Davenport University is accredited by the Higher Learning Commission—North Central Association of Colleges and Schools (NCA), 30 North LaSalle Street, Suite #2400, Chicago, IL 60602; phone (800) 621-7440; www.ncahigherlearningcommission.org. The HLC is nationally recognized by the U.S. Department of Education and by the Council of Higher Education Accreditation (CHEA). In 2004, Davenport received ten years of continued accreditation.

Davenport University, an independent, nonprofit institution, is chartered by the State of Michigan and is empowered to grant degrees; it is also certified by the State Approval Agency of the Department of Education.

Davenport University is recognized and regulated by COPE—Indiana Commission on Proprietary Education, 302 West Washington Street, Room E201, Indianapolis, IN 46204-2767; phone (800) 277-5695 or (317) 232-1320.

A bachelor’s degree earned at Davenport University with a major in accounting is fully recognized by the Michigan State Board of Accountancy.

The Professional Accountancy BBA/MBA degree earned at Davenport University is fully recognized by the Indiana State Board of Accountancy.

A bachelor’s degree in Finance with a Financial Planning Specialty earned at Davenport University is fully recognized by the CFP™ (Certified Financial Planning) Standards Board.

Davenport University is recognized for veterans’ training under the G.I. Bill for Veterans Educational Assistance. Application forms are available in the Admissions Office.

The University is approved by the United States Department of Justice, Immigration and Naturalization Service as an institution of higher education for training foreign students.

The University is approved by agencies of the state and federal governments for many programs including Rehabilitation, Work Incentive, etc.

Accreditation credentials are available for review from University officials upon request.
### MICHIGAN

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<th>Location</th>
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<th>City</th>
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</tr>
</thead>
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<tr>
<td>Alma</td>
<td>(989) 463-8922</td>
<td>1500 N. Pine Street</td>
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<td>48801</td>
</tr>
<tr>
<td>Bad Axe</td>
<td>(989) 269-9288</td>
<td>150 Nugent Road</td>
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<tr>
<td>Battle Creek Career Center</td>
<td>(269) 968-6105</td>
<td>200 West Van Buren Street</td>
<td>Battle Creek</td>
<td>MI</td>
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<tr>
<td>Bay City</td>
<td>(989) 686-1572</td>
<td>3930 Traxler Court</td>
<td>Bay City</td>
<td>MI</td>
<td>48706</td>
</tr>
<tr>
<td>Caro</td>
<td>(989) 673-5857</td>
<td>1231 Cleaver Road</td>
<td>Caro</td>
<td>MI</td>
<td>48723</td>
</tr>
<tr>
<td>Dearborn</td>
<td>(313) 581-4400</td>
<td>4801 Oakman Boulevard</td>
<td>Dearborn</td>
<td>MI</td>
<td>48126</td>
</tr>
<tr>
<td>Flint</td>
<td>(810) 732-9977</td>
<td>4318 Miller Road, Suite A</td>
<td>Flint</td>
<td>MI</td>
<td>48507</td>
</tr>
<tr>
<td>Gaylord</td>
<td>(989) 705-3720</td>
<td>80 Livingston Boulevard</td>
<td>Gaylord</td>
<td>MI</td>
<td>49735</td>
</tr>
<tr>
<td>Grand Rapids</td>
<td>(616) 451-3511</td>
<td>415 E. Fulton Street</td>
<td>Grand Rapids</td>
<td>MI</td>
<td>49503</td>
</tr>
<tr>
<td>Grand Rapids–W.A. Lettinga</td>
<td></td>
<td>6191 Kraft Avenue SE</td>
<td>Grand Rapids</td>
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<tr>
<td>Grand Rapids Career Center</td>
<td>(616) 245-3030</td>
<td>3030 Eastern Avenue SE</td>
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<tr>
<td>Holland</td>
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<td>643 S. Waverly Road</td>
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<tr>
<td>Kalamazoo</td>
<td>(269) 382-2835</td>
<td>4123 West Main Street</td>
<td>Kalamazoo</td>
<td>MI</td>
<td>49006</td>
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<tr>
<td>Lansing</td>
<td>(517) 484-2600</td>
<td>220 E. Kalamazoo Street</td>
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<tr>
<td>Lapeer</td>
<td>(810) 664-9655</td>
<td>550 Lake Drive, Suite B</td>
<td>Lapeer</td>
<td>MI</td>
<td>48446</td>
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<tr>
<td>Midland</td>
<td>(989) 835-5588</td>
<td>3555 E. Patrick Road</td>
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<tr>
<td>Oxford</td>
<td>(248) 628-7070</td>
<td>1366 S. Lapeer Road</td>
<td>Oxford</td>
<td>MI</td>
<td>48371</td>
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<tr>
<td>Romeo</td>
<td>(586) 752-5229</td>
<td>71180 Van Dyke Road</td>
<td>Romeo</td>
<td>MI</td>
<td>48065</td>
</tr>
<tr>
<td>Saginaw</td>
<td>(989) 799-7800</td>
<td>5300 Bay Road</td>
<td>Saginaw</td>
<td>MI</td>
<td>48604</td>
</tr>
<tr>
<td>Traverse City</td>
<td>(231) 995-1740</td>
<td>2200 Dendrinos Drive, Suite 110</td>
<td>Traverse City</td>
<td>MI</td>
<td>49684</td>
</tr>
<tr>
<td>Warren</td>
<td>(586) 558-8700</td>
<td>27650 Dequindre Road</td>
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</tr>
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### INDIANA

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<th>Zip Code</th>
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<tbody>
<tr>
<td>Merrillville</td>
<td>(219) 769-5556</td>
<td>8200 Georgia Street</td>
<td>Merrillville</td>
<td>IN</td>
<td>46410</td>
</tr>
<tr>
<td>South Bend/Mishawaka</td>
<td>(574) 277-8447</td>
<td>7121 Grape Road</td>
<td>Granger</td>
<td>IN</td>
<td>46530</td>
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### NATIONAL / INTERNATIONAL

<table>
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<tbody>
<tr>
<td>Davenport Online</td>
<td>(616) 742-2080</td>
<td>415 E. Fulton Street</td>
<td>Grand Rapids</td>
<td>MI</td>
<td>49503</td>
</tr>
</tbody>
</table>

or (800) 203-5323
Welcome to the Sneden Graduate School MBA! We are very pleased that you have chosen Davenport University for your graduate degree. We are committed to helping you expand your horizons, further your education and more importantly, advance your career goals.

Davenport University has a business-focused curriculum comprised of the skills that today’s business leaders have told us they value most in their employees.

You will find that Davenport University’s Sneden Graduate School’s MBA is designed to prepare managers and other professionals to assume greater responsibilities and excel in their careers.

Davenport offers an outstanding support system to enhance your MBA learning. We applaud your desire for attaining this degree and your willingness to work hard. We take great pride in helping you achieve the skills and talents necessary to succeed in the classroom and the workplace today.

Our Sneden Graduate School faculty is not only qualified academically, but many are business executives or run their own businesses. We believe this superior blend of academic excellence and real-world experience will deliver a more practical and valuable preparation for your career.

This catalog includes information which will help ensure your success in our graduate program. We suggest that you save it for future reference and invite you to visit our campuses or explore Davenport online.

Once again, thank you for choosing Davenport University. I am confident you will find an environment that fosters learning, team building, and personal growth that will have a lifelong impact. We look forward to helping you achieve your career and personal goals.

Respectfully,

Randolph K. Flechsig
President
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The information in this catalog is subject to change. The catalog cannot be considered as an agreement or contract between individual students and Davenport University or its administrators. The University, through appropriate action, reserves the right to change policies, procedures, and other such information printed in any publication.
Our Mission
Davenport University prepares individuals and organizations to excel in the knowledge-driven environment of the 21st century.

In support of its mission, Davenport University:
• Functions as a multi-campus, independent institution of higher education.
• Specializes in undergraduate and graduate programs that prepare individuals for careers in business, technology, health, and legal professions.
• Provides business education on locations, at off-campus sites, and through interactive distance education.
• Offers educational programs and services designed to serve adults, recent high school graduates, organizations, and international students.

Our Vision
Davenport University’s vision is to be a world-class business school, excelling in career preparation, career advancement and professional development. With its distinguished reputation for mentoring and practical learning, Davenport will teach students to think creatively and recognize opportunity in a dynamic economy.

The University will also instill in students an appreciation for civic responsibility in the communities where they live and work.

Our Guiding Principles
Learning is our highest purpose and first priority. Davenport University fosters an environment that promotes shared learning for its students, faculty, and all stakeholders.

Quality is the focus of all activity. Davenport University is committed to high standards meant to sustain and advance excellence in higher learning.

Integrity is the foundation of all behaviors. Davenport University considers fairness, respect, and honesty as the benchmarks for policies, practices, and its relationships with others.

Entrepreneurial spirit drives action and innovation. Davenport University encourages its members to incorporate new knowledge, technology and learning approaches into the educational process.

Diversity enhances a strong and healthy organizational culture. Davenport University values the contributions of diverse populations, ideologies, and educational perspectives.

Service is essential to a balanced life. Davenport University seeks to instill a sense of civic responsibility as a fundamental part of working and living in a community.

Accountability drives results. Davenport University holds all employees accountable for their actions and expects them to strive to improve themselves while working to continuously improve the University.

Organization and Structure
Davenport University is organized and authorized to grant degrees under the educational laws of the State of Michigan. Control is vested in the Governing Board of Trustees which establishes overall institutional policies.

Non-Profit Status
Davenport University is chartered by the State of Michigan as a non-profit educational corporation. It has been declared tax exempt by the Internal Revenue Service of the United States Treasury Department.
University History
In Business Since 1866
Davenport University can trace its history back to 1866 when Conrad Swensburg opened the Grand Rapids Business College. Throughout the years the focus and purpose of the institution has been to provide training and education for careers in business.

Make a Living, Make a Life, Make a Contribution™
In 1910, M.E. Davenport, a graduate of Ferris Institute, became associated with a school known today as Davenport University. Mr. Davenport’s purpose was to graduate students with a specialized education and a background to grow into positions of responsibility. At that time, “Make a living—Make a life—Make a contribution” became the motto of the institution.

A Degree-Granting Institution
In 1924, the school became a degree-granting institution. In 1945, the Davenport-McLachlan Institute moved to downtown Grand Rapids and plans were made to build a classroom building on the corner of Fulton Street and Division Avenue. The building was the home of Davenport Institute from 1949 until 1968. Robert W. Sneden joined the college staff in 1946 and became president of the school upon the death of Mr. Davenport in 1959.

Foundation Established
In 1982, The Davenport College Foundation was established to help students with their tuition costs. The assets of the Foundation have reached over 14 million dollars, providing thousands of students with financial assistance.

Baccalaureate Degrees Offered
In 1984, the State of Michigan Board of Education and the North Central Accrediting Commission authorized the College to offer baccalaureate degrees.

Davenport Educational System Established
In 1997, the Davenport Educational System, Inc., was established for the overall management and strategy of the total system. Donald Maine served as the Chancellor of the Davenport Educational System, Inc., which included three colleges: Davenport College, Detroit College of Business, and Great Lakes College.

Graduate Degrees Approved
In 1997, the North Central Association of Colleges and Schools approved the change in affiliation status to include graduate degrees at Detroit College of Business, and then in August of 1998, NCA granted Davenport College permission to include graduate degrees.

Online Degrees Offered
Davenport University Online began offering online classes in January, 1999, and approval was granted by the NCA to offer full degrees online in 2000.

Three Colleges United into One University
In May 2000, Davenport College, Detroit College of Business, and Great Lakes College began operation as Davenport University and began a transition to become a single university.

We are extremely proud that Davenport has been granted the maximum continued accreditation of 10 years—and our first accreditation as a consolidated university—from the Higher Learning Commission of the North Central Association of Colleges and Schools.

This is a monumental accomplishment in our history. It validates our decision to become one university and the unification plan we implemented over three years. Many significant changes occurred during the unification process to improve the quality of education and student service. The Commission reported that Davenport University “serves as a model for the successful merger of three institutions,” and commission members agree that “the unified institution is stronger than any one of the three.”

The commission reported: “The successful unification of the three previous autonomous institutions, transition from the quarter system to semester system, and the institutional metamorphosis that Davenport University experienced, provided a unified sense of strategic direction.”

As the commission pointed out, Davenport has “a proud lineage to the 1800s but also has begun anew as a university that prepares students to excel in the knowledge-driven environment of the 21st century.”
About Davenport University

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Honorus Causa
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Research Federal Credit Union

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Spectrum Health

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LL.D., Davenport University,
Honorus Causa
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B.A., Xavier University

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Executive Vice President for Academics and Provost
Ph.D., Michigan State University
M.B.A., B.A., Central Michigan University

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Executive Vice President for Advancement
Ph.D., Michigan State University
M.A., M.A., B.S., Western Michigan University

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Senior Vice President for Human Resources
M.B.A., B.S., Grand Valley State University

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Executive Vice President for Finance, CFO
B.S., Central Michigan University

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Executive Vice President for Operations
M.M., Aquinas College
B.S., Ferris State University
Davenport University
System Administration

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Group Vice President of Institutional Research
Ph.D., M.S., Rutgers University
B.S., Ball State University

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Director of Compensation and Benefits
B.A., Michigan State University

Deb Bloom
Director of Government Relations and Public Policy
M.B.A., Western Michigan University
B.S., Central Michigan University

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Group Vice President for Corporate Services
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B.S., Park College
B.S., University of the State of New York

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Director of Training and Development
M.A., B.A., Eastern Michigan University

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Executive Director of Financial Aid and Interim Vice President of Campus Operations
B.B.A., Detroit College of Business

Margaret Erickson
Director of Employee Relations
B.A., Spring Arbor College

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Executive Director of Faculty Development and Assessment
Ph.D., Indiana University
M.A., B.A., West Virginia University

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Vice President for Financial Management
B.S., Oakland University

Stephanie Hehl
Director of Development Operations
B.B.A., Davenport University

Pam Jennings
Executive Director of Marketing Services
B.A., Michigan State University

Paul Lowden
Director of Athletics
B.A., Ferris State University

Amy Lucas
Director of Customer Relationship Marketing
B.A., Indiana University

Christopher Marx
Executive Director for Student Services
M.A., M.B.A., Western Michigan University
B.A., Michigan State University

Donna Milham
University Registrar
M.B.A., B.B.A., Davenport University

Patricia Murphy
Director of Creative and Production Services
B.S., Southern Illinois University

Kate Noone
Vice President for Online and International Programs
M.M., Aquinas College
B.A., Grand Valley State University

Kevin O’Halla
Vice President for Informational Technology
M.S., Ferris State University
B.A., Aquinas College
B.S., Ohio State University

Sally Page
Executive Director of Libraries
M.L.S., B.A., Michigan State University

Randy Pek
Director of Bookstore and Merchandising Operations
B.A., Davenport University

Stacy Reisterer
Director of High School Admissions
B.A.S., Davenport University

Darryl Shelton
Executive Director of Alumni Relations
B.A., Central Michigan University

Mike Sleva, C.P.A.
Controller
B.A., Michigan State University

Jacqueline Taylor, Ph.D.
Vice President for Development
Ph.D., M.A., Michigan State
B.S., Aquinas College

Duane Terpstra
Vice President for Plant and Security
M.A., Western Michigan University
B.S. Grand Valley State University

Kelly Thompson
Group Vice President for Enrollment and Marketing
M.A., B.F.A., University of Illinois–Chicago

Colleen Wolfe
Group Vice President for Operations
M.A., Michigan State University
B.S., Central Michigan University
Alma
1500 North Pine Avenue
Phone: (989) 463-8922
Alma, MI 48801
Fax: (989) 463-4540

The Alma campus enrolls approximately 300 students. The campus is located in the Alma High School, where there is ample parking. The campus has a full-service library and the site is handicapped accessible.

Alma Administration
Thomas Woods, Executive Director
M.A., B.A., Central Michigan University
John Parham, Academic Dean
Ph.D., M.P.A., B.S., University of Houston

Bad Axe
150 Nugent Road
Phone: (989) 269-9288
Bad Axe, MI 48413
Fax: (989) 269-2772

The 10,000-square-foot facility has four large classrooms, two computer labs and one medical lab, along with a large library and student center. Our facility is handicapped accessible.

Bad Axe Administration
Leena Palmer, Executive Director/Academic Dean
M.A., University of Michigan; B.A., Mount Holyoke
Amy Monroe
Director
B.B.A., Davenport University

Battle Creek Career Center
200 West Van Buren Street
Phone: (269) 968-6105
Battle Creek, MI 49017
Fax: (269) 968-0763

The Battle Creek Career Center is located in the heart of downtown Battle Creek adjacent to the Federal Center. Free parking surrounds the campus. Admissions, advising, financial aid, and business office assistance are available here. Some financial aid assistance is available as well. The site is handicapped accessible. For further information contact the Coordinator of Disability Services on campus.

Battle Creek Administration
Dawn VanderPloeg, Executive Director
B.A., Spring Arbor University
Sally Armstrong, Academic Dean
John Hume, Director
M.A., Western Michigan University; B.S., Central Michigan University

Bay City
Traxler Court
Phone: (989) 686-1572
Bay City, MI 48706
Fax: (989) 686-2380

The Bay City Campus of Davenport University is located on Traxler Court off Wilder Road, behind Covenant Medical Express and across the street from Meijer. We are located right off the freeway exit. The Bay City Mall is located 2 miles east. The Bay City campus is a 12,700 square foot facility with ample parking for students. The structure was built in 1991 and is a well-maintained facility on a beautiful piece of property.

Bay City Administration
Scott Miller, Academic Dean
M.A., B.A., Central Michigan University

Caro
1231 Cleaver Road
Phone: (800) 968-9710
Caro, MI 48723
Fax: (989) 673-7543

The 17,000 square foot facility is located on M-24 in Caro, the heart of Michigan’s Thumb. Ample parking and a scenic view greet students. Large classrooms with three computer labs containing state-of-the-art technology, as well as a large library and student center, provide students with resources and recreation that make Davenport–Caro a great choice. Our facility is handicapped accessible.

Caro Administration
Leena Palmer, Executive Director/Academic Dean
M.A., University of Michigan; B.A., Mount Holyoke

Dearborn
4801 Oakman Boulevard
Phone: (313) 581-4400
Dearborn, MI 48126
Fax: (313) 581-6822

The Dearborn campus covers approximately 13 acres. The facilities include the Academic Building, Library, and Administrative Building, plus a free parking lot with space for 825 cars. The convenient location on Oakman Boulevard, just south of Michigan Avenue, makes the University easily accessible from the Southfield and Edsel Ford Freeways and the Michigan Avenue bus line.

Dearborn Administration
Lynda G. Wonn, R.N., Vice President of Campus Operations
M.P.A., B.S., Western Michigan University
Flint
4318 Miller Road, Suite A Phone: (810) 732-9977
Flint, MI 48507 Fax: (810) 732-9128

The new Flint campus is a 15,000-square-foot facility that is modern, convenient and easily accessible from I-75 taking the Miller Road exits or via I-69 taking the Bristol Road exits. All classrooms feature flexible seating and the latest in educational delivery technologies. A 1,200 square-foot media/learning center is the centerpiece of the building.

Flint Administration
Wilma Mitchell, Director
M.S.A., Central Michigan University; B.B.A., Detroit College of Business
Scott Miller, Academic Dean
M.A., B.A., Central Michigan University

Gaylord
80 Livingston Boulevard Phone: (989) 705-3720
Gaylord, MI 49735 Fax: (989) 705-3727

The Gaylord location is situated inside the University Center at Gaylord, which is located just off U.S. 27 North, approximately 2 miles from Main Street. There is ample free parking in lighted parking lots and the building is fully handicapped accessible.

Gaylord Administration
Peter Raphael, Executive Director/Academic Dean
J.D., Northwestern School of Law; M.A.T., Lewis and Clark College
M.B.A., B.A., Michigan State University

Grand Rapids
415 East Fulton Phone: (616) 451-3511
Grand Rapids, MI 49503 Fax: (616) 732-1142

From its downtown location in the historic Heritage Hill district, the Grand Rapids campus overlooks the business, cultural, and entertainment center of Michigan's second largest city. Students benefit from all the advantages of a metropolitan university experience along with Davenport’s highly personalized approach to student learning and services.

Grand Rapids–W.A. Lettinga Campus
Davenport University’s New Main Campus
6191 Kraft Avenue S.E.
Grand Rapids, MI 49512

From its location just off the new M-6, the W.A. Lettinga Campus is part of what is being called the “Golden Business Triangle” of Western Michigan. The new Lettinga main campus supports Davenport’s practical approach to learning within the business and technology fields. The look reflects a corporate climate while maintaining Davenport’s highly personalized approach to student learning and services. Classrooms are equipped with technology typically found in the workplace. The W.A. Lettinga Campus offers master’s, bachelor’s and associate’s degrees, along with post-baccalaureate and post-graduate specialized, career-enhancing programs.

Grand Rapids–W.A. Lettinga Administration
Martha Lamphear, Vice President of Campus Operations
M.A., B.A., Western Michigan University
Joy Harrison, Academic Dean
M.Ed., Grand Valley State University; B.S., Central Michigan University

Grand Rapids Career Center
3030 Eastern Avenue SE Phone: (616) 245-3030
Grand Rapids, MI 49508 Toll-Free: (800) 491-3131
Fax: (616) 245-0216

The Career Center is located just south of 28th Street on the east side of Eastern Avenue. Free parking in lighted parking lots surround the building, and there is nearby access to the city bus. There are three computer labs, a learning lab, and a phlebotomy lab. The Career Center campus has a student lounge and is handicap accessible with an automatic door and elevator at the east end of the lower level.

Grand Rapids Career Center Administration
Linda Sievert, Director
B.S., Iowa State University
Patty Brechbiel, Academic Dean/Registrar
M.A., Western Michigan University; B.A., Aquinas College

Holland
643 S. Waverly Road Phone: (800) 643-4630
Holland, MI 49423 Fax: (616) 395-4698

Davenport University–Holland, on Waverly Road between 24th and 32nd Streets, just one block east of US-31, is dedicated to a personalized approach to learning and student services. We cater to over 800 career-focused students with programs in business management/marketing, computer technology/security, and nonclinical medical programs. Davenport University–Holland offers bachelor’s and associate’s degrees, along with short-term diploma programs for those needing a quick change in careers. This site is fully handicapped accessible.

Holland Administration
Stan VanKolken, Vice President of Campus Operations
M.A., B.A., Michigan State University
Mary Margaret Cavera, Academic Dean
M.M., Aquinas College; B.A., John Carroll University
Davenport University Locations

**Kalamazoo**

4123 West Main Street  Phone: (269) 382-2835
Kalamazoo, MI 49006  Fax: (269) 382-3541

The Kalamazoo campus is conveniently located approximately 1 mile east of the intersection of U.S. 131 and West Main Street. There is plenty of free parking, and the site is handicapped accessible. For more information, contact the Coordinator of Disability Services on campus. Academic classes are conducted in Buildings 4123 and 4203.

**Kalamazoo Administration**

Dawn VanderPloeg, Executive Director
B.A., Spring Arbor University

Sally Armstrong, Academic Dean

**Lansing**

220 East Kalamazoo Street  Phone: (517) 484-2600
Lansing, MI 48933  Fax: (517) 484-9719

The Lansing campus enrolls approximately 900 students. The campus has a computer lab, Academic Enrichment Center, full service library, and a student lounge. There is ample free parking in lots surrounding the building, and the site is handicapped accessible. Security is available whenever the buildings are open. The campus is located in the downtown Lansing area.

**Lansing Administration**

Thomas Woods, Executive Director
M.A., B.A., Central Michigan University

John Parham, Academic Dean
Ph.D., M.P.A., B.S., University of Houston

**Lapeer**

550 Lake Drive, Suite B  Phone: (810) 664-9655
Lapeer, MI 48446  Fax: (810) 664-1912

The Lapeer campus is located in the Mott University Center near the corner of Genesee (M-21) and DeMille Road. The main entrance is on the east side of the building, while handicapped access is available on the west side. The building is open for Saturday morning classes from 8:30 A.M. until 12:30 P.M. when Saturday classes are scheduled.

**Lapeer Administration**

Leena Palmer, Executive Director/Academic Dean
M.A., University of Michigan; B.A., Mount Holyoke

**Merrillville**

8200 Georgia Street  Phone: (219) 769-5556
Merrillville, IN 46410  Toll-free: (800) 748-7880
Fax: (219) 756-8911

The Merrillville campus is conveniently located just west of the intersection of Route 30 and I-65. The campus contains three student computer labs, a learning lab, a medical lab, a full-service library, and a student lounge. There is ample free parking in lighted lots surrounding the building and the site is fully handicapped accessible.

**Merrillville Administration**

Scott Senak, Executive Director
M.B.A., B.A., Indiana University

Gail Rogers, Academic Dean
M.A., Valparaiso University; B.S., Iowa State University

**Midland**

3555 E. Patrick Road  Phone: (989) 835-5588
Midland, MI 48642  Fax: (989) 835-8363

The Midland campus offers three computer labs and a full-service library. There is ample free parking in a well-lighted lot, and the site is fully handicapped accessible. The campus is located on Patrick Road just off the Waldo Road exit off Business 10.

**Midland Administration**

Shawn Czarnecki, Executive Director
B.A., Northwood University

Eric Buschlen, Academic Dean
M.A., Central Michigan University; B.A., Saginaw Valley State University

**Oxford**

1366 S. Lapeer Road  Phone: (248) 628-7070
Oxford, MI 48371  Fax: (248) 628-8470

Located in the Oxford Mills Shopping Plaza, the Oxford site is just south of downtown Oxford on M-24 (Lapeer Road). The site was recently renovated and is fully handicapped accessible.

**Oxford Administration**

Jessica Edwards, Director
B.A., Oakland University

**Romeo**

71180 VanDyke Road  Phone: (586) 752-5229
Romeo, MI 48065  Fax: (586) 752-5756

The Romeo campus is located at 33 Mile Road and “Old” VanDyke in the Fiddler’s Cove Plaza. There is one storefront in each plaza. Each building houses a computer lab, classrooms, and staff offices. The site is handicapped accessible and parking areas are adequate.

**Romeo Administration**

Stacy Taylor, Director
B.A., University of Michigan–Flint
Saginaw
5300 Bay Road  Phone: (989) 799-7800
Saginaw, MI 48604  Fax: (989) 799-9696

The Saginaw campus is a new facility located in Kochville
Township. The major crossroads are Bay and Tittabawassee, with
easy access from I-675. State-of-the-art technology and furnishings
are a major part of the new facility, which is handicapped accessible.
There is ample parking.

Saginaw Administration
Sheryl Beyer, Vice President of Campus Operations
M.A., B.S., Central Michigan University
Scott Miller, Academic Dean
M.A., B.A., Central Michigan University

South Bend/Mishawaka
7121 Grape Road  Phone: (574) 277-8447
Granger, IN 46530  Fax: (574) 272-2967

The South Bend/Mishawaka campus is housed in approximately
14,000 square feet and currently services over 500 students.
Parking is free for all students, staff, and visitors, and the facility is
handicapped accessible. The campus is conveniently located near
the Michigan and Indiana border with access to U.S. 23, U.S. 31,
and the I-80/90 toll road. Restaurant, shopping, and residential
areas are all within a short distance of campus.

South Bend/Mishawaka Administration
Jean A. Redinger, Executive Director
M.A.L.S., B.A., Valparaiso University
Christine O’Brien, Academic Dean
M.S., B.S., Indiana University

Traverse City
2200 Dendrinos Drive  Phone: (231) 995-1740
Suite 110  Fax: (231) 995-1743
Traverse City, MI 49684

The Traverse City location is situated along Boardman Lake on
the campus of NMC University Center off Cass Road. These is
ample free parking in lighted lots surrounding the building, which is
fully handicapped accessible.

 Traverse City Administration
Peter Raphael, Executive Director/Academic Dean,
Northern Michigan Operations
J.D., Northwestern School of Law; M.A.T., Lewis and Clark
College; M.B.A., B.A., Michigan State University

Warren
27650 Dequindre Road  Phone: (586) 558-8700
Warren, MI 48092  Fax: (586) 558-7868

The Warren campus, located on Dequindre Road a quartermile
north of 11 Mile Road, is housed in two buildings on approximately
7 acres. The South Building (27,000 square feet) holds three
computer labs available for student practice and a lounge. The
multilevel North Building (77,000 square feet) contains a full-
service library with Internet-accessible computers for student use.
Student service departments, the campus bookstore, and a student
lounge are also located here. Free, lighted parking lots surround
the buildings providing space for almost 600 vehicles. Facilities are
fully handicapped accessible.

Warren Administration
Susan Crkovski, Executive Director of Financial Aid and Interim
Vice President of Campus Operations
B.B.A., Detroit College of Business
Dianne Rey, Academic Dean
M.M., Aquinas College; B.S. Southern University

Davenport University Online
415 East Fulton St.  Mon–Thurs, 8 A.M.–6 P.M. (EST)
Grand Rapids, MI 49503  Fri, 8 A.M.–5 P.M. (EST)
Phone: (616) 742-2080 or (800) 203-5323
Fax: (616) 742-2076 or (800) 811-2658

Davenport University offers several educational options to meet
learning and lifestyle needs. Our online courses are developed by
Davenport faculty who are certified to teach in an online environment.
This ensures that online programs and courses are of the same
high quality as those on campus, and the academic outcomes are
comparable. Online courses are available in many disciplines. In
addition, several entire diploma programs, associate’s, bachelor’s,
and master’s degrees, can be earned completely online, without
attending a campus. The Davenport University Online office is
located at the Grand Rapids–East Fulton campus in Warren Hall.

Online Staff
Frank Minervini, Executive Director
M.A., Western Michigan University; B.A., Niagara University
Sheryl Roslund, Academic Dean
M.A., Grand Valley State University; B.A., Alma College
## FALL 2005

<table>
<thead>
<tr>
<th>Event</th>
<th>Session 1</th>
<th>Session 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommended completed admissions file submitted</td>
<td>8/12/05</td>
<td>10/7/05</td>
</tr>
<tr>
<td>Last day to finalize without late fee</td>
<td>8/19/05</td>
<td>10/14/05</td>
</tr>
<tr>
<td>Schedules dropped for unfinalized students</td>
<td>8/22/05</td>
<td>10/17/05</td>
</tr>
<tr>
<td>Classes begin</td>
<td>8/28/05</td>
<td>10/26/05</td>
</tr>
<tr>
<td>Last day for Drop/Add and late finalization*</td>
<td>(See note)**</td>
<td>(See note)**</td>
</tr>
<tr>
<td>Last day to use book vouchers</td>
<td>9/2/05</td>
<td>11/1/05</td>
</tr>
<tr>
<td>Last day to withdraw with &quot;W&quot; grade</td>
<td>9/30/05</td>
<td>9/2/05</td>
</tr>
<tr>
<td>Labor Day</td>
<td>9/3/05 - 9/5/05</td>
<td>None</td>
</tr>
<tr>
<td>Thanksgiving break</td>
<td>None</td>
<td>11/23/05 - 11/27/05</td>
</tr>
<tr>
<td>Classes end</td>
<td>10/17/05</td>
<td>12/18/05</td>
</tr>
<tr>
<td>Final grades due</td>
<td>10/20/05</td>
<td>12/20/05</td>
</tr>
</tbody>
</table>

## WINTER 2006

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<thead>
<tr>
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</tr>
<tr>
<td>Last day to finalize without late fee</td>
<td>12/30/05</td>
<td>2/24/06</td>
</tr>
<tr>
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<td>1/3/06</td>
<td>1/27/06</td>
</tr>
<tr>
<td>Classes begin</td>
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</tr>
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<td>(See note)**</td>
</tr>
<tr>
<td>Last day to use book vouchers</td>
<td>1/13/06</td>
<td>3/10/03</td>
</tr>
<tr>
<td>Last day to withdraw with &quot;W&quot; grade</td>
<td>2/10/06</td>
<td>4/7/06</td>
</tr>
<tr>
<td>Spring break</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>Classes end</td>
<td>2/25/06</td>
<td>4/22/06</td>
</tr>
<tr>
<td>Final grades due</td>
<td>2/28/06</td>
<td>4/25/06</td>
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</tbody>
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## SPRING/SUMMER 2006

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<tbody>
<tr>
<td>Recommended completed admissions file submitted</td>
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<td>4/28/06</td>
<td>6/23/06</td>
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<tr>
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<td>6/26/06</td>
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<tr>
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<td>7/11/06</td>
</tr>
<tr>
<td>Last day to withdraw with &quot;W&quot; grade</td>
<td>6/9/06</td>
<td>8/4/06</td>
</tr>
<tr>
<td>Memorial Day weekend break</td>
<td>5/27/06 - 5/29/06</td>
<td>None</td>
</tr>
<tr>
<td>Independence Day break</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>Classes end</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>Final grades due</td>
<td>Fri Jun 30 except for Sat classes which are due 7/5/06</td>
<td>8/24/06</td>
</tr>
</tbody>
</table>

*Contact the Financial Services office at your location for any charges that may apply.
**Add prior to class meeting first time. Drop prior to class meeting second time.
## FALL 2005

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<td><strong>Add - 8/29/05</strong></td>
<td><strong>Add - 10/26/05</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Drop - 9/2/05</strong></td>
<td><strong>Drop - 11/1/05</strong></td>
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<td>3/6/06</td>
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<td>Last day for <strong>Drop/Add</strong> and late finalization*</td>
<td><strong>Add - 1/9/06</strong></td>
<td><strong>Add - 1/6/06</strong></td>
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<td>None</td>
<td>None</td>
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**Add prior to class meeting first time. Drop prior to class meeting second time.
Davenport University believes that those students who successfully complete any certificate, associate's, bachelor's, or master's program at the University should be able to demonstrate certain professional and academic abilities. These abilities embody both the key practical and theoretical skills taught and measured throughout all Davenport University academic programs and, in accordance with the mission of the University, prepare students for success in their chosen profession.

**Dynamic Leadership**

**Leadership**
The graduate will be able to:
- Keep a group focused on tasks and deadlines.
- Direct or guide a plan and adapt it as needed.
- Search for ways to improve the process or eliminate unnecessary or unneeded tasks.
- Set challenging yet attainable goals and implement strategies to achieve goals.
- Respond positively to different leadership styles.
- Work within the framework of an organization’s mission and goals.
- Evoke confidence in his/her ability to direct and carry through tasks.

**Reasoning and Problem Solving**
The graduate will be able to:
- Recognize and logically define a problem.
- Know when and where to seek assistance in solving problems.
- Locate and gather relevant data.
- Use the data to determine an appropriate process to solve the problem.
- Draw logical conclusions from data.
- Propose alternative solutions.
- Implement a solution.

**Teamwork**
The graduate will be able to:
- Demonstrate teamwork through an appropriate balance of membership and leadership.
- Shoulder responsibility in a group project with time, energy, and ideas.
- Cooperate with the varied styles and talents of group members.
- Volunteer beyond the requirements of a task.

**Universal Communication**

**Interpersonal Communication**
The graduate will be able to:
- Work effectively with people of diverse backgrounds.
- Listen attentively and with empathy and provide feedback.
- Effectively send verbal and nonverbal communication.
- Follow directions and ask for clarification.
- Constructively resolve conflict.
- Use the knowledge of differences between personalities and motivations to build effective personal and professional relationships.
- Apply the principles of group dynamics to interpersonal and small group situations.
- Adapt and appropriately respond to changing situations.
- Recognize individual differences in order to build relationships.

**Oral Communication**
The graduate will be able to:
- Confidently convey ideas that are clear, concise, and logically organized, using acceptable diction, grammar, and syntax.
- Effectively analyze the audience and adapt communication as needed.
- Create, present, interpret, and explain pictorial and graphic information to meet audience needs.
- Effectively use traditional and electronic presentation aids.
- Increase the clarity and persuasiveness of material presented through excellent presentation skills.
- Apply group dynamics to large group oral communication.
- Present ideas orally with a confident and professional manner.
Written Communication
The graduate will be able to:
• Edit own and others’ work for appropriate content, style, and usage.
• Create internal and external documents that accurately and thoroughly convey the intended message to targeted audiences.
• Create internal and external documents that are clear, concise, logically organized, meaningful, and creative.
• Use standard English grammar, punctuation, spelling, and sentence and paragraph structure in written communication.
• Use the correct forms and appropriate styles for a variety of types of written documents.
• Quickly and accurately read, comprehend, interpret, and explain the content of written, pictorial, and graphic information.

Global Perspective
The graduate will be able to:
• Recognize different cultural, conceptual, and ethical frame works and adapt behavior and written and oral communication accordingly.
• Challenge his/her own cultural perspective.
• Analyze and solve problems using different political, economic, social, and religious perspectives.
• Evaluate the human impact on global resources and systems.
• Demonstrate civic responsibility by extending learning beyond the classroom to service in the community.

Professional Excellence
Honesty and Integrity
The graduate will be able to:
• Demonstrate ethical practices in the business community.
• Demonstrate respect for diversified viewpoints.
• Demonstrate accountability for his/her own actions.

Computer Proficiency
The graduate will be able to:
• Use current software applications appropriate to the task.
• Demonstrate proficiency in the use of current computer technology.
• Identify the appropriate legal use of e-mail, networks, the Internet, etc.
• Demonstrate knowledge of computer copyrights and licensing regulations.

Information Literacy
The graduate will be able to:
• Define information needs.
• Access appropriate information sources.
• Evaluate information to make decisions and solve problems.
• Demonstrate commitment to continuous educational development.

Mathematical Literacy
The graduate will be able to:
• Comprehend, interpret, and evaluate real-world problems.
• Apply mathematical solutions to real-world problems.

Career Skills
The graduate will be able to:
• Conduct a job search.
• Write an effective resume.
• Dress appropriately.
• Interview successfully for a job.
• Join professional organizations.
• Use a professional journal in a chosen career.
MBA Curriculum

Earn your MBA at any of the five Michigan locations noted at right or complete your entire MBA online.

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</table>

*MBA Specialties by Location

Dearborn*
Master of Business Administration
MBA Accounting Specialty
MBA Health Care Management
MBA Human Resource Management
MBA Strategic Management
Post-Graduate Certificates
Accounting
Health Care Management
Human Resource Management
Strategic Management

Grand Rapids*
Master of Business Administration
MBA Strategic Management
Post-Graduate Certificates
Strategic Management

Lansing*
Master of Business Administration
MBA Strategic Management
Post-Graduate Certificates
Strategic Management

Traverse City*
Master of Business Administration
MBA Strategic Management
Post-Graduate Certificates
Strategic Management

Warren*
Master of Business Administration
MBA Human Resource Management
MBA Strategic Management
Post-Graduate Certificates
Human Resource Management
Strategic Management

Davenport University Online
Master of Business Administration
MBA Accounting Specialty
MBA Health Care Management
MBA Human Resource Management
MBA Strategic Management
Post-Graduate Certificates
Accounting
Health Care Management
Human Resource Management
Strategic Management

*These locations offer all required core courses. The remaining specialties are also available by completing required specialty courses online.
Tenets of the Sneden Graduate School
Upon completion of the program, students in the MBA program at Davenport University can expect to have
1. Developed their potential for leadership roles.
2. Developed a theoretical as well as an applied focus to problem solving.
3. Prepare for highly technological environments.
4. Developed strong research skills.
5. Developed strong analytical skills.

Master of Business Administration
Davenport University’s Sneden Graduate School requires a minimum of 39 credit hours leading to an MBA. The student should complete the core requirements prior to proceeding to specialty courses.

The following MBA specialties are available for graduate students:
• Accounting
• Health Care Management
• Human Resources Management
• Strategic Management

Foundation (Pre-Core) Requirements
All students admitted into the Davenport University Sneden Graduate School are expected to have the necessary business foundations prior to entering the 600-level courses. Students not properly prepared in the areas of accounting, finance, management, marketing, and statistics will be required to take Pre-Core courses (500-level).

- ACCT 500 Frameworks of Financial Accounting
- ACCT 520 Introduction to Management Accounting
- FINC 510 Foundations of Financial Management
- MGMT 510 Management Theory and Practice
- MKTG 500 Marketing Policies
- MATH 500 Statistics for Business

Post-Graduate Certificates
Students who have graduated from Davenport University with an MBA or students from other institutions with master’s degrees in business or business-related fields may complete a Post-Graduate Certificate program. This program consists of 15 credits (5 courses) from one of the four MBA specialties. Students take sole responsibility for preliminary preparation of acceptance into any of these specialty programs. Post-Graduate Certificate courses may not be taken simultaneously while completing an MBA degree.

Post-Graduate Certificates may be awarded in any specialty area available in the Sneden Graduate School. Offerings vary by campus. These certificate programs are designed for recent MBA graduates who see new opportunities and career paths through acquiring knowledge of other specialties; for those who have earned a master’s degree and need to update skills; or for those who are considering a career change.

Post-Graduate Certificates available:
• Accounting
• Health Care Management
• Human Resources Management
• Strategic Management
## Accounting Specialty - 5MBAA

Recognizing accounting as a dynamic profession, the MBA in Accounting offers advanced studies in financial accounting, auditing, and taxation. As the business environment changes, accounting professionals will need to be more aware of international accounting standards and the ethical environment and also be adept in technological, legal, and managerial issues. This program offers MBA students flexibility through specialized courses that tailor the program to individual professional needs.

This program is designed for students with accounting undergraduate degrees, business and non-business undergraduates making a career change to accounting, and accounting professionals who desire to upgrade their skills and keep current on issues surrounding the profession. As the accounting profession continues to evolve with the dramatic changes in the business environment, this program prepares graduates with the technological expertise, global perspectives, and interpersonal skills necessary to compete successfully in the accounting field.

<table>
<thead>
<tr>
<th>Planned Semester</th>
<th>CORE COURSES</th>
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<td>Marketing Strategies</td>
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<tr>
<td></td>
<td>Global Accounting</td>
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<td>ACCT 780</td>
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<td>Forensic Accounting</td>
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<td></td>
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</table>
The MBA in Health Care Management focuses on strategic, financial, and ethical decision-making skills in an evolving health care environment. The program is designed to advance students' practical expertise in managing diverse health care processes necessary for individual and corporate growth and development. These skills are integrated through the interdisciplinary approaches of health care organizations, managed care, insurance, and allied health, using care analyses and interactive technologies.

The MBA in Health Care Management serves health care providers as well as individuals who are involved in the management and reimbursement of health care services. Individuals who desire to enter the health care management field will also benefit from this program.

<table>
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<tr>
<th>Planned Semester</th>
<th>CORE COURSES</th>
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Human Resources Management Specialty - 5MBHR

Recent developments such as demographic changes in the labor force, increased global competition, changes in laws and public policy, and new theories of organizational behavior have made human resources management especially important for all organizations. Workplace needs will be challenging in the twenty-first century, and the human resources manager will need to be informed and able to adapt to the changes. In addition, leaders in this area need to think systematically and strategically about managing the firm’s human capital.

The Human Resources Management Specialty is designed for individuals who are currently employed in human resources or who are considering seeking employment in this area. This specialty provides the information and tools necessary for the development of successful human resource management strategies in a complex global environment.

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<th>Planned Semester</th>
<th>CORE COURSES</th>
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Strategic Management Specialty - 5MBSM

The Strategic Management Specialty focuses on strategic decision-making skills essential to corporate success in both the private and public sectors. Students examine the analysis and implementation of strategy while integrating key leadership characteristics necessary for success as business leaders. Courses use case analysis and interactive technologies to emphasize global, ethical, quality, and humanistic approaches to management.

This program targets individuals who desire an advanced understanding of and expertise in managing strategic processes while integrating the key leadership strategies necessary for individual and corporate growth and development. These skills are integrated through four interdisciplinary approaches — global, ethical, quality, and humanistic — using case analysis and interactive technologies.

Planned Semester | CORE COURSES | 21 credits | Davenport Credits | Transfer Credits
--- | --- | --- | --- | ---
| MGMT 635 | Communication and Leadership | 3 |
| MGMT 645 | Organizational Behavior & Diversity | 3 |
| MATH 620 | Quantitative Analysis for Decision-Making | 3 |
| MKTG 610 | Marketing Strategies | 3 |
| ACCT 640 | Managerial Accounting for Decision-Making | 3 |
| ECON 600 | Global Economics | 3 |
| FINC 620 | Financial Management | 3 |

Planned Semester | SPECIALTY COURSES | 15 credits | Davenport Credits | Transfer Credits
--- | --- | --- | --- | ---
| MISG 635 | E-Business Strategies | 3 |
| MGMT 725 | Effective Leadership | 3 |
| MGMT 715 | Dynamics of Quality OR MGMT 720 | Negotiating Strategies & Tactics | 3 |
| MGMT 755 | Strategic Planning & Management | 3 |
| MGMT 780 | Global Business Strategies | 3 |

Planned Semester | CAPSTONE | 3 credits | Davenport Credits | Transfer Credits
--- | --- | --- | --- | ---
| CAPS 799 | Capstone Experience | 3 |
Post-Graduate Certificates

Post-Graduate Certificates may be awarded in any specialty area available in the Sneden Graduate School. These certificate programs are designed for recent MBA graduates who see new opportunities and career paths through acquiring knowledge of other specialties; for those who have earned a master’s degree and need to update skills; or for those who are considering a career change.

Accounting Post-Graduate Certificate - 9AC

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<td>ACCT 620 Standards in Financial Accounting</td>
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Health Care Management Post-Graduate Certificate - 9HC

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<td>HCMG 770 Strategic Management in Health Care</td>
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Human Resource Management Post-Graduate Certificate - 9HR

<table>
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<tr>
<th>Planned Semester</th>
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<th>15 credits</th>
<th>Davenport Credits</th>
<th>Transfer Credits</th>
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<tr>
<td></td>
<td>HRMG 700 Strategic Management of Human Resources</td>
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<td>FINC 720 Finance of Compensation &amp; Benefits</td>
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<td>HRMG 710 Organizational Culture and Communication</td>
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<td>HRMG 720 Employment Law &amp; Labor Relations</td>
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<td></td>
<td></td>
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<tr>
<td></td>
<td>HRMG 750 Strategic Management OR Organizational Training &amp; Development</td>
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</table>

Strategic Management Post-Graduate Certificate - 9SM

<table>
<thead>
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<th>Planned Semester</th>
<th>COURSES</th>
<th>15 credits</th>
<th>Davenport Credits</th>
<th>Transfer Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MISG 635 E-Business Strategies</td>
<td>3</td>
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<tr>
<td></td>
<td>MGMT 725 Effective Leadership</td>
<td>3</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>MGMT 715 Dynamics of Quality OR MGMT 720 Negotiating Strategies &amp; Tactics</td>
<td>3</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>MGMT 755 Strategic Planning &amp; Management</td>
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<td></td>
<td></td>
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<tr>
<td></td>
<td>MGMT 780 Global Business Strategies</td>
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<td></td>
</tr>
</tbody>
</table>
Sneden Graduate School

The Sneden Graduate School of Davenport University prepares individuals for leadership roles to meet tomorrow’s business challenges and opportunities.

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M.A.T., Lewis and Clark College
M.B.A., B.A. Michigan State University

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C.P.A., State of Florida and Michigan

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B.S., University of Detroit

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C.M.A., C.I.A., C.F.E., C.P.A.

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M.Sc., Moratuwa, Vidyodaya University
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C.P.A.

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B.S., Virginia Military Institute

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B.A., Alma College

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B.S., University of Beirut

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B.B., University of Michigan

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M.A., Leicester University
B.S., The American College University

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B.B.A., Walsh College

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M.A., B.A., Missouri Valley College

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C.P.A.

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B.A., Boston University

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B.A., Panjab University

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C.P.A.
Admissions

Setting course for an MBA may be just an application away. The following section outlines the Sneden Graduate School admissions process. For those who have already been accepted to the MBA program, it also offers guidelines regarding tuition and fees and lists Sneden Graduate School contact numbers. With help from Davenport staff, preparing for the MBA journey can be a breeze.

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Technical Support 30
Technology Requirements 31
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  Maintain Minimum Skills Set 31
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Admissions Requirements
Applicants are eligible for admission to the Sneden Graduate School at Davenport University if they meet the following minimum requirements:

- A bachelor's degree from a regionally accredited institution or approved international institution with an overall Grade Point Average (GPA) of 2.75 or better (on a 4.00 scale).
- GMAT scores must be submitted. Information regarding the GMAT testing process can be found at: http://www.gmat.org/
- Proof of successful completion of under graduate courses in accounting, finance, management, marketing, and statistics. Applicants who are not prepared in these areas are required to take appropriate pre-core (500 level) courses.
- The Admissions Committee may request a candidate interview prior to a final admissions decision.

Admissions Procedure
Only a completed file is considered for admission. It is recommended that the completed file be submitted no later than two (2) weeks prior to the start of the requested session. A completed file submitted less than two weeks in advance will not be guaranteed to be reviewed prior to the start of that session.

1. Submit a complete graduate application plus a $50 nonrefundable application fee ($100 for international students).
2. Request official transcripts from all accredited institutions attended.
3. Request GMAT test results be sent by ETS to Davenport University (Code 1183).
4. Prepare a current resume.
5. Provide two professional letters of recommendation on Davenport approved form.
6. Submit the above items to the Sneden Graduate School office at the local campus by the published application deadline.

Students new to Davenport that wish to complete a Post-graduate certificate must submit a complete graduate application, plus a $50 nonrefundable fee ($100 for international students), and submit official transcript showing successful completion of a master's degree.

Transfer Applications
Prospective students who have studied at the graduate level previously may submit credits to be evaluated and possibly applied toward the Davenport degree program. To apply for transfer credit, official transcripts must be sent to the Student Records and Services Department at the Davenport University location to which the student is applying. Transfer credits must have been earned within ten years of the date of application.

The following apply to transfer credits:

- Credit is granted for courses passed with the equivalent of a Davenport University grade of "B" or better at an institution accredited by an association recognized by CHEA. The courses must be substantially equivalent in content and contact time to the courses offered at Davenport University. Courses must also fit appropriately into the student's curriculum.
- The grades and grade-point average earned at other institutions are not transferable. Only grades earned at Davenport University are used in computing the student's grade point average.
- A maximum of nine (9) semester hours (twelve [12] quarter hours) of transfer credit will be accepted, only at the time of admission.

International Applications
Only a complete file is considered for admission. It is recommended that the completed file be submitted no later than two (2) weeks prior to the start of the requested session. A completed file submitted less than two weeks in advance will not be guaranteed to be reviewed prior to the start of that session.

- Documentation of the completion of a bachelor's degree with a minimum of 2.75 GPA from a regionally accredited U.S. institution or an equivalent degree from an accredited international institution. Transcripts must be submitted in English. Transcripts from international institutions must be submitted directly to an independent evaluation center for review. Details are included in the graduate application packet.
- Proof of successful completion of under graduate courses in accounting, finance, management, marketing, and statistics. Applicants who are not prepared in these areas are required to take appropriate pre-core (500 level) courses.
- A portfolio of professional history including two professional recommendations, and a current resume. GMAT results must also be submitted.
- Documentation of English proficiency sufficient to be successful in a graduate-level academic environment: a minimum paper-based TOEFL score of 550 or its equivalent; computer-based TOEFL score of 213 or higher; an English Language Placement Test score of 90 or higher; or a bachelor's degree from a regionally accredited college or university in the United States.
- Documentation of financial ability to pay the estimated first-year cost of attendance as listed in the international MBA application worksheet. International applicants who are already in the United States on a non-immigrant visa status other then F1 may not need to receive an I-20 or demonstrate the above financial ability prior to acceptance.
- International MBA program applicants already in the United States with non-immigrant visa status must also submit copies of their passport page showing expiration dates, the page in their passport with the U.S. visa, a copy of their I-94, and a copy of their I-20 if the status listed on the I-94 is F1.
- The international MBA application form and fee.
- Once accepted, international students requiring F1 status will be issued an I-20. Students in their home country can submit the I-20 to the U.S. Embassy or Consulate there to apply for an F1 visa. Non-immigrant students already in the U.S. will be advised how to proceed when accepted.

Admission File Reactivation
Once admitted to Davenport University’s Sneden Graduate School, the student has one year to begin the program before the file is inactive. After one year the application materials may be destroyed or no longer be valid. The student will be notified if admission requirements still need to be met for reactivation of status.
Guest Permission to Take Graduate Courses (PTG)
A student in good standing at another college or university may be admitted to the Sneden Graduate School as a guest student. Under this status, the student:

- Assumes the responsibility for determining whether or not the course taken at Davenport University applies to the student’s program of study.
- Is not required to pay an application fee.
- May be required to submit transcripts to verify prerequisites.

There is a limit of three courses a guest student can take and a separate guest application must be submitted for each session that the guest student attends Davenport University. This guest application must be obtained from the institution awarding his/her degree. It is recommended that the completed file be submitted no later than two (2) weeks prior to the start of the requested session.

Special Student Status
Special Student Status may be granted to students who wish to obtain Continuing Professional Education (CPE) credits or are uncertain whether to pursue an MBA. To be granted Special Student Status it is necessary to meet minimal admission requirements: an application with an application fee, a completed undergraduate degree from an accredited institution with a 2.75 GPA, and an official transcript. Those with Special Student Status are allowed to enroll in no more than three graduate courses before making formal application for regular admittance. Awarding Special Student Status does not signify full acceptance into the graduate program, nor will all credits earned be transferred automatically into the program of choice.

Students will be required to have the necessary business foundation for the course(s) they wish to take. Pre-core courses may be required if students are not adequately prepared for the graduate course(s) as determined by the Sneden Graduate School. It is recommended that the completed file be submitted no later than two (2) weeks prior to the start of the requested session.

Military/Veterans Information
Those eligible to receive educational benefits through the Veterans Administration must complete the appropriate application form. These forms are available at the GI Bill Web site, www.gibill.va.gov. Applicants who are unsure of eligibility for benefits should contact VA Education Benefits at 1-888-GIBILL-1 (1-888-442-4551).

Those using Veterans Benefits are also strongly encouraged to contact Davenport’s VA certifying official for help with questions regarding the application form. Speaking with the VA Certifying Official is especially important for those who will be using benefits under Chapter 31—Vocational Rehabilitation program. Veterans should submit documentation of all prior military training and experience for evaluation and possible awarding of University credit.

Davenport University complies in full with all reporting requirements outlined by the U.S. Department of Veterans’ Affairs. Enrollment, academic status, progress toward degree, conduct, attendance, and graduation requirements are monitored and reported for all benefit recipient students.

Tuition
All graduate courses are three (3) semester hours of credit. Graduate tuition is assessed as a per credit hour charge. See the Davenport web site for on-campus and online credit hour rates.

Automatic Tuition Payment
Students may elect the deferred payment plan. This plan allows students to pay half of their tuition (balance after financial aid) at the time of finalization. The remaining balance and the deferred payment fee will be assessed monthly by electronic transaction. For more details, please contact the Student Services Office.

Note: All past-due balances must be paid in full in order to register for future classes and qualify for the deferred payment plan.

Returned Checks
Returned checks are subject to a $25 penalty fee. The fee is automatically applied to the student account.

Refund of Credit Balance
Tuition refunds for students who officially withdraw from the University are applied to student accounts and will be based on total tuition charged. Credit balances for students who have paid by cash or check shall be refunded within 30 days from the date that the University receives written notification of the withdrawal from the student.

Tuition Charges and Refund Policy
Official notice of all withdrawals, failure to attend, or schedule changes must be made by contacting the appropriate following office of the Sneden Graduate School at the local campus.

<table>
<thead>
<tr>
<th>Campus</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dearborn</td>
<td>(313) 581-4400</td>
</tr>
<tr>
<td>Grand Rapids</td>
<td>(616) 732-1128</td>
</tr>
<tr>
<td>Lansing</td>
<td>(517) 484-2600</td>
</tr>
<tr>
<td>Traverse City</td>
<td>(231) 995-1740</td>
</tr>
<tr>
<td>Warren</td>
<td>(586) 558-8700</td>
</tr>
<tr>
<td>Davenport Online</td>
<td>(800) 203-5323</td>
</tr>
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<table>
<thead>
<tr>
<th>Time of Withdrawal</th>
<th>Tuition Charges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed withdrawal from 2 or more classes on or before the first days of classes</td>
<td>No charge</td>
</tr>
<tr>
<td>Withdrawal during the first 10% of the session</td>
<td>10%</td>
</tr>
<tr>
<td>Withdrawal between the end of the first 10% and the end of the first 25% of the seven-week session</td>
<td>50%</td>
</tr>
<tr>
<td>Withdrawal between the end of the first 25% and the end of the first 50% of the seven-week session</td>
<td>75%</td>
</tr>
<tr>
<td>Withdrawal beyond the first 50% of the seven-week session</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: Failure to notify the proper office in writing will result in full charges. The date of official notice is used to calculate all adjustments to charges. If applicable, refunds will be made within 30 days of receipt of official notification. Refunds are based on the full tuition charge per course. Specific dates are published in the Student Services Office each session.
When Davenport University determines a financial aid recipient is due a refund, the Student Services Office uses federal and state refund guidelines to determine the amount of money to be returned, distributing funds in order to Federal Programs, Unsubsidized Stafford, Subsidized Stafford, MTG, Institutional, Other, Student. If the application of the refund policy indicates a refund due to the student after the appropriate refunds to financial aid programs, that refund amount will be retained to pay any unpaid charges owed the University for the semester. Examples of refund policy applications are available upon request from the campus Financial Services Office. Students with a Federal Stafford Loan as a portion of their financial aid are, by applying for the loan(s), giving permission for the school to pay directly to the lender that portion of the refund and/or funds left following the student’s complete withdrawal from the University or dropping to less than half-time before the end of the semester. Furthermore, if the student does not register for or complete the loan period, he or she may not be eligible for the entire amount of the loan.

Upon withdrawal from the University before the end of the refund period, the student may (in lieu of a refund) leave the full tuition paid from personal funds as a credit to the student’s account to be applied in full against tuition charges in future semesters. This request must be made in writing to the Student Services Office within 30 days. Students who believe that an exception to the published refund policy is warranted should submit a written appeal documenting any mitigating or unusual circumstances. The written appeal must be submitted within 30 days of the date of official withdrawal notification to the University. A written response to the appeal will be provided within 30 days of its receipt. See the specific campus withdrawal schedule for each semester/session for actual charges and the name of the staff member to contact regarding an appeal.

**During the Refund Period**

Refunds for withdrawal from one or more classes will be based on the date on which the withdrawal form is filed with the Sneden Graduate School at the local campus.

**After the Refund Period**

Students who withdraw from one or more classes after the refund period will not be eligible for any tuition refund. It is the student’s responsibility to contact the Sneden Graduate School office in order to withdraw from one or more classes. Withdrawal will be dated the same day the Sneden Graduate School receives the form. Any change in the original registration schedule may result in an adjustment of financial aid and registration charges for the session. Any adjustments of charges not covered by financial aid are the responsibility of the student.

Withdrawal procedures must be followed whether or not the student attended class. A student is not allowed to re-enroll for any session or receive transcripts of credits, letters of recommendation, or a diploma until all University accounts are settled.

**Fees and Other Expenses**

**Application Fee**

An application-processing fee must be paid at the time the graduate admissions application is submitted. It is not refundable and does not apply toward tuition.

**Transcript Fee**

Students should request an official copy of their University transcript in the Student Records office. The transcript fee is $5 per transcript copy.

**Textbooks**

It is the student’s responsibility to obtain a copy of the course textbook and supplemental materials required for the class at least one week in advance of the start of the class. The purchase of supplemental materials is the responsibility of the student, and associated fees are not included in tuition.

**Late Registration Fee**

Students who register and finalize tuition payment after the designated registration/finalization period will be assessed a $50 late fee in addition to tuition costs.

**Fees 2005-2006**

<table>
<thead>
<tr>
<th>Fee</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application fee</td>
<td>$50</td>
</tr>
<tr>
<td>International student application fee</td>
<td>$100</td>
</tr>
<tr>
<td>Registration fee</td>
<td>$60</td>
</tr>
<tr>
<td>Deferred payment fee</td>
<td>$25</td>
</tr>
<tr>
<td>Returned check fee</td>
<td>$25</td>
</tr>
<tr>
<td>Late registration fee (new and re-entering students excluded)</td>
<td>$50</td>
</tr>
<tr>
<td>Graduation application fee</td>
<td>$50</td>
</tr>
<tr>
<td>Transcript fee, per copy</td>
<td>$5</td>
</tr>
</tbody>
</table>

*Note: All fees and tuition rates are subject to change. Fees are not refundable.*
Davenport University Online

Admission to Online Programs
All Sneden Graduate School students are eligible for online courses. Davenport University Online provides an innovative, interactive distance-learning environment as another educational option to meet students’ unique learning and lifestyle needs.

Students use the power of the Internet to accelerate their pace of learning. Davenport University Online provides an excellent solution to round out student schedules or to get back on track if educational goals have been delayed or interrupted due to work or family commitments.

All Davenport University online courses are of the same high quality as on-campus courses.

Students may earn their entire graduate degree online.

What to Expect
Online learning uses technology to bring quality education to students needing a high degree of flexibility in their schedules or to those who have limited access to higher education in their communities. State-of-the-art technology links faculty members to students and students to their classmates. Here’s an idea of what to expect.

Assignments
From the first day of class, students will have a detailed learning plan to follow. This outlines assignments, deadlines, and course outcomes.

Discussions
Any time day or night, students can go online to see what has been discussed in class since they last logged on. Students can then offer input to the course or invite others to a chat room for real-time conversation.

Students receive frequent feedback through the course software platform and/or e-mail. They are also welcome to communicate by phone or fax.

Academic Expectations
Online course work relies heavily on written communication and problem-solving skills. In addition, minimum computer skills such as email functions, word processing, cutting and pasting, etc., are necessary. Because DUO wants students to have a successful online learning experience, they are expected to have these skills before taking online courses.

DU Online strongly recommends that students actively participate in the virtual classroom at least five days a week. Students determine which days and times of day they attend. However, students will be expected to meet assignment deadlines established in advance by the instructor.

Getting Started
Applying
If students have never attended Davenport University, they may apply for admission by completing the university application at a Davenport University location or by applying online at www.davenport.edu.

Only a completed file is considered for admission. It is recommended that the completed file be submitted no later than two (2) weeks prior to the start of the requested session. A completed file submitted less than two weeks in advance will not be guaranteed to be reviewed prior to the start of that session.

Scheduling Courses
Once admitted to Davenport University (or if already a Davenport University student), students may schedule online courses either on location with an academic advisor or online.

Students must be finalized no later than the first day of the session in order to begin an online course.

Preparing for Class
Online Course Orientation
Students should view the online tutorial by going to http://duo.davenport.edu/studentorientation. Students should also orient themselves with the Blackboard platform (the online learning environment for their courses) and should work through the online tutorials at: http://duo.davenport.edu/oasis/presidium/student_tutorial_bb6.htm.

To view a demo course, students should go to http://davenport.blackboard.com. Click on the log-in button, then enter the demonstration course by typing “demo” for both the username and the password.

Purchasing Textbook/Course Material
Students should purchase all online course materials through the online bookstore service, MBS Direct. Materials are available approximately 60 days before the start of courses and will be delivered directly to the student.

Students can order books online, by mail, or by toll-free fax or phone. Go online to http://direct.mbsbooks.com/davenport.htm or call MBS Direct at (800) 325-3252 for more information.

Students who have financial aid and have excess funds allowing them to purchase textbooks should order by phone at (800) 325-3252.

Course Access
The earliest time that students can access online course(s) is two days before the start of the course.
Technical Support
Technical Support is available 7 days a week, 24 hours a day at
(888) 383-5010.

For additional information, visit the Davenport University
Online Web site at www.davenport.edu or call (800) 203-5323.

Technology Requirements
If you plan to take online courses, please make sure that you meet
the following technology requirements:

Use Your Own Computer
We strongly suggest that you use your own computer but have
a backup in case your primary computer crashes. Alternate sources
can include friends, family, the public library, and any other reliable
source of access to the Internet. It is strongly recommended that
you are able to participate in the virtual classroom at least five
days a week.

Maintain Minimum Skills Set
Also, you should be able to perform at least the following skills:
• send and receive e-mail
• work with word processing programs
• work with files and folders
• copy and paste items
• use and navigate Internet sites

Meet Hardware and Software Specs
To work most effectively with online courses, your computer
system must meet certain hardware and software specifications.
To see the most up-to-date online requirements, check the
Davenport University Web site at www.davenport.edu/oasis >
Technology > Technology Requirements. Please note that certain
courses will require you to have additional software.

Use an Anti-Virus Program
Davenport Online highly recommends that your computer have
— and constantly run — an effective anti-virus program. The
anti-virus product that you select should automatically update
itself via the Internet to provide you with the most comprehensive,
up-to-date virus protection. You might consider an antivirus
program from one of the following companies:
• McAfee—www.mcafee.com, or
• Symantec—www.symantec.com
Financial Aid

Davenport makes gaining an MBA possible for many students by helping them access financial aid. Many different types of financial assistance are available to help students achieve their grad school goals. In fact, most students qualify for one type of aid or another. The following section covers the financial aid process. For further information contact Financial Services.

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Application Process for Financial Aid

Davenport University makes every effort to assist qualified students in need of financial help. Students who are interested in applying for financial aid must complete the Free Application for Federal Student Aid (FAFSA). This form is available in the University’s Financial Services Office. Davenport University also requires applicants to complete the institutional Application for Financial Aid. Students who need assistance completing the financial aid process should contact Financial Services.

Important: To be eligible for financial aid, students must be a citizen of the United States or eligible non-citizen and be enrolled in an eligible program of study. Students must also be meeting standards of satisfactory progress to maintain eligibility. Students must re-apply each academic year. The financial need equation is as follows:

<table>
<thead>
<tr>
<th>Total University Expenses</th>
<th>Family Financial Contribution</th>
<th>Financial Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Direct and Indirect Costs)</td>
<td>(Formula Mandated by Congress Called Federal Methodology)</td>
<td>(Aid Eligibility Maximum)</td>
</tr>
</tbody>
</table>

The expense budget is set by the University and reflects indirect costs (books, travel, room and board, and personal expenses) beyond the standard tuition. The family contribution is a congressionally developed measurement of a family’s capacity to cover a student’s college expenses. A student’s financial need figure is the difference between “Total College Expenses” and the “Family Contribution”.

Students’ Rights and Responsibilities

As a recipient of federal financial aid, a student has certain rights and responsibilities. This puts the student in a better position to make decisions about educational goals and how to achieve them.

The student has the right to

1. Know what financial aid programs are available.
2. Know the deadlines for submitting applications for each of the financial aid programs.
3. Know how financial aid will be determined, how decisions on the distribution are made, and what the basis is for those decisions.
4. Know how financial aid need is determined (includes knowing the basis for the cost of attendance budget and how these budgets were determined: tuition, room and board, transportation, books and supplies, and personal and miscellaneous expenses).
5. Know how much financial need has been met, as determined by the institution.
6. Request and receive an explanation of the various programs in his or her financial aid package.
7. Know the school refund policy as stated in the University catalog.
8. Know how the school determines satisfactory academic progress, the consequences of failure to meet these standards, the total amount that must be repaid, the repayment procedures, the length of time the student has to repay the loan, and when repayment is to begin.

9. Know what portion of the financial aid received must be repaid and what portion is gift aid; and if the student receives a loan, to know the interest rate.

The student has the responsibility to

1. Complete all applications accurately and submit them on time to the correct office.
2. Provide correct information (in most instances, misreporting information on financial aid application forms is a violation of federal law and may be considered a criminal offense under the U.S. Criminal Code).
3. Return, in a timely manner, all additional documentation, verification information, corrections and/or new information requested by either the Financial Services Office or the agency to which the application was submitted.
4. Read, understand, and keep copies of all forms on which he or she supplies a signature.
5. Comply with the terms of all agreements that are signed.
6. Be aware of, and comply with, deadlines for application or reapplication for financial aid.
7. Be aware of the school refund policy, satisfactory progress requirements, and withdrawal procedures as found in the University catalog.
8. Be enrolled in an eligible program leading to a degree prior to receiving financial aid.
9. Be aware that no adjustments or changes to tuition, fees, or books are made for students who stop attending without official notice of withdrawal made to the Student Services enrollment office.
10. Be aware that withdrawal from all classes before 60% of the term has passed requires the University to calculate an amount to be returned to the federal aid programs.
11. Understand that at the end of every semester students who withdrew unofficially from the University (stopped attending classes prior to the end of the session/semester) may be required to have a return of federal funds calculation, if their documented last date of attendance, as reported by the faculty, is prior to the 60% point of the session/semester.
12. Be aware that if the amount of federal aid disbursed exceeds the amount of federal aid earned, either the University or the student (or both) are required to return some portion of federal aid.
13. Finalize for all classes that the student will be attending during any one semester, prior to the start of the semester.
Financial Aid Programs and Services

Michigan Tuition Grant — The Michigan Tuition Grant is a state-funded program designed to provide financial assistance to Michigan residents. This grant of up to $2,000, is based solely on financial need. Students must apply by completing the Free Application for Federal Student Aid (FAFSA).

To qualify, the student must be:

- Continuous resident of Michigan for the preceding 12 months and not be considered resident of any other state;
- Citizen of the United States, permanent resident, or refugee with approved status;
- Able to demonstrate financial need;
- Enrolled at an eligible, independent, nonprofit Michigan college or university; and
- Not in default on any educational loans.

College Work-Study Program — Davenport University participates in both the federal and state work-study programs. It is the intent of these programs to help students earn part of their college expenses by working part-time (usually 20 hours per week) on- or off-campus. All work-study awards are based on financial need. The Financial Services Office determines work-study eligibility.

Education Loan Programs — Most long-term educational loans are awarded on the basis of financial need of loans; repayment does not begin until after graduation, withdrawal from the University, or dropping below four (4) hours of enrollment, whichever comes first. Before deciding whether to accept loans, students should read the section below which describes the loan that may be offered. Students are urged not to accept a loan for an amount larger than absolutely necessary and are encouraged to consider both part-time employment and reducing personal expenses as a means of keeping their aggregate loan debts to a minimum.

The University will conduct entrance interviews for all first-time Davenport University borrowers. The University will conduct exit interviews with all federal loan borrowers dropping below half-time attendance to explain their repayment options and responsibilities.

The interest rate on student loans is variable, not to exceed 8.25%.

Subsidized Stafford Loan — These educational loans are offered to students enrolled at least half-time. Financial need is required. Aggregate indebtedness at the undergraduate plus graduate level cannot exceed $138,500 under the program. For students borrowing for the first time under this program (after July 1, 1994) a variable interest rate not exceeding 8.25% is applicable. Repayment normally begins six months after (a minimum of ) half-time enrollment ceases. Ten years may be allowed for repayment. If qualifying student borrowers do not complete the courses related to the loan period, they may no longer be eligible for the entire loan amount.

Unsubsidized Stafford Loan — This education loan is not based on financial need and is available to students who may not qualify for the Subsidized Stafford Loan. The same terms and conditions as the Subsidized Stafford Loan apply, except the borrower is responsible for interest that accrues while he or she is in school. Loan counseling may be required for participation in the program if aid beyond tuition and books is requested under the unsubsidized loan program.

Institutional Scholarships/Grants — In order to be eligible, scholarship applicants must not be in default on any educational loan and maintain satisfactory academic progress as outlined in the catalog. In addition, they must file separately for any federal, state, or other external sources of financial aid for which they may qualify. Scholarships can only be applied toward outstanding tuition costs after all federal, state, and other sources of aid have been properly applied. In addition, the scholarship will be included within the student’s financial aid package and may be adjusted downward based on eligibility.

Davenport University Foundation Scholarships — The Davenport University Foundation offers need-based grants on a priority award basis. Preference is given to students whose FAFSA forms are filed prior to March 1 for the ensuing award year and are awarded based on file completion date.

Disbursement of Financial Aid

Most financial aid is directly credited to the student account each semester. The credit will normally appear on the finalization/billing form prior to each semester. Funds will not be credited until all requested documentation is received and verified. Stafford Loan disbursements are sent directly to the University through electronic fund transfers or co-payable checks at the borrower’s request. If by check, prompt endorsement of the loan check is necessary. First-time borrowers are required to have 30-day delayed disbursement on Stafford Loans. One-semester loans require multiple disbursements. Campus employment earnings are not credited to the student’s account. Any monies credited to student accounts not needed for direct institutional charges will be refunded to the student in accordance with federal regulations. Any credit balances remaining on student accounts at the end of the semester will be refunded to the student, provided the student has successfully completed the semester (i.e., not completely withdrawn from the University or dropped to less than half-time status during the semester).

Financial aid and outside awards are applied to the student account in the following order:

1. State grant aid is applied first.
2. Other outside funds, such as Vocational Rehabilitation, agency funding, or BIA awards, are applied after other grant aid. Generally, such agencies are billed for the tuition due after all other grant aid has been applied to the student account. (Some outside awards may have restrictions, such as only covering tuition and books).
3. Student loans are applied to cover any remaining balance on the student account as they are received and properly endorsed, if applicable.
4. Institutional grants and scholarships are only applied to a student account to cover any balance due after all other gift aid has been applied.

Note: If an outside funding agency specifically requests a different order of application, the campus Financial Services Office must receive both oral instructions and written confirmation from the agency before authorizing an exception.

Title IV Credit Balance

After a student loan disbursement, money not needed for charges will be refunded to the student who is enrolled at least half-time and attending classes, within 14 days after the credit balance.
occurs or the first day of classes, whichever takes place later. Excess loan funds for the loan period will not be held on account.

**Notification of Authorization Provisions**

Students who give Davenport University written authorization (1) to credit loan funds to the student’s account by means of Electronic Fund Transfer (EFT), (2) to use Title IV federal student aid funds to pay for charges other than tuition and fees, such as books, and/or, (3) to hold any financial aid funds in excess of the current semester charges on account to be applied to subsequent semester charges, can modify or cancel that authorization at any time. Any interest earned on funds held on account is retained by the University.

**Coursework Eligible for Financial Aid**

Student status for financial aid eligibility is determined by including all graduate-level classes for which the student has not already earned credit. If a student repeats a course for which credit has already been earned, this repeat may not be used for determining financial aid eligibility.

**Financial Aid Verification Policy & Procedure**

Students are required to provide certain documentation at the time of application. Normally this documentation should be submitted within two weeks of the request. However, the University also recognizes that sometimes it is necessary to contact outside sources, resulting in additional delays. Therefore, while students must provide evidence of having made all efforts to obtain the necessary documentation, more time is permitted as long as students meet all submission deadlines for state and federal programs. Further, a student’s aid offer is not formally made for any federal, state, or institutional financial aid programs until documentation is on hand. Because funds are limited, students may lose access to them entirely if documentation is not submitted promptly.

The student will receive, either in person or by mail, a clear understanding of the forms and other documentation needed to verify the application. If a student is at all unsure of what is needed, further explanation should be requested until all matters are clarified.

If the submitted information fails to meet requirements, Financial Services office will contact the student either by letter (to the address on their financial aid application) or by telephone, requesting that they contact Financial Services. When the verification process is completed, the student will be notified of the financial aid awarded.

The institution is required by federal regulation to contact the Department of Education and the Department of Justice if it is suspected that aid was requested under false pretense. Davenport University is very serious about the proper stewardship of federal funds and will cooperate with government agencies in the prosecution of students who are found to have provided falsified data.

**Veterans’ Benefits**

Any veteran who wishes to use benefits should contact the VA Certifying Official at their campus for information and certification.

**Academic Year**

Davenport University defines the academic year as two semesters, generally Fall and Winter. The Spring/Summer semester is optional and can be added either to the beginning or the end of an academic year. To maximize financial aid, students should finalize at the beginning of each semester for all courses in each session within a semester.

**Graduate Financial Aid Standards of Satisfactory Academic Progress (SAP)**

Students are required to make satisfactory progress toward their degree or certificate.

All withdrawals, incompletes, and repetitions are taken into consideration with determining SAP. Incompletes and withdrawals are not considered as credits completed. Transfer credit is not taken into account when determining SAP, except for a reduction in the maximum time frame for completion of the program. Satisfactory progress standards apply to all students, regardless of enrollment status (full, three-quarter-time, half-time, or less than half-time). All credit hours for which a student has incurred a financial obligation are considered.

A student is considered in good standing if he or she meets standards contained herein. The student’s cumulative grade point average (CGPA) is reviewed and a comparison of credit hours successfully completed versus the hours attempted is made each time the student has attempted one semester of attendance. Accountability starts with a student’s entry at the university.

If a student does not meet the required standards at an SAP checkpoint, the student will lose financial aid eligibility. The student may appeal this loss of financial aid under the appeal policy outlined below.

<table>
<thead>
<tr>
<th>Cumulative Total of Semesters Attended</th>
<th>Minimum Percentage of Attempted Hours</th>
<th>Minimum Cumulative Grade Point Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>After First Semester</td>
<td>70%</td>
<td>3.00</td>
</tr>
<tr>
<td>After Each Semester Thereafter</td>
<td>70%</td>
<td>3.00</td>
</tr>
</tbody>
</table>

For the first semester of each two-semester period, students will receive an SAP warning letter if they do not meet the appropriate satisfactory progress standards. Students are also reviewed each semester for compliance with Academic Standards. A student who is suspended from school under the academic standards policy will lose financial aid eligibility for that time period and, if readmitted to the college, may appeal for reinstatement of financial aid.

**Maximum Time Frame**

All students who are financial aid recipients must complete their program within 150% of the normal program length, as measured in semester credit hours. Students who exceed their maximum time frame are subject to the loss of financial aid, which can be appealed following the procedure outlined below.

**Appeal and Reinstatement**

Students who lose financial aid eligibility for not maintaining...
Financial Aid

satisfactory progress, will be notified in writing by certified mail of the cancellation of financial aid and are urged to contact the Financial Services office. Students with mitigating circumstances wishing to appeal the financial aid cancellation may do so, in writing, to the Financial Services Office according to the schedule stated on the financial aid notification letter. Financial Services will evaluate the appeal and determine whether the student’s progress is considered satisfactory despite nonconformance with the above criteria. Students who appeal and have financial aid reinstated on a probationary status must meet all criteria in the financial aid reinstatement notice or financial aid will be terminated.

Davenport University Refund, Repayment, and Withdrawal Policy

Official notice of all withdrawals, failure to attend, or schedule changes (including no attendance in any class or classes) must be made verbally or in writing to the Student Services/Advising/Enrollment Office. FAILURE TO DO SO WILL RESULT IN FULL CHARGES.

The date of official notice is used to calculate all adjustments to charges. Refunds, if applicable, will be made within 30 days of receipt of official notification. Refunds are based on the full tuition charges per course; fees room, board, and books are nonrefundable.

Upon withdrawal from the University or a course before the end of the refund period, the student may, in lieu of a refund, choose the option of leaving the full tuition paid from personal funds as a credit to the student’s account to be applied in full against tuition charges in future semesters. This request must be made in writing to the campus Student Services Office within thirty days of the date of withdrawal.

Students who believe they warrant an exception to the refund policy may submit a written appeal to the campus Student Services Office, with supporting documentation explaining any extenuating circumstances on which the appeal is based. The written appeal must be submitted within thirty calendar days of the withdrawal day, and a written response will be issued within thirty calendar days of the University’s receipt of the appeal.

When a financial aid recipient withdraws from all classes prior to the 60% point in time of the semester, the University calculates an amount to be returned to the federal aid programs in accordance with applicable regulations. The financial aid earned by the student prior to withdrawal is determined by calculating the amount of the semester the student completed as of the date of official notice of withdrawal. If the amount of federal aid disbursed exceeds the amount of federal aid earned as of the date of withdrawal, either the University or the student or both are required to return some portion of federal aid. Late disbursements for which the student is eligible are required to be included.

Counting the number of calendar days that have elapsed in the semester and dividing that number by the total number of calendar days in the semester, calculate the amount of the semester completed by the student as of the date of withdrawal. Scheduled breaks of five days or longer are excluded from the calculation.

The unearned percentage of federal aid is multiplied by the charges for the semester and by the total amount of aid disbursed for the student; the University is responsible for returning the lesser of these two amounts. The student is required to return any unearned aid less the amount returned by the University. If the student is required to return any grant (Federal Pell Grant or Federal SEOG), the student is considered to be in overpayment and thus ineligible for any additional federal aid until that amount is repaid, either to the University or to the U.S. Department of Education. The University will notify any student who owes an overpayment in writing, within thirty days of the official date of withdrawal.

Federal funds are returned in the following order, both by the University and the student: (1) Unsubsidized Federal Stafford Loans; (2) Subsidized Federal Stafford Loans; (3) Federal PLUS Loans; (4) Federal Pell Grants; (5) Federal SEOG; (6) Other federal aid programs. Students will receive a written notice of any federal funds returned by the University and an invoice for any balance owed the University.

Any funds left on account at the University as a credit balance at the time of withdrawal will be used first to satisfy unpaid charges owed to the University, and any remainder will be returned to the lender or aid program.

Refund, Repayment and Withdrawal Schedule

<table>
<thead>
<tr>
<th>Number of Weeks in Session</th>
<th>Refund/Charges</th>
<th>16 Weeks</th>
<th>15 Weeks</th>
<th>12 Weeks</th>
<th>11 Weeks</th>
<th>10 Weeks</th>
<th>9 Weeks</th>
<th>8 Weeks</th>
<th>7 Weeks</th>
<th>5 Weeks</th>
<th>4 Weeks</th>
<th>3 Weeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% / 0%</td>
<td></td>
<td>Prior to Day 2</td>
<td>Prior to Day 2</td>
<td>Prior to Day 2</td>
<td>Prior to Day 2</td>
<td>Prior to Day 2</td>
<td>Prior to Day 2</td>
<td>Prior to Day 2</td>
<td>Prior to Day 2</td>
<td>Prior to Day 2</td>
<td>Prior to Day 2</td>
<td>Prior to Day 2</td>
</tr>
<tr>
<td>90% / 10%</td>
<td></td>
<td>Day 2 - 12</td>
<td>Day 12 - 27</td>
<td>Day 10 - 21</td>
<td>Day 9 - 20</td>
<td>Day 8 - 18</td>
<td>Day 7 - 14</td>
<td>Day 6 - 13</td>
<td>Day 5 - 9</td>
<td>Day 4 - 7</td>
<td>Day 4 - 6</td>
<td></td>
</tr>
<tr>
<td>0% / 100%</td>
<td></td>
<td>After Day 56</td>
<td>After Day 53</td>
<td>After Day 42</td>
<td>After Day 32</td>
<td>After Day 35</td>
<td>After Day 32</td>
<td>After Day 28</td>
<td>After Day 25</td>
<td>After Day 18</td>
<td>After Day 14</td>
<td>After Day 1</td>
</tr>
</tbody>
</table>
Davenport graduate students can find help with various academic questions through Student Services. The main point of contact for one-on-one, rubber-meets-the-road help is the graduate advisor. This key individual offers the student guidance along the road toward MBA success—and support as well.

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Advising
Although the student is primarily responsible for meeting curriculum requirements, advising is available through the Sneden Graduate School at the student’s local campus.

All students officially accepted into the graduate program at Davenport University will work with an advisor to develop an academic plan of work prior to scheduling graduate classes.

Course Scheduling
Graduate students should schedule courses in consultation with their advisor. It is also possible to schedule courses via Student Online Services on the Davenport web site. Tuition payments are handled through Student Services or online. To enroll in online courses, schedule requests can also be submitted directly to Davenport Online at www.davenport.edu.

Course Cancellation
The Sneden Graduate School reserves the right to cancel a course due to low enrollment or for other administrative reasons. Students will be notified of courses being cancelled and graduate advisors will assist them in their scheduling needs.

Course Scheduling Changes
To make an official change in schedule, complete the proper form with the local campus offering the MBA program. Refer to the graduate academic calendar to ascertain the last day for schedule changes.

Adjusting Course Schedule (Drop/Add)
Students may drop a course and/or add a course prior to the first day of the session. Procedures may vary by campus. Contact the local campus, or Davenport University Online to obtain information on the required procedures. Follow all required steps to ensure a successful Drop or Add.

Withdrawal from Class
Contact your local campus advisor in order to withdraw from one or more classes. Changes to an original schedule may result in an adjustment in financial aid. Therefore, every student who receives financial aid must contact Financial Services before a withdrawal from class is processed. Any charges not covered by financial aid are the responsibility of the student.

Withdrawal procedures must be followed whether or not the student has attended class. Please note the following:

- Last day to withdraw without failing the course is indicated on the Academic Calendar of the Sneden Graduate School.
- Absence from a class is not considered a withdrawal regardless of the number of absences.
- A student not attending a class at the University without following the proper procedure for withdrawal receives a grade of “F” for the course.
- A student not attending class at the University who follows the proper procedure for withdrawal by the last day to officially withdraw receives a grade of “W”.
- A student leaving a class or the University after the last day to officially withdraw receives a grade of “F”.
- A student taking graduate courses online must contact the Davenport University Online office to withdraw from online courses.

Enrollment Status
Full-time status requires six (6) hours or more per session (Fall I and II, Winter I and II, Spring/Summer I and II). Graduate students who carry fewer than six (6) credit hours are considered half-time. Graduate students with financial aid must be aware of their full-time and half-time status in order to maintain their level of funding.

Student Identification (ID) Cards
An ID card is given to students at most campuses annually upon registration for the first semester of the academic year. ID cards are used to check out library materials, to pick up or sign checks at the Financial Services office, and to pick up diplomas. ID cards may also be used to obtain student discounts where available.

E-Mail/Webmail
The University provides webmail accounts for students registered for the current semester. These accounts are provided so that we can better communicate with students, and students with us, throughout the school year. This will be a primary information source for students to learn dates, deadlines, policies, and activities related to Davenport. In addition, students will use this webmail account as the e-mail address for all online Blackboard course(s). They can be accessed from any PC on campus. Discounted Internet dial-up service is also offered through the University’s e-mail provider. More information is available in the computer lab.

Change of Name, Address, Phone Number, or E-Mail
It is the student’s responsibility to inform the University of changes in their name, address, phone number, and/or e-mail address. Students may pick up a Change of Address, Phone Number or E-Mail form at the Student and Career Services Office. This information can also be updated online through the Student Online Services in the Current Student section of our web site, www.davenport.edu.
Students with Disabilities

Accommodations for Students with Disabilities
It is the policy of Davenport University to comply with all the relevant and applicable provisions of the Americans with Disabilities Act (ADA). Davenport University will not discriminate against any otherwise qualified student or applicant with respect to any terms, privileges, or conditions of a student's admission, educational program, or activity because of a disability.

Information for Students with Disabilities
Students may request reasonable accommodation as a result of a qualifying disability as defined by the Americans with Disabilities Act (1990) or Section 504 of the Vocational Rehabilitation Act of 1973.

Davenport University will provide reasonable accommodations, as deemed appropriate in accordance with state and federal guidelines, by providing access to participate in University programs and activities for otherwise qualified individuals when it does not pose a risk to the individual or other students.

Policies and Procedures for Students with Disabilities
The University policy and state law require that qualified students with disabilities be given reasonable academic adjustments and overall educational program accessibility. The University seeks to accommodate students with disabilities on an individual basis, based on assessment data documented by a qualified professional.

There will be no discrimination on the basis of disability. Any information provided on a voluntary basis shall be used for the sole purpose of assessing accommodation requests to minimize competitive disadvantages that are directly related to the student's documented disability. There are no limitations on the number of persons with disabilities who may be admitted or enrolled.

The University's policy of non-discrimination based on disability provides reasonable accommodations to qualified students with disabilities in the most integrated, appropriate setting and include but are not limited to:

- **Opportunities**—Opportunities are provided to participate in academic programs and sanctioned cocurricular activities.
- **Examinations**—Examinations, written assignments, or other evaluation procedures may be modified to minimize the effects of a disability and to more accurately measure student achievement.
- **Advising**—Advising, support services, and employment assistance are provided without discrimination toward any student with a documented disability.
- **Location**—Location of programs will provide equal access to mobility and visually impaired students to the extent reasonably possible.
- **Physical Accessibility**—Physical accessibility to instruction, academic support, student services, and technology are provided to the extent reasonably possible.

Davenport University is committed to providing opportunities, resources, and support to help students achieve their goals. This commitment includes providing assistance to students with disabilities. Early notification of any accommodation request increases the likelihood that special arrangements can be made prior to the start of classes.

Students who believe they have a disability as defined by the Americans with Disabilities Act that requires accommodation to meet course or program requirements should please contact their advisor to secure an Accommodation Request Form. Along with a completed Accommodation Request Form, they must also submit appropriate documentation specifying the nature of the disability, including diagnostic results. This information will help the University work with students to plan effective academic adjustments and auxiliary aids and services while they are attending Davenport University.

Graduation Application and Commencement Ceremony

Graduation Application
Every candidate for graduation must submit an application for graduation with a $50.00 fee. The $50.00 graduation fee is paid once with the completion of a Master of Business Administration degree or a Post-Graduate Certificate. The student pays the fee when he/she submits the application for graduation. Students who elect not to participate in the commencement ceremony must still file a graduation application and pay the graduation application fee. Graduation applications are available at the Student Services Office, Financial Services, or the Records/Registrars Office.

Graduation Honors
Students completing their MBA with a cumulative grade point average of 4.0 are recognized as graduating 'With Distinction'.

Prospective Winter or Spring/Summer semester graduates’ cumulative grade point average at the end of the last completed session/semester will be used to determine honor eligibility for the graduation ceremonies. The appropriate designation for MBA graduates will be indicated on the diploma and transcript.
Academic Policies & Procedures

This section outlines the nuts and bolts of academic policies and procedures that apply to graduate students. For more information on the topics listed here, please contact the graduate school office.

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Requirements and Limitations

Pre-Core (Foundation) Requirements
All students admitted to Davenport University are expected to have adequate business foundations as determined by the Sneden Graduate School office prior to entering the 600-level (or higher) classes. Students not properly prepared in the areas of accounting, finance, management, marketing, and statistics are required to take Pre-Core (500-level) courses. Pre-core course hours are not included in the credits required for graduation.

Graduate courses at the 600 level or above are only open to students formally admitted into the Sneden Graduate School or in a post-graduate certificate program; undergraduate students are not eligible to register.

Graduation Requirements
Students are responsible for completing the Plan of Work with their advisor within the chosen curriculum as outlined in the catalog during their first session of attendance. If a modification occurs, the degree requirements will be adjusted at the time of the change. Students who do not complete their requirements for a degree within six years of the date of the end of the first session of attendance are required to have all credits reevaluated.

Students are encouraged to contact their advisor prior to their last session to review eligibility requirements for graduation. All students are required to have a cumulative 3.0 GPA as well as a 3.0 GPA in their specialty and a minimum of 3.0 in the Capstone Experience.

Time Limitation
Students admitted into the Sneden Graduate School have a six year time limit to complete all requirements for the MBA. This time period begins at the completion of the first MBA degree-relevant course.

Credit Designation
The Sneden Graduate School program credits at Davenport University are expressed in semester hours.

Course Limit Policy
Permission to take more than two graduate courses during one seven-week session requires the approval of the Campus Academic Dean. Review of the courses being requested, past academic record, and work requirements will be taken into consideration in granting approval. During the last session, students will not be allowed to take more than one course in addition to CAPS799 – Capstone Experience.

Residency Requirements
The University Policy for residency is as follows:

Post-graduate Certificate All credits required for the post-graduate certificate.

Master’s Degree A minimum of 30 semester credits, including the capstone experience; no transfer courses may be brought in after MBA credits have been earned at Davenport University.

Course Options

Auditing a Course
To audit a course a student must indicate at the time of registration that the course is to be audited rather than taken for credit. To audit a course, the student pays the same graduate tuition as a course taken for credit but is not required to fulfill any class assignments or take any quizzes or examinations, receives no academic credit for such courses, and receives no grade other than AU, which indicates audit status. After the first class meeting, no change of status from audit to credit status or from credit to audit status will be allowed.

Online Courses
Students may choose a combination of online and on-campus courses, or complete the entire MBA online. Students may enroll in online courses through their graduate advisor or schedule online through Student Online Services. For more information about online learning, see the Admissions section of this publication.

Videoconference Courses
Videoconferencing format allows the students at one campus to take a class with students at another campus via a closed circuit television system. An instructor and students at the origination site are broadcast to the students at the receiving site and vice versa. Using television monitors and microphones, both locations can see and hear each other. Thus, all students can interact with each other and with the instructor. Graduate courses in videoconferencing format are indicated on the course schedule.

Capstone Experience
Students are required to submit a Capstone Intent Form to the Coordinator for review and approval. Students will not be allowed to register for the Capstone Experience class if an intent form has not been approved. The intent form can be submitted as early as halfway through the graduate program, but no later than the session prior to taking the Capstone. The Capstone Guidebook, which outlines the course requirements and contains necessary documents, will be provided by the Coordinator.

The Capstone Experience can be taken only as the last course in the graduate program. Although one course may be taken concurrently with the Capstone, such action is not recommended. A grade of “B” or better in the Capstone class is required for graduation. The Capstone Experience can be repeated only once.
Post-Graduate Certificates Conditions
The following conditions apply to the Post-Graduate Certificate program:

- A graduate admission application is required to admit new students to the Sneden Graduate School and a $60 application fee. Transcripts indicating completion of a master's degree will be required prior to admission.
- Graduate tuition applies. Financial aid is generally not available.
- Courses taken through this program will be for credit. More than one certificate may be earned, but no single course can be applied to more than one certificate.
- Records and transcripts will indicate certificates awarded. Students wishing to take one or two courses and not earn a certificate will still apply under the Post-Graduate Certificate program. Students entering this program have all rights and privileges of Davenport University students, including use of libraries, Career Services, and other services.
- All other policies and procedures of the Sneden Graduate School (e.g., GPA) and Davenport University will apply.

Academic Dismissal
A graduate student whose GPA falls below 3.0 after two consecutive seven-week sessions may be dismissed.

Readmission
A Davenport University graduate student who has been dismissed from the University for academic reasons may apply for readmission under the following conditions:

- There must be a lapse of at least two consecutive sessions (including the spring/summer sessions) following the first dismissal.
- A letter requesting readmission should be submitted to the Campus Academic Dean at least four weeks prior to the session in which the student wishes to re-enter. Once readmitted, the student must maintain a 3.0 or better in each subsequent session or he/she may face final dismissal.
- No readmission will be considered after a second dismissal.

Standards and Expectations

Academic Integrity
Graduate students must realize the success of their studies depends entirely upon their own efforts. Consequently, plagiarism and any other forms of cheating are not tolerated.

Plagiarism is the use of words, phrasing, or ideas — including content and design of computer programs — of another person without acknowledging the source, thereby attempting to receive undeserving credits. Plagiarism may lead to failure of the class or academic dismissal from the Sneden Graduate School.

Attendance Policy
The Sneden Graduate School believes class attendance is vital in achieving learning outcomes and may be valid consideration in determining a student's final grade. The dynamics of the classroom environment, level of interaction, and participation during a given class make attendance critical for achieving academic and professional excellence. Absence from class is not considered a withdrawal.

Course Syllabi
The purpose of the syllabus is to inform students of an instructor's expectations and the course's learning outcomes, methods, assignments, and evaluation procedures. Syllabi should be considered as statements of intent and not as contracts.

Academic Standards of Progress

Academic Probation
If at any time a graduate student's cumulative grade point average falls below 3.0, the student will be placed on academic probation. Students on probation are required to contact their graduate advisor to discuss measures to improve academic standing. Students on probation will be allowed to take only one class per seven-week session until probationary status is removed.
Coursework and Grades

Grading System
A grade represents an evaluation of student academic achievements in a given course. Students will be assessed on academic progress throughout the program of study.

Grading Scale
The grading scale and grade-point values used by the Sneden Graduate School are as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Grade Point</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Superior</strong></td>
<td>4.00</td>
</tr>
<tr>
<td><strong>A-</strong></td>
<td>3.70</td>
</tr>
<tr>
<td><strong>Above Average</strong></td>
<td>3.30</td>
</tr>
<tr>
<td><strong>B+</strong></td>
<td>3.00</td>
</tr>
<tr>
<td><strong>B</strong></td>
<td>2.70</td>
</tr>
<tr>
<td><strong>C+</strong></td>
<td>2.30</td>
</tr>
<tr>
<td><strong>C</strong></td>
<td>2.00</td>
</tr>
<tr>
<td><strong>F</strong></td>
<td>0.00</td>
</tr>
<tr>
<td><strong>I</strong></td>
<td>0.00</td>
</tr>
<tr>
<td><strong>W</strong></td>
<td>0.00</td>
</tr>
<tr>
<td><strong>WM</strong></td>
<td>0.00</td>
</tr>
<tr>
<td><strong>AU</strong></td>
<td>0.00</td>
</tr>
</tbody>
</table>

Grade Reports
The grade report identifies letter grades earned for courses. Included in the grade report are course grades, cumulative grade point average, and total hours attempted and earned at Davenport University. Grade reports are available electronically through Student Online Services on the University web-site at the end of every seven-week session.

Return of Student Coursework
Students who wish to have papers returned after the end of a course must submit a self-addressed, stamped envelope to the faculty member teaching the course by the end of the last scheduled class. Team projects will be returned only to one designated student. The Sneden Graduate School will not be responsible for storing, copying, or returning student papers. The faculty member will retain papers for one additional session if not notified by the student at the end of the session. The faculty member will reserve the right to decide which course materials are returnable to the student.

Repeating Courses
A student receiving a grade of "B-" (2.70) or lower may request permission to repeat a course. The student is responsible to submit the request in writing to the Campus Academic Dean of the location for approval. No more than two graduate-level courses may be repeated during the program of study, excluding the capstone course.

If approval is granted to repeat a course, the original course grade will remain on the student’s transcript. The highest grade received for the repeated course will be used to calculate the cumulative grade point average (GPA). Course credit can only be received once for the same course.

Appeal of Final Grade(s)
All final grade appeals must be initiated no later than three business days into the session following the disagreement; otherwise, the appeal will not be processed. Further, Grade Appeal Forms submitted without complete documentation will not be accepted. Any graduate student who elects to appeal a final grade must follow the process stated below:

- First, the student must contact the instructor and address the final grade dispute.
- The student must have the necessary documentation to support his or her position and share the information with the instructor. Documentation including all assessment activities is required: course syllabus, pertinent class handouts, and copies of all relevant assignments (graded and ungraded). All documents must be clearly labeled and identified. Failure to provide complete, clear, and accurate documentation may affect an academic decision at any level of the grievance process.
- The instructor must have available the documentation that was used for evaluation purposes to discuss with the student.
- If the grade dispute is resolved at this level, the instructor will complete a Change of Grade Form if necessary.
- If the grade dispute is not settled, the student can proceed with the process by obtaining a copy of the Grade Appeal Form from the Sneden Graduate School office. It is the student’s responsibility to ensure the form has been signed and dated by the student, the instructor, and the graduate staff accepting the form. The appeal form will be submitted to a Graduate Coordinator for review. All documents must be included with the form and submitted within ten business days.
- The Graduate Coordinator will attempt to resolve any issues that remain unsettled. Further information may be requested of the student and instructor or provided to them.
- If there is no resolution at this point, both the student and instructor will have an opportunity to submit a position statement regarding the final grade in question.
- The Graduate Coordinator in conjunction with the Campus Academic Dean will forward the grade grievance with all documentation to the Sneden Graduate School Student-Faculty Relations Committee. The decision rendered by the Student-Faculty Relations Committee will be submitted in writing to the student and the Dean. The decision of the Committee is final.
**Student Amenities**

**Computer Labs**
Davenport University makes technology available to students through open lab time, enabling them to complete course projects as well as gain proficiency on the equipment. Computer services include the following:

- Free Internet access in the Lab
- Free e-mail accounts for current students
- One-on-one orientation for first time users (if time allows)
- Lab consultants who are on duty to answer questions
- Current software guides
- Flexible, convenient hours

**Library Information Commons**
The Davenport University Library Information Commons’ traditional and electronic resources are carefully selected to support the University’s curriculum. Help with research or with questions is available by coming in, calling in or e-mailing one of the Davenport Library Information Commons. For more extensive help, students can schedule a bibliographic instruction session tailored to their research needs.

The Library Information Commons’ web pages offer access to many of its resources and services. The electronic catalog can help students locate what they need from over 100,000 titles of books, DVDs, VHS tapes, e-books, web sites and other resources. Using the catalog, students can request items from other Davenport Library Information Commons, check when items are due, check on fines and renew materials.

Most of the Library Information Commons’ extensive electronic databases that are available on campus are also available through its web pages. Students can find periodical articles, newspapers, annual reports, company information, reference articles, NoodleTools for APA help, magazines by name, or databases by subject.

Other services offered through the Library Information Commons’ web pages are “Ask-a-Librarian” and “Ask-a-Tutor” email services, interlibrary loan (borrowing materials from non-Davenport Libraries), bibliographic instruction scheduling, and media equipment scheduling for faculty.

The Library Information Commons’ web pages can be found on www.davenport.edu. Choose the “Libraries” link.

**Career Services**
Graduate students can benefit from registering with the Career Services Department, which provides assistance in finding suitable employment. This assistance includes resume critiquing, interview technique workshops, job search seminars, and individual advising. Current job information is available to all students campus-wide. Graduates can also register online at www.davenport.edu/careerlink.

**Release of Information Statement**
The Family Education Rights and Privacy Act (FERPA) affords students the right to access their educational records. This includes the right to:

- Inspect, review and/or request an amendment to these
- Consent to disclosures of personally identifiable information in these records
- Restrict disclosure of personally identifiable information designated as directory information that may be released without the student’s consent
- File a complaint with the U.S. Department of Education for alleged failure by Davenport University to comply with FERPA requirements

Directory information includes the student’s name, address, telephone number, e-mail address, birthdate, academic program (major field of study), dates of enrollment, degrees, awards, honors, past and present participation in officially recognized sports and activities, and physical factors of athletes (height and weight.)

**Student Right to Know**
As a result of Student Right-to-Know and Campus Security Act of 1990, each educational institution must publish student completion rates for full-time, first-time undergraduate students (i.e., students with no prior college/university experience). The completion rate for the full-time first-time undergraduate students who started in the fall of 1997 and graduated during 2002/2003 academic year is 23%. These first-time full-time students made up only 19% of the university enrollment.
## Contents

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**Campus Safety**

Davenport University places a high priority on keeping its campuses safe for students, employees, and visitors. In compliance with federal campus safety disclosure regulations, Davenport University’s annual security report includes statistics for the previous three years of reported crimes that occurred on campus; in certain off-campus buildings owned or controlled by Davenport University; and on public property within, or immediately adjacent to and accessible from the campus. The report also includes institutional policies concerning campus security, such as policies concerning alcohol and drug use, crime prevention, the reporting of crimes, sexual assault, completion rates, and other matters. Printed copies of the University’s security report are available by contacting Duane Terpstra, Vice President for Plant and Security, at (616) 732-1155 or by accessing the web site at www.davenport.edu.

**Anti-Harassment Policy**

Davenport University supports a culturally diverse academic community and is committed to maintaining a positive environment that fosters respect among those represented in the University community. The policy of Davenport University is to provide an environment free from sexual harassment and acts of harassment on the basis of age, color, disability, familial status, height, marital status, national origin, political affiliation, race, religion, sex/gender, sexual orientation, veteran status, and weight. Such harassment does harm those who experience it and destroys the environment of mutual respect and tolerance that must prevail if Davenport University is to fulfill its mission. Therefore, harassment will not be tolerated at this University.

**Prohibited Conduct**

**Harassment**

Harassment is unprofessional conduct that could reasonably be understood as any of the following:

1. Having the purpose or effect of creating an intimidating, hostile, or offensive environment
2. Having the purpose or effect of unreasonably interfering with an individual’s work performance or access to educational activities and programs
3. Otherwise adversely affecting an individual’s employment opportunities or access to educational activities and programs

Harassment on the basis of age, color, disability, familial status, height, marital status, national origin, political affiliation, race, religion, sex/gender, sexual orientation, veteran status, or weight is considered a violation of University policy.

**Sexual Harassment**

Harassment on the basis of sex is a violation of Title VII and Title IX of the Civil Rights Act and of the Elliot-Larsen Civil Rights Act. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when

1. submission to such conduct is made either explicitly or implicitly a term or condition of an individual’s employment or access to educational activities and programs,
2. submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions or access to educational activities and programs,
3. such conduct is unprofessional and has the purpose or effect of unreasonably interfering with or creating an intimidating, hostile, or offensive working or educational environment.

**Consensual Relationships**

Consenting romantic and sexual relationships between faculty/staff and their students or between supervisors and their subordinates are inappropriate. The faculty/staff member who enters into a sexual relationship with a student or subordinate where a professional power differential exists must realize that if a charge of sexual harassment is subsequently lodged, it will be extremely difficult to use mutual consent as a defense.

**Complaint Procedure**

A faculty or staff member with a complaint should immediately report it to his or her immediate supervisor and the Human Resources Office representative. A student or visitor who becomes aware of a complaint should immediately report it to the Campus Executive Director. In the event that a supervisor is contacted, the supervisor is responsible for ensuring that the Human Resources Office representative is notified. Depending upon the alleged complaint, the Human Resources Office representative or Campus Executive Director may contact the Department of Campus Safety or appropriate local authorities to conduct an initial inquiry and determine whether criminal charges are warranted. The Human Resources Office representative or the Campus Executive Director will review complaints in accordance with applicable University policies and procedures.

**Awareness**

Members of the University community are responsible for knowing and understanding the University’s policy prohibiting harassment. Faculty and staff who do not understand the policy should contact their department head or director. Department heads or directors who need assistance in understanding, interpreting, or applying the policy should contact the Human Resources designee for their campus.

**Harassment Accusations**

The accused will have an opportunity to hear and respond to the complaint brought against him/her. Judgments are not made nor action taken until the investigation is complete. Whether a specific act violates the policy will be determined on a case-by-case basis, with proper regard for all circumstances. Due consideration will be given to the protection of individual rights, freedom of speech, religious and moral convictions, and academic freedom.

**Sanctions**

Any person who violates the University’s Anti-Harassment Policy may be subject to a range of sanctions (in accordance with University policies), which could include, but is not limited to, dismissal, according to due process, from University employment. Violators may also be subject to civil action or criminal prosecution because harassment and other discriminatory behavior may violate state and/or federal laws.

**Retaliation**

Any attempt to retaliate against an individual who files a complaint is prohibited by this policy and by law. Any attempt to retaliate is subject to the above sanctions and legal charges.
Anti-Violence Policy

Policy Statement—Davenport University is committed to providing a safe and healthy environment for all students, faculty, staff, and visitors and therefore adopts a zero-tolerance policy against any form of violence. Davenport University will not tolerate any threats, intimidation, or acts of violence on our premises or against our students, faculty, staff, student employees, distributors, or visitors. The University’s prohibition against threats, intimidation, and acts of violence applies to all persons involved in University operations, including, but not limited to, students, faculty, staff, student employees, contract and temporary faculty/staff, and anyone else on University property. This policy applies in all University facilities and other locations where faculty/staff are engaged in University business.

Violations of this policy by any individual will be subject to disciplinary and/or legal action, as appropriate. Any attempt to retaliate against an individual who files a complaint is prohibited by this policy and by law. Anyone who attempts to retaliate may be immediately terminated from his or her employment and/or dismissed from the University.

Definitions
A threat of violence includes any behavior that could be interpreted, by a reasonable person, as intent to cause harm to another person or damage to property.

- **Intimidation** — Intimidation is to coerce or inhibit by threats.
- **Act of Violence** — An act of violence is conduct that causes bodily or emotional injury to another person or damage to property.
- **Staff** — Faculty/Staff are all regular, temporary, contract, and adjunct full-time and part-time faculty, staff, and student employees.
- **Students** — Students are all individuals enrolled in a course or courses at Davenport University.

Examples of Acts of Violence
Some examples of prohibited violence include, but are not limited to, the following:

- **Hitting**—Hitting, slapping, or shoving an individual.
- **Harming**—Threatening and/or harming an individual, his/her family, friends, associates, or his/her property.
- **Exposure**—The threat to destroy or the destruction of property owned, operated, or controlled by the University.
- **Discretion**—Making a threat of violence through telephone calls, letters, electronic mail, or other forms of written, verbal, or electronic communication.
- **Intimidation**—Intimidating or attempting to coerce an individual to do wrongful acts.
- **Sabotage**—Sabotaging equipment or intentionally damaging property.
- **Suicide**—Threatening and attempting suicide.
- **Weapons**—Possessing or displaying weapons.
- **Assault**—Assault, arson, homicide, or inflicting bodily harm.

Notification of Personal Protection Order
To increase safety awareness, a faculty member, staff member, or student who is under the protection of a Personal Protection Order or Protection Order should inform those individuals responsible for campus safety. These individuals could be a campus safety officer, contract security personnel, physical plant employee, or an administrative position. In addition, a student should notify other individuals according to established policies of the specific campus, site, or facility.

Complaint Procedures
If there is an emergency that requires police and/or medical personnel, please contact the local police or sheriff department and then notify those individuals responsible for campus safety. The necessary personnel will assist.

Faculty/staff who become aware of a threat, intimidation, or an act of violence should immediately report it to their supervisor and those responsible for campus safety. A student or visitor who becomes aware of a threat, intimidation, or an act of violence should immediately report the violation to those responsible for campus safety.

Sanctions
Violation of the University’s anti-violence policy may result in legal action, criminal charges, and disciplinary action up to and including immediate dismissal and/or termination of employment.

Drug and Alcohol Policy
The use of any drugs in the Davenport University community must be within limits of federal and state laws. Davenport University reminds students and staff of their responsibility to know and obey those federal and state laws prohibiting the use of illegal drugs and alcohol.

While Davenport University is not specifically responsible for the enforcement of federal and state drug laws, those agencies charged with this legal responsibility have the authority to carry out their duties on campus. Individuals who illegally possess, use, or supply prohibited drugs or alcohol within the academic community risk action by the appropriate civil authorities and consequent penalty in addition to University sanctions.

The Drug-Free Schools and Communities Act Amendments of 1989 require all federal grant recipients to certify a drug-free environment. Davenport University has a vital interest in maintaining a safe and healthful learning environment for the benefit of its students and employees and to ensure its successful operation as an educational institution. In compliance with the Drug-free Schools and Community Act Amendments of 1989, Davenport University has established the following policy, which reinforces the University’s commitment toward promoting a drug-free learning environment:

- It is the policy of Davenport University that the unlawful manufacture, distribution, dispensation, possession, or use of illicit drugs and alcohol is prohibited on University property or as part of its activities.
- As a condition of receiving an education at Davenport University, each student is required by federal law to comply with the terms of this statement. Any student or employee who is found to have violated the policy will be subject to sanctions by the University, which may include suspension, expulsion, and referral for prosecution.
Federal Law
Federal law also requires that students be advised of the following:

- **Legal Sanctions**—Federal and state law prohibit the unlawful manufacture, distribution, dispensation, possession or use of controlled substances, illicit drugs and alcohol. Specific criminal penalties are applicable to unlawful activities as identified above and may include imprisonment and fines.

- **Health Risks**—Significant health risks are associated with and result from the use of illicit drugs and abuse of alcohol including raised blood pressure, blurred vision, dizziness, loss of sleep, anxiety, and depression; heart or respiratory failure; and liver, brain, and stomach destruction. In addition, there can be serious health risks to an unborn child.

- **Counseling And Treatment**—Davenport University is committed to assisting students and employees with substance abuse problems in utilizing available drug and alcohol counseling, treatment, or rehabilitation or re-entry programs.

Federal Information on Controlled Substances
For federal information on controlled substances see the following:

- Drug Penalties: [http://www.dea.gov/agency/penalties.htm](http://www.dea.gov/agency/penalties.htm)
- Uses and Effects: [http://www.dea.gov/concern/concern.htm](http://www.dea.gov/concern/concern.htm)

Reporting Accidents or Injuries
Injuries and illness, regardless of severity, should be reported immediately to the campus Executive Director (or designate) to provide prompt evaluation and to obtain medical attention if necessary. The University does not operate a health care facility on any campus. Injuries must be documented on the Accident/Incident Report Form. This form is to be completed by the student, campus Executive Director, and any witnesses to the injury. Safety is everyone’s responsibility. To prevent accidents, please report any unsafe conditions or circumstances to the campus Executive Director.

Reporting Criminal Activity or Other Emergencies
Any criminal action or emergency that occurs on campus or at a school-related function should be promptly reported (by Accident/Incident Report forms) to the campus Executive Director or his or her designate. These individuals will determine the nature and severity of the crime and judge whether or not local or state authorities are to be contacted.

Completed Accident/Incident Forms are directed to, and maintained by, the Human Resources Coordinator.

The University will respond and cooperate with local or state authorities in the referral for prosecution of any individual(s) non-academic policies and procedures involved in criminal activity. The University may impose the following sanctions, depending on the severity of the crime:

1. Oral or written warning
2. Suspension for a specified period of time, with definitive standards for re-admission or return to work, or
3. Dismissal/termination

Response to emergency situations will include a review of the circumstances that caused the incident and any actions necessary to prevent recurrence.

Campus Use Guidelines

**Bookstore**
The campus bookstore and availability of books and supplies required for courses varies by campus. Students may order textbooks online through Davenport University’s online book provider. Information for online ordering can be found on the Davenport web site at [www.davenport.edu](http://www.davenport.edu).

**Children**
Children 14 years of age and younger must be accompanied and attended by an adult while on the campus. Adults who bring children with them to the campus may be asked to control the actions of the children or remove them from the campus if the children create a disturbance to the orderly functioning of the University. Children are not to be taken to classrooms, laboratories, and libraries. Children cannot be left unattended while parents are in class. If children are left unattended, parents will be contacted in class and asked to remove the children from campus. Children cannot be left unattended in vehicles, or anywhere on the location at any time.

**Information Technology Use Policy**
Davenport University provides several technology resources for use by faculty, staff, students and other users that support its educational mission. These resources are continually changing due to advancements, but currently include computer hardware, software, services, email, voicemail, networks, mainframe, internet, and connections. These resources are provided to assist faculty, staff, and students to learn and conduct University-related business in the most efficient and effective manner. Technology resources may be used for limited personal use only during non-work hours. Email is provided to facilitate communications concerning the University’s educational mission and related business; the use of the University’s email system to distribute personal messages to multiple recipients is prohibited. Use of University technology resources to obtain or view inappropriate and/or sexually explicit information/pictures, distribute chain or junk mail, or other wasteful use is expressly prohibited.

All information residing in Davenport University’s computers, computer networks, and voice mail networks is the property of the University. The University prohibits the copying of any computer software from its computers or networks, including the University’s software or software owned or licensed from third parties. Email messages are automatically deleted after 90 days. If you wish to maintain copies for future reference, please refer to the procedures for archiving email.

Davenport University students and employees are prohibited from loading any software, data, or information from outside sources onto the University’s computers or networks. All loading of outside software, data, or information shall be completed by someone who is authorized to put them on the University’s computers or networks. Information technology resources are to be used ethically and appropriately, in accordance with all University policies. All faculty, staff, students and other users are required to:
• Protect all password and login information,
• Deny access to unauthorized users,
• Receive proper training prior to access, and
• Cooperate with any and all investigations of concern, problems, or technical difficulty related to University technology resources.

Information technology resources may NOT be used:
• For personal gain
• For any illegal activity
• To display, receive, archive, store, distribute, edit, propagate or record sexually explicit material, pirated software, or destructive materials (i.e., virus, worm, etc.)
• To send harassing, abusive, intimidating, discriminatory, or other offensive e-mails

Despite the use of passwords, all information on the University's computer networks, computers, and voicemail networks are not private to employees. All information, communications, and data related to the University's business sent or stored on University-provided computers and networks remain its property. Any information sent or stored on University provided networks and computers can be monitored and inspected by the University in its discretion at any time without notice. All passwords and codes on computers and networks must be approved by and be accessible to the University.

The University reserves the right to restrict, monitor, and/or interrupt the use of technology resources and the communications sent through any University technology resources, service, or on-line network. Any person that violates this University policy or applicable laws may also be subject to disciplinary action, including termination of employment. Please note that network or computing providers outside the University may additionally impose their own conditions of appropriate use, for which all users are responsible.

E-Mail General Information
Internet/E-mail is available at all PCs throughout the campus, supplying a direct access to the World Wide Web. Wireless access is also available throughout designated sections of the campus.

Falsification of University Records
Each student is expected to complete any University record accurately and honestly. Falsification of a University record is cause for cancellation of registration or dismissal.

Emergency Exits
Since there is always the possibility of the need to evacuate the buildings, a system of illuminated EXIT signs has been installed for the students' protection. The locations of fire exits are posted.

Parking
Parking is free at all campuses. Unauthorized automobiles and those not parked according to regulations are ticketed, and a fine will be assessed. Driving that is deemed unacceptable by the University, including (but not limited to) reckless, careless or negligent driving, will result in the loss of parking privileges and possibly probation or dismissal for the student or students involved. The University assumes no liability for property damage, loss of articles, or bodily injury resulting from the use of the parking facilities. Designated handicapped parking spaces are available. Some Davenport University campuses require a parking permit, which can be obtained through the Student Services Office.

School Closing for Inclement Weather
When weather conditions or emergencies such as power or equipment failures make it inadvisable to open University buildings, announcements will be made on local television and radio stations. Students and staff should listen carefully for information about the campus they attend or work in, since it is possible that some locations may close while others remain open.

Student Centers
Most locations have Student Centers where students may meet informally, and most of these have food and beverage vending machines. Some locations also have a microwave oven for heating food.

Bulletin boards are located at campuses for information regarding student events.

Student Illness Statement
As permitted by law, Davenport University reserves the right to require students who contract a contagious disease to withdraw from the University until they present a doctor’s statement that they are no longer infectious to others.

Telephone Messages and Usage
Students who receive an emergency telephone call will be notified in class. Please inform family, friends, etc., that emergency phone messages are for true emergencies only.

Use of University Buildings and Equipment
Location facilities are open throughout the day and evening for the convenience of our students. Non-academic use of the facilities by groups must be approved by the Administration.

If classroom equipment is not operating properly, it must be reported to the instructor or the campus Executive Director immediately. Classroom equipment may not be tampered with or removed. Any costs resulting from damage or loss due to unauthorized movement or tampering with equipment will be the responsibility of the student(s) involved.

A clear distinction is made between classroom and office equipment at each location. Office equipment—such as photocopiers, fax machines, postage meters, and office computers—is not for general student use. Photocopies can be purchased for a nominal fee in designated location offices or in the library.

Be aware of the posted statements about allowable use of computers, including Internet use, in the libraries, computer rooms, and classrooms.

Unauthorized use of office equipment may result in assessment of usage fees and disciplinary action.
Introduction

The purpose of the Student Code is to provide all Davenport University students with guidance in promoting standards of personal integrity that are in compliance with the mission of the institution. Students attending the University automatically accept the application of the University’s Student Code and its Judicial Process. Any question regarding the interpretation or application of the Student Code and its Judicial Process will be answered by the Group Vice President for Campus Operations. All students and student organizations will be bound by the Vice President’s answer.

The following is the official policy of Davenport University regarding student rights and responsibilities and disciplinary procedures, including the hearing process, appellate process, final review, and sanctions. The University reserves the right to alter, change, or modify these policies and procedures at any time as deemed best for the safety, security, and benefit of the University community. Any such changes will be published by the University.

Definitions

- “Student Code” is defined as the written regulations of the University applicable to students and student organizations as found in, but not limited to, the Student Handbook, University Catalog, University Residence Hall publications, the University website, this policy statement, and any other official publications of the University.
- “University” means Davenport University.
- “Student” includes all persons at the University enrolled both full-time and part-time, pursuing undergraduate or graduate studies in any delivery format.
- “Student Organization” includes all student-based organizations, including fraternities and sororities, registered with the University through the local campus office.
- “University Official” includes any person employed by the University who performs assigned administrative or professional responsibilities.
- “Member of the University community” includes any person who is a student, faculty member, University official or other person employed by the University.
- “University property and University premises” includes all land, buildings, facilities and other property in the possession of or owned, used, or controlled by the University, including adjacent streets and sidewalks.
- “Complainant” refers to a member of the University community, a student organization, or the University who is bringing charges against a student organization or a student. When the complainant is a student organization or the University, a single person may be appointed by that body to represent it.
- “Respondent” refers to a student organization or student charged with a violation of University policy, and not the University itself.
- “Ombudsperson” is defined as select individuals employed by the University and trained with respect to judicial policies and procedures. The Ombudsperson may help a respondent in the correct filing of a written appeal, lend moral support, and assist in the hearing process, and will act in the best interests of the student. The Ombudsperson role is to assist the student but not to speak on the student’s behalf or obstruct in any way the hearing process. It should be noted that this person cannot be a member of the Hearing Council, as that would be considered a potential or perceived conflict of interest.
- “Campus Designee” refers to a University appointee who is responsible for initiating the judicial process at the local level.
- “Witness” refers to an individual who was present at the time of the alleged policy violation or who can provide information relevant to the case during the judicial hearing.
- “Hearing Council” refers to the group of individuals selected to administer the formal judicial process as outlined later in this document, to determine whether there has been a violation of the Student Code, and to determine appropriate sanctions. The Council will consist of one faculty member, one staff member, and one student from the campus at which the incident occurred or is associated.

Student Rights

Each student is afforded the following rights:

1. Freedom from unlawful discrimination or harassment on the basis of race, sex, age, religion, national origin, disability, or sexual orientation under federal or state laws.
2. The right to information pertaining to academic standing, graduation requirements, and course requirements.
3. The freedom to join University organizations to pursue common educational interests.
4. The right to confidentiality of student records to the extent provided for under applicable federal or state laws. Information will be released only as allowed by federal and state laws.
5. The right to due process as outlined in this document.
6. The right to initiate a complaint that may bring about an investigation and/or disciplinary action involving another member of the academic community.
7. The right to select one employee of the University to act as an “Ombudsperson” to advise the student during the judicial process. It should be noted however, that this person cannot be a member of the Hearing Council, as that would be considered a potential or perceived conflict of interest.
Student Code

Student Responsibilities
Students are expected to respect and value the rights of others, support the academic environment, and encourage the proper use of University facilities. Students are also expected to observe national, state, and local laws as well as University rules, regulations, and policies — including the use of existing procedures to resolve disputes.

Misconduct
Any student or student organization found to have committed the following misconduct while on or adjacent to University premises, including virtual communications sanctioned by the University or at a University function, is subject to disciplinary action by the University. The following is not a complete listing of potential misconduct that may lead to discipline, but serves as a guideline to students and student organizations.

1. ACADEMIC DISHONESTY. Matters of academic dishonesty are subject to the academic integrity grievance procedure published in the University catalog.

2. DISORDERLY CONDUCT. Engaging in intentional expression or conduct on University owned or controlled property or at a University sponsored or supervised function that substantially disrupts or interferes with the University's normal functions or the rights of others or that causes substantial disorder. This prohibition includes the following:
   a. Taking action that threatens or endangers the safety, health, or life of others or behavior which creates the impression of such endangerment;
   b. Obscene conduct or behavior;
   c. Lewd, indecent, or vulgar conduct or expression; or
   d. Public intoxication
   e. Abusive or Offensive language inherently likely to provoke an immediate violent reaction whether or not it actually does so, or grossly indecent or offensive to a reasonable member of the University community.
   f. Damage to University property or any property that is not the student's own.

3. VIOLATION OF THE UNIVERSITY ANTI-HARASSMENT POLICY. As outlined in the University Catalog.

4. VIOLATION OF THE UNIVERSITY ANTI-VIOLENCE POLICY. As outlined in the University Catalog.

5. THEFT. Unauthorized possession or use of University property or the property of another person.

6. OBSTRUCTION OR DISRUPTION. Acts of obstruction or disruption including but not limited to the following:
   a. Obstructing or disrupting teaching, research, disciplinary procedures, and/or other University activities;
   b. Participation in a demonstration that disrupts the normal operations of the University, infringes on the rights of other members of the University community, or violates reasonable time, place, and manner restrictions;
   c. Leading or inciting others to disrupt scheduled and/or normal activities within any building or area;
   d. Obstruction of the free flow of pedestrian or vehicular traffic on University premises.

7. UNAUTHORIZED ENTRY. Unauthorized entry, occupancy, or use of physical or virtual University premises or property.

8. FAILURE TO COMPLY. Failure to comply with reasonable directives of University officials when such officials are acting in the performance of their duties.

9. DISHONESTY. Acts of dishonesty, including, but not limited to, the following:
   a. Furnishing false information to any University official, faculty member, or office.
   b. Forgery, alteration, or misuse of any University document, record, or instrument of identification.
   c. Tampering with the election of any University recognized student organization.
   d. Falsification of University records.
   e. Providing false information or false testimony.

10. COMPUTER ABUSE. Theft or other abuse of computers and related computing equipment including but not limited to the following:
    a. Unauthorized entry into or use of a file.
    b. Unauthorized transfer of a file.
    c. Unauthorized use of another individual's identification and/or password.
    d. Use of computing facilities to interfere with the work of another student, faculty member, or University official.
    e. Use of computing facilities for personal gain or profit.
    f. Use of computing facilities to send obscene or abusive messages.
    g. Use of computing facilities to send or view pornographic material.
    h. Use of computing facilities to interfere with normal operation of the University computing system.
    i. Use of computing facilities to threaten, intimidate, or otherwise violate University anti-harassment and anti-violence policies.

11. MISREPRESENTATION. Representing or acting on behalf of the University or another individual when not authorized to do so.

12. WEAPONS. Possession, use, control, or distribution of any firearms, explosives, dangerous chemicals, or any other weapons on University premises or at a University function. Prohibited firearms and weapons include but are not limited to rifles, shotguns, handguns, fireworks, BB and pellet pistols and rifles that are spring, gas or air powered, sling shots, whips, hunting knives, and bows and arrows.

13. FIRE AND SAFETY EQUIPMENT. Improper use or disablement of safety or fire fighting equipment, such as fire extinguishers, fire alarms, exit signs, or smoke alarms.

14. SEXUAL ASSAULT/ATTEMPTED SEXUAL ASSAULT. Physical contact of a sexual nature by one person against the will of or without the consent of another.

15. ILLEGAL DRUGS AND ALCOHOL. Unlawful manufacture, distribution, dispensation, possession, or use of controlled substances, illicit drugs, and/or alcohol on University property or as a part of its activities.
16. HAZING. Hazing is defined as any action or situation that recklessly or intentionally, on or off University property, endangers the mental or physical health or safety of a student, or willfully causes the destruction or removal of public or private property for the purpose of initiation or admission into, or affiliation with, or as a condition for continued membership in, any student organization, including fraternities/sororities and sports teams. The term shall include, but not be limited to, any brutality of a physical nature such as whipping, beating, tattooing, branding, paddling, forced calisthenics, exposure to the elements, treasure hunts, scavenger hunts, quests and road trips, forced consumption of food, liquor, drugs or other substances, or any forced activity which would subject the individual to mental stress, such as sleep deprivation, forced exclusion from social contact, or forced conduct that results in embarrassment or ridicule. For the purpose of this definition, any activity as described in this definition upon which the initiation or admission into, or affiliation with, or continued membership in an organization is directly or indirectly conditional, shall be presumed to be “forced” activity, the willingness of an individual to participate in such activity notwithstanding.

17. VIOLATIONS OF CAMPUS SPECIFIC POLICIES. As outlined in University publications, including those related to University supported housing, the Residence Hall Handbook.

18. VIOLATION OF LAWS. Violation of federal, state, or local law on University premises or at University sponsored or supervised activities. This also includes any conduct that is disorderly, lewd, or indecent; breach of peace; or aiding, abetting, or procuring another person to breach the peace on University premises or at functions sponsored by, or participated in by, the University.

19. OFF-CAMPUS MISCONDUCT. Participation in events that involve students or student organizations where this Code has been violated, where the University community or University operations are jeopardized, or that negatively impacts the reputation of the University, where the University’s name is authorized in an activity or that relate directly to the student’s or organization’s continued suitability for enrollment or continued registration.

20. USE OF DAVENPORT UNIVERSITY PROPERTY INCLUDING ONLINE PROPERTY. Students are authorized to use University property only as consistent with their coursework and related educational activities as provided for under this Student Code. Students enrolled in online classes and students using online learning tools or services agree to accept the terms and conditions placed upon the use of these materials. Specifically, online materials including syllabus documents, lectures, discussion threads, and other course and University related materials found online are the property of the University, and the only authorized use is for the purposes of completing University-related course work and related educational activities. University online materials shall not be disclosed, directly or indirectly, to any person or entity outside of the University and, in the case of online classes, to anyone otherwise not involved in teaching or who is enrolled in the particular class.

Judicial Process

Incident Reporting Process

Anyone wishing to report a violation of the Student Code shall document the alleged violation via incident report to a member of the campus administration within 5 business days of the alleged incident.

When a written violation is filed, it shall be forwarded to Student Affairs personnel, or their designee, at the campus where the incident occurred. A determination will be made by the campus designee (in possible consultation with other campus and/or University leadership) whether charges of misconduct should be filed in response to the incident.

Interim Suspensions and No Contact Orders

In certain circumstances, the Vice President of Campus Operations, Campus Executive Director, or a designee may impose a University or residence hall suspension prior to a hearing before a hearing council. Interim suspension may be imposed to ensure the safety and well-being of members of the University community or to preserve University property; or to ensure the student’s own physical or emotional safety and well being; or if the student poses a threat of disruption of or interference with the normal operations of the University.

During the interim suspension, students shall be denied access to the residence halls and/or the campus (including classes) and/or all other University activities or privileges for which the student might be otherwise eligible. A student may request a hearing regarding an interim suspension with the Vice President of Campus Operations, Campus Executive Director, or a designee within five days of notice of the interim suspension. The purpose of this hearing will be to determine the duration of the interim suspension. The decision of the Vice President of Campus Operations, Campus Executive Director, or designee is final and not subject to review. In judicial action resulting in suspension or expulsion, tuition, fees, and residence hall room and board are neither refunded nor remitted in whole or in part.

At times, in the interest of public safety it becomes necessary to restrict a student’s privileges and prohibit contact with specified individuals by issuing a “no contact” order. Unlike a court order, a University “no contact” order is issued by the Vice President of Campus Operations, Campus Executive Director, or a designee. This order is issued when it is believed necessary to protect one’s safety and preserve a peaceful environment for all students to work, study, and live on campus. This action may be based upon a complaint or report of dangerous behavior filed with Campus Safety. Violation of a “no contact” order is considered violation of the Student Code of Conduct and will result in disciplinary action that could include immediate suspension from classes and the entire campus.
**Initial Meeting**

If it is determined that charges should be filed, the campus designee will prepare a letter indicating the misconduct charges that have been filed and stating the content of those charges or otherwise attaching the incident report. The letter will request that the respondent meet with the campus designee at a time and date scheduled within three (3) business days from receipt of the letter. Failure to attend this meeting constitutes acknowledgment of responsibility for the original charge and will result in the appropriate sanction(s) being levied by the campus designee.

At the initial meeting, the campus designee will review with the respondent the report that led to the charges. The respondent will have an opportunity to admit or deny the charges and present any summary information he or she may have in response to the charges, and the following will result:

- If the respondent admits to the charge, the campus designee will decide the sanction, in possible consultation with other University leadership. The respondent will be notified of the outcome and sanction in writing within 5 (five) business days of the meeting.
- If the respondent denies the charge and there is enough information to go forward, the campus designee will advise the respondent that the University may convene a hearing on the matter. The designee will advise the student of the Hearing process including his or her right to select an Ombudsperson. The designee will convene the campus Hearing Council, within ten (10) business days of the initial meeting date.

**Hearing Overview**

The purpose of the hearing is to provide the opportunity for complainants and respondents to present all relevant testimony and evidence with regard to alleged violations of the Student Code. It is the responsibility of the Hearing Council to consider impartially all relevant testimony and evidence, determine the facts, apply University policy, and impose appropriate sanctions if the respondent is found responsible for the alleged violation.

University judicial hearings are administrative hearings that allow flexibility and are not courts of law. The judicial process is separate and independent from any civil or criminal action and may proceed even if a related matter is anticipated or pending in other forums. Rules of evidence and the criminal standard of proof do not apply. Councils are expected to weigh the evidence and make a determination based on a preponderance of evidence.

**Hearing Council**

The Hearing Council shall consist of one faculty member, one staff member, and one student from the campus where the incident occurred or is associated. The members of the Hearing Council will be chosen by the Vice President of Campus Operations or Campus Executive Director from the available pool of current employees/students at the location at the time of the hearing. The Vice President of Campus Operations or Campus Executive Director will identify individuals who, in his/her opinion, have no personal interest in the outcome of the hearing and can serve in a fair and impartial manner. If a potential member of the Hearing Council feels that he or she cannot render an impartial decision, he or she shall disqualify himself or herself. A person shall not serve on the Hearing Council if he or she is a witness who may testify in the matter, if he or she has a personal interest in the outcome of the matter, or if there is sufficient reason to believe that he or she could not serve in a fair or impartial manner. The Chair of the Hearing Council will be appointed from the identified members of the Council by the Vice President of Campus Operations or Campus Executive Director.

**Hearing Procedures**

Whenever a hearing is to be held regarding an alleged violation of the University’s Student Code, the respondent and the complainant shall be given at least three (3) business days notice of the charges and of the date, time, and place of the hearing. Failure of the respondent to attend the hearing will result in the case being heard in his/her absence.

The order of presentation of the hearing will normally be as follows:

1. Introductions and reading of the charge by the Chair
2. Opening statements by the Complainant and Respondent.
3. Presentation of witnesses/evidence by the complainant
4. Questioning of witnesses/evidence by the respondent
5. Presentation of witnesses/evidence by the respondent
6. Questioning of witnesses/evidence by the complainant
7. Closing statements

The Hearing Council may ask questions of witnesses at any time and, also, facilitate the presentation of the case. The Hearing Council may call additional witnesses or seek further evidence relating to a case if the Council desires clarification or further information.

All hearings shall be closed to everyone except the Hearing Council, appropriate University staff, the respondent, the complainant, the respondent’s Ombudsperson, the observer/recorder selected by the University, and witnesses during the actual time of their testimony. The proceedings of Hearing Council are presumptively confidential. Unauthorized disclosure of information by any party or witness involved during the hearing process may lead to disciplinary action. The respondent is entitled to be present at the hearing, to hear and respond to evidence regarding the charges, to present witnesses, and to question witnesses and other evidence.

The respondent is entitled to be accompanied by a Davenport University Ombudsperson. The Ombudsperson may not address the board, ask questions, or make arguments, but may consult with the respondent before and during the course of the hearing.

Witnesses must be members of the Davenport faculty, staff, or student body, unless the chair of the Hearing Council rules that others may appear in the interest of the case. The respondent and complainant must give names of all relevant witnesses to the campus designee at least two (2) business days before the hearing. The respondent and complainant will have access to the names of all witnesses. It is the responsibility of the respondent and complainant to notify all witnesses of the date, time, and place of a hearing. If witnesses fail to appear, the hearing shall be held in their absence.

All relevant information will be admissible. The chair, in consultation with the Council, will determine relevance.

All evidence and testimony presented to the Hearing Council are expected to be truthful, accurate, and complete. Failure to give truthful and complete testimony at a hearing may result in disciplinary action for the witness.
Following the proceedings, the Hearing Council will meet in private session to deliberate whether the respondent is responsible or is not responsible for the charge based on the Council’s judgment of the preponderance of the evidence. Decisions shall be based only on evidence presented at the hearing. The observer/recorder will remain in the session as a resource person but will not participate in the deliberations. The Hearing Council must reach consensus, with all members of the Council giving input. If the respondent is found responsible for the violation, the Hearing Council will set a sanction and will take into consideration any prior violations and the student’s or student organization's overall record.

The Council Chair will send the respondent and the complainant written notification of the decision of the Hearing Council and attach the Hearing Council’s written decision within five (5) business days after the close of the hearing. This notification will also include information on the appeal process.

**Appeal Process**

**Appeal of Initial Decision or Sanction**

Decisions of the campus designee may be appealed to the Vice President of Campus Operations or Campus Executive Director or his or her designee. Appeals must be filed in writing with the Vice President of Campus Operations or Campus Executive Director, or his or her designee, within three (3) business days after receipt of the written notification of the decision. The Vice President of Campus Operations or Campus Executive Director, or designee, will decide whether or not there is a basis for appeal and, if so, upon consideration of the appeal may change any determination made by the campus designee or any sanction levied by the campus designee. Written response to the appeal will be provided within five (5) business days.

**Appeal of a Hearing Council Decision or Sanction**

Decisions of a Hearing Council may be appealed to the Vice President of Campus Operations or Campus Executive Director or his or her designee. Appeals must be filed in writing with the Vice President of Campus Operations or Campus Executive Director or designee within three (3) business days after receipt of the written notification of the decision. The complainant or the respondent, including the University in case of University charges, may appeal the decision of a Hearing Council based on one or more of the following:

- New evidence not reasonably available at the time of the original hearing, the absence of which can be shown to have had a detrimental impact on the outcome of the hearing;
- Procedural error that can be shown to have had a detrimental impact on the outcome of the hearing;
- Errors in the interpretation of University policy;
- Appropriateness of the sanction.

The decision of the Vice President of Campus Operations, Campus Executive Director, or designee, is subject only to a final review by the Group Vice President for Campus Operations.

**Final Review**

Review by the Group Vice President for Campus Operations or his or her designee may be requested by the respondent and/or the University only on the basis of extreme or unusual, relevant circumstances. Requests for final review must be made within three (3) business days of receipt of the written notification of the initial appeal from the Vice President of Campus Operations or Campus Executive Director or designee. The decision of the Group Vice President for Campus Operations, or his or her designee, to grant or deny review shall be final and, if granted, his/her decision on review shall be final. The Group Vice President for Campus Operations or designee in their sole discretion, in order to provide consistency to the process and serve the best interests of the community, will decide whether or not there is a basis for appeal. If a basis for appeal is established, upon consideration of the appeal, the Group Vice President for Campus Operations or his or her designee may change any determination made by the Hearing Council or the Vice President of Campus Operations or Campus Executive Director or designee.

**Sanctions**

**Sanctions for Individuals**

Any combination of the following sanctions or other sanctions may be imposed through the judicial process. Multiple and/or repeated violations can result in increased sanctions up to and including expulsion from the University. The sanctions listed are not inclusive but merely serve as guidelines.

**Primary Sanctions:**

1. Formal warning: A written reprimand that expresses disapproval of the student’s actions and warns against any potential violations of University policy in the future.
2. Probation: Probation is a period of observation and review. A violation of the student code determined to be at probation level will result in a minimum of four weeks or up to six months on probation. If found responsible for violating any University policies or failure to comply with other requirements stipulated during this period, the student may be immediately suspended from the University and/or its events pending further disciplinary review.
3. Suspension: This sanction results in immediate dismissal from classes and activities at the University for at least the remainder of the session/semester in progress and/or a specified period of time thereafter. Any additional violations or failure to comply with other requirements stipulated during this period of suspension may result in expulsion. During this time the student is not permitted to visit the University or attend any University functions without written permission from the Vice President of Campus Operations or Campus Executive Director. Any student who is suspended or expelled for cause of misconduct will/shall not be entitled to any refund of tuition or other fees.
4. Expulsion: The most severe sanction for violation of University policy shall be expulsion, resulting in immediate dismissal and permanent separation from the University.
Additional Sanctions
5. University property restrictions: Students may be restricted from certain University facilities or property, either physical or virtual, for a definite period of time.
6. Housing unit suspension: Separation of the student from the University housing unit for a definite period of time, student code after which the student is eligible to return. Conditions for readmission may be specified.
7. Housing unit expulsion: Permanent separation of the student from the University housing units.
8. Fine: A monetary penalty for property damage, theft, or other violations that result in inconvenience or cost to others.
9. Restitution: Compensation for loss, damage, or injury. This may take the form of appropriate service and/or monetary or material replacement.
10. Educational sanctions: Sanctions that require an organization or individual to write a paper, plan and present a program, attend a class or seminar, or complete other educational requirements.
11. Loss of privileges: Denial of specified privileges for a designated period of time.
12. Disqualification from receipt of institutional financial aid.

Sanctions for Organizations
Any combination of the following sanctions or other sanctions may be imposed through the judicial process. Multiple and/or repeated violations can result in increased sanctions up to and including expulsion from the University. The sanctions listed are not inclusive but merely serve as guidelines.

Primary Sanctions
1. Formal warning: A written reprimand that expresses disapproval of the organization’s actions and warns against any future violations of University policy.
2. Probation: Probation for an organization includes the loss of all group and campus-wide social privileges except philanthropy. A probationary period may range from four weeks to one full academic year, with a mandatory review before the organization can be released from probationary status. Any additional violations or failure to comply with requirements stipulated during this period may result in suspension pending further disciplinary review.
3. Suspension: Suspension for an organization will result in a loss of all meeting and activity privileges for a minimum of one full academic year up to four full academic years. Any additional violations or failure to comply with other requirements stipulated during this period will result in expulsion. Any organization that is suspended or expelled for cause of misconduct shall not be entitled to any refund of member dues or other fees.
4. Expulsion: The most severe violation of the University judicial code by an organization will result in dismissal and permanent separation from the University.

Additional Sanctions
5. University property restrictions: The organization may be restricted from certain University facilities or property, either physical or virtual, for a definite period of time.
6. Housing unit suspension: Separation of the organization from the University housing unit for a definite period of time, after which the members are eligible to return. Conditions for readmission may be specified.
7. Housing unit expulsion: Permanent separation of the organization from the University housing units.
8. Fine: A monetary penalty for property damage, theft, or other violations that result in inconvenience or cost to others.
9. Restitution: Compensation for loss, damage, or injury. This may take the form of appropriate service and/or monetary or material replacement.
10. Educational sanctions: Sanctions that require an organization or individual to write a paper, plan and present a program, attend a class or seminar, or complete other educational requirements.
11. Loss of privileges: Denial of specified privileges for a designated period of time.
Outreach
Davenport University Benefits for Graduates

Davenport University Alumni Association
The Davenport University Alumni Association helps graduates keep alive the friendships, associations, and interests they developed as students.

Through many events, travel opportunities, programs and as the record-keeper of names, addresses, and biographical information for more than 40,000 graduates, we can help you stay in touch with former classmates and the University. Be sure to contact us when you move, get married, or change jobs so we can keep your information up-to-date. Stay in touch with your alma mater via our alumni e-mail address: alumni@davenport.edu.

Alumni Benefits
Anyone who has earned a degree or certificate from Davenport University automatically receives free membership into the Alumni Association. Your membership entitles you to the quarterly published Davenport Magazine and many university services. You’ll also receive:

- **Lifetime Employment Assistance** including
  - Career Link access
- **Free Lifetime Brush-up classes**—Graduates of Davenport University are eligible for free brush-up classes on a space available basis. This applies only to courses that students previously passed at DU and that were part of the student’s graduation requirements
- **Access to the Davenport library and computer labs** at no charge (You must have an alumni membership card)

Listed below are some of the additional benefits that are offered to DU Alums.

- International Travel Program
- MBNA Credit Card
- Gordon Food Fun Funds Program
- Liberty Mutual Insurance Program

For more details on other benefits and programs that are offered to Davenport alumni, please go to our website www.davenport.edu.

Corporate Services

Davenport University Corporate Services’ core mission is to create and deliver superior corporate training and consulting services and solutions to companies throughout Michigan and Indiana. Leveraging the University’s breadth of technical, business and health courses offered at our campuses, Corporate Services is ideally positioned to assist any company with employee development. Our flexibility is unrivaled.

Corporate Services offers a wide range of courses and delivery methods. Many credit courses offered by the University can be delivered through Corporate Services at any company site in Michigan or Indiana. If other training topics are desired, Corporate Services’ non-credit offerings—focusing on leadership, communications, customer service, manufacturing, etc.—may be of interest. These courses, along with others found at www.davenport.edu can be tailored to meet customers’ specific needs. Course delivery can take place at a Davenport University campus, corporate site, or even online. Call for more information at (866) 840-0005.

Davenport University Foundation Scholarships

Davenport University Office of Advancement
The Davenport University Foundation provides financial assistance for student scholarships, programs, and capital projects. The scholarships that follow were established through generous contributions from alumni, friends, and companies. The following scholarships are awarded to students who show financial need through the FAFSA application and/or meet specific scholarship criteria. Foundation scholarships are awarded as a portion of the student’s financial aid package, and a student may need to attend a specific campus or meet specific criteria to qualify for assistance. Please visit the local campus Financial Services office for more information or to apply for the scholarships listed.
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Anonymous (3)
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Inez Gaskill
Geerlings Development/Scott Geerlings
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(year) indicates alumni
## Course Descriptions

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Course Codes
To assist you with understanding this section, please use the following key to the codes:

Accounting = ACCT
Capstone = CAPS
Economics = ECON
Finance = FINC
Health Care Management = HCMG
Human Resources Management = HRMG
Management = MGMT
Management Information Systems = MISG
Marketing = MKTG
Mathematics = MATH

Accounting (ACCT)

ACCT500 Frameworks of Financial Accounting 3 CR
Pre-Core
This course introduces the principles of financial accounting, emphasizing the understanding and interpretation of financial data. Students also learn journal entries, adjustments, and an understanding of the complete accounting cycle. Financial concepts are covered, as well as basic concepts for the analysis of financial statements.

ACCT520 Introduction to Management Accounting 3 CR
Pre-Core
This course is an introductory-level study in management accounting. It is designed for students who have had minimal exposure to the subject. Students are introduced to basic topics typically encountered in management accounting and to recent developments and trends in this area. Topics include cost terms and flows, cost systems, activity-based costing, planning tools such as operational costing, and control devices such as responsibility accounting and performance evaluation, variance analysis, and analysis of financial statements.

ACCT600 Professional Accounting Seminar 1 CR
This seminar course was developed as a bridge between the undergraduate and MBA accounting courses. The course focuses on current industry-specific accounting topics at policy-making levels. Current issues within the areas of accounting and finance will be identified and analyzed through research, discussion, and presentation.
Prerequisite: ACCT320 and 90 hours of undergraduate credit completed

ACCT620 Standards in Financial Accounting 3 CR
Specialty
This course provides a review and analysis of current issues in financial accounting. Students study issues of income measurement and financial position. Examination of Financial Accounting Standard Board research and accounting literature are also performed. Students access accounting databases and conduct research on a topic of interest to the student and agreed upon by the instructor.

ACCT640 Managerial Accounting for Decision Making 3 CR
Core
Most of the information required to plan and control business operations, and the data required to create and sustain a competitive advantage, come from the accounting system and the reports that are generated. This course analyzes the management structure and process in which this information is generated, the construction and application of managerial accounting data, cost behavior and cost assignment. Students will also examine product cost within activity-based costing, job order costing, and process costing. Controlling cost through the use of standard cost system and budgeting are explored. In addition, this course covers business decision-making using relevant information from activity costing, variable/fixed analysis, cost-volume-profit analysis, quality costing, and productivity analysis. Students will analyze and evaluate managerial accounting functions and decision cases in light of managing a business, making financing decisions, and generating growth and income within the business firm.

ACCT670 Financial Planning & Risk Analysis 3 CR
Specialty
This course is designed to help students acquire knowledge, insights, and analytical skills related to how a company's managers design, implement, and use planning and control systems to implement a company's strategies. The focus is on the sequential steps in the typical management control process (strategic planning, budget preparation, operations, and analysis of operations). Variations in management control systems are discussed also.

ACCT725 Management Control & Process Improvement 3 CR
Specialty
A study of the cost and control processes employed by organizations to ensure strategic objectives are met, including competitive, technological and product design. Students explore the behavior implications of alternative management cost systems and varying control philosophies. Students also examine performance measurements with emphasis on continuous improvement.

ACCT730 Taxation of Corporations and Shareholders 3 CR
Specialty
The course is a study of the tax issues faced by corporations and their owners including legal forms of ownership, liquidations, distributions, to shareholders and reorganizations. Examination of federal income tax issues and consolidated tax returns are covered. Students examine the applicable income tax code, internal revenue regulations and rulings, plus judicial cases as it pertains to corporate taxation. Computerized tax research techniques are also used in this course.

ACCT735 Strategic Tax Decisions 3 CR
Specialty
Examination of international, federal, state and local corporate taxes with emphasis on planning and management. Research techniques and technological applications emphasized. Focus on identifying the types of corporate taxes and analyzing the financial impact.

ACCT740 Estates & Trusts 3 CR
Specialty
This course is an advanced level study covering three key themes: 1) judicial estate and trust administration, 2) accounting for estate and trust transactions, and 3) estate, gift and trust taxation. The course is designed in three modules to help students develop a sufficient understanding of the subject matter and proceed under the case method. Students respond to various applications of taxation and accounting situations which include discussion of legal areas.

ACCT750 Information Systems Auditing 3 CR
Specialty
This course will take a practical approach in presenting the value of Internal Audit and in particular EDP Audit to the corporate enterprise. While the class researches
ACCT780  Asset Recovery/ Legal Environment  3 CR

Specialty
This course teaches students the options available for recovering misappropriated assets or obtaining restitution; along with the appropriateness, advantages, and disadvantages of each option including criminal prosecution, insurance recovery, and civil litigation. Students will also study the rights of individuals suspected of committing fraud, the admittance of evidence, and the testimony of expert witnesses.

ACCT782  Conducting Acct Fraud Exams  3 CR

Specialty
This course builds upon investigative techniques learned in ACCT780 through the examination of specific types of commercial fraud and abuse, including falsified financial statements, misappropriations, corruption, and conflict of interest. The student will study the detection, investigation, and prevention of these specific abuses along with specialized topics dealing with the use of computers in the detection of fraud, due diligence requirements, and antiterrorism legislation.

ACCT783  Forensic Acct Data Analysis  3 CR

Specialty
This course entails the examination of organizational data to identify patterns that match known fraud profiles. The student will study logical and/or numerical and statistical patterns in data. Students will work with a corporate database developing a fraud profile and applying appropriate investigative tests.

ACCT780  Forensic Accounting  3 CR

Specialty
This course serves as an introduction to forensic (fraud) accounting. Topics include fraud examination techniques, interview techniques, rules of evidence relating to fraud, internal control methodology, asset misappropriation, and financial statement misrepresentation. Students learn various fraud examination techniques that include case initiation and interviewing/interrogation procedures. This portion of the course includes grand jury and courtroom protocols and testifying. Students also learn rules of evidence as they relate to several different fraudulent activities, including illegal activities (wagering, money laundering and currency structuring) as well as cash skimming, embezzlement, and other forms of white collar crimes.

ACCT781  Asset Recovery/ Legal Environment  3 CR

Specialty
This course teaches students the options available for recovering misappropriated assets or obtaining restitution; along with the appropriateness, advantages, and disadvantages of each option including criminal prosecution, insurance recovery, and civil litigation. Students will also study the rights of individuals suspected of committing fraud, the admittance of evidence, and the testimony of expert witnesses.

ACCT770  Global Accounting  3 CR

Specialty
This course serves as an introduction to the internationalization of accounting standards and the role it plays in the international comparability of accounting standards and the quality of financial reporting worldwide. International accounting standards are in the early stages of development. Students are introduced to global accounting and the world economic environment to achieve a basic understanding of the playing field. Students analyze, compare and contrast the structure and processes of accounting standards of major developed countries in the world. Students are also exposed to the complexities involved in achieving international harmonization and comparability in global accounting standards and financial reporting.

ACCT782  Conducting Acct Fraud Exams  3 CR

Specialty
This course builds upon investigative techniques learned in ACCT780 through the examination of specific types of commercial fraud and abuse, including falsified financial statements, misappropriations, corruption, and conflict of interest. The student will study the detection, investigation, and prevention of these specific abuses along with specialized topics dealing with the use of computers in the detection of fraud, due diligence requirements, and antiterrorism legislation.

ACCT783  Forensic Acct Data Analysis  3 CR

Specialty
This course entails the examination of organizational data to identify patterns that match known fraud profiles. The student will study logical and/or numerical and statistical patterns in data. Students will work with a corporate database developing a fraud profile and applying appropriate investigative tests.

Economics (ECON)

ECON600  Global Economics  3 CR

Core
This course encompasses the theories of international trade, examines the advantages, disadvantages, and consequences of trade among nations, and discusses concepts of international economics. Trade policies to promote and block trade are discussed. Regional economic integration is examined regarding the effects upon developed nations, developing nations, and nations in transition to a market structure. The course includes a discussion of the exchange rate market, the effects of the macro monetary policies of a nation, the effects of movements in the factors of production, and the effects of direct foreign investment on multinational corporations. The course stresses the effects of supply and demand on the economic concepts to be examined. In addition the economics of the United States health care system and the differences of the health care systems in other countries are examined.

Finance (FINC)

FINC510  Foundations of Financial Management  3 CR

Pre-Core
This course introduces the student to the fundamental concepts of financial management. The topics covered are financial statement analysis, the term structure of interest rates, time value of money, risk and return, bond and stock valuation, capital budgeting, financing issues such as working capital policy, capital structure, cost of capital, dividend policy, and related topics.

FINC620  Finanicial Management  3 CR

Core
This course focuses on the application of financial theory and concepts for management decision making with emphasis on the practical aspects of finance. Students learn how to analyze a company’s financial information and practice financial planning. Students evaluate the capital investment process, the corporate restructuring process, as well as bankruptcy analysis. In addition, students explore the financial decision-making process relating to working capital management and international finance.
FINC720  Finance of Compensation and Benefits  3 CR
Specialty
Employee Benefits constitute a substantial portion of an employee's total compensation package and significant cost to employers. This course examines the purpose, design, funding and administration of Health and Welfare programs offered to employees by their employers. In addition, this course examines the legal environment governing the administration of employee benefits, and the co-ordination of employer benefits with Social Insurance Programs established and administered by the State.

FINC750  Advanced Financial Management  3 CR
Specialty
This course is designed to explore the advanced methods and techniques used in the financial management of an organization: cash management, capitalization issues, approaches to financial planning, mergers, acquisitions and multi-national financial management. Students learn to assess the financial operations and positions of an organization using various analysis methods. Special consideration is given to unusual trends and accounting issues. Case studies are utilized to analyze the various financial strategies used by organizations.

FINC760  Investment Policies and Analysis  3 CR
Specialty
This course is designed for the financial professional to develop an in-depth understanding of investments. Students develop an understanding of debt and equity securities as well as derivatives. Students also apply the theories of investment strategies and techniques through course assignment and cases. Topics include financial markets, portfolio theory, equilibrium, arbitrage theories, market efficiency, security analysis and derivatives in the development of sound investment strategies. Case analyses will serve to demonstrate the knowledge acquired in the course.

FINC765  Money and Capital Markets  3 CR
Specialty
Students acquire the analytical tools needed to understand why the financial marketplace behaves as it does and how financial decisions should be made. The course describes how today's financial markets operate and where they appear to be headed, as well as how money and capital markets around the globe work to facilitate savings and investments, make payments, supply credit, accumulate wealth, supply liquidity, protect against risk, and support public policy. Topics covered include the various financial institutions, interest rates and security prices, money and capital markets, the role that consumers, businesses, and governments play in the financial markets, and the international financial systems.

FINC770  International Financial Strategies  3 CR
Specialty
This course provides the necessary understanding and tools crucial in strategically managing international financial activities. Topics include exchange rate determination, global capital and equity markets, balance of payments, currency trading, interest rate and purchasing power parity, asset pricing and foreign investments, transfer pricing, capital budgeting and managing foreign exchange exposure. Students integrate economic, financial management, investment, and market knowledge through international case studies in this course.

FINC780  Portfolio Theory and Application  3 CR
Specialty
Students acquire the financial tools to manage a portfolio with a variety of investment objectives matching the expected returns with the related risks. This is accomplished by learning about investment alternatives that are available today and developing the skills needed to analyze and think about investment alternatives, which may become available in the future. Students learn the theory of optimal portfolios, the behavior and determinants of asset returns, and the techniques of portfolio management. The course covers portfolio construction and analysis, the Capital Market theory and its application in portfolio analysis, arbitrage pricing theory and the multi-index model, security valuation and risk analysis, asset class management, and portfolio performance analysis. It is highly recommended students take FINC760 Investment Policies and Analysis before this course.

FINC790  Derivatives and Risk Management  3 CR
Specialty
This course examines the financial market innovations in the area of hedging and risk management. Students learn about derivative instruments and the buying and selling of securities to protect against adverse changes in external factors. The instruments examined include traded options, futures, forwards contracts, and swaps. Students analyze how organizations and individuals reduce risk by using various market techniques to position their short or long-term financial needs. Topics such as duration and volatility are also discussed. Students taking this course are expected to have a strong foundation in financial management and investments. Case studies are used to demonstrate the use and development of various risk management strategies.

Health Care Management (HCMG)

HCMG630  Health Care Organizations  3 CR
Specialty
This course presents the components of health care organizations, including operations and financing, and discusses the integration of those components for effective health care delivery systems. It reviews the events that have shaped our current health care system and discusses the future of health care as well. Finally, it applies these concepts through review of several case studies.

HCMG740  Managed Care and Delivery System  3 CR
Specialty
This course covers the fundamentals of system reengineering, organizational transformation, continuous quality improvement, clinical process redesign, clinical resource management, utilization management, standardizing clinical processes and transformation of traditional health insurance services. This course description represents a comprehensive overview of the relevant topics associated with Managed Care & Integrated Delivery System.

HCMG760  Administrative Research and Report Methods  3 CR
Specialty
This course covers the methodology of report analysis typical to health care. The student will be introduced to specialized used of research and statistical analysis. This course will enhance the student's skills to analyze/interpret information and apply research to make sound business decisions.
Course Descriptions

HCMG770 Strategic Management in Health Care 3 CR

Specialty
This course integrates the knowledge and skills developed in previous courses in the Health Care Management program into the context of strategic management of health care organizations. Emphasis will be placed on the application of total quality management and/or continuous quality improvement initiatives in improving efficiency and cost containment in a health care setting. Tools for TQM and CQI will be discussed and demonstrated through casework. Students will be able to apply these methods to affect change throughout their organization.

Human Resources Management (HRMG)

HRMG700 Strategic Management of Human Resources 3 CR

Specialty
This course will examine the theories, techniques and major functions that human resources plays in organizations. Major topics include the human resources environment, strategy formulation, human resource planning, strategy implementation, and human resource evaluation. Emerging concepts will be developed and integrated into the course to emphasize the interaction between strategy and human resources, as approached from a general management perspective.

HRMG710 Organizational Culture and Communication 3 CR

Specialty
This course will examine the strategies available to the then resource professional, focusing on communication skills, job knowledge, health and safety issues, problem solving, and team effectiveness. Discussions will include the evaluation of training programs, development of leadership skills, conflict management, group dynamics and decision making, and analysis of the problems faced by the human resources professional in recognizing and dealing with collective bargaining issues, to include organizational activities, relations with union representatives, and issues involving contract employees. This course offers approaches for meeting these challenges and identifying root causes of organizational problems and an examination of possible unintended consequences of corrective actions.

HRMG720 Employment Law and Labor Relations 3 CR

Specialty
This course will examine the significance and impact of laws as they pertain to employment and labor relations. Two of the most important external influences on employment and labor relations are government legislation/regulations and court interpretations. Students will be exposed to the numerous laws impacting recruiting and selection, compensation, working conditions, discipline and union/management labor relations as well as international regulations. This course will examine the content and application of key laws such as the NLRB, Title VII, Civil Rights Act, EEOC, ADA, and FMLA. In addition, case studies will be utilized to analyze the outcomes of certain labor relations decisions.

HRMG750 Organizational Training and Development 3 CR

Specialty
This course will emphasize the training demands placed on human resource managers and departments. The course will cover: determining the training needs of an organization, developing training programs, techniques of implementing training programs, staffing and cost-effectiveness of training programs and evaluation techniques of training programs. Issues relating to electronic training will be covered, including the use of the internet, the intranet and conference training. Students taking this course will be expected to integrate training concepts learned in the course with technologic, communication, and presentation skills.

Management (MGMT)

MGMT510 Management Theory and Practice 3 CR

Pre-Core
The course introduces a spectrum of management roles and responsibilities dealing with organizational behavior. The student learns management principles and practices, leadership and motivation, and different types of organizational environments and group behavior.

MGMT635 Communications and Leadership 3 CR

Core
This course focuses on verbal communications skills, business presentation techniques, and active listening concepts. Additional topics include proper business and report writing utilizing APA format. The student will apply these techniques through the use of case study analyses. Additionally, the course will review leadership theories and styles, investigate ethical practices and conduct, and provide an initial perspective on the issues associated with the use of organizational teams. The final focus of this course is an exposure to research methodology in both qualitative and quantitative studies utilizing primary and secondary data.

MGMT645 Organizational Behavior and Diversity 3 CR

Core
This course addresses the behaviors of individuals and groups in organizations. It provides insight about effectively managing and leading the change-adept organization. The purpose of the course is to introduce students to an integrative framework addressing the effect of individual and social behavior in viewing the changes taking place in the environment, strategy, structures and processes of organizations. Special attention is paid to contemporary management issues such as diversity in the workplace, focus on quality and speed, morale crises and corporate social responsibilities.

MGMT710 Visionary Leadership 3 CR

Specialty
This course studies the guidelines for developing a visionary process in an organization. These guidelines include development of the scope of the vision and its implementation. Students examine team-based, borderless management, learning to empower employees with decision-making and attempting to give employees freedom with responsibility. The course centers on individual characteristics and organizational factors that influence the ability to generate and implement new products, processes and ventures.

MGMT715 Dynamics of Quality 3 CR

Specialty
This course covers an interdisciplinary approach to market-driven quality as it applies to management, marketing, production and customer service. The course covers total quality management core processing, re-engineering, balanced scorecard, statistical quality control, statistical process control, and other statistical techniques related to quality performance. Through these techniques, students learn critical thinking and problem-solving skills.
that are necessary to recognize quality issues and to make sound decisions in a highly competitive business environment. Students learn to identify quality issues and/or outcomes, develop a meaningful data set, analyze the data, and evaluate the quantitative and qualitative results.

**MGMT720 Negotiating Strategies & Tactics** 3 CR

**Specialty**
This course analyzes conflict in business dealings and develops new approaches to negotiating with people from both similar and different backgrounds. Many dimensions of negotiation are discussed including interpersonal, organizational, and cultural dynamics. Students review strategies in various conflicting situations including cooperative, competitive, and principled negotiation. In order to predict and interpret the actions of a negotiator's counterpart and to make intelligent decisions, emphasis will be placed on role-playing simulations of managerial behavior and decision-making processes.

**MGMT725 Effective Leadership** 3 CR

**Specialty**
This course is designed to provide new ways of thinking about leadership philosophies and strategies. Students begin with an exploration of the nature of effective leadership and leadership theories. Understanding power, creating change, developing teams, and guiding group decisions are examined in the context of the roles of a leader. Students learn how to recognize leadership traits and approaches so they can develop their own leadership style. Case studies involving real-world situations that confront leaders are used so that students can formulate strategies to improve the performance of followers through effective leadership.

**MGMT730 Paradigms of Change** 3 CR

**Specialty**
This course emphasizes the change process and the skills necessary to bring about desired results. The course covers various change models, their underlying philosophies, and their applicability to the workplace. It includes an analysis of the effects of various types of changes, from worker displacement to the impact of technology on productivity. Students learn to analyze each step in the change process from the analysis of present conditions to the evaluation of results.

**MGMT755 Strategic Planning and Management** 3 CR

**Specialty**
This course reinforces concepts from previous courses and introduces the student to the theories of Strategic Planning. The student analyzes the methodology management uses in preparing the strategic plan as an instrument to guide the organization. Concepts such as global competitiveness, how strategic thinking influences decision-making, quality philosophy, and the preparation of a strategic plan are used as instructional instruments. Business decision-making regarding change are examined using relevant information from video and case studies. Students prepare a business plan and present their result in a final format using research, design, and management reports.

**MGMT765 Implementation Strategies** 3 CR

**Specialty**
This course examines the entry, positioning, pricing, diversification and technology needed for the fledging entrepreneur to move beyond the business formation stage. Learning is focused on the implementation of a given corporate strategy or strategies. Discussion of various entrepreneurial activities and leadership changes which have to occur as the activities evolve from innovation to communication, delegation and organization are integrated throughout the learning experience. Students gain insight into different leadership systems and growth implementation methods. Students also examine the business implications as they relate to the core business processes, competitive forces and strategic decision-making in entrepreneurialism.

**MGMT770 Seminar in Entrepreneurial Issues** 3 CR

**Specialty**
This course allows students to explore selected entrepreneurial issues and increase their practical knowledge and understanding through case studies. Examples of entrepreneurial issues are expansion, international business, start-ups, marketing management, venture capital, growth strategy, joint ventures, bank lending, initial public offerings, risk analysis, organizational structure, return on investment, new products, consulting, acquisitions, computer applications, technology, project design development, negotiations, and stock market. Students focus on exploring and expanding on the individual issues and their importance to the success of the business venture.

**MGMT780 Global Business Strategies** 3 CR

**Specialty**
This course reinforces concepts from previous courses and introduces new concepts for managing organizations in the short and long term. Students learn that managing effectively requires that leaders be aware of, adjust for, and anticipate changing internal and competitive conditions. Concepts such as global competition, strategic planning, international trading alliances, quality and ethical considerations are integrated into the coursework. Skills relating to negotiating, technology, human resources and production management are simultaneously developed. Students strengthen their decision-making skills utilizing current financial data, economic indicators, and tracking of stock market activity and interest rates to enhance their organization's performance. Students present their results in a final format using financial statements and management reports.

**Management Information Systems (MISG)**

**MISG610 Human Resource Planning & Control** 3 CR

**Specialty**
This course will provide the student with a high level overview of various human resource issues including hiring practices, staffing requirements, legal and financial components, employment guidelines and personnel and payroll tracking. The student will learn how to determine staffing requirements, conduct unbiased employment searches, implement and monitor fair employment practices, account for benefits and employee termination and comply with federal and state requirements on reporting, tax withholding and legal requirements (including workers’ compensation).

**MISG620 Accounting Information Systems** 3 CR

**Specialty**
The course is an advanced level study in accounting information systems and the role it plays in management. Students will analyze the structure of accounting information, modularized by business functions and the organization structure. Students will learn to assess the adequacy of the control environment of the accounting
Course Descriptions

MISG630  Systems Analysis and Design  3 CR

Specialty
This course will cover the theory and practice of designing management information systems from a manager's perspective. Emphasis will be on system development, monitoring and control, review and maintenance and project management. Topics will include local area networks (LAN) and wide area networks (WAN), data, voice, image and video communications networks. Case studies will be utilized to demonstrate various network configurations.

MISG635  E-Business Strategies  3 CR

Specialty
This course is a study of exploding growth of the information technologies and their business implications and applications in the global business sector. Students will learn effective use of information technology for strategic advantage and operational performance in global organizations.

MISG640  Programming Languages & Operating Systems  3 CR

Specialty
This course will present students with an overview of the fields of computer science and information processing as well as provide practical experience in using more advanced features of desktop applications. There are two main, complementary purposes of this course. The first is to provide the end-user of a mechanical system with a sufficient background to enable the individual to converse with his/her IS support staff from a position of knowledge. The second is to develop greater self-sufficiency in the use of personal computers. Students will also learn the skills necessary to integrate the features of desktop applications that provide for enhanced data analysis and presentation with existing systems. In addition, students will perform elementary programming tasks to enhance concepts learned and to provide practical stimuli for problem-solving.

MISG710  Database Management Systems  3 CR

Specialty
This course presents concepts, approaches and techniques in database management systems (DBMS) by examining the hierarchical and network models, and studying the relational model. In addition to the theoretical aspect of DBM's, students learn how to design and build applications using a leading commercial PC-based DBMS.

MISG720  Electronic Commerce  3 CR

Specialty
This course covers the practical applications of communicating financial information via use of state-of-the-art technology. The emphasis of this course will be the utilization of application software, multimedia techniques, teleconferencing, resources on the internet, and communication protocols using various network configurations. This course will include a presentation project utilizing the various technologies.

MISG730  Information Management in Health Care  3 CR

Specialty
This course examines the information needs of the health care industry, with emphasis on continual environmental change. Topics covered include development of a health information system, standards and health care regulations, databases, legal considerations, and quality improvement. Financial reporting, cost benefit analysis, marketing and ethical considerations are also included in evaluation the total information needs of the health care institution.

Marketing (MKTG)

MKTG500  Marketing Policies  3 CR

Pre-Core
This course focuses on the analysis of marketing activities and is designed to develop students problem-solving skills in a marketing context. Major emphases are placed on the decision areas of product, pricing, promoting, and distributing goods and services, as well as on the development of integrated marketing programs. This course provides students with a systematic approach to marketing decision-making and familiarizes students with the practice of marketing.

MKTG610  Marketing Strategies  3 CR

Core
Marketing strategies and tactics are the tools that managers use to increase sales and profits of products and services. Identifying and employing the most effective strategies are critical to the success of any firm. In this course students explore market segmentation, product, price, distribution, promotion, international, and strategic marketing strategies and tactics. Case studies are used to provide an opportunity to conduct situation analyses, identify SWOTs (strengths, weaknesses, opportunities, and threats), and recommend appropriate strategies and tactics that will attract, satisfy, and retain customers.

MKTG720  Marketing Technology  3 CR

Specialty
Decisions affecting marketing initiatives of a firm should be based on relevant information available within the firm as well as from external information sources. The challenge for managers today is that there is so much information it threatens to overwhelm them. Participants in this course address the following issues: What information is needed to make marketing decisions? What printed and electronic sources, including the Internet, contain this information? How should this information be systematically gathered, recorded, and analyzed? What computer hardware and software is needed to record, analyze and report information? Each team analyzes the current marketing information system of a firm and makes recommendations for a new system, which will improve decision making.

MKTG740  Product Planning and Development  3 CR

Specialty
New products or services are the lifeblood of any firm. Yet many firms lag behind competitors in developing and introducing new products or services or experience high failure rates of new entries. Participants in this course explore the following topics: Product or service portfolio analysis, new product or service concept generation, product or service portfolio analysis, new product or service concept generation, writing and testing concepts, test market models, and marketing strategies and programs used to launch new products or services successfully. They also develop a new concept and write a marketing plan to launch the new product or service in the marketplace.

MKTG760  Global Marketing  3 CR

Specialty
Conducting business in foreign countries used to be reserved for large corporations. Today, however, many small and medium-size firms recognize the potential and are competing globally. This course involves an exploration of the following issues: What are the opportunities and challenges of
competing abroad? What economic, political, cultural, logistic and competitive factors must be considered before entering a foreign market? What are the most effective means of entering foreign markets? How should domestic marketing strategies be changed to enhance success in foreign markets? Participants apply what is learned by analyzing case studies and making recommendations that explain how firms should enter and compete in the global marketplace.

**MKTG780 e-Marketing 3 CR**

**Specialty**

Strategic e-Marketing takes a systems and relationships approach to exploring e-business marketing. This course addresses the basic principles that underlie marketing and how e-business marketing techniques will fundamentally change the traditional marketing process. The intent is to prepare students for careers in a rapidly changing environment of non-linear, online, interactive advertising; new product development and distribution processes; and reliance on databases.

**Mathematics (MATH)**

**MATH500 Statistics for Business 3 CR**

**Pre-Core**

This is the basic statistics course for graduate students who have never had statistics or for those who need a refresher course. Descriptive and inferential statistical methods are applied in problem-solving and decision-making situations. The probabilities of random events and the percentiles of random measure are derived, analyzed, and used either to ascertain unknown current state of affairs or to anticipate future outcomes. The incorporation of SAS software procedures and output is an extensive component of this course.

**MATH620 Quantitative Analysis for Decision-Making 3 CR**

**Core**

This course covers various quantitative techniques such as probabilities, hypothesis testing, games, queuing, ANOVA, regressions, PERT/CPM, and linear programming. Students apply technology in research and analytical problem solving methods that are crucial in making sound business decisions in a highly competitive economy, including forecasting, inventory control and simulation modeling. Students use technology in their coursework. The employment of highly advanced technology in a knowledge driven environment to theoretical and applied research cases is critical in developing strong analytical and problem solving skills.