



# 2020 - 2021 ACADEMIC CATALOG

**KELLER GRADUATE SCHOOL OF MANAGEMENT**

Volume XVI

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*Program availability varies by location, and onsite and online enrollment restrictions may apply. DeVry University's Keller Graduate School of Management master's degree programs are offered online, and degrees are conferred by DeVry University's Keller Graduate School of Management.*

*We reserve the right to change terms and conditions outlined in this catalog at any time without notice. Information is current at the time of publication. This catalog supersedes all previously published editions and is in effect until a subsequent catalog is published. Information contained herein effective November 2, 2020.*

*DeVry University, Inc. is a wholly owned subsidiary of Cogswell Education, LLC, 19 West Elm Street, Greenwich, CT 06830, 630.799.0400. Becker Professional Education is owned and operated by Becker Professional Development Corp.*

*For students who signed enrollment agreements prior to May 13, 2016, DeVry University's Keller Graduate School of Management is forgoing its right to invoke the mandatory arbitration clause in the event of student/graduate claims or controversies arising out of or related to the terms of the Enrollment Agreement or education provided by Keller Graduate School of Management.*

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## Message from the President

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Dear Student,

Welcome to the Keller Graduate School of Management family, and congratulations on taking this important step toward furthering your education and preparing to advance your career. Know that our talented faculty and committed support staff will be there for you every step of the way. It is our goal to support your success as a graduate student, both inside and outside the classroom. We are here for you, and we care about your success.

Founded in 1973 by Dennis Keller and Ron Taylor, Keller Graduate School of Management originally offered a certificate in business administration, which became the forerunner of the executive MBA programs that emerged in the years that followed. After three decades of success, Keller merged with DeVry Institute of Technology to become DeVry University in 2002. While the strength of a Keller education remains rooted in tradition, we continue to evolve to keep pace with the needs of today's employers. Whether it is our MBA program, one of our specialized master's degree programs, or one of our graduate certificate programs, you have the opportunity to learn the skills that can give you the edge in your career.

Among the many other benefits of the Keller experience, you can learn from a faculty of practicing professionals who are passionate about what they do and eager to share those insights with their students. They bring the workplace to the classroom so you gain relevant knowledge that can be immediately applied to your career.

Keller provides the flexibility to mix quality onsite instruction – offered evenings and weekends throughout the country – with dynamic online learning. Courses are offered in eight-week sessions that begin six times each year. And because we know balancing school and other priorities is important, our academic schedule and onsite/online format make it easy to progress at a pace that suits your goals and lifestyle.

We are committed to providing you with an education that provides a powerful return on investment – one that capitalizes on emerging technologies that enhance the learning environment and help you build connections to Keller's faculty, student and alumni communities. We are grateful for the opportunity to contribute to your success and excited about what lies ahead for you. All the best as you continue your educational journey.

Respectfully,



Thomas L. Monahan III  
President & CEO

## Message from the Provost

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Building on a tradition of excellence. That's what DeVry University's Keller Graduate School of Management is all about. This tradition has thrived over the years through the dedicated efforts of our professors and staff as they design, enhance and deliver our programs; our support of the business communities that embrace our graduates; and the important contributions of our alumni, whose success continues to build upon Keller's good name. But most of all, the focus of the tradition is our students, who set their goals and expectations higher than most, and who are committed to success through education.

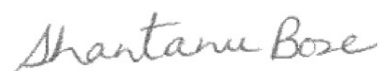
Our world continues to advance through the power of technology, transforming our workplaces, homes and communities. Your decision to pursue a master's degree is the right step toward gaining the critical knowledge and skills needed to grow professionally and personally, and to succeed in this changing environment.

To support your quest for success, Keller Graduate School of Management's programs and delivery options, including our blend of onsite and online learning, provide you with the highest quality practitioner-oriented graduate management education. Add to this our year-round schedules and convenient locations – and our commitment to serving working adults – and you have a powerful combination that's helped thousands of Keller alumni balance family and work while achieving their education goals.

As you progress through your program of study, please remember that we rely on your valuable feedback to add meaning and benefit to the Keller experience. Let us hear from you, whether through class evaluations, email, phone calls to administrators and faculty, or personal visits.

On behalf of the faculty and staff of Keller Graduate School of Management, I congratulate you on your decision to make this important investment in your future, to better your life through the power of education and to join our tradition of excellence.

All the best,



Shantanu Bose, PhD  
Provost and Chief Academic Officer

## University Mission & Values

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Serving more than 45,000 students annually onsite and online, DeVry University, including Keller Graduate School of Management – part of the University’s College of Business & Management – is one of North America’s leading providers of career-oriented higher education. The University’s extensive resources help prepare undergraduate and master’s-level students for careers at the heart of today’s business and technology sectors. Our mission, purposes and values, outlined below, have fueled our steady program and geographic expansion to better serve students as well as employers for more than 85 years.

### University Mission and Purposes

The mission of DeVry University is to foster student learning through high-quality, career-oriented education integrating technology, science, business and the arts. The University delivers practitioner-oriented undergraduate and graduate programs onsite and online to meet the needs of a diverse and geographically dispersed student population.

DeVry University seeks to consistently achieve the following purposes:

- To offer applications-oriented undergraduate education that includes a well-designed liberal arts and sciences component to broaden student learning and strengthen long-term personal and career potential.
- To offer practitioner-oriented graduate education that focuses on the applied concepts and skills required for success in a global economy.
- To provide market-driven curricula developed, tested, and continually improved by faculty and administrators through regular outcomes assessment and external consultation with business leaders and other educators.
- To continually examine the evolving needs of students and employers for career-oriented higher education programs as a basis for development of additional programs.
- To promote teaching excellence through comprehensive faculty training and professional development opportunities.
- To provide an interactive and collaborative educational environment that strengthens learning, provides credentialing opportunities, and contributes to lifelong educational and professional growth.
- To provide student services that contribute to academic success, personal development, and career potential.
- To serve student and employer needs by offering effective career entry and career development services.

### Keller’s Mission

The mission of Keller Graduate School of Management is to provide high-quality, practitioner-oriented graduate management degree programs with an emphasis on excellence in teaching and service to adult learners.

The following objectives reflect our mission in terms of desired overall student outcomes. These objectives evolve over time as they are shaped by students, faculty, staff, employers, other constituencies and the changing environment.

- Developing students’ understanding of the language and information specific to business
- Enabling students to integrate concepts and skills across functional areas



- Strengthening students' ability to communicate effectively both orally and in writing
- Instilling in students an appreciation of differences in cultures and values
- Providing students with the concepts and tools they need to contribute to their organizations' ongoing efforts to improve quality and productivity
- Broadening and deepening students' ability to effectively use technology to meet organizational goals
- Enabling students to effectively conduct applied business research
- Strengthening students' leadership and team-building skills
- Enhancing students' managerial decision-making skills while maintaining keen awareness of ethical considerations
- Instilling in students the value of lifelong learning

### **University Values**

In striving to accomplish our educational mission and purposes, we adhere to the following values reflecting the standards of service and conduct to which we have committed ourselves:

- Student success – Fostering student success is the underlying principle that guides DeVry University's decision-making and institutional activities.
- Excellence in teaching – Engaging faculty who embrace continual improvement in their subject matter expertise, pedagogical effectiveness and appropriate use of technology advances teaching excellence and promotes student learning.
- Academic standards – Upholding academic standards and ensuring academic integrity are paramount in ensuring the value of graduates' degrees.
- Academic freedom – Encouraging faculty and staff to engage in appropriate scholarly activities and in free exploration of ideas is essential to maintaining the intellectual vitality of the institution.
- Educational relevance – Offering technical and business programs that provide career enhancement, promote responsible citizenship and encourage lifelong learning supports the University's mission.
- Organizational integrity – Involving the institution's members in the development of policies, and consistent application of policies and procedures to interdepartmental relationships, is required to maintain institutional stability and effectiveness.
- Responsive student services – Providing support services in a helpful and caring manner to students fosters learning and supports academic success.
- Building on diversity – Maintaining an institutional culture that draws strength from the varied perspectives and backgrounds of its students, faculty and staff helps DeVry University achieve its educational and strategic goals.
- Institutional improvement – Reviewing and improving curricula, academic operations, teaching and academic support services are critical for maintaining an educational leadership position in rapidly evolving academic fields.



# Academic Calendar

Keller delivers courses in a session format, with two eight-week sessions offered each semester. Months corresponding to the University's summer, fall and spring semesters are designated in two overlapping calendar cycles. At the time students matriculate, they are assigned to either a Cycle 1 or a Cycle 2 calendar schedule (see [Student-Centric Period](#)).

*Note: Each session, instruction ends at 11:59 pm MT on Saturday of week eight. No instruction occurs on holidays or during break periods indicated below.*

Cycle 1	
<b>2020 Winter Break:</b> Sunday–Sunday, December 20–January 3	
<b>2021 Spring Break:</b> Spring Break: Sunday–Sunday, April 25–May 2	
<b>2021 Summer Break:</b> Sunday–Sunday, June 27–July 4	
<b>2021 Winter Break:</b> Sunday–Sunday, December 19–January 2	
<b>Cycle 1: 2020 Fall Semester</b>	<b>August 31, 2020– December 19, 2020</b>
<b>September 2020 Session</b>	
Monday, August 31	Session Begins
Monday, September 7	Labor Day Holiday
Saturday, October 24	Session Ends
<b>November 2020 Session</b>	
Monday, October 26	Session Begins
Thursday–Friday, November 26–27	Thanksgiving Break
Saturday, December 19	Session Ends
<b>Winter Break:</b> Sunday–Sunday, December 20–January 3	
<b>Cycle 1: 2021 Spring Semester</b>	<b>January 4, 2021– April 24, 2021</b>
<b>January 2021 Session</b>	
Monday, January 4	Session Begins
Monday, January 18	Martin Luther King Jr., Day Holiday
Saturday, February 27	Session Ends
<b>March 2021 Session</b>	
Monday, March 1	Session Begins
Friday, April 2	Spring Holiday
Saturday, April 24	Session Ends
<b>Spring Break:</b> Sunday–Sunday, April 25–May 2	
<b>Cycle 1: 2021 Summer Semester</b>	<b>May 3, 2021– August 28, 2021</b>
<b>May 2021 Session</b>	
Monday, May 3	Session Begins
Monday, May 31	Memorial Day Holiday
Saturday, June 26	Session Ends
<b>Summer Break:</b> Sunday–Sunday, June 27–July 4	
<b>July 2021 Session</b>	
Monday, July 5	Session Begins
Saturday, August 28	Session Ends
<b>Cycle 1: 2021 Fall Semester</b>	<b>August 30, 2021– December 18, 2021</b>
<b>September 2021 Session</b>	
Monday, August 30	Session Begins
Monday, September 6	Labor Day Holiday
Saturday, October 23	Session Ends
<b>November 2021 Session</b>	
Monday, October 25	Session Begins
Thursday–Friday, November 25–26	Thanksgiving Break
Saturday, December 18	Session Ends
<b>Winter Break:</b> Sunday–Sunday, December 19–January 2	

Cycle 2	
<b>2020 Winter Break:</b> Sunday–Sunday, December 20–January 3	
<b>2021 Spring Break:</b> Spring Break: Sunday–Sunday, April 25–May 2	
<b>2021 Summer Break:</b> Sunday–Sunday, June 27–July 4	
<b>2021 Winter Break:</b> Sunday–Sunday, December 19–January 2	
<b>Cycle 2: 2020 Fall Semester</b>	<b>October 26, 2020– February 27, 2021</b>
<b>November 2020 Session</b>	
Monday, October 26	Session Begins
Thursday–Friday, November 26–27	Thanksgiving Break
Saturday, December 19	Session Ends
<b>Winter Break:</b> Sunday–Sunday, December 20–January 3	
<b>January 2021 Session</b>	
Monday, January 4	Session Begins
Monday, January 18	Martin Luther King Jr., Day Holiday
Saturday, February 27	Session Ends
<b>Cycle 2: 2021 Spring Semester</b>	<b>March 1, 2021– June 26, 2021</b>
<b>March 2021 Session</b>	
Monday, March 1	Session Begins
Friday, April 2	Spring Holiday
Saturday, April 24	Session Ends
<b>Spring Break:</b> Sunday–Sunday, April 25–May 2	
<b>May 2021 Session</b>	
Monday, May 3	Session Begins
Monday, May 31	Memorial Day Holiday
Saturday, June 26	Session Ends
<b>Summer Break:</b> Sunday–Sunday, June 27–July 4	
<b>Cycle 2: 2021 Summer Semester</b>	<b>July 5, 2021– October 23, 2021</b>
<b>July 2021 Session</b>	
Monday, July 5	Session Begins
Saturday, August 28	Session Ends
<b>September 2021 Session</b>	
Monday, August 30	<b>Session Begins</b>
Monday, September 6	Labor Day Holiday
Saturday, October 23	Session Ends
<b>Cycle 2: 2021 Fall Semester</b>	<b>October 25, 2021– February 26, 2022</b>
<b>November 2021 Session</b>	
Monday, October 25	Session Begins
Thursday–Friday, November 25–26	Thanksgiving Break
Saturday, December 18	Session Ends
<b>Winter Break:</b> Sunday–Sunday, December 19–January 2	
<b>January 2022 Session</b>	
Monday, January 3	Session Begins
Monday, January 17	Martin Luther King Jr., Day Holiday
Saturday, February 26	Session Ends

## TechPath

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Today's leading businesses are powered by innovation and technology. As the workplace becomes digitized at an unprecedented pace, success is fueled by the ability to use technology to make data-driven decisions. That is why our programs are infused with technology and hands-on experiential learning. We call it TechPath and the goal is simple: to provide our graduates with real-world opportunities to solve problems, think critically, work in teams, analyze data, present solutions, and stand out as leaders in our digitally driven world.

Explore TechPath programs through the links below:

### **Master's Degree Programs**

- [Accounting & Financial Management](#)
- [Business Administration](#)
- [Human Resource Management](#)
- [Project Management](#)
- [Public Administration](#)

## About Keller

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### **A Tradition of Innovation**

For 40 years, Keller Graduate School of Management has served the unique needs of working adult students. Our innovative, practitioner approach is based on the idea that effective teaching and student mastery of practical skills are the most important components of graduate management education. Our first class had seven students – a number that grew to 900 by the late 1970s, as students began taking advantage of our evening MBA program. Today, Keller Graduate School of Management provides a broad range of master's degree and graduate certificate programs.

In 1991, we introduced our Project Management program and are proud to be a Project Management Institute Registered Education Provider (R.E.P.). Additionally, most Keller project management offerings, including our MPM program, are accredited by the Global Accreditation Center for Project Management Education Programs (GAC). (See [Accreditation](#) to learn which programs are GAC accredited.) DeVry University, including Keller Graduate School of Management, is among a limited number of U.S. universities and schools worldwide to be granted this designation. More information on this accreditation is available via [www.pmi.org](http://www.pmi.org).

In 1993, we broadened our portfolio with the addition of our Human Resource Management program. And expansion continued with other program offerings: Network & Communications Management (1997); Accounting & Financial Management, and Information Systems Management (1998); Public Administration (2001); and Accounting (2012). A recent focus is the burgeoning area of information security – critical in today's business and government sectors.

Recognizing that the most valuable employees are those with relevant real-world business and technology skills, we established a presence in the continuing and professional education arena.

In 1996, Becker CPA Review was acquired, which subsequently joined forces with Conviser Duffy CPA Review. Today, Becker Professional Education complements DeVry University's growing range of education services and is a leading provider of preparatory coursework for various professional certification exams.

In addition, the University's [DeVryWORKS](#) offers a unique mix of corporate education, tailored learning and professional training solutions that addresses today's most pressing business challenges. Helping achieve measurable results, our offerings can be delivered at your company facility, at Keller sites nationwide or online globally.

### **Keller Advantage**

#### ***Practitioner Orientation***

All Keller programs are regularly reviewed for relevance to both students and employers. Faculty members focus squarely on critical competencies for today's successful managers, in areas such as business communications, technology, ethics, quality and international business, which are woven throughout the curricula.

#### ***Excellence in Teaching***

Our professors are enthusiastic educators who enjoy sharing their business acumen with students. Faculty supplement the core curriculum with a variety of instructional activities focused on helping students achieve course outcomes and real-world standards of excellence.

Students also play an integral role in maintaining high teaching standards by regularly providing feedback on faculty effectiveness. University administrators then use this feedback to coach faculty and improve and enhance teaching methods and instructional technique.

### ***Professional Connections and Memberships***

To keep current with industry practices and developments, and provide highly relevant education, the University's graduate-level faculty, staff and alumni are active in various professional organizations including:

- American Institute of Certified Public Accountants
- Federation of Schools of Accountancy
- Institute of Managerial Accounting
- Project Management Institute
- Academy of Management
- American Management Association
- American Marketing Association
- American Society for Quality
- National Black MBA Association
- United States Association of Small Business and Entrepreneurship
- American College of Healthcare Executives
- American Health Information Management Association
- American Society of Training and Development
- Society for Human Resource Management
- American Society of Industrial Security
- Association of Information Technology Professionals
- Association for Business Communication
- American Association of Cost Engineering International
- IEEE

In addition, faculty and staff actively participate in professional organizations to remain current on educational trends and to continue the University's leading role in the education arena. Among others, organizations include:

- American Assembly of Collegiate Schools of Business
- American Association of University Administrators
- American Council on Education
- American Library Association
- Council of Graduate Schools
- United States Distance Learning Association

### ***Continuous Improvement***

Change management, improved productivity and commitment to quality are vitally important in today's competitive global economy. To this end, Keller's quality assurance initiatives stress ongoing program and process improvement based on critical feedback from students, faculty and staff.

Keeping curricula responsive to changes in business theory and practice is essential. To maintain an appropriate balance of continuity and change, our academic experts integrate faculty input and

regularly review course content and level, as well as texts. In addition, they consult faculty on proposals for new course content and course development.

Also of critical importance in ensuring quality is an ongoing cycle of planning, implementing, assessing of outcomes and acting on feedback to continually improve all aspects of the educational experience. Our quality focus means attention, every day, to understanding and meeting student and faculty needs, thus creating long-term educational value for students, graduates and employers.

## Accreditation & State Authorization

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*Note: Copies of documents describing DeVry University's accreditation, as well as its state and federal approvals, are available for review from the chief location administrator.*

### **Institutional Accreditation**

DeVry University\*\* is accredited by The Higher Learning Commission (HLC), [www.hlcommission.org](http://www.hlcommission.org). The University's Keller Graduate School of Management is included in this accreditation.

The HLC is a national agency that accredits U.S. colleges and universities at the institutional level; and is recognized by both the U.S. Department of Education and the Council for Higher Education Accreditation. Accreditation provides assurance to the public and to prospective students that standards of quality have been met. Contact information for the HLC is:

The Higher Learning Commission  
230 S. LaSalle St., Ste. 7-500, Chicago, IL 60604  
800.621.7440  
[www.hlcommission.org](http://www.hlcommission.org)

DeVry University is a member of the [Council for Higher Education Accreditation](http://www.chea.org), a national advocate and institutional voice for self-regulation of academic quality through accreditation. CHEA, an association of 3,000 degree-granting colleges and universities, recognizes 60 institutional and programmatic accrediting organizations.

### **Programmatic Accreditation and Recognition**

#### **ACBSP**

The following Keller master's degree programs have achieved voluntary accreditation from the Accreditation Council for Business Schools and Programs (ACBSP, [www.acbsp.org](http://www.acbsp.org)), demonstrating that they have met standards of business education that promote teaching excellence: Business Administration, Human Resource Management, Project Management, Public Administration, Information Systems Management, Network & Communications Management.

The ACBSP has also granted specialized accounting accreditation to the following established Keller degree programs: Master of Accounting & Financial Management; Master of Business Administration with a specialization in Accounting; Master of Science in Accounting.

#### **GAC**

The following Keller programs are accredited by the Global Accreditation Center for Project Management Education Programs (GAC) of the Project Management Institute: Master of Business Administration, when completed with a concentration in project management; Master of Information Systems Management, when completed with a concentration in project management; Master of Network & Communications Management, when completed with a concentration in project management; and Master of Project Management. DeVry University, including Keller Graduate School of Management, is among a limited number of U.S. universities and schools worldwide to be granted this designation. More information is available via [www.pmi.org](http://www.pmi.org).

## **SHRM**

The Society for Human Resource Management has acknowledged that the following programs fully align with SHRM's HR Curriculum Guidebook and Templates: Master of Human Resource Management; and Master of Business Administration with Human Resource Concentration. More information on SHRM is available at [www.shrm.org](http://www.shrm.org).

## **State Authorization**

State authorization information for DeVry University locations and distance (online) education is provided below.

## **State Relocation Notice to Students**

Students who relocate while enrolled at DeVry University may be unable to complete their program if relocating to a state where DeVry is not authorized to offer a particular program. Prospective students should contact their admissions advisor/representative to discuss how relocation could affect their ability to complete their program; current students should contact Student Central if they are considering relocating during their course of study.

There may be consequences, such as ineligibility for financial aid, for applicants and students who relocate to a state where DeVry is not authorized. There may also be program limitations, even in states where DeVry is authorized; applicants/students may not be able to apply, continue, or transfer to a particular program, as not all programs may be approved by a state authorization agency.

## **State Authorization of DeVry University Locations**

DeVry University holds the required state authorization in each state where DeVry has a location. Please refer to the list below.

## **State Authorization of Distance Education**

DeVry University does not participate in the State Authorization Reciprocity Agreement (SARA). States have varying requirements governing distance (online) education offered by postsecondary institutions. DeVry's distance education authorizations are listed below.

**Alabama:** DeVry holds a Private School License from the Alabama Community College System, 135 South Union Street, Montgomery, AL 36104, 334.293.4500. DeVry is exempt from the Alabama Commission on Higher Education's programmatic review.

**Alaska:** DeVry has been issued an exemption by the Alaska Commission on Postsecondary Education, P.O. Box 110505, Juneau, AK 99811. DeVry's programs are exempt from authorization under AS 14.48 and 20 AAC 17.015 because the programs are online or distance delivered and do not have a physical presence in the state.

**Arizona:** DeVry is authorized to operate and grant degrees by the Arizona State Board for Private Postsecondary Education, 1740 W. Adams, 3rd Flr., Phoenix, AZ 85007, 602.542.5709.

**Arkansas:** DeVry University has been granted certification by the Arkansas Higher Education Coordinating Board, 423 Main Street, Suite 400, Little Rock, AR 72201, undergraduate and graduate programs offered by distance education. Arkansas Higher Education Coordinating Board certification does not constitute an endorsement of any institution or program. Such certification merely indicates that certain criteria have been met as required under the rules and regulations implementing institutional and program certification as defined in Arkansas Code §6-61-301. The



student should be aware that these degree programs may not transfer. The transfer of course/degree credit is determined by the receiving institution.

**California:** DeVry is a private institution approved to operate by the California Bureau for Private Postsecondary Education. Approval to operate means the institution is compliant with the minimum standards contained in the California Private Postsecondary Education Act of 2009 (as amended) and Division 7.5 of Title 5 of the California Code of Regulations. For additional information, please visit the Bureau's Internet website at <http://www.bppe.ca.gov>.

DeVry holds Registration of Out of State Institution for distance education from the California Bureau for Private Postsecondary Education.

**Colorado:** DeVry holds full authorization to operate by the Colorado Commission on Higher Education, 1600 Broadway, Ste. 2200, Denver, CO 80202, 303.862.3001.

**Connecticut:** DeVry is registered to offer online courses/programs to Connecticut residents by the Connecticut Office of Higher Education, 450 Columbus Blvd., Hartford, CT 06103, 860.947.1800.

**Delaware:** DeVry has been granted full approval to operate with degree granting authority in the State of Delaware by the Delaware Department of Education, 401 Federal Street, Suite 2, Dover, DE 19901, 302.735.4000.

**Florida:** DeVry is licensed by the Commission for Independent Education, Florida Department of Education. Additional information regarding this institution may be obtained by contacting the Commission at 325 West Gaines Street, Suite 1414, Tallahassee, FL 32399, toll-free telephone number 888.224.6684.

**Georgia:** DeVry is authorized under the Nonpublic Postsecondary Educational Institutions Act of 1990, by the Georgia Nonpublic Postsecondary Education Commission, 2082 East Exchange Place, Suite 220, Tucker, GA 30084, 770.414.3300.

**Illinois:** DeVry is authorized to operate and grant degrees by the Illinois Board of Higher Education, 1 N. Old State Capitol Plaza, Ste. 333, Springfield, IL 62701, 217.782.2551. To report unresolved complaints to the Illinois Board of Higher Education visit their webpage at <http://complaints.ibhe.org>.

**Indiana:** This institution is authorized by: The Indiana Commission for Higher Education/Indiana Board for Proprietary Education 101 West Ohio Street, Suite 300 Indianapolis, IN 46204-4206.

**Iowa:** DeVry University is registered to offer distance education programs in Iowa by the Iowa College Student Aid Commission. Students with concerns or complaints may contact Iowa College Aid at: 877.272.4456, <https://www.iowacollegeaid.gov/StudentComplaintForm>.

**Kansas:** DeVry is approved by the Kansas Board of Regents, 1000 SW Jackson St., Ste. 520, Topeka, KS 66612, 785.430.4240.

**Kentucky:** DeVry University is licensed by the Kentucky Council on Postsecondary Education, 1024 Capital Center Drive, Suite 320, Frankfort, KY 40601, 502.573.1555.

**Louisiana:** DeVry University is currently licensed by the Board of Regents of the State of Louisiana, P.O. Box 3677, Baton Rouge, LA 70821. Licenses are renewed by the State Board of

Regents every two years. Licensed institutions have met minimal operational standards set forth by the state, but licensure does not constitute accreditation, guarantee the transferability of credit, nor signify that programs are certifiable by any professional agency or organization.

**Maine:** DeVry qualified for the exemption from Maine law, Title 20-A, Maine Revised Statutes, Chapter 409 and from the Maine Department of Education Rule, Chapter 149, Procedures For Obtaining Authorization For Institutions Of Higher Education To Confer Academic Degrees Or to Offer Degree Courses/Programs in the State of Maine. Maine Department of Education, 23 State House Station, Augusta, ME 04333.

**Maryland:** DeVry University is registered with the Maryland Higher Education Commission, 6 N. Liberty St., 10th Flr., Baltimore, MD 21201, 410.767.3300.

**Michigan:** DeVry is licensed by the Michigan Department of Licensing and Regulatory Affairs, P.O. Box 30018, Lansing, MI 48909, 517.241.9221 for out of state distance education.

**Minnesota:** DeVry University is registered with the Minnesota Office of Higher Education, 1450 Energy Park Drive, Ste. 350, St. Paul, MN 55108, 651-642-0567, [www.ohe.state.mn.us](http://www.ohe.state.mn.us), pursuant to sections 136A.61 to 136A.71. Registration is not an endorsement of the institution. Credits earned at the institution may not transfer to all other institutions. The Bachelor of Science in Accounting is not a "CPA Pathway" program.

**Missouri:** DeVry is certified to operate by the Missouri Department of Higher Education, 205 Jefferson St., Jefferson City, MO 65102-1469, 573.751.2361.

**Montana:** DeVry is authorized to offer post-secondary degree programs in Montana by the Montana University System Office of the Commissioner of Higher Education, 560 N. Park Ave., Helena, MT 59620, 406.449.9124.

**Nevada:** DeVry is licensed to operate in the state of Nevada by the Nevada Commission on Postsecondary Education, 1860 E. Sahara Ave., Las Vegas, NV 89104, 702.486.7330.

**New Jersey:** DeVry is licensed by the New Jersey Office of the Secretary of Higher Education, P.O. Box 542, Trenton, NJ 08625, 609.292.4310.

**New Mexico:** DeVry holds a Distance Education Authorization Certificate from the New Mexico Higher Education Department, 2044 Galisteo Street, Suite 4, Santa Fe, NM 87505, 505.476.8400.

**New York:** DeVry has received permission to operate its academic programs in New York from the University of the State of New York Board of Regents/The State Education Department, 89 Washington Avenue, 5 North Mezzanine, Albany, NY 12234, 518.474.2593.

**North Carolina:** DeVry has been evaluated by the University of North Carolina (910 Raleigh Rd., Chapel Hill, NC 27515, 919.962.4559) and is licensed to conduct higher education degree activity. The School's guaranty bond for unearned prepaid tuition is on file with the Board of Governors of the University of North Carolina and may be viewed by contacting the Regulatory Affairs Department at DeVry University.

**North Dakota:** DeVry is authorized to operate in North Dakota under North Dakota Century Code 15-18.1. North Dakota University System, 2000 44<sup>th</sup> St. SW, Suite 301, Fargo, ND, 58103.

**Ohio:** DeVry holds Certificate of Authorization by the Ohio Department of Higher Education, 25 South Front Street, Columbus, OH 43215, 614.466.6000.

**Oregon:** This school is a unit of a business corporation authorized by the State of Oregon to offer and confer the academic degrees described herein, following a determination that state academic standards will be satisfied under OAR chapter 583, division 30. Inquiries concerning the standards or school compliance may be directed to the Oregon Higher Education Coordinating Commission, 255 Capitol Street NE, Salem, OR 97310.

**Pennsylvania:** Students who reside in Pennsylvania or wish to enroll at a Pennsylvania location must refer to the Pennsylvania catalog. DeVry is approved and authorized to operate by the Pennsylvania Department of Education, 333 Market Street, Harrisburg, PA 17126, 717.783.8228. In Pennsylvania, instructional hours for all courses scheduled to meet on days falling on recognized holidays will be made up by one or more of the following deemed appropriate by the faculty and approved by the dean of academic excellence: lengthened class sessions, pre-course readings, team projects, group meetings.

DeVry is registered with the Pennsylvania Department of Education as an out-of-state distance education provider to enroll residents of Pennsylvania in distance education programs.

**South Carolina:** DeVry University is licensed by the South Carolina Commission on Higher Education, 1122 Lady St., Ste. 300, Columbia, SC, 29201, 803.737.2260. Licensure indicates only that minimum standards have been met; it is not equal to or synonymous with accreditation by an accrediting agency recognized by the U.S. Department of Education.

Note: DeVry is licensed by the South Carolina Commission on Higher Education to recruit South Carolina residents into programs at on-ground campuses in Charlotte, NC; Decatur, GA; Orlando, FL and online through its Illinois campus.

**Tennessee:** DeVry University has been granted optional expedited authorization by the Tennessee Higher Education Commission, Parkway Towers, Suite 1900, Nashville, TN 37243, 615.741.5293.

**Texas:** DeVry is authorized to grant degrees by the Texas Higher Education Coordinating Board, Box 12788, Austin, TX 78711, 512.427.6223, 512.427.6168 fax. DeVry is granted exemption as a private university by the Texas Workforce Commission. Exemption status means DeVry is not approved or regulated by the Texas Workforce Commission.

**Utah:** DeVry is registered under the Utah Postsecondary Proprietary School Act (Title 13, Chapter 34, Utah Code). Registration under the Utah Postsecondary Proprietary School Act does not mean that the State of Utah supervises, recommends, nor accredits the institution. It is the student's responsibility to determine whether credits, degrees, or certificates from the institution will transfer to other institutions or meet employers' training requirements. This may be done by calling the prospective school or employer. State of Utah, Department of Commerce, 160 East 300 South, Salt Lake City, UT 84114.

**Virginia:** DeVry is certified to operate by the State Council of Higher Education for Virginia, 101 North 14th Street, Richmond, VA 23219, 804.255.2621. DeVry University's Board of Trustees, in conjunction with the Provost and Vice President of Academic Excellence, have approved all degree programs and certificate programs offered by DeVry University and its Keller Graduate School of Management in the State of Virginia.

**West Virginia:** DeVry has been issued a permit to operate by the West Virginia Higher Education Policy Commission, 1018 Kanawha Blvd., East, Suite 700, Charleston, WV 25301.

**Wisconsin:** The Wisconsin Educational Approval Program, 4822 Madison Yards Way, WI 53705, 608.266.2112 certifies that DeVry University (Online) has been approved and is legally authorized to do business in the state of Wisconsin as a private postsecondary school, subject to the provisions of 440.52 Wisconsin Statutes, and all administrative rules adopted pursuant to the statutes.

**Wyoming:** DeVry is authorized to offer educational services to Wyoming students by the Wyoming Department of Education, 122 W. 25<sup>th</sup> St., Suite E200, Cheyenne, WY 82002, 307.777.7675.

DeVry University's distance (online) education programs are not subject to authorization in all states. Therefore, DeVry may offer online programs to residents of the following states without separate approval: Hawaii, Idaho, Massachusetts, Mississippi, Nebraska, New Hampshire, South Dakota, Vermont, and Washington.

DeVry University is not able to offer distance education programs to Rhode Island or Washington D.C. residents at this time.

Oklahoma residents may enroll in DeVry University's degree programs. However, at this time, Oklahoma residents interested in DeVry University's undergraduate certificate programs are only eligible to enroll in the Undergraduate Certificate in Medical Billing and Coding or the Undergraduate Certificate in Medical Billing and Coding – Health Information Coding.

DeVry University participates in the Federal Direct Loan program. Immigration and Customs Enforcement authorizes DeVry University to accept and enroll nonimmigrant students.

**\* In New York, DeVry University operates as DeVry College of New York.**

*Note: DeVry University's Keller Graduate School of Management master's degree programs are offered online, and degrees are conferred by DeVry University's Keller Graduate School of Management in the United States.*

### **Bankruptcy Statement**

DeVry University does not have a pending petition in bankruptcy, is not operating as a debtor in possession, has not filed a petition within the preceding five years and has not had a petition in bankruptcy filed against it within the preceding five years that resulted in reorganization under Chapter 11 of the U.S. Bankruptcy Code.

## Keller's Degree Programs

*Availability of all programs, concentrations and graduate certificate offerings varies by location.*

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### Master of Business Administration Program

The Master of Business Administration (MBA) program blends management theory with real-world applications, emphasizing practical skills and concepts businesses demand from management professionals. Through a comprehensive business education, students can develop management expertise and advance their knowledge and skills in areas such as corporate management, directing cross-disciplinary endeavors and integrating functions across the business enterprise.

#### **TECHPATH**

Today's leading businesses are powered by innovation and technology. As the workplace becomes digitized at an unprecedented pace, success is fueled by the ability to use technology to make data-driven decisions. That is why our programs are infused with technology and hands-on experiential learning. We call it TechPath and the goal is simple: to provide our graduates with real-world opportunities to solve problems, think critically, work in teams, analyze data, present solutions, and stand out as leaders in our digitally driven world.

#### **Program Outcomes:**

This program is designed to produce graduates who are able to:

- Demonstrate in-depth knowledge of enterprise-wide functions relevant in the global economy.
- Demonstrate professional oral and written communication skills through written reports, research projects, business plans and oral presentations.
- Collaborate effectively with diverse populations in multiple settings.
- Analyze information to solve business problems through comprehensive research and use of appropriate technologies.
- Apply analytical tools and applications to develop analyses and solutions to address the needs of global stakeholders.

#### **Program Details**

**Credential:** Master of Business Administration

**Minimum credit hours required for graduation:** 39

**Embedded Program:** Students can earn one of the following seven embedded graduate certificates en route to the MBA:

- Accounting
- Big Data & Analytics
- Entrepreneurship
- Global Supply Chain Management
- Health Services Management
- Human Resource Management
- Project Management

## Program Outline

Courses are shown with their designators (i.e., MGMT591), titles and credit hours.

<b>Course Area</b>	<b>Minimum Credit Hours</b>
<b>Accounting and Applied Mathematics</b>	<b>15</b>
<ul style="list-style-type: none"><li>• ACCT500* Essentials in Accounting, Finance and Economics (3)</li><li>• ACCT503 Financial Accounting: Managerial Use and Analysis (3)</li><li>• ECON545 Business Economics (3)</li><li>• FIN510 Corporate Finance (3)</li><li>• MATH534* Applied Managerial Statistics (3)</li></ul>	
<b>Strategic Business</b>	<b>12</b>
<ul style="list-style-type: none"><li>• MIS540 Innovation through Technology (3)</li><li>• MKTG525 Strategic Marketing (3)</li></ul> <p>Select one of the following:</p> <ul style="list-style-type: none"><li>• HRM587 Managing Organizational Change (3)</li><li>• HRM591 Strategic Human Resource Management (3)</li><li>• HRM595 Negotiation Skills (3)</li></ul> <p>Select one of the following:</p> <ul style="list-style-type: none"><li>• FIN565 International Finance (3)</li><li>• HRM584 Managing International Human Resources (3)</li><li>• INTL500 Global Perspectives for International Business (3)</li></ul>	
<b>Management</b>	<b>9</b>
<ul style="list-style-type: none"><li>• MGMT501* Organizational Structures and Business Processes (3)</li><li>• MGMT591 Leadership and Organizational Behavior (3)</li></ul> <p>Select one of the following:</p> <ul style="list-style-type: none"><li>• MGMT520 Legal, Political and Ethical Dimensions of Business (3)</li><li>• MGMT550 Managerial Communication (3)</li></ul>	
<b>Capstone</b>	<b>3</b>
<ul style="list-style-type: none"><li>• MGMT601 MBA Capstone (3)</li></ul>	
<b>Optional Concentration</b>	<b>Varies by Selection</b>
<p>Students may pursue 9-semester-credit-hour optional concentrations in an area of study. Students selecting the optional Project Management concentration take 18-semester-credit-hours.</p>	
<b>Accounting</b>	<b>9</b>
<ul style="list-style-type: none"><li>• ACCT505 Managerial Accounting (3)</li><li>• ACCT550 Intermediate Accounting I (3)</li><li>• ACCT551 Intermediate Accounting II (3)</li></ul>	
<b>Business Intelligence and Analytics Management</b>	<b>9</b>
<ul style="list-style-type: none"><li>• BIAM500 Applications of Business Analytics I (3)</li><li>• BIAM510 Applications of Business Analytics II (3)</li><li>• BIAM530 Developing and Managing Databases for Business Intelligence (3)</li></ul>	

<b><i>Entrepreneurship</i></b>	<b>9</b>
• ENTR510 Entrepreneurship and New Ventures (3)	
• ENTR530 Venture Finance and Due Diligence (3)	
• ENTR550 Entrepreneurial Marketing (3)	
<b><i>Finance</i></b>	<b>9</b>
• FIN516 Advanced Managerial Finance (3)	
• FIN564 Management of Financial Institutions (3)	
• FIN565 International Finance (3)	
<b><i>Global Supply Chain Management</i></b>	<b>9</b>
• GSCM520 Foundations in Global Supply Chain Management (3)	
• GSCM530 Global Supply Chain Resource Planning and Management (3)	
• GSCM540 Relationship Management, Procurement and Sourcing Strategy (3)	
<b><i>Health Services</i></b>	<b>9</b>
• HSM541 Health Service Systems (3)	
• HSM542 Health Rights and Responsibilities (3)	
• HSM543 Health Services Finance (3)	
<b><i>Human Resources</i></b>	<b>9</b>
• HRM530 Human Resources and Technology (3)	
• HRM587 Managing Organizational Change (3)	
• HRM593 Employment Law (3)	
<b><i>Information Systems Management</i></b>	<b>9</b>
• MIS581 Systems Analysis, Planning and Control (3)	
• MIS582 Database Concepts (3)	
• MIS589 Networking Concepts and Applications (3)	
<b><i>Marketing</i></b>	<b>9</b>
• MKTG550 Digital Marketing (3)	
• MKTG570 Marketing Research (3)	
• MKTG578 Consumer Behavior (3)	
<b><i>Project Management</i></b>	<b>18</b>
• GSCM588 Managing Quality (3)	
• PROJ586 Project Management Systems (3)	
• PROJ587 Advanced Program Management (3)	
• PROJ592 Project Cost and Schedule Control (3)	
• PROJ595 Project Risk Management (3)	
• PROJ598 Contract and Procurement Management (3)	

\*Students who hold an undergraduate business degree may be eligible to waive certain management essentials courses; students in undergraduate programs in other disciplines may also waive certain management essentials courses. Course waivers are not available in New York.



Notes:

*In New Jersey, there may be a limit on the number of courses students may complete online. Students should seek academic advising regarding online coursework.*

*Foundations of Managerial Mathematics, MATH500, must be completed successfully by students requiring additional mathematics preparation. Required prerequisite skills coursework may affect program length and cost (see [Prerequisite Skills Requirements](#)).*

*Foundations of Professional Communication, ENGL510, must be completed successfully by students requiring additional development of writing skills. Required prerequisite skills coursework may affect program length and cost (see [Prerequisite Skills Requirements](#)).*

*Credits and degrees earned from this institution do not automatically qualify the holder to participate in professional licensing exams to practice certain professions. Persons interested in practicing a regulated profession must contact the appropriate state regulatory agency for their field of interest.*

***Employment positions determined to be in field, to calculate the graduate employment rates required by the state of California, for graduates of the Master of Science in Business Administration degree program include: General and Operations Managers (11-1021.00); Sales Managers (11-2022.00); Administrative Services Managers (11-3011.00) [2010] and Administrative Services Managers (11-3012.00) [2018]; Industrial Production Managers (11-3051.00); Transportation Managers (11-3071.00), Storage and Distribution Managers (11-3071.02); Social and Community Service Managers (11-9151.00); Regulatory Affairs Managers (11-9199.01); Compliance Managers (11-9199.02); Investment Fund Managers (11-9199.03); Supply Chain Managers (11-9199.04); Loss Prevention Managers (11-9199.08); Cost Estimators (13-1051.00); Management Analysts 13-1111.00). Please note, both the 2010 and 2018 versions of the Standard Occupational Classification (SOC) are reflected. More information about these careers may be found at [www.onetonline.org/crosswalk/](http://www.onetonline.org/crosswalk/) by searching for the career title or SOC number.***

***For additional program information, visit [keller.edu/mba](http://keller.edu/mba)***

## Master of Science in Accounting

The Master of Science in Accounting program is designed for individuals with an undergraduate specialization in accounting or finance who wish to advance in the field. Specifically, the program can benefit students preparing to seek CPA licensure; those who have passed the CPA exam and are seeking to meet additional academic requirements for CPA licensure; and licensed CPAs seeking a credential that may enable them to teach accounting in higher education institutions.

### Program Outcomes:

This program is designed to produce graduates who are able to:

- Apply current accounting theory and practice in a wide range of occupations.
- Demonstrate a comprehensive understanding of advanced accounting theory and practice to pursue professional licensure.
- Analyze new and existing regulations and standards.
- Apply accounting research regarding technical, tax and audit issues to managerial decision-making

### Program Details

**Credential:** Master of Science in Accounting

**Minimum credit hours required for graduation:** 30

### All Students Except Those Planning to Sit for the CPA Exam in Texas

### Program Outline

Courses are shown with their designators (i.e., MGMT591), titles and credit hours.

Course Area	Minimum Credit Hours
<b>Program Core</b>	<b>9</b>
<ul style="list-style-type: none"><li>• ACCT525 Current Issues in Accounting (3)</li><li>• ACCT540 Professional Research for Accountants (3)</li><li>• ACCT601 Accounting Capstone (3)</li></ul>	
<b>Accounting Profession</b>	<b>9</b>
Students choose from among the ACCT courses; for those wishing to pursue CPA certification, the CPA exam preparation courses (ACCT591, ACCT592, ACCT593 and ACCT594) are recommended.	
<ul style="list-style-type: none"><li>• ACCT591 CPA Exam Preparation: Auditing and Attestation (2)</li><li>• ACCT592 CPA Exam Preparation: Business Environment and Concepts (2)</li><li>• ACCT593 CPA Exam Preparation: Financial Accounting and Reporting (3)</li><li>• ACCT594 CPA Exam Preparation: Regulation (2)</li></ul>	
<b>Focus</b>	<b>6</b>
Students choose from among the ACCT or FIN courses	
<b>Elective</b>	<b>6</b>
Students may choose any courses for which they meet the prerequisite(s). See <a href="#">Course Descriptions</a> .	

## All Students Planning to Sit for the CPA Exam in Texas

### Program Outline

Courses are shown with their designators (i.e., MGMT591), titles and credit hours.

Course Area	Minimum Credit Hours
<b>Program Core</b>	<b>9</b>
<ul style="list-style-type: none"><li>• ACCT540 Professional Research for Accountants (3)</li><li>• ACCT601 Accounting Capstone (3)</li><li>• MGMT550 Managerial Communications (3)</li></ul>	
<b>Accounting Profession</b>	<b>9</b>
<ul style="list-style-type: none"><li>• ACCT530 Accounting Ethics and Related Regulatory Issues (3)</li><li>• ACCT555 External Auditing (3)</li><li>• ACCT559 Advanced Financial Accounting and Reporting Issues (3)</li></ul>	
<b>Focus</b>	<b>12</b>
<ul style="list-style-type: none"><li>• ACCT560 Advanced Studies in Federal Taxes and Management Decisions (3)</li><li>• ACCT564 International Accounting and Multinational Enterprises (3)</li><li>• ACCT567 Governmental and Not-for-Profit Accounting (3)</li><li>• ACCT571 Accounting Information Systems (3)</li></ul>	

#### Notes:

*Special requirements apply to those who wish to be admitted to the MSAC program (see [Additional Admission Requirements for Applicants to the Master of Science Degree Program in Accounting](#)).*

*Though some courses may be available in more than one course area (program core, accounting profession, focus and electives), each course may be applied to fulfill one graduation requirement only.*

*Students enrolled in this program are subject to a 24-semester-credit-hour residency requirement that includes a maximum of six semester-credit hours that may be transferred. Transfer credit cannot be applied to ACCT525.*

*Students enrolling in the MSAC program are expected to have knowledge of introductory accounting courses, including ACCT504, ACCT505, ACCT550, ACCT551, ACCT553 and ACCT557. Students may not self-register for courses requiring these courses as prerequisites; a student support advisor/academic advisor may register students for such courses.*

*Foundations of Managerial Mathematics, MATH500, must be completed successfully by students requiring additional mathematics preparation. Required prerequisite skills coursework may affect program length and cost (see [Prerequisite Skills Requirements](#)).*

*Foundations of Professional Communication, ENGL510, must be completed successfully by students requiring additional development of writing skills. Required prerequisite skills coursework may affect program length and cost (see [Prerequisite Skills Requirements](#)).*

*Credits and degrees earned from this institution do not automatically qualify the holder to participate in professional licensing exams to practice certain professions. Persons interested in*

*practicing a regulated profession must contact the appropriate state regulatory agency for their field of interest.*

***Employment positions determined to be in field, to calculate the graduate employment rates required by the state of California, for graduates of the Master of Science in Accounting degree program includes: Accountants (13-2011.01); Auditors (13-2011.02); Budget Analysts (13-2031.00); Credit Analysts (13-2041.00); Financial Examiners (13-2061.00); Tax Examiners and Collectors, and Revenue Agents (13-2081.00); Business Teachers, Postsecondary (25-1011.00). Please note, both the 2010 and 2018 versions of the Standard Occupational Classification (SOC) are reflected. More information about these careers may be found at [www.onetonline.org/crosswalk/](http://www.onetonline.org/crosswalk/) by searching for the career title or SOC number.***

***For additional program information, visit [keller.edu/ma](http://keller.edu/ma).***

## Master of Accounting & Financial Management Program

The Master of Accounting & Financial Management (MAFM) program emphasizes coursework – taught from the practitioner’s perspective – focusing on applying concepts and skills in areas including financial accounting and reporting, managerial accounting, external and operational auditing, and taxation. The program provides students with knowledge, skills and competencies needed in the areas of finance, financial management, financial analysis and accounting.

### **TECHPATH**

Today’s leading businesses are powered by innovation and technology. As the workplace becomes digitized at an unprecedented pace, success is fueled by the ability to use technology to make data-driven decisions. That is why our programs are infused with technology and hands-on experiential learning. We call it TechPath and the goal is simple: to provide our graduates with real-world opportunities to solve problems, think critically, work in teams, analyze data, present solutions, and stand out as leaders in our digitally driven world.

#### **Program Outcomes:**

This program is designed to produce graduates who are able to:

- Demonstrate in-depth knowledge of accounting theory and apply that knowledge to specific accounting practices in a global economy.
- Demonstrate professional oral and written communication skills through written reports, research projects, business plans and oral presentations.
- Collaborate effectively with diverse populations in multiple settings.
- Conduct quantitative and qualitative business analyses, evaluate outcomes, and make recommendations for effective legal and ethical business decisions.
- Develop analyses and solutions in support of business needs using appropriate software applications.

Additional information regarding programmatic accreditation for this program is available in [Programmatic Accreditation and Recognition](#).

#### **Program Details**

**Credential:** Master of Accounting and Financial Management

**Minimum credit hours required for graduation:** 39

#### **Program Outline**

Courses are shown with their designators (i.e., MGMT591), titles and credit hours.

<b>Course Area</b>	<b>Minimum Credit Hours</b>
<b>Accounting</b>	<b>6</b>
• ACCT503 Financial Accounting: Managerial Use and Analysis (3)	
• ACCT505 Managerial Accounting (3)	

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**Finance** **3**

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- FIN510 Corporate Finance (3)

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**Capstone** **3**

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- ACCT605 MAFM Capstone (3)

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**Select one of the following based on the emphasis chosen below** **12**

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***Accounting Management – CPA Preparation Emphasis Students NOT Planning to Sit for the CPA Exam in Texas***

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- ACCT553 Federal Taxes and Management Decisions (3)
- ACCT555 External Auditing (3)
- ACCT559 Advanced Financial Accounting and Reporting Issues (3)
- MGMT520 Legal, Political & Ethical Dimensions of Business (3)

***Accounting Management – CPA Preparation Emphasis Students Planning to Sit for the CPA Exam in Texas***

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- ACCT540 Professional Research for Accountants (3)
- ACCT555 External Auditing (3)
- ACCT559 Advanced Financial Accounting and Reporting Issues (3)
- MGMT550 Managerial Communication (3)

***Finance Management – Finance Emphasis Students***

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- ACCT500 Essentials of Accounting, Finance and Economics (3)
- FIN516 Advanced Managerial Finance (3)
- MATH534 Applied Managerial Statistics (3)
- MGMT501 Organizational Structures and Business Processes (3)

**Emphasis – select one**

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***Certified Public Accountant Preparation Emphasis – Students NOT Planning to Sit for the CPA Exam in Texas*****15**

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- ACCT550 Intermediate Accounting I (3)
- ACCT551 Intermediate Accounting II (3)

***Select nine credit hours:***

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- ACCT525 Current Issues in Accounting (3)
- ACCT530 Accounting Ethics and Related Regulatory Issues (3)
- ACCT540 Professional Research for Accountants (3)
- ACCT552 Cost Accounting (3)
- ACCT556 Budgeting (3)
- ACCT557 Intermediate Accounting III (3)
- ACCT560 Advanced Studies in Federal Taxes and Management Decisions (3)
- ACCT562 Auditing: An Operational & Internal Perspective Including Fraud Examination (3)
- ACCT563 Advanced Managerial Accounting Issues (3)
- ACCT564 International Accounting and Multinational Enterprises (3)

- ACCT567 Governmental and Not for Profit Accounting (3)
- ACCT571 Accounting Information Systems (3)
- ACCT573 Accounting Fraud Criminology and Ethics (3)
- ACCT574 Forensic Accounting: Ethics and the Legal Environment (3)
- ACCT591 CPA Exam Preparation: Auditing and Attestation (2)
- ACCT592 CPA Exam Preparation: Business Environment and Concepts (2)
- ACCT593 CPA Exam Preparation: Financial Accounting and Reporting (3)
- ACCT594 CPA Exam Preparation: Regulation (2)

***Certified Public Accountant Preparation Emphasis – Students Planning to Sit for the CPA Exam in Texas***

**15**

- ACCT550 Intermediate Accounting I (3)
- ACCT551 Intermediate Accounting II (3)

*Select nine credit hours:*

- ACCT530 Accounting Ethics and Related Regulatory Issues (3)
- ACCT552 Cost Accounting (3)
- ACCT553 Federal Taxes and Management Decisions (3)
- ACCT556 Budgeting (3)
- ACCT557 Intermediate Accounting III (3)
- ACCT560 Advanced Studies in Federal Taxes and Management Decisions (3)
- ACCT562 Auditing: An Operational & Internal Perspective Including Fraud Examination (3)
- ACCT563 Advanced Managerial Accounting Issues (3)
- ACCT564 International Accounting and Multinational Enterprises (3)
- ACCT567 Governmental and Not for Profit Accounting (3)
- ACCT571 Accounting Information Systems (3)
- ACCT573 Accounting Fraud Criminology and Ethics (3)
- ACCT574 Forensic Accounting: Ethics and the Legal Environment (3)

***Finance Emphasis***

**15**

- FIN560 Securities Analysis (3)
- FIN561 Mergers and Acquisitions (3)
- FIN564 Management of Financial Institutions (3)
- FIN565 International Finance (3)
- FIN575 Advanced Financial Statement Analysis (3)

*Notes:*

*Students completing degree requirements at a Texas location must fulfill a minimum residency requirement of 36 semester-credit hours at Keller.*

*Foundations of Managerial Mathematics, MATH500, must be completed successfully by students requiring additional mathematics preparation. Required prerequisite skills coursework may affect program length and cost (see [Prerequisite Skills Requirements](#)).*



*Foundations of Professional Communication, ENGL510, must be completed successfully by students requiring additional development of writing skills. Required prerequisite skills coursework may affect program length and cost (see [Prerequisite Skills Requirements](#)).*

*Students may complete optional elective coursework by choosing any two courses for which they meet the prerequisite(s). See [Course Offerings](#) and [Course Descriptions](#).*

*Credits and degrees earned from this institution do not automatically qualify the holder to participate in professional licensing exams to practice certain professions. Persons interested in practicing a regulated profession must contact the appropriate state regulatory agency for their field of interest.*

***Employment positions determined to be in field, to calculate the graduate employment rates required by the state of California, for graduates of the Master of Science in Accounting and Financial Management degree program include: Treasurers and Controllers (11-3031.01); Financial Managers, Branch or Department (11-3031.02); Accountants (13-2011.01); Auditors (13-2011.02); Financial Analysts (13-2051.00). Please note, both the 2010 and 2018 versions of the Standard Occupational Classification (SOC) are reflected. More information about these careers may be found at [www.onetonline.org/crosswalk/](http://www.onetonline.org/crosswalk/) by searching for the career title or SOC number.***

***For additional program information, visit [keller.edu/mafm](http://keller.edu/mafm).***

## Master of Human Resource Management Program

The Master of Human Resource Management (MHRM) program (availability varies by location) prepares students to be strategic and tactical contributors in their organizations and achieve success as HR management professionals. Coursework, taught from the practitioner's perspective, focuses on applying human resource competencies to real-world challenges and opportunities.

The MHRM program is aligned with the current *HR Curriculum Guidebook and Templates* of the Society for Human Resource Management.

### **TECHPATH**

Today's leading businesses are powered by innovation and technology. As the workplace becomes digitized at an unprecedented pace, success is fueled by the ability to use technology to make data-driven decisions. That is why our programs are infused with technology and hands-on experiential learning. We call it TechPath and the goal is simple: to provide our graduates with real-world opportunities to solve problems, think critically, work in teams, analyze data, present solutions, and stand out as leaders in our digitally driven world.

#### **Program Outcomes:**

This program is designed to produce graduates who are able to:

- Integrate distinct professional HR competencies and practical applications in HR management to ensure that an organization's most important asset is available, capable and effective in an ever-changing business environment.
- Employ an interdisciplinary perspective for strategic leadership, HR management and decision-making so as to add value to the overall success of a business enterprise.
- Assess the culture and workplace environment and propose and make HR decisions that align with and help achieve an organization's strategic goals

Additional information regarding programmatic accreditation for this program is available in [Programmatic Accreditation and Recognition](#).

#### **Program Details**

**Credential:** Master of Human Resource Management

**Minimum credit hours required for graduation:** 39

**Embedded Program:** Students can earn a graduate certificate in Human Resource Management en route to the master's degree in human resource management.

#### **Program Outline**

Courses are shown with their designators (i.e., MGMT591), titles and credit hours.

<b>Course Area</b>	<b>Minimum Credit Hours</b>
<b>Accounting and Applied Mathematics</b>	<b>6</b>

- ACCT500\* Essentials of Accounting, Finance and Economics (3)
- MATH534\* Applied Managerial Statistics (3)

## Human Resources

21

- HRM530 Human Resources and Technology (3)
- HRM587 Managing Organizational Change (3)
- HRM591 Strategic Human Resource Management (3)
- HRM592 Training and Development (3)
- HRM593 Employment Law (3)
- HRM594 Strategic Staffing (3)
- HRM595 Negotiation Skills (3)

## Management

9

- MGMT501\* Organizational Structures and Business Processes (3)
- MGMT520 Legal, Political and Ethical Dimensions of Business (3)
- MGMT591 Leadership and Organizational Behavior (3)

## Capstone

3

- HRM601 Human Resources Capstone (3)

\*Students who hold an undergraduate business degree may be eligible to waive certain management essentials courses; students in undergraduate programs in other disciplines may also waive certain management essentials courses. Course waivers are not available in New York.

### Notes:

*Foundations of Managerial Mathematics, MATH500, must be completed successfully by students requiring additional mathematics preparation. Required prerequisite skills coursework may affect program length and cost (see [Prerequisite Skills Requirements](#)).*

*Foundations of Professional Communication, ENGL510, must be completed successfully by students requiring additional development of writing skills. Required prerequisite skills coursework may affect program length and cost (see [Prerequisite Skills Requirements](#)).*

*Students may complete optional elective coursework by choosing any two courses for which they meet the prerequisite(s). See [Course Offerings and Course Descriptions](#).*

*Credits and degrees earned from this institution do not automatically qualify the holder to participate in professional licensing exams to practice certain professions. Persons interested in practicing a regulated profession must contact the appropriate state regulatory agency for their field of interest.*

***Employment positions determined to be in field, to calculate the graduate employment rates required by the state of California, for graduates of the Master of Sciences in Human Resource Management degree program include: Human Resources Specialist (13-11071.00); Business Teachers, Postsecondary (25-1011.00); Compensation and Benefits Managers (11-3111.00); Human Resources Managers (11-3121.00); Training and Development Managers (11-3131.00); Compensation, Benefits, and Job Analysis Specialists (13-1141.00); Training and Development Specialists (13-11561.00). Please note, both the 2010 and 2018 versions of the Standard Occupational Classification (SOC) are reflected. More information about these careers may be found at [www.onetonline.org/crosswalk/](http://www.onetonline.org/crosswalk/) by searching for the career title or SOC number.***

***For additional program information, visit [keller.edu/mhrm](http://keller.edu/mhrm).***

## Master of Project Management Program

The Master of Project Management (MPM) program (availability varies by location) helps students develop the ability to solve real-world management problems, and to exercise sound management judgment through practical application of project management concepts and skills. MPM students are taught specific concepts and skills required to successfully implement new, or enhance existing, commercial and/or technical programs. In addition, they learn to develop and apply new procedures to resolve existing problems. The program also provides business management expertise needed in key areas such as accounting and finance, marketing and applied statistics. This combination of coursework ensures that students obtain the full complement of skills required to successfully manage projects.

### **TECHPATH**

Today's leading businesses are powered by innovation and technology. As the workplace becomes digitized at an unprecedented pace, success is fueled by the ability to use technology to make data-driven decisions. That is why our programs are infused with technology and hands-on experiential learning. We call it TechPath and the goal is simple: to provide our graduates with real-world opportunities to solve problems, think critically, work in teams, analyze data, present solutions, and stand out as leaders in our digitally driven world.

#### **Program Outcomes:**

This program is designed to produce graduates who are able to:

- Model an advanced, integrated, and applied understanding of project management as a discipline.
- Demonstrate the skills required to scope and solve complex problems and develop innovative solutions that minimize risks and optimize impacts.
- Manage complex and technical activities within both predictable and unpredictable environments by integrating knowledge and solutions from practitioner and academic viewpoints.
- Evaluate complex sociocultural factors, ethical issues, and social responsiveness to maximize the management of resources, procedures, and processes.
- Apply leadership skills to promote a positive environment, motivate team members, and deliver a sustained competitive advantage.

Additional information regarding programmatic accreditation for this program is available in [\*Programmatic Accreditation and Recognition\*](#).

#### **Program Details**

**Credential:** Master of Project Management

**Minimum credit hours required for graduation:** 39

**Embedded Program:** Students can earn a graduate certificate in Project Management en route to the master's degree in project management.

#### **Program Outline**

Courses are shown with their designators (i.e., MGMT591), titles and credit hours.

Course Area	Minimum Credit Hours
<b>Accounting and Applied Mathematics</b>	<b>9</b>
<ul style="list-style-type: none"> <li>• ACCT500* Essentials of Accounting, Finance and Economics (3)</li> <li>• ACCT503 Financial Accounting: Managerial Use and Analysis (3)</li> <li>• MATH534* Applied Managerial Statistics (3)</li> </ul>	
<b>Management</b>	<b>12</b>
<ul style="list-style-type: none"> <li>• GSCM588 Managing Quality (3)</li> <li>• MGMT501* Organizational Structures and Business Processes (3)</li> <li>• MGMT520 Legal, Political and Ethical Dimensions of Business (3)</li> <li>• MGMT591 Leadership and Organizational Behavior (3)</li> </ul>	
<b>Project Management</b>	<b>15</b>
<ul style="list-style-type: none"> <li>• PROJ586 Project Management Systems (3)</li> <li>• PROJ587 Advanced Program Management (3)</li> <li>• PROJ592 Project Cost and Schedule Control (3)</li> <li>• PROJ595 Project Risk Management (3)</li> <li>• PROJ598 Contract and Procurement Management (3)</li> </ul>	
<b>Capstone</b>	<b>3</b>
<ul style="list-style-type: none"> <li>• PROJ601 Project Management Capstone (3)</li> </ul>	

\*Students who hold an undergraduate business degree may be eligible to waive certain management essentials courses; students in undergraduate programs in other disciplines may also waive certain management essentials courses. Course waivers are not available in New York.

### **Project Management Institute**

Keller, a Registered Education Provider (R.E.P.) of the Project Management Institute (PMI), is committed to enhancing the ongoing professional development of PMI members, PMI credential holders and other PM stakeholders through appropriate learning activities and products. As a PMI R.E.P., Keller abides by established operational and educational criteria and is subject to random audits for quality assurance purposes. Details are available via [www.pmi.org](http://www.pmi.org).

#### **Notes:**

*In New Jersey, there may be a limit on the number of courses students may complete online. Students should seek academic advising regarding online coursework.*

*Foundations of Managerial Mathematics, MATH500, must be completed successfully by students requiring additional mathematics preparation. Required prerequisite skills coursework may affect program length and cost (see [Prerequisite Skills Requirements](#)).*

*Foundations of Professional Communication, ENGL510, must be completed successfully by students requiring additional development of writing skills. Required prerequisite skills coursework may affect program length and cost (see [Prerequisite Skills Requirements](#)).*

*Students may complete an optional elective by choosing any one course for which they meet the prerequisite(s). See [Course Offerings and Course Descriptions](#).*

*Credits and degrees earned from this institution do not automatically qualify the holder to participate in professional licensing exams to practice certain professions. Persons interested in practicing a regulated profession must contact the appropriate state regulatory agency for their field of interest.*

***Employment positions determined to be in field, to calculate the graduate employment rates required by the state of California, for graduates of the Master of Science in Project Management degree program include: Managers, all other (11-9199.00); Regulatory Affairs Managers (11-9199.01); Compliance Managers (11-9199.02); Supply Chain Managers (11-9199.04); Loss Prevention Managers (11-9199.08); Wind Energy Operations Managers (11-9199.09); Wind Energy Project Managers (11-9199.10). Please note, both the 2010 and 2018 versions of the Standard Occupational Classification (SOC) are reflected. More information about these careers may be found at [www.onetonline.org/crosswalk/](http://www.onetonline.org/crosswalk/) by searching for the career title or SOC number.***

***For additional program information, visit [keller.edu/mpm](http://keller.edu/mpm).***

## Master of Public Administration Program

The Master of Public Administration (MPA) program (availability varies by location) focuses on concepts and skills needed to effectively manage organizations lying outside the boundaries of the traditional business environment.

### **TECHPATH**

Today's leading businesses are powered by innovation and technology. As the workplace becomes digitized at an unprecedented pace, success is fueled by the ability to use technology to make data-driven decisions. That is why our programs are infused with technology and hands-on experiential learning. We call it TechPath and the goal is simple: to provide our graduates with real-world opportunities to solve problems, think critically, work in teams, analyze data, present solutions, and stand out as leaders in our digitally driven world.

#### **Program Outcomes:**

This program is designed to produce graduates who are able to:

- Determine and execute the objectives of non-profit and/or governmental organizations
- Collaborate effectively with diverse populations in multiple settings.
- Demonstrate professional oral and written communication skills through written reports, research projects, project plans and oral presentations.
- Synthesize leadership and team-building skills and effective management practices to ensure stakeholders are engaged and resources are used effectively

Additional information regarding programmatic accreditation for this program is available in [Programmatic Accreditation and Recognition](#).

#### **Program Details**

**Credential:** Master of Public Administration

**Minimum credit hours required for graduation:** 39

**Embedded Program:** Students can earn a graduate certificate in Health Services Management en route to the master's degree in public administration with an emphasis in healthcare management.

#### **Program Outline**

Courses are shown with their designators (i.e., MGMT591), titles and credit hours.

<b>Course Area</b>	<b>Minimum Credit Hours</b>
<b>Accounting and Applied Mathematics</b>	<b>6</b>
<ul style="list-style-type: none"><li>• ACCT500* Essentials in Accounting, Finance and Economics (3)</li><li>• MATH534* Applied Managerial Statistics (3)</li></ul>	
<b>Strategic Business</b>	<b>9</b>
<ul style="list-style-type: none"><li>• HRM587 Managing Organizational Change (3)</li><li>• MIS540 Innovation through Technology (3)</li></ul>	

• PROJ586 Project Management Systems (3)	
<b>Management</b>	<b>6</b>
• MGMT501* Organizational Structures and Business Processes (3)	
• MGMT591 Leadership and Organizational Behavior (3)	
<b>Capstone</b>	<b>3</b>
• PA601 Public Administration Capstone (3)	
<b>Emphasis – one is selected</b>	<b>15</b>
<b>Healthcare Management</b>	
• HSM541 Health Service Systems (3)	
• HSM542 Health Rights and Responsibilities (3)	
• HSM543 Health Services Finance (3)	
• HSM544 Health Policy and Economics (3)	
• HSM546 Managed Care (3)	
<b>Government Management</b>	
• ACCT503 Managerial Finance: Managerial Use and Analysis (3)	
• ACCT567 Governmental and Not-for-Profit Accounting (3)	
• PA581 Governmental Budgeting and Finance (3)	
• PA582 Public Policy Formulation and Implementation (3)	
• PA584 Intergovernmental Management (3)	

\*Students who hold an undergraduate business degree may be eligible to waive certain management essentials courses; students in undergraduate programs in other disciplines may also waive certain management essentials courses. Course waivers are not available in New York.

**Notes:**

*Foundations of Managerial Mathematics, MATH500, must be completed successfully by students requiring additional mathematics preparation. Required prerequisite skills coursework may affect program length and cost (see [Prerequisite Skills Requirements](#)).*

*Foundations of Professional Communication, ENGL510, must be completed successfully by students requiring additional development of writing skills. Required prerequisite skills coursework may affect program length and cost (see [Prerequisite Skills Requirements](#)).*

*Students may complete optional elective coursework by choosing any two courses for which they meet the prerequisite(s). See Course Offerings and Course Descriptions.*

*Credits and degrees earned from this institution do not automatically qualify the holder to participate in professional licensing exams to practice certain professions. Persons interested in practicing a regulated profession must contact the appropriate state regulatory agency for their field of interest.*

**Employment positions determined to be in field, to calculate the graduate employment rates required by the state of California, for graduates of the Master of Science in Public Administration degree program include: Medical and Health Services Managers (11-**



**9111.00); Social and Community Service Managers (11-9151.00); Regulatory Affairs Managers (11-9199.01); Compliance Managers (11-9199.02). Please note, both the 2010 and 2018 versions of the Standard Occupational Classification (SOC) are reflected. More information about these careers may be found at [www.onetonline.org/crosswalk/](http://www.onetonline.org/crosswalk/) by searching for the career title or SOC number.**

**For additional program information, visit [keller.edu/mpa](http://keller.edu/mpa).**

## Master of Information Systems Management Program

The Master of Information Systems Management program (availability varies by location, Master of Science in Information Systems Management program in New York) equips students with the business, management and technical skills necessary to effectively function as senior analysts, IS project leaders and MIS managers –positions that form the backbone of the IS field. The program, taught from a practitioner perspective, focuses on applying IS concepts and skills to real-world situations, enabling students to understand and evaluate technology applications and alternatives.

### Program Outcomes:

This program is designed to produce graduates who are able to:

- Develop and enhance business, technical and management skills needed to function effectively as IS managers.
- Employ information systems to an organization's strategic and competitive benefit.
- Apply relevant tools for application development, operational effectiveness, information asset management and decision-making.
- Analyze and design computer/network-based applications of information technology and manage IS resources.
- Manage projects and execute project tasks with respect to information systems.

Additional information regarding programmatic accreditation for this program is available in [Programmatic Accreditation and Recognition](#).

### Program Details

**Credential:** Master of Information Systems Management

**Minimum credit hours required for graduation:** 45

**Embedded Program:** Students can earn a graduate certificate in Information Security en route to the master's degree in information systems management with a concentration in information security.

### Program Outline

Courses are shown with their designators (i.e., MGMT591), titles and credit hours.

Course Area	Minimum Credit Hours
<b>Accounting and Organizational Management</b>	<b>12</b>
• ACCT504 Accounting and Finance: Managerial Use and Analysis (3)	
• HRM587 Managing Organizational Change (3)	
• MGMT591 Leadership and Organizational Behavior (3)	
• PROJ586 Project Management Systems (3)	
<b>Technology Management and Security</b>	<b>9</b>
• MIS535 Managerial Applications of Information Technology (3)	
• NETW583 Strategic Management of Technology (3)	
• SEC571 Principles of Information Security and Privacy (3)	
<b>Information Systems</b>	<b>9</b>
• MIS581 Systems Analysis, Planning and Control (3)	

- MIS582 Database Concepts (3)
- MIS589 Networking Concepts and Applications (3)

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**Capstone** **3**

- MIS600 Information Systems Capstone (3)

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**Concentration – one is selected\*** **12**

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***Information Security – any four required***

- SEC572 Network Security (3)
- SEC573 E-Business Security (3)
- SEC574 Database Security (3)
- SEC575 Information Security Law and Ethics (3)
- SEC576 Risk Mitigation and Contingency Planning (3)
- SEC577 Cryptography and Security Mechanisms (3)
- SEC578 Practices for Administration of Physical and Operations Security (3)
- SEC579 Security in Systems Architecture and Applications (3)
- SEC591 Disaster Recovery/Forensics and Security (3)
- SEC592 IT Governance (3)

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***Data Administration and Management – all four required***

- MIS561 Database Administration and Management (3)
- MIS562 Database Programming and Applications (3)
- MIS563 Business Intelligence Systems (3)
- MIS564 Enterprise Data Management and Administration (3)

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***Project Management – any four required***

- GSCM588 Managing Quality (3)
- PROJ584 Managing Software Development Projects (3)
- PROJ587 Advanced Program Management (3)
- PROJ592 Project Cost and Schedule Control (3)
- PROJ595 Project Risk Management (3)
- PROJ598 Contract and Procurement Management (3)

*\* Students not wishing to pursue a focused concentration must pursue a general studies concentration by choosing any four courses from those listed in the concentration areas above. All students must declare either a focused or general studies concentration prior to graduation.*

**Notes:**

*Essentials of Information Systems and Programming, MIS505, must be completed successfully by students without an information systems background; if required, this course is in addition to standard program requirements, though the grade earned is not used in computing grade point averages. Required prerequisite skills coursework may affect program length and cost (see [Prerequisite Skills Requirements](#)).*

*Foundations of Managerial Mathematics, MATH500, must be completed successfully by students requiring additional mathematics preparation. Required prerequisite skills coursework may affect program length and cost (see [Prerequisite Skills Requirements](#)).*

*Foundations of Professional Communication, ENGL510, must be completed successfully by students requiring additional development of writing skills. Required prerequisite skills coursework may affect program length and cost (see [Prerequisite Skills Requirements](#)).*

*Credits and degrees earned from this institution do not automatically qualify the holder to participate in professional licensing exams to practice certain professions. Persons interested in practicing a regulated profession must contact the appropriate state regulatory agency for their field of interest.*

***Employment positions determined to be in field, to calculate the graduate employment rates required by the state of California, for graduates of the Master of Science in Information Systems Management degree program include: Computer and Information Systems Managers (11-3021.00). Please note, both the 2010 and 2018 versions of the Standard Occupational Classification (SOC) are reflected. More information about these careers may be found at [www.onetonline.org/crosswalk/](http://www.onetonline.org/crosswalk/) by searching for the career title or SOC number.***

***For additional program information, visit [keller.edu/mism](http://keller.edu/mism).***

## Master of Information Technology Management Program

The Master of Information Technology Management (MITM) program (availability varies by location) equips students with management skills and technical knowledge of information systems and networking technologies. The program, taught from a practitioner perspective, prepares students to apply information systems and networking concepts and skills to real-world situations, and to recognize opportunities in which the application of technology can provide strategic benefit to their organizations. Coursework provides perspectives on managerial decision-making and managing an enterprise in a technological environment. The program focuses on aspects of information systems and network technologies, enabling students to understand and evaluate technology applications and alternatives employed in business and industry.

### Program Outcomes:

This program is designed to produce graduates who are able to:

- Develop and demonstrate the business, technical and management skills needed to function effectively as Information Systems (IS) managers.
- Identify opportunities for an organization's strategic and competitive benefit through application development, operational effectiveness, information asset management and networking technology.
- Provide critical learning tools for application development, operational effectiveness, information asset management, networking technology and decision-making for the strategic benefit of an organization.
- Utilize appropriate tools and technology to analyze and design computer/network-based applications of information technology and manage IS resources.
- Develop and demonstrate project management skills needed to lead projects and execute project tasks with respect to information systems.

Additional information regarding programmatic accreditation for this program is available in [Programmatic Accreditation and Recognition](#).

### Program Details

**Credential:** Master of Information Technology Management

**Minimum credit hours required for graduation:** 39

**Embedded Program:** Students can earn a graduate certificate in Information Security en route to the master's degree in information technology management.

### Program Outline

Courses are shown with their designators (i.e., MGMT591), titles and credit hours.

Course Area	Minimum Credit Hours
<b>Technology Management</b>	<b>12</b>
<ul style="list-style-type: none"><li>• MGMT501* Organizational Structures and Business Processes (3)</li><li>• MIS525* Essentials of Information Systems and Programming (3)</li><li>• MIS540* Innovation through Technology (3)</li><li>• NETW583 Strategic Management of Technology (3)</li></ul>	
<b>Information Systems &amp; Security</b>	<b>12</b>
<ul style="list-style-type: none"><li>• MIS581 Systems Analysis, Planning and Control (3)</li></ul>	

- MIS582\* Database Concepts (3)
- MIS589\* Networking Concepts and Applications (3)
- SEC571\* Principles of Information Security and Privacy (3)

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**Capstone** **3**

- MIS601 MITM Capstone (3)

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**Emphasis – one is selected** **12**

**Information Security**

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- SEC572 Network Security (3)
- SEC573 E-Business Security (3)
- SEC591 Disaster Recovery/Forensics and Security (3)
- SEC592 IT Governance (3)

**Data Administration and Management**

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- MIS561 Database Administration and Management (3)
- MIS562 Database Programming and Applications (3)
- MIS563 Business Intelligence Systems (3)
- MIS564 Enterprise Data Management and Administration (3)

\*Students may be eligible to waive up to nine credit hours of coursework upon review of their undergraduate degree. Course waiver availability varies by location. See *Course Waivers* for details.

Notes:

*In New Jersey, there may be a limit on the number of courses students may complete online. Students should seek academic advising regarding online coursework.*

*Credits and degrees earned from this institution do not automatically qualify the holder to participate in professional licensing exams to practice certain professions. Persons interested in practicing a regulated profession must contact the appropriate state regulatory agency for their field of interest.*

*Foundations of Managerial Mathematics, MATH500, must be completed successfully by students requiring additional mathematics preparation. Required prerequisite skills coursework may affect program length and cost (see [Prerequisite Skills Requirements](#)).*

*Foundations of Professional Communication, ENGL510, must be completed successfully by students requiring additional development of writing skills. Required prerequisite skills coursework may affect program length and cost (see [Prerequisite Skills Requirements](#)).*

*Students may complete optional elective coursework by choosing any two courses for which they meet the prerequisite(s). See *Course Offerings and Course Descriptions*.*

***Employment positions determined to be in field, to calculate the graduate employment rates required by the state of California, for graduates of the Master of Science in Information Technology Management degree program include: Computer and Information Systems Managers.***

***For additional program information, visit [devry.edu/mitm-ge](http://devry.edu/mitm-ge)***

## Master of Network & Communications Management Program

The Master of Network & Communications Management program (availability varies by location), appropriate for those with or without communications technology or networking experience, equips students with managerial skills and technical knowledge of network and communications technology. The program, taught from a practitioner's perspective, prepares students to recognize opportunities in which the application of communications technology can provide strategic benefit to their organizations by reducing costs, improving customer service and enhancing operational efficiencies. Coursework provides perspectives on managerial decision-making and managing an enterprise in a technological environment. It also focuses on aspects of communications technologies that enable students to understand and evaluate technology applications and alternatives employed in business and industry.

### Program Outcomes:

This program is designed to produce graduates who are able to:

- Synthesize managerial and technical skills to develop, implement and oversee an organization's telecommunications infrastructure.
- Integrate managerial and technical skills to determine cost, improve customer service and boost operating efficiencies.
- Employ communications and networking technology for the strategic benefit of an organization.
- Apply project management methodology in order to ensure greater success in project implementation in all functional areas.

Additional information regarding programmatic accreditation for this program is available in [Programmatic Accreditation and Recognition](#).

### Program Details

**Credential:** Master of Network and Communications Management

**Minimum credit hours required for graduation:** 45

**Embedded Program:** Students can earn a graduate certificate in Information Security en route to the master's degree in network and communications management with a concentration in information security.

### Program Outline

Courses are shown with their designators (i.e., MGMT591), titles and credit hours.

Course Area	Minimum Credit Hours
<b>Accounting and Organizational Management</b>	<b>12</b>
• ACCT504 Accounting and Finance: Managerial Use and Analysis (3)	
• HRM587 Managing Organizational Change (3)	
• NETW583 Strategic Management of Technology (3)	
• PROJ586 Project Management Systems (3)	
<b>Networking Applications and Security</b>	<b>6</b>
• MIS589 Networking Concepts and Applications (3)	
• SEC572 Network Security (3)	
<b>Network Management</b>	<b>12</b>
• NETW584 Telecommunications Law and Regulation (3)	

- NETW585 Network Design and Management (3)
- NETW589 Wireless Communication Systems (3)
- NETW590 IP Telephony/VoIP (3)

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**Capstone** **3**

- NETW600 Telecommunications Capstone (3)

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**Concentration – one is selected\*** **12**

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**Information Security – any four required**

- SEC571 Principles of Information Security and Privacy (3)
- SEC573 E-Business Security (3)
- SEC574 Database Security (3)
- SEC575 Information Security Law and Ethics (3)
- SEC576 Risk Mitigation and Contingency Planning (3)
- SEC577 Cryptography and Security Mechanisms (3)
- SEC578 Practices for Administration of Physical and Operations Security (3)
- SEC579 Security in Systems Architecture and Applications (3)
- SEC591 Disaster Recovery/Forensics and Security (3)
- SEC592 IT Governance (3)

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**Project Management – any four required**

- GSCM588 Managing Quality (3)
- PROJ584 Managing Software Development Projects (3)
- PROJ587 Advanced Program Management (3)
- PROJ592 Project Cost and Schedule Control (3)
- PROJ595 Project Risk Management (3)
- PROJ598 Contract and Procurement Management (3)

*\* Students not wishing to pursue a focused concentration must pursue a general studies concentration by choosing any four courses from those listed in the concentration areas above. All students must declare either a focused or general studies concentration prior to graduation.*

**Notes:**

*Essentials of Telecommunications, NETW505, must be completed successfully by students without a telecommunications background; if required, this course is in addition to standard program requirements, though the grade earned is not used in computing grade point averages. Required prerequisite skills coursework may affect program length and cost (see [Prerequisite Skills Requirements](#)).*

*Foundations of Managerial Mathematics, MATH500, must be completed successfully by students requiring additional mathematics preparation. Required prerequisite skills coursework may affect program length and cost (see [Prerequisite Skills Requirements](#)).*



*Foundations of Professional Communication, ENGL510, must be completed successfully by students requiring additional development of writing skills. Required prerequisite skills coursework may affect program length and cost (see [Prerequisite Skills Requirements](#)).*

*Credits and degrees earned from this institution do not automatically qualify the holder to participate in professional licensing exams to practice certain professions. Persons interested in practicing a regulated profession must contact the appropriate state regulatory agency for their field of interest.*

***Employment positions determined to be in field, to calculate the graduate employment rates required by the state of California, for graduates of the Master of Science in Network & Communications Management degree program include: Network and Computer Systems Administrators (15-1142.00) [2010] and Network and Computer Systems Administrators (15-1244.00) [2018]; Computer Network Support Specialists (15-1152.00) [2010] and Computer Network Support Specialists (15-1231.00) [2018]. Please note, both the 2010 and 2018 versions of the Standard Occupational Classification (SOC) are reflected. More information about these careers may be found at [www.onetonline.org/crosswalk/](http://www.onetonline.org/crosswalk/) by searching for the career title or SOC number.***

***For additional program information, visit [keller.edu/mncm](http://keller.edu/mncm).***

## Keller's Certificate Programs

*Availability of all programs, concentrations and graduate certificate offerings varies by location.*

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### Accounting Graduate Certificate Program

Keller's Accounting graduate certificate program is designed to increase students' practical knowledge and abilities in the field of accounting. Coursework covers financial statement reporting and disclosures, taxes, investments, working capital management, cost of capital, and financial forecasting from a business perspective.

#### Program Outcomes:

This program is designed to produce graduates who are able to:

- Demonstrate a comprehensive understanding of accounting theory and practice related to financial reporting and managerial decision-making.
- Communicate accounting issues and solutions clearly to individuals in the accounting profession as well as management and stakeholders in an organization.
- Measure outcomes using existing measurement criteria such as Generally Accepted Accounting Principles (GAAP), Other Common Basis of Accounting (OCBOA), Internal Revenue Service (IRS) regulations, International Financial Reporting Standards (IFRS) or other non-authoritative measurement tools.

#### Program Details

**Credential:** Graduate Certificate in Accounting

**Minimum credit hours required for certificate completion:** 18

#### Program Outline

Courses are shown with their designators (i.e., MGMT591), titles and credit hours.

Course Area	Minimum Credit Hours
<b>Accounting and Finance</b>	<b>12</b>
<ul style="list-style-type: none"><li>• ACCT500 Essentials of Accounting, Finance and Economics (3)</li><li>• ACCT503 Financial Accounting: Managerial Use and Analysis (3)</li><li>• ACCT505 Managerial Accounting (3)</li><li>• FIN510 Corporate Finance (3)</li></ul>	
<b>Intermediate Accounting</b>	<b>6</b>
<ul style="list-style-type: none"><li>• ACCT550 Intermediate Accounting I (3)</li><li>• ACCT551 Intermediate Accounting II (3)</li></ul>	

***Employment positions determined to be in field, to calculate the graduate employment rates required by the state of California, for graduates of the Graduate Certificate in Accounting program includes: Treasurers and Controllers (11-3031.01); Financial Managers, Branch or Department (11-3031.02); Accountants (13-2011.01); Auditors (13-2011.02); Financial Analysts (13-2051.00). Please note, both the 2010 and 2018 versions of the Standard Occupational Classification (SOC) are reflected. More information about these careers may be found at [www.onetonline.org/crosswalk/](http://www.onetonline.org/crosswalk/) by searching for the career title or SOC number.***

***For additional program information, visit [keller.edu/ga](http://keller.edu/ga).***

## Big Data and Analytics Graduate Certificate Program

Keller's Big Data and Analytics graduate certificate program is designed to help students analyze important data that ultimately drives strategic business decisions. Students can develop proficiency in the methods and technologies needed to gather, store and report on big data. Coursework explores topics such as business analytics, social network analysis, relational database management, data warehousing, data modeling and decision trees.

### Program Outcomes:

This program is designed to produce graduates who are able to:

- Identify and evaluate, based on relative strengths and weaknesses, the appropriate analytical tools needed to solve multidimensional business problems
- Construct business analyses and translate the findings to a diverse audience of experts
- Explain the strategic implications of applying the techniques of business analytics to support the decision-making of senior level managers in their organization.

### Program Details

**Credential:** Graduate Certificate in Big Data and Analytics

**Minimum credit hours required for certificate completion:** 18

### Program Outline

Courses are shown with their designators (i.e., MGMT591), titles and credit hours.

Course Area	Minimum Credit Hours
<b>Accounting and Mathematics</b>	<b>6</b>
<ul style="list-style-type: none"><li>• ACCT500 Essentials of Accounting, Finance and Economics (3)</li><li>• MATH534 Applied Managerial Statistics (3)</li></ul>	
<b>Technology Management</b>	<b>3</b>
<ul style="list-style-type: none"><li>• MIS540 Innovation Through Technology (3)</li></ul>	
<b>Business Intelligence &amp; Analytics Management</b>	<b>9</b>
<ul style="list-style-type: none"><li>• BIAM500 Applications of Business Analytics I (3)</li><li>• BIAM510 Applications of Business Analytics II (3)</li><li>• BIAM530 Developing and Managing Databases for Business Intelligence (3)</li></ul>	

**Employment positions determined to be in field, to calculate the graduate employment rates required by the state of California, for graduates of the Graduate Certificate in Big Data & Analytics Management program include: Computer Occupations, all other; Business Intelligence Analysts (15-1199.08); General and Operations Managers (11-1021.00); Management Analysts (13-1111.00). Please note, both the 2010 and 2018 versions of the Standard Occupational Classification (SOC) are reflected. More information about these careers may be found at [www.onetonline.org/crosswalk/](http://www.onetonline.org/crosswalk/) by searching for the career title or SOC number.**

For additional program information, visit [keller.edu/gcpap](http://keller.edu/gcpap).

## CPA Preparation Graduate Certificate Program

Keller's CPA Preparation graduate certificate program is designed for students interested in preparing for the CPA exam by focusing on professional competency in accounting through completion of advancing accounting coursework. Coursework covers financial statement reporting and disclosures, taxes, investments, working capital management, cost of capital, and financial forecasting from a business perspective.

The certificate is designed as a standalone credential, some credits from which are transferable to the Master of Accounting and Financial Management program.

To support their goals, students interested in CPA preparation can focus their studies on either advanced accounting or professional leadership.

### Program Outcomes:

This program is designed to produce graduates who are able to:

- Demonstrate a comprehensive understanding of advanced accounting theory and practice to pursue professional licensure.
- Communicate accounting issues and solutions clearly to individuals in the accounting profession as well as management and stakeholders in an organization.
- Measure outcomes using existing measurement criteria such as Generally Accepted Accounting Principles (GAAP), Other Common Basis of Accounting (OCBOA), Internal Revenue Service (IRS) regulations, International Financial Reporting Standards (IFRS) or other non-authoritative measurement tools.
- Apply accounting research regarding technical, tax and audit issues to managerial decision-making

### Program Details

**Credential:** Graduate Certificate in CPA Preparation

**Minimum credit hours required for certificate completion:** 30

### Program Outline

Courses are shown with their designators (i.e., MGMT591), titles and credit hours.

Course Area	Minimum Credit Hours
<b>Accounting</b>	<b>12</b>
• ACCT559 Advanced Financial Accounting and Reporting Issues (3)	
• ACCT564 International Accounting and Multinational Enterprises (3)	
• ACCT571 Accounting Information Systems (3)	
• ACCT574 Forensic Accounting: Ethics and the Legal Environment (3)	
<b>CPA Exam Preparation</b>	<b>9</b>
• ACCT591 CPA Exam Preparation: Auditing and Attestation (2)	
• ACCT592 CPA Exam Preparation: Business Environment and Concepts (2)	
• ACCT593 CPA Exam Preparation: Financial Accounting and Reporting (3)	
• ACCT594 CPA Exam Preparation: Regulation (2)	

**Advanced Accounting**

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- ACCT560 Advanced Studies in Federal Taxes and Management Decisions (3)
- ACCT562 Auditing: An Operational and Internal Perspective Including Fraud Examination (3)
- ACCT573 Accounting Fraud Criminology and Ethics (3)

**Professional Leadership**

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- FIN564 Management of Financial Institutions (3)
- HRM587 Managing Organizational Change (3)
- PROJ586 Project Management Systems (3)

**Employment positions determined to be in field, to calculate the graduate employment rates required by the state of California, for graduates of the Graduate Certificate in CPA Preparation program includes: Treasurers and Controllers (11-3031.01); Financial Managers, Branch or Department (11-3031.02); Accountants (13-2011.01); Auditors (13-2011.02); Financial Analysts (13-2051.00). Please note, both the 2010 and 2018 versions of the Standard Occupational Classification (SOC) are reflected. More information about these careers may be found at [www.onetonline.org/crosswalk/](http://www.onetonline.org/crosswalk/) by searching for the career title or SOC number.**

**For additional program information, visit [keller.edu/gcpap](http://keller.edu/gcpap).**

Notes:

*Students enrolling in the Graduate Certificate in CPA exam preparation program are expected to have knowledge of introductory accounting and finance courses, including ACCT504, ACCT505, ACCT550, ACCT551, ACCT553 and FIN515. Students may not self-register for courses requiring these courses as prerequisites; a student support advisor/academic advisor may register students for such courses*

*Foundations of Managerial Mathematics, MATH500, must be completed successfully by students requiring additional mathematics preparation. Required prerequisite skills coursework may affect program length and cost (see [Prerequisite Skills Requirements](#)).*

*Foundations of Professional Communication, ENGL510, must be completed successfully by students requiring additional development of writing skills. Required prerequisite skills coursework may affect program length and cost (see [Prerequisite Skills Requirements](#)).*

*Credits and degrees earned from this institution do not automatically qualify the holder to participate in professional licensing exams to practice certain professions. Persons interested in practicing a regulated profession must contact the appropriate state regulatory agency for their field of interest.*

## Entrepreneurship Graduate Certificate Program

Keller's Entrepreneurship graduate certificate program helps students launch a business or build a team by providing fundamental knowledge. Coursework explores idea generation, opportunity assessment, market research, segmentation, raising capital and equity financing.

### Program Outcomes:

This program is designed to produce graduates who are able to:

- Demonstrate the entrepreneurial process from idea generation to business formation.
- Analyze various corporate structures to differentiate the factors new ventures use to successfully compete, and evaluate the resources required to operate the business.
- Evaluate the options an entrepreneur has to meet the ultimate goal of return on investment and other financial goals for generating financial capital.
- Apply entrepreneurial skills to generate an idea, develop a concept, articulate a business solution and secure financial support for implementation.

### Program Details

**Credential:** Graduate Certificate in Entrepreneurship

**Minimum credit hours required for certificate completion:** 18

### Program Outline

Courses are shown with their designators (i.e., MGMT591), titles and credit hours.

Course Area	Minimum Credit Hours
<b>Accounting and Leadership</b>	<b>9</b>
<ul style="list-style-type: none"><li>• ACCT500 Essentials of Accounting, Finance and Economics (3)</li><li>• INTL500 Global Perspectives for International Business (3)</li><li>• MGMT591 Leadership and Organizational Behavior (3)</li></ul>	
<b>Entrepreneurship</b>	<b>9</b>
<ul style="list-style-type: none"><li>• ENTR510 Entrepreneurship and New Ventures (3)</li><li>• ENTR530 Venture Finance and Due Diligence (3)</li><li>• ENTR550 Entrepreneurial Marketing (3)</li></ul>	

***Employment positions determined to be in field, to calculate the graduate employment rates required by the state of California, for graduates of the Graduate Certificate in Entrepreneurship program include: General and Operations Managers (11-1021.00); Sales Managers (11-2022.00); Administrative Services Managers (11-3011.00) [2010] and Administrative Services Managers (11-3012.00) [2018]; Industrial Production Managers (11-3051.00); Transportation Managers (11-3071.00); Storage and Distribution Managers (11-3071.02); Social and Community Service Managers (11-9151.00); Regulatory Affairs Managers (11-9199.01); Compliance Managers (11-9199.02); Investment Fund Managers (11-9199.03); Supply Chain Managers (11-9199.04); Loss Prevention Managers (11-9199.08); Wind Energy Operations Managers (11-9199.09); Wind Energy Project Managers (11-9199.10); Cost Estimators (13-1051.00); Management Analysts (13-1111.00). Please note, both the 2010 and 2018 versions of the Standard Occupational Classification (SOC) are***

**reflected. More information about these careers may be found at [www.onetonline.org/crosswalk/](http://www.onetonline.org/crosswalk/) by searching for the career title or SOC number.**

**For additional program information, visit [keller.edu/ge](http://keller.edu/ge).**

## Global Supply Chain Management Graduate Certificate Program

Keller's Global Supply Chain Management graduate certificate program helps students gain the knowledge needed to create and maintain lean and efficient operations systems in diverse, international environments. Coursework covers topics such as logistics, operations research, and supply chain efficiency.

### Program Outcomes:

This program is designed to produce graduates who are able to:

- Evaluate and select an appropriate supply chain transportation strategy based upon factors such as product characteristics, cost, packaging and speed of delivery.
- Demonstrate the benefits of key design features including supply chain member collaboration, synchronization and operational transparency to help mitigate supply chain dysfunction.
- Assess the probability and impact of potential supply chain risks and develop appropriate risk mitigation strategies.

### Program Details

**Credential:** Graduate Certificate in Global Supply Chain Management

**Minimum credit hours required for certificate completion:** 18

### Program Outline

Courses are shown with their designators (i.e., MGMT591), titles and credit hours.

Course Area	Minimum Credit Hours
<b>Accounting and Leadership</b>	<b>9</b>
ACCT500	Essentials of Accounting, Finance and Economics (3)
INTL500	Global Perspectives for International Business (3)
MGMT591	Leadership and Organizational Behavior (3)
<b>Global Supply Chain Management</b>	<b>9</b>
GSCM520	Foundations in Global Supply Chain Management (3)
GSCM530	Global Supply Chain Resource Planning & Management (3)
GSCM540	Relationship Management, Procurement & Sourcing Strategy (3)

**Employment positions determined to be in field, to calculate the graduate employment rates required by the state of California, for graduates of the Global Supply Chain Management program include: Purchasing Managers (11-3061.00); Cost Estimators (13-1051.00); Regulatory Affairs Managers (11-9199.01); Compliance Managers (11-9199.02); Supply Chain Managers (11-9199.04); Loss Prevention Managers (11-9199.08). Please note, both the 2010 and 2018 versions of the Standard Occupational Classification (SOC) are reflected. More information about these careers may be found at [www.onetonline.org/crosswalk/](http://www.onetonline.org/crosswalk/) by searching for the career title or SOC number.**

For additional program information, visit [keller.edu/ggscm](http://keller.edu/ggscm).



## Health Services Management Graduate Certificate Program

Keller's Health Services Management graduate certificate program helps students prepare for a professional role in the health services industry. Coursework addresses key topics such as healthcare systems administration, patient rights and responsibilities, healthcare policy and healthcare finance.

### Program Outcomes:

This program is designed to produce graduates who are able to:

- Explain how decisions impact stakeholders by applying an understanding of how and why decisions are made along the healthcare continuum.
- Apply an understanding of the overall US healthcare model and the history of legislation and available public/private programs to issues in the contemporary healthcare field. Also, apply an understanding of the US model as compared to other models around the globe.
- Analyze the legal and ethical aspects of healthcare as it has evolved over time in order to determine the moral responsibilities of healthcare workers and how today's legal system affects the types of care provided to the patient.
- Assess the value of available health plans and explain the value-proposition of different types of health plans (public and private) to patients. Synthesize the business perspective of healthcare relative to the consumer perspective of healthcare and how each affects the other.

### Program Details

**Credential:** Graduate Certificate in Health Services Management

**Minimum credit hours required for certificate completion:** 18

### Program Outline

Courses are shown with their designators (i.e., MGMT591), titles and credit hours.

Course Area	Minimum Credit Hours
<b>Accounting and Leadership</b>	<b>6</b>
ACCT500      Essentials of Accounting, Finance and Economics (3)	
MGMT591      Leadership and Organizational Behavior (3)	
<b>Technology Management</b>	<b>3</b>
MIS540      Innovation Through Technology (3)	
<b>Health Services Management</b>	<b>9</b>
HSM541      Health Service Systems (3)	
HSM542      Health Rights and Responsibilities (3)	
HSM543      Health Services Finance (3)	

***Employment positions determined to be in field, to calculate the graduate employment rates required by the state of California, for graduates of the Graduate Certificate in Health Services Management program include: Medical and Health Services Managers (11-9111.00); General and Operations Managers (11-1021.00); Administrative Services Managers (11-3011.00) [2010] and Administrative Services Managers (11-3012.00) [2018]; Regulatory Affairs Managers (11-9199.01); Compliance Managers (11-9199.02). Please note, both the 2010 and 2018 versions of the Standard Occupational Classification (SOC) are reflected.***

**More information about these careers may be found at [www.onetonline.org/crosswalk/](http://www.onetonline.org/crosswalk/) by searching for the career title or SOC number.**

**For additional program information, visit [keller.edu/ghsm](http://keller.edu/ghsm).**

## Human Resource Management Graduate Certificate Program

Keller's Human Resource Management graduate certificate helps students enhance their abilities in key areas of human resources such as team building, employment law, human capital management, and managing human dynamics.

### Program Outcomes:

This program is designed to produce graduates who are able to:

- Analyze and demonstrate an ability to implement and oversee middle to senior level Human Resource Management (HRM) functions, including change management, employment regulatory concerns, and employee legal matters.
- Synthesize the role of HR management and contribute to the progression and achievement of an organization's strategic plan through partnership.
- Create metrics to analyze organizational performance and inform improvement initiatives, and strategically design objectives resulting in the efficient use of technology, human capital, organizational culture, leadership, workforce planning, and talent management.

### Program Details

**Credential:** Graduate Certificate in Human Resource Management

**Minimum credit hours required for certificate completion:** 18

### Program Outline

Courses are shown with their designators (i.e., MGMT591), titles and credit hours.

Course Area	Minimum Credit Hours
<b>Accounting and Leadership</b>	<b>6</b>
ACCT500	Essentials of Accounting, Finance and Economics (3)
MGMT591	Leadership and Organizational Behavior (3)
<b>Human Resource Management</b>	<b>12</b>
HRM530	Human Resource and Technology (3)
HRM587	Managing Organizational Change (3)
HRM591	Strategic Human Resource Management (3)
HRM593	Employment Law (3)

***Employment positions determined to be in field, to calculate the graduate employment rates required by the state of California, for graduates of the Graduate Certificate in Human Resource Management program include: Human Resources Specialist (13-1071.00); Business Teachers, Postsecondary (25-1011.00); Compensation and Benefits Manager (11-3111.00); Human Resources Managers (11-3121.00); Training and Development Managers (11-3131.00); Compensation, Benefits, and Job Analysis Specialists (13-1141.00); Training and Development Specialists (13-1151.00). Please note, both the 2010 and 2018 versions of the Standard Occupational Classification (SOC) are reflected. More information about these careers may be found at [www.onetonline.org/crosswalk/](http://www.onetonline.org/crosswalk/) by searching for the career title or SOC number.***

***For additional program information, visit [keller.edu/ghrm](http://keller.edu/ghrm).***

## Information Security Graduate Certificate Program

Keller's Information Security graduate certificate program helps students develop technical knowledge in key areas of information security, including basic cryptography, intrusion detection and the legal issues surrounding data protection. Coursework also addresses industry standards and the inherent risks of computer networking.

### Program Outcomes:

This program is designed to produce graduates who are able to:

- Assess opportunities to apply information security to an organization's protection, strategic and competitive benefit.
- Develop and manage information security projects, which include work breakdown structures (WBS), risk management assessment and planning, schedules, and/or budgets.
- Evaluate disaster recovery processes and propose procedures and guidelines to safeguard the organization's technology assets.

### Program Details

**Credential:** Graduate Certificate in Information Security

**Minimum credit hours required for certificate completion:** 18

### Program Outline

Courses are shown with their designators (i.e., MGMT591), titles and credit hours.

Course Area	Minimum Credit Hours
<b>Networking</b>	<b>3</b>
MIS589      Networking Concepts and Applications (3)	
<b>Technology Management</b>	<b>3</b>
NETW583      Strategic Management of Technology (3)	
<b>Information Security</b>	<b>12</b>
SEC571      Principles of Information Security and Privacy (3)	
SEC572      Network Security (3)	
SEC591      Disaster Recovery/Forensics and Security (3)	
SEC592      IT Governance (3)	

***Employment positions determined to be in field, to calculate the graduate employment rates required by the state of California, for graduates of the Graduate Certificate in Information Security program include: Computer and Information Systems Managers (11-3021.00); Information Security Analyst (15-1122.00) [2010] and Information Security Analysts (15-1212.00) [2018]. Please note, both the 2010 and 2018 versions of the Standard Occupational Classification (SOC) are reflected. More information about these careers may be found at [www.onetonline.org/crosswalk/](http://www.onetonline.org/crosswalk/) by searching for the career title or SOC number.***

***For additional program information, visit [keller.edu/gis](http://keller.edu/gis).***

## Project Management Graduate Certificate Program

Keller's Project Management graduate certificate program helps students develop the knowledge and skills needed to create effective project plans that incorporate risk analysis, cost control and performance objectives. Coursework helps students understand how to plan, budget and control multi-project programs that may involve legal and ethical issues.

### Program Outcomes:

This program is designed to produce graduates who are able to:

- Synthesize best practices and processes such as initiation, planning, execution, monitoring, and control and closure on enterprise wide projects in a corporate environment.
- Integrate project management tools to ensure projects are completed on time, on budget, and within scope.
- Analyze organizational strategies, goals, and procurement techniques to ensure quality, cost, and schedule measures are satisfied.
- Apply various project management processes such as human resource management, communication management, and risk management to effectively manage projects.

### Program Details

**Credential:** Graduate Certificate in Project Management

**Minimum credit hours required for certificate completion:** 18

### Program Outline

Courses are shown with their designators (i.e., MGMT591), titles and credit hours.

Course Area	Minimum Credit Hours
<b>Leadership and Quality</b>	<b>6</b>
<ul style="list-style-type: none"><li>• MGMT591 Leadership and Organizational Behavior (3)</li><li>• GSCM588 Managing Quality (3)</li></ul>	
<b>Project Management</b>	<b>12</b>
<ul style="list-style-type: none"><li>• PROJ586 Project Management Systems (3)</li><li>• PROJ587 Advanced Program Management (3)</li><li>• PROJ592 Project Cost and Schedule Control (3)</li><li>• PROJ595 Project Risk Management (3)</li></ul>	

**Employment positions determined to be in field, to calculate the graduate employment rates required by the state of California, for graduates of the Graduate Certificate in Project Management program include: Managers, all other (11-9199.00); Regulatory Affairs Managers (11-9199.01); Compliance Managers 11-9199.02); Supply Chain Managers 11-9199.04); Loss Prevention Managers (11-9199.08); Wind Energy Operations Managers (11-9199.09-); Wind Energy Project Managers (11-9199.10). Please note, both the 2010 and 2018 versions of the Standard Occupational Classification (SOC) are reflected. More information about these careers may be found at [www.onetonline.org/crosswalk/](http://www.onetonline.org/crosswalk/) by searching for the career title or SOC number.**

**For additional program information, visit [keller.edu/gpm](http://keller.edu/gpm).**

## Course Descriptions

Keller's broad range of courses addressing today's business needs.

Students without prerequisites for a course who believe they have compensating work or educational experience may submit a request to waive prerequisite(s) to the admissions representative/student support advisor/academic advisor.

Courses are three semester-credit hours unless otherwise noted. Course descriptions are presented alphabetically, by course discipline. Alpha designators indicate the discipline of the course (i.e., ACCT for accounting). Numeric designators indicate the course level. Courses at the 500-level represent program core, specialization and elective coursework; 600-level courses represent capstone courses and may include exam preparation coursework.

Course Designator and Number	Course Title	Course Description	Prerequisite
<b>Accounting</b>			
<b>ACCT500</b>	Essentials in Accounting, Finance and Economics	This course introduces core accounting, finance, and economic concepts and principles needed by managers. Accounting topics cover the basics of financial statements, transaction analysis and the accounting cycle. Finance topics include an introduction to the finance function, the role of the financial manager, time value of money concepts and basic financial statement analysis. Topics in economics include an introduction to economic resources, scarcity and systems with a focus on key business fundamentals, including supply and demand, forms of competition, profit maximization and basic macroeconomic concepts	None
<b>ACCT503</b>	Financial Accounting: Managerial Use and Analysis	This course focuses on core accounting concepts as well as tools needed by managers to create the key financial statements that reflect an organization's financial health. Financial analyses and statements are examined for management control, decision-making and reporting purposes.	ACCT500
<b>ACCT504</b>	Accounting and Finance: Managerial Use and Analysis	This course introduces core accounting and finance concepts, as well as tools used to summarize the accounting of business transactions into standardized statements. Students use these tools to diagnose and document an organization's fiscal health, as well as examine financial analyses and statements for management control, decision-making and reporting.	None
<b>ACCT505</b>	Managerial Accounting	Managerial Accounting focuses on developing, interpreting and applying accounting information for managerial decision-making. The course stresses using financial information within organizations for understanding and analyzing activities and operations. Students learn linkages between accounting information and management planning through cost analysis (including activity-based costing), operational and capital budgeting, and performance measurement.	ACCT503 or ACCT504
<b>ACCT525</b>	Current Issues in Accounting	This course addresses current issues in the field of accounting. Topics include ethics; harmonization of accounting and financial reporting methods; recent accounting pronouncements and the effect of these pronouncements on various entities; and current issues being addressed by the Federal Accounting Standards Advisory Board (FASAB), the Securities and Exchange Commission (SEC) and International Financial Reporting Standards (IFRS).	ACCT503 or ACCT504 or permission from the appropriate academic administrator
<b>ACCT530</b>	Accounting Ethics and Related Regulatory Issues	This course examines core values such as ethical reasoning; integrity; objectivity and independence; and processes for ethical decision-making. Current state, national and international regulatory developments are addressed. Case studies and analyses focus on concepts of professional responsibility and values, legal requirements and codes of professional conduct related to the accounting profession.	ACCT505
<b>ACCT540</b>	Professional Research for Accountants	This course examines professional research skills critical in the accounting profession. Students identify research problems and authoritative sources, develop search criteria, gather and evaluate data, and formulate conclusions using a real-world case study approach in the areas of financial accounting, tax and audit. Students prepare a written report of their research and findings, and present recommendations.	ACCT505

Course Designator and Number	Course Title	Course Description	Prerequisite
ACCT550	Intermediate Accounting I	This course deals with financial accounting practice and theory, including generally accepted accounting principles (GAAP); the conceptual framework; accounting information systems, including financial statement reporting and disclosures; the time value of money; cash controls; and accounting and reporting for cash, receivables, inventories and long-term assets.	ACCT505
ACCT551	Intermediate Accounting II	Intermediate Accounting II extends the coverage of ACCT550 to include investments; intangible assets; current and long-term liabilities; stockholders' equity; contributed capital and retained earnings; dilutive securities; and earnings per share.	ACCT550
ACCT552	Cost Accounting	Cost Accounting deals with measurement and control of business production activities and improvement of corporate profitability through cost management. Topics include job order and process cost systems; flexible budgets and standard costs; overhead applications; variance analysis; pricing decisions; and performance measurements and rewards. Topics are covered within the context of dramatic changes in production methods that will have a profound impact on the structure of cost measurement, control and management.	ACCT505
ACCT553	Federal Taxes and Management Decisions	This course deals with the need to recognize important tax consequences of common business transactions and how substantially different tax liabilities can result from nearly identical economic events. The course emphasizes practical results rather than technical compliance requirements to achieve those results.	ACCT505
ACCT555	External Auditing	External Auditing deals with accepted principles, practices and procedures used by public accountants for certification of financial statements. The major focus is on external audit services; auditor and management responsibilities; professional standards of external auditors; evidence and procedures used by external auditors; and audit reports.	ACCT505
ACCT556	Budgeting	Budgeting addresses managers' need to understand the goals, technical procedures and effects of budgeting. The course provides a comprehensive and integrated approach to budgeting – from the details of preparing the many schedules that compose a master budget to fundamental managerial issues affected by the profit planning and control process.	ACCT505
ACCT557	Intermediate Accounting III	Intermediate Accounting III extends the coverage of ACCT551 to include revenue recognition; accounting for income taxes; pensions and postretirement benefits; leases; accounting changes and error analysis; statement of cash flows; and disclosure issues.	ACCT551
ACCT559	Advanced Financial Accounting and Reporting Issues	This course covers financial accounting practice and theory in relation to consolidations; foreign currency transactions and financial statement translations; and partnership accounting, including formation, maintenance, reorganizations and liquidations.	ACCT551
ACCT560	Advanced Studies in Federal Taxes and Management Decisions	This course expands the foundation of tax topics for non-tax accounting and financial professionals. The course furthers the coverage, and examines the complexity, of corporate and partnership taxation, as well as introduces topics such as estates and gifts, fiduciary accounting, tax-exempt entities, and qualified and nonqualified plans.	ACCT553
ACCT562	Auditing: An Operational and Internal Perspective Including Fraud Examination	This course examines why increased complexity in organizations requires management to establish means of monitoring control systems. Coursework examines the audit process using criteria and controls to evaluate causes and effects of – and conditions for – operational, performance and fraud audits. Emphasis is placed on standards, objectives, principles and procedures involved in reviewing the reliability and integrity of information; compliance with policies, plans, procedures, laws and regulations (including the Sarbanes-Oxley Act of 2002); means of safeguarding assets; appraising economical and efficient use of resources; and reviewing achievement of established objectives and goals (including accounting ethics) for operations and programs.	ACCT505
ACCT563	Advanced Managerial Accounting Issues	This course focuses on analysis and problem-solving skills used in planning and controlling organizations. Managerial tools and concepts such as target and activity-based costing; activity-based management; strategy and management accounting; measuring and managing quality costs and capacity; and emerging managerial accounting issues are explored.	ACCT505

Course Designator and Number	Course Title	Course Description	Prerequisite
<b>ACCT564</b>	International Accounting and Multinational Enterprises	Topics in this course are studied in the context of multinational enterprises and from a strategic perspective. Topics include accounting for foreign currency transactions, translation of foreign financial statements, transfer pricing, comparative accounting standards, taxation, and multinational systems and control.	ACCT505
<b>ACCT567</b>	Governmental and Not-for-Profit Accounting	This course introduces core concepts and tools of accounting and financial reporting for managers of governmental and nonprofit organizations. Topics include transaction analysis, financial statement analysis and interpretation, compliance issues, and operational and cash budgeting. In addition, the impact of standards such as those promulgated by the Governmental Accounting Standards Board (GASB) and the Federal Accounting Standards Advisory Board (FASAB) are investigated and evaluated.	ACCT503 or ACCT504 or permission from the appropriate academic administrator
<b>ACCT571</b>	Accounting Information Systems	This course addresses computerized accounting information systems, focusing on reporting objectives, management needs, transaction trails, documentation, security, internal controls, and integration of accounting systems in software evaluation and selection. Systems analysis techniques are discussed. Coursework also prepares students interested in pursuing the Certified Fraud Examiner (CFE) credential.	ACCT503 or ACCT504
<b>ACCT573</b>	Accounting Fraud Criminology and Ethics	This course examines the nature of occupational fraud and how it is committed, and introduces actions to detect it and procedures to deter it. The course also covers how allegations of fraud should be investigated to meet requirements of civil and/or criminal court procedures. Also examined are ethics and governance in business as fraud-prevention tools. Coursework prepares students interested in earning the Certified Fraud Examiner (CFE) credential, examining tools and techniques for gathering evidence and information during fraud examinations.	ACCT503 or ACCT504
<b>ACCT574</b>	Forensic Accounting: Ethics and the Legal Environment	This course focuses on conducting fraud examinations, and includes discussion of procedures used in forensic accounting examinations and reasons behind using these procedures. In addition, coursework addresses how allegations of fraud should be investigated to meet requirements of civil and/or criminal court procedures. Also covered are detection, investigation and prevention of specific types of fraud. Coursework focuses on preparing students interested in earning the Certified Fraud Examiner (CFE) credential, examining criminology and ethics.	ACCT503 or ACCT504
<b>ACCT591</b>	CPA Exam Preparation: Auditing and Attestation	This course covers auditing procedures, auditing standards generally accepted in the United States (GAAS) and other standards related to attestation engagements. Also covered are skills needed to apply that knowledge in auditing and other attestation engagements. The auditing and attestation section of the CPA exam tests knowledge in the context of five broad engagement tasks. (The course is two semester-credit hours and is graded on a satisfactory/unsatisfactory basis.)	ACCT551
<b>ACCT592</b>	CPA Exam Preparation: Business Environment and Concepts	This course prepares students to pass the business environment and concepts section of the CPA exam. Coursework focuses on business structure; economic concepts essential to understanding an entity's operation, business and industry; financial management; information technology; and planning and measurement. Students become familiar with underlying business reasons for – and accounting implications of – transactions, and gain skills needed to apply that knowledge in financial statement audit and attestation engagements, as well as perform other functions affecting the public interest. (The course is two semester-credit hours and is graded on a satisfactory/unsatisfactory basis.)	ACCT551
<b>ACCT593</b>	CPA Exam Preparation: Financial Accounting and Reporting	This course prepares students to pass the financial accounting and reporting section of the CPA exam. Coursework covers accounting principles generally accepted in the United States (GAAP) that affect business enterprises, not-for-profit organizations and government entities. Also addressed are skills needed to apply such knowledge, as well as financial accounting concepts and standards. (The course is graded on a satisfactory/unsatisfactory basis.)	ACCT551



Course Designator and Number	Course Title	Course Description	Prerequisite
<b>ACCT594</b>	CPA Exam Preparation: Regulation	This course prepares students to pass the regulation section of the CPA exam. Topics include federal taxation, ethics, professional and legal responsibilities, and business law, as well as skills needed to apply that knowledge. Topics address CPAs' professional and legal responsibilities, and legal implications of business transactions, particularly as they relate to accounting and auditing. Coursework focuses on federal and widely adopted uniform state laws, as well as principles of – and procedures for – federal income, estate and gift taxation. (The course is two semester-credit hours and is graded on a satisfactory/unsatisfactory basis.)	ACCT551
<b>ACCT601</b>	Accounting Capstone	Students in this culminating course integrate knowledge and skills learned throughout the MSAC program. Students apply what they have learned to challenges faced by accountants balancing the needs of customers, shareholders, employees and other stakeholders within ethical and legal considerations.	Successful completion of all other program core and MSAC focus courses, and permission from the appropriate academic administrator
<b>ACCT605</b>	MAFM Capstone	This culminating course provides MAFM students with the opportunity to integrate knowledge and skills learned throughout the program and is intended to be taken as the last course other than the exam-preparation courses. Students integrate strategic planning, critical thinking and communication skills relating to both treasury and accounting responsibilities from the perspective of a chief financial officer	Successful completion of all other required MAFM program courses (except exam-preparation courses) and permission from the appropriate academic administrator
<b>Business Intelligence and Analytics Management</b>			
<b>BIAM500</b>	Applications of Business Analytics I	This course focuses on the role of business intelligence in facilitating implementation of business process changes. Constructing data-based models and examining their impact on major business functions are emphasized. Students use software tools to assess strengths and weaknesses of various models. The course also addresses handling large data sets, and analyzing text and network data.	None
<b>BIAM510</b>	Applications of Business Analytics II	Building on concepts presented in BIAM500, this course examines how to appropriately use business analytics tools. Topics include data warehousing, accessing data sources, customer profiling, customer churn and social network analysis. Understanding how business analytics fits into business processes is emphasized.	BIAM500; and MATH533 or MATH534
<b>BIAM530</b>	Developing and Managing Databases for Business Intelligence	This course addresses designing relational databases and building large database applications, including tables, queries, forms, reports and macros. Also addressed are implementing basic database security, backup and recovery procedures, the role of normalization and meeting business requirements. Data warehousing, implementation of data mining tools, data modeling and decision trees are also examined. Case studies are used throughout the course.	None
<b>BIAM540</b>	Internet Analytics Strategies	Based on analysis of an organization's mission and goals for its web presence, students explore strategies for implementing Internet analytics tools to evaluate the effectiveness of the organization's web presence, including its web and social media sites. Key performance indicators are examined. Students gain familiarity with several Internet analytics tools and data sources such as web logs, big data and social media.	None
<b>BIAM560</b>	Predictive Analytics	Students in this course examine exploratory data, and cluster and association analyses, with current and historical facts to make predictions. Also covered are logistic regression, text analytics and decision trees. Managerial issues of how to select models for specific business problems are examined.	BIAM510
<b>BIAM570</b>	Modeling for Decision-Making	This course introduces basic concepts of mathematical approaches to organizational decision-making and model development for formal decisions. Topics include model building, linear and nonlinear optimization, simulation, time series analysis, network models and decision analysis.	BIAM510

Course Designator and Number	Course Title	Course Description	Prerequisite
<b>Economics</b>			
<b>ECON545</b>	Business Economics	Business Economics provides a basic understanding of managerial economics and the impact of the economic environment on business decision-making. The course develops micro- and macroeconomic topics, with particular emphasis on marginal analysis, and supply and demand considerations.	MGMT501 or permission from the appropriate academic administrator
<b>Entrepreneurship</b>			
<b>ENTR510</b>	Entrepreneurship and New Ventures	This course provides an overview of entrepreneurship in the context of new ventures. Coursework examines identifying and assessing opportunities, as well as forming and managing a new venture through maturity and exit. Topics include the entrepreneurship process; idea generation; opportunity assessment and selection; business plan creation; differentiation; new venture equity financing; due diligence; management team characteristics; growth management; and liquidity and exit mechanisms.	None
<b>ENTR530</b>	Venture Finance and Due Diligence	This course examines the process of positioning and selling a new venture to equity sources, including making internal preparations; identifying and communicating with venture firms; and evaluating and negotiating investment offers. Processes investors use to assess and determine opportunities and entrepreneurs in which they will invest are also examined.	ENTR510
<b>ENTR550</b>	Entrepreneurial Marketing	This course covers the critical role of marketing in the success of a new venture. Coursework addresses opportunity screening, assessment and selection; market research, analysis, valuation and sizing; the value proposition and distinctive competence; segmentation, targeting and positioning; pricing; channels; sales management; communications; hiring; raising capital; and creating marketing plans to address various audiences.	ENTR510
<b>ENTR570</b>	Startup and New Venture Planning	This applications-based course addresses in-depth planning for executing a start-up venture. Students work through the entrepreneurial process – from research, planning and opportunity assessment; to team and company formation; to business model creation; to entrepreneurial finance and equity financing; to company development; and to exit planning. Students also prepare a business plan and deliver an investor pitch.	ENTR530
<b>Finance</b>			
<b>FIN510</b>	Corporate Finance	This course focuses on financial concepts and tools needed for effective business planning. Topics discussed from a practitioner viewpoint include financial statement analysis, time value of money concepts, securities valuation, working capital management, cost of capital, financial forecasting, external sources of capital, capital structure and company valuation.	ACCT503 or ACCT504
<b>FIN515</b>	Managerial Finance	Managerial Finance teaches students financial concepts and tools needed for effective business planning. Topics, discussed from a practitioner viewpoint, include formation of interest rates, income taxes, working capital management, cost of capital, financial forecasting, external sources of capital, capital structure, company valuation and bankruptcy.	ACCT505
<b>FIN516</b>	Advanced Managerial Finance	This course addresses risk, return and the capital asset pricing model; dividend policy; financing flexibility; valuation of securities; derivatives and risk management; and capital structure with the Modigliani-Miller models. The course provides a comprehensive view of financial management with insight into securities analysis, mergers/acquisitions and financial/futures options.	FIN510 or FIN515
<b>FIN560</b>	Securities Analysis	Securities Analysis develops analytical skills for personal or business investment activities. Security selection based on technical and fundamental analyses is stressed. Techniques for analyzing risk and return are covered for specific investment opportunities. Modern and traditional portfolio management techniques are discussed.	FIN510 or FIN515
<b>FIN561</b>	Mergers and Acquisitions	This course addresses corporate recombinations and resource allocation. Topics include advanced capital budgeting techniques and valuation methods. Strategies, tactics and rationale for mergers, acquisitions, leveraged buyouts and restructuring are discussed.	FIN510 or FIN515
<b>FIN564</b>	Management of Financial Institutions	This course focuses on managing commercial banks and other financial institutions, and on the interaction of participants in money and capital markets. Management of lending is a major topic, and funds acquisition, capital management, portfolio management and issues relating to risk are discussed.	FIN510 or FIN515

Course Designator and Number	Course Title	Course Description	Prerequisite
<b>FIN565</b>	International Finance	International Finance examines, in detail, international financial flows and balance of payment considerations. Corporate exposure to international currency fluctuations (including foreign exchange rates and markets), and methods of hedging risks in international transactions, are addressed.	FIN510 or FIN515
<b>FIN567</b>	Options and Financial Futures Markets	This course develops students' ability to use current concepts, tools and strategies available in financial markets to enhance or protect investments. Topics include put and call buying; covered call writing; put hedging; futures speculation and hedging; and arbitrage. Also discussed are methods of valuation, and the function and purpose of the marketplace.	FIN510 or FIN515
<b>FIN575</b>	Advanced Financial Statement Analysis	This course emphasizes fundamental techniques of financial statement analysis. Building on core accounting and investment concepts, coursework addresses analysis (including ratio analysis) and interpretation of financial accounting information such as that presented in balance sheets, income statements and statements of cash flows. Coursework also examines accounting information in investment and credit decisions.	ACCT503 or ACCT504
<b>FIN580</b>	Personal Financial Planning	This course addresses personal cash flow management, goal setting, creating and maintaining annual cash budgets, investments, taxation, insurance, and retirement and estate planning. The course helps students achieve satisfaction and success in their personal financial futures. Topics are presented from a practitioner point of view.	ACCT503 or ACCT504
<b>FIN590</b>	Real Estate Finance	This course introduces and develops tools used in forecasting, measuring and analyzing returns from real estate operations. These tools are also used in real estate valuation for funding and sale purposes. With profit maximization the goal, students examine financial leverage and the consequence of income tax, as well as their influences. The inherent risk of real estate and its reduction through modern portfolio theory is discussed. Students apply course concepts using real-world problems.	FIN510 or FIN515
<b>Global Supply Chain Management</b>			
<b>GSCM520</b>	Foundations in Global Supply Chain Management	This course focuses on core concepts and techniques required for directing and controlling processes that convert resources into goods and services. Coursework emphasizes integrating all aspects of the supply chain so that the quantity of goods being produced or acquired is accurate, and both time- and cost-efficient.	None
<b>GSCM530</b>	Global Supply Chain Resource Planning and Management	This course examines concepts and methods of directing and controlling processes that result in optimal supply chain efficiency. Demand management and forecasting; master production scheduling; material requirements and capacity resource planning; the Theory of Constraints; distribution requirements planning; and inventory management are emphasized.	GSCM520
<b>GSCM540</b>	Relationship Management, Procurement and Sourcing Strategy	This course provides an overview of sourcing relationships, including their strategy and implementation. Coursework examines the role of supply management across a global, upstream corporate value chain consisting of suppliers and outsourcers. Topics include make versus buy versus partner decisions; supplier evaluation, selection, assessment and quality assurance; the sourcing/procurement and partnering processes; relationship management; and purchasing ethics.	GSCM520
<b>GSCM550</b>	Logistics, Distribution and Warehousing	This course examines physical supply and distribution systems critical to efficient integrated supply chains. Coursework addresses analytical and managerial methods applied to key components of facility location and materials management; logistics; distribution; transportation; warehousing; channel selection; logistics information systems; metrics and assessments; total cost analytics; and freight management.	GSCM520
<b>GSCM560</b>	Supply Chain Management Decision Support Tools and Applications	This course emphasizes analyzing supply chain information. Coursework examines supply chain design and integration; constraint, inventory and advanced demand management; and risk pooling. Prerequisite:	GSCM520
<b>GSCM588</b>	Managing Quality	This course focuses on implementation, cost and management of the quality function in manufacturing as well as service industries. Coursework addresses quality concepts and tools, as well as knowledge required for their application in quality planning, improvement and control in both parent organizations and supplier relationships.	None

Course Designator and Number	Course Title	Course Description	Prerequisite
<b>Health Services Management</b>			
<b>HSM541</b>	Health Service Systems	This course surveys the major components and organizational interrelationships of the U.S. healthcare delivery system across the continuum of care. Coursework emphasizes personnel, institutions, delivery systems, policy and payment mechanisms. Variables of access, cost and quality are introduced, and delivery of healthcare within those variables is outlined.	None
<b>HSM542</b>	Health Rights and Responsibilities	This course examines the growing importance of legal and ethical matters in healthcare from the manager's perspective. Topics include legal aspects of the corporation, and physician/patient, institution/patient and institution/physician relationships. Ethical issues related to individual life-cycle stages, health services institutions, third-party payers and public policy initiatives are also discussed.	None
<b>HSM543</b>	Health Services Finance	This course provides an understanding of the unique features of healthcare finance, including payment sources and reimbursement arrangements, as well as of emerging trends within the healthcare industry that impact the financial decision-making process of various healthcare industries. Covered are financial planning, operating revenue, working capital, resource allocation, financial analysis and the future of healthcare. Special emphasis is given to managing inpatient and outpatient costs and ratios, capitated payment systems, the resource-based relative value system (RBRVS), the prospective payment system (PPS), the impact of mergers, compliance issues and joint venture activities.	None
<b>HSM544</b>	Health Policy and Economics	This course focuses on the relationship between healthcare economics and public policy, and assists students in developing an understanding of the public policy formulation and implementation process, as well as awareness of critical issues in American health policy. Students are exposed to healthcare economics issues of supply and demand, technology, healthcare labor, equity and efficiency, and application of economic analysis to the public policy development process.	None
<b>HSM546</b>	Managed Care	Managed Care examines evolution and development of managed care approaches to delivering and financing health services in the United States. Fundamental concepts of insurance and risk management are reviewed, as are forces that have driven growth of managed healthcare. Types of managed care organizations and operational models are outlined. Perspectives of consumers, providers, purchasers and insurers of healthcare are discussed. Recent trends and issues affecting evolution of health insurance and managed care are considered, as are relevant legislative and regulatory standards shaping these industries.	None
<b>Human Resource Management</b>			
<b>HRM530</b>	Human Resources and Technology	This course surveys current trends and best practices in use of technology in the human resources field. Topics include strategic use of human resources information systems, web-based human resources and other technological applications used in various functional areas of human resources.	HRM591 or previous human resources experience
<b>HRM584</b>	Managing International Human Resources	This course examines strategy and tactics that make up the global human resources management field. The course provides a broad overview of how global human resources functions differ from those of domestic human resources, helps students develop an understanding of how global human resources strategy is crafted and shows how such strategy is put into effect. Particular emphasis is placed on staffing, compensation, training, performance management, labor relations, communication and regulatory compliance within the global business environment.	None
<b>HRM586</b>	Labor Relations	Labor Relations focuses on the interaction of management and labor in the corporation. The course discusses the history of the American labor movement, federal and state labor laws, collective bargaining, mediation and work stoppage. Contract administration and interpretation, and the relationship between management rights and employee discipline are discussed.	None
<b>HRM587</b>	Managing Organizational Change	This course addresses concepts and techniques required to successfully implement change across an organization. Coursework focuses on identifying an organization's vision as well as opportunities that can align the vision with the organization's structures, processes, culture and orientation to the environment. Also addressed are opportunities for, and problems in, managing human dynamics in organizations, including intervention techniques, models, principles and values that indicate how to take charge of planned change efforts in order to achieve success.	None

Course Designator and Number	Course Title	Course Description	Prerequisite
HRM591	Strategic Human Resource Management	This course surveys contemporary principles and practices for human capital management as a corporate strategic asset. Subject matter focuses on the changing nature of work in a dynamic global economy that requires flexible staffing, new approaches to workforce planning and talent management. Other topics covered include decentralized and virtual work environments, diversity, legal requirements, compliance as well as the ethics of managing human capital for competitive advantage.	None
HRM592	Training and Development	This course surveys training, and employee and organizational development techniques organizations use to build group and individual skills while tying anticipated results to improvements in organizational effectiveness. Topics related to creating such a development strategy include conducting needs analyses, linking identified needs to business objectives, developing an implementation plan, implementing the plan using a variety of modalities and best practices, and assessing results. These aspects are covered for both individual and group enhancement.	None
HRM593	Employment Law	Employment Law provides a comprehensive analysis of federal and state laws as they affect the human resource function, including equal employment opportunity, wage/overtime payment, employment agreements and other restrictions on management's rights. Emphasis is placed on applying employment laws to develop programs that enable organizations to be proactive in meeting both company and workforce needs, with an eye to resolving workplace disputes, preventing litigation, and implementing and administering personnel policies and practices in compliance with applicable law.	None
HRM594	Strategic Staffing	This course develops a strategic framework for providing corporations with the human resources needed to achieve corporate goals. The course focuses on policies and procedures for short- and long-range human resource planning, recruiting and selection. Rightsizing, employee separations and retention are also included.	None
HRM595	Negotiation Skills	This course introduces general business negotiation techniques, strategies and tactics. Strategies focus on approaches to negotiation situations; tactics focus on moves effectuated during negotiations. In addition to developing and enhancing students' negotiating proficiency, the course emphasizes processes and methods of conflict resolution. Topics include preparing for negotiations; distributive and integrative bargaining; resolution of impasse; ethics; the roles of power, personality and dispute resolution processes; and communication processes. Students use developed skills in the classroom, electronically and through telephonic negotiation situations.	None
HRM598	Compensation	Compensation focuses on how organizations use pay systems as strategic tools for improving organizational effectiveness. Major systems of the design of pay, paying for performance, and administering and applying pay systems are appraised and assessed.	None
HRM599	Benefits	This course examines, in-depth, employee benefits including legally required benefits (social security, worker compensation and unemployment compensation), as well as voluntary programs (health, disability, life, retirement, time-off, educational, work/life and others). The strategic importance of using employee benefits as part of the total compensation package is emphasized. In addition, financial, actuarial, administrative and legal implications of benefit plans are discussed.	None
HRM601	Human Resources Capstone	Students in this culminating course, intended to be taken as the last course, complete a comprehensive written plan for a company's human resource function. In preparing the plan, students review and integrate concepts and skills developed in other human resource courses. In addition to preparing the written plan, students make an oral presentation to the professor, the class and, when feasible, to a panel of human resource professionals.	Successful completion of all other required MHRM program courses, and permission from the appropriate academic administrator

Course Designator and Number	Course Title	Course Description	Prerequisite
<b>Information Systems Management</b>			
<b>MIS525</b>	Essentials of Information Systems and Programming	This course introduces students to the logical structure of business computer programs, as well as to applications and management issues involved with corporate information systems. It also provides a foundation for programming in a business-oriented language. Students concentrate on developing programming logic to solve business problems. Design tools such as flowcharts and pseudocode are introduced and used as a foundation for developing programs. MISM students may not take this course for program credit. The course may be taken as an elective in all programs other than MISM.	None
<b>MIS535</b>	Managerial Applications of Information Technology	This course introduces structures, applications and management of corporate information systems. Coursework investigates how technology is changing the way we conduct communication, make decisions, manage people and improve business processes, as well as how it adds value to business. Students access the Internet to gather and use information, and analyze business decisions using decision support tools.	None
<b>MIS540</b>	Innovation Through Technology	This course explores the critical role of technology and innovation in reshaping the management and operation functions of contemporary organizations. Focusing on how organizations use technology to reinvent business processes and increase competitiveness in an increasingly virtual and interdependent world, the course addresses emerging organizational forms; competitive advantages; strategic initiatives; managing innovation projects; enterprise systems; the use of data for supporting decision making; global supply chains and business processes. Social and ethical issues are explored in the context of how technology is used to drive business innovation.	None
<b>MIS561</b>	Database Administration and Management	This course covers database administration as a managerial discipline, addressing database administrative practices and procedures common for various types of businesses and technology. Important issues in daily operation and long-term planning of database administration are examined in-depth. Administration of Oracle database management systems is also introduced to enhance students' understanding of database administrators' tasks and responsibilities.	MIS582
<b>MIS562</b>	Database Programming and Applications	This course reviews the industry standard ANSI Structured Query Language (SQL), the core of the relational database and associated applications. Students examine the features and programming of SQL extensions supported by leading relational databases widely used in industry, such as Oracle and Microsoft SQL Server. They also learn to develop reports, forms and other types of database application components essential to carry out transactional and analytical operations that support modern business. Applications-oriented projects and cases enhance the learning experience.	MIS582
<b>MIS563</b>	Business Intelligence Systems	This course focuses on concepts needed for analyzing, designing and applying effective systems for meeting management's information needs for tactical short-term, and strategic long-term, planning and decision-making. The course covers various models of business intelligence and decision support systems, based largely on database design in support of data warehousing and data mining concepts. Topics include data modeling for the data warehouse and data mart, and application of OLAP and artificial intelligence concepts as applied to data mining.	MIS582
<b>MIS564</b>	Enterprise Data Management and Administration	This course focuses on data storage, security and reporting needs of an enterprise-level management information system. Also examined are management and administration of very large and/or distributed database architectures with large geographic topographies. Security issues surrounding management and administration of large distributed enterprise-level databases are presented, as are network and integration issues associated with such systems.	MIS582
<b>MIS574</b>	Visual Basic	This course teaches programming fundamentals as applied to the Visual Basic.NET programming language. Topics include the .NET framework, event-driven programming, graphical user interface design, and using object-linking and embedding to manipulate Windows applications. Students also learn object-oriented programming fundamentals, and web-based and Windows application design.	MIS505 or MIS525



Course Designator and Number	Course Title	Course Description	Prerequisite
<b>MIS575</b>	Advanced Visual Basic	Advanced Visual Basic, a continuation of Visual Basic (MIS574), focuses on advanced application design and development using the object-oriented features of Visual Basic.NET. Topics include the .NET framework, object-oriented programming, .NET database programming, .NET web programming, .NET web database programming, add-ins, collections and user controls.	MIS574
<b>MIS577</b>	Internet-Oriented Programming	This course focuses on Internet and web programming, one of the fastest growing areas of system development. Students apply Internet programming languages such as HTML, Dynamic HTML and JavaScript to develop their own websites. The course also examines Internet application tools and commercial web servers.	MIS505 or MIS525
<b>MIS578</b>	C++ Programming	C++ Programming introduces object-oriented programming concepts using the C++ language. Topics include the object-oriented paradigm, class hierarchies and inheritance, I/O functions, object arrays and string processing. Students complete a number of programming projects to gain applications-oriented experience with object-oriented technology.	One year of programming experience, or prior programming coursework, or MIS505, or MIS525
<b>MIS579</b>	Java Programming	This course focuses on using Java for business applications. Students apply Java programming tools to develop applications and applets that take advantage of web and Internet capabilities. The course examines object-oriented design and modeling, Java applications, applets, control structures, methods, user interfaces, graphics and e-commerce applications.	MIS505 or MIS525; and MIS577
<b>MIS581</b>	Systems Analysis, Planning and Control	This course introduces concepts and tools of systems development and implementation, and emphasizes using the life-cycle approach to effectively manage business information.  The course provides practice in each major phase of the life-cycle approach: planning, analysis, design, implementation and operation/support. Business re-engineering techniques and project management models are used. Students apply concepts and tools learned in a term project.	MIS525 and MIS540; or permission from the appropriate academic administrator
<b>MIS582</b>	Database Concepts	Database Concepts provides a detailed introduction to database concepts, components and management issues. The course covers data definition and modeling, database access and command languages, and design and implementation in the context of the relational model. Relative advantages and disadvantages of other database models are considered from a management standpoint. Coursework examines basic managerial issues for database publishing on the web, and for multi-user and enterprise database processing. The course requires a term project involving a commercial data-modeling package.	MIS525 and MIS540; or permission from the appropriate academic administrator
<b>MIS589</b>	Networking Concepts and Applications	This course focuses on design, development and operation of a data communications system and computer network, and emphasizes managing data distribution and access. The course includes essential elements of networks including hardware, software and interfaces. Students use a networking software tool to build and analyze network models.	None
<b>MIS600</b>	Information Systems Capstone	In this culminating course, MISM students integrate knowledge and skills learned throughout the program. It is intended to be taken as the last course. Students develop, design and present projects based on real-world situations. They plan and justify the project; meet performance, schedule and budget requirements; adjust for unplanned occurrences; and provide project reports.	Successful completion of all other required MISM program courses and permission from the appropriate academic administrator
<b>MIS601</b>	MITM Capstone	This course provides MITM students with the opportunity to integrate concepts and skills learned throughout the program and is intended to be taken as the last course. Students develop, design and present an information systems and/or network project, requiring synthesis of strategic management of technology, network concepts, systems analysis, security and privacy, and management of technology projects. Students plan and justify the project; meet performance, schedule and budget requirements; adjust for unplanned occurrences; and provide project reports. Options for the project may include a case study, simulation or approved project for an existing company.	Successful completion of all other required MITM program courses and permission from the appropriate academic administrator

Course Designator and Number	Course Title	Course Description	Prerequisite
<b>International Business</b>			
<b>INTL500</b>	Global Perspectives for International Business	This course presents international strategy, operations, supply chain management, marketing and finance concepts required for global commerce. Using case studies and best-practice examples from international corporations, students gain management perspective needed to understand the unique roles of culture, politics and economics in executing multinational business strategy.	None
<b>Internship</b>			
<b>INTP580</b>	Graduate Internship Seminar	In this course, the first in a two-course sequence, students examine experiential learning internship opportunities designed to complement skills and knowledge students learn throughout their program. To prepare for an internship with a professional organization, students attend seminar meetings and complete all requirements that may allow them to interview for – and potentially secure – an internship. No credit is awarded for the course. Students earn grades of A, B or F upon course completion; the final grade earned in this course is not used in GPA calculations.	Permission from the appropriate academic administrator
<b>INTP585</b>	Graduate Internship	In this course, the second in a two-course sequence, students supplement coursework with experiential learning in a professional organization. Using acquired knowledge and skills, students complete organizational initiatives and/or processes and provide effective solutions. During the eight-week onsite assignment, students acclimate to a real-world professional environment and culture, hone their communication and professional skills, gain valuable insight, and develop leadership skills through self-reflection and host-organization analysis and feedback. The course is strongly recommended for students without business/industry experience and for those seeking to change fields.	INTP580 and permission from the appropriate academic administrator
<b>Management</b>			
<b>MGMT501</b>	Organizational Structures and Business Processes	This course covers essential management and marketing concepts and principles needed by managers. The course also reviews the legal and ethical environment of business. Management topics include fundamental functions of management, key business functions and business policy in a dynamic global marketplace. Topics include marketing strategy fundamentals, organizations as customers, determining marketing communications and opportunities, as well as, topics within an ethical and legal framework.	None
<b>MGMT520</b>	Legal, Political and Ethical Dimensions of Business	This course introduces students to the legal, political and regulatory controls that define, promote and limit business practice opportunities. Fundamental interactions of law, politics, ethics and corporate social responsibility are emphasized. Topics include business and the legal system; foundations of business ethics; the constitution and business; regulatory and administrative agencies; regulation of private business conduct; the employer-employee relationship; formation and performance of contracts; ownership and control of business; antitrust, trade practices and consumer protection; land use and environmental protection; and the legal environment of international business.	MGMT501 or permission from the appropriate academic administrator
<b>MGMT525IE</b>	Emerging Topics in Business, Culture and Technology	Melding culture and the arts, this course helps students become more strategic and critical thinkers, and master current practices in emerging topics. Students investigate emerging topics as well as their relationships to key economic, historic and social forces. Coursework addresses topics affecting business, culture and technology, and students use reflective practice and research methodology to apply insights to business situations.	Permission from the appropriate academic administrator
<b>MGMT550</b>	Managerial Communication	Managerial Communication emphasizes communication competencies that help ensure business success. Students learn how to write effective, persuasive and negative messages; conduct business research, analyze information, and write a business proposal or report; deliver an effective oral presentation with visual aids; and create corporate training materials. Also addressed are group dynamics, intercultural communication, media relations and ethics.	None



Course Designator and Number	Course Title	Course Description	Prerequisite
<b>MGMT591</b>	Leadership and Organizational Behavior	This course examines inter- and intrapersonal dynamics as they affect achievement of corporate goals. Topics include theories of organizational behavior concepts and applications, including motivation, group dynamics, organizational communication processes, leadership, power, authority, team building and organizational development. Managing change in a complex domestic and international environment is also emphasized. Students are provided with a solid foundation for examining organizational behavior in a systematic manner.	None
<b>MGMT601</b>	MBA Capstone	In this culminating course experience, MBA candidates integrate concepts and skills developed in previous coursework. Students research and develop a new business opportunity which requires synthesis of communications, analysis, marketing, operations, finance, human resources and leadership principles. Options for developing the business opportunity may include a case study, business plan, simulation, or an approved project for an existing company.	Successful completion of all other required MBA program courses, and permission from the appropriate academic administrator
<b>Marketing</b>			
<b>MKTG525</b>	Strategic Marketing	This course surveys contemporary principles and practices for marketing management as a corporate strategic asset. In a dynamic global marketplace requiring rapid response to consumer need and behavior, this course focuses on marketing strategies for creating customer-driven value in products and services. Topics include consumer research techniques; product positioning and differentiation; branding; customer segmentation; target marketing by demographics, psychographics and behavioral variables; and using both traditional and digital channels to reach niche or mass market audiences. Ethical implications of online behavioral tracking and targeting are explored in the context of the value chain.	MGMT501
<b>MKTG550</b>	Digital Marketing	This course examines the emergence of digital marketing as a contemporary business discipline as well as use of digital media as part of a comprehensive marketing plan. Topics include website and blog publishing; social media and email marketing; digital behavior tracking; and web analytics.	MKTG522 or MKTG525
<b>MKTG570</b>	Marketing Research	Marketing Research teaches students how to gather and analyze data to assist in making marketing decisions. The course addresses both quantitative and qualitative research techniques, including written questionnaires, telephone surveys, test marketing and focus groups. Emphasis is placed on examining how marketing research can help managers make better decisions regarding target markets, product features, positioning, pricing, advertising and new product introductions. Students are encouraged to consider ethical implications of specific marketing research activities.	MKTG522 or MKTG525
<b>MKTG572</b>	New Product Development	This course presents a framework for planning, implementing and evaluating new product introductions. The course addresses the new product development process – from idea generation to commercialization. Emphasis is placed on examining how organizations can manage resources to maximize the opportunity for successful new product introductions.	MKTG522 or MKTG525
<b>MKTG575</b>	Advertising Management	Advertising Management presents a structured approach to managing advertising, sales promotion and public relations activities from a corporate perspective. Students are taught how to determine promotional objectives, select campaign themes, choose media, control advertising costs, design sales promotions and evaluate results. The course also addresses agency selection and management.	MKTG522 or MKTG525
<b>MKTG577</b>	Sales Management	Sales Management teaches students how to design and implement a sales force strategy. The course presents techniques for identifying, recruiting and training sales personnel; monitoring and controlling sales efforts; and forecasting and budgeting sales performance. Issues such as territory decisions, compensation plans and motivation techniques are also discussed.	MKTG522 or MKTG525
<b>MKTG578</b>	Consumer Behavior	Students in this course examine basic concepts and research results from marketing and the social sciences to better understand customers and their needs. Coursework addresses the decision process of buyers, factors affecting purchasing decisions and customer satisfaction. Implications for marketing strategies (e.g., market segmentation, product design and promotion) are discussed. In addition, basic concepts of buyer behavior – including pre- and post-purchase attitudes and behavior patterns, as well as information processing relating to the functional areas of marketing – are included. Managerial applications to marketing are also emphasized.	MKTG522 or MKTG525

Course Designator and Number	Course Title	Course Description	Prerequisite
<b>Mathematics</b>			
<b>MATH534</b>	Applied Managerial Statistics	Applied Managerial Statistics stresses practical use of statistics in collecting, organizing, analyzing, interpreting and presenting data. Both descriptive and inferential techniques are covered.	None
<b>Network and Communications Management</b>			
<b>NETW561</b>	Wireless Technologies	This course provides an in-depth understanding of wireless technologies and their application within the organization. It addresses essentials of radio frequency, spectrum allocation and usage, and current regulation. Topics include first (1G) through fourth generation (4G) applications, including cellular, PCS and wireless local area network (WiFi); and the current and future state of voice, data and video communication. Students gain perspective on how wireless technologies fit into an overall wireless industry and market, as well as on current management challenges.	NETW589
<b>NETW562</b>	Wireless Devices and Applications	This course introduces an array of wireless devices, including laptops, PDAs, cellular telephones and "all-in-one" devices. Current applications of these devices, as well as potential future uses, are examined. Using such devices in both standalone and integrated network arenas is addressed, with specific focus on interoperability. Ways in which wireless devices are driving the evolution of business practices are also examined.	MIS589
<b>NETW563</b>	Wireless Networks	This course introduces tools needed to understand and implement wireless networks. Topics include installation and configuration of wireless hardware and software, radio frequency (RF) fundamentals, 802.11 network architecture, capacity planning, use of wireless broadcast and cellular systems, antennas and accessories, power management, wireless local area network security, wireless device network integration and troubleshooting.	MIS589
<b>NETW564</b>	Management of Wireless Systems	This course focuses on managing and operating wireless networks. Topics include QoS, resource management, outsourcing, training, financial considerations, and performance measurement and optimization. Also covered are system documentation and reports pertaining to RF network performance, IP management, network configuration, and system growth and capacity status. Students gain knowledge of charging and revenue assurance in a wireless network.	NETW589
<b>NETW583</b>	Strategic Management of Technology	This course addresses the need for managers to understand and manage technology needed to successfully compete in an increasingly sophisticated business environment. Topics include identifying technological competencies, the evolution of technology, designing and managing systems for technological innovation, integrating technology into the organization, sourcing technology and managing new product development.	None
<b>NETW584</b>	Telecommunications Law and Regulation	This course covers the legal and regulatory environment for telecommunications services. Coursework focuses on developing telecommunications law and policy as related to a variety of telecommunications technologies, including the broadcast spectrum of radio and television; cable and satellite; wireline and cellular telephone; and the Internet. Emphasized are the interconnected nature of media, as well as the policy rationale and techniques of government oversight.	None
<b>NETW585</b>	Network Design and Management	This course focuses on technologies and processes used to design, optimize and manage networks. Topics include functions of network standards, protocols and architecture; network design and optimization processes; and network management. Topics also include network design requirements for support of high bandwidth multimedia applications, wireless local area connections and security strategies. Students use a networking software tool to build and simulate network models.	Three years' telecommunications experience or an undergraduate telecommunications education, or NETW505
<b>NETW589</b>	Wireless Communication Systems	This course provides an essential foundation in core wireless technologies. Topics provide managers with required knowledge of voice and data systems. The current wireless industry, its recent past and emerging systems are explored through real-world projects and practitioner-based case studies.	MIS589
<b>NETW590</b>	IP Telephony/VoIP	This course examines technologies that carry voice communications over an IP network, including digitization and packetization of voice streams. Coursework addresses VoIP standards and protocols such as SIP and H.323 that support creation of telephony systems using advanced VoIP technology applications. Fundamentals of VoIP such as QoS, traffic aggregation issues, bandwidth management and network assessment are also investigated.	MIS589

Course Designator and Number	Course Title	Course Description	Prerequisite
NETW600	Telecommunications Capstone	Students in this culminating course, intended to be taken as the last course, integrate knowledge and skills learned throughout the MNMCM program. Students develop, design and present projects based on real-world situations. They plan and justify the project; meet performance, schedule and budget requirements; adjust for unplanned occurrences; and provide project reports.	Successful completion of all other required MNMCM program courses and permission from the appropriate academic administrator
<b>Project Management</b>			
PROJ584	Managing Software Development Projects	This course examines knowledge, strategies and techniques needed to manage software product development. The course helps students develop skills managers need to create – and successfully execute – plans for software development. Topics include software project development processes; software development standards; project planning, scheduling and control strategies; risk assessment and mitigation; team building and managing technical personnel.	MIS581 and PROJ586
PROJ586	Project Management Systems	This course introduces project management fundamentals and principles from the standpoint of the project manager who must organize, plan, implement, monitor and control nonroutine activities to achieve project objectives. Topics covered include the project life cycle, organizational structures, project charters, project scope statements, work breakdown structures, responsibility assignment matrixes, project scheduling, budgeting, and risk management. Planning and control methods are introduced, such as PERT/CPM, Gantt charts, earned value systems, project management information system software, and project audits.	None
PROJ587	Advanced Program Management	This course examines how program managers plan, budget, schedule and control multi-project programs within an organizational context. The importance of project teams and human resource management in the process is addressed using a course project. Topics include the role of projects in organizations; alternative organizational systems; program planning, budgeting, monitoring, control and management methodologies; team management and leadership; legal and ethical issues; conflict identification and resolution; and advanced applications of project management software.	PROJ586
PROJ592	Project Cost and Schedule Control	This course examines the processes involved in controlling costs and schedule components in projects. Topics include cost and schedule estimation, budgeting; resource allocation and leveling, schedule analysis techniques, the use of earned value management systems, and project change control; project metrics; and project cost and schedule control using earned value management systems. Students develop a cost and schedule control-based project management plan.	PROJ586
PROJ595	Project Risk Management	This course explores the risk management processes of risk management planning, risk identification, risk analysis, planning and implementation of risk responses, and risk monitoring. The course includes a course project assignment in which the risk management processes are implemented in the creation of a risk management plan using a practical approach.	PROJ586
PROJ598	Contract and Procurement Management	This course examines processes through which goods and services are acquired in the project management environment. Topics include contract and procurement strategies, requests for proposals (RFPs), source selection, contract types, negotiation, and contract administration. The course provides a broad overview and understanding of the procurement cycle and how it relates to contracts, projects, and management.	None
PROJ601	Project Management Capstone	Students in this capstone course integrate knowledge and skills learned throughout the MPM program. Students develop, design and present a project in a team-based format. Additionally, teams justify the project, meet performance standards, manage schedule and budget requirements, adjust for unplanned occurrences, and provide status reports.  <b>Note:</b> This course is intended to be taken as the last course in the MPM program.	Successful completion of all other required MPM program courses, and permission from the appropriate academic administrator

Course Designator and Number	Course Title	Course Description	Prerequisite
<b>Public Administration</b>			
<b>PA581</b>	Governmental Budgeting and Finance	This course provides thorough study and analysis of revenue and expenditure systems at all levels of government. Topics include alternative revenue sources, public budgeting processes, the appropriations process, capital budgeting and analysis, tax analysis and government debt financing. Tax expenditures, forecasting and budgeting, and finance software systems are addressed.	ACCT503 or ACCT567
<b>PA582</b>	Public Policy Formulation and Implementation	This course examines principles, mechanisms and tools through which governments make resource allocation decisions on social and economic programs. Topics include the policy process; establishing appropriate efficiency and equity objectives; rational, political and bureaucratic models of government decision-making; voting mechanisms; public choice; log rolling; cost-effectiveness and cost-benefit analysis; public-private partnerships; impact of special interest groups; ethics; and program implementation and evaluation.	None
<b>PA584</b>	Intergovernmental Management	This course provides a comparative study of issues involved in formulating and implementing government programs that impact multiple jurisdictions. Students investigate ways in which various levels of government relate to each other in matters of legality and responsibility, including issues of intergovernmental externalities and their resolution. Methods of resolving intergovernmental conflicts are explored and evaluated.	None
<b>PA601</b>	Public Administration Capstone	Students in this culminating course, intended to be taken as the last course, integrate knowledge and skills learned throughout the program. Students develop a project related to their area of emphasis within the MPA program.	Successful completion of all other required MPA program courses, and permission from the appropriate academic administrator
<b>Security</b>			
<b>SEC571</b>	Principles of Information Security and Privacy	This course provides a broad overview of security in information systems. Covered are various aspects of security in computing, including security threats and controls; basic cryptography and its applications; network intrusion detection and prevention; security administration and planning; anonymity and privacy; legal issues; protection; and ethics. Coursework also examines controls in information systems, and addresses security issues surrounding information systems and computer-generated data.	None
<b>SEC572</b>	Network Security	This course addresses concepts and industry standards of computer networking, including the OSI Reference Model, TCP/IP and network routing concepts, as well as inherent risks in their use. Also addressed are digital cryptography principles and practices; major email security standards; and methods by which networks may be attacked. Students use a networking software tool to build a secure network, as well as prepare to assist in incident response and management activities in the event of a network breach.	MIS589, or a technical undergraduate degree and/or associated professional experience with preparation equivalent to or beyond MIS589
<b>SEC573</b>	E-Business Security	This course covers issues involved in protecting an e-business from external threats while safeguarding customer privacy. Students examine external threats to a company's systems and learn how to react if systems and business goals conflict.	SEC571
<b>SEC574</b>	Database Security	This course provides an overview of security issues in database systems and shows how current and future commercial systems may be designed to ensure secrecy and confidentiality. Security models, basic security mechanisms and software, database security, intrusion detection and security models for next generation databases are covered.	A technical undergraduate degree and/or associated professional experience with preparation equivalent to or beyond MIS582

Course Designator and Number	Course Title	Course Description	Prerequisite
<b>SEC575</b>	Information Security Law and Ethics	This course, geared toward non-attorney managers and executives, provides a broad survey of federal and state laws and judicial systems governing and/or affecting information security. Coursework addresses the effects of cyber business regulation on information security, conducting business on the Internet, privacy laws, taxation, protection of intellectual property, electronic privacy, wiretapping and cybersquatting. In addition, students examine ethical issues, forensics and evidence of cyber crime.	None
<b>SEC576</b>	Risk Mitigation and Contingency Planning	This course identifies vulnerabilities and inherent risks of computer systems. It also introduces cost-effective risk analysis techniques for identifying and quantifying accidental and malicious threats to computer systems, and developing contingency and recovery plans. The qualitative risk analysis process, using techniques such as the practical application of risk analysis (PARA) and facilitated risk analysis process (FRAP), is covered.	A technical undergraduate degree and/or associated professional experience with preparation equivalent to or beyond PROJ586
<b>SEC577</b>	Cryptography and Security Mechanisms	This course introduces cryptography, focusing on information systems security issues, and mechanisms and devices to address these issues. Also examined are cryptosystems, algorithms and certificates. Students gain applications-oriented experience in developing and implementing several cryptography applications or algorithms. Access controls are presented as a collection of security mechanisms that work together to protect information system assets. Students also complete lab assignments and a term project.	SEC571, or a technical undergraduate degree and/or associated professional experience with preparation equivalent to or beyond SEC571
<b>SEC578</b>	Practices for Administration of Physical and Operations Security	This course examines security management, management tools, and physical and operations security in an organization's environment. Security management addresses identifying information assets and developing, documenting and implementing policies, standards, procedures and guidelines for asset protection. Management tools such as data classification and risk assessment/analysis identify system vulnerabilities and implement controls. Physical and operations security addresses control mechanisms and protection techniques for facility, resource and overall system operation.	SEC571, or a technical undergraduate degree and/or associated professional experience with preparation equivalent to or beyond SEC571
<b>SEC579</b>	Security in Systems Architecture and Applications	This course addresses concepts, principles, structures and standards used to design, monitor and secure operating systems, equipment, networks, databases, applications and controls that enforce various levels of availability, integrity and confidentiality. Coursework also focuses on security concepts that apply to application software development, addressing the software design and development environment and explaining software's critical role in providing information system security.	SEC571, or a technical undergraduate degree and/or associated professional experience with preparation equivalent to or beyond SEC571
<b>SEC591</b>	Disaster Recovery/Forensics and Security	This course focuses on preserving and recovering business operations in the event of outages, disasters or workforce interruptions. Measures and technologies used for forensics, as well as computer crime and security investigation, are addressed.	MIS589 and SEC571, or a technical undergraduate degree and/or associated professional experience with preparation equivalent to or beyond MIS589 and SEC571

Course Designator and Number	Course Title	Course Description	Prerequisite
<b>SEC592</b>	IT Governance	This course introduces principles of information technology governance, focusing on IT control objectives (COBIT) and related internal controls. Coursework explores best practices for managing IT processes; meeting multiple needs of enterprise management by bridging gaps between business risks; technical issues; control needs; and performance measurement requirements. Students explore IT industry standards, and develop governance skills relating to creating and maintaining corporate information systems policy.	SEC571
<p><b>Fundamental Skills for Education Success</b></p> <p>A solid foundation is critical to success in any graduate-level program. To help students who could benefit from skills enhancement as they return to the classroom, Keller offers fundamental skills courses that help foster long-term program and career success.</p> <p>Students in the following courses earn grades of A, B or F upon course completion. The final grade earned in the course is not used in GPA calculations, and credit hours earned are not applicable to credit hours required for graduation. Required prerequisite skills coursework may affect program length and cost.</p>			
<b>ENGL510</b>	Foundations of Professional Communication	This course helps improve students' ability to communicate effectively in professional environments by enhancing their understanding of ways in which language is used to accomplish various purposes and shape readers' responses in business situations. Building on an understanding of audience, purpose and the writing process, students learn to create effective messages for a variety of business contexts. Topics include business letters, memos and short reports; message organization and design; strategies for oral presentations; and grammar, punctuation and style. Students also explore the influences of technology, ethics and the global workplace on effective communication. This course may not be applied to elective course requirements in any program.	None
<b>MATH500</b>	Foundations of Managerial Mathematics	This course prepares students in quantitative skills useful to managers. The course covers selected algebra topics, mathematics for finance and descriptive statistics. This course may not be applied to elective course requirements in any program.	None
<b>MIS505</b>	Essentials of Information Systems and Programming	This prerequisite skills course, specific to the MISM program, introduces students to the logical structure of business computer programs, as well as to applications and management issues involved with corporate information systems. It also provides a foundation for programming in a business-oriented language. Students concentrate on developing programming logic to solve business problems. Design tools such as flowcharts and pseudocode are introduced and used as a foundation for developing programs. Students who successfully complete this course may not also receive credit for MIS525. This course may not be applied to elective course requirements in any program.	None
<b>NETW505</b>	Essentials of Telecommunications	This prerequisite skills course, specific to the MNCM program, introduces the dynamic field of telecommunications. Coursework addresses fundamentals of telecommunications and introduces current technologies including IP telephony, mobile communications, the web, and local and wide area networks. Students use computer software to complete practical lab assignments. This course may not be applied to elective course requirements in any program.	None



## Admission Requirements

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### General Admission Requirements

To be admitted to DeVry University's Keller Graduate School of Management, applicants must hold a baccalaureate degree from a University-recognized post-secondary institution.

International applicants must hold a degree recognized as equivalent to a U.S. baccalaureate degree. Applicants who hold a University-recognized professional degree may also be eligible for admission.

All applicants must demonstrate quantitative and verbal skills proficiency (see [Prerequisite Skills Requirements](#)). No specific undergraduate concentration or preparatory coursework is required for admission; certain exceptions apply. Applicants should note that all instruction and services are provided in English.

Applicants who meet baccalaureate degree requirements and whose undergraduate cumulative grade point average (CGPA) is 2.50 or higher (on a 4.00 scale) are eligible for admission. Applicants who earned a grade of B or better in both college algebra and English composition need not complete the Graduate Management Admission Test (GMAT), the Graduate Record Examination (GRE) or Keller-administered placement testing.

Applicants who meet baccalaureate degree requirements and whose undergraduate CGPA is below 2.50 must achieve acceptable scores on the GMAT, GRE or Keller-administered admission test to be eligible for admission. The Keller-administered test may be completed, by appointment, wherever the University's graduate programs are offered or through the University's Assessment Center. GMAT and GRE test scores are valid up to five years from the date of the exams.

Applicants must also complete a personal interview with an admissions advisor (admissions representative in Florida, Massachusetts, Minnesota and Nebraska, and online). Interview appointments can be scheduled during day or evening hours on weekdays, or on Saturday, by contacting the chief location administrator or an admissions advisor/representative. Prospective online students who are unable to meet in person must complete an interview with an admissions advisor/representative by calling 800.839.9009.

All admission decisions are based on evaluation of a candidate's academic credentials, applicable test scores and interview. DeVry reserves the right to deny admission to any applicant and to change entrance requirements without prior notice.

Students attending a Nevada, New Jersey or New York location must present proof of immunization against certain diseases as required by state law. Applicants should contact the Student Services Office for further information. For all states with the proof of immunization requirement: In the event of an outbreak of disease against which immunization is required, no exemption or exception from immunization shall be recognized and exempted persons may be subject to exclusion from school and quarantine.

## **Additional Admission Requirements for Applicants to the Master of Science Degree Program in Accounting**

To be admitted to the MSAC program, applicants must provide evidence of one of the following:

- A bachelor's degree or higher in accounting
- A bachelor's degree or higher with a specialization in accounting or finance
- Having passed all parts of the CPA exam
- A CPA license

## **Additional Admission Requirements for Applicants Not Seeking Degrees**

Applicants wishing to enroll in courses for personal or professional enrichment but who do not intend to pursue a program of study must submit an application for admission and complete a nonmatriculated student enrollment agreement. Some general admission requirements and procedures may be waived. Applicants must demonstrate that they possess skills and competencies required for the intended coursework and meet requirements outlined in [English-Language-Proficiency Admission Requirement](#); an academic administrator will evaluate applicants' status by appropriate means. Applicants who do not demonstrate basic skills required for the chosen program or who fail to meet the University's standards of academic progress may not enroll as nonmatriculated students.

Enrollment with nonmatriculated status is limited to course attempts totaling nine semester-credit hours; further restrictions may be imposed if students are not making adequate progress. Nonmatriculated students seeking to pursue a program of study must submit a written request to the program administrator; meet all admission, financial and academic requirements for the intended program; and submit a matriculated student application before permission to pursue the program of study is granted.

Nonmatriculated students are not eligible for career services, federal or state financial aid, or benefits through the U.S. Department of Veterans Affairs.

Other requirements may apply for nonmatriculated students seeking admission to the Master of Science degree program in Accounting.

## **Prerequisite Skills Requirements**

All applicants must demonstrate quantitative and verbal skills proficiency. Proficiency can be demonstrated by submitting acceptable GMAT, GRE or Keller-administered-test scores, or through prior coursework performance. Applicants whose demonstrated proficiency indicates they are prepared to enroll directly into their program's standard coursework without any preceding prerequisite skills coursework are referred to as placing at the standard level.

Selected programs have additional program-related prerequisite skills requirements, which are noted in the program descriptions. Prerequisite skills courses must be completed in addition to standard program requirements and may affect program length and cost.

All prerequisite skills courses must be completed with grades of B (3.00) or better in order for students to continue in their programs. Prerequisite skills courses may not be applied to elective course requirements.

Students with prerequisite skills needs must begin their required prerequisite skills coursework in their first session of enrollment and must continue to enroll in at least one required prerequisite



skills course each session of attendance until all skills requirements have been satisfied. Those who have not met these requirements may not be able to self-register for courses until all skills requirements have been satisfied. Permission to enroll in many standard courses is dependent on successful completion of prerequisite skills coursework.

Students who cannot self-register should contact their student support advisor or academic advisor to complete the registration process.

Prerequisite skills course grades are not included in grade point averages; however, their semester-credit hours are included in satisfactory academic progress calculations. See [Standards of Academic Progress](#).

Prerequisite skills courses are unlikely to transfer to other institutions.

### ***Quantitative Skills Proficiency***

Applicants whose demonstrated proficiency indicates their quantitative skills meet only minimum University standards must successfully complete Foundations of Managerial Mathematics (MATH500) with a grade of B (3.00) or better before they may enroll in most courses at the 500 level or above. However, students enrolled in MATH500 who do not require Foundations of Professional Communication (ENGL510) may also enroll in one of the following: HRM587, HRM591, HRM592, HRM594, MGMT501, MGMT520, MGMT591 or SEC571.

### ***Verbal Skills Proficiency***

Applicants whose demonstrated proficiency indicates their verbal skills meet only minimum University standards must successfully complete Foundations of Professional Communication (ENGL510) with a grade of B (3.00) or better before they may enroll in most courses at the 500 level or above. However, students enrolled in ENGL510 who do not require MATH500 may also enroll in one of the following: ACCT500, ACCT503, ECON545, GSCM588, MATH534, MIS525, MIS540, MIS589 or PROJ586.

### **Take Advantage of Keller's Streamlined Admission Process**

Keller's streamlined admission procedure keeps your educational aspirations moving forward. Just complete these steps and you'll be on your way. A person seeking admission must:

- **Complete the Application** – Complete and submit an application for admission. It's a simple process that doesn't require any preparation.
- **Submit Proof of Graduation** – Submit proof of graduation during the admission process. Acceptable documents include "Issued to Student" transcripts and copies of diplomas.
- **Interview With Keller** – Complete a personal interview with an admissions advisor/representative at a Keller location near your home or office. Students who wish to complete their first course online are encouraged to participate in an Internet-based orientation session.
- **Review Assessment Options** – You may not be required to complete any testing to be admitted. If your undergraduate grade point average was at least 2.50, based on a 4.00 scale, and you earned a grade of B or better in both college algebra and English composition, you can begin your program without testing. If testing is required, you can provide GMAT or GRE scores, or take the Keller-administered admission test, which can generally be completed at the time of the interview at no charge.
- **Provide Transcripts** – Submit unofficial academic transcripts from the college or university where the baccalaureate or advanced degree was earned prior to the admission decision.

Documentation requirements and deadlines for students requiring an I-20 are found in [Additional Admission Requirements for International Applicants](#).

Applicants should send their materials to:

DeVry University  
Graduate Admissions Department  
1200 E. Diehl Rd.  
Naperville, IL 60563

Qualified applicants will be notified in writing of their acceptance within one week of completing all application procedures. They'll then be notified of any prerequisite skills coursework that may be required before they may enroll in most program courses. Required prerequisite skills coursework may affect program length and cost. A \$30 application fee is also required. See [Application Fee/Cancellation Policy](#) for further information.

### **Admission of Post-Baccalaureate-Degree Holders**

Applicants with post-baccalaureate degrees, or the international equivalents, from University-recognized institutions may be granted admission to pursue additional degrees or to complete additional coursework. Such applicants must complete an application, interview with an admissions advisor/representative and provide official documentation of their degrees; however, they are not required to submit GMAT or GRE scores, or to complete a Keller-administered admission test.

### **Communication Competency**

Successful professionals must have effective written and oral communication skills. Therefore, communication errors (e.g., improper grammar, improper sentence/paragraph structure, misspellings and incorrect punctuation) are unacceptable in coursework. Students who do not demonstrate communication competency may be required to successfully complete Foundations of Professional Communication (ENGL510).

Conducting applied research – defining problems, determining appropriate solutions, and using primary and secondary sources to acquire needed information – is an objective of all the University's master's curricula. Once research has been conducted, students may be required to communicate their findings in written reports and oral presentations. To assist them in doing so, the University has adopted *Writing the Research Paper: A Handbook*, 7th edition, by Anthony C. Winkler and Jo Ray McCuen-Metherell, as a resource for research processes and documentation. This textbook can be purchased through the online book ordering service.

### **Personal Computer Requirements**

All students must have available to them, outside the University's facilities, access to a personal computer with DVD, audio, Internet connectivity and Microsoft Office software. Students are encouraged to discuss hardware and software requirements with their admissions advisor/representative.

Information Systems Management, and Network & Communications Management program students may have higher requirements for certain courses. Students are responsible for checking hardware/software requirements before registering for technical courses.

Students enrolling in online courses are responsible for checking hardware/software requirements at [www.keller.edu/online-learning/system-requirements.html](http://www.keller.edu/online-learning/system-requirements.html).

While PCs are available for student use at most onsite locations, access is limited. Students should also note that onsite information centers are designated quiet areas and are not intended to be used for group work.

### **Calculator Competency**

A number of courses require students to competently use a hand-held financial/statistical calculator. The Texas Instruments TI-83/84 calculator is recommended.

### **Additional Admission Requirements for International Applicants**

*Note: International applicants should obtain academic advising prior to enrolling to ensure they can retain nonimmigrant status while enrolled at DeVry University.*

Most DeVry locations are authorized by Immigration and Customs Enforcement (ICE) to accept and enroll F-1 Visa students and require international applicants to submit certain financial and academic documentation before they will be considered for admission. To be considered for admission to the University, and before an I-20 can be issued, international applicants must:

- Provide certified copies of acceptable documents demonstrating the required level of prior education. Such documents may include high school transcripts, leaving certificates, scores on approved examinations or college transcripts (see [Specially Recruited International Applicants](#)). Foreign diplomas and supporting foreign transcripts not written in English must be translated into English by a certified translator and may require review by one of the following approved educational credentials evaluation agencies at the applicant's expense\*:
  1. A current member of the National Association of Credential Evaluation Services (NACES)
  2. AACRAO International Education Services (formerly AACRAO's Foreign Educational Credential Service)
  3. Educated Choices, LLC
  4. Foreign Credentials Service of America
  5. Institute of Foreign Credential Services
  6. A current member of the Association of International Credentials Evaluators (AICE)
- Meet requirements outlined in [English-Language-Proficiency Admission Requirement](#), if applicable.
- Meet all other University admission requirements. International applicants must submit appropriate GMAT or GRE scores, if necessary; transcripts of prior college coursework; or acceptable documentation of prior mathematics and overall educational performance deemed appropriate for placement into the intended program. DeVry-administered online math and verbal placement tests are available to international applicants.

Applicants should check with their consulate or embassy for other pertinent requirements.

The University is also authorized to accept and enroll international applicants who wish to transfer to Keller from other U.S. institutions. In addition to providing the items listed above, transfer applicants must notify the current institution of their intent to transfer. DeVry University will communicate with the current institution and process immigration forms required to complete the transfer.

*\* The University may require an applicant's foreign credentials to be evaluated by a specific agency. In the event an applicant has already submitted a credentials evaluation from another agency and Keller determines an additional evaluation is required, the University will pay for the additional evaluation.*

### **Specially Recruited International Applicants**

International applicants recruited by recognized agents must provide certified copies of acceptable documents demonstrating the required level of prior education before the end of the second session of enrollment. All other admission requirements for international applicants apply. For a list of recognized agents, visit [www.devry.edu/admissions/international/international-students-admissions.html](http://www.devry.edu/admissions/international/international-students-admissions.html).

### **Employment outside the U.S.**

Applicants and students outside the U.S. or planning to move outside the U.S. for employment should be aware that professional standards of practice may vary by country. Persons interested in employment outside the U.S. are encouraged to contact the national association or regulatory agency for their field of interest.

### **Prerequisite Enrollment**

Students currently enrolled in prerequisite courses meet the prerequisite requirement for registration into subsequent courses. Students who do not successfully complete prerequisite course requirements are administratively dropped from any courses requiring the prerequisite. Students are also administratively dropped from courses if an Incomplete is recorded for the prerequisite course. Students are notified of dropped courses by email. A reduction in enrolled hours may affect financial aid eligibility and/or awards.

### **Primary Program of Enrollment**

A student's first program of study is considered the primary program unless the student requests a program change (see [Program Transfers](#)).

All students enrolled in site-based programs will be required to take some coursework online and, for some programs and locations, a substantial portion of the program may be required to be completed online.

### **English-Language-Proficiency Admission Requirement**

All instruction and services are provided in English.

In addition to fulfilling all other admission requirements, applicants whose native language is other than English must demonstrate English-language proficiency. The English-language proficiency requirement is waived for applicants who meet one of the following criteria:

1. English is identified as the official/native language of the country in which the applicants completed all of their secondary education, or post-secondary, advanced or professional degree, as designated in the CIA's [The World Factbook](#).
2. English is not the official/native language of the country in which the applicants completed their secondary or post-secondary education; however, English was the principal language of instruction at their institution\*.

Applicants whose native language is other than English may also demonstrate English-language proficiency by providing evidence of one of the following:

- Submission of a U.S. high school diploma (completed in English) or GED® certificate (completed in English).
- Submission of a high school diploma, or post-secondary degree or higher, earned at an institution at which the language of instruction was English\*.

- Submission of a post-secondary transcript verifying completion of 30 semester-credit hours of baccalaureate-level courses (excluding remedial and developmental courses) with at least a C (70 percent) average from an institution at which the language of instruction was English\*.
- Submission of an earned Test of English as a Foreign Language (TOEFL) score of at least 550 on the paper-based TOEFL, 213 on the computer-based TOEFL or 79 on the Internet-based TOEFL\*\*.
- Submission of an overall band score of at least 6.0 on the International English Language Testing System (IELTS) exam.
- Submission of an overall score of at least 4.5 on the International Test of English Proficiency (iTEP) Academic-Plus exam\*\*.
- Submission of an overall score of at least 58 on the Pearson Test of English (PTE) Academic.
- Submission of an overall score of at least B2 on the Oxford Tutorial College Certificate (Oxford TCC).
- Successful completion of an approved external Intensive English Program.
- Submission of documents demonstrating successful completion of a DeVry-recognized advanced-level English as a Second Language (ESL) course.
- Completion of *either* of the following, with a grade of B (80 percent) or higher, from a DeVry-recognized post-secondary institution or community college:
  - The equivalent of DeVry's freshman English composition course.
  - Two or more baccalaureate-level English writing or composition courses.
  - Documents verifying at least two years' service in the U.S. military.
- Having attained an acceptable score on a DeVry-administered English-language-proficiency exam†.

\* *Students who submit a transcript from a post-secondary institution (or higher) at which English was the primary language of instruction may submit a letter from the institution's registrar indicating the language of instruction at the institution was English.*

\*\* *Applicants not requiring an I-20 who do not meet the minimum score requirement may be admitted. If admitted, such applicants must attempt ENGL510 during their first session of enrollment and successfully complete the course by the end of their second session of enrollment.*

† *International applicants requiring an I-20 may not take DeVry-administered ESL tests.*

### **Rescinding Admission**

Applicants who submit documents that are forged, fraudulent, altered, obtained inappropriately, materially incomplete or otherwise deceptive may be denied admission or have their admission rescinded.

For those already enrolled when a fraudulent document is discovered, the misconduct is adjudicated using procedures specified in the Code of Conduct and may result in rescission of admission; revocation of a financial aid award; and/or in permanent expulsion from all DeVry institutions, including other DeVry University locations.

Students whose admission is rescinded remain responsible for fulfilling financial obligations to any DeVry institution; federal, state and local governments; and private loan providers.

## Student Services

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### Student Satisfaction

In addition to offering high-quality educational programs, the University is committed to providing the finest administrative service to working adult students. This commitment extends to all aspects of the educational experience and is based on a philosophy of total student satisfaction.

While each location operates independently, it's part of a nationwide system supported by a core of academic and operations specialists. Together these professionals provide curricula relevant to today's business world and student services that make the educational process flow smoothly.

Although onsite students generally complete courses at one or two locations, they can benefit from the University's multiple sites across the United States – should relocating be necessary – as well as take advantage of online course offerings. And as the business world becomes more complex, students have the unique opportunity to continue their education without interruption and be assured of receiving consistent, high-quality education from an academic system recognized nationwide.

In addition to offering these more general services, we work diligently to:

- Enable onsite students to register in the few minutes before the first class meeting or in advance, either in person, by mail or online.
- Enable online students to register beginning week three of the prior session.
- Staff each location well into the evening so all administrative procedures can be accomplished on the night of class or by telephone.
- Include supplementary readings with text materials so students can select the most convenient time and place for study.

Supporting students throughout their academic journey is a team of colleagues, including Student Central leaders, student support advisors (SSAs) and faculty, who can direct students to online and onsite resources.

SSAs offer academic and financial advising, and are also available to discuss career plans, professional services and extra-curricular activities. Students can find their assigned SSAs within the Student Finance tab on their Student Portal at <https://learn.keller.edu/home>. Contact information, including the phone number, for a student's assigned SSA is listed. While each student has an assigned advisor, any SSA within Student Central may assist the student.

### Course Schedules

Balancing family, career and education commitments can be challenging. At Keller, we help ease the process with course schedules offered year-round onsite and online.

We offer six eight-week sessions annually. This enables new students to start their programs any time of year and allows continuing students to take a session off, if needed, to accommodate their schedules (see [Student-Centric Period](#)). All Keller courses – whether delivered onsite or online – are taught within the eight-week-session model. Online courses have the added benefit of allowing students to complete required coursework at the most convenient time, and place, for them.



### **Student-Centric Period**

The student-centric period (SCP) is defined as an academic semester consisting of any two consecutive sessions that begins when a student matriculates and that ends when time requirements for a semester have been fulfilled.

Two overlapping calendar cycles designate months corresponding to the University's summer, fall and spring semesters. At the time students matriculate, they are assigned an SCP designator code of Cycle 1 or Cycle 2. The chart below outlines how months of the year correspond to a student's spring, summer and fall semesters, based on the assigned SCP cycle.

#### **Student-Centric-Period Cycles**

<b>Semester</b>	<b>Cycle 1 Sessions</b>	<b>Cycle 2 Sessions</b>
<b>Spring</b>	January, March	March, May
<b>Summer</b>	May, July	July, September
<b>Fall</b>	September, November	November, January

Certain processes are conducted on a session basis; others are conducted on a semester basis.

### **Course Delivery Formats**

Courses are delivered in two formats, "blended" and "all-online." Both formats are designed to achieve the same student outcomes and are academic equivalents. Course availability may be subject to enrollment minimums.

#### ***Blended Onsite Learning***

The blended format enhances education and corresponds to the dominant reality of the workplace, where onsite and online interaction are combined to accomplish organizational objectives. Students meet with faculty face-to-face onsite for three-and-one-half hours per week and participate in professor-guided online activities. Onsite activities include interactive lectures and discussions, plus demonstrations of problems and concepts.

Course outcomes are supported by combining weekly onsite activities with relevant online guidance and feedback from faculty and fellow students throughout the week. Course syllabi note both onsite and online time commitments.

All students enrolled in site-based programs will be required to take some coursework online and, for some programs and locations, a substantial portion of the program may be required to be completed online.

#### ***Dynamic Online Learning***

Students in courses delivered entirely online must have the same dedicated effort as those in classroom-based courses. However, they are expected to assume a greater level of personal responsibility for their learning. Online activities may include direct interaction with faculty and other students (e.g., online discussion, group projects and case studies) as well as activities students complete independently, with subsequent interaction with faculty (e.g., quizzes and research assignments).

The all-online format integrates today's high-tech capabilities with the University's proven methodology. Typical online learning technologies include:

- The online site, <https://learn.keller.edu/>, accessible 24 hours a day and offering course syllabi and assignments, the virtual library and other web-based resources

- Electronic textbooks and interactive course materials
- Study notes or “professor lectures” on the website for student review

Student academic performance for online courses is assessed via thorough evaluation of contributions to team/group activities; participation in threaded discussions; and performance on individual exercises, projects, papers and case studies. Professors build complete portfolios reflecting student mastery of course outcomes by assessing performance on individual assignments, quizzes and exams.

#### *Specific Provisions for Online Students*

Many of the courses offered by DeVry University and its Keller Graduate School of Management are offered in a purely online format. The university’s admissions requirements form the basis for our standard of acceptance. For all programs, regardless of modality, the university observes student success measures that are holistic and support overall student completion. When a student is accepted and registers for a course, DeVry University grants them access to preview the course shell two weeks prior to the scheduled start date of the course. Prior to beginning courses, students are required to attend an online New Student Orientation session for a thorough introduction to their course shell, the online functionality, and to the general requirements of online courses at DeVry. Course and program outcomes are provided in the course syllabi, and program outcomes are included in the academic catalog.

#### **Commuter-Friendly Locations**

For students choosing to attend classes onsite, the University offers the convenience of locations in major metropolitan areas nationwide. Students can attend classes at the site that’s most convenient or that best meets their course needs. Additionally, coursework transfers easily among all Keller locations. Students can also complete courses online should relocation be necessary.

*Note: Students who relocate while enrolled at DeVry University may be unable to complete their program if relocating to a state where DeVry is not authorized to offer a particular program. Prospective students should contact their admissions advisor/representative to discuss how relocation could affect their ability to complete their program; current students should contact Student Central if they are considering relocating during their course of study.*

*There may be consequences, such as ineligibility for financial aid, for applicants and students who relocate to a state where DeVry is not authorized. There may also be program limitations, even in states where DeVry is authorized; applicants/students may not be able to apply, continue, or transfer to a particular program, as not all programs may be approved by a state authorization agency. See [State Authorization](#) for additional information.*

#### **Supportive Learning Environment**

Through our computer-based instructional provider, students and faculty have unlimited access to web-based short courses of professional or personal interest. Courses are self-paced, tutorial in nature and range from two to 10 hours in length.

In addition, THE HUB 2.0 is designed to enhance students’ online learning experience. Containing a wealth of student resources, THE HUB helps students easily:

- Access the online library
- Connect with faculty and classmates using blogs and forums
- Find all University-related contact information



- Enhance written communication skills via the Writing Source
- View more than 1,500 educational videos
- Add program resources, a personal biography, avatars and more

### **Academic Advising**

Academic advising is designed to support students' efforts to successfully complete their programs and to help them avoid the need to repeat coursework. Students who have questions about program requirements or administrative rules, or whose GPAs or other academic results indicate standards of academic progress requirements may not be met, are strongly encouraged to seek academic advising as soon as possible.

Students who applied for admission to a location or who have formally transferred to a location should seek academic advising from the chief location administrator/academic advisor at their declared location. Students who applied for admission as online students or who have formally transferred to DeVry Online should consult the academic advisor assigned to them through DeVry Online. Students are encouraged to consult first with faculty if they are having problems with coursework and then, if necessary, with the chief location administrator/academic advisor.

Students may be required to participate in formal academic advising if:

- They are repeating a course due to failure to achieve an adequate grade
- The academic administrator determines that a formal intervention might be beneficial to the student

Advising may result in a written plan for improvement and follow-up that is agreed upon by the student and the advisor.

### **Library**

The library of DeVry University and its Keller Graduate School of Management supports the educational goals and instructional needs of our students. Students can access library materials digitally via their personal devices, 24/7, from the library website at <http://library.devry.edu/>. Resources include periodical and research databases, e-books, full-text journal articles and information from academic and trade publications. Students may access this information through our Learning Commons, located across the country. The Learning Commons is an open space where students can collaborate, study or conduct their online research.

Our professional librarians are available to help students access library resources, search for information, and provide direction for their research questions. We offer a variety of connection options; students can contact our librarians by live chat, by email or by calling a dedicated 800 number. To learn more, visit <http://library.devry.edu/ask-a-librarian.html>.

### **Career Services**

Students and alumni are entitled to career services to help them enter business or industry. The Career Services department, through self-directed career-planning appointments, helps students and graduates acquire professional development skills that will serve them throughout their careers. Areas addressed include assessing career goals; developing résumés; increasing marketability; building networking and interviewing techniques; and improving salary negotiation skills. Additional assistance is provided through local and national job postings, which identify currently available career opportunities. While employment cannot be guaranteed, Career Services will continue to work with students after graduation.

*Note: No programs offered by DeVry University's Keller Graduate School of Management include an internship, externship, or production work as a part of their requirements.*

### **Student Records**

All materials submitted in support of students' applications, including transcripts from other institutions, letters of reference and related documents, become the property of DeVry University. During a student's enrollment, DeVry maintains records that include admission and attendance information, academic transcripts and other relevant data. Student academic records are maintained in accordance with DeVry's academic document retention schedule after the student is no longer enrolled. Students may review the content of their files by notifying the registrar in writing.

Except as required by law, no information regarding attendance, grades or any other aspect of students' academic standing will be released to any third party without written student consent.

**Official Transcripts:** Students and alumni are charged a fee for each electronic transcript and each paper transcript (see [Official Transcript Request](#)). Students must submit requests for official transcripts via the student portal. Students are provided an electronic, final transcript at no charge upon graduation.

**Document Requests:** To obtain student records such as billing statements, diplomas, enrollment agreements, registration documents and transcripts, students should contact their student support advisor at 877.496.9050. Requests may also be submitted by one of the following methods:

Email: [documentrequest@devry.edu](mailto:documentrequest@devry.edu)  
Fax: 630.689.4003 (Attn: Document Request)  
Mail: DeVry University  
Attn: Document Request  
1200 E. Diehl Rd.  
Naperville, IL 60563

### **Hours of Operation**

In general, administrative office hours at Keller locations are Monday through Thursday 8 am to 8 pm, Friday 8 am to 5 pm and Saturday 9 am to 1 pm, or Monday through Thursday 9 am to 8 pm, Friday 9 am to 4:30 pm and Saturday 9 am to 1 pm. Hours vary by location. More specific information on administrative hours is available from each location.

### **Academic Instruction and Faculty Office Hours**

Each session, instruction ends at 11:59 pm MT on Saturday of week eight. No instruction occurs on holidays or during breaks. Online instruction, professor feedback and student-student interaction in the virtual classroom are continuous processes during each session. Faculty office hours are scheduled at the discretion of each faculty member. Faculty telephone numbers and email addresses are included on course syllabi, which indicate when and how students can contact professors. More specific information is available from each location.

### **ASPIRE Student Assistance Program**

ASPIRE is a student assistance program designed to help students overcome obstacles and achieve success both in and outside of the classroom. Provided at no additional charge, ASPIRE includes a wide range of support services, such as legal and financial counseling, housing referrals, and resources related to living arrangements, childcare and more, to help manage daily

life needs. ASPIRE professionals can be reached at 888.470.1531 or via [info@myaspireonline.com](mailto:info@myaspireonline.com). More information is available at [www.myaspireonline.com](http://www.myaspireonline.com).

### **Student Housing**

The ASPIRE student assistance program can help students with their housing needs. Students who need assistance locating housing or who have problems related to living arrangements should contact an ASPIRE specialist by calling 888.470.1531, texting 858.224.2094, emailing [info@myASPIREonline.com](mailto:info@myASPIREonline.com) or visiting [www.myaspireonline.com](http://www.myaspireonline.com).

### **Disability Accommodations**

Reasonable accommodations are provided to students with disabilities in accordance with applicable laws. The Office of Student Disability Services can provide additional information about our Nondiscrimination policy and assistance with accommodation requests during the admission process or after enrollment. To learn more, email [adaofficer@devry.edu](mailto:adaofficer@devry.edu).

## Academic Policies

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### Residency Requirement – All Students

The residency requirement defines the minimum number of credit hours students must successfully complete at Keller. Transfer credit and course waivers are not applicable to the residency requirement.

### Residency Requirement – Degree-Seeking Students

Residency Requirement by Degree Program		
Program	Total Program Credit Hours	Semester-Credit Hours that Must be Successfully Completed at Keller
Accounting	30	24
Accounting & Financial Management	39	24
Business Administration	39	24
Human Resource Management	39	24
Information Systems Management	45	27
Information Technology Management	39	24
Network & Communications Management	45	27
Project Management	39	24
Public Administration	39	24

State variations in residency requirements are included in the table below.

State	Residency Requirement	Applicability
California	80%	Master's Programs
Missouri	75%	Master's Programs
Texas	36 credit hours	MAFM program only

### Residency Requirement – Graduate-Certificate-Seeking Students

Students must successfully complete 50% of the graduate certificate's credit hours at Keller.

### Multiple Degree Programs

Students are required to declare a primary program. A student's first program of study is considered the primary program unless the student requests a program change. Students wishing to pursue additional degrees in any of the University's master's degree programs must inform their student support advisor or academic advisor, in writing, of their intent. They must also seek academic advising from their advisor regarding a course of study that supports each degree. While students may enroll in courses applicable to a second degree prior to completing the primary degree, they should focus on completing their primary degree.

Those opting to pursue multiple degrees must meet all course requirements for each degree as well as a minimum of 18 semester-credit hours beyond those required for the prior degree.

Students are awarded their degrees at the end of the session in which they satisfactorily met all graduation requirements.

Alumni who already hold a DeVry University graduate degree have the opportunity to pursue additional graduate-level coursework at an alumni tuition rate. See [Alumni Tuition Benefit](#).

### Multiple Certificate Programs

Students may pursue more than one graduate certificate. Students wishing to enroll in courses for an additional certificate should contact their student support advisor.

### Stackable Programs

Each of the following certificate programs can be earned as a standalone credential, credits from which are transferrable to the corresponding master's programs.

Certificate Program	Master's Program
Accounting	MBA, Accounting concentration
Big Data and Analytics	MBA, Business Intelligence and Analytics Management concentration
Entrepreneurship	MBA, Entrepreneurship concentration
Global Supply Chain Management	MBA, Global Supply Chain Management concentration
Health Services Management	<ul style="list-style-type: none"> <li>• MBA, Health Services Management concentration</li> <li>• MPA, Healthcare Management emphasis</li> </ul>
Human Resource Management	<ul style="list-style-type: none"> <li>• MBA, Human Resource Management concentration</li> <li>• MHRM</li> </ul>
Information Security	MISM, Information Security concentration MITM, Information Security concentration MNCM, Information Security concentration
Project Management	<ul style="list-style-type: none"> <li>• MBA, Project Management concentration</li> <li>• MPM</li> </ul>

### DeVry University Semesters and Sessions

DeVry University's annual academic calendar is divided into three 16-week semesters. Two overlapping calendar cycles designate months corresponding to the University's summer, fall and spring semesters (see [Student-Centric Period](#)). At the time students initially start courses, they are assigned an SCP designator code of Cycle 1 or Cycle 2.

To provide maximum flexibility, courses are offered in two eight-week sessions within each semester. Because certain academic policies and measurements specify actions on a semester basis, and many procedures occur on a session basis, students should note how semesters and sessions relate to their planned coursework.

### Enrollment Status

Enrollment status is determined separately for each semester and is based on all courses in which the student was enrolled during the two sessions comprising the student's semester/student-centric period. Enrollment status is determined as of the first scheduled class in the student's earliest session (first day of the earliest session for online students). Enrollment status is not affected by the date of application or interview. Students taking six or more credit hours in a semester are full-time students. Those taking four to five credit hours in a semester are three-quarter-time students. Those taking three credit hours in a semester are half-time students. Those taking three credit hours in a semester are half-time students. Those taking fewer than three credit hours in a semester are considered enrolled less than half time. Students enrolled in courses that do not carry credit hours are also considered enrolled less than half time. Students who change

their enrollment status also change their financial aid status, which may impact eligibility for financial aid.

*Note: F-1 students are required by the Department of Homeland Security (DHS) to maintain a full course of study in their program. Any exception to this requirement must be approved and updated in the student's Student and Exchange Visitor Information System (SEVIS) record prior to a change in enrollment (see the Student Handbook for more information). Graduate F-1 students must maintain at least six credit hours per semester and must enroll in at least one onsite course each eight-week session to maintain a full course of study.*

### **Governing Rules**

Students are generally governed by graduation requirements in effect at the time of initial enrollment, provided their enrollment has been continuous. Students who change programs are governed by graduation requirements of the new program in effect at the time of the program change. Curriculum changes may occur, as DeVry reserves the right to change graduation requirements and to revise, add or delete courses. Consequently, curriculum changes may affect current and returning students. Program or policy changes that affect students who are already enrolled are announced at least 90 days prior to the effective date of the change.

Continuous enrollment requires no instance of more than six consecutive sessions out of school. For each interruption of continuous enrollment, students must apply for readmission and are governed by graduation requirements and academic rules and policies in effect at the time of readmission.

Course sequences may vary and the University reserves the right to revise, add or delete courses, alter the total number of class hours, suspend, cancel or postpone a class for reasons including, but not limited to, the following: natural occurrences or other circumstances beyond the University's control, holidays, special institutional activity days, and registration days. If it becomes necessary for any reason to interrupt its regular class schedules or starting dates, the University may, upon reasonable advance notice, suspend or cancel instruction. The University will advise students as soon as possible of dates for resumption of classes.

If the number of students enrolling in a starting class is deemed insufficient, the University reserves the right to cancel the starting class (a class which begins the first term of an academic program). If this occurs, applicants will be given a full refund, within thirty days, of the application fee and prepaid tuition. In the event that a continuing program or class is cancelled, students will be offered the opportunity to transfer within the University system with full credit for all course work completed. Not all programs are offered at all locations and online. Some courses may not be offered every session. Check with your administrator regarding course availability. All students enrolled in site-based programs will be required to take some coursework online and, for some programs and locations, a substantial portion of the program may be required to be completed online. Check with your student support advisor regarding course availability and delivery format.

Students may transfer to another Keller location and retain credit for all coursework completed; however, program availability varies by location.

### **Attendance**

Class interaction is an integral part of graduate-level practitioner-based programs. DeVry University's graduate student attendance policy is operational in nature and consists of tracking attendance during the first two weeks of the session only, for the purpose of identifying an official enrollment count.

Students who never participate during the first two weeks of a course are dropped from that course for non-participation. Students dropped from *all* courses because of non-participation should note that they are also dropped from courses in which they are enrolled for future sessions.

Though attendance is not tracked after the first two weeks of the session, professors may choose to incorporate a participation element when calculating student grades. Grading criteria include requirements for class participation in academic events and the extent to which work missed due to non-participation can be made up.

Site-based classes require both classroom and online participation. Students who anticipate missing one or more onsite class meetings should contact their professor as soon as possible and should seek academic advising.

Students in an online course who anticipate missing more than a seven-consecutive-calendar-day period of class participation should contact the professor as soon as possible and should seek academic advising. Online class participation includes submitting class assignments, participating in threaded discussions, completing quizzes and exams, completing tutorials and participating in computer-assisted instruction.

During the session, students may withdraw from a course, or from all courses, by requesting a course withdrawal from their student support advisor or academic advisor, or from an appropriate academic administrator verbally, by email or by submitting a request through the interactive student communication system. Students who inquire about a withdrawal are contacted to confirm their intention to withdraw. Students are withdrawn from their course(s) if they cannot be reached or do not respond regarding their inquiry.

DeVry presumes students who receive a passing grade, or who earned a grade of F or a designator of U, in one or more courses taken during the session completed the course(s) and thus earned the grade(s)/designator(s).

For more information, please see the [Federal Return of Funds Policy](#) section.

### **Nevada Attendance Policy**

Attendance is directly tied to academic performance; therefore, regular attendance is required. Attendance is recorded daily based on each academic event. Professors may choose to include class attendance and/or participation as criteria for computing student grades. Thus, students who do not attend class regularly risk earning lower or failing grades. Absenteeism may also result in warning, advising or dismissal. Students may be dismissed (withdrawn) from the University or from individual courses for attendance violations.

### **Classroom Visitors**

Students are encouraged to bring prospective students to onsite classes as guests; however, they must first receive approval to do so from the chief location administrator.

Students may not bring minors to class, nor may minors be left unattended on University premises. DeVry University is not liable for the safety of children left unattended while on University premises.

### **Religious Holiday Observance**

In support of students' observance of their religious holidays, DeVry University has developed the Religious Holiday Observance policy. Students who expect to miss classes or other course

requirements because of their observance of a religious holiday will be provided reasonable accommodations to complete missed work. In order to be provided alternative accommodations, students must notify their professor of the need to be absent from class and/or miss a course requirement prior to the observance of the religious holiday(s). Students are encouraged to contact faculty as soon as they are aware that their religious holiday will conflict with class requirements. Students who notify their professor of the need for an accommodation will be provided an alternative assignment or extension to submit work after the conclusion of the religious holiday.

### **Missed Exams**

Students are expected to take quizzes and exams at regularly scheduled times. When this is not possible because of circumstances beyond their control, such as documented illness or work-related travel, students may arrange to take a make-up quiz or exam by contacting their professor.

Final exams must be taken during week eight of the session. For all other types of exams and quizzes, the professor and student agree upon an appropriate day and time to make-up the missed exam or quiz.

### **Retention and Review of Final Exams**

Final exams are not returned to students; however, they are retained one session for student review. Onsite students who wish to review their final exams should contact their chief location administrator. Online students may contact their academic advisor to make arrangements to view their final exams at a local DeVry University location. Students unable to visit in person should contact their academic advisor to make alternate arrangements.

### **Credit for Previous College Coursework, Transfers to Other Institutions, Course Waivers and Course Substitutions**

Degree requirements may be satisfied by up to 15 semester-credit hours of transfer credit in a particular degree program. Students pursuing a graduate certificate may apply transfer credit for up to 50% of the certificate's credit hours. Students attending a California location may receive transfer credit for up to 20% of the degree program's credit hours.

Students seeking multiple degrees must satisfy the semester-credit-hour residency requirements outlined in [Multiple Degree Programs](#). Students seeking multiple certificates must satisfy residency requirements outlined in [Multiple Certificate Programs](#).

All 600-level courses, including capstone courses, must be taken through DeVry University.

Students enrolled in the MSAC program are subject to a 24-semester-credit-hour residency requirement that includes a maximum of six semester-credit hours that may be transferred. Transfer credit cannot be applied to ACCT525.

### **Credit for Previous College Coursework**

To receive transfer credit, the following criteria must be met:

- The course or courses taken were for graduate credit while the student was enrolled as a graduate student
- The course or courses taken are equivalent to a Keller course in content, level and credit hours
- The grade or grades earned were B or better
- The course or courses were completed within the ten years preceding initial enrollment at the University



Courses taken on a pass/fail basis may not be transferred. Transfer credit reduces the number of courses students must take, and correspondingly reduces students' costs. This credit does not affect grade point average calculations. Students pursuing graduate certificates may transfer a maximum of 50% of the graduate certificate's credit hours to their certificate's total credit hour requirements. Transfer credit is not granted for CPA exam preparation courses.

Students who receive transfer credit for a course are not automatically granted associated credit for prerequisite courses.

Students must complete a Request for Transfer Credit form and submit it to the admissions advisor (admissions representative in Florida, Massachusetts, Minnesota, Nebraska and online), or student support advisor or academic advisor, with all required materials when applying to receive transfer credit.

Students should check with their admissions representative/student support advisor/academic advisor for more detailed information.

Articulation agreements facilitate ease of transferring credits among institutions. DeVry University maintains articulation agreements with many colleges and universities, as well as with entities such as the military.

### ***Credit for Professional Certifications and Training***

The University awards transfer credit, as appropriate, based on recommendations of the [American Council on Education](#) College Credit Recommendation Service, which evaluates workforce and military training programs to determine their comparability to college-level learning. To earn credit, students must earn the minimum ACE-recommended score or higher. Additional information on workforce and military training recommendations is available via the [National Guide to College Credit for Workforce Training](#) and the [ACE Military Guide Online](#), respectively.

More information on other agreements maintained by DeVry is available by contacting [ArticulationInfo@devry.edu](mailto:ArticulationInfo@devry.edu).

### ***Transfer Credit – Veterans***

Students using veterans benefits are required to submit official transcripts of all previous education and training to DeVry University. DeVry University maintains a written record of previous undergraduate and graduate education completed by veterans and all persons eligible for veterans benefits. A copy of official transcripts used to evaluate transfer credit is maintained in students' permanent records. This record, required for either program admission or transfer-credit review, clearly indicates when appropriate transfer credit has been given. Credit for up to 15 semester-credit hours may be transferred into a DeVry University graduate program. Students attending a California location may receive transfer credit for up to 20% of the degree program's credit hours. Veterans enrolled in a DeVry University course for which credit has already been earned at a University-recognized institution cannot include that course in the total hours reported to the U.S. Department of Veterans Affairs. It is students' responsibility to be aware of prior credit eligible for transfer.

### ***Transfers to Other Institutions***

Course credits are not guaranteed to transfer to other schools. Acceptance of credits is subject to the receiving institution's requirements.

### **Course Waivers**

Students may be eligible for course waivers based on their body of knowledge or as evaluated on a course-by-course basis. The award of waivers is limited to nine semester-credit hours for MBA, MAFM (Finance emphasis), MHRM, MPA, MPM and MITM program students, 12 semester-credit hours for MISM and MNMCM program students and 18 semester-credit hours for MAFM students in the CPA emphasis (excluding Texas MAFM students) regardless of the number of degrees attempted or completed. Students pursuing graduate certificates may also be eligible for up to nine semester-credit hours of waivers depending on the certificate selected. Waivers are not applicable to capstone courses.

Students who receive waiver credit in their program of study do not need to take these courses or substitute courses.

Students in the MSAC degree program and the Project Management graduate certificate are not eligible for waivers.

Waiver applicability in the MAFM program is limited. Waivers granted in the Accounting certificate may not apply to the MAFM program.

*Note: Application of course waivers varies by state. Students enrolled in a degree program awarded by a New York location and residents of Oregon attending online are not eligible for course waivers based on undergraduate coursework; however, such students are eligible for course waivers based on graduate/professional degrees or CPA certifications. Students attending a California location may be awarded waivers for no more than 6 credit hours. Students attending a Missouri location may be awarded waivers for no more than 25% of the program's credit hours. Students with degrees from outside the U.S. must have their courses evaluated individually and do not qualify for waivers based on a body of knowledge.*

### **Course Waivers Based on Body of Knowledge**

Students with a University-recognized undergraduate degree in a business discipline may be eligible for three course waivers for the MBA, MHRM, MPA and MPM programs. Students with a University-recognized undergraduate degree in a technology discipline may be eligible for three course waivers in the MITM program or four course waivers for the MISM and MNMCM programs. Students with undergraduate degrees in other programs may also be eligible to waive certain courses.

Students in the MAFM program and those with a bachelor's degree in a non-applicable discipline should refer to *Course Waivers Based on Course-by-Course Evaluations*. Students pursuing a graduate certificate or those who have completed a graduate or professional degree may also be eligible for course waivers based on a body of knowledge

To qualify, students must have completed their qualifying degree within 10 years of their date of application to Keller and graduated with a cumulative grade point average of 3.00 or higher.

### **Course Waivers Based on Course-by-Course Evaluations**

Students with a University-recognized undergraduate degree in a discipline that does not apply directly to the graduate certificate or master's degree program selected may be eligible for waivers as evaluated on a course-by-course basis. To qualify, students must have completed an undergraduate degree, as well as completed the courses to be considered for a waiver, within 10 years of the date of application for the graduate program. In addition, students must have received a minimum grade of B (3.00) in each course presented for waiver consideration.

Students who hold CPA certification or who have passed applicable parts of the CPA exam may be granted waivers as appropriate for ACCT591, ACCT592, ACCT593 and ACCT594 in the MAFM program. These waivers may be granted in addition to waivers based on course-by-course evaluation. Therefore, MAFM students may be eligible for up to 18 semester-credit hours of waivers. Students enrolled in the MAFM program at a Texas location must complete 36 credit hours at Keller, which limits course waiver applicability.

### **Course Substitutions**

Students with extensive academic or professional experience may substitute a course by submitting a request to a student support advisor. Documentation showing expertise in the specific discipline is required and may include, but is not limited to, relevant academic transcripts, a detailed job description, or evidence of an appropriate license or certification. The number of course substitutions a student may receive is determined by the academic administrator who reviews the request.

Substitutions do not reduce the number of courses students must take; therefore, a substituted course is replaced with an additional elective. Electives may be selected from courses listed under [Course Descriptions](#), provided all prerequisites are met. No 600-level course may be substituted.

### **Elective/Alternate Courses**

DeVry University offers a variety of graduate-level elective/alternate courses that supports each program's outcomes and graduation requirements. In consultation with faculty and program administrators, students may select these courses, as shown in this and other DeVry University catalogs, as replacements for recommended courses provided prerequisite requirements and credit hour minimums within each course area are satisfied. See [Degree Programs](#). Restrictions on financial aid for these courses may apply. See [Financial Aid Applicability to Elective/Alternate Courses](#).

### **Internal Transfers**

*Note: Credit transferability may vary based on programmatic accreditation and/or state requirements.*

All students intending to transfer from one program and/or Keller location to another must:

- Apply for permission to transfer.
- Meet all admission requirements of the intended program and location.
- Meet all graduation requirements for the intended program and location in order to graduate.

### **Program Transfers**

A student's first program of study is considered the primary program unless the student submits a program transfer request to the appropriate academic administrator. Students who wish to transfer programs may request to do so at any time; however, they are encouraged to submit a program transfer request as soon as possible. In general, transfers requested by Sunday of the first week of the session are effective that session. Program transfers are not applicable to sessions already completed. Transfers are permitted between sessions and semesters.

Financial aid eligibility for coursework not applicable to the current program may be limited. See [Financial Aid Applicability to Elective/Alternate Courses](#). Students should contact their student support advisor for more information.

Program transfers may result in students having to take additional coursework to fulfill graduation requirements of the new program. Students may concurrently pursue a maximum of two degree programs. Students are awarded their degrees at the end of the session in which they satisfactorily met all graduation requirements.

### ***Location Transfers***

Students seeking to transfer from one Keller location to another must file a request to do so with the transfer coordinator at the current site by Sunday of week four of the session before the intended transfer. Location transfers requested by this deadline are effective that session; changes requested after this deadline become effective the following session. Transfers are permitted between sessions and semesters. All grades and credits earned at any Keller location carry forward to the new site and are evaluated for applicability at that location.

Students transferring locations must fulfill their financial obligations to the location from which they are transferring before transfers are granted. These students must sign a Request for Home Location Change form before beginning classes at the new location. Students on financial aid probation (academic probation) or disciplinary probation remain on probation after the transfer. Those ineligible to continue at the current location because of academic or financial dismissal, or disciplinary suspension or expulsion, may not transfer. Students considering a transfer within the DeVry University system should be aware that hardware, software and other differences exist among courses and labs system-wide. Specific transfer requirements are available from transfer coordinators.

*Note: Students who relocate while enrolled at DeVry University may be unable to complete their program if relocating to a state where DeVry is not authorized to offer a particular program. Prospective students should contact their admissions advisor/representative to discuss how relocation could affect their ability to complete their program; current students should contact Student Central if they are considering relocating during their course of study.*

*There may be consequences, such as ineligibility for financial aid, for applicants and students who relocate to a state where DeVry is not authorized. There may also be program limitations, even in states where DeVry is authorized; applicants/students may not be able to apply, continue, or transfer to a particular program, as not all programs may be approved by a state authorization agency. See [State Authorization](#) for additional information.*

## Grades, Progress and Registration

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### Grading Philosophy

The University is committed to high academic standards that reflect real-world demands for excellence. Academic performance is evaluated using the full range of grades A through F. Grade distributions are not based on a predetermined curve.

Students receive the grades they earn without regard to tuition reimbursement or other grade point average requirements. Students' work is evaluated against a standard of performance required of successful professionals.

### Grades and Designators

Keller uses the grading system outlined below. Designators indicate academic action rather than grades and are not included when computing academic averages. Grades are available at the end of each session. Final grades are based on the percentage equivalent in the chart below and are not rounded to the next higher letter grade. Term, semester and cumulative grade point averages (GPAs) are calculated at the end of the session. Academic honors and academic progress evaluations – including academic standing – are calculated at the completion of each student's semester/student-centric period.

GPAs are calculated using grades from graduate-level courses taken at DeVry University only. Grades from transferred courses are not included in GPA calculations.

Grades and designators are assigned as follows:

Grading System		
Letter Grade	Percentage Equivalent	GPA Value
A	100% to 93.0%	4.00
A-	<93.0% to 90.0%	3.70
B+	<90.0% to 87.0%	3.30
B	<87.0% to 83.0%	3.00
B-	<83.0% to 80.0%	2.70
C+	<80.0% to 77.0%	2.30
C	<77.0% to 73.0%	2.00
C-	<73.0% to 70.0%	1.70
D+	<70.0% to 67.0%	1.30
D	<67.0% to 63.0%	1.00
D-	<63.0% to 60.0%	0.70
F	<60.0% to 0.0%	0.00

Academic designators, outlined in the chart below, are used when letter grades do not apply.

Academic Designators	
Designator	Description
AU	Audit
I	Incomplete
IP	In Progress
S	Satisfactory
U	Unsatisfactory
W	Withdrawal

Designators of S and U are not used in GPA calculations.

Grades on quizzes and assignments completed during the session are available from the professor and/or through the online course environment. Final grades for a course are accessed through the student portal. Grades are not posted on the University's premises, nor are they provided over the telephone, emailed or priority mailed to students.

### **Non-GPA Credit**

The following appear on students' transcripts but are omitted from GPA calculations:

- Prerequisite skills courses
- Courses graded on a Satisfactory/Unsatisfactory basis
- Zero-credit-hour courses
- Audited courses

If students are required to take such courses, credit is considered when determining students' academic level and progress.

### **Failures**

A student who receives an F in a required course must repeat and pass the course, or receive transfer credit for the course, prior to graduation. The failed DeVry course is included in grade point averages (GPAs); however, if the student passes the course or receives transfer credit, the cumulative GPA (CGPA) is adjusted accordingly (see [Grade Point System and GPAs](#)). Additionally, the F is excluded from the term and semester GPAs for the session and semester in which the F was received.

### **Audits**

Students who wish to audit courses must receive approval to do so from the appropriate academic administrator prior to the beginning of the session. Tuition is charged for audited courses; however, financial aid may not be applied to audited courses. Thus, changing to audit status may affect financial aid awards. All class members, including those auditing a course, must adhere to the same requirements. However, students auditing a course are not required to take exams or to complete projects.

If, in professors' opinions, audit students do not fulfill the above obligations, audit status may be revoked, and students will be removed from class.

The audit designator (AU) appears on transcripts, signifies neither credit nor grade, and becomes part of students' permanent academic records.

### **Incompletes**

Incompletes, designators of I, are granted in exceptional situations only, such as when illness or work-related travel is documented and when substantial course requirements have already been completed. Students must submit a Request for Course Incomplete form and obtain approval from the professor and the appropriate academic administrator prior to the grade roster deadline in order for an incomplete to be granted.

Designators of I are counted in attempted hours but are not counted in any GPA computations. If remaining coursework has not been completed by the end of week four of the next session, I designators automatically become grades of F or designators of U, unless written approval

granting an extension has been obtained from the chief location administrator/academic advisor. When an I is converted to a final grade for the course, the grade is applied to the session in which the student took the course. The GPA is then recalculated for that session, resulting in different term, semester and cumulative GPAs.

An I in a prerequisite course does not satisfy the course requirement; thus, the student is administratively dropped from the course for which the prerequisite course was required. Students are notified of dropped courses by email. A reduction in enrolled hours may affect financial aid eligibility and/or awards.

### **Missing Grades**

Term GPAs or semester GPAs (when applicable) are not calculated for students with missing grades for the session.

### **Withdrawals**

A student may formally withdraw from a course prior to the withdrawal deadline, which is Friday of week seven at 11:59 pm MT. Withdrawal is not allowed after this time.

All withdrawal requests must be communicated to a student support advisor, an academic advisor or an appropriate academic administrator verbally, by email or by submitting a request through the interactive student communication system. Simply ceasing to participate in classes does not constitute a valid withdrawal request.

The designator of W appears on the transcript of a student who formally withdraws from an individual course as well as on the transcript of a student who withdraws from all courses.

During a session, a student may withdraw from a course, or from all courses, by requesting a course withdrawal from a student support advisor, an academic advisor or an appropriate academic administrator verbally, by email or by submitting a request through the interactive student communication system. A student who inquires about a withdrawal will be contacted to confirm the intention to withdraw. A student will be withdrawn from the course(s) if the student cannot be reached or does not respond regarding the inquiry.

See [Withdrawals – Financial](#) for financial policies regarding withdrawals.

### **Military Withdrawal**

Active Duty, Reserve and National Guard students deployed or participating in required training for more than 14 consecutive days are granted special consideration.

The student or designated officer in the student's chain of command must notify the student's student academic support advisor/academic advisor or registrar of a deployment situation that would require special consideration. For additional information, contact a student support/academic advisor. A brief overview of the DeVry University Military Deployment policy is available at [www.devry.edu/d/military-deployment-policy.pdf](http://www.devry.edu/d/military-deployment-policy.pdf).

### **Grade Point System and GPAs**

GPAs are computed by dividing total grade points by total credit hours for which letter grades A through F are received. For each course, grade points are calculated by multiplying course credit hours by the grade index points corresponding to the grade earned.



Three GPAs are maintained on student records:

- The term GPA (TGPA) is calculated at the end of each session.
- The semester GPA (SGPA) is calculated at the end of the semester/student-centric period and represents the GPA for work completed in a given semester only.
- A student's overall academic standing is stated in terms of a cumulative GPA (CGPA), which is calculated at the end of each session and is based on all grades and credit hours earned to date as a DeVry University graduate student. The CGPA, the GPA upon which degree conferral is based, becomes fixed at graduation.

All GPAs exclude grades earned in prerequisite skills courses.

### **Grade Changes**

Grade changes – such as converting Incompletes to final grades, and changes resulting from student appeals and retroactive grade changes – affect the most recently calculated academic standing. In addition:

- If a DeVry University graduate-level course is repeated, the highest grade earned is used for computing the CGPA. Withdrawal from a course being repeated does not affect GPAs.
- If the student completes a DeVry University graduate-level course for which transfer credit was awarded and grades earned for each course were the same, the DeVry grade is used in any applicable GPA calculation.
- If a student completes a DeVry University graduate-level course for which an equivalent course was previously or subsequently awarded transfer credit, and the grade for the transferred course is higher, the grade earned at DeVry University is excluded from GPA calculations.

### **Grade Appeals**

Students who want to appeal their grade from a specific course must contact their professor by Sunday of week four of the session immediately following the session in which they took the course. If issues remain unresolved after reviewing the grade with the professor, students may appeal the grade by submitting a request to the appropriate academic administrator, or to their student support advisor/academic advisor for routing. The academic administrator will review the appeal and make a decision on the outcome which can result in a final grade that may increase, decrease or stay the same.

Grade appeal requests must be made during the session immediately following the session in which students were enrolled in the course. Grade changes beyond the time allotted for the grade appeal process must be of an unusual nature and are considered exceptional. Exceptions must be approved by the appropriate academic administrator. Grade changes are not permitted after the award of a degree or certificate except for legitimate grade changes within the allotted grade appeal time period (see [Retroactive Grade Changes](#)).

### **Retroactive Grade Changes**

Under certain circumstances, a grade may be changed retroactively. A retroactive grade change affects:

- The TGPA, SGPA and CGPA for the session and semester in which the course was taken.
- The CGPA for each session and semester after the course was taken.
- Academic standing for the most recently completed semester only.
- A student's eligibility for financial aid for the current semester at the point the official academic record is changed.



A retroactive grade change does not affect financial aid awards for semesters that concluded prior to the change to the academic record.

### **Repeated Courses**

A course can be repeated two times only. Thus, a given course can be taken at most three times (i.e., the first attempt of the course and two repeats of the same course). A student may repeat a course once without permission. The third attempt must be approved by the appropriate academic administrator; subsequent attempts are not permitted (see [Standards of Academic Progress](#)).

If a course is repeated, the highest grade earned is used for computing the CGPA. Withdrawal from a course being repeated does not affect the CGPA.

Instead of repeating an elective course, students may substitute another elective course they've successfully completed that has not yet been applied toward meeting a requirement in their academic program. The grade for the substituted elective course is used for computing the GPAs. All grades from all courses taken are listed on transcripts.

If the repeated course has previously been completed with a D or higher, the course can only be taken one additional time and be counted toward the student's enrollment status for federal financial aid purposes. Subsequent attempts will not be counted towards the student's enrollment status and may result in a reduction of financial aid awards.

Prior to registering for a course previously attempted, students should contact their student support advisor to determine how their financial assistance may be affected.

### **Academic and Professional Conduct**

Students have a responsibility to maintain both the academic and professional integrity of the University, and to meet the highest standards of academic and professional conduct. Students are expected to do their own work on exams, class preparation and assignments, and to conduct themselves professionally when interacting with fellow students, faculty and staff. Students must also make equitable contributions to both the quality and quantity of work performed on group projects.

Academic and/or professional misconduct is subject to disciplinary action, including being placed on financial aid probation (academic probation), failing a graded course component, failing a course or being suspended or permanently expelled. Student academic misconduct includes, but is not limited to:

- Exams/quizzes – using unauthorized notes, looking at classmates' test papers or providing others with answers during exams/quizzes (including online exams/quizzes)
- Course assignments/projects – collaborating with others on assignments intended to be completed independently or submitting another student's work as one's own
- Research reports – plagiarizing (using others' ideas, words, expressions or findings without acknowledging the source)
- Online coursework – submitting work or threaded discussions under false pretenses or not in conformance with professor or DeVry authorship policies

Professional misconduct includes, but is not limited to, displaying disruptive behavior; using offensive language during class participation or in electronic communication to faculty, staff and/or

other students; bribing or threatening faculty, staff and/or other students; falsifying student records; attempting to improperly influence professors or University officials; and willfully or recklessly transferring computer viruses.

### **Standards of Academic Progress Terminology**

The U.S. Department of Education requires schools participating in federal student aid (FSA) programs to use the terms “financial aid warning” and “financial aid probation” when indicating students’ academic standing. These terms are used to indicate the academic standing of *all* students, including those not using FSA funds.

Criteria for determining financial aid warning and academic warning are identical; criteria for determining financial aid probation and academic probation are identical.

### **Standards of Academic Progress**

Students must demonstrate satisfactory academic progress toward completing their academic programs by meeting the University’s established standards of academic progress in each of five specific measurable areas:

- Grade point averages
- Successful completion of required prerequisite skills coursework
- Course repeats
- Maximum coursework allowed
- Pace of progress toward graduation, including withdrawal from all courses

The grade point average and pace calculations used to determine academic standing are based on all graduate-level courses the student completes. The calculation for maximum coursework allowed is based on the required credit hours of the student’s primary program. All areas of academic progress are evaluated at the end of each student’s semester/student-centric period, and academic standing is assigned according to the evaluation. A summary of academic progress standards follows. Students should consult their student support advisor or academic advisor for policy details.

### **Requirements for Students Starting the Semester in Good Standing**

New students and all other students who start the semester in good standing are subject to requirements noted below.

#### ***Grade Point Averages***

To remain in good academic standing, a student must maintain a CGPA of 2.50–3.00 or higher. A student is required to maintain certain established CGPA increments (i.e., 2.50–3.00) based on the number of credit hours attempted as shown in the table below.

<b>Attempted Semester Credit Hours</b>	<b>Minimum Acceptable CGPA</b>
1-9	2.50
10-15	2.65
16-27	2.80
28+	3.00

If at the end of the semester the CGPA is below the required increment, the student is placed on financial aid warning (academic warning) for one semester. All references to CGPA requirements refer to this progressive scale. To graduate, a student must earn a 3.00 CGPA.

### ***Successful Completion of Required Prerequisite Skills Coursework***

To remain in good academic standing, a student must successfully complete all required prerequisite skills coursework attempted. A student who attempts a prerequisite skills course and does not pass the course is placed on financial aid warning (academic warning). A student who attempts the same prerequisite skills course twice in one semester and does not pass the course is dismissed. Required prerequisite skills coursework may affect program length and cost.

***Course Repeats:*** To remain in good academic standing, a student must successfully complete all courses by the second attempt. A student who attempts a course a second time and at the end of the semester does not pass the course is placed on financial aid warning (academic warning). A student who attempts a course a third time and at the end of the semester does not pass the course is dismissed. Course repeats may affect program length and cost.

### ***Maximum Coursework Allowed***

To remain in good academic standing, a student may attempt no more than 1.5 times the number of credit hours in the current program. A student who exceeds this maximum and has not graduated is dismissed.

### ***Pace of Progress Toward Graduation, Including Withdrawal from All Courses***

To remain in good academic standing, a student must earn credit toward graduation at a pace (rate of progress) that ensures successful program completion within the maximum coursework allowance. In addition, at least one course must be completed during the semester. The pace of progress is the ratio of credit hours passed to credit hours attempted. Pace is measured using a specific percentage established for incremental ranges of attempted credit hours. A student must ultimately pass at least 67 percent of attempted credit hours. A student who fails to maintain the minimum pace and has not graduated is placed on financial aid warning (academic warning). In addition, if the student withdraws from all courses during the semester, the student is placed on financial aid warning (academic warning).

Students starting the semester in good standing who do not meet all requirements are placed on financial aid warning (academic warning) or dismissed, as noted above. Students placed on financial aid warning (academic warning) may continue their studies for one semester without an appeal. However, these students should immediately seek academic advising and review all academic requirements carefully.

Students dismissed for failing to meet standards of academic progress may submit an academic appeal and may not continue their studies unless the appeal is approved (see [Academic Appeal](#)). Students with approved appeals are placed on financial aid probation (academic probation) and must follow a predetermined academic plan.

### ***Requirements for Students Starting the Semester on Financial Aid Warning (Academic Warning) or Financial Aid Probation (Academic Probation)***

Students who start the semester on financial aid warning (academic warning) or financial aid probation (academic probation) are subject to the general requirements noted below.

### ***Students on Financial Aid Warning (Academic Warning)***

At the end of a financial aid warning (academic warning) semester, the student a) returns to good standing or b) is dismissed.

a) At the end of a financial aid warning (academic warning) semester, the student returns to good standing if *all* of the following occurred:

- The student's CGPA was at least the required increment (i.e., 2.50–3.00) or the student had never completed a GPA course.
- The student passed all prerequisite skills courses attempted during the semester.
- The student passed all courses attempted a second or subsequent time.
- The student did not exceed the maximum coursework allowance.
- The student met pace of progress standards, including completion of at least one course during the semester.

b) A student who does not return to good standing is dismissed.

***Students on Financial Aid Probation (Academic Probation)***

At the end of a probationary semester, the student a) returns to good standing, b) remains on financial aid probation (academic probation) for one additional semester according to the predetermined academic plan or c) is dismissed.

a) At the end of a probationary semester, the student returns to good standing if *all* of the following occurred:

- The student's CGPA was at least the required increment (i.e., 2.50–3.00) or the student had never completed a GPA course.
- The student passed all prerequisite skills courses attempted during the semester.
- The student passed all courses attempted a second or subsequent time.
- The student did not exceed the maximum coursework allowance.
- The student met pace of progress standards, including completion of at least one course during the semester.

b) At the end of the probationary semester, a student who does not return to good standing remains on financial aid probation (academic probation) for one additional semester according to the predetermined academic plan if *all* of the following occurred during the semester:

- The student's CGPA was at least the required increment (i.e., 2.50–3.00) or the student had never completed a GPA course; or the CGPA was less than the required increment (i.e., 2.50–3.00) and the SGPA was at least 3.00.
- The student passed all courses attempted.
- The student did not exceed the maximum coursework allowance; or the student exceeded the maximum coursework allowance, and the semester pace was at least 67 percent.
- The student maintained the required pace of progress; or the student did not maintain the required pace of progress, and the semester pace was at least 67 percent.
- The student completed at least one course.

At the end of the additional probationary semester, the student returns to good standing if *all* of the following occurred:

- The student's CGPA was at least the required increment (i.e., 2.50–3.00) or the student had never completed a GPA course.
- The student passed all prerequisite skills courses attempted during the semester.
- The student passed all courses attempted a second or subsequent time.

- The student did not exceed the maximum coursework allowance.
- The student met pace of progress standards, including completion of at least one course during the semester.

Otherwise, the student is dismissed.

c) A student who does not meet requirements for returning to good standing, or for continuing for an additional semester on financial aid probation (academic probation), is dismissed.

### **Academic Appeal**

Students who have been dismissed for failing to meet standards of academic progress may appeal the dismissal by submitting an Academic Dismissal Appeal form to the appropriate academic administrator prior to the established deadline. A student who is dismissed for failure to pass the third attempt of a course may not appeal to request a fourth or subsequent course attempt. Students should contact a student support advisor for more information. Students may appeal their academic standing a total of four times in their current degree program. Those with approval to change programs have their total number of appeals reset to zero.

Appeals must explain the verifiable mitigating circumstances that contributed to poor academic performance, show how the circumstances have been overcome, provide required documentation and present a realistic plan for meeting requirements to return to good standing. Appeals without supporting documentation are denied.

Students must submit an academic appeal no later than Tuesday of week two of the session following their semester/student-centric period for which the student is being evaluated for academic progress. However, students who do not submit an appeal within four days of the date of the dismissal notification will be dropped from courses in the session following the semester being evaluated for academic progress as well as any future sessions for which the student is registered. Therefore, students are strongly encouraged to submit an appeal within four days of the date of the dismissal notification. Students who submit an appeal after being dropped from courses may not be able to reregister, which can result in at least one-session of interrupted studies.

A student informed of the dismissal after beginning the session immediately following the dismissal may remain enrolled while the appeal is processed by the appropriate academic administrator, as long as the student submits the appeal within four days of the date of dismissal notification. A student continuing in a course or courses while the appeal is processed and whose appeal is subsequently denied may not continue and is administratively dropped from class or classes. A student not currently enrolled whose appeal is approved may enroll for the current semester, provided the registration deadline has not passed, and is subject to financial aid probation (academic probation) conditions in [\*Requirements for Students Starting the Semester on Financial Aid Warning \(Academic Warning\) or Financial Aid Probation \(Academic Probation\)\*](#). Failure to meet specified conditions results in a second dismissal. Additional appeals are denied unless students have new or extraordinary verifiable mitigating circumstances. Fourth appeals must be submitted to a national college dean or designee. Students who fail to return to good standing after submitting a fourth appeal are dismissed and precluded from registering; however, they may reapply for admission after one year.

If an appeal is not submitted within six sessions after dismissal, the student must request readmission through standard admission procedures as well as submit an appeal to the

appropriate academic administrator. The total number of appeals is reset to zero for students whose appeals associated with readmission are approved.

Academic administrators' and national college deans'/designees' decisions to deny appeals are final and cannot be appealed.

### **Academic Program Transfer During Financial Aid Warning (Academic Warning)/Financial Aid Probation (Academic Probation)/Dismissal**

Students transferring to a different academic program maintain their current academic standing.

A student on financial aid warning (academic warning) or financial aid probation (academic probation) who transfers to a different academic program enters the new program and continues under this status.

A student who has been dismissed and wishes to enroll in another academic program must appeal to the academic administrator of the intended program. If the appeal is approved, the student must meet financial aid probation (academic probation) conditions in [Requirements for Students Starting the Semester on Financial Aid Warning \(Academic Warning\) or Financial Aid Probation \(Academic Probation\)](#).

Academic standing for a student who transferred to a different academic program but then returns to the original academic program is based on performance in all enrolled semesters and on all DeVry University graduate-level coursework.

### **Additional Academic Progress Information for Students Receiving Veterans Education Benefits**

Students are placed on academic warning for failure to meet minimum CGPA, pace of progress toward graduation and other minimum requirements outlined in [Standards of Academic Progress](#). Students on academic warning are eligible to receive veterans education benefits for their academic warning semester. If at the end of the academic warning semester such students do not return to good standing, they are dismissed and have their enrollment certifications terminated for unsatisfactory progress. Students who are dismissed for failing to meet standards of academic progress may appeal. Students may not continue their studies unless the appeal is approved.

Those with approved appeals are placed on financial aid probation (academic probation) and must follow a predetermined academic plan, see [Requirements for Students Starting the Semester on Financial Aid Warning \(Academic Warning\) or Financial Aid Probation \(Academic Probation\)](#). Students who do not successfully appeal their dismissals are dismissed and have their enrollment certifications terminated for unsatisfactory progress. The VA is notified of such dismissals.

Veteran students must notify the chief location administrator/academic advisor immediately upon withdrawal from school or from a course. For students receiving veterans education benefits, DeVry notifies the VA of changes in student status within 30 days of the official last date of attendance.

### **Time Limitations**

Students are allowed up to five years from the date of initial enrollment to complete their degree requirements. Under certain circumstances, the time limit may be extended upon petition to the chief location administrator/academic advisor.

Students resuming their studies after an extended interruption are strongly encouraged to obtain academic advising.

## **Readmission**

Students who were not enrolled within the previous six DeVry University sessions (see [DeVry University Semesters and Sessions](#)) must apply for readmission. If these students' five-year time limitations have expired, or if they were academically dismissed, they must follow procedures appropriate to those conditions in addition to following standard readmission procedures. Students should reapply at least six weeks prior to the intended class start date.

A person seeking readmission must:

- Complete and submit an application for admission. The application fee is waived for these individuals.
- Complete an interview with an admissions advisor/representative.
- Meet all admission requirements in effect at the time of readmission.

## **Resumption of Study**

Students who resume after an interruption of studies should note that course availability may vary by session. Because program requirements may change periodically, an academic administrator will assess resuming students' academic records to determine whether an alternate plan of study is required. Alternate plans may result in additional coursework requirements and financial obligations. Students with an outstanding balance on their DeVry student account are not permitted to resume.

## **Registration**

Registration is the process of enrolling in and paying for a course. Onsite students may register in person prior to the first class meeting of each session; however, they are strongly encouraged to register earlier in person, online at <https://learn.keller.edu/home>, by mail or via email. Online students may register online or may contact their academic advisor to complete the registration process. Student Central colleagues may register students prior to the start of the session and through Week 1.

Students must submit official academic transcripts of their baccalaureate or advanced degree by the end of their second session of enrollment. Students who do not meet this deadline are dropped from all courses in which they are enrolled for future sessions. Until official transcripts are received, such students may not enroll.

Students whose DeVry University accounts are past due may not be permitted to register until their accounts are current or until they have made satisfactory payment arrangements.

Students should note that registration for online capstone courses closes Friday of week seven of the prior session. In addition, registration for online exam preparation courses (ACCT591–ACCT594) closes two weeks prior to the course start date.

Students can request to add or drop a course through Sunday of week 1.

## **Self-Registration**

Self-registration is the process of accessing the student information system and registering for a course or courses and/or dropping a course or courses. Students can self-register via <https://learn.keller.edu/home>. Students may not drop all courses for the session via self-registration.



Students who need registration assistance should contact a student support advisor or academic advisor.

### **Enrollment in Capstone Courses**

Each Keller master's degree program culminates in a capstone course in which students draw on knowledge and experience gained in their program. To benefit fully from the capstone course, students must successfully complete all core courses prior to taking the capstone. Therefore, students generally enroll in their capstone course in their final session.

### **Additional Registration Requirements for International Students**

Certain international students may be required to provide a statement of financial support or a sponsor letter indicating that tuition will be paid in advance of each semester and that a sponsor will provide all necessary living expenses for the international student. (Form I-134 may be used.) Most international students cannot receive U.S. federal financial assistance, nor can they work legally in the United States without appropriate permission.

### **Course Schedules**

Six weeks before each session begins, schedules of course offerings are posted at <https://learn.keller.edu/home>. Also provided are annual schedules indicating proposed course offerings at each location and in the nearby geographic area for the upcoming sessions. Courses not appearing on an annual schedule may be offered at students' request provided demand is sufficient and a qualified professor is available. In some cases, students may be required to take courses online. Students are strongly encouraged to register for two sessions at a time.

Students should note that to accurately reflect current course material, course titles change periodically, though course code numbers (e.g., MGMT530) remain the same. Although a course with a given code number may be retaken, credit for a course with that code number can be granted only once.

Students are encouraged to seek academic advising regarding their program, courses or schedules.

### **Course Loads**

Students in good standing may register for as many as six semester-credit hours per session. Students may not register for more than the allowed semester-credit hours. Students whose academic histories indicate academic difficulties may be required to take a reduced academic load.

### **Class Hours**

Students with onsite class schedules attend class one weekday evening or on Saturday. Evening classes meet 6 pm to 9:30 pm or 6:30 pm to 10 pm. Saturday classes meet either 8:30 am to noon, 9 am to 12:30 pm, or 1 pm to 4:30 pm. In addition, students are required to participate in professor-guided online activities. Course syllabi for students attending onsite show both onsite and online time commitments.

Online courses are accessible 24 hours a day, seven days a week, during the eight-week session.

### **Course Cancellation**

Every effort is made to deliver all courses included on the published course schedule. However, occasionally a course is cancelled because of insufficient enrollment or other unforeseen circumstances.



### **Credit Hours**

Keller follows the federal credit hour definition: one hour (i.e., 50 minutes) of classroom or direct faculty/qualified instructor instruction and a minimum of two hours of out of class student work each week for approximately fifteen weeks (i.e., 45 hours of learning activities).

At Keller, a credit hour is defined as the learning that takes place in at least 45 hours of learning activities, which include time in class meetings that are in person or online, laboratories, examinations, presentations, tutorials, preparation, reading, studying, hands-on experiences, simulations, case studies and other learning activities; or a demonstration by the student of learning equivalent to the established student outcomes.

### **Pursuit of Specializations**

Students must declare all specializations (concentrations and emphases) they intend to pursue. Students who wish to change or add a specialization may request to do so at any time; however, they are encouraged to submit a request for such as soon as possible. In general, requests received by Sunday of the first week of the session are effective that session. Specialization changes/additions are not applicable to sessions already completed. Successful completion of specializations is noted on transcripts of students who declare such. Specializations are not shown on diplomas. All declared specializations must be completed prior to degree conferral.

Prior to graduation, students with declared specializations who subsequently wish to complete their degree program without fulfilling requirements for all declared specializations must request removal, from their student records, of the specialization(s) they no longer wish to pursue.

A course required for one concentration/emphasis may be applied to course requirements for multiple concentrations/emphases provided the course is required for each subsequent concentration/emphasis. The maximum number of times students may apply credits earned in a course to multiple concentrations/emphases is based on the program of enrollment and the corresponding specialization limit shown below.

<b>Corresponding Program and Specialization Limits</b>	
<b>Program(s)</b>	<b>Specialization Limit(s)</b>
Accounting & Financial Management	1
Business Administration	3
Information Systems Management	2
Network & Communications Management	2
Public Administration	2

### **General Graduation Requirements**

In addition to fulfilling the residency and course requirements for their specific programs, all students must:

- Achieve a cumulative grade point average of 3.00 or higher.
- Successfully complete all required prerequisite skills courses with grades of B (3.00) or better. Required prerequisite skills coursework may affect program length and cost.
- Ensure that the registrar receives an official transcript validating completion of a baccalaureate degree from a University-recognized post-secondary institution.

Graduation is not permitted if students have missing grades or if the best recorded grade for a required course is F, or the designator is I, U or W. Grade changes are not permitted after the

degree has been awarded. Certain exceptions apply; contact a student support advisor for more information.

Students must have all graduation requirements fulfilled by Tuesday of week two of the session immediately following the session in which they completed their final course requirements. The deadline for meeting certain requirements may be earlier. Requirements include – but are not limited to – ensuring that transcripts for transfer credit have been received by the University; resolving Incompletes and other outstanding grade issues; and confirming that approved graduate course substitutions have been applied. Students who fail to meet the graduation requirements deadline are awarded their degrees in the session in which any outstanding requirements are met.

Graduation with distinction is awarded to students completing their degree programs with cumulative GPAs of 3.70 or higher.

### **Graduation Requirements – Students Pursuing Multiple Degree Programs**

Students opting to pursue multiple degrees must meet all course requirements for each degree as well as the semester-credit-hour residency requirement outlined in [Multiple Degree Programs](#).

### **University Suspension or Expulsion**

Code of conduct violations can result in university suspension and expulsion.

Students suspended for a defined period of time are eligible to graduate once their suspension has been lifted and all graduation requirements have been fulfilled. Those expelled from the University are not eligible to graduate.

### **Graduation Notification**

Students who have begun their final session of coursework for program completion must submit a Graduation Notification form to their student support advisor or academic advisor to request that a diploma be ordered. Diplomas are mailed after all graduation requirements have been met. Students should note that the degree awarded is indicated on diplomas and transcripts; however, concentrations and emphases are indicated on transcripts only.

### **Commencement Ceremonies**

Graduation ceremonies are generally held at the end of the spring and fall semesters. Dates vary by location. Students may participate in a ceremony prior to satisfying all graduation requirements as long as they have no more than two sessions remaining in their graduate degree.

Separate graduation ceremonies are not held for online students; however, such students may attend a University commencement ceremony held anywhere in the country.

More information about commencement ceremonies is available from a student support advisor/academic advisor.

*Note: To officially graduate from the University, students must satisfy all academic requirements for their specific program. Participation in a commencement ceremony is not a guarantee or indication of program completion.*

## Financial Information

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### Student Costs, Payment Options and Financial Assistance

#### Tuition

A \$30 application must accompany the application. Tuition is noted in the [tuition charts](#).

Tuition rates shown are applicable to students enrolling during the September 2019 through May 2021 sessions, rates are subject to change.

DeVry reserves the right to change tuition rates at any time; any increase will be announced within a reasonable timeframe of at least 30 days before the beginning of the effective term. Tuition will not be increased more than once in a calendar year for Oregon residents.

Students must complete registration and make payment arrangements no later than the end of week one of the session. Tuition and appropriate fees must be submitted by the beginning of the session in which they intend to complete the course. Textbooks may be purchased from the online bookstore. Credit cards are accepted.

Students are responsible for all tuition and fees regardless of loan arrangements, company billing arrangements or tuition reimbursement programs.

**DeVry University's Keller Graduate School of Management  
Tuition, Fees and Expenses: Master's Degree Programs, Effective September 2019 Session through May 2021 Session**

The standard tuition rates shown below are applicable to students enrolling in sessions beginning September 2019 through May 2021. Information on tuition rates for military students as well as for alumni is contained in the Tuition Benefit Programs section of DeVry University's Keller Graduate School of Management academic catalog.

Master's Degree Program <sup>1</sup>	Total Required Credit Hours	Number of Standard Three-Semester-Credit-Hour Courses	Tuition per Standard Three-Semester-Credit-Hour Course	Number of Required Exam Prep Credit Hours	Number of Required Exam Prep Courses	Tuition per Credit Hour for Required Exam Prep Courses	Textbook and Materials Expense <sup>2</sup>	STRF <sup>3</sup>	Course Resource and LMS Fees <sup>4</sup>	Total Program Cost <sup>5</sup>
Accounting	30	7	\$2,328	9	4	\$776	\$280	\$0	\$820	\$24,410
Accounting & Financial Management – CPA Exam Preparation Emphasis	39	10	\$2,328	9	4	\$776	\$400	\$0	\$1,000	\$31,694
Accounting & Financial Management – Finance Emphasis	39	13	\$2,328	N/A	N/A	N/A	\$520	\$0	\$1,180	\$31,994
Business Administration	39	13	\$2,328	N/A	N/A	N/A	\$520	\$0	\$1,180	\$31,994
Business Administration – Graduate Certificate or Concentration	48	16	\$2,328	N/A	N/A	N/A	\$640	\$0	\$1,360	\$39,278
Business Administration – Project Management	57	19	\$2,328	N/A	N/A	N/A	\$760	\$0	\$1,540	\$46,562
Human Resource Management	39	13	\$2,328	N/A	N/A	N/A	\$520	\$0	\$1,180	\$31,994
Information Systems Management	45	15	\$2,328	N/A	N/A	N/A	\$600	\$0	\$1,300	\$36,850
Information Technology Management	39	13	\$2,328	N/A	N/A	N/A	\$520	\$0	\$1,180	\$31,994
Network & Communications Management	45	15	\$2,328	N/A	N/A	N/A	\$600	\$0	\$1,300	\$36,850
Project Management	39	13	\$2,328	N/A	N/A	N/A	\$520	\$0	\$1,180	\$31,994
Public Administration	39	13	\$2,328	N/A	N/A	N/A	\$520	\$0	\$1,180	\$31,994

<sup>1</sup> Availability varies by location.

<sup>2</sup> At average estimated per-course expense for textbooks and materials of \$40; average estimated per-course expense does not apply to exam prep courses, the per-credit-hour cost for which includes textbook and materials expense.

<sup>3</sup> The Student Tuition Recovery Fund (STRF) is a non-refundable California state-imposed assessment. DeVry University will collect the fee students and remit the annual fee on behalf of California residents who enroll at DeVry University. At this time, the fee is \$0.

<sup>4</sup> Course resource fees estimated at \$60 per course and one-time per enrollment Learning Management System (LMS) access fee of \$400.

<sup>5</sup> At current tuition rates and credit hours shown; includes \$30 application fee, average estimated course resource fee, learning management system access fee and average estimated textbook and materials expense; total program cost lower for students fulfilling graduation requirements through credit hours earned in exam-prep course(s).

## Tuition, Fees and Expenses: Graduate Certificate Programs, Effective September 2019 Session through May 2021 Session

The standard tuition rates shown below applicable to students enrolling in sessions beginning September 2019 through May 2021. Information below reflects standard tuition rates. Information on tuition rates for military students as well as for alumni is contained in the Tuition Benefit Programs section of DeVry University's Keller Graduate School of Management academic catalog.

Graduate Certificate Degree Program <sup>1</sup>	Total Required Credit Hours	Number of Standard Three-Semester-Credit-Hour Courses	Tuition per Standard Three-Semester-Credit-Hour Course	Number of Required Exam Prep Credit Hours	Number of Required Exam Prep Courses	Tuition per Credit Hour for Required Exam Prep Courses	Textbook and Materials Expense <sup>2</sup>	STRF <sup>3</sup>	Course Resource and LMS Fees <sup>4</sup>	Total Program Cost <sup>5</sup>
Accounting	18	6	\$2,328	N/A	N/A	N/A	\$240	\$0	\$760	\$14,998
Big Data & Analytics	18	6	\$2,328	N/A	N/A	N/A	\$240	\$0	\$760	\$14,998
CPA Preparation	30	7	\$2,328	9	4	\$776	\$280	\$0	\$820	\$24,410
Entrepreneurship	18	6	\$2,328	N/A	N/A	N/A	\$240	\$0	\$760	\$14,998
Global Supply Chain Management	18	6	\$2,328	N/A	N/A	N/A	\$240	\$0	\$760	\$14,998
Health Services Management	18	6	\$2,328	N/A	N/A	N/A	\$240	\$0	\$760	\$14,998
Human Resource Management	18	6	\$2,328	N/A	N/A	N/A	\$240	\$0	\$760	\$14,998
Information Security	18	6	\$2,328	N/A	N/A	N/A	\$240	\$0	\$760	\$14,998
Project Management	18	6	\$2,328	N/A	N/A	N/A	\$240	\$0	\$760	\$14,998

<sup>1</sup> Availability varies by location.

<sup>2</sup> At average estimated per-course expense for textbooks and materials of \$40; average estimated per-course expense does not apply to exam prep courses, the per-credit-hour cost for which includes textbook and materials expense.

<sup>3</sup> The Student Tuition Recovery Fund (STRF) is a non-refundable California state-imposed assessment. DeVry University will collect the fee students and remit the annual fee on behalf of California residents who enroll at DeVry University. At this time, the fee is \$0.

<sup>4</sup> Course resource fees estimated at \$60 per course and one-time per enrollment Learning Management System (LMS) access fee of \$400.

<sup>5</sup> At current tuition rates and credit hours shown; includes \$30 application fee, average estimated course resource fee, learning management system access fee and average estimated textbook and materials expense; total program cost lower for students fulfilling graduation requirements through credit hours earned in exam-prep course(s).

**Expenses**

*Note: The University reserves the right to change fees at any time without notice. DeVry receives administrative and service fees from textbook suppliers and bookstore operations and uses these fees to cover expenses associated with selecting and ordering textbooks and e-learning materials. Fees will not be increased more than once in a calendar year for Oregon residents.*

**Course Resource**

A non-refundable fee of \$60 per course is charged to cover expenses associated with tutorials, simulations, study guides, electronic book hosting and access to online library technologies. The course resource fee will be refunded in accordance with state requirements, if applicable.

**Electronic Book**

The electronic book fee is generally non-refundable. Students enrolled in courses in which an electronic textbook is used are charged \$40 for the e-book. Students enrolled in a course using multiple electronic textbooks are charged only one \$40 fee. Students enrolled in courses using electronic textbooks but who decline the e-book provided by DeVry can request a credit of \$40 for the electronic book fee. Students must request such credit for each course by the end of week one of the session and can do so at <https://bookstore.devry.edu>. Students who order a print textbook, or otherwise print the electronic textbook, are not eligible for the \$40 electronic book fee credit.

**Learning Management System**

New and readmitted students are subject to a one-time per enrollment Learning Management System (LMS) access fee of \$400. The LMS is a virtual classroom environment designed to elevate the DeVry learning experience. Whether courses are taken online or onsite, students can easily access course materials, complete assignments and collaborate with faculty and classmates. If a student withdraws from all courses during the session in which the LMS fee was assessed, the LMS fee will be refunded. In such cases, the LMS fee will be assessed in the next session for which the student registers.

**Official Transcript Request**

An electronic, final transcript is automatically sent to students at no charge upon graduation. Students and alumni are charged \$6 for each electronic transcript and \$8 for each paper transcript. Students must submit requests for official transcripts via the student portal.

**Student Tuition Recovery Fund**

The State of California established the Student Tuition Recovery Fund (STRF) to relieve or mitigate economic loss suffered by a student in an educational program at a qualifying institution, who is or was a California resident while enrolled, or was enrolled in a residency program, if the student enrolled in the institution, prepaid tuition, and suffered an economic loss. Unless relieved of the obligation to do so, you must pay the state-imposed assessment for the STRF, or it must be paid on your behalf, if you are a student in an educational program, who is a California resident, or are enrolled in a residency program, and prepay all or part of your tuition.

You are not eligible for protection from the STRF and you are not required to pay the STRF assessment if you are not a California resident, or are not enrolled in a residency program.

It is important that you keep copies of your enrollment agreement, financial aid documents, receipts, or any other information that documents the amount paid to the school. Questions

regarding the STRF may be directed to the Bureau for Private Postsecondary Education, 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833, 916.431.6959 or 888.370.7589.

To be eligible for STRF, you must be a California resident or enrolled in a residency program, prepaid tuition, paid or deemed to have paid the STRF assessment, and suffered an economic loss as a result of any of the following:

1. The institution, a location of the institution, or an educational program offered by the institution was closed or discontinued, and you did not choose to participate in a teach-out plan approved by the Bureau or did not complete a chosen teach-out plan approved by the Bureau.
2. You were enrolled at an institution or a location of the institution within the 120 day period before the closure of the institution or location of the institution, or were enrolled in an educational program within the 120 day period before the program was discontinued.
3. You were enrolled at an institution or a location of the institution more than 120 days before the closure of the institution or location of the institution, in an educational program offered by the institution as to which the Bureau determined there was a significant decline in the quality or value of the program more than 120 days before closure.
4. The institution has been ordered to pay a refund by the Bureau but has failed to do so.
5. The institution has failed to pay or reimburse loan proceeds under a federal student loan program as required by law, or has failed to pay or reimburse proceeds received by the institution in excess of tuition and other costs.
6. You have been awarded restitution, a refund, or other monetary award by an arbitrator or court, based on a violation of this chapter by an institution or representative of an institution, but have been unable to collect the award from the institution.
7. You sought legal counsel that resulted in the cancellation of one or more of your student loans and have an invoice for services rendered and evidence of the cancellation of the student loan or loans.

To qualify for STRF reimbursement, the application must be received within four (4) years from the date of the action or event that made the student eligible for recovery from STRF.

A student whose loan is revived by a loan holder or debt collector after a period of noncollection may, at any time, file a written application for recovery from STRF for the debt that would have otherwise been eligible for recovery. If it has been more than four (4) years since the action or event that made the student eligible, the student must have filed a written application for recovery within the original four (4) year period, unless the period has been extended by another act of law.

However, no claim can be paid to any student without a social security number or a taxpayer identification number.

### ***Parking***

To park in the University parking lots at some DeVry locations, students may be charged a nonrefundable fee not to exceed \$60 per vehicle, per session. See the Student Services Office for details. Vehicles not authorized for parking may be towed.

### ***Returned-Check***

Because returned checks create administrative costs, a \$10 fee is added to students' balances for each returned check. Students with three or more such occurrences must pay their tuition with either a money order or a cashier's check and are not eligible for subsequent tuition deferrals.

### **Textbooks and Supplies**

Most courses require electronic versions of textbooks, though some courses require hard-copy textbooks. Costs for all textbooks are subject to change based on publishers' prices.

Use of the specified textbook(s) is integral to successful completion of a course. Students can purchase their textbooks (hardcopy or electronic) from an outside source but must purchase those specified by DeVry.

Students enrolled in courses using electronic textbooks but who decline the e-book provided by DeVry can request a credit of \$40 for the electronic book fee. Students must request such credit for each course by the end of week one of the session and can do so at <https://bookstore.devry.edu>. Students who order a print textbook, or otherwise print the electronic textbook, are not eligible for the \$40 electronic book fee credit.

For students who want printed textbooks as well as electronic textbooks, black and white, soft-cover printed versions of certain electronic textbooks may be available at an additional cost. These optional printed e-books are equivalent to textbooks. More information is available from the bookstore, at <https://bookstore.devry.edu>.

### **Failure to Fulfill Financial Obligations**

Enrollment for a subsequent term may be denied to students who fail to fulfill their financial obligations. Students may be dismissed for failing to pay tuition, federal student loans or other charges. Career services assistance may also be withheld. In all cases, students remain responsible for tuition and other charges incurred, in accordance with [DeVry's refund policy](#).

### **F-1 Student Tuition Deposits, Payments and Transfer-Out Fees**

F-1 students do not qualify for Title IV funding (financial aid) and are therefore classified as full cash students. It is the F-1 student's responsibility to ensure that all financial obligations are upheld prior to the start of every session and should contact their Designated School Official or location contact if they have questions related to tuition payments.

#### *Tuition Deposit F-1 Initial I-20 Applicants*

A refundable tuition deposit equivalent to the cost of 6 semester credit hours charged at the current standard tuition rate is required from F-1 Initial I-20 applicants prior to entering their first semester at DeVry. The deposit is due after an applicant's F-1 visa has been approved by the U.S. consulate or embassy abroad and prior to the applicant's entry into the United States. The tuition deposit is applied to tuition charged for the student's first semester and refunded (less fees) if the applicant subsequently cancels enrollment.

#### *Tuition Payments*

##### *F-1 Transfer and Change of Status I-20 Applicants*

A tuition payment equivalent to the cost of 3 credit hours for the session, charged at the current standard tuition rate, is required from F-1 Transfer and Change of Status I-20 applicants. This payment is due prior to the start of their first session and is required before registration for classes.

##### *F-1 Continuing Students*

Payments for tuition and fees must be made by Friday of week 8, prior to the start of a new session. No exceptions will be made in reference to this policy. Future balances must be paid in full for the upcoming session for which the F-1 student is enrolled.



*Note: Failure to make the full payment prior to the start of the session will make the F-1 applicant/student ineligible for enrollment in that particular session. Failure to enroll in classes will cause the applicant/student to fall out of status, and may result in the termination of their Student and Exchange Visitor Information System (SEVIS) record.*

#### *Transfer-Out Fee for F-1 Students*

Beginning from the time of issuance of the Form I-20, F-1 students seeking to transfer from DeVry University to another SEVP-certified institution prior to the completion of their program are charged a **\$250 administrative fee**. DeVry University is responsible for overseeing the SEVIS record, which must be transferred when changing schools. The administrative fee applies only to those students seeking an external transfer. Students seeking an internal DeVry University location transfer are not subject to this fee.

#### **Payment Options**

Students who wish to may pay their full account balance in one payment, which is due at the beginning of each session.

Payment plans are available for those who wish to defer payment(s). Those wishing to take advantage of deferred payment(s) must submit a completed payment plan agreement. A new agreement is required should students wish to change plans. Students may choose one of the payment options outlined below.

Further information is available from a DeVry student support advisor. Delinquent payments may result in loss of payment plan privileges and registration holds.

#### *Standard Plan*

The Standard Plan, which helps students pay for tuition, books and required electronic materials, provides a monthly payment plan that is developed using students' expected enrollment and financial assistance funding. Students can self-enroll in this payment plan after tuition has posted for the session and prior to generation of the first bill. The first monthly installment is due 22 days after the first bill is generated.

#### *Deferred Plan*

Available to students using employer tuition reimbursement, and whose employers submit a tuition-reimbursement statement on students' behalf, the Deferred Plan enables tuition charges to be deferred until Thursday of week five of the subsequent session. Any additional charges are due 22 days after the first billing statement has been generated.

#### *Direct Bill Plan*

Available to students for whom an employer or third party will be paying DeVry directly for tuition and fees, the Direct Bill Plan allows the employer or third party (state, VA, etc.) to delay full payment of tuition and fees until Friday of week seven of the third subsequent session.

As part of the Veterans Benefits and Transition Act of 2018, section 3679 of title 38, effective August 1, 2019 any DeVry University students using a third-party form of payment (i.e. Chapter 33 Post 9/11 GI Bill<sup>1</sup>, Chapter 31 Vocational Rehabilitation and Employment, state workforce

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<sup>1</sup> GI Bill<sup>®</sup> is a registered trademark of the U.S. Department of Veterans Affairs (VA). More information about education benefits offered by VA is available at the official U.S. government Web site at <https://www.benefits.va.gov/gibill>.

programing, employer tuition coverage, etc.) will not be penalized by holds, interest or late fees while payment for the students covered balance is pending receipt by the institution. DeVry University will not impose any penalty, including the denial of access to classes, libraries, or other institutional facilities, or the requirement that a covered individual borrow additional funds.

To enroll in this plan, students must submit documentation of eligibility for the direct billing arrangement offered by their company or the third party.

Acceptable documentation includes:

- Certificate of Eligibility for entitlement to educational assistance under Chapters 33 or 31, or
- A "Statement of Benefits" obtained from the Department of Veterans Affairs' website – [www.va.gov](http://www.va.gov), or
- A VA Form 28-1905 for Chapter 31 authorization, or
- Completed Corporate Education Program form for all other third-party methods.

Enrollment in this payment plan does not eliminate students' responsibility to ensure tuition is paid by the due date (Friday of week seven of the third subsequent session – 180 days) when they are in an active or inactive enrollment status.

### **Tuition Benefit Programs**

*Note: Students are limited to participation in one DeVry-based scholarship, grant or group pricing program only. If students qualify for more than one such program, the one most beneficial is awarded. Students who qualify for and prefer a different scholarship, grant or group pricing program must provide written confirmation, prior to starting classes at DeVry, of the alternate program in which they wish to participate. In the rare case when scholarship, grant or group tuition pricing programs are combinable, students are made aware of this opportunity by their admissions advisor/representative or student support advisor.*

#### *Alumni Tuition Benefit*

Recognizing the value of lifelong learning, the University offers alumni who already hold a bachelor's degree or higher from DeVry University, including the University's Keller Graduate School of Management, the opportunity to pursue graduate-level coursework at a tuition savings of 20 percent off of the prevailing tuition rate.

*Note: This tuition savings is available to new students who meet eligibility qualifications, subject to approval. Alumni students attending as non-matriculating students are eligible.*

The application fee is waived for these individuals. Textbooks, course materials and other fees are charged at the standard rate. Additional information is available from admissions advisors/representatives.

Alumni who wish to enroll in undergraduate coursework should review the separate benefit conditions listed in the undergraduate catalog. More information is available from the student support advisor.

#### *Military Tuition Rate*

Military personnel serving in any of the five branches of the U.S. Armed Forces (including guard and reserve personnel) and their spouses are eligible for DeVry University's military pricing of \$575 per semester-credit hour. The per-semester-credit-hour charge for ACCT591–ACCT594 is \$443.

The application fee is waived for these individuals. Textbooks, course materials and other fees are charged at the standard rate. Additional information is available from admissions advisors/representatives.

### **DeVry Scholarships and Grants**

*Note: Students are limited to participation in one DeVry-based scholarship, grant or group pricing program only. If students qualify for more than one such program, the one most beneficial is awarded. Students who qualify for and prefer a different scholarship, grant or group pricing program must provide written confirmation, prior to starting classes at DeVry, of the alternate program in which they wish to participate. In the rare case when scholarship, grant or group tuition pricing programs are combinable, students are made aware of this opportunity by their admissions advisor/representative or student support advisor.*

*Scholarship and grant availability is limited. Additional conditions may apply. Eligibility conditions are subject to change. Total amount of scholarship and grant money awarded may vary.*

Applicants may apply for scholarships and grants during the admissions process and should work with their admissions advisor/representative to do so.

Additional information is available at [www.devry.edu/tuition-financial-aid/financial-aid/apply.html](http://www.devry.edu/tuition-financial-aid/financial-aid/apply.html).

### **Basic Scholarship and Grant Eligibility**

To qualify for a Keller scholarship or grant, students must have met Keller entrance requirements and applied for admission. They must also meet criteria outlined for each scholarship or grant award. Additional criteria may also need to be met.

### **General Scholarship and Grant Policies**

- Recipients are responsible for all other education expenses.
- Recipients must be U.S. citizens, Canadian citizens or reside within the United States. International students studying on a visa are not eligible unless specified in specific award criteria.
- For students to be eligible for scholarships or grants, applications for such must be received prior to the start of classes. Award recipients who do not start in the intended term specified on their admissions application have one subsequent term to start classes and use the award. (Restrictions may apply.) Recipients who do not start within two terms have their award expired and must reapply for available offerings at the time of actual enrollment.
- Scholarship and grant recipients are expected to meet certain continuing eligibility criteria and progress in a timely manner toward completing their programs. To retain scholarship or grant eligibility, recipients must remain in good academic standing and meet additional conditions outlined in the terms and conditions document sent to award recipients.
- To qualify for scholarship or grant funds, students must maintain continuous enrollment on a session basis. A scholarship recipient's term begins at the start of his/her enrollment and continues for six consecutive sessions. Students must enroll in at least one course per session in four of the six sessions during their scholarship period.
- Recipients must acknowledge receipt of the terms and conditions document pertaining to their specific scholarship or grant award. Disbursement of funds may be withheld until receipt of this document is acknowledged in writing and returned by recipients.
- DeVry University and Keller Graduate School of Management alumni are not eligible for DeVry scholarships and grants.

### **Military Pricing**

Military personnel serving in any of the five branches of the U.S. armed forces (including guard and reserve personnel) and their spouses are eligible for DeVry University's military pricing, noted in [Military Tuition Rate](#). Textbook, course materials and fees are charged at the standard rate. Additional information is available from Keller admissions advisors/representatives.

### **Veterans Benefits**

Approval to offer veterans education benefits is granted by appropriate state agencies and is based on operational time requirements for programs and sites.

Many locations/programs are approved for veterans benefits. Students should check with their chief location administrator or an online student services advisor to see if their location/program is approved or to learn when benefits may become available. The University also participates in the federal Yellow Ribbon program for students using Chapter 33 benefits.

In addition to meeting DeVry's standards of academic progress requirements, students receiving veterans education benefits must also meet Veterans Administration standards of academic progress requirements (see [Additional Standards of Academic Progress Information for Students Receiving Veterans Education Benefits](#)). Failure to do so may result in loss of benefit eligibility until deficiencies are corrected. Questions regarding these requirements should be directed to the University's veterans benefits coordinator.

Students should refer to [Transfer Credit – Veterans](#) and [Standards of Academic Progress](#) for more information.

### **Financial Aid**

Federal Direct Subsidized and Unsubsidized loan and Federal Direct PLUS loan money is available to students through the Federal Direct Loan Program. These loans are made by the U.S. Department of Education, rather than by banks or other financial institutions, and are insured by the federal government. For graduate students, Direct Unsubsidized loans first disbursed on or after July 1, 2020 through June 30, 2021, have a fixed interest rate of 4.3 percent. These loans also have an origination fee that is subtracted from the value of each loan disbursement. For Federal Direct Loans first disbursed between October 1, 2019, and September 30, 2020, the origination fee is 1.059 percent. For Federal Direct Loans first disbursed between October 1, 2020, and September 30, 2021, the origination fee is 1.057 percent. Additional information on interest rates and fees for Federal Direct Loans is available via <https://studentaid.gov/understand-aid/types/loans/interest-rates>

To be considered for a Federal Direct Loan, students must be enrolled at least half time. Students enrolled in programs at the graduate and/or professional level may receive unsubsidized loans through the Federal Direct Loan program only. Eligibility for the Federal Direct Unsubsidized Loan is not based on need. However, the federal government does not pay the interest during school attendance or during the six-month grace period. Students may pay the interest while completing their program or allow it to accumulate and be added to the outstanding principal, thereby increasing the amount to be repaid. Students may borrow up to an additional \$20,500, but the amount borrowed may not exceed the cost of attendance minus other aid per academic year.

The maximum aggregate student loan debt for undergraduate and graduate loans from all FFELPs and/or Direct Loans may not exceed \$138,500 (subsidized and unsubsidized combined). Total subsidized loans may not exceed \$65,500.

Students may not be eligible for Federal Direct Loans at the graduate level if they have exceeded undergraduate loan limits. Undergraduate Federal Direct Loan limits may not exceed \$23,000 (subsidized) and should not exceed \$57,500 (combined subsidized and unsubsidized). Satisfactory repayment of the over award must be made in order to regain eligibility.

Federal Direct Graduate PLUS Loan funds are also available to students through the U.S. Department of Education. To be considered for a Federal Direct PLUS Loan, students must be enrolled at least half time. These federal loans are not based on need and have a fixed interest rate of 5.3 percent for loans first disbursed on or after July 1, 2020. PLUS Loans have an origination fee that is subtracted from the value of each loan disbursement. For PLUS Loans first disbursed between October 1, 2019, and September 30, 2020, the origination fee is 4.236 percent. For PLUS Loans first disbursed between October 1, 2020, and September 30, 2021, the origination fee is 4.288 percent. The federal government does not pay the interest during school attendance. Students have the option of paying the interest while completing their academic program or allowing it to accumulate and be added to their outstanding principal. A credit check will be completed to establish creditworthiness.

Eligibility and/or receipt of financial aid does not eliminate students' responsibility to pay tuition and/or fees by the due date.

Disbursements occur throughout the session, generally beginning Saturday of the first week of classes. Disbursement is based on each student's account information. More information is available via the Student Finance tab on <https://learn.keller.edu/home>.

*Note: Students who obtain a student loan of any type have a legal obligation to repay the loan. Their degree of success at DeVry University does not change this obligation.*

### **Applying for Financial Aid**

To apply for Federal Direct Loans and/or Federal Direct Graduate PLUS loans, the U.S. Department of Education requires completion of the Free Application for Federal Student Aid (FAFSA®). The FAFSA provides an independent and consistent method of collecting information to determine student eligibility.

To help ease the financial assistance application process, the University's Financial Aid Office supports an Internet-based application process. Applicants can complete the FAFSA and Federal Direct Loan master promissory note at [www.devry.edu/tuition-financial-aid/financial-aid/apply.html](http://www.devry.edu/tuition-financial-aid/financial-aid/apply.html), where they follow the application information and links to the "FAFSA on the Web" and "Direct Loan" websites.

*FAFSA® is a registered trademark of the U.S. Department of Education.*

### **Eligibility for Financial Aid**

To be eligible for federal financial aid a student must:

- Be enrolled as a degree- or certificate-seeking student.
- Provide an official transcript for University verification.
- Be a U.S. citizen or eligible noncitizen.
- Make satisfactory academic progress toward completing his or her program.
- Not be in default on a Federal Perkins/NDSL, Federal Direct, Federal Stafford/FFEL, Federal SLS, Income Contingent Loan or Federal PLUS Loan received at any institution.

- Not owe a refund on a Federal Pell Grant, Federal Supplemental Educational Opportunity Grant (FSEOG), Academic Competitiveness Grant (ACG), National Science and Math Access to Retain Talent (SMART) Grant, loan overpayment or State Student Incentive Grant (SSIG) received at any institution.
- Not have exceeded federal loan limits.
- Be registered for the selective service, if required (males born after December 31, 1959).

Students who do not complete coursework (i.e., withdraw during the term) may have their financial aid award reduced, based on federal financial aid regulations.

Retaking previously passed coursework may impact students receiving certain forms of financial assistance. Students who plan to retake a previously passed course should contact a DeVry student support advisor to determine if their financial aid will be affected prior to registering for the course.

Applicants who are incarcerated, and students who become incarcerated, must immediately report this information to a student support advisor.

### **Financial Aid Information Verification**

The federal government requires DeVry and DeVry's Keller Graduate School of Management to verify the accuracy of information on certain federal student aid applications. Selected applicants must submit requested documentation before awarded need based aid is disbursed. Students, and parents of dependent students, may be required to submit a copy of their prior-year federal income tax documentation and additional household information. Other documents may also be required. If information on any of the documents conflicts with what was reported on the application, students may be required to provide additional information to resolve the conflict. Failure to do so will result in loss or nonreceipt of need based aid.

### **Financial Aid Applicability to Elective/Alternate Courses**

Students receiving financial aid are expected to enroll in courses that meet requirements within their academic program and should note that financial aid eligibility for coursework not applicable to the current program may be limited. Students who wish to replace/substitute a course in their current program must obtain prior approval for a course substitution in order for the course to be financial aid eligible.

### **Loan Exit Counseling**

Federal student aid regulations require that all borrowers complete loan exit counseling for their Federal Direct and/or Federal Perkins Loans. Students must complete loan exit counseling when they are graduating or leaving DeVry University. Loan exit counseling notifications are provided to all identified students via email.

### **Financial Delinquency**

Students are responsible for all tuition, fees, costs of texts and costs associated with collecting on outstanding accounts. Students whose financial accounts are delinquent are not permitted to register for additional courses. Students whose accounts are, or have been, delinquent may be prohibited from participating in certain payment plan options.

### **Registration – Financial**

Students whose DeVry University accounts are past due may not be permitted to register until their accounts are current or until they have made satisfactory payment arrangements.

### **Statements of Account**

Statements of account are available by submitting a written request by visiting <https://learn.keller.edu/home>, then clicking on the Home tab and then on “Ask Us a Question.” Requests must indicate the session for which the statement is being sought, as well as either a fax number or mailing address to which the statement is to be delivered. Statements are processed within three business days of request. Customized statements of account are not available.

### **Withdrawals – Financial**

Students who withdraw after registering for a course or courses, who are withdrawn for participation reasons, or who are dismissed for disciplinary or academic conduct reasons, may be entitled to a tuition refund. Currently enrolled students without an approved appeal whose prior term academic status would have precluded their enrollment are dropped from their course(s), and all payments will be refunded.

Per federal financial aid regulations, financial aid awards may be reduced based on withdrawal dates. Tuition refunds are computed independently from financial aid award calculations and return of funds.

All withdrawal requests must be communicated to a student support advisor, an academic advisor or an appropriate academic administrator verbally, by email or by submitting a request through the interactive student communication system. Simply ceasing to participate in classes does not constitute a valid withdrawal request.

### **Application Fee/Cancellation Policy**

Upon completion of the application process, a \$30 application fee is due. Applicants may cancel their enrollment without penalty prior to midnight of the 10<sup>th</sup> business day after the date of transaction or acceptance (cancellation period). After the cancellation period, the application fee is not refunded. Refunds are not issued after one year.

The application fee is waived for:

- Military personnel serving in any of the five branches of the U.S. Armed Forces (including guard and reserve personnel) and their spouses.
- Students currently enrolled in a DeVry University degree program.
- Alumni who hold a degree or certificate from DeVry University.

### **Refund Policy**

After classes begin, students who withdraw from a course may be entitled to a tuition refund. Refund policies vary by state and the most beneficial institutional or applicable state policy will be used to calculate the tuition refund. Refunds are paid within 30 days of notification of withdrawal. The refund amount is related to the date of withdrawal as indicated in the chart below, or according to the effective withdrawal date, if required by state law.



## DeVry Refund Policy

At a minimum, refunds are calculated as follows:

Week of Withdrawal	Percent Refund of Tuition Less Administrative Fee*
Week 1	90%
Week 2	75%
Week 3	25%
Weeks 4-8	0%

\* *The administrative fee is \$50 per course*

Please note: Refund policies vary by state and the most beneficial institutional or applicable state policy will be used to calculate the tuition refund.

## Alabama Refund Policy

Students residing in Alabama may cancel enrollment at any time by contacting their student support advisor, academic advisor, or an appropriate academic administrator. Refunds of unearned prepaid tuition, fees, and other charges shall be made in the following manner within thirty (30) days of termination:

If cancellation occurs after classes begin, a pro rata refund will be made of all unearned prepaid tuition, fees, and charges for books and supplies not issued to the student. Once books and supplies are issued and received by students, these become the property of students and refunds may be made only at the discretion of the school.

## California Refund Policy

Students have the right to cancel their enrollment agreement or withdraw from courses. In the event a student wishes to withdraw or cancel their enrollment agreement, DeVry University shall issue a pro rata refund that is no less than the total amount owed by the student for the portion of the educational program subtracted from the amount paid by the student, calculated as follows:

- The amount owed equals the daily charge for the program multiplied by the number of days the student attended, or was scheduled to attend, prior to withdrawal. Except for items contained in the enrollment agreement or catalogue that are specified as non-refundable (not to be more than \$250.00), all amounts paid by the student in excess of what is owed as calculated shall be refunded. Except in the case when an institution provides a 100% refund, any assessment paid pursuant to the state tuition recovery fund is non-refundable.

DeVry University shall also provide a pro rata refund of nonfederal student financial aid program moneys paid for institutional charges to students who have completed 60% (sixty percent) or less of the period of attendance.

If the student has received federal student financial aid funds, the student is entitled to a refund of monies not paid from federal student financial aid program funds. Please note, if the student obtains a loan to pay for an educational program, the student will have the responsibility to repay the full amount of the loan plus interest, less the amount of any refund.

DeVry University participates in the Title IV Federal Student Aid program as well as financial aid programs in certain states. For consumer information, please visit [www.devry.edu/compliance/student-consumer-info.html](http://www.devry.edu/compliance/student-consumer-info.html).



If a student chooses to cancel their enrollment agreement or withdraw from classes they may do so at any time. However, after classes begin, students wanting to withdraw from a course must formally request a course withdrawal in writing prior to Friday of week seven at 11:59pm MST.

### **Colorado Refund Policy**

Students residing in Colorado may cancel enrollment at any time. A pro rata refund will be calculated until the student completes sixty (60%) percent or more of the session in which they withdrew.

### **Florida Refund Policy**

Students in the state of Florida will have tuition refunded using the University Institutional Refund Policy with the following exceptions:

- Students who withdraw during the add/drop period will be refunded all tuition and fees, as well as all funds paid for supplies, books, and equipment which can be and are returned to the institution.
- Refunds are calculated according to the withdrawal date and issued within 30 days of the withdrawal notification date or the date DeVry determines the student is no longer enrolled, whichever is earlier.
- Non-refundable fees regarding admission and registration of Florida students shall not exceed \$150.
  - The application fee of \$30 is non-refundable after 10 business days.
  - The Learning Management System (LMS) fee is non-refundable if a student withdraws from all classes after week seven of the session in which the fee was assessed.
  - The course resource fee is non-refundable if a student withdraws from the course for which the fee was assessed.
  - After the add/drop period, students are assessed a nonrefundable \$50 administration fee for each course from which they withdraw.

### **Georgia Refund Policy**

Students who have completed 50 percent or less of the session are entitled to a refund based on the proration of tuition and percentage of course completed at withdrawal, or as required by applicable state or federal laws and regulations, if more favor-able to the student.

### *Fees*

Institutions that charge for fees, books and supplies that are in addition to tuition must refund any unused portion of the fees if a student withdraws before completing 50 percent of the period of enrollment except for:

- Items that were specially ordered for a particular student and cannot be used or sold to another student.
- Items that were returned in a condition that prevents them from being used by or sold to new students.
- Nonrefundable fees for goods and/or services provided by third-party vendors

### **Indiana Refund Policy**

The postsecondary educational institution shall pay a refund to the student in the amount calculated under the refund policy specified in this section or as otherwise approved by the Board. The institution must make the proper refund no later than thirty-one (31) days of the student's request for cancellation or withdrawal.

After beginning classes, Indiana residents who withdraw from the school are entitled to the following refund amounts less an enrollment fee of ten percent (10%) of the total tuition, not to exceed one hundred dollars (\$100).

<b>After Attending</b>	<b>Refund Amount</b>
One week or less	90%
More than one week but equal to or less than twenty-five percent (25%) of the program	75%
More than twenty-five percent (25%) but equal to or less than fifty percent (50%) of the program	50%
More than fifty percent (50%) but equal to or less than sixty percent (60%) of the program	40%
More than sixty percent (60%) of the program	0%

### **Iowa Refund Policy**

For students residing in Iowa, students who withdraw prior to completing sixty (60%) percent of a course will receive a pro rata refund. If a terminating student has completed sixty (60%) percent or more of a school period, DeVry University is not required to refund tuition charges to the student.

### **Kansas Refund Policy**

Each student who has completed twenty-five (25%) percent or less of a course and withdraws shall be eligible for a pro rata refund. The completion percentage shall be based on the total number of calendar days in the course and the total number of calendar days completed. After a student has attended at least twenty-five (25%) percent of the course, tuition and fees shall not be refundable.

### **Kentucky Refund Policy**

If a student withdraws from the university, the college shall refund an amount reasonably related to the period for which the student is not enrolled and shall refund one-hundred (100%) percent of all other tuition and other fees collected by the college for subsequent enrollment or registration periods. After completion of fifty (50%) percent of the enrollment period, the college shall not be required to make refunds of tuition or other fees for that period.

<b>Week of Withdrawal</b>	<b>Percent of Refund</b>
First Day of Scheduled Classes	100%
Balance of Week 1	90%
Week 2	75%
Week 3	25%
Week 4	25%
Weeks 5-8	0%

### **Louisiana Refund Policy**

Students who withdraw prior to the first day of classes are entitled to a full refund of tuition and fees less an application fee. Students withdrawing during the first 10 days of classes shall receive a minimum refund of seventy-five (75%) percent of total tuition and fees paid, excluding any nonrefundable application fees, less the maximally-allowable administrative fees retained by the institution. Students withdrawing from day 11 through day 24 of classes shall receive a minimum refund of fifty (50%) percent of total tuition and fees paid, excluding any non-refundable application fees, less the maximally-allowable administrative fees retained by the institution. Students withdrawing from day 25 through the end of the session are ineligible to receive a refund.

<b>Week of Withdrawal</b>	<b>Percent of Refund Less administrative fee*</b>
Week 1, Day 1 through Week 2, Day 10	75%
Week 2, Day 11 through Week 4, Day 24	50%
Week 4, Day 25 through the end of the session	0%

\* The administrative fee will not exceed 15% of tuition.

### **Maryland Refund Policy**

Provided below is the minimum refund policy for Maryland residents enrolled in **online** programs:

<b>Portion of Session Completed as of Date of Withdrawal</b>	<b>Tuition Refund</b>
Less than 10%	90%
10% up to but not including 20%	80%
20% up to but not including 30%	60%
30% up to but not including 40%	40%
40% up to and including 60%	20%
More than 60%	No refund

### **Missouri Refund Policy**

At a minimum, refunds are calculated as follows:

<b>Week of Withdrawal</b>	<b>Percent Refund of Tuition Less Administrative Fee*</b>
First Day of scheduled Classes**	100%
Balance of week 1	90%
Week 2	75%
Week 3-4	25%
Weeks 5-8	0%

\* The administrative fee is \$50 per course.

\*\* Students who cancel their enrollment during this period will also have their financial aid awards cancelled, and any funds received returned to the funding source.

Students who never commence attendance in their course or drop prior to the start of the term are refunded 100% of tuition and fees.

### **Nevada Refund Policy**

If the institution has substantially failed to furnish the program agreed upon in the enrollment agreement, the institution shall refund all money that the student has paid. If a student cancels their enrollment before the start of the program, the institution shall refund all money that the student has paid, minus 10 percent of the tuition or \$150, whichever is less. If a student withdraws or is expelled after the start of the program and before the completion of more than 60 percent of the program, the institution shall refund the student a pro rata amount of the tuition minus 10 percent of the tuition or \$150, whichever is less.

If a student withdraws or is expelled by the institution after completion of more than 60 percent of the term, the institution is not required to refund the student any money and may charge the student the entire cost of the tuition.

If a refund is owed, the institution shall issue the refund within 15 calendar days after the date of cancellation by a student, date of termination by the institution or the last day of attendance.

Books, educational supplies or equipment for individual use are not included in the policy described above. A separate refund must be paid by the institution to the student if those items were not used by the student. Disputes must be resolved by the Administrator for refunds on a case-by-case basis.

A period of a student's attendance must be measured from the first day of instruction through the student's last day of actual attendance, regardless of absences. The period of time for a program is the period set forth in the enrollment agreement. Tuition must be calculated using the tuition and fees set forth in the enrollment agreement and does not include books, educational supplies or equipment that are listed separately from the tuition and fees.

Nevada operates a student indemnification fund which may be used to indemnify any student or enrollee who has suffered damage as a result of the discontinuance of operation of a postsecondary educational institution licensed in Nevada or the violation by a Nevada institution of any provision of the Nevada Revised statutes (394.383 to 394.560) or the regulations adopted pursuant thereto. The existence of this account does not create a right in any person to receive money from the account.

### **Oklahoma Refund Policy**

First week. For a student who withdraws after starting school but within the first week, the tuition retained by the school will not exceed 10% of the contract price plus \$150.00 but in no event more than \$350.00.

After first week. For a student who withdraws after one week but within the first 25% of the course, the tuition retained by the school will not exceed 25% of the contract price plus \$150.00.

After 25%. For a student who withdraws after completing over 25% but within 50% of the course, the tuition retained will not exceed 50% of the contract price plus \$150.00.

After 50%. A student completing more than 50% of the course is not entitled to a refund.

### **Oregon Refund Policy**

After classes begin for a term, a student who withdraws from a course is eligible for a partial refund through the middle week of the term. Refunds shall be based on unused instructional time and shall be prorated on a weekly basis for schools using a semester, quarter or nontraditional calendar.

### **South Carolina Refund Policy**

For students residing in South Carolina, DeVry University shall provide for a pro rata refund calculation pursuant to South Carolina Commission on Higher Education regulatory requirements. However, this does not apply to any student whose date of withdrawal is after the sixty (60) percent point (in time) in the period of enrollment for which the student has been charged.

<b>Week of Withdrawal</b>	<b>Percent of Refund Less administrative fee*</b>
Week 1	80%
Week 2	70%
Week 3	60%
Week 4	50%
Week 5, day 29 through day 33	30%
Week 6, day 34 through end of session	0%

\* The administrative fee is \$50 per course.

### **Virginia Refund Policy**

Students who withdraw during the add/drop period (week 1 of the session) shall be entitled to a 100% refund for the period. After the end of the add/drop period, tuition refund calculations are based on the DeVry refund policy.

### **West Virginia Policy**

An admitted student may cancel the enrollment by written notice at any time prior to the first class day and receive a refund of all tuition and fees paid, minus the \$30 application fee.

A student who withdraws during the first week of the term will receive a 90% refund less the \$30 application fee.

A student who withdraws during week 2 of the term will receive a 75% refund less the \$30 application fee.

A student who withdraws during weeks 3-4 of the term will receive a 50% refund less the \$30 application fee.

A student who withdraws during weeks 5-8 of the term will receive a 0% refund.

Schools are required to issue refunds within twenty (20) days after receipt of a proper notification of termination from a student.

### **Wisconsin Refund Policy**

When calculating a refund for a student residing in the state of Wisconsin, the most beneficial calculation will be used.

DeVry University will provide a full refund of all monies paid by the student if either the student accepted was unqualified and the school did not secure a disclaimer, or the school procured the student's enrolment as the results of any false representations in the written materials used by the school or in oral representations made by or on behalf of the school.

A student who withdraws or is dismissed before completing sixty (60%) percent of the potential units of instruction in the current enrollment period, shall be entitled to a pro rata refund, less any amounts owed by the student for the current enrollment period, less a one-time application fee. Pro rata refund shall be determined as the number of units remaining after the last unit completed by the student, divided by the total number of units in the enrollment period, rounded downward to the nearest ten percent. Pro rata refund is the resulting percent applied to the total tuition and other

required costs paid by the student for the current enrollment period. All efforts will be made to refund prepaid amounts for books, supplies, and other charges unless the student has consumed or used those items and they can no longer be used or sold to new students, or returned by the school to the supplier.

No refund is required for any student who withdraws or is dismissed after completing sixty (60%) percent of the potential units of instruction in the current enrollment period unless a student withdraws due to mitigating circumstances, which are those that directly prohibit pursuit of a program and which are beyond the student's control.

<b>Week of Withdrawal</b>	<b>Percent of Refund Less administrative fee*</b>
Week 1, day 1 through day 5	90%
Week 1, day 6 through day 11	80%
Week 2, day 12 through day 16	70%
Week 3, day 17 through day 22	60%
Week 4, day 23 through day 27	50%
Week 5, day 28 through day 33	40%
Week 6, day 34 through end of session	0%

\* The administrative fee is \$50 per course.

Please note: Refund policies vary by state and the most beneficial institutional or applicable state policy will be used to calculate the tuition refund.

### **Federal Return of Funds Policy**

According to federal regulations, a federal refund calculation must be performed if a student receiving financial aid withdraws completely from all classes after the start of the enrollment period.

Length of enrollment is equal to the number of calendar days, including weekends and holidays, in the periods in which the student was registered. However, breaks of five days or more are excluded.

The withdrawal date is the date the student begins the official withdrawal process – electronically, in writing, in person or by telephone, whichever is earliest – or otherwise officially notifies the institution of his/her intent to withdraw. For a student who withdraws without notification, the University may use either the last date of academic attendance or the midpoint of the enrollment period as the withdrawal date. Failure to notify a student support advisor of a withdrawal may result in additional tuition liability.

Students who do not attend during week eight and subsequently receive only grades of F and/or designators of U or W in all of the courses they enrolled in during the session are considered to have withdrawn from the institution. The accounts of these students will be evaluated at the end of the session to determine if a federal Title IV student financial aid refund calculation is required. If such a calculation is required, the last date of attendance in the course(s) will be used to determine the amount of federal aid that the student earned.

DeVry presumes students who receive a passing grade, or who earned a grade of F or designator of U, in one or more courses taken during the session completed the course and thus earned the grade(s)/designator(s) and will not be withdrawn (this applies when students were not withdrawn for any reason and attended week eight).

Return of funds is calculated as follows:

- If the student's percentage of enrollment period completed is greater than 60 percent, the student has earned – and must repay – 100 percent of the federal aid received.
- If the student's percentage of enrollment period completed is 60 percent or less, the calculated percentage of enrollment will be used to determine the amount of aid returned.

Return of funds occurs in the following order:

- To the Federal Direct Unsubsidized Loan program
- To the Federal Direct Subsidized Loan program
- To the Federal Perkins Loan program
- To the Federal Direct PLUS Loan program
- To the Federal Pell Grant program
- To the Federal Supplemental Educational Opportunity Grant (FSEOG) program
- To other Title IV aid programs
- To state grant, and/or to private or other institutional aid programs
- To the student

## Regulatory Policies

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### Privacy Act

DeVry University complies with the Family Educational Rights and Privacy Act of 1974, as amended. This Act protects the privacy of students' educational records, establishes students' rights to inspect and review their academic records, and provides guidelines for correcting inaccurate and misleading data through informal and formal hearings. DeVry's policy on releasing student-related information explains our procedures for complying with the Act's provisions. Copies of the policy are available in the student handbook.

### Nondiscrimination Policy

DeVry University is committed to providing an academic and professional environment free of discrimination based on race, color, national origin, sex, sexual orientation, gender identity, gender expression, age, disability, military or veteran status, religion, political affiliation, genetic information or any classification protected by law. Harassment that is based on any of these characteristics is a form of discrimination. This policy on non-discrimination applies to admission, enrollment, employment, access to, and participation in, all University programs and activities.

In addition, DeVry complies with federal and state laws prohibiting discrimination and harassment based on the above characteristics and will not tolerate, condone or allow discrimination or harassment, whether engaged in by fellow students, faculty members, or non-faculty colleagues. Individuals who wish to file a discrimination or harassment complaint may contact the below individuals.

Sex and Gender-Based	Disability	All Other Classifications
Title IX Coordinator <a href="mailto:TitleIX@devry.edu">TitleIX@devry.edu</a>	ADA/504 Coordinator <a href="mailto:ADA@devry.edu">ADA@devry.edu</a>	Complaint Coordinator <a href="mailto:Complaint.Coordinator@devry.edu">Complaint.Coordinator@devry.edu</a>

### Title IX Compliance

DeVry University's Title IX Coordinator is responsible for management of reports of sex and gender based discrimination including, but not limited to, sexual misconduct affecting the campus community. Questions regarding the application of Title IX and compliance should be directed to the Title IX Coordinator. The Senior Director of Regulatory Affairs may also be contacted as secondary resource, if needed. Students who wish to make a report of sexual misconduct affecting the campus community should follow the student complaint procedures published in the student handbook.

**Title IX Coordinator**  
Paul Herbst  
ADA/504 Coordinator  
**Phone:** 630.960.8019  
**Email:** [TitleIX@devry.edu](mailto:TitleIX@devry.edu)

**Senior Director, Regulatory Affairs**  
Barbara Bickett  
DeVry University  
**Phone:** 630.515.5852  
**Email:** [TitleIX@devry.edu](mailto:TitleIX@devry.edu)

Individuals experiencing misconduct in violation of Title IX may also notify the U.S. Department of Education:

Office of Civil Rights (OCR) – Headquarters  
400 Maryland Avenue, SW, Washington, D.C. 20202  
**Customer Service:** 800.421.3481



TDD: 877.521.2172

Email: [OCR@ed.gov](mailto:OCR@ed.gov)

Web: [www.ed.gov/ocr](http://www.ed.gov/ocr)

Regional Offices: [www2.ed.gov/about/offices/list/ocr/addresses.html](http://www2.ed.gov/about/offices/list/ocr/addresses.html)

### **Drug-Free Schools and Communities Act**

DeVry complies with the Drug-Free Schools and Communities Act and forbids use, possession, distribution or sale of drugs or alcohol by students, faculty or staff anywhere on University property. Anyone in violation of state, federal or local regulations, with respect to illegal drugs or alcohol, may be subject to both criminal prosecution and University disciplinary action.

### **Intellectual Property Rights**

In accordance with the law of copyright, faculty-assigned student writings, including answer material for tests, projects, research papers and business plans prepared in connection with any course, are the property of DeVry University and may be used by the University for educational purposes.

### **Student Conduct**

All students are expected to observe DeVry University's Code of Conduct. Mature behavior and conduct consistent with the highest professional standards are expected of every student while on University property or engaging in University-related online activities. DeVry University reserves the right to suspend or permanently expel students who engage in unsatisfactory conduct such as dishonesty; failure to adhere to rules and regulations, including those stated in the Code of Conduct, and failure to exhibit proper online etiquette; destruction or theft of property; participation in activity that impinges on the rights of others; or possession or consumption of alcoholic beverages or illegal drugs at any time on University premises. A detailed listing of all student rights, privileges, and responsibilities can be found in the [Student Handbook](#).

*Note: A notation is applied to the transcripts of online students who reside in New York, and to students enrolled at New York locations, who are found responsible for certain code of conduct violations or who withdraw during certain code of conduct violation proceedings.*

### **Plagiarism Prevention**

As part of our commitment to academic integrity, DeVry University subscribes to an online plagiarism prevention system. Student work may be submitted to this system, which protects student privacy by assigning code numbers, not names, to all student work stored in its databases.

### **Tardiness and Missed Class Time – Site-Based Students**

Students enrolled in blended and onsite courses (see [Course Delivery Formats](#)) are expected to be present at the beginning of, and throughout, each class meeting.

Excessive tardiness and/or early class departure may affect students' ability to master course material, and professors may consider time in class when computing students' grades.

This policy does not apply to students enrolled in online courses.

### **Rescinding Award Conferrals**

DeVry University reserves the right to sanction a student or graduate with permanent expulsion from all DeVry institutions, including other DeVry University locations. DeVry also reserves the right to rescind award conferrals if they were based on submission of documents that were forged,

fraudulent, altered, obtained inappropriately, materially incomplete or otherwise deceptive, or if a student or graduate misused DeVry academic documents.

Students or alumni who submit fraudulent documents or misuse DeVry University academic documents are afforded rights to a hearing under the Code of Conduct. The misconduct is adjudicated using procedures specified in the Code of Conduct and may result in University expulsion.

Students and graduates whose award conferrals are rescinded remain responsible for fulfilling financial obligations to any DeVry institution; federal, state and local governments; and private loan providers.

### **Student Complaint Procedures**

In general, all students should first attempt to resolve concerns orally or in writing with the individual(s) most directly connected to their complaints. If that is not appropriate or successful, students attending onsite should direct their concerns to the Location Leader for the location they attend. Students attending online should file their complaints with the student Central manager.

For all students, complaints involving allegations of disability or sex-based discrimination or harassment should be filed with the Title IX coordinator (see [Title IX Compliance](#)) All other complaints of discrimination or harassment should be filed with the Complaint Administrator for the location they attend. The Complaint Administrator may partner with Human Resources when addressing the discrimination or harassment complaint. The student handbook provides additional information on the student complaint procedure.

In compliance with state regulations for Arizona, Florida, Georgia, Illinois, Kansas, Maryland, Nevada, New Mexico, North Carolina, Oregon, Tennessee, Texas and Virginia students with complaints not resolved by the above procedure may file complaints using the following information:

Arizona State Board for Private Postsecondary Education, 1740 W. Adams, 3<sup>rd</sup> Flr., Phoenix, AZ 85007, 602.542.5709, [www.azppse.gov](http://www.azppse.gov).

Florida Department of Education, Commission for Independent Education, 325 W. Gaines Street, Suite 1414, Tallahassee, FL 32399-0400, [cieinfo@fldoe.org](mailto:cieinfo@fldoe.org), 850.245,3238 (fax), <http://www.fldoe.org/policy/cie/file-a-complaint.stml>.

Georgia Nonpublic Postsecondary Education Commission, 2082 East Exchange Place, Ste. 220, Tucker, GA 30084, 770.414.3300, <https://qnpec.georgia.gov/student-complaints>.

Illinois Board of Higher Education through the online complaint system <http://complaints.ibhe.org/> or by mail to 1 N. Old State Capitol Plaza, Ste. 333, Springfield, IL 62701-1377.

Kansas Board of Regents 1000 SW Jackson St., Ste. 520, Topeka, KS 66612, [www.kansasregents.org/academic\\_affairs/private\\_out\\_of\\_state/complaint\\_process](http://www.kansasregents.org/academic_affairs/private_out_of_state/complaint_process).

Maryland Attorney General, Consumer Protection Division, 200 St. Paul Street, Baltimore, MD 21202, 410.528.8662 or toll-free telephone number 888.743.0823, <http://www.oag.state.md.us/Consumer/complaint.htm>

Nevada Commission on Postsecondary Education, 1860 E. Sahara Ave., Las Vegas, NV 89104, [www.cpe.nv.gov](http://www.cpe.nv.gov).

New Mexico Higher Education Department, Private Postsecondary Schools Division, 2044 Galisteo St., Ste. 4, Santa Fe, NM 87505, 505.476.8400, <https://hed.state.nm.us/students-parents/student-complaints>.

North Carolina Post-Secondary Education Complaints, c/o Student Complaints, University of North Carolina System Office, 910 Raleigh Road, Chapel Hill, NC 27515-2688, or email [studentcomplaint@northcarolina.edu](mailto:studentcomplaint@northcarolina.edu).

Oregon Higher Education Coordinating Commission, 255 Capitol St. NE, Salem, OR 97310, 503.378.5690, <https://www.oregon.gov/highered/institutions-programs/private/Pages/private-postsecondary-complaints.aspx>

Any person claiming damage or loss as a result of any act or practice by this institution that may be a violation of the Title 49, Chapter 7, Part 20 or Rule Chapter 1540-01-02 may file a complaint with the [Tennessee Higher Education Commission](#), Division of Postsecondary State Authorization, Parkway Towers, Ste. 1900, Nashville 37243, 615.741.5293.

The Texas Higher Education Coordinating Board ([www.theccb.state.tx.us/studentcomplaints](http://www.theccb.state.tx.us/studentcomplaints)) rules governing student complaints in Texas can be found at [http://texreg.sos.state.tx.us/public/readtac\\$ext.ViewTAC?tac\\_view=5&ti=19&pt=1&ch=1&sch=E&rl=Y](http://texreg.sos.state.tx.us/public/readtac$ext.ViewTAC?tac_view=5&ti=19&pt=1&ch=1&sch=E&rl=Y)

In Virginia, students who do not feel they received a satisfactory resolution to their complaint may contact the State Council of Higher Education for Virginia (SCHEV, Attn: Private and Out-of-State Postsecondary Education, 101 N. 14th St., James Monroe Bldg., Richmond, VA 23219) as a last resort in the complaint process. Students will not be subject to adverse action as a result of initiating a complaint with SCHEV.

The Virginia State Approving Agency (SAA), is the approving authority of education and training programs for Virginia. Their office investigates complaints of GI Bill<sup>®2</sup> beneficiaries. While most complaints should initially follow the school grievance policy, if the situation cannot be resolved at the school, the beneficiary may contact the SAA office via email [saa@dvs.virginia.gov](mailto:saa@dvs.virginia.gov).

Students not satisfied with the final disposition of the complaint process may contact the state licensing authority, the University's accreditor or the state attorney general. A list of contact information for state licensing authorities and/or state attorney general offices is located at <https://www.devry.edu/compliance/student-complaint-procedure.html>.

### **Campus Crime and Security Act**

DeVry University complies with the Campus Crime and Security Act of 1990 and publishes the required campus crime and security report on October 1 of each year. A copy of the crime and security report can be obtained from the U.S. Department of Education's Campus Safety and Security Data Analysis website at <http://ope.ed.gov/security>.

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<sup>2</sup> GI Bill<sup>®</sup> is a registered trademark of the U.S. Department of Veterans Affairs (VA). More information about education benefits offered by VA is available at the official U.S. government Web site at <https://www.benefits.va.gov/gibill>.

Should students be witnesses to or victims of a crime, they should immediately report the incident to the local law enforcement agency. Emergency numbers are located throughout the University.

### **Safety Information**

The security of all members of the University community is a priority. Each year, DeVry publishes a report outlining security and safety information, as well as crime statistics for the University community. This report provides suggestions about crime prevention strategies as well as important policy information on emergency procedures, reporting of crimes and support services for victims of sexual assault. The report also contains information about DeVry University's policy on alcohol and other drugs, and informs students where to obtain a copy of the policy. This report is available from the chief location administrator or by calling 800.733.3879.

For students attending locations in New York, the Advisory Committee on Campus Safety will provide upon request all campus crime statistics as reported to the United States Department of Education.

### **Academic Freedom**

DeVry University supports development of autonomous thought and respect for others' ideas. As such, members of the DeVry community, including students and faculty, should feel free to discuss their questions and express their opinions both publicly and privately within the boundaries of the Code of Conduct and other reasonable behavioral expectations, noting in their expressions or demonstrations that they speak for themselves only.

## Nationwide Locations

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DeVry University offers classes at nationwide locations, online and through extended classrooms. More information, including program availability at each location, is available via each location link below.

### Arizona

#### [Glendale](#)

6751 N. Sunset Blvd., Ste. 330, Glendale, AZ 85305  
623.872.3240

#### [Mesa](#)

1201 S. Alma School Rd., Ste. 5450, Mesa, AZ 85210  
480.827.1511

#### [Phoenix](#)

2149 W. Dunlap Ave., Phoenix, AZ 85021  
602.749.7301

### California

#### [Folsom](#)

950 Iron Point Rd., Ste. 100, Folsom, CA 95630  
855.577.1494

#### [Long Beach](#)

3880 Kilroy Airport Way, Long Beach, CA 90806  
562.427.0861

#### [Newark](#)

8000 Jarvis Avenue, Ste. 220, Newark, CA 94560  
510.574.1200

#### [Ontario](#)

2970 E. Inland Empire Boulevard, Ste. 100, Ontario, CA 91764  
909.622.8866

#### [San Diego](#)

2655 Camino Del Rio North, Ste. 205, San Diego, CA 92108  
619.683.2446

#### [San Jose](#)

2160 Lundy Ave., Ste. 250, San Jose, CA 95131  
408.571.3760

#### [Sherman Oaks](#)

15301 Ventura Blvd., Bldg. D-100, Sherman Oaks, CA 91403  
818.713.8111

### Colorado

#### [Westminster](#)

1870 W. 122nd Ave., Westminster, CO 80234  
303.280.7400

### Florida

The Jacksonville, Miramar, and Orlando campuses feature modern classrooms with appropriate learning technology for our students. Each classroom is equipped with LCD projectors wired to a desktop computer in the classroom for teaching and learning. There are lecture rooms as well as wired classrooms providing adequate space for students to connect their own devices or use a workstation/laptop available in the classroom. All campuses have Wi-Fi internet access throughout the DeVry space. The DeVry University Library is virtual – eBooks, journals, online databases and other resources can be accessed

through a single, unified search at [devry.edu/library](http://devry.edu/library). The Florida campuses are accessible from major streets and highways.

[Jacksonville](#)

5200 Belfort Rd., Ste. 175, Jacksonville, FL 32256  
904.367.4942

[Miramar](#)

2300 SW 145th Ave., Miramar, FL 33027  
954.499.9775

[Orlando](#)

7352 Greenbriar Pkwy., Orlando, FL 32819  
407.345.2800

**Georgia**

[Alpharetta](#)

555 North Point Center East, Ste. 175, Alpharetta, GA 30022  
770.619.3600

[Atlanta Cobb](#)

3225 Cumberland Boulevard, Ste 100, Atlanta, GA 30339  
770.916.3704

[Decatur](#)

1 West Court Square, Ste. 600, Decatur, GA 30030  
404.270.2700

[Duluth](#)

3505 Koger Blvd., Ste. 100, Duluth, GA 30096  
770.381.4400

[Stockbridge](#)

675 Southcrest Pkwy., Ste. 100, Stockbridge, GA 30281  
678.284.4700

**Illinois**

DeVry's Illinois locations throughout the Chicagoland area and its surrounding suburbs offer spacious standard and computer classrooms; electronics and network labs; a comfortable learning commons area for study and tutoring; and a vending area. The locations serve both undergraduate and graduate students seeking degree and certificate credentials.

[Addison](#)

1221 N. Swift Rd., Addison, IL 60101  
630.953.1300

[Chicago](#)

1900 W. Lawrence Ave., Chicago, IL 60618  
773.929.8500

[Chicago Loop](#)

200 W. Adams Street, Ste. 1950, Chicago, IL 60606  
312.372.4900

[Gurnee](#)

1325 Tri-State Pkwy., Ste. 120, Gurnee, IL 60031  
847.855.2649

[Naperville](#)

1200 E. Diehl Rd., Naperville, IL 60563  
630.428.9086

[Tinley Park](#)

18624 W. Creek Dr., Tinley Park, IL 60477  
708.342.3300

**Indiana**

[Merrillville](#)

8488 Georgia Street, Merrillville, IN 46410  
219.736.7440

**Missouri**

[Kansas City](#)

1310 E. 104<sup>th</sup> St., Ste. 120, Kansas City, MO 64131  
816.943.7300

*DeVry's Kansas City location is located south of downtown Kansas City and offers nine spacious standard and computer classrooms; electronics and network labs; a comfortable learning commons area for study and tutoring; and a vending area. The location serves undergraduate and graduate students seeking degree and certificate credentials.*

**Nevada**

[Henderson](#)

2490 Paseo Verde Pkwy., Ste. 150, Henderson, NV 89074  
702.933.9700

*DeVry's Henderson location is located in Green Valley, a resort area just a few miles from Las Vegas. The location offers spacious classrooms, a fully wired computer lab and a comfortable commons area.*

**New Jersey**

[Iselin](#)

517 Route 1 S, Ste., 1000, Iselin, NJ 08830732.  
729.3960

[Paramus](#)

35 Plaza, 81 E. State Rte. 4, 3<sup>rd</sup> Flr., Paramus, NJ 07652  
201.556.2840

**New York**

[Midtown Manhattan](#)

DeVry College of New York  
180 Madison Ave., 12th Flr., Ste. 1200 (Entrance on 34<sup>th</sup> St.)  
New York, NY 10016  
212.312.4300

[Queens](#)

DeVry College of New York  
99–21 Queens Blvd., Rego Park, NY 11374  
718.575.7100

**North  
Carolina**

[Charlotte](#)

2015 Ayrsley Town Blvd., Ste. 109, Charlotte, NC 28273  
704.697.1020

*Nearby healthcare services are available at Carolinas HealthCare System Pineville, 10628 Park Road, Charlotte, NC, 28210, 704.667.1000*

Raleigh

555 Fayetteville Street, Ste. 300, Raleigh, NC 27601  
919.463.1380

*Nearby healthcare services are available at WakeMed Raleigh Campus, 3000  
New Bern Avenue, Raleigh, NC 27610, 919.350.8000*

**Ohio**

Cincinnati

8800 Governors Hill Dr., Ste. 100, Cincinnati, OH 45249  
513.583.5000

***Cincinnati Address Effective for the January 2021 Session:***

3825 Edwards Rd., Ste. 103, Cincinnati, OH 45209

Columbus

2 Easton Oval, Ste. 210, Columbus, OH 43219  
614.253.1525

Seven Hills

4141 Rockside Rd., Ste. 110, Seven Hills, OH 44131  
216.328.8754

**Pennsylvania**

Ft. Washington

1015 Virginia Dr., Ste. 110, Ft. Washington, PA 19034  
215.591.5700

Philadelphia

1800 JFK Blvd., Ste. 200, Philadelphia, PA 19103  
215.568.2911

**Tennessee**

Nashville

3343 Perimeter Hill Dr., Ste. 200, Nashville, TN 37211  
615.445.3456

***Nashville Address Effective for the January 2021 Session:***

301 S. Perimeter Park Dr., Ste. 100, Nashville, TN 37211

**Texas**

Irving

4800 Regent Blvd., Ste. 200, Irving, TX 75063  
972.929.6777

San Antonio

618 NW Loop 410, Ste. 202, San Antonio, TX 78216  
210.524.5400

**Virginia**

Arlington

1400 Crystal Dr., Ste. 120, Arlington, VA 22202  
703.414.4000

Chesapeake

1317 Executive Blvd., Ste. 130, Chesapeake, VA 23320  
757.382.5680

**Online**

Home Office and Online Administrative Office

1200 E. Diehl Rd.  
Naperville, IL 60563  
p. 800.231.0497 – Admissions  
p. 877.496.9050 f. 877-453-3879 – Student Services  
[www.devry.edu](http://www.devry.edu)



## Course Locations

*A limited number of courses may also be offered at the following locations.*

**California** Twentynine Palms Marine Air Ground Task Force Training Center  
1530 6th St. Twentynine Palms CA 92278

**Illinois** UPS Illinois District, Addison  
104 S. Lombard Rd., Addison, IL 60101

*Note:* Classes offered only for eligible employees of the UPS Illinois District.

**Texas** Austin  
316 West 12th Street Austin, TX 78701 512.231.2500

## Leadership, Administrators & Full-Time Faculty

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Learn about those who back all DeVry University programs and services – a solid core of professionals who bring their expertise to the University to enhance our value to students and the communities we serve.

### **DeVry University and its Keller Graduate School of Management Leadership**

#### **DeVry University Board of Trustees**

The DeVry University Board of Trustees is an independent board responsible for reviewing and approving the University's mission, policies, strategic plan, annual operating plan, award of degrees, and matters related to governance of the University.

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U.S. Sales, HP Inc.

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1871, Chicago's Center for Technology and Entrepreneurship

In addition to the above independent Trustees:

Thomas L. Monahan III, Ex Officio Board Member  
President & CEO  
DeVry University

## **DeVry New Jersey Advisory Board**

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Thomas L. Monahan III  
President & CEO

Shantanu Bose, PhD  
Chief Academic Officer

F. Willis Caruso, Jr.  
Secretary

Sarah Fischer  
Assistant Secretary

John Lorenz  
Treasurer & Chief Financial Officer

Alice Zhong  
Assistant Treasurer

## Administrators and Full-Time Professors

To ensure that students gain the most relevant education, DeVry University and its Keller Graduate School of Management combine the expertise of seasoned education administrators and a nationwide faculty of dedicated professors. Together, these professionals focus squarely on making your academic experience valuable, meaningful and relevant to employers' needs.

Nearly all faculty hold master's degrees, PhDs or other doctorate degrees and bring their passion for teaching to the learning environment every day. Through rigorous training, the University prepares new professors to teach and fully supports *all* faculty in their ongoing dedication to educational excellence. Our professors rely on thorough curriculum guides to present courses and then supplement course delivery with various instructional activities geared toward students' career success.

In addition, to remain current on advances in their fields, many faculty and administrators actively participate in leading industry professional organizations, as well as in organizations dedicated to excellence in education programs and services.

The following pages present University administrators followed by full-time professors teaching within each state, and online. Faculty may teach at the graduate or undergraduate level; often they teach courses at both levels. Information on professors teaching at a specific location is available from local staff members.

A comprehensive list of employed visiting professors who teach onsite and/or online is available via [www.devry.edu/d/onlinevisitingprof.pdf](http://www.devry.edu/d/onlinevisitingprof.pdf).

## Administrators

### Deans of Campuses & Location Leaders

**Regina Campbell**  
Dean of Campuses  
PhD, Regent University

**Jeunet A. Davenport**  
Dean of Campuses  
MA, University of Phoenix

**Abel Okagbare**  
Dean of Campuses  
MPA, Eastern Michigan University  
EdD, Northcentral University

**Dina Soliman**  
Dean of Campuses  
MBA, Keller Graduate School of Management

STATE	LOCATION	ADMINISTRATOR
ARIZONA	Glendale	<b>Erin Woods</b> Center Dean MBA, Keller Graduate School of Management
	Mesa	
	Phoenix	
CALIFORNIA	Folsom	<b>Emily McShane</b> Center Dean BS. DeVry University
	Long Beach	<b>Laura Knapp</b> Center Dean MBA, University of Southern California
	Newark	<b>Dina Soliman</b> Dean of Campuses MBA, Keller Graduate School of Management
	Ontario	<b>Dina Soliman</b> Dean of Campuses MBA, Keller Graduate School of Management
	San Diego	<b>Dina Soliman</b> Dean of Campuses MBA, Keller Graduate School of Management
	San Jose	<b>Dina Soliman</b> Dean of Campuses MBA, Keller Graduate School of Management
	Sherman Oaks	<b>Keana Jarvis</b> Center Dean MA, Webster University
COLORADO	Westminster	<b>Nate Thomas</b> Center Dean MEd, Northeastern University
FLORIDA	Jacksonville	<b>Charles Harbin</b> Center Dean BA, University of Cincinnati
	Miramar	<b>Jacqueline Christophe-Hayot</b> Center Dean MBA, Kaplan University
	Orlando	<b>Abel Okagbare</b> Dean of Campuses MPA, Eastern Michigan University EdD, Northcentral University
GEORGIA	Alpharetta	<b>Teresa Page</b> Center Dean MBA, Keller Graduate School of Management
	Atlanta Cobb	<b>Dawn Moore</b> Center Dean MBA, Shorter University
	Decatur	
	Duluth	<b>Teresa Page</b> Center Dean MBA, Keller Graduate School of Management
Stockbridge	<b>Dawn Moore</b> Center Dean MBA, Shorter University	

STATE	LOCATION	ADMINISTRATOR
ILLINOIS	Addison	<b>Mary Wahlbeck</b> Center Dean MA, Lewis University
	Chicago	<b>Ruth Pineda</b> Center Dean BA, DePaul University
	Chicago Loop	
	Gurnee	<b>Jeunet A. Davenport</b> Dean of Campuses MA, University of Phoenix
	Naperville	<b>Mary Wahlbeck</b> Center Dean MA, Lewis University
	Tinley Park	<b>Brandon Diedrich</b> Campus Dean BS, Illinois State University
INDIANA	Merrillville	<b>Brandon Diedrich</b> Campus Dean BS, Illinois State University
MISSOURI	Kansas City	<b>Rohn Benbrook</b> Center Dean MBA, Keller Graduate School of Management
NEVADA	Henderson	<b>Wendell Myers</b> Center Dean
NEW JERSEY	Iselin	<b>Chad Maldonado</b> Center Dean
	Paramus	MBA, Keller Graduate School of Management MHRM, Keller Graduate School of Management
NEW YORK	Midtown Manhattan	<b>Phil Balsamo</b> Center Dean
	Rego Park (Queens)	BS, SUNY New Paltz
NORTH CAROLINA	Charlotte	<b>Regina Campbell</b> Dean of Campuses
	Raleigh	PhD, Regent University
OHIO	Cincinnati	<b>Jeunet A. Davenport</b> Dean of Campuses MA, University of Phoenix
	Columbus	<b>Lauren Wittke</b> Center Dean MBA, Daniel Webster College
	Seven Hills	<b>Caroline LeBel-Smith</b> Center Dean MBA, Université de Moncton
PENNSYLVANIA	Ft. Washington	<b>Waleed Yousef</b> Center Dean
	Philadelphia	Bachelor of Arts, Arcadia University
TENNESSEE	Nashville	<b>Tonia McDermott</b> Center Dean MBA, Western International University
TEXAS	San Antonio	<b>Ana Lopez Ward</b> Center Dean MS, Argosy University
	Irving	<b>Christopher Myrben</b> Center Dean MA, University of the Rockies
VIRGINIA	Arlington	x <b>Kenneth Rubongoya</b> Center Dean BA, James Madison University
	Chesapeake	<b>Christine Ettehad</b> Center Dean MS, Indiana University

## **National Deans of the Colleges and Program Directors**

**Lenore Goldberg**

**JD, Brooklyn Law School**

National Dean of Colleges and Curriculum

Colleges of Business & Management and Liberal Arts & Sciences, and Keller Graduate School of Management

**William Phillips**

**PhD, Arizona State University**

National Dean of Colleges and Curriculum

Colleges of Engineering & Information Sciences, Health Sciences, and Media Arts & Technology

## Full-Time Professors

### ALABAMA

Stephen Volz  
Program Chair – *Virtual*  
MBA, The University of Alabama at Birmingham  
DBA, University of Phoenix

### ARIZONA

Rick J. Bird  
Senior Professor  
MPM, Keller Graduate School of Management  
MS, University of Illinois at Springfield

Roger S. Gulledge  
Professor - *Virtual*  
MBA, Keller Graduate School of Management

Aaron Marmorstein  
Professor – *Virtual*  
MS, Arizona State University  
PhD, Oregon Health & Science University

Peter Newman  
Professor  
MBA, Pfeiffer University  
PhD, Capella University

Veronica L. Schreiber  
Senior Professor  
MA, University of Arizona

Joan L. Snyder  
Assistant Professor  
MEd, Northern Arizona University

Elizabeth St. James  
Associate Professor – *Virtual*  
MPA, MBA, Keller Graduate School of  
Management  
DHA, Capella University

Linda Wayerski  
Associate Professor  
MBA, Baker University  
MHRM, Keller Graduate School of Management  
PhD, Northcentral University

Sean T. Wright  
Professor  
MBA, Babson College  
MAFM, Keller Graduate School of Management  
EdD, Northcentral University

### CALIFORNIA

Mehdi Arjomandi  
Professor  
MS, California State University

Raef J. Assaf  
Associate Professor  
MBA, Wayne State University  
DBA, Argosy University

Ahmed Azam  
Senior Professor  
MISM, Keller Graduate School of Management  
MS, California State University

Bashker Biswas  
Senior Professor  
MBA, University of Wisconsin  
PhD, Golden Gate University

Andrea Dominguez  
Professor  
MA, University of Arizona  
PhD, University of California

Gary Foster  
Professor  
MBA, The University of Utah

Joel H. Frazier Jr.  
Senior Professor  
MBA, MAFM Keller Graduate School of  
Management

William Garrison  
Professor - *Virtual*  
MBA, University of La Verne  
MA, California State University

Gary P. Giomi  
Professor  
MISM, Keller Graduate School of Management



Andrea Henne  
Professor - *Virtual*  
MAEd, EdD, University of California

Paula C. Herring  
Professor  
MBA, University of Phoenix  
EdD, Fielding Graduate University

Stanley Hong  
Professor  
MAcc, University of Southern California

Alireza Kavianpour  
Senior Professor  
MS, Oklahoma State University  
PhD, University of Southern California

Victoria H. Kim  
Senior Professor  
MA, Monterey Institute of International Studies  
MS, Brigham Young University  
EdD, Pepperdine University

Paul K. Kohara  
Professor  
MBA, San Francisco State University

Alex M. Leung  
Senior Professor  
MS, University of Colorado

James Lewis  
Associate Professor  
MTM, Keller Graduate School of Management

Michael W. Magro  
Professor - *Virtual*  
MIT, American InterContinental University  
DPDS, University of Southern California

Michael G. Milford  
Professor  
MBA, University of Puget Sound

Tyson E. Moore  
Professor  
MS, Central Michigan University  
PhD, Trident University International

Mostafa Mortezaie  
Professor  
MA, University of Southern California  
MS, PhD, University of California

Mohammad R. Muqri  
Professor  
MS, The University of Tennessee  
MD, Spartan Health Sciences University

John L. Murphy  
Senior Professor  
MA, Claremont Graduate University  
PhD, University of California

Carlos Perez  
Professor  
MS, Florida State University

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## Supplemental Information as of November 2, 2020

Keller's 2020–2021 Academic Catalog, Volume XVI, is now in effect. The following significant changes have been implemented beginning with the original publication on July 13, 2020. Additions/amendments incorporated since the most recent publication are noted in red and appear at the top of the table below. Because changes/updates can affect the catalog layout, entries in black in the table below may no longer correspond to the page numbers indicated.

Date Change Published	Page(s) on Which Change Appears	Change/Update
11.2.20	8	Information in Cycle 2 of the Academic Calendar was updated.
11.2.20	87	Information about Disability Accommodations was added within Student Services
11.2.20	88	Information about the Residency Requirements was updated within Academic Policies to add the MITM program
11.2.20	135	Information within Student Complaint Procedures was updated
11.2.20	Throughout	Removed references to PROJ605
9.14.20	8	Information in Cycle 1 of the Academic Calendar was updated.
9.14.20	122	Information within Financial Aid was updated for the 2020-2021 award year.
7.13.20	8	Information in Cycle 2 of the Academic Calendar was updated.
7.13.20	14-18	The Approvals section was renamed State Authorization and updated accordingly.
7.13.20	72	Within Course Description, course descriptions were updated for the following courses: PROJ586, PROJ587, PROJ592, PROJ595, PROJ598, PROJ601
7.13.20	85	Within Commuter-Friendly Locations, a note was added regarding state authorization.
7.13.20	90	Within Academic Policies, added information about stackable programs.
7.13.20	97	Within Location Transfers, a note was added regarding state authorization.
7.13.20	107	The section Additional Academic Progress Information for Students Receiving Veterans Education Benefits was updated.