. Students will develop individual training programs and learn to strengthen various parts of the body. Topics will include functional anatomy during various lifts, the physiology of training methods, and the biomechanics of the body during training.

EXF 1600 DANCERCISE 1 credit

Teaches students how to coordinate aerobic fitness and conditioning activities with music. Proper cardiovascular exercises will be demonstrated and students will complete these exercises coordinated to music. Students will learn to monitor their own cardiovascular health indicators.

EXF 1700 CREATIVE DANCE 1 credit

Introduction to creative dance with a focus on providing an open, inviting atmosphere for dance and movement exploration, as well as the experience of dance improvisation, composition, and choreography. This course also includes an introduction to the basic elements of modern dance techniques.

EXF 1800 SCUBA 1 credit

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 a mask, fins and snorkel, SSI Log Book, and the Sport Diver Manual with workbook.

Prerequisite: Average swimming abilities and good general health

EXF 1810 SCUBA II 1 credit

Leads to certification. Consists of 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 a mask, fins, snorkel, wet suit, mitts, boots, and chemical glow lights.

Prerequisite: EXF 1800 or certification from a nationally recognized scuba diving association

EXF 1900 BOWLING 1 credit

Teaches the rules, terminology, skills, and strategy of bowling. Students actively participate and learn the different fundamental elements of bowling.

EXF 2001 FIRST AID 1 credit

Trains students on how to respond in emergency situations and give care to an adult who needs assistance. Upon satisfactory completion of the course each student will receive a first aid certification card that is valid for 3 years from the date of course completion.

**EXF 2010 CARDIOPULMONARY
RESUSCITATION—ADULT 1 credit**

Teaches students how to respond in emergency situations and give care to an adult who needs assistance or cardio pulmonary resuscitation (CPR). Upon satisfactory completion of the course each student will receive an adult CPR certification card that is valid for 1 year from the date of course completion.

**EXF 2015 CARDIOPULMONARY
RESUSCITATION—CHILD &
INFANT 1 credit**

The child and infant CPR class prepares students to respond in emergency situations and give care to an infant or child who needs assistance or cardiopulmonary resuscitation (CPR). Upon satisfactory completion of the course each student will receive an infant and child CPR certification card that is good for 1 year from the date of course completion.

**EXF 2020 PROFESSIONAL LIFESTYLE
1 credit**

Presents students with lifestyle issues that can affect health and job performance. Topics include anatomy and physiology, nutrition, cardiac function, stress recognition and management, and health and wellness issues.

EXF 2400 BASKETBALL (CO-ED) 1 credit

Presents the rules, terminology, and strategy of basketball. Students actively participate and learn different fundamental aspects of basketball including ball handling and shooting techniques, and offensive and defensive team strategies.

EXF 2500 VOLLEYBALL (CO-ED) 1 credit

Introduction to the fundamental skills and strategies of organized volleyball designed to further develop individual skills for the beginner and/or intermediate player. Students will also learn to practice effective communication with teammates.

**EXF 2620 AMERICAN FLAG FOOTBALL
(CO-ED) 1 credit**

Teaches the rules and techniques of standard American football and incorporates them into a flag football format.

EXF 2630 SOCCER (CO-ED) 1 credit

An introduction to the fundamental skills, rules, and strategies of organized soccer and is designed to further develop individual skills for the intermediate player. Students will work on the development of individual skills and team communication and strategies: dribbling, passing, trapping, heading, shooting, goalkeeping, and team strategies in offense and defense.

EXF 2700 KUNG-FU 1 credit

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

EXF 2710 Advanced Kung-Fu 1 credit

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

Prerequisite: EXF 2700

**EXF 2720 TAI CHI FOR HEALTH, WELLNESS,
AND SELF-DEFENSE 1 credit**

Introduces students to the ancient martial art of Tai Chi. Short lectures will make students aware of its history, current research into its health benefits, appreciation of

the Chinese cultural aspects, as well as its utility in the workplace for both stress reduction and employee fitness. Students learn Tai Chi stretching, exercises, breathing techniques, and form training. Self-defense applications of the form will also be covered.

EXF 2730 ADVANCED TAI CHI FOR HEALTH, WELLNESS, AND SELF-DEFENSE
1 credit

Continues to perfect the techniques and applications started in EXE 2720. Students will finish the second half of the Wu Tai Chi Form.

Prerequisite: EXF 2720

EXF 2800 GOLF 1 credit

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

FASHION MARKETING & MANAGEMENT (FMM)

FMM 1010 INTRODUCTION TO MERCHANDISING 3 credits

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

FMM 2010 FASHION PROMOTIONS AND VISUAL MERCHANDISING 3 credits

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

Prerequisite: FMM 1010

FMM 2050 TEXTILES 3 credits

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

Prerequisite: FMM 1010

FMM 3020 HISTORY OF COSTUME 3 credits

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

Prerequisites: FMM 1010 and HIS 2100 or HIS 2150

FMM 3110 APPAREL ANALYSIS 3 credits

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

Prerequisites: FMM 1010 and 2050 and 3020

FMM 3120 TEXTILES AND APPAREL ANALYSIS
3 credits

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

Prerequisites: FMM 1010

FMM 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

FMM 3990 INTERNSHIP 3 credits

The 400 hours internship is designed to provide the student with supervised on-the-job training in their area(s) of interest. A contract between the college, students, and employer as well as a complete list of goals and objectives provides the ground work for this experience. A daily log, periodic evaluations, study of the company, and personal self-reflection are designed to provide the student with a realistic learning experience.

Prerequisite: FMM major or 60 credit hours earned

FMM 4030 MERCHANDISING BUYING 3 credits

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

Prerequisites: FMM 2010 and 3110 and 3120

FMM 4120 PRACTICES AND THEORIES OF FASHION 3 credits

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

Prerequisites: FMM major with 90 credit hours completed, FMM 4030, ACC 2415, MTH 1150

FINANCE (FIN)

FIN 1010 INTRODUCTION TO FINANCE 3 credits

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

FIN 2600 FINANCIAL INSTITUTIONS AND SIMULATION 3 credits

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

Prerequisite: ACC 2410

FIN 3010 FINANCIAL MANAGEMENT 3 credits

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

Stocks, bonds, and interest rates are evaluated as they relate to the basic financial analysis of investments.

Prerequisite: ACC 2415

FIN 3210 FINANCIAL MANAGEMENT 3 credits

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

Prerequisite: ACC 2415

FIN 3600 REAL ESTATE FINANCE & ANALYSIS 3 credits

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

Prerequisite: FIN 3010 or 3210

FIN 3750 CAPITAL MARKETS & ANALYSIS 3 credits

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

Prerequisite or co-requisite: FIN 3010 or 3210

FIN 3760 APPLIED FINANCIAL ANALYSIS & PORTFOLIO MANAGEMENT 3 credits

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

Prerequisite: FIN 3750

FIN 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

FIN 4010 INTERNATIONAL FINANCE 3 credits

A comprehensive overview of the international monetary system in terms of its institutional structure, participants and their motivations, markets, and products, as well as currency exposure and techniques in risk management.

Prerequisites: FIN 3010 or FIN 3210 and ECN 3000

FIN 4100 CHARTERED FINANCIAL ANALYST (CFA) TOPICS 3 credits

Emphasizes various finance topics contained in the course of study for the CFA designation. This designation is a rigorous 3-year graduate program of study desired by experienced financial professionals. It is considered to be the ultimate credential for the financial professional throughout the industry. Finance majors who aspire to become an analyst and/or the corporate fields should take this course.

Prerequisites or co-requisite: FIN 3760 and 4550

FIN 4150 CERTIFIED FINANCIAL PLANNER (CFP) TOPICS 3 credits

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

Prerequisite: FIN 3010 or 3210

FIN 4230 PERSONAL FINANCIAL PLANNING 1 - 3 credits

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

Prerequisite: 90 credit hours completed

FIN 4550 CORPORATE INVESTMENT DECISIONS 3 credits

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

Prerequisite: FIN 3010 or 3210

FIN 4850 CORPORATE FINANCING DECISIONS AND VALUATION 3 Credits

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

Prerequisite: FIN 4550

FOUNDATIONS (FDN)

FDN 1100 FIRST YEAR SEMINAR I 1 credit

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

FDN 1200 FIRST YEAR SEMINAR II 1 credit

Building on FDN 1100, this course emphasizes the relationship between student success and institutional culture and philosophy as it pertains to "The Northwood Idea." An introduction to the role of government, individual freedom and responsibility, property rights, and the free-enterprise system of capitalism.

Prerequisite: FDN 1100 or 15 credit hours completed

FDN 3100 CAREER DEVELOPMENT 1 credit
Designed to provide juniors and seniors with research skills and methodology to gain information and understanding about specific industries and enterprises in which the students are interested in seeking employment. Students will learn about the importance of non-verbal interaction, interviewing techniques, resume and cover letter writing, and negotiation skills.

HEALTH CARE MANAGEMENT (HCM) (Adult Degree Program only)

HCM 1010 INTRODUCTION TO HEALTH CARE MANAGEMENT AND ADMINISTRATION 3 credits

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

HCM 1020 ORGANIZATIONAL BEHAVIOR, CULTURE, AND LANGUAGE IN HEALTH CARE 3 credits

Analysis of problems and issues associated with management of health care organizations and distinguishes between various types of organizations. This course focuses on hospitals, mental care centers, long-term care facilities, managed care organizations, 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 2010 ECONOMICS OF HEALTH CARE 3 credits

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

HCM 2030 HISTORY OF HEALTH CARE MANAGEMENT 3 credits

Students will have the opportunity to follow the strategic trends of the health care industry since its entry into

the business arena. An assessment of post World War II changes in health care, managed care, and managed competition will be addressed. Changes in incentives for physicians, hospitals, and health care providers will be discussed. An assessment of new technology and techniques introduced into the health care industry will also be addressed.

HCM 2990 INTERNSHIP 3 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

HCM 3010 ACCOUNTING ANALYSIS TECHNIQUES IN THE HEALTH CARE INSTITUTION 3 credits

Application of accounting concepts and techniques to managerial decision making in the health care industries. Emphasis on the use and issues of accounting information and tools 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 information to look for to make intelligent managerial decisions. (This course is not an accounting course but rather the use of accounting tools.)

HCM 3020 HEALTH CARE BUDGETING AND FINANCIAL MANAGEMENT 3 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 3030 HUMAN RESOURCE MANAGEMENT FOR THE HEALTH CARE INDUSTRY 3 credits

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

HCM 3040 LEGAL AND ETHICAL ASPECTS
3 credits

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

HCM 4010 HEALTH CARE QUALITY MANAGEMENT **3 credits**

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

HCM 3850 SPECIAL TOPICS **1-3 credits**

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

Prerequisite: Dependent on specific course content

HCM 4020 CURRENT TOPICS IN HEALTH CARE MANAGEMENT **3 credits**

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

HCM 4030 MARKETING MANAGEMENT FOR THE HEALTH CARE INDUSTRY
3 credits

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

HCM 4040 HEALTH CARE SYSTEMS
3 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.

HISTORY (HIS)

HIS 2100 FOUNDATIONS OF THE MODERN WORLD I **3 credits**

Introduces students to the historical development of Western civilization and its traditions. Major themes include the evolution of social, economic, religious, and political systems to fit the changing conditions of each age,

and the expression of changing values and beliefs through intellectual and artistic endeavors. The course traces the development of Western civilization from ancient Near Eastern cultures to the beginning of the modern era in the 1600s.

Prerequisite: ENG 1200

HIS 2150 FOUNDATIONS OF THE MODERN WORLD II **3 credits**

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

Prerequisites: ENG 1200 and HIS 2100

HIS 2160 FOUNDATIONS OF THE MODERN WORLD **3 credits**

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

Prerequisite: ENG 1200

HIS 2175 THE HISTORY OF THE UNITED STATES OF AMERICA **3 credits**

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

Prerequisite: ENG 1200

HIS 3010 THE FOUNDING OF THE AMERICAN REPUBLIC **3 credits**

Covers the historical development of the United States from colonial times through the beginning of the 19th century, with emphasis on the historical context of the Declaration of Independence and the U.S. Constitution as examples of the unique expressions of American

political, social, and economic systems. The course will focus on primary sources and on selected individuals who helped formulate these ideals.

Prerequisite: HIS 2150

HIS 3100 AFRICANS IN AMERICA 1607 – 1861
3 credits

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

HIS 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

HIS 4020 CONTEMPORARY GLOBAL ISSUES
3 credits

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

Prerequisite: HIS 2150

HIS 4040 EUROPEAN CULTURAL HISTORY
3 credits

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

Prerequisites: HIS 2100 and HIS 2150

HOTEL, RESTAURANT & RESORT MANAGEMENT (HRM)

**HRM 1010 INTRODUCTION TO HOSPITALITY
MANAGEMENT 3 credits**

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

HRM 1030 SANITATION 3 credits

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

HRM 2040 PRACTICUM I 3 credits

Designed to provide the student with supervised on-the-job training, exposure to organizational, management, internal workings, and services offered through an approved organization. A 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: 30 credit hours completed

**HRM 2050 FOOD AND BEVERAGE
MANAGEMENT 3 credits**

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

HRM 2100 FACILITIES ENGINEERING 3 credits

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

HRM 3040 PRACTICUM II 3 credits

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

Prerequisites: HRM 2040, faculty approval, and sophomore status

**HRM 3050 HOSPITALITY OPERATION
MANAGEMENT 3 credits**

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

**HRM 3100 RESORT & CLUB MANAGEMENT
3 credits**

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

HRM 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

HRM 3990 INTERNSHIP 3 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.

Prerequisites: Faculty approval and 60 credit hours completed

**HRM 4050 HOSPITALITY COSTING, PRICING,
AND FINANCIAL MANAGEMENT
3 credits**

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

Prerequisite: FIN 3010 or FIN 3210

**HRM 4100 HUMAN RESOURCES APPLICATION
3 credits**

Strong human resource management is critical for the survival of any company. This course will discuss and

highlight ways that the new or even experienced manager can stay ahead of the workforce challenges. Current articles and group projects will supplement the classroom experience.

HRM 4150 INTERNATIONAL TOURISM 3 credits

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

**HRM 4180 SPECIAL EVENTS AND MEETING
PLANNING 3 credits**

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

**HRM 4500 CURRENT ISSUES IN THE
HOSPITALITY INDUSTRY 3 credits**

Explores the dynamics and implications of current societal and professional issues while developing leadership styles and identifying current trends. The course focuses on examining current trends that will impact the profession and help students understand the relevance of trends to their professional development.

HUMANITIES (HUM)

**HUM 3010 IDEAS THAT SHAPED AMERICA
3 credits**

Explores ideas from America's European heritage that shaped modern America. Course taught only in the Semester in Europe Study Abroad program.

**HUM 3020 SURVEY OF WESTERN ART
3 credits**

Explores Western art through first-hand visits to European cultural centers and classroom lectures during the Semester in Europe Study Abroad program.

HUM 3100 CREATIVITY 3 credits

An overview of the creative process and its relationship to both personal and professional achievement. Theories of creativity are summarized, covering such topics as the creative personality, creative problem solving, and creative team

work. Students will acquire the resources and techniques for stimulating creative thinking and facilitating creative problem solving. The course will encompass both individual and group exercises to stimulate creative thinking.

HUM 3110 THE SEARCH FOR MEANING THROUGH THE HUMANITIES
3 credits

An examination of the human search for meaning through perennial questions and their possible answers as expressed in intellectual, artistic, and social endeavors.

HUM 3120 INTRODUCTION TO ART 3 credits

A survey of visual media, past and present, with particular emphasis on expressionism and realism and how they mirror society. Technique as well as theory is discussed.

HUM 3130 INTRODUCTION TO MUSIC
3 credits

The study of music from the past and present, and its impact on our culture. Included is a survey of music from historical periods and the relationship of this auditory art form to other areas of the humanities.

HUM 3140 INTRODUCTION TO MODERN ART
3 credits

A chronological survey of major art movements beginning with Romanticism and culminating in the most recent developments in painting and sculpture.

HUM 3150 INTRODUCTION TO FILM ART
3 credits

A survey of past and present films with particular emphasis on the elements of form and style. A history of film and survey of genres and styles is included.

HUM 3200 CRITICAL APPRECIATION OF THE ARTS 3 credits

Focuses on the special role of the arts: painting, sculpture, architecture, literature, drama, music, dance, film, and photography as forms of human expression. Attention is given to definitions of art and various critical approaches to the arts in order to establish a foundation for critical response.

HUM 3210 GENERAL HUMANITIES 3 credits

Beginning with the advent of the Renaissance, this course traces the humanistic aspects of our intellectual development, as that development is manifested in painting, sculpture, architecture, music, literature, philosophy, political theory, and spiritual experience.

HUM 3220 DESIGN PRINCIPLES 3 credits

Exploration of human reaction to visual stimuli and the role of design to solve problems and make decisions in business and personal life. The goal is that students will make better functional, practical, and economic visual judgments.

HUM 3500 HONORS SEMINAR 3 credits

Critical study of various forms of artistic expression to sharpen students' ability to form divergent points of view. Prerequisites: 60 credit hours completed and approval of academic dean

HUM 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

INTERNATIONAL BUSINESS (INB)

INB 1100 INTRODUCTION TO INTERNATIONAL BUSINESS 3 credits

This is a survey course that acquaints students with the salient components of the discipline and the curriculum. It covers the various functional areas of International Business such as trade, finance, law, management, and marketing. It also examines the importance of culture and its impact on human behavior, and brings home to students the importance of understanding cultural differences for the successful pursuit of a career in international business. The course introduces students to career opportunities in the international business field.

INB 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

NOTE: Below are other required major courses in the interdisciplinary International Business curriculum:

ECN 3000 INTERNATIONAL TRADE 3 credits

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

Prerequisites: ECN 2210 and 2220

**ECN 3410 COMPARATIVE ECONOMIC SYSTEMS
3 credits**

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

Prerequisites: ECN 2210 and 2220

**FIN 4010 INTERNATIONAL FINANCE
3 credits**

A comprehensive overview of the international monetary system in terms of its institutional structure, participants and their motivations, markets, and products, as well as currency exposure and techniques in risk management.

Prerequisites: FIN 3010 or FIN 3210 and ECN 3000

LAW 4050 INTERNATIONAL LAW 3 credits

Overview of the international legal environment, including an emphasis on common and code law systems and their impact on the conduct of international business. Explores international jurisdiction, world legal agreements and bodies, treaty agreements, and treaty law.

Prerequisites: LAW 3000 and ECN 3000

**MGT 4030 INTERNATIONAL MANAGEMENT
3 credits**

Familiarizes students with the evolution of the multi-national enterprise over the past century, and addresses the challenges today's managers of such enterprises. Discusses the various aspects of the complex task of managing and leading a multi-national enterprise such as strategy formulation, structuring organizations, liaising with external stakeholders, ensuring ethical conduct, and providing inspirational leadership. Knowledge and skills are imparted through the use of experiential learning tools such as simulations and case discussions.

Prerequisite: MGT 2300

**MKT 3100 INTERNATIONAL MARKETING
3 credits**

Addresses global issues challenging today's international marketer. Discusses the various strategic, tactical, and operational components of the international marketing function. Explores in detail the practical aspects of international marketing such as exports and imports, international marketing research, and the development of a comprehensive marketing plan.

Prerequisites: MKT 2080 and MGT 2300

12 credits of Spanish or other foreign language:

SPN 2010 SPANISH I 3 credits

The first of a two semester sequence designed specifically for beginning university students with no previous language study. Emphasis is placed on acquisition and application of basic language skills.

SPN 2015 SPANISH II 3 credits

Continuation of the first year language sequence in Spanish. Course design places emphasis on development of the target language in the five goal areas of foreign language education: communication, cultures, connections, comparisons, and communities.

Prerequisite: SPN 2010

SPN 3010 SPANISH III 3 credits

The first of a two semester sequence designed for students who have a background of at least one year of college level Spanish or its equivalent. The objective is to further acquisition and application of the target language at the intermediate level. Authentic materials in the target language reflect contemporary topics relevant to contemporary global issues.

Prerequisite: SPN 2015

SPN 3015 SPANISH IV 3 credits

Completes the second year language sequence in Spanish. 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.

Prerequisite: SPN 3010

LAW (LAW)

LAW 3000 BUSINESS LAW I 3 credits

Basic principles of law applicable to the business world emphasizing ethics, the U.S. judicial system, contracts, sales, property, agency, and business organizations. The goal of the course is to provide the basic knowledge and understanding of legal theories and practical applications of rules/laws as they pertain to the decision-making aspects of administration and professional conduct in business.

**LAW 3025 BUSINESS LAW FOR ACCOUNTING
MAJORS 3 credits**

The course will focus on two main areas. First, the course will undertake a critical exploration and examination of the regulation of the accounting profession. This will include research, application, and evaluation of the regula-

tion of for-profit financial accounting, auditing of private and public entities, not-for-profit financial accounting, and taxation. Second, students will focus on specific areas of business law most applicable to the practicing accountant, including business organizations, securities law, and professional liability. Additionally, basic principles of law applicable to the business world, emphasizing contracts and sales, as well as period after sales, bailments, negotiable instruments, agency, partnerships, corporations, insurance, and real estate will be examined.

LAW 3050 BUSINESS LAW II 3 credits

An in-depth study of law with special emphasis on those points of law that would be of particular importance to students planning careers in accounting, especially those considering qualifying as Certified Public Accountants. Provides students with the basic knowledge and understanding of legal theories and practical applications of rules/laws as they pertain to the decision-making aspects of administration and professional conduct of business, especially in the accounting industry.

Prerequisite: LAW 3000 or LAW 3025

LAW 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

LAW 4050 INTERNATIONAL LAW 3 credits

Overview of the international legal environment, including an emphasis on common and code law systems and their impact on the conduct of international business. Explores international jurisdiction, world legal agreements and bodies, treaty agreements, and treaty law.

Prerequisites: LAW 3000 and ECN 3000

MANAGEMENT (MGT)

MGT 2300 PRINCIPLES OF MANAGEMENT**3 credits**

Foundation course that provides an overview of the principles, concepts, and theories underlying the management discipline. Students learn the specialized vocabulary necessary for the practice of management. Origins, history, and antecedents of the management discipline and its relationship to the other disciplines that are the components of a business education.

MGT 2500 HUMAN RESOURCE MANAGEMENT**3 credits**

Provides students with a broad understanding of the behavioral, structural, operational, and legal aspects of managing an organization's human resources and the interrelationship between managerial functions and human resource policies. Examines the human resource functions of job analysis and design, recruitment, training and development, compensation and benefits, appraisal, and retention. Traces the evolution of the discipline and highlights certain landmark events that have impacted human resource management. Discusses the function of the various governmental agencies responsible for ensuring legal compliance.

Prerequisite: MGT 2300

MGT 3500 OPERATIONS MANAGEMENT**3 credits**

Deals with the strategic/operational activities that relate to the creation of goods and services through the transformation of inputs to outputs. Students will be able to formulate strategies that increase productivity and quality so as to maximize a firm's profitability in a global marketplace and for the benefit of society.

Prerequisites: MGT 2300 and MTH 1150 or MTH 2310

MGT 3700 PRACTICE OF MANAGEMENT AND LEADERSHIP 3 credits

Builds on the foundations of management theory and concepts contained in MGT 2300. It teaches students the practical elements of management and leadership through analysis, discussion, and reporting of significant trends and key issues from current literature. Examines advanced techniques in decision-making and their applications in organizations. Using experiential learning tools, students learn management principles and identify important concepts related to leadership, emotional intelligence, diversity, organizational change, and sustainability.

Prerequisites: MGT 2300 and MKT 2080

MGT 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

MGT 3990 INTERNSHIP 3 credits

The internship 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, evalu-

ations, written log, and a study of the organization are designed to provide a realistic learning experience.

Prerequisite: Faculty approval

MGT 4030 INTERNATIONAL MANAGEMENT
3 credits

Familiarizes students with the evolution of the multi-national enterprise over the past century, and addresses the challenges today's managers of such enterprises. Discusses the various aspects of the complex task of managing and leading a multi-national enterprise such as strategy formulation, structuring organizations, liaising with external stakeholders, ensuring ethical conduct, and providing inspirational leadership. Knowledge and skills are imparted through the use of experiential learning tools such as simulations and case discussions.

Prerequisite: MGT 2300

MGT 4250 ORGANIZATIONAL BEHAVIOR
3 credits

Examines how the behavior of individuals and the relationships among individuals and groups within an organization impact its effectiveness. Draws upon the theories and models that constitute the core of the discipline, and also examines current topics and areas of interest. Develops the skills and tools necessary to effectively manage change within an organization and evolve into successful leaders in a complex, global environment.

Prerequisites: MGT 2300 and 3000/4000 PSY or SOC
Elective

MGT 4300 MANAGEMENT OF INFORMATION TECHNOLOGIES **3 credits**

Learn how to use and manage information technologies to revitalize business processes, improve business decision making, and gain a competitive advantage. Major emphasis is placed on the essential role of the Internet and networked technologies in order to create efficiencies that will help contribute to business success in the global economy.

Prerequisites: MGT 2300 and MIS 1050 or MIS 1600

MGT 4360 STRATEGIC RISK MANAGEMENT
3 credits

Examines the risk management process in detail and its application in an organization. It will discuss principled holistic risk management (pure and speculative risk) and why organizations have risk managers. Discussion will include the administrative and strategic aspects of global strategic risk management examining how a risk manager operates within a complex organization. The

application of risk management tools will be discussed such as risk mapping, loss forecasting, application of total quality management principles, integrated risk financing, financial reinsurance, captives/risk retention groups, and benchmarking. The course will also examine the specific issues of managing risk globally and other pertinent issues faced by risk managers.

MGT 4800 STRATEGIC PLANNING **3 credits**

Integrates the various theories, concepts, and models covered in previous management courses and other courses dealing with other functional areas, and presents a comprehensive view of the competitive environment of today's global business enterprise. Through the use of experiential learning tools such as simulations and case discussions, students learn the skills necessary to formulate and implement strategy and exercise effective leadership in diverse organizational settings and business environments.

Prerequisites: MGT 2300 and FIN 3010 or FIN 3210

MGT 4810 BUSINESS SEMINAR **3 credits**

This course is utilized in study abroad programs and allows students to study a wide scope of international business practices, including financial, retail, industrial, manufacturing, and service industries.

MANAGEMENT INFORMATION SYSTEMS (MIS)

MIS 1050 BASIC COMPUTER APPLICATIONS
3 credits

Students gain the computer skills needed to succeed in their academic careers and in today's workplace. Major topics include basic computer operations and software productivity tools: word processing, spreadsheets, presentation graphics, and email. Students learn the mechanics of using Microsoft Office productivity tools; how to select the most appropriate productivity tool for a task; and how to efficiently use these tools to store data, analyze data, and communicate information.

MIS 1110 INTRODUCTION TO MANAGEMENT INFORMATION SYSTEMS **3 credits**

Explores current Information Systems concepts and technologies. Students learn how information systems give a business or organization a competitive edge by providing technologies that help managers plan, control, and make

decisions. Includes topics such as hardware and software components of an information system, e-business concepts and implementation, and a survey of common information systems used today.

MIS 1200 INTRODUCTION TO PROGRAMMING LANGUAGES 3 credits

Introduces students to fundamental programming concepts and techniques. Topics include the development and documentation of logic, syntax, programming control structures, data structures, programming paradigms, and a survey of modern programming languages. Focuses on the problem solving process as it applies to the development of computer programs. In a hands-on environment, students will design, code, and test simple programs. An introductory programming course which does not require any prior programming experience.

Prerequisite: MIS 1050 or MIS 1600 or department chair approval

MIS 1300 INFORMATION TECHNOLOGY INFRASTRUCTURE 3 credits

Students will develop a thorough understanding of the current operating systems, networks, and communications infrastructure. Includes an understanding of the functions of operating systems, fundamental automated data and voice communications concepts and terminology, and modes of data transmission, transmission media, and different types of networks.

MIS 1600 ADVANCED OFFICE APPLICATIONS 3 credits

Students learn how to accomplish specific business processing objectives by organizing and manipulating data in an electronic spreadsheet and a database. Covers both intermediate and advanced features of spreadsheets and database management programs. Emphasis will be placed on the efficient utilization of spreadsheets and databases to produce information that is meaningful in making business decisions. Students gain hands-on experience using current spreadsheet and database programs.

Prerequisite: Accounting, finance, or MIS major or department chair approval

MIS 1800 COLLABORATION AND WEB PROGRAMMING 3 credits

Introduces students to basic elements of collaborative tools and web programming concepts. Use these tools to develop skills in business process integration with web applications.

MIS 2140 BUSINESS APPLICATION PROGRAMMING I 3 credits

Introduces students to the elements of business programming using a selected programming language. Study of the program development cycle and practice designing and writing business application programs. In designing programs, students will learn to identify program requirements, data requirements, user interface requirements, and the programming processes needed to develop a solution. Based on their designs, students will code, test, and evaluate their programs.

Prerequisite: MIS 1200 or MIS 1800

MIS 2150 BUSINESS APPLICATION PROGRAMMING II 3 credits

Advances the student's knowledge of programming concepts and design principles acquired in MIS 2140. Students will develop more advanced algorithms and use more complex data structures. Concepts of GUI, web enabled, and event-driven programming will be utilized.

Prerequisite: MIS 2140

MIS 3100 GRAPHICS AND WEB DESIGN 3 credits

Focuses on web concepts and high quality web design as well as digital image/graphic design and manipulation for the web and print media. Important issues such as sequential communication, editorial design, and visual communication for the web will be studied and applied within this course. Students will integrate text, digital images/graphics, and other design applications into website design. Website and digital image design will be applied using the most powerful and up to date industry software (Adobe Creative Suite).

Prerequisites: MIS 1050 or MIS 1600

MIS 3200 DATABASE DESIGN AND IMPLEMENTATION 3 credits

The design, implementation, and maintenance of databases play a key role in the success of modern information systems. Students examine the logical design and physical organization of data in an enterprise database. Various approaches to data management are discussed including relational database management systems. Topics include the advantages of using database management systems, the proper design and implementation of a database, accessing and manipulating data using Structured Query Language SQL, and the role of a database administrator.

Prerequisite: MIS 2140

MIS 3250 ERP BUSINESS APPLICATIONS—SAP
3 credits

Introduces students to the concepts used with Enterprise Resource Planning (ERP). Students examine the relationships and interdependence of programs used to create information systems for organizations. Customer relationship, supply chain, production, and financial system models will be featured. Implementation issues are examined for SAP including technical structure.

Prerequisite: MIS 2150

MIS 3300 PROJECT MANAGEMENT 3 credits

Students will examine the significant role that project management plays in the successful completion of an information technology project. The skills, tools, and best practices used to effectively manage a project from its inception to successful closure will be discussed. Students will learn how to control the scope, time, cost, and quality of projects, and gain hands-on experience using project management software.

Prerequisite: MIS 1050 or MIS 1600

MIS 3400 SYSTEMS ANALYSIS AND DESIGN
3 credits

Examines the various tools and methodologies for the development and implementation of a business information system. Students will also examine the logical and physical organizations of data in an enterprise database. The systems approach is 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 3200 or MIS 3300

MIS 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

MIS 4000 ADVANCED INFORMATION SYSTEMS PROJECT 3 credits

Capstone course for the MIS concentration and is designed to consolidate the business and information systems knowledge acquired during the completion of the program. The skills, tools, and best practices used to effectively manage a project from its inception to successful closure will be discussed. Student teams will manage an information systems project that improves business operations. Students will apply project management best

practices as they work through the project life cycle. This course promotes the development of consultative communications skills and interpersonal skills with team members and other project stakeholders.

Prerequisites: MIS 3200 and MIS 3400

MIS 4110 SYSTEMS PROJECT I 3 credits

Students majoring in MIS 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. A business process will be analyzed and documented for a selected business. Emphasis will be placed on the overall design of a business information system using a macro perspective as well as interaction with other systems. The analysis of the business process and the data design will be completed within this course.

Prerequisite: MIS 3400

MIS 4210 SYSTEMS PROJECT II 3 credits

Students majoring in MIS work within assigned teams to develop the business systems designed in MIS 4110 Systems Project I course. Students will use various programming languages and database systems to develop components of the designed business application. The project plan will be utilized to track the progress of the project timeline and costs. Documentation will be developed for both users and developers for the project. A project implementation plan will be developed for the completed project.

Prerequisite: MIS 4110

MARKETING (MKT)

MKT 2010 PRINCIPLES OF SELLING

3 credits

Explores the psychology of selling, the customer-centric organization, the sales process, sales techniques, ethical and legal issues in sales, and career opportunities associated with selling as a professional career. Experiential learning takes place during role playing and simulated sales presentations.

Prerequisite: MKT 2080

MKT 2080 PRINCIPLES OF MARKETING

3 credits

Explores the development of marketing principles and the role of marketing in an enterprise economy. Reviewing current articles and case studies develops an understanding of marketing principles.

MKT 2200 SALES MANAGEMENT 3 credits

Planning, implementing, and controlling the firm's professional sales assets. Explores the recruitment, selection, and motivation of the internal sales force, the distributor network, and the use of manufacturing representatives. Addresses time and territory management, compensation, training, budgeting, and the evaluation of selling efforts. Emphasizes the integration of the sales function into the firm's strategic planning and implementation processes. Case studies are used extensively to explore the concepts.

Prerequisite: MKT 2010

MKT 3000 E-COMMERCE 3 credits

Discusses the rapid evolution of the marketplace because of the emergence of e-commerce and the tools facilitating this evolution, such as the Internet. Covers the impact of these tools and the changes they invoke on organizations, careers, and in general, on the conduct of business in the global marketplace. Use of these tools with special emphasis on utilization in value chain integration and enterprise resource planning. The development of an e-commerce strategic plan is a capstone element of this course.

Prerequisites: MKT 2080 and MIS 1050

MKT 3050 CONSUMER BEHAVIOR 3 credits

Consumer behavior theory, including the introduction of behavioral models to investigate the consumer psychology. Application of consumer behavior principles to customer satisfaction, market planning, and merchandise mix decisions. Ethical, diversity, and international issues are also explored.

Prerequisite: MKT 2080

**MKT 3100 INTERNATIONAL MARKETING
3 credits**

Addresses global issues challenging today's international marketer. Discusses the various strategic, tactical, and operational components of the international marketing function. Explores in detail the practical aspects of international marketing such as exports and imports, international marketing research, and the development of a comprehensive marketing plan.

Prerequisites: MKT 2080 and MGT 2300

MKT 3350 LEAN DISTRIBUTION 3 credits

Lean distribution is based on the Toyota Production System and is a philosophy of a set of methods for dramatically reducing time from customer order to building and shipping a product that costs less, uses less space, and is of superior quality. Covers the history, philosophy, and core methodologies of lean distribution.

MKT 3450 LOGISTICS 3 credits

Provides a management guide to the flow of products from suppliers to manufacturers, manufacturers to distributors, distributors to retailers, and manufacturers to retailers. Logistics will be discussed and described in all phases of the transportation system including rail, truck, air, and water borne shipments. Help engage students in the overall workings of logistics including an overview of employment opportunities in logistics management.

Prerequisite: MKT 2080

MKT 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

**MKT 4220 MARKETING RESEARCH SEMINAR
3 credits**

Examines the role of research in the solution of marketing problems. Development of research and survey instruments and use of a software computer package to analyze data. Student teams will identify a research problem, gather and analyze data, and integrate results in a research report.

Prerequisites: MTH 2310 and MKT 2080

**MKT 4230 MARKETING RESEARCH
3 credits**

Examines the role of research in the solution of marketing problems, with emphasis on available data analysis, non-parametric statistical procedures, sampling, variable analysis, and field research methodology. Development of research and survey instruments and use of a software computer package to analyze data. Student teams will identify a research problem, gather and analyze data, and integrate results in a research report presented in class.

Prerequisites: MTH 3340 and MKT 2080

**MKT 4240 MARKETING MANAGEMENT
3 credits**

A case-based, capstone course that builds upon previous classes in marketing principles and marketing research. Course includes development of a market plan and managerial analysis of marketing policy, strategy, organization, administrative structures to facilitate the marketing function, procedures in demand analysis, product planning policy, pricing, and physical distribution. Emphasizes the integration of these marketing activities and their planning and direction.

Prerequisite: MKT 4220 or MKT 4230

MKT 4490 ADVANCED MARKETING STRATEGIES 3 credits

An integrative, dynamic view of advanced marketing strategies across a broad spectrum of theories and concepts designed to prepare the CEO, president, executive, and business owner entrepreneur for critical thinking and action. Involves critical selection for a framework of developing marketing strategies to yield a distinctive competitive and comparative advantage, brand strategy, pioneering growth, analysis of markets, and defensive marketing strategies. Strategic-level marketing topics and tools emphasis will be on the role of marketing capabilities in creating, leveraging, and appropriating value in the marketplace.

Prerequisites: MKT 3100 and MKT 4220

MATHEMATICS (MTH)

MTH 0980 DEVELOPMENTAL MATHEMATICS 3 credits

A developmental math course for students who have not been placed directly in college algebra or finite math. This course will be developed in modules, each module focusing on a different required competency. Students will be required to complete each module at an 80 percent (80%) mastery level in order to complete this course. Students not completing all modules successfully in one semester will be required to enroll in the course the following semester until all modules have been mastered.

MTH 1100 FINITE MATHEMATICS 3 credits

Uses elementary functions to explain mathematical models. Quadratics, systems of equations, and mathematical models of business finance are used to facilitate understanding mathematical techniques used in business and other applications. Additional topics are selected to prepare students for the statistical and quantitative reasoning used by professionals. Probability concepts and summation notation are explored to provide a strong basis for statistics. Also covered are the logic and set theory concepts used in quantitative reasoning.

Prerequisite: Minimum ACT Math score of 24 or minimum SAT Math score of 550 or MTH 0980 or successful completion of the placement examination

MTH 1150 COLLEGE ALGEBRA 3 credits

Completes the sequence of algebraic topics necessary for a mathematically literate person. An understanding of the Real Number System is extended to complex numbers required to solve 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: Minimum ACT Math score of 24 or minimum SAT Math score of 550 or MTH 0980 or successful completion of the placement examination

MTH 2310 STATISTICS I 3 credits

A thorough treatment of descriptive statistics; an introduction to the concepts of probability, probability distributions, and sampling distributions; and an introduction to inference through estimation by confidence intervals. Students will determine which statistical technique is appropriate depending on the data type and level of measurement, analyze the data, and then interpret the results. Appropriate technology and/or software will be required.

Prerequisites: MIS 1050 or MIS 1600 and MTH 1100 or 1150

MTH 3100 CALCULUS I 3 credits

The basics of differential and integral calculus and its application in solving problems. Linear and nonlinear functions are reviewed; the concepts of limits and continuity, derivatives of functions and their applications, finding maxima and minima, and definite and indefinite integrals are covered.

Prerequisite: MTH 1150 or successful completion of the MTH 1150 placement examination

MTH 3200 CALCULUS II 3 credits

Understanding and utilization of multivariable calculus and matrix algebra techniques commonly used in business, economics, and the social sciences.

Prerequisite: MTH 3100

MTH 3340 STATISTICS II 3 credits

A continuation and expansion of concepts covered in MTH 2310. It includes hypothesis testing of proportions, means and variances of one and two populations, including matched pairs, correlation, simple linear regression, chi-square tests, multiple regression, forecasting, statistical process control, and analysis of variance. Appropriate technology and/or software will be required.

Prerequisites: MTH 2310 and MIS 1050 or MIS 1600

MTH 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

NATURAL SCIENCE

**NSC 2100 ENVIRONMENTAL SCIENCE
3 credits**

Designed to give an overview of basic environmental principles. Concepts central to the biological and physical sciences will be covered to provide a background for understanding the environment. The basic environmental issues of human population growth, biodiversity, natural resources and energy use, and their role in the well being of the environment will be highlighted. Ethical, social, economic, and political interrelationships will also be discussed. This material will provide a good foundation for sound decisions regarding environmental issues.

NSC 3100 CLIMATE CHANGE 3 credits

Examines the current scientific knowledge of climate change and its implications for society as a whole. Specific topics will include: energy balance, components of climate, measuring climate, and modeling climate. The consequences of climate change from biological, social, and economic perspectives will be examined, as well as political, corporate, and individual responses to this issue.

Prerequisite: NSC 2100

**NSC 3200 UNDERSTANDING BIOTECHNOLOGY
3 credits**

Biotechnology is the latest technological revolution to transform many facets of our society. Its impacts on the environment, agriculture, nutrition, industry, and health will advance social and individual health and technology beyond anything imaginable. This course will review the science behind biotechnology including cell biology, genetics, genetic behavior, and genetic manipulation. It will also present the technologies and laboratory processes that enable biotechnology discovery and development. Finally, it will discuss specific applications of biotechnology including food, human health, industrial, and environmental applications.

Prerequisite: NSC 2100

**NSC 3330 TROPICAL NATURAL HISTORY
3 credits**

Examines the various tropical ecosystems of the world with a primary focus on the neotropical rainforests. Ex-

amines the climate, geology, geography, ecology, biodiversity, economic potential, and environmental concerns of these ecosystems. Their values, including ecological, economic, and cultural, will be examined in order to establish a framework to understand the urgent need for their conservation for future generations and the health of the planet in general.

Prerequisite: NSC 2100

**NSC 3400 ENVIRONMENTAL STUDY IN
MEXICO 3 credits**

A broad presentation of environmental science, integrating technical and social concepts and issues as they relate to the Mexican environment. The ecological, economic, social, and ethical aspects of current issues are scrutinized from a scientific base.

Prerequisite: NSC 2100

**NSC 3450 ENVIRONMENTAL STUDY IN
SOUTHEAST ASIA 3 credits**

A broad presentation of environmental science, integrating technical and social concepts and issues in the Southeast Asian environment. The ecological, economic, social, and ethical aspects of current issues are scrutinized from a scientific base.

Prerequisite: NSC 2100

NSC 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

NSC 4020 OCEANOGRAPHY 3 credits

A broad presentation of oceanographic concepts and processes, including exploration, physical, chemical, and biological aspects. Current societal issues pertaining to the world's oceans will also be presented.

Prerequisite: NSC 2100

NSC 4030 FIELD ORNITHOLOGY 3 credits

An overview of the scientific study of birds and the important contributions to the field made by amateur birders. The course will focus on the field identification of local and regional species plus an overview of worldwide groups. In addition, this course 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.

NSC 4040 ECOLOGY 3 credits

Students study and become familiar with the geology, indigenous plants, animals, and various ecosystems representative of the region, and identify the relationships involved between the living and nonliving factors in their environment.

Prerequisite: NSC 2100

NSC 4050 BIODIVERSITY 3 credits

Examines the three components of biodiversity: species diversity, genetic diversity, and ecosystem diversity, including the implications and impacts that human activities are having on each of them. Specific concepts of evolution, speciation, adaptive radiation, biogeography, and ecology will also be addressed. The value of biological diversity will be examined from both an economic as well as an ecological perspective.

Prerequisite: NSC 2100

PHYSICAL EDUCATION (PE)

**PE 1010 INTERCOLLEGIATE FOOTBALL
1 credit**

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

Prerequisite: Coach approval

**PE 1020 INTERCOLLEGIATE BASKETBALL
1 credit**

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

Prerequisite: Coach approval

**PE 1030 INTERCOLLEGIATE BASEBALL
1 credit**

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

Prerequisite: Coach approval

PE 1040 INTERCOLLEGIATE GOLF 1 credit

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

Prerequisite: Coach approval

PE 1050 INTERCOLLEGIATE TENNIS 1 credit

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

Prerequisite: Coach approval

**PE 1060 INTERCOLLEGIATE LACROSSE
1 credit**

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

Prerequisite: Coach approval

PE 1070 INTERCOLLEGIATE TRACK 1 credit

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

Prerequisite: Coach approval

**PE 1080 INTERCOLLEGIATE SOFTBALL
1 credit**

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

Prerequisite: Coach approval

**PE 1090 INTERCOLLEGIATE VOLLEYBALL
1 credit**

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and

the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

Prerequisite: Coach approval

**PE 1100 INTERCOLLEGIATE CROSS COUNTRY
1 credit**

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

Prerequisite: Coach approval

PE 1130 PHYSICAL CONDITIONING 1 credit

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements.

Prerequisite: Coach approval

PE 1260 SOCCER 1 credit

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements.

Prerequisite: Coach approval

PE 1290 CHEERLEADING 1 credit

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements.

Prerequisite: Coach approval

PE 1300 HOCKEY 1 credit

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements.

Prerequisite: Coach approval

PHILOSOPHY (PHL)

PHL 3000 PHILOSOPHY OF RELIGION 3 credits

Essence and meaning of religion as a pervasive phenomenon in human societies; faith and reason, nature of divinity, arguments for and against God's existence, religious knowledge and experience, morality, and the problem of evil.

Prerequisite: 60 semester credits

PHL 3100 ETHICS 3 credits

Study of moral decision making and theories that define our responsibilities. This course will examine sources for moral value e.g. law, authority, culture, tradition, religion, the problems associated with ethical subjectivism, as well as prominent historical approaches to ethics in the West.

Prerequisite: 60 semester credits

PHL 3300 LOGIC 3 credits

Entails a thorough study of traditional Aristotelian logic, propositional logic, induction, informal fallacies, and scientific method. Topics discussed include: use and misuse of statistics, tools of basic economic analysis, memory training, fundamental principles of formal deductive reasoning, and rules of argumentation.

Prerequisite: 60 semester credits

PHL 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

**PHL 4100 PHILOSOPHY OF AMERICAN
ENTERPRISE 3 credits**

Examines the role of freedom, individual responsibility, property rights, entrepreneurship, and free markets in moral, intellectual, and economic development. Course materials draw on philosophical arguments, economic theory, and historical examples to demonstrate how these factors work together to create civil society.

Prerequisites: 90 credits; ECN 2210, ECN 2200; HIS 2100, HIS 2150; PSC 2010

**PHL 4105 CRITICAL PHILOSOPHICAL
PROBLEMS 3 credits**

Critical philosophical problems of civilization with emphasis on their current status are explored. Problems include the relationship of the increase of knowledge and the use of science and technology in our societies, human rights, war, peace, poverty, prosperity, private property, government control, religion, and other selected

philosophical problems with international significance, implications, and relationships.

Prerequisite: 60 semester credits

POLITICAL SCIENCE (PSC)

PSC 2010 INTRODUCTION TO AMERICAN GOVERNMENT 3 credits

A survey of the institutions of American government including: legislative, executive, and judicial branches; interpretation of the Constitution and the Bill of Rights; federalism; political parties; the federal bureaucracy; elections; and interest groups.

PSC 3000 POLITICAL PHILOSOPHY 3 credits

A philosophical examination of major social and political concepts such as freedom, authority, justice, law, obligation and rights. Emphasis on important philosophers and ideologies in the history of political philosophy.

Prerequisite: 60 Credit hours completed

PSC 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

PRIOR LEARNING (PL)

PL 1010 PRIOR LEARNING ASSESSMENT 1 credit

A writing course that explores learning styles, the writing process, and portfolio development to verify college-level learning. A portfolio with the following elements will be produced: autobiography, resume, areas of study, documentation/verification items, and evaluation breakdown from the prior learning assessment evaluator(s). Graded pass (P)/fail (F) only.

Prerequisite: Approval of advisor

PSYCHOLOGY (PSY)

PSY 3000 PRINCIPLES OF PSYCHOLOGY 3 credits

Provides students the opportunity to analyze their own personalities, interpersonal relationships, and values by

reviewing major psychological theories. Experiential exercises are integrated throughout the course to apply theory to “real life” situations.

PSY 3010 APPLIED PSYCHOLOGY 3 credits

An overview of major psychological concepts and techniques that is relevant to the application of organized knowledge about human behavior to improve productivity and personal satisfaction on the job. Classical theories of human behavior are summarized covering such topics as perception, learning, personality, conflict, motivation, team work, empowerment, and wellness. Business psychology is applicable in any work setting, such as a company, government agency, hospital, hotel/restaurant, or educational institution.

PSY 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

SOCIOLOGY (SOC)

SOC 3000 PRINCIPLES OF SOCIOLOGY 3 credits

Introduces students to the field of sociology and the sociological perspective. Provides students with three important tools: a basis for understanding how society operates; an understanding of the core sociological concepts, methods, and theories; and the ability to understand society from an objective point of view. Topics for this course include sociological theory, groups, family, bureaucracies, social class, power, deviance, interaction, inequality, organization, socialization, minority relations, community, and social change.

SOC 3010 WORLD CULTURE AND CUSTOMS 3 credits

Designed to give students a global perspective by examining cultural regions of the world. Students will explore and analyze geography, economics, history, religion/philosophies, and value system, as well as cultural factors such as language, art, and music. The rationale for this course is to prepare students for the ever-growing interdependence of the world in which they live and work, and to help prepare them to be responsible and participating citizens of the 21st century global society.

SOC 3020 WOMEN IN AMERICAN CULTURE
3 credits

Examines the changing image of women—women as seen by other women, women as seen by men, and individual women as they see themselves.

SOC 3450 CULTURE OF LEADERSHIP 3 credits

An analysis of organizational factors that influence leadership and management skills. Key aspects include formal and informal groups, norms, sanctions, organizational change, morale, function of committees and teams, role of unilateral decisions, team work, empowerment, and ethical philosophy. Includes a self appraisal of leadership and management strengths and areas for development.

SOC 3500 CULTURAL ANTHROPOLOGY
3 credits

Study of how humans are affected by and can change culture. Topics include ethnography, language and communication, ecology and subsistence, kinship and family, identity, roles and groups, globalization and culture change, and applied anthropology. Theoretical and historical analysis will build upon or serve as a foundation for SOC 3010 which has a more contemporary focus.

SOC 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

SPANISH (SPN)

SPN 2010 SPANISH I 3 credits

The first of a two semester sequence designed specifically for beginning university students with no previous language study. Emphasis is placed on acquisition and application of basic language skills.

SPN 2015 SPANISH II 3 credits

Continuation of the first year language sequence in Spanish. Course design places emphasis on development of the target language in the five goal areas of foreign language education: communication, cultures, connections, comparisons, and communities.

Prerequisite: SPN 2010

SPN 3010 SPANISH III 3 credits

The first of a two semester sequence designed for students who have a background of at least one year of college level Spanish or its equivalent. The objective is to fur-

ther acquisition and application of the target language at the intermediate level. Authentic materials in the target language reflect contemporary topics relevant to contemporary global issues.

Prerequisite: SPN 2015

SPN 3015 SPANISH IV 3 credits

Completes the second year language sequence in Spanish. 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.

Prerequisite: SPN 3010

SPEECH (SPC)

SPC 2050 SPEECH 3 credits

Introduces students to the basics of public speaking. How can stage fright be handled? What techniques are necessary to engage an audience? How can the needs of different audiences be considered? How can visuals be designed and used effectively? What can be done so that verbal and nonverbal delivery is fluent? Addressing these questions requires students to examine their personal presentations in order to set improvement goals. The study will help engage students in the overall workings of public speaking. The course requires strict attendance, formal presentations, and impromptu presentations.

SPC 3850 SPECIAL TOPICS 1-3 credits

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

Prerequisite: Dependent on specific course content

— SCHOLASTIC POLICIES AND ACADEMIC SERVICES —

Northwood University 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 is 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. If Northwood University still decides not to amend the record, the student has the right to place a statement with the record setting forth his or her view about the contested information.
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.
 - School officials with legitimate educational interest. 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;
 - Other schools to which a student is transferring;
 - Specified officials for audit or evaluation purposes;
 - Appropriate parties in connection with financial aid to a student;
 - Organizations conducting certain studies for or on behalf of the school;
 - Accrediting organizations;
 - To comply with a judicial order or lawfully issued subpoena;
 - Appropriate officials in cases of health and safety emergencies; and
 - State and local authorities, within a juvenile justice system, pursuant to specific state law.
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, email address, major field of study, year in school, 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 semester. 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

A school official is a person employed by Northwood University in an administrative, supervisory, academic, or support staff position; a person serving on the Board of Trustees; or a person serving on an official committee, such as a disciplinary or grievance committee.

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 20202-8520

Disability Services Eligibility

In accordance with the Americans with Disabilities Act of 1990 and Section 504 of the Disabilities Act of 1973, Northwood University provides accommodations for students with documented disabilities. Students are urged to make their needs known as soon as they are admitted to the University. Refer to <http://www.northwood.edu/> for more detailed information regarding services and service contacts at specific locations.

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.

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; midterm and final grades; transfer credit evaluations; letters of award, honor, or probation; and cumulative transcripts. Grades are available through Web Advisor.

Official student transcripts will be sent to third parties only upon receipt of a signed request from the student. Some restrictions may apply.

The student can obtain unofficial transcripts by forwarding a completed transcript request form to the Registrar's Office on each campus pursuant to the Family Educational Rights and Privacy Act of 1974, Federal Law 93-380. Unofficial transcripts are also available on Web Advisor.

Course Offering Changes

Courses to be offered each semester 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

Students register for classes using their Web Advisor on the my.northwood.edu portal. Registration information is posted on my.northwood.edu. (Florida Campus students register for the entire academic year annually.)

Through registration information postings (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 portal 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 semester.

Course Load

The normal course load for Northwood students is 15 to 16 credit hours per semester. Students who wish to enroll for more than 18 credits per semester, must apply to the 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. Students should refer to their student handbook and course syllabi for campus and faculty absence policies.

Grading Policy

To be considered in good academic standing, students must maintain a minimum 2.0 cumulative GPA. The cumulative GPA is calculated from the grades received for courses completed. The designations of W, P, I, or Z are not included in the GPA calculation. However, these grade designations are counted when calculating the cumulative completion percentage for financial aid recipients. This policy is in effect for all certificate, diploma, and degree-seeking students. Following is the grading system of the University.

Letter Honor Points	Interpretation
A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
C-	1.7
D+	1.3
D	1.0
D-	0.7
F	0.0
P	0.0
I	0.0
W	0.0
X	0.0
Z	0.0

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 percent (10%) of a group be capable of achieving this level, as assignments and tests are structured to challenge the most capable students.

B – Above Average: This grade reflects achievement clearly above average standards. This level of achievement is one that stretches the person of average ability to accomplish it. Persons achieving in this range exhibit good comprehension of the subject matter with minor flaws.

C – Average: This grade reflects average, ordinary achievement. Achievement and performance at this level are satisfactory and meet minimum standards. More flaws are evident, some of a serious nature. The greatest proportion of grades falls in this range, unless there is an extraordinary group distribution.

D – Unsatisfactory: This grade reflects poor, unsatisfactory achievement below minimum standards. Major flaws are present, but there is some competence to reflect segments of course content. A grade of D- is the minimum passing grade.

F – Failure: This grade reflects poor, unsatisfactory achievement below minimum standards. Achievement is very flawed with little competence to reflect segments of course content. No credit hours are earned. A course in which a grade of F is earned must be re-taken and successfully completed if that course is required for the curriculum in which the student is enrolled (see Repeating Courses).

P – Pass: This grade reflects completion of a course with a pass/fail option or a test out with an earned grade of at least a C. No honor points are awarded.

I – Incomplete: This grade reflects an extraordinary, uncontrollable interruption in completion of course requirements. It is not to be used in the case of a missed test, term paper, etc., unless the incomplete work is caused by the student's hospitalization or an extreme emergency that takes the student away from classes for a week or more. All incompletes are subject to review by the Registrar. Incompletes not made up become Fs at the end of 90 days.

W – Withdrawn: This grade reflects student withdrawal from a class by the end of the designated last day to withdraw from a class (eleventh week of the semester for standard 15 week semester courses). Student withdrawals occurring after those times are recorded as F. Withdrawals from the University (and all courses) before final exams result in grades of W.

X – 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.

Z – Deferred grade: This grade is used to reflect an internship that is still in progress. The Z grade will be replaced when a grade is submitted; if no grade is submitted, the Z grade becomes an F.

Repeating Courses

Courses for which a student has earned a grade of F must be repeated if the course is required in the student's curriculum plan. A failed course may be repeated at another institution and transfer credit will be awarded; however, the Northwood cumulative grade point average will not be affected. Students are encouraged to repeat a failed course at Northwood. Students who wish to improve their achievement level may elect to retake a course at Northwood if they earned a C- or below in that course; courses in which grades of C or better are earned may not be retaken. The letter grade earned in the most recent attempt will replace the prior grade in the calculation of cumulative credit totals and grade point average, even if that grade is lower than the previous grade. All grades will be included on a student's transcript.

Test-Out Policy

Students may attempt to test out of certain courses, for a fee, with a maximum of 30 credits permitted. Credit for the course will be granted if a grade of C or better is achieved, but no honor points will be awarded. Test-outs may be attempted only once and may not be used to repeat a course.

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

Plagiarism

Plagiarism is the act of taking the words, ideas, strategies, formulas, compositions, research, or creative ideas of another and presenting them as if they were your own. In any presentation, creative, artistic, or research, it is the ethical responsibility of each student to identify the conceptual sources of the work submitted. Failure to do so is dishonest and is the basis for a charge of cheating or plagiarism, which is subject to disciplinary action. Plagiarism can be either intentional or unintentional, but in either case is a serious offense. Academic integrity is an important value at Northwood University. We consider all forms of cheating a serious academic infraction. Plagiarism and cheating may lead to expulsion from the University.

Academic Probation, Dismissal, and Satisfactory Academic Progress

Continued matriculation at Northwood University requires satisfactory academic progress demonstrated by the student in achieving basic scholastic goals. Academic achievement in any semester that results in a cumulative GPA below 2.0 places a student on academic probation. All campuses and academic programs have advising systems to assist the student in raising the earned cumulative GPA so that at scheduled graduation time the student will have had an opportunity to earn the necessary minimum 2.0 GPA and successfully complete (grade of D- or better) all required courses in the curriculum.

During periods of academic probation, students may not carry 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 semester-by-semester basis by the campus academic dean. The dismissal process follows.

Academic Dismissal

- Students accepted on academic probation are subject to review at the end of the first semester of attendance. Failure to achieve a cumulative GPA of 2.0 or above will lead to consideration for academic dismissal at the end of the first semester of study at Northwood University.
- A student who is registered for courses during a given semester, and does not earn any academic credits (courses other than EXF, PE, PSY 1120, 1150, and 3100, or SPC, LAW, and JRN courses for extracurricular activities) will be considered for immediate academic dismissal at the end of that semester.

All students, whether new or continuing, must meet the following criteria for SAP or be subject to academic dismissal. At the end of each academic year, the Academic Dismissal Committee will review the record of each student who has not met criteria for SAP.

Scale Based on Completed Credits:

Credits	Cumulative GPA	Completion Rate
0-15	1.7	70%
16-29	1.8	70%
30-59	1.9	70%
>60	2.0	70%

The final academic dismissal decision rests with the campus Academic Dean and Provost. Dismissals will be communicated in writing to the student. Upon dismissal, a student is no longer eligible to attend Northwood University. Dismissal appeals must be submitted in writing to the Executive Vice President and Chief Academic Officer of Northwood University who makes the final determination in the case of an appeal.

Honors

Northwood University recognizes outstanding academic achievement of students at the end of each semester through the following honors a student may earn:

The President's List: Full-time students who in any semester have earned a cumulative GPA of "A" (3.85 or above) and who have no Is or Fs or ungraded courses will be on the President's List for that semester.

The Dean's List: Full-time students who in any semester have achieved a cumulative GPA of 3.25 to 3.84 and who have no Is or Fs or ungraded courses will be on the Dean's List for that semester.

Graduation with Distinction

In addition to semester honors, Northwood recognizes students who have maintained high academic achievement throughout their education through the following graduation honors. A student is required to earn 31 semester hours of credit through Northwood University to be eligible for one of these graduation honors. Degree honors are awarded as follows:

Cum Laude: A cumulative GPA of at least 3.5.

Magna cum laude: A cumulative GPA of at least 3.7.

Summa cum laude: A cumulative GPA of at least 3.9.

Top Honors

The valedictorian shall be that student in the traditional undergraduate program graduating class who has earned a minimum of 61 credits at Northwood University and has maintained the highest cumulative GPA in the graduating class. In the event of a tie for highest cumulative GPA, the student with the greatest number of earned Northwood credits will be valedictorian and the other student will be salutatorian.

The salutatorian shall be that student in the traditional undergraduate program graduating class who has earned a minimum of 61 credits at Northwood University and has maintained the second-highest cumulative GPA in the graduating class. In the event of a tie for second highest cumulative GPA, the student with the greatest number of earned Northwood credits will be salutatorian.

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 1991. In it, honors sections of a variety of courses are offered. Faculty members are carefully selected for their expertise and their creative use of teaching resources, materials, and innovative teaching strategies. Honors course offerings will generally apply to all majors and will not extend the time required to complete a Northwood degree. However, the character and course offerings of the Honors Program do 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-classroom experiences, frequent student-faculty interaction, and discussion-based learning
- Limited size – honors courses are capped at an enrollment of 20, allowing greater faculty-student interaction, participation and discussion, and encouraging self-directed learning.

Qualifications – See <http://www.northwood.edu/mi/academics/honorsprogram/> for Honors Program qualifications.

Honors Scholarship – Honors students who have completed 15 or more semester credit hours in honors courses at Northwood University may apply for honors admission to either Semester in Asia or Semester in Europe. Honors admission automatically provides a scholarship that adjusts the study abroad program fee to the fee level students would otherwise pay for the combination of residential tuition, fees, and room and board 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 15 semester credit hours of honors courses in certain categories will have completed the Honors Certificate.
- Any student who successfully completes 15 semester hours of honors courses in certain categories will have completed the Honors Diploma.

The Honors Certificate and Honors Diploma (available only on the Michigan Campus at this time) require the completion of a BBA degree with cumulative grade point of 3.25. For details see <http://www.northwood.edu/mi/academics/honorsprogram/>.

More information about the Honors Program is available from the Director of the Honors Program on the Michigan Campus, or from the Academic Dean's office 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

There are academic appeals processes available to provide for appropriate processing of academic grievances. The "statute of limitations" for academic appeals is the semester following the grievance.

Northwood faculty has the authority and obligation to assign appropriate grades and to conduct classes within the context of University academic policies. 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 Academic Dean. The Academic Dean makes the final decision in all appeal cases.

Students who are not satisfied with the Dean's decision may submit a last appeal to the Executive Vice President

and Chief Academic Officer, 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 Executive Vice President and Chief Academic Officer at the corporate headquarters of the University in Midland, Michigan. The Executive Vice

President and Chief Academic Officer 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 10 days to respond in writing to their responses. Following this exchange, a written decision will be rendered.

STUDENT SERVICES

The Student Services Department provides programs, resources, services, and personnel primarily concerned with providing a value-added experience to the educational opportunities outside of the classroom. Often, academic and non-academic opportunities overlap and Student Services, with associated departments, is staffed with professionals who are advocates for students and their needs. They are ready to assist students in resolving conflict and removing barriers to find ways to improve academic performance and the educational experience.

Activities

Northwood University believes that a successful student is one that is well rounded with a passion for being involved, accepting new challenges, and making a difference. These students are better prepared for the challenges they may face in the business world post-graduation. Northwood University provides countless opportunities for its students to get involved and make the most of their educational experience.

Activities range from professional and social clubs to music and drama groups, intercollegiate, intramural, and club sports, recreational activities, social activities, and more. Participation in extracurricular activities allows students to use their leisure time productively while making new friends, developing their leadership skills, and their ability to be effective in group situations. Northwood recommends that students involved in all extracurricular activities maintain an above-average grade point average (GPA).

EXCEL: The Student Development Program

Employers of Northwood University graduates constantly stress their desire 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 pro-

gram 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 credits of 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.

Florida Campus Organizations and Activities

Current organizations and activities on the Florida Campus include:

- Accounting Society
- Advertising Club
- Auto Show
- Big Man on Campus
- Blue Storm Dance Team
- Campus Ministries
- Career Fair
- Careers in... Series
- CASH Club
- Citizenship Week
- Class Councils
- Cultural Heritage Series
- Dance-a-thon
- DECA – Distributive Education Clubs of America
- Dodge ball Tournaments
- Empower Series

- EXCEL Weeks
- Fear Factor
- Fishing Club
- Florida Top Ten Series
- Habitat for Humanity
- Halloween Horror Nights
- Homecoming Week
- HOST Club
- Hypnotist
- International Business Club
- International Week
- Intramural Sports
- Kickball Tournaments
- 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
- NUletter / Publications
- Paint Your Heart Out
- Phi Beta Lambda
- Planet Earth Series
- Poker Tournaments
- Power Plays Series
- The Price is Right
- Roommate Game
- Seahawks in the Community
- South Florida Adventures
- Sport and Entertainment Association
- Spring Fling Week
- Spring Training Baseball Games
- Student Government Association
- Student Judicial Board
- Student Mentors
- SunFest
- Survivor
- Talent Shows
- 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.

Michigan Campus Organizations and Activities

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 Alumni Network
- Ambassador Club
- American Advertising Federation – College Competition
- American Marketing Association – AMA
- Automotive Industry Show
- Band – NU Pep Band
- Blood Drives (one per semester)
- Business Professionals of America – BPA
- Cheerleaders
- Chi Alpha Mu – Local Automotive Fraternity
- Church Reloaded
- Chorale (NU Divine Chorale)
- Cultural Activities – Art, Music, Dance, Lectures, Movies
- DECA – Distributive Education Clubs of America
- 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
- Entertainment, Sport & Promotion Management Association (ESPMA)
- Entrepreneurship Society
- Fashion Group
- Finance Association
- Freshmen Class – All Freshmen
- Golden Greek Awards
- Greek Week
- Hockey – Men's Club
- Homecoming – Fall Semester & Basketball Homecoming
- Honorary Accounting Society of Northwood University – HASNU
- Honors Convocation – Spring Semester
- Hospitality Enterprise
- IBA

- Intercollegiate Sports
- Intercultural Club
- Inter-fraternity 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 Leaders of NU
- Mock Trial Team
- Northwood Hospitality Enterprises – NUHE
- NU-CARS (Club for Automotive Related Studies)
- NU Dance Team
- NU Kick-Off Party
- NU Players – Theater Group
- Omniquest Panels – Each Semester
- Opening Convocation – Fall Semester
- 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 Semester
- 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
- Style Show
- Tau Kappa Epsilon – National Social Fraternity
- The Automotive Group (TAG)
- Theta Gamma Epsilon – Local Social Fraternity
- Upper Class – All Juniors and Seniors
- Values Emphasis Program – Spring Semester
- 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.

Texas Campus Organizations and Activities

Current organizations and activities on the Texas Campus include:

- Adopt-A-Highway
- Alpha Nu Omega – Sorority
- Ambassador Club
- Arts & Entertainment Group
- Association of Entertainment Sports Management
- Bible Student Ministry
- Black History Month
- Blood Drives
- Cedar Hill Food Pantry
- Cedar Hill's Country Day on the Hill
- Coffee Haus
- Crossing Over Ceremony
- DECA – Distributive Education Clubs of America
- Donut Daze
- Drama Club
- Earth Day Celebration
- Etiquette Dinner
- EXCEL Awards
- Fashion Show
- Founders' Day
- Groups and Organizations Fair
- Habitat for Humanity
- Haunted Forest
- Hispanic Heritage Month
- Holiday Toy Drive
- Homecoming
- Honors Convocation
- Hospitality Club
- Ice Skating Party
- International Festival
- Intramural Basketball, Flag Football, Softball, Volleyball
- Judicial Board
- Karaoke Knight
- Kids College Christmas Party
- Management Group
- March of Dimes
- Mini in Mexico
- Mr. University
- NAIA Varsity Baseball, Cross Country, Golf, Soccer, and Softball
- 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
- 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.

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 career opportunities, Northwood has a Career Assistance Center which coordinates and assists the effort on each campus to bring together our students and alumni with potential employers. The campus Career Assistance Center serves all Northwood students and alumni.

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

During a student's first year of study, they are encouraged to begin work on their 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 curricula offered by Northwood require a minimum of one internship (400 hours) before completion of requirements for the Bachelor of Business Administration degree. The Career Assistance Center works closely with curriculum chairs, employers, and students to aide in completion of this requirement.

Company Representatives Visit Northwood

Through the years, Northwood University has developed close, long-term relationships with many firms that represent our various curricula. Representatives from these firms visit the campuses to interview those who are about to graduate and are looking for employment. Additionally, off-campus interviews are 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 assume roles in several fields and have the right portfolio of skills, attitudes, and values.

The on- and off-campus recruiting schedules are supplemented by companies who contact the Career Assistance Center about positions that are currently available. Through the Experience Network (Northwood's online job database), 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.

Publications, Research, and Services

The Career Assistance Center also supports and contributes to the Career Assistance Alcove Collection in the Cook Library (FL), Strosacker Library (MI), and the Hach 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 Experience Network is available to traditional, Adult Degree Program (ADP), M.B.A. students, and graduates from all Northwood programs. 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 (click on the appropriate campus).

Computer-Assisted Self-Assessment

FOCUS V2 is a self-assessment program that helps students to 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 match 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 Center 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 and alumni accomplish their professional goals.

Housing

Unmarried students under the age of 20 (on the Michigan and Texas Campuses) or 21 (on the Florida Campus) as of the first day of classes 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 housing. Others may reside in the community upon approval or permission from the Dean of Students. Waivers to the housing requirement are considered on an individual basis. Specifics on the criteria and process are available from the Student Services Office of each campus.

Northwood maintains campus housing units. Separate units are available for men and women on all three residential campuses (Michigan, Texas, and Florida). Resident Housing Directors and/or Head Residents and Resident Assistants provide supervision and guidance in all units. Visitation hours are established by the University and are published by the Housing Office at each campus. For health reasons, no pets may be kept in on-campus housing.

Each room has an assigned phone number provided by a phone service company with the installation charge and monthly fee provided by the University. Students on the Michigan and Texas Campuses must provide a reliable touch-tone phone. Students on the Florida Campus may request a corded telephone through the Residential Life Office.

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 process to determine housing assignments. The sign-up process is conducted during Spring Semester for the following school year.

Along with the housing staff, student organizations play an integral part in the planning and implementation of resident events and activities. Northwood takes the responsibility for placing all required resident students in housing. Assigned occupants of each room are financially responsible for keeping the room and its contents in good order and free from damage either by themselves or their guests. Residents are liable for damage to University property. If a student does not return the room in good order, their room deposit fee will be debited for the cost of the repairs.

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 semester 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 full-time Northwood students are covered by an insurance policy during the fall and spring semesters. Summer coverage is optional and may be obtained for a nominal fee. The student insurance policy is primarily an accident/injury policy and is intended to supplement any existing insurance coverage. Northwood University recommends the student maintain his/her own personal health insurance policy for expanded coverage. For questions regarding the student insurance please call the Health Center.

All Northwood University campuses accommodate the handicapped.

Florida – The Health Center is located in Room 1102 of the Stauffer Residence Complex. It is staffed by a registered nurse, Monday through Thursday. A physician is available on campus one day per week.

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 Medical Center is nearby and available 24 hours/day for emergencies.

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 for each Northwood student. Advisors help each student to establish educational programs and plans. Individual attention is given to a course of study selection commensurate with the student's potential, area of interest, and academic background. Strength in the breadth of educational study is encouraged together with the intended area of specialization. Continued advisement throughout the student's program at Northwood is available to aid the student in self-appraisal and the development of traits and abilities of self-discipline that would identify those values necessary for successful academic performance. 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 a Student Counseling Assistance Program with professional personal counseling available to all Northwood students. The counseling staff from J&A Counseling and Evaluation has on-campus office hours available to provide confidential counseling for personal, psychological, social, and behavioral concerns, as well as issues with the use of alcohol or other drugs.

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 two-semester foundation course. This on-campus instruction course is called First Year Seminar I and First Year Seminar II; they are part of the curriculum for all incoming freshmen.

Orientation sessions are scheduled throughout the summer and immediately prior to the fall semester on the three campuses. FDN 1100 continues during fall semester for all freshmen students. Students are provided additional information on the University environment and holistic factors that aid in their success to include problem solving, communication, and critical thinking components.

Freshmen continue with Seminar II, FDN 1200, in the spring semester. This course provides an emphasis on institutional culture and philosophy as it pertains to “The Northwood Idea.” Additional areas will cover free markets, skills needed for success, Northwood University Outcomes, and the Code of Ethics.

The counseling/advising program interfaces the academic and personal lives of students. This comprehensive program takes a 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 curricula consistent with diagnosed skills, and of remediation work when necessary, plus the assertiveness skills and self-management skills necessary to resolve personal problems and interpersonal conflicts.

Library

The mission of the Northwood libraries is “to enhance the learning environment by supporting instructional services, promoting information literacy, and developing leaders who are independent, life-long learners.” Each of the Northwood University campuses has its own library. Online library services across the Northwood system provide access to thousands of full text magazines, newspapers, journals, and specialized business information sources. Whether on campus or off campus, students can access resources 24 hours a day, seven days a week, through the library web pages. Assistance in using the collections and services is readily available at library reference desks and through “Ask a Librarian” and course-specific resource guides on the library web pages.

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 on the 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 a member of SELFIN, 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.

The Strosacker Library on the Michigan Campus is centrally located in the upper level of the Strosacker building. It has a book collection of approximately 36,000 volumes, as well as 240 periodical titles. The library acquires

materials for a well-rounded education with emphasis on business management and economics. Special curriculum collections include accounting; advertising; automotive 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 Hach Library is located in a historic stone building on the edge of the Texas Campus. In 1989 the Hach Library expanded its physical facilities and the collection for upper level business programs. The collection concentrates on materials that will support the curriculum: business management; economics; accounting; automotive management; fashion marketing; advertising; and hotel, restaurant & resort management. The library is a member of the Northeast Texas Library System that allows access to over 80 library systems in the area. The Northwood computer network allows students access to the library web page, which has access to the online databases and the card catalog.

Learning Resource Centers

Northwood University Learning Resource Centers provide a variety of programs & services to help students succeed and excel academically. All students are encouraged to participate in LRC programs and services, regardless of current class status or level of achievement. All programs are available to Northwood students free of charge.

Florida Campus students may participate in accounting, mathematics, and writing tutoring labs, facilitated course-specific study groups, athlete study groups, and student success groups, individual appointments, and workshops, which teach effective strategies for planning, studying, and test-taking. The LRC also offers an internal website with resources such as current LRC Lab schedules and writing, study, and test-taking tips and techniques. The Florida LRC office is located in the Cook Library.

Michigan Campus students may choose from three types of tutoring in the Timberwolf Learning Resource Center. Drop-in tutoring is available without an appointment for accounting principles, algebra, and writing assignments. Students may also sign up for a one-on-one tutor for any subject or join a tutor-led study group which meets weekly. In addition, student tutors periodically present

study skill seminars on APA format, use of Excel, time management, scholarship thank you letters, and more. Details are available in the TLRC in Lower Strosacker and on my.northwood.edu.

Texas Campus students may participate in regularly scheduled labs in accounting, math and statistics, writing and humanities, English-as-a-second-language (ESL), as well as special workshops in APA, business writing, and financial management. Other resources include facilitated course-specific study groups, athletic team study groups. The LRC also offers an internal website that includes resources such as current LRC Lab schedules and basic campus and academic support information. The Texas LRC is located in 101 Hopkins.

Bookstore

The Bookstore carries textbooks for each semester, as well as supplies such as pens, pencils, notebooks, Northwood clothing, and Northwood souvenirs. Personal checks are accepted only for the amount of the sale. VISA, MasterCard, American Express, and Discover cards, as well as cash, are also accepted. A receipt is required for all refunds. Textbook returns for Adult Degree Program books are two days from the purchase date.

Student Life Centers

Michigan

The Hach Student Life Center is a 62,217 square foot recreation facility built in 2002 to respond to the growing recreational, social, and educational needs of Northwood University. The Center is a recreational, intramural, and fitness complex built to complement the Bennett Sports Center. The center features three multi-purpose basketball, volleyball, and badminton courts that are utilized for a wide range of sports, a four-lane running track, a fitness center equipped with Cybex circuit weight training systems, elliptical trainers, stair steppers, bikes, dumbbells, benches and mats, a multi-use/wellness room, and locker rooms equipped with shower and sauna facilities. The lobby area serves as a check-in point and houses a health food snack bar and leisure areas equipped with network connections for laptop computers.

24-Month Evening M.B.A. program students can purchase a membership for *\$90 per semester. Membership for 12-Month Daytime M.B.A. program students is included in the cost of the program.

*Subject to change

Florida

The Countess de Hoernle Student Life Center (SLC), is the newest building to the Florida Campus. The SLC has variety of indoor amenities including the arena/gymnasium, the Richard and Helen DeVos Fitness Center & the Valarie & Dan Young Multipurpose Room/Aerobic Room. The SLC also has conference rooms an athletic training room and multiple classrooms. It is the home arena for the Men's & Women's Seahawk basketball teams & the volleyball team. Numerous recreational & academic-related functions are also hosted in the SLC throughout the school year. As a multi-purpose building for students, the SLC is a building where students can study, eat, exercise, or just lounge around.

Intercollegiate and Intramural Athletics

In recognition of the need for healthful, competitive physical activity, organized sports participation is encouraged on all three residential campuses. Because of varying facilities and interests, each campus has developed its own varsity sports and intramural programs. It is panned that, as physical education facilities grow, all forms of recreation will be available, with emphasis on life-long participation and interest.

Florida – “Seahawks”

The Florida Campus is a member of the National Association of Intercollegiate Athletics (NAIA), The Sun Conference, which includes Ave Maria University, Edward Waters College, Embry Riddle University, Florida Memorial University, Johnson and Wales University, Savannah College of Art and Design, Southeastern University, St. Thomas University, University of South Carolina Beaufort, Warner University, and Webber International University.

The Florida Campus Seahawks offer varsity baseball, men's and women's golf, softball, men's and women's soccer, men's and women's basketball, volleyball, men's and women's cross country, cheerleading, and men's and women's tennis. For more specific information about Seahawks athletics, see <http://seahawks.gonorthwood.com/>.

Intramural team sports offered on the Florida Campus are flag football, dodge ball, indoor soccer, basketball, and softball. Other recreational sports include kickball, outdoor soccer, arena football, outdoor basketball, tennis, racquetball, bocce ball, badminton, sand volleyball, indoor volleyball, whiffle ball, powder-puff football (women only), and billiards. All sports offered are co-ed

with potential of having a separate league/game for men and women if there are enough participants. One of the main goals with the intramural program is to offer at least two team sports each semester.

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 <http://timberwolves.gonorthwood.com/>.

The Michigan Campus intramural programs and sports include: flag football, soccer, badminton, 4-on-4 volleyball, basketball, whiffle ball, dodge ball, tennis, bocce ball, ultimate frisbee, softball, and floor hockey. In addition to these sports there are numerous one-day tournaments including powder-puff football, table tennis, 3-on-3 basketball, and slow-pitch softball. The Michigan Campus also participates in regional intramural tournaments against other universities in sports such as flag football and basketball. 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.

Texas – “Knights”

The Texas Campus is a charter member of the Red River Athletic Conference (RRAC) within the Southwest Region (New Mexico, Texas, and Oklahoma) of the National Association of Intercollegiate Athletics (NAIA). 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 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 <http://knights.gonorthwood.com/>.

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 generally are sponsored both by the University and student activity groups.

Student Publications

Opportunities for student-produced publications exist on all three campuses. Examples include annual, quarterly, monthly, or weekly publications such as campus newspapers, newsletters, and yearbooks. On Northwood’s Michigan Campus, students produce a newspaper, which is edited, managed, and published by students under the direction of a faculty advisor. The publications serve as a practical workshop and professional experience for journalism and advertising students.

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 <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, ath-

letic 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.

Soliciting, Selling, Publicizing

No student, student organization, or outside organization shall engage in advertising or selling any goods, services, or tickets; solicit for any purpose whatsoever on Northwood University's property or in University operated buildings; without first obtaining the written approval. Contact the Dean of Students who will obtain approval from the Director of Compliance & Tax Matters. Food that is sold on campus must be purchased or have approval through Food Services. For additional details, please reference the Student Handbook.

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 University 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 race, gender, color, religion, creed, national origin or ancestry, age, marital status, disability, or veteran status. The policy can be located at <http://www.northwood.edu/>

compliance or a paper copy may be obtained from the Human Rights Officer in the Human Resources Department, Northwood University Administrative Center, Midland, Michigan. The telephone number for this office is (989) 837-4345.

Security

Each campus hires a professionally licensed security service provider to perform specific guard and patrol responsibilities. Campus security officers are supervised by the Director of Security and are responsible for securing buildings and grounds, traffic regulations, and parking control. Officers are available 24 hours a day, 7 days a week to respond to requests for assistance from students, faculty, and staff. Campus security personnel have the authority to enforce all campus policies and state laws. These officers do not carry weapons nor do they have arrest powers. Northwood University maintains a very strong relationship with city and county law enforcement agencies. These agencies are contacted to assist with some on-campus complaints. The city and county agencies also notify Northwood University officials of off-campus incidents that involve Northwood students.

Students are expected to assume responsibility for their property and personal safety by making sound decisions and reporting any concerns to security immediately. Crimes should be reported to ensure inclusion in the annual crime statistics and to aid in providing timely warning notices to the campus community when appropriate. Proactive methods employed by campus security against personal property theft include parking lot and building patrols, campus escorts (as requested), routine lighting and emergency equipment checks, and identification engraving on personal items. Firearms and other weapons are prohibited on Northwood University property.

It is the policy of Northwood University to comply with all applicable features of the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, or commonly known as the Clery Act. Timely Notifications/Crime Alerts will be utilized in an effort to notify campus and/or community members of certain crimes in and around the University community. Specific protocols and campus crime reporting are outlined on the University compliance webpage at www.northwood.edu/compliance.

It is also the policy of Northwood University to comply with all applicable features of the Higher Education Opportunity Act for reported missing students. Northwood University has established a missing student protocol for

the notification procedures for students who live in on-campus housing and who have been reported missing for more than 24 hours. Specific protocols are outlined on the University compliance webpage at www.northwood.edu/compliance.

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 and disposal
- 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
- Loss of alcohol privileges if living in a "21" apartment, and possible reassignment to a non-designated apartment
- 10 supervised community service or program completion hours (minimum \$50 fine if not completed as directed)

Second Offense

- Notification of parents
- Counseling, outpatient, or inpatient rehabilitation program
- Possible suspension

- Confiscation and disposal of alcohol
- 15 supervised community service hours (minimum \$75 fine if not completed as directed)
- Possible referral for substance abuse evaluation through the Counseling office and required participation in a substance abuse class (minimum 6 hrs)

Third Offense

- Notification of parents
- Suspension or dismissal
- Proof of completion of an alcohol rehabilitation program for re-admittance consideration (off campus)
- Confiscation and disposal of alcohol

Penalty for drug use and/or possession, or drug paraphernalia**First Offense**

- Confiscation and destruction of drugs and/or paraphernalia
- Disciplinary probation with contract (period of time determined by Dean of Students)
- Notification of parents
- Referral to Student Assistance Counselor (A \$50 fine will be added if non-compliant)
- Mandatory substance abuse evaluation and mandatory participation in a substance abuse class (minimum 6 hrs)
- 20 supervised community service or program completion hours
- 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
- Confiscation and destruction of drugs and/or paraphernalia
- Completion of a community off campus substance abuse program before readmission to the University

Third Offense

- Notification of parents
- Immediate permanent dismissal with no appeal
- Confiscation and destruction of drugs and/or paraphernalia

The Student Drug Assistance program varies from campus to campus. On the Michigan Campus, the program is a confidential, professional counseling service. The Florida and Texas campuses have part-time counselors. These counselors are available on a scheduled basis 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. Higher education is the place to experience new ideas, changing attitudes, new friends, and to develop a good grooming identity. One's dress expresses one's personality. Attire should be appropriate and tasteful at all times, whether in the workplace, the classroom, the dining area, or the living areas. Northwood is a business university; its faculty and staff members are expected to be well-groomed in accordance with business standards; its students are expected to dress in a manner that does not cause classroom distraction.

ADULT DEGREE PROGRAM

Northwood University's Adult Degree Program

For over 30 years, Northwood University has provided options for working adults to complete a Bachelor of Business Administration Degree. The Adult Degree Program is a degree program offered to working adults that are seeking professional improvements by returning to school. Students may complete their degree requirements at one of our program centers located in eight states or online. Courses are offered in a variety of formats to meet the needs of working adults including evening, weekend, and online.

Contact Information:

Adult Degree Program
Northwood University
4000 Whiting Drive
Midland, MI 48640
Toll Free (800) 622-9000
www.northwood.edu/adults

Admissions Process

- Request official transcript(s) from applicable institutions and have them mailed to the ADP/M.B.A. Registrar at 4000 Whiting Drive, Midland, MI 48640 as soon as possible to have credits evaluated.
- Students who have received an associate's degree from a regionally accredited college or university will receive a credit evaluation that identifies equivalencies and electives acceptable for transfer.
- Any courses completed after the associate's degree was awarded will be transferable as long as a grade of "C" (2.0) or better has been earned and if applicable to the curriculum.

Students transferring without an associate's degree will have their transcripts evaluated for equivalent Northwood credit. Students in this category will be permitted to transfer equivalent courses and electives with grades of "C" (2.0) or better.

Once admitted, the student will receive a curriculum guide indicating exactly which courses must be completed for graduation.

Prior Learning Assessment

Adult Degree Program students may earn college credit for their prior learning. To apply for prior learning credit, the student should have significant work experience and a minimum of 3-5 years of related and documented management experience. A maximum of 30 semester hours of credit may be awarded. (Texas maximum is 15 credits). Prior learning is evaluated much like that of coursework. The evaluator awards credit where appropriate. Prior learning assessments must be submitted within 120 days of beginning Northwood's coursework. Students interested in prior learning credit will complete a 1 credit online course during their first semester at Northwood University in which they will develop their portfolio.

Degree Offerings

Northwood University's Adult Degree Program offers a Bachelor of Business Administration degree with the following majors: Accounting, Aftermarket Management, Automotive Marketing & Management Health Care Management, Management, Management Information Systems, and Marketing. For degree requirements and courses please see section beginning on page 23. To be awarded the bachelor's degree, an individual must complete a minimum of 31 semester hours with Northwood University and have a cumulative GPA of 2.0 or above. Majors vary by location—visit www.northwood.edu/adults for a list of programs available near you.

Semester Hour Requirements

- A minimum of 123 semester credit hours are needed to obtain a B.B.A. from Northwood University.
- A minimum of 31 credits must be completed with Northwood University to be eligible for residency and academic honors.
- Students may incorporate additional minors or majors, but this will involve additional coursework.

Academic Honors

For academic honors, a student must complete the minimum of 31 credit hours with Northwood University and meet honors criteria as prescribed below:

- Cum Laude – 3.50 cumulative GPA to 3.69 cumulative GPA
- Magna Cum Laude – 3.70 cumulative GPA to 3.89

cumulative GPA

- Summa Cum Laude – 3.90 cumulative GPA to 4.00 cumulative GPA

Transfer Coursework

- All transfer coursework (if applicable) must be college-level; remedial coursework is not considered college level.
- All transfer coursework (if applicable) must meet GPA requirements set by Northwood University.

Course Delivery Options

- Night courses (on- or off-campus)
- Weekend courses (on- or off-campus)
- Online courses
- On-campus with traditional students (regular semesters, summer, or compressed 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

Northwood University is devoted to continuous improvement and reserves the right to revise all curriculum guides or academic programs. These enhancements could cause changes but not additions to the students' program of study. To fulfill graduation requirements, students are to complete the curriculum guide that is in effect at the time they are accepted for admission to Northwood University.

Locations

- Michigan: Alpena, Bay City, Flint, Grand Rapids, Lansing, Livonia, Midland, Saginaw, Selfridge (Military), and Troy
- California: Cerritos
- Florida: West Palm Beach
- Illinois: Glen Ellyn
- Indiana: Indianapolis, Muncie, Rolls Royce (Allison – Employees only)
- Kentucky: Louisville, Toyota (Georgetown – Employees only)
- Louisiana: New Orleans (Military)
- Texas: Cedar Hill, Fort Worth (Military)
- Online

Northwood is approved to offer classes in three Michigan Ford Plants and two Kentucky Ford Plants.

Refund Policy

Students must notify their Adult Degree Program Center Manager 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.

8-Week Course:

(based on the actual start date of the course)

- 90% if withdrawal is during the first week of class
- 75% if withdrawal is during the second week of class
- 50% if withdrawal is during the third week of class

16-Week Course:

(based on the actual start date of the course)

- 90% if withdrawal is during the first or second week of class
- 75% if withdrawal is during the third or fourth week of class
- 50% if withdrawal is during the fifth or sixth week of class

3-5 Day Course:

(based on the actual start date of the course)

- 75% if withdrawal is prior to second class meeting
- 0% if after second class meeting begins

Refunds for Recipients of Federal Financial Aid

Return of Title IV Aid Policy for Federal Financial Aid Recipients

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

1. 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.
2. The following refund policy applies to each resident postsecondary proprietary educational institution, excepted as noted in section 4.5 of this rule:
 - a. A student is entitled to a full refund if one (1) or more of the following criteria are met:
 - i. The student cancels the enrollment agreement or enrollment application within six (6) business days after signing.
 - ii. The student does not meet the postsecondary proprietary educational institution's minimum admission requirements.
 - iii. The student's enrollment was procured as a result of a misrepresentation in the written materials utilized by the postsecondary proprietary educational institution.
 - iv. 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.
 - b. 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).
 - c. A student withdrawing from an instructional program, after attending more than one (1) week but equal to or less than twenty-five percent (25%) of the duration of the instructional program, is entitled to a refund of seventy-five percent (75%) of the cost of the financial obligation, less an application/enrollment fee of ten percent (10%) of the total tuition, not to exceed one hundred dollars (\$100).
 - d. A student withdrawing from an instructional program, after attending more than twenty-five percent (25%) but equal to or less than fifty percent (50%) of the duration of the instructional program, is entitled to a refund of fifty percent (50%) of the cost of the financial obligation, less an application/enrollment fee of ten percent (10%) of the total tuition, not to exceed one hundred dollars (\$100).
 - e. A student withdrawing from an instructional program, after attending more than fifty percent (50%) but equal to or less than sixty percent (60%) of the duration of the instructional program, is entitled to a refund of forty percent (40%) of the cost of the financial obligation, less an application/enrollment fee of ten percent (10%) of the total tuition, not to exceed one hundred dollars (\$100).
 - f. A student withdrawing from an institutional program, after attending.

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 Associate Dean of the Adult Degree Program.

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 semester 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 Adult Degree Program students, to the Adult Degree Program Associate Dean who serves on the Academic Council.

Students who are not satisfied with the Dean's decision may submit a last appeal to the Executive Vice President and Chief Academic Officer (EVP/CAO), 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 EVP/CAO at the corporate headquarters of the University in Midland, Michigan. The EVP/CAO 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.

Executive and Continuing Education

The Executive and Continuing Education division of Northwood University is under the Vice President of Strategic and Corporate Alliances. 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 Department
(800) 551-2882 • (989) 837-4326
continuinged@northwood.edu
Northwood University
4000 Whiting Drive
Midland, MI 48640

Northwood University's University of the Aftermarket

The University of the Aftermarket is an educational alliance of the Automotive Aftermarket Industry Association (AAIA), Automotive Warehouse Distributors Association (AWDA), and Motor & Equipment Manufacturers Association (MEMA). Its mission is further strengthened by its affiliation with Northwood University, a private, accredited university that grants bachelor and master's degrees in a variety of specialized managerial and entrepreneurial business disciplines.

The University of the Aftermarket's mission is to meet the continuing management, business, and leadership education and development needs of professionals working within the motor vehicle aftermarket. The University achieves this mission through the creation, promotion, and management of industry-wide and custom educational programs in a variety of online, collaborative, and custom conference formats. Successful completion of these programs culminates in earning the widely recognized and respected Automotive Aftermarket Professional or Master Automotive Aftermarket Professional certificates.

For more information, contact:

Director
University of the Aftermarket
(800) 551-2882 • (989) 837-4326
uofa@northwood.edu

THE DEVOS GRADUATE SCHOOL

DeVos Method

The DeVos Graduate School regards management as an art that requires the ability to understand and utilize information, assumptions, contexts, processes, human factors, and work group designs to exercise responsible and effective decisions so as to influence others and organizations.

Our basic approach—our core understanding—is that effective management education focuses on the use of data rather than beliefs, must be integrative, is student-centered, and action-oriented.

Using Data Rather than Beliefs

Students will use first and second hand information. Quantitative and qualitative data will be used from which interpretations and judgments may be made. The key initiative is for students to develop their own logic and reasoning in solving problems, become aware of their personal biases, and develop the ability to manage them.

Integrative

The emphasis in the classroom is to have students look and see across the functions of an organization. Rarely is a cause found in one silo of a firm, and rarely can a solution be implemented that can be applied in only one area. The goal for students is to be able to see, interpret, fix, and manage across the entire organization or firm. This integrative approach is achieved by readings, case selection, and faculty member focus.

Student-centered

The focus is on developing effective behaviors in the classroom that can be transferred to the workplace. Attention is paid to the reasoning and thinking of the student and the ability of the student to effectively engage others. Faculty members are committed to get to know each student so as to be able to pay attention to the behavioral and attitudinal expressions of each student with regard to effective management.

Action-oriented

We do not expect students to develop simple or elegant solutions. We help students develop an understanding of the complexity of business problems while finding solutions that can address similar problems in the workplace. Students are encouraged to see through the protagonist's eyes through cases and to take on a variety of roles and responsibilities in simulation exercises. In each case, the

focus is upon having the student be responsible for designing what needs to be done, implementing the details of the decision, and assessing risks.

Our methodologies include requiring student initiative and action, supporting mentoring relationships with faculty, expecting students to learn in cohort groups, and be responsible for the learning and personal development of the other members.

A Message from the Dean

Welcome to the DeVos Graduate School at Northwood University. We hope these pages help you understand who we are and how we are different from other graduate business programs.

Understanding the art of management is difficult. Mastery is impossible. Yet many business schools continue to promise, "If you would just get our M.B.A., you too will be prepared to achieve management excellence." Unfortunately, it's just not that easy.

At DeVos, we believe that management is not about buzzwords, fads, formulas, beliefs, or simplistic answers. We believe management is about finding and fixing problems, not as an individual doing tasks, but rather, through others, as part of an organization. Our goal is to create highly effective business leaders through a process of personal and professional transformation based on our integrative curriculum and student-driven learning methodology. Thus, our focus is on developing and enhancing students' critical thinking, business acumen, and personal effectiveness skills.

The DeVos Graduate School is committed to its students and to developing the future leaders of a global, free-enterprise society.

Please take the time to explore DeVos and see if we fit your education needs.



Lisa Fairbairn, Ph.D.
Dean

DeVos Philosophy

Our graduate school philosophy is really quite simple: “We don’t want to produce the most M.B.A.s—just the best M.B.A.s.” That means attracting the top students from undergraduate programs; students with a focus on the future and the internal motivation and drive to make that future happen.

The DeVos Graduate School at Northwood University prepares its M.B.A. candidates not only to survive in today’s complex business environment, but also to excel and propel your career further and faster than you thought possible. How do we do it? We empower our students with cutting-edge management skills and strategies and hands-on educational experience. The student will benefit from executive experience of faculty, our case analysis approach, and from our unique cohort design. Along the way, the student will receive structured career planning and placement guidance from individuals who care about his/her future as much as he/she does.

History of the Graduate School

By 1989, Northwood Institute had served the academic community for thirty years with flexible and innovative programs matched to real needs. During much of our institution’s third decade, our undergraduate faculty and other academic committees explored the idea that, despite an obvious proliferation of M.B.A. programs worldwide, we were uniquely qualified to serve real marketplace needs for M.B.A. programs designed to make a difference.

An effort was launched to make that belief a reality in early 1990. In that year, a three-person task force, chaired by a newly appointed Dean of Graduate Studies, set about designing an Executive M.B.A. program to serve identified needs within the state of Michigan. From the outset, it was assumed that the design would mirror Northwood’s very successful undergraduate programs by innovatively meeting real marketplace needs.

The design would also lend itself to continual adaptation by an eminently qualified graduate faculty to be identified later. The task force also sought the advice of a team of its own graduates who had earned M.B.A. degrees from many distinguished American universities, and by two consultants, Dr. Joseph H. Rogatnick (Ph.D., Wharton School), whose career included a professorship at Boston College, diplomatic and business service, and the CEO position of Boston College’s graduate school in Brussels; and Dr. William D. Guth (D.B.A., Harvard, M.A.), who chaired the Management/Organizational Behavior

Department at NYU, and subsequently served as NYU’s Director of the Center for Entrepreneurial Studies.

Northwood submitted its plan for the Executive M.B.A. program in the spring of 1992 to its regional accreditors, The North Central Association of Colleges & Schools, who sent a team of individuals to visit us that summer. Following a favorable recommendation from the team, we received full approval from the Association at its quarterly meeting that November. Immediately thereafter, the Graduate School of Business was established as a new entity of the institution, and the first three full-time faculty members were in place by December 1. Northwood’s President and CEO, Dr. David E. Fry, announced that the first M.B.A. classes would be held without delay in January 1993, and that the institution would simultaneously change its name to Northwood University. Initial classes were held in Detroit, Flint, Lansing, and Midland for about 75 students.

In September 1993, the graduate school received a substantial gift from the Richard and Helen DeVos Foundation and was established as The DeVos Graduate School. Since its startup, the graduate school has more than quadrupled its faculty and enrollments, moved into a beautiful new home on the Michigan Campus, and added a separate 15-Month Full-time M.B.A. program which is uniquely designed to simulate business experience. Five years after its inception, the innovation and intensity of the DeVos Graduate School’s executive program earned recognition by *Business Week* magazine with its listing among top Executive Programs (Business Week On-Line, October 20, 1997). In spring 2000, it added the Managerial M.B.A. program, offering a range of management education designed to fit the unique needs of today’s new middle and executive level managers.

Fall 2001 marked the beginning of a unique partnership with the HantzGroup with the development of an in-house Executive M.B.A. program. This program was designed to meet the needs of the dynamic managerial and leadership roles of individuals in the financial services sector. In summer 2004, The Dow Chemical Company and the graduate school joined hands to launch a Global Executive M.B.A. program. Custom designed for Dow, the program was only available to those employees identified as future leaders of the company.

The DeVos Graduate School and Switzerland’s Hotel Institute Montreux partnered to create an accelerated M.B.A. program where students can experience a transformational journey that brings together a diverse, multi-

national group of high achievers. This M.B.A. program, which hosted its first class in the fall of 2007, is appropriate for internationally-minded applicants from undergraduate programs and companies around the world. Hotel Institute Montreux provides an exciting, comfortable, and supportive environment where the student can focus on his/her studies and building lasting friendships.

In September 2007, the DeVos Graduate School introduced the innovative Evening MBA program of study. This program delivered a dynamic, integrated management curriculum to enhance the leadership and management skill sets of today's globally minded business professionals.

The Dealership Executive M.B.A. Program (Fall 2008), and the Aftermarket Executive M.B.A. Program (Summer 2009), were designed with the career demands of upper-echelon executives in mind. These programs provided customized curriculums that afforded professionals aligned with the retail automotive and aftermarket industries the opportunity to further develop the skills needed to compete in the ever-changing automotive marketplace and motor vehicle aftermarket arena. Leaders from any undergraduate discipline gain an edge over the competition and become part of a diverse global network through their DeVos experience.

The DeVos Graduate School expanded its 24-Month Evening M.B.A. program by launching the Northwood Texas Campus M.B.A. (fall 2009), the Florida Campus M.B.A. (fall 2010), and Grand Rapids, Michigan (spring 2011). These programs follow the same format as the existing Midland, Lansing, and Troy, Michigan 24-Month Evening M.B.A. program with a unique cohort-based curriculum developed to meet the needs of individuals with significant professional work experience. 24-Month Evening M.B.A. students seek to gain the additional knowledge, understanding, and skills necessary to advance in their respective careers.

To further meet the ever-changing needs of those interested in attaining their M.B.A., the DeVos Graduate School will launch the DeVos M.B.A. Program for Automotive Professionals in the spring of 2011. This unique program will be the first of its kind to provide professionals aligned with all areas of the automotive and aftermarket industries an opportunity to participate in one program designed to further develop the skills needed to compete in the automotive marketplace.

The DeVos Graduate School continues to expand and will launch the 12-Month Daytime M.B.A. program on the Texas and Florida campuses in the fall of 2011.

DeVos Difference

Within each of us is the ability to discover.

Northwood University's DeVos Graduate School is a specialized business school focused on developing the future leaders of a global, free-enterprise society. We provide a dynamic learning experience aimed at strategically expanding your managerial and leadership skill sets, equipping you with the necessary tools to lead and drive change in your career and life. You will find yourself in the unique position of having choices in your career and entrepreneurial endeavors that you had not previously thought possible.

Our M.B.A. programs work with the demands of today's competitive marketplace, and most importantly work with you! The DeVos Graduate School's Master of Business Administration (M.B.A.) programs were created with the understanding you are unique. The student demands specific professional and personal elements that will enable greater satisfaction in his/her career, higher earning potential, and a more fulfilled life. The journey from discovery to transformation begins here. This is the difference.

DeVos Outcomes

Successful degree completion will provide students with:

- The management skills to find and fix problems, and identify and capitalize on opportunities, working effectively with others to take action using an integrated knowledge of a range of business functions and processes.
- The leadership skills to create a vision and influence others to follow, and to raise the performance of all members of the organization.

Specifically, graduates will achieve the following outcomes:

Business Acumen

- Assess the impact of the economic, social, and political environment from a global perspective.
- Understand and influence the drivers of shareholder value.

- Think and act in terms of satisfying customer needs.
- Design, analyze, and improve process flow.
- Understand the drivers of human behavior individually as well as in groups.
- Integrate activities across business functions, including strategic, tactical, and operational actions to improve organizational processes and structures.

Critical Thinking

- Raise vital questions and problems, formulating them clearly and precisely gather, and assess relevant information.
- Come to well-reasoned conclusions and solutions, testing them against relevant criteria utilizing an effective problem solving process.
- Think open-mindedly, recognizing & assessing assumptions, implications, and practical consequences.

Communicate effectively with others in figuring out solutions to complex problems.

Personal Effectiveness

- Self-assess and modify own behavior.
- Have a bias for action.
- Openly explore new ideas including multi-ethnic and multi-cultural perspectives.
- Demonstrate commitment to the success of others.
- Confidently influence and lead others.
- Be comfortable with ambiguity.
- Show empathy for others.
- Manage impulses.
- Exhibit a willingness to take responsibility.

GRADUATE PROGRAMS OF STUDY

The M.B.A. Program

Each DeVos M.B.A. program allows students to continually practice, assess, and refine their management skills. Students learn to analyze issues from a cross-functional perspective. Rather than concentrations or majors, each program focuses on increasing analytical and critical thinking skills that center on the scrutinized business as a whole. These skills are developed through a combination of case analysis, business and management simulations, workshops, as well as interaction with executive students and alumni.

The DeVos curriculum is designed to provide students with global management skills throughout each course and activity. Because knowledge of global issues is fundamental to success in today's business community, there is little distinction between international and domestic business in the DeVos M.B.A. Management issues transcend the organization itself, reaching beyond the front door to encompass the global marketplace. As such, it is no longer acceptable to offer only a course or two in international business.

Students are exposed to a wide array of opportunities to practice using the management tools and skills required to develop their professional potential. Upon completion of the program, students are able to:

- Find and fix organizational problems
- Capitalize on opportunities
- Drive necessary changes
- Create a vision to influence others

The 12-Month Daytime and 24-Month Evening M.B.A. programs are delivered in a cohort format and require 36 semester hours of course work. A typical semester includes courses from the following modules:

- Leadership
- Critical Thinking, Reasoning & Analysis
- Measurement
- External Environment
- Satisfying Customers
- Satisfying Shareholders
- Integration & Implementation

Academic Calendar

Fall 2010	August 23 – December 10, 2010
Spring 2011	January 10, 2011 – April 29, 2011
Summer	May 23, 2011 – July 29, 2011

12-Month Daytime Program

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

The DeVos Graduate School's 12-Month Daytime M.B.A. Program utilizes a student-directed, discussion-based learning approach that immediately involves students in real-world managerial situations. This program was designed for students with varying degrees of work experience who have the ability to attend courses during the day on a full-time basis, over a 12-month period.

All courses are 3 credits and will span 8 weeks. DeVos operates on a 16-week semester structure with two traditional 16-week semesters and one 10-week semester in the summer. Courses will run Monday-Friday from 9:00 a.m. to 12:00 p.m. or 1:00 p.m. to 4:00 p.m. Summer semester will consist of traditional course work over the first 8 weeks, a condensed course in week 9, and a week-long residency simulation in week 10.

12-Month Daytime Program Specifications and Application Requirements

Program Specifications:

Program Start:	Fall (August)
Length of Program:	12 months
Total Credits	36
Degree:	Master of Business Administration: Focus Integrated Management
Class Size:	30-35 students
Curriculum:	100% case study-based, student-centered discussion
Program Location:	Midland, Michigan; Cedar Hill, Texas; West Palm Beach, Florida
Cost:	\$29,400 (includes books, materials, fees, etc.) (Cost based on 2010/2011 academic year.)
Financial Aid:	Eligible students may qualify for loans
Scholarships:	Merit scholarships available

Application requirements:

- DeVos M.B.A. online application (www.northwood.edu/graduate/)
- Application essay

- Personal statement
- Current verifiable resume or Curriculum Vitae (CV) with three professional references
- Official undergraduate transcripts from all institutions
- \$50.00 non-refundable application fee
- Admissions committee interview

Additional International Requirements:

- TOEFL: (Code 1568) (needed if university studies were not taught in English)
- Certification of finances
- Foreign national form
- Copy of passport

Optional Requirements:

- Official GMAT and/or GRE general test scores (optional if interested in receiving an additional merit scholarship)
- Letters of recommendation (two minimum)

Contact Information (Admissions):

Email: mba@northwood.edu

Web: www.northwood.edu/graduate

10-Month Daytime Program Montreux, Switzerland

The University is proud to offer the M.B.A. at the HIM facility in Montreux, Switzerland. Earn an American M.B.A. while experiencing a European education that delivers specialized content, professional faculty, a competitive learning environment, and a network of high-caliber students from over 60 different nationalities. Study hard and play hard in the epicenter of global commerce and industry while earning your Northwood University M.B.A.

The program combines Northwood's academic content and approach for a general M.B.A. (not hospitality focused) with Hotel Institute Montreux's first-class student services to offer a unique educational and cultural experience.

10-Month Daytime Program Specifications and Application Requirements

Program Specifications:

Program Start:	Fall (September)
Length of Program:	10 months
Total Credits:	36
Degree:	Master of Business Administration:

Curriculum: Focus Integrated Management
100% case study-based, student-centered discussion

Program Location: Montreux, Switzerland

Cost: \$51,205 (USD), (includes tuition, accommodations (double standard), meals, enrollment fees/documents, Introduction Weekend, instructional materials, visitor tax, residence permit, student card, medical insurance, VAT, facilities including library services, internet, gym, etc. (Cost based on 2010/2011 academic year.)

Application requirements:

- Complete the application form (online <https://admissions.northwood.edu>)
- Personal statement: (complete on separate document)
- A curriculum vitae (CV) or résumé
- Two letters of recommendation
- Bachelor's degree from an accredited, established, recognized university
- Copies of university transcripts (or originals sent directly from institution to the NU M.B.A. Center). Please send copies of all transcripts that contributed to earning a bachelor's degree.
- Admissions interview

Optional Requirements:

- Strong English language capabilities: for non-native English speakers, a recent TOEFL (550 paper-based) or IELTS (overall band 7.0) would strongly support the acceptance of the applicant. However, a TOEFL or IELTS score is not mandatory for international applicants who have completed their entire undergraduate education in English.
- Although not a requirement, providing details about work experience or GMAT results will increase the attractiveness of the applicant.

Contact Information (Admissions):

Phone: + 011.41.21.966.4823

Email: mbaswitzerland@northwood.edu

24-Month Evening Program

Midland, Lansing, Troy, and Grand Rapids, MI;
Cedar Hill, TX; West Palm Beach, FL

The 24-Month Evening M.B.A. was developed to meet

the needs of individuals with significant professional work experience. 24-Month Evening M.B.A. students seek to gain the additional knowledge, understanding, and skills necessary to advance in their respective careers. The 24-Month Evening M.B.A. program is delivered one evening per week at each location.

All courses are 3 credits and will span 8 weeks. DeVos operates on a 16-week semester structure with two traditional 16-week semesters and 10-week semesters in summers. In the first summer semester, students will take a condensed course with full-day sessions on Thursday, Friday, Saturday, and Sunday of the 9th week. In the second summer semester of the program, a week-long residency simulation will occur in the 10th week (Sunday-Friday). Courses will run one night a week, Monday-Thursday from 6:00 p.m. to 10:00 p.m. Each course will also have a weekly activity equivalent to 2 hours of in-class time which will be labeled "Application Lab."

24-Month Evening M.B.A. Program Specifications and Application Requirements

Program Specifications:

Program Start: Fall (August); Spring (January)

Length of Program: 24 months (6 semesters)

Total Credits: 36

Degree: Master of Business Administration:
Focus Integrated Management

Class Size: 20-35 students

Curriculum: 100% case study-based, student-centered discussion

Program Locations: Midland, Lansing, Troy,
Grand Rapids, MI; Cedar Hill, TX;
and West Palm Beach, FL

Cost: \$29,400 (Cost based on 2010/2011 academic year.)

Avg. Entering GPA: 3.15/4.0 Scale

Typical Candidate: Managers, entrepreneurs/business owners

Financial Aid: Eligible students may qualify for loans

Scholarships: Merit scholarships available

Application Requirements:

- DeVos M.B.A. online application (www.northwood.edu/graduate/)
- Application essay
- Personal statement

- Current verifiable resume with three professional references
- Official undergraduate transcripts of all collegiate academic coursework
- \$50.00 non-refundable application fee
- Admissions interview

Optional Requirements:

- Official GMAT and/or GRE General Test Scores (If you are interested in receiving an additional Merit Scholarship award.)
- Letters of recommendation

Contact Information (Admissions):

Email: mba@northwood.edu

Web: www.northwood.edu/graduate

Visit our website for location specific Admissions contact information: www.northwood.edu/graduate.

DeVos M.B.A. Program for Automotive Professionals

The DeVos M.B.A. Program for Automotive Professionals affords working professionals aligned with the automotive industry the opportunity to further develop the skills needed to compete in the ever-changing automotive marketplace. Leaders from any undergraduate discipline gain an edge over the competition and become part of a diverse, global network through their DeVos experience. The program is 24 months in length.

The DeVos M.B.A. Program for Automotive Professionals consists of 12 courses over a 24-month period. All courses are 3 credits. DeVos operates on a 16-week semesters structure with two traditional 16-week semesters and 10-week semesters in summers. Two courses will be offered each semester.

The program will feature two learning environments. There will be six face-to-face onsite residencies. Each site residency will require students to focus on assigned readings and cases, and participate in defined simulations.

The weeks between residencies will require that students work on assigned tasks, solve cases individually and as teams, and engage in dialogue with DeVos faculty members. Students' directed study will also continue via use of the Internet and Northwood University's Blackboard online education platform.

DeVos M.B.A. Program for Automotive Professionals Specifications and Application Requirements

Program Specifications:

Length of Program:	24 months
Total Credits:	36
Degree:	Master of Business Administration: Automotive Industry Focus
Class Size:	32
Curriculum:	100% case study-based, student-centered discussion
Program Locations:	Online and on-site locations
Total Program Cost:	\$38,400 (excludes travel) (Cost based on 2010-2011 academic year.)
Financial Aid:	Eligible students may qualify for loans
Scholarships:	Merit scholarships available

Application requirements:

- DeVos M.B.A. online application (www.northwood.edu/graduate/)
- Application essay
- Personal statement
- Current verifiable resume with three professional references
- Official undergraduate transcripts of all collegiate academic coursework
- \$50.00 non-refundable application fee
- Admissions interview
- Program requires a \$500 commitment fee upon acceptance into the program

Contact Information (Admissions):

Email: mba@northwood.edu

Web: www.northwood.edu/graduate

M.B.A. COURSE DESCRIPTIONS (ALL DEVOS PROGRAMS)

MBA 612 LEADERSHIP I: Human Behavior **3 credits**

This course is designed to help the student develop the capabilities to observe and affect individual and group behavior within an organizational setting. Specifically, the course will address motivation and commitment, gender and generational differences, interpersonal communication, managing expectations, and emotional intelligence. The student will learn to understand self as well as others toward the goal of effectively managing relationships with a wide range of people in an organizational setting.

MBA 614 LEADERSHIP II: Managing and Leading People 3 credits

The focus of this course is on the behaviors of effective leaders. Specifically, the course will address the ideas of leadership versus management, transitions into leadership roles, power and influence, and contemporary practices in management and leadership that affect individual behavior in order to improve organizational performance. Additionally, several challenges of managing the corporation are also addressed, including change management, ethical decision-making, and managing conflict in the workplace.

MBA 622 CRITICAL THINKING, REASONING & ANALYSIS I: Fundamental Concepts & Approaches to Decision Making **3 credits**

This course is designed to raise the critical thinking skills of the student. Emphasis is placed on developing the skills to identify problems, evaluate alternative actions, and to justify and defend decisions. The goal is for each student to develop the ability to apply thinking and reasoning skills to business decisions and to develop the skills to influence others.

MBA 624 CRITICAL THINKING, REASONING & ANALYSIS II: Process Improvement for Managers 3 credits

This course exposes the student to problem-solving philosophies including Lean Thinking, Six Sigma, and Theory of Constraints. The module includes several team-based, business simulations and exercises where students are given the opportunity to implement their problem-solving and critical thinking learnings in a dynamic and complex business environment.

MBA 632 MEASUREMENT I: Financial Reporting **3 credits**

This course focuses on developing the student's ability to read and interpret reported financial information through deliberate review of accounting fundamentals, application of accounting principles, and evaluation of accounting rules. Students will consider accounting information for the purpose of decision making and will consider what financial information measures and what it can or cannot reveal. Additionally, students will explore principles of internal control, external auditing, and corporate fraud for the purpose of developing an understanding that reading and interpreting reported financial information is valuable only when data, reporting, and assumptions are true and valid.

MBA 634 MEASUREMENT II: Corporate Financial Decision Making **3 credits**

In this course, students will review tools used to measure and review internal performance for the purpose of effective managerial decision-making. These tools include: budget development, budget performance review, time-value of money, and discounted cash flow. Specific emphasis is also placed on the role of effective corporate governance in ensuring the availability of information for decision-making and the appropriate use of that information.

MBA 644 EXTERNAL ENVIRONMENT: Global Markets, Policy and Regulation **3 credits**

Building on the overarching principle that management decisions and actions are impacted by conditions in which a manager is operating, this course focuses on the macro setting external to the firm. In addition to the traditional economic focus of macroeconomics, regulation, international trade and finance, and public policy issues, the module incorporates a study of the definition, scope, and dimensions of national culture. Throughout the module, emphasis is on integrating an understanding of how the external environment sets the context for leadership, strategy, and managerial effectiveness.

MBA 652 SATISFYING CUSTOMERS I: Strategic Perspective 3 credits

The focus of this course is on achieving sustainable strategic differentiation at the line-of-business level. This

requires the simultaneous evaluation and management of the organization's internal (processes, structures, resources) and external (competitors, suppliers, other stakeholders) environment in an effort to satisfy the selected primary customer needs that guide the business strategy. A methodology that systematically aligns the customer needs, internal measurable outcomes, and operational activities is employed.

**MBA 654 SATISFYING CUSTOMERS II:
Operational Perspective 3 credits**

Building on Satisfying Customers I, the focus of this course is on achieving sustainable marketing differentiation by managing the marketing function within the organization. Areas to be investigated include: internal/external assessment (customers, competitors, collaborators, company, context), creating value (market segmentation, target market, positioning), and managing the marketing mix (product, place, price, promotion) to capture and sustain value for the firm.

**MBA 664 SATISFYING SHAREHOLDERS:
Corporate Strategy 3 credits**

Building on the Satisfying Customers and Measurement Modules, this course develops the student's ability to anticipate, evaluate, and respond to shareholder expectations using strategy and measurement concepts. This requires the student to develop the ability to simultaneously evaluate and manage the organization's internal and external environment. Skills to satisfy shareholders in-

clude: articulating vision, choosing boundaries and lines-of-business, and identifying and managing capabilities/resources across multiple lines-of-business. The integration of the concepts of free cash flow projection and company valuation explores how strategy drives these measures, which in turn drive value back to the shareholder.

**MBA 676 INTEGRATION: Entrepreneurship &
Intrapreneurship 3 credits**

This course focuses on the development of the student's ability to synthesize, integrate, and implement concepts and skills across the spectrum of managerial and leadership roles and responsibilities, incorporating learning from all prior M.B.A. courses. A major focus of this course will be for each student to fully develop a project for implementation to their work environment or with regard to a business opportunity. Ultimately, the module engages the student to reflect on their DeVos experience, learnings, and personal transformation, and envision how this integration results in the wisdom to acknowledge and change the way he/she sees and deals with the complex business world and opportunities.

**MBA 679 MANAGEMENT & LEADERSHIP
SIMULATION 3 credits**

The module is a team-based, five-day intensive business simulation on the Midland Campus. The student is required to implement their leadership and management learnings in a dynamic and complex business environment.

— GRADUATE SCHOOL ACADEMIC MATTERS —

Introduction

The DeVos M.B.A. Program is unique in design. Each course builds upon previous courses. Through the cohort programs, the participatory case method builds a strong colleague relationship and support system with classmates. Further, the program has specific and aggressive educational goals which must be accomplished in an accelerated learning environment. A high degree of commitment is expected of each student to maximize personal and professional growth.

Academic Probation

A cumulative grade point average (CGPA) will be calculated for each student at two intervals during their academic program. The first interval will occur upon completion of the fourth course, and the second interval

upon completion of the eighth course in the program of study. At the time of the first interval audit, students not maintaining a CGPA of 3.000 will be placed on academic probation. If the student entered the program on probationary status and they do not maintain a CGPA of 3.000, they will be academically dismissed from the program. At the second interval audit, a CGPA will again be calculated. If the CGPA at this point is below a 3.000, any student who has already been on academic probation will be academically dismissed. At the completion of the program, a CGPA will again be calculated. The student must achieve a CGPA 3.000 for the awarding of the M.B.A. degree.

In addition, receiving an "F" in any course will result in immediate academic dismissal.

Appeals should be directed, in writing, within 48 hours of receipt of the dismissal letter, to the Director of Graduate Academics who will convene a committee to consider the merits of the appeal.

A response will be sent via email. A final appeal can be made to the Chief Academic Officer of Northwood University within 48 hours of receipt of the appeals decision. The decision of the Chief Academic Officer will be sent via email and will be final.

To help ensure successful completion of the M.B.A. program, it is highly recommended that students actively monitor their cumulative grade point average and seek mentoring, if needed, from Program Center Managers, faculty, or the Director of Graduate Academics.

Student Resources

The DeVos Graduate School has locations on our three residential campuses, Midland, Michigan; West Palm Beach, Florida; and Cedar Hill, Texas. These campus locations include computer labs, lounges, and breakout rooms for student use. The University-provided computers have all of the necessary software applications that students need to complete their course work. Also, students may bring personal laptops and connect to the Internet through Northwood's wireless network.

In addition to campus locations, DeVos also has satellite locations in Grand Rapids, Troy, and Lansing, Michigan. These locations are equipped with wireless network capabilities, meeting spaces, and breakout rooms for student use.

All DeVos M.B.A. students are given access to both an Internet and intranet account at the University as well as an email account.

Course Completion

A grade of incomplete may be earned for unfinished coursework and is at the discretion of the faculty. The student must satisfactorily complete all work required by the instructor in the time line determined by the faculty member, with a maximum of 90 days of the end of the course. Circumstances requiring an extension of this period need approval by the Director of Graduate Academics prior to the expiration date. Failure to meet these requirements will result in the student receiving an "F" for the course.

Leave of Absence & Withdrawal Process

A leave of absence must be requested by a student when personal circumstances interfere with their ability to make satisfactory progress toward degree completion. A leave of absence is requested from and granted by the Director of Graduate Academics. If a student is granted an immediate leave of absence during a semester, the student must withdraw from all current courses as well as program of study. Re-entry into the program will require modifications to the original program of study. A student who takes an unauthorized leave of absence will be considered to have voluntarily withdrawn from the program.

Students who wish to withdraw from their program with a grade of "W" must contact their Program Center Manager to officially begin the process prior to:

- **8-week Course: Friday of Week 6**
- **16-week Course: Friday of Week 12**

Refunds

Prepayments will be refunded in full on payments made prior to first day of class, with the exception of application fee and commitment deposits. All charges stand after that time. All graduate programs are lockstep, cohort-based programs. Individual classes may not be dropped. Students may only withdraw completely from the program.

Week 1 of semester – 100% credit of tuition
Week 2 of semester – 0% credit of tuition

NOTE: Weeks listed above begin Monday and run through Sunday and includes holidays. Refund calculations will be based upon the date the student begins the official withdrawal process.

The Graduate School recognizes that the faculty member is responsible for the evaluation of the student's course work and is the sole judge of the grade earned by the student in that class. Except in the case of a potential calculation error for a course grade, appeals must focus on specific course assignments or other graded components of the course, including participation grades. If a student disagrees with a specific grade received, it is his/her responsibility to formally contact the faculty member, by correspondence, to request a review within seven days of receiving the grade in question. If the overall grade in the course is in question, the student must contact the faculty member, by correspondence, to request a review of the calculation of the total course

grade within 30 days of the posted grade. The faculty member will communicate the results of the grade review and his/her decision to the student.

If the student does not agree with the decision, s/he can formally request, via correspondence, a mediation meeting with the Director of Graduate Academics. Correspondence should include the reason for the request for mediation, reasons for disagreement with the faculty member's decision, and copies of the documentation submitted to the faculty member. The Director of Graduate Academics will schedule a meeting, acting as mediator not arbitrator, between the faculty member and student. If the two parties reach agreement, the Director of Graduate Academics will submit documentation to the student file indicating this decision.

If it has not been resolved to the student's satisfaction, the final step is for the student to submit a letter of appeal requesting a formal and definitive decision from the Director of Graduate Academics. This correspondence must clearly state why the student believes that a resolution cannot be reached among the two parties. The Director of Graduate Academics will formally submit a decision based on the mediation meeting and submitted materials. The grade review is considered to be closed once this decision has been made.

Grading System

GRADE	PERCENTAGE	POINTS	INTERPRETATION
A	94-100	4.0	Demonstrates comprehensive acquisition of all skills articulated in course learning objectives
A-	90-93	3.7	Demonstrates proficient acquisition of most skills articulated in course learning objectives
B+	87-89	3.3	Demonstrates proficient acquisition of many of the skills articulated in course learning objectives
B	83-86	3.0	Demonstrates acceptable acquisition of skills articulated in course learning objectives
B-	80-82	2.7	Does not demonstrate acceptable acquisition of some skills articulated in course learning objectives
C	70-79	2.0	Does not demonstrate acceptable acquisition of many skills articulated in course learning objectives
F	LESS THAN 70	0.0	Does not demonstrate acceptable acquisition of most skills articulated in course learning objectives

Graduate Management Admission Test (GMAT)

All students have the opportunity to take the official Graduate Management Admissions Test (GMAT) and/or Graduate Record Examinations (GRE) General Test for additional scholarship award and admission consideration. The GMAT or GRE must be taken and official score report received by DeVos prior to program start date.

Students may be eligible to receive a scholarship award for either the GMAT or GRE General Test. Students are not eligible for both.

GRE Codes

4199 Northwood University, DeVos Graduate School

www.ets.org/gre
1-866-473-4373

GMAT Codes

59P-X5-32 Northwood University, DeVos Graduate School 12-Month Daytime M.B.A. Program
59P-X5-17 Northwood University, DeVos Graduate School 24-Month Evening M.B.A. Program

1-800-717-GMAT (4628)
www.mba.com

Graduation Requirements

Successful completion of the M.B.A. program requires a cumulative grade point average of 3.000 or greater for all course work. In order to receive a diploma, transcript, or any confirmation of program completion, accounts receivables have to be at a zero balance.

To maintain satisfactory progress in the program, students are expected to enroll in the prescribed course schedule each semester. All course work requirements must be completed within five years of the student's program start date.

Assessment of Performance

Successful completion of each course in the DeVos MBA program requires demonstration of mastery in business acumen, critical thinking, and personal effectiveness skills. This will be evaluated through written assignments, as well as participation in cohort learning discussions, each of which comprise 50 percent (50%) of the course grade.

Attendance

Due to the active role that each student plays in the DeVos learning process, attendance is vital to success in the program both for the individual student as well as the other members of the cohort. Absences and tardiness for class meetings are considered in the calculation of the student's participation grade, regardless of the reason for the absence. Additionally, missing more than 40 percent (40%) of the scheduled class meetings will result in a failing participation grade. Missing more than half of a single class meeting will be counted as a full absence. Unique circumstances should be discussed with the faculty member and the Program Center Manager and may lead to a possibility of a leave of absence.

Academic Integrity

Academic honesty and integrity are fundamental to the educational process of the DeVos Graduate School.

Academic dishonesty includes:

- Submitting the work of another, as one's own
- Allowing one's own work to be submitted, in part or total, as the work of another
- Completing any assignment for another student
- Allowing any assignment to be completed for oneself, in part or total, by another
- Interfering, in any way, with the resources or work of another person
- Fabricating or falsifying data or results

If an instructor, administrator, or another official of the Graduate School discovers a case of academic dishonesty, the culpable student may receive a failing grade on the assignment or for the course. The Director of Graduate Academics will be notified of this incident in writing and will determine whether the circumstances also warrant dismissal from the program.

Registration

Graduate students are registered for their courses initially with the completion of the Program Registration Form prior to their first semester. For each semester that follows and through the program end date, students are automatically registered for their courses by the Registrar's Office in compliance with their program of study.

Test of English as a Foreign Language (TOEFL)

International graduate student applicants to the DeVos Graduate School must submit standardized exam scores. Applications cannot be considered without the submission of an official score report. However, if an applicant's undergraduate coursework was delivered entirely in English, standardized exam scores may be waived provided the applicant provides official institutional documentation of delivery in English and/or agrees to pre-admission oral interview. The code for reporting TOEFL scores to the DeVos Graduate School is **0267**.

EXAM	MINIMUM SCORE GRADUATE (M.B.A.)
TOEFL	550 (Paper) 213 (Computer-based) 80 (Internet-based)
IELTS	7.0 overall band score
STEP (Japanese-based exam)	Grade 1
International Baccalaureate (IB) – <i>Undergraduate only</i>	Not accepted for graduate admission
UCLES Cambridge Exams	CAE or CPE (minimum score of C)
ELS Language Centers	Level 112

Transcripts

(Requested through the Admissions Process)

When submitting your application, please include copies of transcripts from all colleges and universities (except Northwood) you attended. Official transcripts are required from all colleges and universities. Request that the sending institutions address your transcripts to:

Midland Applicants:

DeVos Graduate School - ADMISSIONS
Northwood University
4000 Whiting Drive
Midland, MI 48640-2398

Lansing Applicants:

DeVos Graduate School - ADMISSIONS
2628 Lake Lansing Road, Suite 102
Lansing, MI 48912

Troy Applicants:

DeVos Graduate School - ADMISSIONS
Northwood University
1900 W. Big Beaver Road, Suite 200
Troy, MI 48084-3251

Grand Rapids Applicants:

DeVos Graduate School – ADMISSIONS
Northwood University
515 Michigan Avenue
Grand Rapids, MI 49503

Switzerland Applicants:

DeVos Graduate School - ADMISSIONS
Hotel Miramonte
Hotel Institute Montreux
Florimont 11
CH-1820 Montreux, Switzerland

Texas Applicants:

DeVos Graduate School - ADMISSIONS
Northwood University
1114 West FM 1382
Cedar Hill, TX 75104

Florida Applicants:

DeVos Graduate School - ADMISSIONS
Northwood University
2600 North Military Trail
West Palm Beach, FL 33409-2911

Official transcripts are those sent directly to the Office of Graduate Admissions by the issuing institution. Student copies will be accepted on a temporary basis to expedite

processing, but your admission will not be finalized until we receive official transcripts. The presence of a “seal” does not make a transcript “official” for admission purposes if it has not been directly conveyed to Northwood.

All documents submitted to the graduate school become the property of Northwood University and cannot be returned to the applicant or released to other institutions.

Transcripts

(Requested by the Student)

The DeVos Graduate School cannot submit official transcripts for students or alumni that have an outstanding accounts receivable balance or write-off. In addition, only unofficial transcripts can be issued directly to the student. When making your request for a DeVos Graduate School transcript, please complete the official transcript release form and submit to:

DeVos Graduate School
Northwood University
Attention: M.B.A. Registrar
4000 Whiting Drive
Midland, MI 48640
Phone: (989) 837-4121
Toll Free: (800) 622-9000

Transcript Request Forms can be found online at the following link under Student Resources <http://www.northwood.edu/graduate/>

Currently there is no charge for transcripts; however, fees may be subject to change.

Transfer Credits

Due to the unique nature of our program design, we do not accept course work completed at other colleges and universities.

Tuition Charges

For Programs beginning during the 2010/2011 Academic Year:

12-Month Daytime M.B.A. Program Semester Cost:
\$9,800.00

12-Month Daytime M.B.A. program semester cost includes:

- Applies to 6-12 credits
- Program consists of 3 semesters

24-Month Evening M.B.A Program Semester Cost:
\$4,900.00

24-Month Evening M.B.A. Program semester cost includes:

- Applies to 3-6 credits
- Program consists of 6 semesters

TOTAL PROGRAM COST: \$29, 400.00

Included in the total program cost:

- Tuition
- Instructional fees
- Instructional materials

10-Month Daytime M.B.A. Program (Switzerland)

	CHF	USD*
Semester Cost		
• Tuition		
• Instructional materials		
• Room (double standard)		
• Board	24,650.00	\$23,417.50
Semester Fees		
• Enrollment fees/documents		
• Introduction weekend		
• Visitor tax, residence permit		
• Medical insurance		
• VAT		
• Facilities including library services, Internet, gym, etc.	2,300.00	\$2,185.00
Semester Total	26,950.00	\$25,602.50
PROGRAM TOTAL	53,900.00	\$51,205.00

M.B.A. Program for Automotive Professionals
Total Tuition Cost: \$29,400.00

Total tuition costs include:

- Tuition (3-9 credits)
- Technology fees
- Instructional materials

Total Residency Cost: \$9,000.00

Total residency costs include:

- Accommodations
- Meals
- Hospitality room
- Meeting facilities and technology
- Supplies
- Local transportation (to and from meetings)
- Cost excludes airfare and travel

TOTAL PROGRAM COST: \$38,400.00

Additional Fees

Commitment Fee (\$500.00):

- Reserves space in the cohort
- Deducted from program expenses

Figures based on 2010-2011 academic year.

— FUNDING YOUR GRADUATE EDUCATION —

General Funding Information

Students seeking financial aid should first apply for admission to the M.B.A. program. Applicants for financial assistance should direct all questions to Northwood University's Financial Aid Office (989) 837-4438, identifying themselves as DeVos Graduate School applicants.

Northwood University offers several means of funding your education. The resources available guide you as steps to securing funding for your education. Additional resources, lender information, Student Loan Code of Conduct, and all necessary forms can be found on our website: <http://www.northwood.edu/graduate/financialaid/fundingyoureducation/>.

Scholarships

The DeVos Graduate School has limited scholarship opportunities available to eligible students formally admitted to the 12-Month Daytime and 24-Month Evening M.B.A. Programs. Please note the 10-Month M.B.A. Program in Switzerland currently does not offer scholarships.

Early Decision Scholarship

All application materials (including application fee) must be received by the Early Decision Scholarship deadline in order to be considered for the scholarship award. Applicants must also be accepted and have all commitment materials (including commitment deposit and Program Registration Form) submitted by the Early Decision deadline in order to be eligible for this scholarship. If a student receives 100 percent (100%) tuition reimbursement, he/she is NOT eligible for the Early Decision Scholarship Award.

Early Decision Scholarship Award Amount:
\$1,050.00

Early Decision Scholarship Deadline:
Three months prior to the start of the semester

Merit Scholarships

The DeVos Graduate School offers a cumulative scholarship system for 24-Month Evening and 12-Month Daytime M.B.A. Program students.

The DeVos Merit Scholarship system allocates awards based on three criteria. These components include a student's cumulative GPA of ALL undergraduate aca-

demically transcripts, demonstrated leadership attributes, and official Graduate Management Admissions Test (GMAT) or Graduate Record Examination (GRE) General Test scores. Each Merit component enables qualified applicants to maximize their scholarship award. Detailed Merit Scholarship award criteria include the following:

Cumulative Grade Point Average

Scholarship award is based on the cumulative GPA of ALL undergraduate transcripts.

3.25 - 3.6	\$1,050.00
3.61 - 4.0	\$2,100.00

Leadership

Scholarship award consideration is based on the student's submitted resume, personal statement, interview, and letters of recommendation. The amount will be awarded at the discretion of the graduate admissions committee. If you receive any tuition reimbursement from your employer, you are ineligible for this scholarship.

Graduate Management Admissions Test (GMAT) & Graduate Record Examination (GRE)

All students have the opportunity to take the official Graduate Management Admissions Test (GMAT) and/or Graduate Record Examinations (GRE) General Test for additional scholarship award and admission consideration. The GMAT or GRE must be taken and official score report received by DeVos prior to program start date.

GMAT awards will be allocated based on the following score ranges:

500 – 550	\$1,050.00
560 – 610	\$2,100.00
620 +	\$3,150.00

Based on the unique nature of the GRE General Test, a sliding scale comparison chart is used to score the exam. For more details and information on scholarship eligibility, please contact your DeVos representative.

Students may be eligible to receive a scholarship award for either the GMAT or GRE General Test. Students are not eligible for both.

DeVos Merit Scholarship Facts

Students will be automatically considered for Merit Scholarship if committed *one month prior to the start of the term*.

In order to be eligible for Leadership Merit Scholarship components, a student must NOT receive any tuition reimbursement.

If a student receives less than 75 percent (75%) tuition reimbursement, the student will be considered for the GPA and GMAT/GRE Merit Scholarship component. Students would also be eligible for the Early Decision Scholarship, unless the amount exceeds the total program cost.

If a student receives 75 percent (75%) or more tuition reimbursement, he/she is not eligible for the GPA, GMAT/GRE, or Leadership Merit Scholarship.

The total scholarship award will be allocated equally over each semester of the student's prescribed program of study (12-Month Daytime M.B.A. Program students: 3 equal installments; 24-Month Evening M.B.A. Program students: 6 equal installments).

Private Donor Scholarships

Many Northwood friends and affiliates have generously provided funding for private scholarships for students.

Application available at www.northwood.edu.

Financial Aid

To be eligible for federal aid, you must complete a Free Application for Federal Student Assistance (FAFSA). You can complete a (FAFSA) online at www.fafsa.ed.gov. In order to electronically sign the (FAFSA), please apply for a federal PIN at www.pin.ed.gov (only for students that have not previously applied). You may request a paper FAFSA by calling 1-800-4FEDAID, and mail it to the federal processor. This action will add approximately four weeks to the application process. Apply as soon as possible after January 1 of each year.

If you have questions when completing your FAFSA, you can get free help by contacting the Federal Student Aid Information Center at 1-800-4 FEDAID or by contacting your Northwood Financial Aid Office. If you are using FAFSA on the web, you can also get help online. Be sure to include Northwood University's school code on your FAFSA. The FAFSA school code for the DeVos

Graduate School in Michigan is 004072; in Texas it is 013040; and in Florida it is E00586.

After submitting your FAFSA to the federal government for processing, you will receive a Student Aid Report (SAR). Review the information. Follow any instructions on the SAR. Be sure Northwood's school code is on the SAR. The student may find that his/her SAR has been selected for verification. If so, the student will be receiving a letter from the Financial Aid Office requesting additional information.

After the student has been accepted, and the Financial Aid Office has received his/her SAR from the Department of Education and any requested documentation from him/her, the Financial Aid Office will mail the student an award letter. The award letter will notify the student of the types and amounts of aid that he/she may receive. The student will also be able to view his/her award information at my.northwood.edu.

Loans

Here is a brief summary of the different types of loans. Paperwork is available online and through the Financial Aid Office. Please note that first time borrowers who receive loans are required to participate in Entrance Counseling before loan proceeds will be released. Upon completion of your education, the student will be required to participate in Exit Counseling as well. Both of these requirements may be conducted online or in person at the Financial Aid Office.

Federal Direct Loans**Subsidized and Unsubsidized**

Federal Direct Loans are low-interest loans for student borrowers to help pay the cost of a college education. The lender is the U.S. Department of Education rather than a bank or other financial institution. Subsidized: for students with demonstrated financial need, as determined by federal regulations. No interest is charged while a student is in school at least half-time, during the grace period, and during deferment periods. Unsubsidized: not based on financial need; interest is charged during all periods, even during the time a student is in school and:

- Borrowers must complete a Master Promissory Note (MPN) online at <https://dlenote.ed.gov/empn/index.jsp>

- Your Department of Education issued PIN will be required to complete the MPN, as it becomes an electronic signature.
- Next complete the Federal Direct Loan Request form at www.northwood.edu, select your campus, select Financial Aid, and select Financial Aid Forms. The Federal Direct Loan Request form must be completed and signed and can be mailed or faxed to the Financial Aid Office.
- For additional information, please go to www.northwood.edu, select your campus location, select Financial Aid, select Funding Your Education, and click on Loans.

Students are notified of their loan eligibility on their award letter. Student must be enrolled at least half-time; be a US citizen or eligible non-citizen; and be maintaining satisfactory academic progress. Eligibility is also affected by cost of attendance.

Graduate students annual loan limits: \$20,500 (no more than \$8,500 subsidized)

Federal Direct Subsidized and Unsubsidized Loans have a fixed interest rate of 6.8 percent (6.8%). The maximum aggregate amount for graduate students is \$138,500 (no more than \$65,500 may be subsidized; includes loans for undergraduate study).

Loan fees will be deducted prior to disbursement (effective 7/1/10, maximum 1.0 percent [1.0%] of principal). Loan repayment begins six months after the student graduates, falls below half-time enrollment, or withdraws from school. No prepayment penalties.

Federal Direct Plus Loan for Graduate Students (Grad PLUS):

Federal Direct PLUS Loans are unsubsidized loans for the graduate/professional students. PLUS loans help pay for education expenses up to the cost of attendance minus all other financial assistance. Interest is charged during all periods. The borrower must be a credit worthy U.S. citizen or eligible non-citizen. Borrowers can defer repayment if the student is enrolled at least half-time (6 hours), and for an additional 6 months after the student graduates or drops below half-time enrollment. The student must request each deferment period separately. Other deferments are available and there are no prepayment penalties. If the Federal Direct PLUS Loan is denied, the student is eligible to borrow additional Federal Direct Unsubsidized Loans.

The current interest rate is a fixed rate of 7.9 percent (7.9%). Loan fees may be deducted prior to disbursement (maximum 4 percent [4%] of principal). Repayment begins 60 days after the loan is fully disbursed. Deferments are available upon request. No prepayment penalties.

Satisfactory Academic Progress – Financial Aid

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 semester.

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 percent (150%) of their program length. Northwood University has determined that in order to comply with this requirement students must earn 67 percent (67%) of hours attempted. This measurement will be applied on a semester-to-semester basis, as well as to a student's cumulative academic record.

Course Completion

A grade of Incomplete may be earned for unfinished course work. The student must satisfactorily complete all work required by the instructor within 90 days of the end of the course. Circumstances requiring an extension of this period need approval by the Dean prior to the expiration date. Failure to meet these requirements will result in the student receiving an "F" for the course.

Course Withdrawal

A student may withdraw from the semester, prior to the first meeting of the first class in the semester, via a written request for a withdrawal, to the Dean. The student will be responsible for the cost of unreturned or marked course materials. Withdrawal beyond this period will result in forfeiture of all tuition charges.

Academic Probation (Qualitative)

Students not maintaining a 3.00 grade point average or better and/or students falling more than one class behind satisfactory degree completion progress will be placed on academic probation. A student placed on academic probation will be notified in writing. Within two weeks of this notification, the student should submit a document that demonstrates:

1. A thorough self-assessment of what led to the student's academic difficulties and
2. A comprehensive plan that describes how the student will return to satisfactory academic standing and continue movement toward degree completion.

This plan requires the written approval of the Dean. Students with an approved plan must make satisfactory progress toward degree completion. Those who fail to do so will be subject to dismissal from the program. Students without an approved plan will be subject to dismissal from the program if they remain on academic probation for more than two semesters. The Dean must approve any deviation or exception to this policy, in writing.

Change of Satisfactory Academic Progress Status – Satisfactory Academic Progress Status is determined when grades are reported at the end of each semester. Although a student's cumulative grade point average or earned credits may change within a semester (e.g., by recording a final grade in place of an I), for financial aid purposes, 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 (for financial aid purposes) 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. Third party documentation will be 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) semester. At the end of that semester 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 semester 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 as per federal guidelines. The Financial Aid Office will notify students of any such changes.

Award Disbursement

Federal, state, and most institutional financial aid is divided equally between the periods of study 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.

The student is responsible for all charges not covered by financial aid. If there are more credits than charges, a refund check will be issued for the balance. 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. The student is responsible to verify the accuracy of billings, financial aid credits, and refund checks.

Treatment of Federal (Title IV) Aid when a Student Withdraws

Federal law specifies how Northwood determines the amount of Title IV aid you can earn if you completely withdraw from school. The Title IV programs that are covered by this law are:

Federal Pell Grants, Academic Competitiveness Grants (ACG), National SMART Grants, TEACH Grants, Federal Direct Loans, Federal Direct PLUS Loans, Federal Supplemental Educational Opportunity Grant (FSEOG), and Federal Perkins Loans.

Students wishing to officially withdraw from Northwood must provide the Registrar or Academic Dean's Office with a written notification of their intent to withdraw. The date of notification is the date Northwood will use for determining the amount of federal (Title IV) aid for which the student remains qualified. Northwood has no "leave of absence" policy. Students that need an academic leave will be treated as a withdrawn student. In the event, the student does not provide official notification of withdrawal, the notification date to be used in the Title IV calculation will be the latter of the midpoint of the semester or his/her last day in an academically related activity, as documented by the Registrar's Office.

In the event the student withdraws (officially or unofficially), Northwood will determine the amount of Title IV aid that he/she has earned up to that point in the term. This is determined by a specific formula. If you received (or your parent received on your behalf) less assistance than the amount that you earned, you may be able to receive those additional funds. If you received more assistance than you earned, the excess funds must be returned by Northwood and/or you.

The amount of assistance that the student has earned is determined on a pro-rata basis. For example, if you completed 30 percent (30%) of your semester you earn 30 percent (30%) of the assistance you were originally scheduled to receive. Once you have completed more than 60 percent (60%) of the term, you will earn all the assistance that you were scheduled to receive for the term. If you did not receive all of the funds that were earned, you may be due a post-withdrawal disbursement. An example of a Title IV calculation is available in the Financial Aid Office.

If your post-withdrawal disbursement includes loan funds, Northwood must get your permission before it can disburse them. The student may choose to decline some or all of the loan funds so that he/she won't incur additional debt. Northwood may automatically use all or a portion of your post-withdrawal disbursement of grant funds for tuition, fees, and room and board charges. However, Northwood would need the student's permission to use the post-withdrawal grant disbursement for any other school charges.

If the student receives excess Title IV funds that must be returned, Northwood must return a portion of the excess equal to the lesser of: your institutional charges multiplied by the unearned percentage of your funds, or the entire amount of excess funds. Northwood must return this amount even if we did not keep this amount on your student account. The excess financial aid will be returned to the applicable financial aid programs within 45 days of your official notification date or the date Northwood determined the student withdrew (unofficially). Funds must be returned to the federal Title IV programs in the following order, up to the net amount disbursed from that source: Federal Direct Unsubsidized Loan, Federal Direct Subsidized Loan, Federal Direct PLUS Loans, Federal Pell Grant, Academic Competitiveness Grant, National SMART Grant, Federal Supplemental Educational Opportunity Grant (FSEOG).

If Northwood is not required to return all of the excess funds, the student must return the remaining amount. Any loan funds that the student must return, he/she repays in accordance with the terms of the promissory note. That is, you make scheduled payments to the holder of the loan over a period of time. Any amount of unearned grant funds that the student must return is called an overpayment. The maximum amount of a grant overpayment that you must repay is half of the grant funds you received or were scheduled to receive. The student must make arrangements with Northwood or the Department of Education to return the unearned grant funds.

The requirements for federal Title IV aid when the student withdrew are separate from Northwood's institutional refund policy. Therefore, the student may still owe funds to Northwood to cover unpaid institutional charges. Northwood may also charge the student for any Title IV aid that we were required to return. Northwood's institutional refund policy is available on the Business Office web pages.

If you have questions regarding financial aid, contact Northwood University's Financial Aid Office by phone: (989) 837-4438.

REFUND POLICY

Tuition is due prior to the beginning of each semester. Prepayments will be refunded in full on payments made prior to first day of class, with the exception of application fee and commitment deposits. All charges stand after that time.

All graduate programs are lockstep, cohort based programs. Individual classes may not be dropped. Students may only withdraw completely from the program.

- Week 1 of semester – 100% credit of tuition
- Week 2 of semester – 0% credit of tuition

NOTE: Weeks listed above begin Monday and run through Sunday and includes holidays.

Refund calculations will be based upon the date the student begins the official withdrawal process.

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, sex, color, religion, national origin, ancestry, age, marital status, handicap, or Vietnam era 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 institution should new resources become available to the student that was not originally available. Students who borrow while in attendance at the institution have a right to full disclosure of the semesters and provisions of loan programs, including typical repayment schedules. Students must repay their loans on a timely basis and keep the school informed of their current address. Students have the right to be informed of financial aid policies and have the responsibility to review 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.

Veteran's Benefits

Any student eligible for veterans' benefits must contact the Business Office Manager, Adult Degree Program (989) 837-4456, for initiation and certification of benefits. These will be submitted to the Department of Veterans Affairs. It is the student's obligation, on a semester-by-semester basis, to notify the Northwood VA office of his/her class schedule and any change in the schedule (withdrawals, drop/add), throughout a semester.

— ACCREDITATIONS, APPROVALS, AND MEMBERSHIPS —

Northwood University believes it has a responsibility to its students and the industries and communities it serves to provide the highest standard of educational excellence possible. One measure of how well an educational institution meets this responsibility is in its accreditations and approvals by outside education associations and governmental interests. Because each Northwood 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 accreditations and approvals:

- Northwood University is accredited by the Higher Learning Commission of the North Central Association (1-800-621-7440, www.higherlearningcommission.org).
- The United States Department of Homeland Security (DHS) certified school for nonimmigrant foreign students (F-visa); Department of State (DoS) designated exchange visitor program sponsor for exchange visitors (J-visa); Citizenship and Immigration Services/Immigration and Customs Enforcement; and Student and Exchange Visitor Program (SEVP) as a higher education institution for international students.
- Respective state offices for Veterans Administration programs as a higher education institution for degree-seeking qualified veterans and dependents.
- The U.S. Bureau of Internal Revenue as a tax-exempt institution as provided for in Section 501 (c) (3) and other applicable parts of the Internal Revenue Code for higher education organizations.

Northwood University memberships are represented in such important educational and professional organizations as:

- American Accounting Association
- American Advertising Federation
- American Association of Collegiate Registrars and Admissions Officers
- American Certified Fraud Examiners
- American College Health Association
- American College Personnel Association
- American Hotel and Lodging Association
- American Institute of Certified Public Accountants
- American Library Association
- American Management Association
- American Marketing Association
- American Marketing League Association
- American Payroll Association
- American Taxation Association
- Association for Communications Technology Professionals in Higher Education
- Association for Higher Education and Disability
- Association for Leadership Educators
- Association for the Tutoring Profession
- Association of College and Research Libraries
- Association of College and University Housing Officers International
- Association of College and University Telecommunications Administrators
- Association of Professional Researchers for Advancement
- Association of University Programs in Health Administration
- Association of Veterans Educators Certifying Officials
- Automotive Aftermarket Industry Association
- College and University Personnel Association for Human Resources
- Council for Adult and Experiential Learning
- Council for Advancement and Support of Education
- Council for the Advancement of Experiential Learning
- Council for Higher Education Accreditation
- Council for Hotel and Restaurant and Institutional Education
- Data Processing Management Association
- Educause
- Family Enterprise Research Scholars
- Family Firm Institute
- Global Consortium of Entrepreneurship Centers
- Illinois Association for College Admissions Counseling
- Intercollegiate Press Association
- International Assembly for Collegiate Business Education
- International Council on Hotel, Restaurant & Institutional Education
- International Leadership Association
- Maine Center for Economic Policy
- Maine State Society Foundation

- Mathematical Association of America
- Motor and Equipment Manufacturing Association
- National Academic Advising Association
- National Advertising Federation
- National Association for Campus Activities
- National Association for College Admission Counseling
- National Association for Developmental Education
- National Association of College Admissions Counselors
- National Association of College Auxiliary Services
- National Association of College Stores (through its bookstore provider)
- National Association of College and University Business Officers
- National Association of Colleges and Employers
- National Association of Educational Buyers
- National Association of Independent Colleges and Universities
- National Association of Intercollegiate Athletics
- National Association of International Educators
- National Association of Graduate Admissions Professionals
- National Association of College and University Mail Services
- National Association of Student Financial Aid Administrators
- National Association of Student Personnel Administrators
- National Association of Veterans Programs Administrators
- National Automobile Dealers Association
- National Collegiate Athletic Association
- National Collegiate Honors Council
- National College Learning Center Association
- National Cooperative Education Association
- National Council of Teachers of English
- National Council of Teachers of Mathematics
- National Council of Women of the United States
- National Home Fashions League
- National Restaurant Association
- Newspaper Association of America
- Organization of American Historians
- Photographers' Association of America
- Society for College and University Planning
- Society for Human Resources
- Specialty Equipment Market Association
- The Fashion Group
- University Risk Management and Insurance Association

Northwood is a fully cooperative participant in the programs of:

- American College Testing (ACT)
- College Entrance Examination Board (CEEB)
- College Level Examination Program (CLEP)
- Defense Activity for Non-Traditional Education Support (DANTES)
- Educational Institute of the American Hotel and Motel Association

Northwood University, Florida Campus

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, Florida 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.
- Northwood University's Entertainment, Sport & Promotion Management (ESPM) program on the Florida campus has achieved national approval under the Sport Management Program Review Council's (SMPRC) standards.

The Florida Campus is represented in the following organizations:

- American Society for Training and Development
- Automotive Sales Council
- Business Development Board
- Chamber of Commerce of the Palm Beaches
- City of West Palm Beach, City Green Task Force
- Club Managers Association of America
- College Reading and Learning Association
- Economic Council of Palm Beach County
- Executive Women of the Palm Beaches
- 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 Housing Officers Organization
- Florida Institute of Certified Public Accountants
- Florida Library Association
- Florida Public Relations Association
- Florida Sun Conference
- Forum Club of the Palm Beaches
- Gold Coast Public Relations Council
- Heavy Duty Business Forum
- Human Resource Association of Palm Beach County
- LYRASIS
- National Association of Career Development
- National Association of Colleges and Employers
- National Association of Student Personnel Administrators
- National Intramural Recreational Sports Association
- North American Society for Sport Management
- Online Computer Library Center
- Palm Beach Chamber of Commerce
- Palm Beach County Library Association
- Palm Beach County Hotel and Lodging Association
- Palm Beach Cultural Council
- Palm Beach Education Commission
- Professional Association of Resume Writers and Career Coaches
- Public Relations Society of America
- Society for Human Resource Management
- Southeast Florida Library Information 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
- World Affairs Council
- Young Professionals of the Palm Beaches
- 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 Timberwolf Learning Resource Center is certified by the College Reading & Learning Association (CRLA).

The Michigan Campus is represented in the following organizations:

- Adcraft Club of Detroit
- Alpha Mu Alpha (National Marketing Honorary Society)
- American Culinary Association
- American Economic Association
- American Marketing Association/Michigan Chapter
- American Political Science Association
- American Statistical Association
- Association for Business Simulation and Experiential Learning
- Association of Independent Colleges and Universities of Michigan
- Central Association of College and University Business Officers
- Detroit Economic Club
- Great Lakes Intercollegiate Athletics Conference
- Industrial Marketers of Detroit
- Institute of Management Accountants
- Library Orientation Exchange
- Mackinac Center for Public Policy Analysis
- Meeting Professionals International Michigan Chapter
- Michigan Academic Library Council
- Michigan Academy of Science, Arts, and Letters
- Michigan Association for College Admissions Counseling
- Michigan Association for Counseling and Development
- Michigan Association of Certified Public Accountants
- Michigan Association of Collegiate Registrars and Admissions Officers

Northwood University, Michigan Campus

The Michigan Campus has, in addition to general approvals previously listed, these specific approvals:

- Michigan Association of Minority Business Students
- Michigan Campus Compact
- Michigan Chamber of Commerce
- Michigan College and University Placement Association
- Michigan College Personnel Association
- Michigan Collegiate Telecommunication Association
- Michigan Council of Hotel, Restaurant and Institutional Education
- Michigan Council of Teachers of Mathematics
- Michigan Health Council
- Michigan Historical Commission
- Michigan Hospital Association
- Michigan Hotel and Lodging Association
- Michigan Library Association
- Michigan Lodging Association
- Michigan Personnel and Guidance Association
- Michigan Press Association
- Michigan Restaurant Association
- Michigan Society of Association Executives
- Michigan Student Financial Aid Association
- Michigan Tutorial Association
- Mid-American College Health Association
- Mid-American Greek Council
- Midland Area Chamber of Commerce
- Midland Artist Guild
- Midland Tomorrow
- Midwest Accounting Society
- Midwest Business Administration Association
- Mont Pelerin Society
- Nurse Directed College Health
- Philadelphia Society
- SEMA Businesswomen's Network
- Service Members Opportunity College
- Southern Political Science Association
- Special Libraries Association
- The Michigan Women's Studies Association
- Women's Automotive Association International
- Women's Car Care Council

Northwood University, Texas Campus

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:

- Academy of International Business
- Academy of Market Intelligence
- American Forensics Association
- Association for the Promotion of Campus Activities
- Association of Metroplex International Educators
- Automotive Trade Association Managers
- Dallas Ad League
- Dallas Association Business Economists
- Dallas Human Resource Management Association
- Dallas Restaurant Association
- DECA/Delta Epsilon Chi Association
- International Association of Assembly Managers
- International Textile and Apparel Association
- Metroplex Area Consortium of Career Centers
- National Association of Foreign Student Advisors
- National Forensics Association
- National Orientation Directors Association
- North Texas Collegiate Consortium
- Red River Athletic Conference
- Southwest Association of College and University Housing Officers
- Southwest Association of Student Financial Aid Administrators
- Texas Association of College Admissions Officers
- Texas Association of College Registrars and Admissions Officers
- Texas Association for Collegiate Veteran Program Officers
- Texas Automobile Dealers Association
- Texas Public Relations Association
- Texas Restaurant Association
- World Affairs Council
- World Trade Club

The Indiana Outreach Program of Adult Degree Program

Regulated by The Indiana Commission on Proprietary Education, 302 West Washington Street, Room E 201, Indianapolis, IN 46204-2767. The commission may be reached at (317) 232-1320 or toll-free (800) 227-5695.

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, and Kentucky.

Northwood University

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Lynnette King	Administrator, Margaret Chase Smith Library
A.S., Beal College	
Michael Krzyminski	Maintenance Supervisor
B.B.A., M.B.A., Northwood University	
Daniel Liechty	Dean of International Programs
B.A., Goshen College	
M.A., Ph.D., Michigan State University	
Justin Marshall	Director of Annual and Special Gifts
A.A., B.B.A., Northwood University	
Marcella Matzke	Academic Management System Coordinator
B.B.A., Northwood University	
Warren Mault	Sr. Advancement Officer
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Tricia Mead	Director of Compliance and Tax Matters
A.A., Delta College	
B.B.A., Northwood University	
Julie Meyer	Director of Advancement Records
B.A.A., Central Michigan University	
Lisa Moseler	Director of Research
B.A., Central Michigan University	
Jeffrey Muetzel	Senior Systems Administrator
B.S., Saginaw Valley State University	
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A.A., B.B.A., Northwood University	
M.A., Central Michigan University	
Ed.D., Wayne State University	
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B.B.A., Northwood University	
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B.L.S., Hillsdale College	
M.S., Indiana University	
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B.S., Ferris State University	
Mariana Prosic-Dvornic	Director of Northwood Gallery
B.S., M.A., Ph.D., University of Belgrade	
Justin Randall	Network Engineer
Mamiko Reeves	Director of International Education
B.A., Nanzan University	
M.A., Central Michigan University	
Sheila Reich	Business Office Manager
B.S., Ball State University	
Thomas Reimer	Manager

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B.A., Bates College	
M.A., University of Southern Maine	
Ph.D., University of New Hampshire	
Susan Ridgway	System Business Officer
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A.A.S., Delta College	
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Ron Roth	Multi-Media Coordinator
B.S., Northern Michigan University	
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B.B.A., University of Wisconsin-Milwaukee	
Stephen Schwerin	Computer Technologist
B.S., Ferris State University	
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B.S., Saginaw Valley State University	
M.S., University of MI - Flint	
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Ryan Smith	SQL Administrator
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A.B.S., Delta College	
B.S., Eastern Michigan University	
M.B.A., Northwood University	
Rachel Spears	Help Desk Analyst
A.B.S., Delta College	
W. Karl Stephan	Vice President of Finance
B.A., Yale University	
M.B.A., University of Chicago	
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Eric VanWert	Campus Information Technology Coordinator
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A.A., B.A.S., Davenport University	
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B.S., M.A., University of Toledo	
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B.B.A., M.B.A., Northwood University	
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 Ph.D., Michigan State University

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 B.A., Olivet College
 M.A., Central Michigan University

Stephen Cripe Trainer, Head Athletics
 B.S., Manchester College
 M.S., Michigan State University

Ellen Curtis.....Assistant Director of Admissions
 B.A., Alma College
 M.S., Central Michigan University

Jeff Curtis..... Head Women’s Basketball Coach
 B.A., Alma College
 M.A., Central Michigan University

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Joseph Di Benedetto	Head Baseball Coach/Coordinator of Facilities and Events
Theodore Egger	Assistant Football Coach
B.S., Lock Haven University	
M.A., Adams State College	
Thomas Erickson	Admissions Counselor
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M.A. Western Michigan University	
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M.B.A., Central Michigan University	
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B.A., Saginaw Valley State University	
M.A., Central Michigan University	
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A.S.A., Delta College	
B.B.A., Northwood University	
Rebecca Grai	Head of Circulation
B.B.A., Northwood University	
Leonard Haynes	Assistant Football Coach
A.A., B.B.A., Northwood University	
Barry N. Huckeby	Assistant Men's Basketball Coach
B.S., Miami University	
M.S., Indiana Wesleyan University	
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B.S., Michigan State University	
M.A., Central Michigan University	
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B.A., California State University	
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Malen Luke	Assistant Football Coach
B.S., Westminster College	
M.ED., Edinboro University	
Terrance Lynch	Director of Hach Student Life Center
B.S., M.A., Central Michigan University	
Gail Maday	Academic Advisor/International Student Advisor
B.B.A., Northwood University	
David Marsh	Associate Athletic Director and Compliance Coordinator
B.B.A., Eastern Michigan University	
M.ED., Springfield College	
Travis McCurdy	Sports Information Director
B.A., Saginaw Valley State University	
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A.A., A.G.S., Arkansas Northeastern College	
B.A., Saginaw Valley State University	
M.A., Central Michigan University	

Allison McMaster	Assistant Athletic Trainer
B.A., Carthage College	
M.S., Georgia State University	
Nicholas Messing	Associate Director of Financial Aid
B.A., Saginaw Valley State University	
M.A., Central Michigan University	
Kari Metiva	Assistant Director of Financial Aid
A.A., Northwood University	
Terri Mieler	Director of Financial Aid
A.A., B.B.A., Northwood University	
Susan Mishler	Director of Health Services
A.A.S., Delta College	
B.S.N., Ferris State University	
David J. (DJ) Mocini II	Assistant Men's Basketball Coach
B.A., Albion College	
M.S., University of Dayton	
Carvin Nash	Assistant Director of Housing and Facilities
A.A., B.B.A., Northwood University	
Jennifer Newell	Assistant Director of Admissions
B.B.A., Northwood University	
Jeff Nowaczyk	Assistant Baseball Coach
B.A., Central Michigan University	
M.B.A., Northwood University	
Dean Pappas	Assistant Men's and Women's Soccer and Club Coach
Alice Parsons	Head Librarian
B.A., Franklin and Marshall	
M.L.S., University of Tennessee	
Penny Perlberg	Data Transmission Coordinator
A.A., B.B.A., Northwood University	
Meaggan Pettipiece	Head Softball Coach & Sr. Women's Administrator
B.S., M.S., California University	
Jeff M. Rekeweg	Head Men's Basketball Coach
B.S., University of Nebraska	
B.S., Valparaiso University	
Patrick Riepma	Athletic Director and Advancement
B.A., Hillsdale College	
M.A., Central Michigan University	
Darcie Roberts	Assistant Women's Basketball Coach
B.A., Alma College	
John Rogers	Assistant Athletic Trainer
B.S., West Chester University	
Jill Russell	Regional Admissions Counselor
B.A., Mount Union College	
Justin Sherlock	Men's Assistant Basketball Coach
B.S., Rochester College	
Tyson Silveus	Assistant Football Coach
B.S., Purdue University	
M.S., Indiana University	
Cheryl Smith	Campus Arts Director
B.S., Eastern Michigan University	
Benjamin Spurlock	Assistant Volleyball Coach
B.S., Ohio State University	

Gregory Stiffler	Associate Director
B.S., M.A., Central Michigan University	
Joshua Stryker	Head M/W Track & Cross Country Coach
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Daniel Toland	Dean of Admissions
B.S., Michigan state University	
M.A., Central Michigan University	
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Anita Whitney	Office Manager
B.B.A., Northwood University	
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B.B.A., Northwood University	
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B.B.A., Aquinas College	
J.D., Michigan State University Detroit College of Law	
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B.S., M.S., University of Alabama	
Ph.D., Louisiana State University	
Jeffrey Bennett	Automotive Marketing
B.A., Kenyon College	
M.A., Saginaw Valley State University	
Melvin Billik	Math
B.A., New York University	
M.S., Michigan State University	

Jamie Burns	Chair, Language Arts
B.A., Duke University	
M.A., Ph.D., University of Michigan	
Rebecca Chakraborty	Economics
M.A., University of Pittsburgh	
Jay Chandran	Chair, International Business, Management
B.S., M.A., Bangalore University, India	
M.B.A., Ph.D., University of South Florida	
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B.B.A., University of Notre Dame	
M.B.A., Central Michigan University	
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B.A., Hamilton College	
M.A., Ph.D., University of Chicago	
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B.B.A., McKendree College	
M.A., Webster University	
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M.A., Rutgers University	
Ph.D., Middlesex University	
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M.A., University of Bucharest	
Stelian Grigoras	Math
B.S., M.S., University of Bucharest	
Ph.D., University of Illinois at Chicago	
Clifford Harris	Economics
B.A., Oakland University	
M.A., Walsh College	
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B.A., Kalamazoo College	
M.S., Clemson University	
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B.S., Providence College	
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B.A., Hope College	
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B.J., University of Missouri M.A., Brooklyn College	
M.F.A., Brooklyn College	
DeLois Leapheart	Law
B.A., University of Michigan	
J.D., Ohio State University	
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B.S., Jones College	
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B.Arch., Licentiate, Universidad Nacional Pedro Henriquez Urena	
M.Arch, Ed.D., University of Florida	
Jennifer Luzar	Language Arts
B.A., Western Michigan University	
M.S., Indiana University	

Dale Matcheck	Chair, Economics
A.B., University of Michigan	
Ph.D., Cornell University	
Carol Meinhardt	Language Arts
A.B., M.A., Central Michigan University	
Carol Messing	Language Arts
B.A., M.S., Brooklyn College	
Glenn Moots	Chair, Philosophy, Political Science
B.A., University of Michigan	
M.S., Walsh College	
M.A., Ph.D., Louisiana State University	
Geraldine Moultime	Math
B.S., M.A.T., Central Michigan University	
Ed.D., Wayne State University	
Chandran Mylvaganam	Chair, Management/Marketing
B.Sc., University of Ceylon	
M.A., University of Rochester	
M.B.A., York University	
Ph.D., University of Manitoba	
Jill Ouellette	Chair, Fashion Marketing & Management
B.A., Adrian College	
M.A., Central Michigan University	
Jeffrey Phillips	Language Arts
B.A., M.A., Central Michigan University	
Marvin Rapp	Language Arts
A.B., Colgate University	
M.S., State University College	
Anastasia Romanchuk	Language Arts
B.A., McMaster University	
M.A., Central Michigan University	
David Sanford	Management Information Systems
B.A., M.A., Saginaw Valley State University	
Aaron Satterlee	Math
B.A., M.A., Central Michigan University	
Karla Spaeth	Chair, Hotel, Restaurant & Resort Management
B.B.A., M.B.A., Northwood University	
Barbara Sumi	Accounting
B.A., Sophia University	
M.S., Central Michigan University	
Elmer Tofteland	Accounting
B.A., M.B.A., Central Michigan University	
Weikang Wang	Entertainment, Sport & Promotion Management
M.S., Washington State University	
M.B.A., Henderson State University	
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B.B.A., Saginaw Valley State University	
M.B.A., Central Michigan University	
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B.B.A., M.S., Walsh College	
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Michigan Campus, Adjunct Faculty

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A.A., B.B.A, Northwood University	
Eric Blackhurst	International Law
B.A., Alma College	
J.D., University of Kentucky College of Law	
Karen Bork	Law
A.B., University of Michigan	
J.D., University of Michigan Law School	
Barb Boxwell	Accounting
B.A., Olivet College	
M.B.A., Central Michigan University	
Todd Brundrett	Psychology
B.S., Central Michigan University	
M.A., Wayne State University	
Kim Clouse	English
B.A., University of Akron	
M.A., Central Michigan University	
Jerry Coleman	Management
B.A., Pembroke	
M.B.A., University of Connecticut	
Greeta D’Souza	Psychology, Management
M.A., Central Michigan University	
Robert Dullock	Hotel, Restaurant & Resort Management
M.A., University of Michigan	
Anna Ebeling	History
June Feeney	Management Information System
M.S., Central Michigan University	
Christin Greiman	Management
B.S., Hope College	
M.B.A., Northwood University	
Jeff Hymel	Finance
A.B.S., Delta College	
B.B.A., M.B.A., Northwood University	
Cynthia Keefe	Art
B.A., M.A., Vermont College of Norwich University	
John Pafford	History, Sociology
B.S., Academy New Church College	
Ph.D., International College	
Donna Rapp	Marketing
B.A., University of Michigan	
M.A., Central Michigan University	
Annette Rummel	Marketing
A.B.S., Delta College	
B.B.A., Northwood University	
M.S., Rochester Institute of Technology	
Ph.D., Michigan State University	
Emery Scheibert	Management
B.S., M.S., Case Western Reserve University	
M.B.A., University of Michigan	

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A.A., Northwood University	
B.B.A., M.B.A., Saginaw Valley State University	
Ken Suhr	Management
B.S., Park University	
M.S., Houston Baptist University	
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B.S., M.A., Central Michigan University	
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B.S., Michigan Technological University	
M.Ed., Aquinas College	
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M.S., Florida Institute of Technology	
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Ph.D., University of North Texas	
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B.B.A., M.B.A., Northwood University	
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A.A., Mt. View College	
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B.A., M.B.A., Amber University	
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A.A., B.B.A., Northwood University	
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B.A., Sam Houston State University	
M.L.S., Texas Women’s University	
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B.S., Miami University	
Lauren D’Avolio	Director of Public Relations
B.S., State University of New York College at Cortland	
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B.S., Pembroke State University	
M.S., University of North Texas	

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B.S., Dallas Baptist University	
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B.A., University of Texas Arlington	
M.A., Texas Tech University	
M.A., University of Texas of the Permian Basin	
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B.S., Sam Houston State University	
M.B.A., Texas Woman's University	
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B.S., University of Texas at San Antonio	
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M.Ed., Dallas Baptist University	
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B.A., McMurry University	
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Kayla Maddox	Admissions Counselor
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B.S., Wayland Baptist University	
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M.A., Interamerican University	
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B.A., St Edwards University	
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A.A., San Antonio College	
B.B.A., Northwood University	
M.A., Amber University	
Ed.D., Argosy University	

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M.B.A., Amberton University	
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B.B.A., Northwood University	
M.B.A., Texas Women's University	
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A.A., B.B.A., Northwood University	
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A.A., El Centro College	
B.B.A., Northwood University	
M.A., Amber University	
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B.S., M.S., University of Texas at Arlington	
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B.A., University of Notre Dame	
M.A., Ph.D., Michigan State University	
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A.B., Hillsdale College	
Kirsten Cowan	Chair, Fashion Marketing & Management
B.S., M.B.A., M.S., University of North Texas	
John D'Alessandro	Philosophy
B.S., Taylor University	
M.Ed., Indiana University of Pennsylvania	
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M.B.A., University of Dallas	
Evgeniy Genchev	Chair, International Business, Management
A.A., B.B.A., M.B.A., Northwood University	
Thomas Grooms	Chair, Marketing
B.S., Tennessee Technological University	
M.S., M.B.A., Amber University	
Ph.D., Berne University	
Adam Guerrero	Economics
A.A., B.B.A., Northwood University	
M.A., M.B.A., University of Texas at Arlington	
Ph.D., University of Texas at Dallas	

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M.L.A., Southern Methodist University	
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B.A., M.A., Southern Methodist University	
Lea Holland	Chair, Management Information Systems
B.A., Rice University	
M.S., University of Texas at Dallas	
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B.A., North Texas State University	
M.A., Ph.D., University Texas at Arlington	
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B.A., M.B.A., Lamar University	
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M.B.A., Dallas Baptist University	
Ph.D., Union Institute & University	
Ronald Sekerak	Chair, Entrepreneurship
B.S., M.S.E., University of Michigan	
M.B.A., Stanford University	
David Spaulding	Chair, Automotive Aftermarket
B.A., Michigan State University	
M.B.A., University of Alabama at Birmingham	
D.B.A., Nova Southeastern University	
Pam Thompson	Chair, Accounting
B.B.A., M.S., university of Texas At Arlington	
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B.B.A., Northwood University	
M.B.A., Amberton University	
D.B.A., Argosy University	

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M.B.A., Amber University	
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B.S., M.S., University of North Texas	
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B.A., University of South Florida	
M.B.A., Dallas Baptist University	
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B.S., Eastern Illinois University	
M.S. University of Tennessee	
Geoffrey Grimes	English
B.A., Austin College	
M.A., Ph.D., Texas Technological College	

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B.S., Texas Woman's University	
M.ED., University of North Texas	
D.M., University of Phoenix	
Glenda Johnson	English
B.A., North Texas State University	
Sandra King	Law
B.A., Texas A&M University	
J.D., Texas Wesleyan University	
LL.M., Southern Methodist University	
Michael Leshner	Management
B.B.A., Southern Methodist University	
M.B.A., University of Dallas	
Mike McKinney	Accounting
B.B.A., University of Texas at Arlington	
M.B.A., Texas Christian University	
Jimmy Phillips	Philosophy
B.A., East Texas Baptist University	
M.DIV., Ph.D., Southwestern Baptist Theological Seminary	
Steve Pillion	Management
A.A., B.S., Allan Hancock College	
M.A., Troy State University	
Melinda Polley	Political Science
B.S., University of Texas at Tyler	
M.P.A., University of North Texas	
Thurman Schweitzer	Environmental Science
B.S., MCP., Southern Illinois University	
Eric Sims	Math
B.S., M.A., Sam Houston State University	
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