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In New York State, DeVry University and its Keller Graduate School of Management operate as DeVry College of New York.
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 with 19 concentrations, 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 on-campus 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,

Robert Paul
President, DeVry University
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Volume XII; effective July 1, 2016. Information updated after this date, including additions and amendments, is available via www.keller.edu/catalog. It is the responsibility of applicants and students to check for updates.

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 July 1, 2016.

DeVry University, Inc. is a wholly owned subsidiary of DeVry Education Group. Becker Professional Education is owned and operated by Becker Professional Development Corp. Administrative offices are located at 3005 Highland Pkwy., Ste. 700, Downers Grove, IL 60515, 630.515.7700. Photographs in this catalog include representation of DeVry University sites system-wide.

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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, DeVry University, including 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. Additionally, most Keller project management offerings, including our MPM program, are accredited by the PMI® Global Accreditation Center. (See Accreditation to learn which programs are PMI-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.

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, DeVry Education Group acquired Becker CPA Review, 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: Credible and Flexible

Practitioner Orientation
Since its inception, Keller Graduate School of Management has drawn strength from our practitioner professors, who offer students a real-world perspective and are committed to excellence in teaching.

Keller students are working adults who bring their diverse experience to the classroom and want – and insist on – useful and relevant instruction. To that end, we deliver our educational programs through a faculty of practicing business professionals who face the challenges of a complex, competitive and rapidly changing business environment every day. They bring their vast industry knowledge and topical expertise to the learning environment to emphasize concepts and practical applications most beneficial to students.

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 have solid academic and professional credentials and 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 objectives and real-world standards of excellence. Professors are also highly focused on effective classroom presentation.

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.

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.

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 International
- 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

Connections and Memberships
Flexible Programs
Through diverse curricula and program configurations, we provide the high-quality and convenient education students need to build management skills and advance to positions of greater responsibility and reward. Unique to each curriculum is the option to custom-design a portion of the program* to suit personal interests and career goals.

Through the University’s College of Business & Management, Keller offers master’s degree programs in:
- Business Administration
- Accounting
- Accounting & Financial Management
- Human Resource Management
- Public Administration
- Project Management

In addition, Keller offers the following programs through the University’s College of Engineering & Information Sciences:
- Information Systems Management
- Network & Communications Management

Graduate certificates in a variety of disciplines are also available for students who wish to develop their expertise without completing an entire degree program. Certificates are available in Accounting, Business Administration, Business Intelligence & Analytics Management, CPA Preparation, Customer Experience Management, Entrepreneurship, Financial Analysis, Global Supply Chain Management, Health Services Management, Human Resource Management, Information Security, Information Systems Management, Network & Communications Management, and Project Management.

Program availability varies by location.

Accreditation
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.hlccommission.org. The University's Keller Graduate School of Management is included in this accreditation.

The HLC is one of eight regional agencies that accredit U.S. colleges and universities at the institutional level; is recognized by both the U.S. Department of Education and the Council for Higher Education Accreditation; and accredits approximately one-third of U.S. regionally accredited public and private institutions. Accreditation provides assurance to the public and to prospective students that standards of quality have been met.

DeVry University is a member of the Council for Higher Education Accreditation, 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), demonstrating that they have met standards of business education that promote teaching excellence: Business Administration, Accounting & Financial Management, 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 Business Administration with a specialization in Accounting; Master of Accounting & Financial Management.

PMI
The following Keller programs are accredited by the Project Management Institute’s Global Accreditation Center: 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.

SHRM
The Society for Human Resource Management has acknowledged that the Master of Human Resource Management program fully aligns with SHRM’s HR Curriculum Guidebook and Templates. More information on SHRM is available via www.shrm.org.

Approvals
Arizona: DeVry is authorized to operate and grant degrees by the Arizona State Board for Private Postsecondary Education, 1400 W. Washington St., Phoenix 85007, 602.542.5709.

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 www.bppe.ca.gov.

* not available to all students
** In New York, DeVry University operates as DeVry College of New York. DeVry University operates as DeVry Institute of Technology in Calgary, Alberta. 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. Degrees are not offered or conferred in Alberta by DeVry Institute of Technology - Calgary, nor are they approved by Alberta Advanced Education and Technology.
Colorado: DeVry is approved to operate by the Colorado Commission on Higher Education, 1290 Broadway, Denver 80203, 303.866.2723.

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 W. Gaines St., Ste. 1414, Tallahassee 32399-0400, toll-free telephone number 888.224.6684. DeVry University is a subsidiary of, and operated by, DeVry University, Inc., 3005 Highland Pkwy., Downers Grove, IL 60515.

Georgia: DeVry is authorized to operate by the Georgia Nonpublic Postsecondary Education Commission, 2082 E. Exchange Pl., Ste. 220, Tucker 30084, 770.414.3300.


Indiana: This institution is authorized by: The Indiana Commission for Higher Education/The Indiana Board for Proprietary Education, 101 W. Ohio St., Ste. 300, Indianapolis 46204-4206.

Kansas: DeVry is approved by the Kansas Board of Regents, 1000 SW Jackson St., Ste. 520, Topeka 66612, 785.296.3421.

Kentucky: DeVry University is licensed by the Kentucky Council on Postsecondary Education, 1024 Capital Center Dr., Ste. 320, Frankfort 40601, 502.573.1555.

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

Minnesota: DeVry University is registered with the Minnesota Office of Higher Education pursuant to Minnesota Statutes 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.

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

Nevada: DeVry is licensed to operate in the state of Nevada by the Nevada Commission on Postsecondary Education, 8778 S. Maryland Pkwy., Ste. 115, Las Vegas 89123, 702.486.7330.

New Jersey: DeVry is licensed by the New Jersey Office of the Secretary of Higher Education, P.O. Box 542, Trenton 08625-0542, 609.292.4310.

New York: Keller Graduate School of Management at DeVry College of New York 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 Ave., 5 North Mezzanine, Albany 12234, 518.474.2593. The following programs are registered with the state: Master of Science in Accounting and Financial Management; Master of Business Administration in Management; and Master of Science in Information Systems Management.

North Carolina: DeVry has been evaluated by the University of North Carolina (910 Raleigh Rd., Chapel Hill 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 Licensing Department at DeVry Education Group.

Ohio: DeVry holds a Certificate of Authorization by the Ohio Department of Higher Education, 30 E. Broad St., Columbus 43215, 614.466.6000.

Oklahoma: DeVry University is authorized to offer degree programs by the Oklahoma State Regents for Higher Education, 655 Research Pkwy., Ste. 200, Oklahoma City 73104, 405.225.9100.

Pennsylvania: DeVry is approved and authorized to operate by the Pennsylvania Department of Education, 333 Market St., Harrisburg 71726, 717.783.9255. 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 affairs: lengthened class sessions, pre-course readings, team projects, group meetings.

Tennessee: DeVry University is authorized by the Tennessee Higher Education Commission, Parkway Towers, Ste. 1900, Nashville 37243, 615.741.5293. This authorization must be renewed each year and is based on an evaluation by minimum standards concerning quality of education, ethical business practices, health and safety, and fiscal responsibility.

Texas: DeVry is authorized to grant degrees by the Texas Higher Education Coordinating Board, Box 12788, Austin 78711, 512.427.6225, 512.427.6168 fax. Eligibility to sit for the Certified Public Accountant (CPA) exam and be licensed as a CPA in Texas requires CPA applicants to have attended an institution accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS), or by a specialized or professional accrediting organization such as the Accreditation Council for Business Schools and Programs (ACBSP). DeVry University has achieved voluntary accreditation from the ACBSP for certain business programs. See Institutional Accreditation as well as Programmatic Accreditation and Recognition for additional information.

DeVry University programs are not approved or regulated by the Texas Workforce Commission.
Virginia: DeVry is certified to operate by the State Council of Higher Education for Virginia, 101 N. 14th St., Richmond 23219, 804.255.2621.

Washington: DeVry University is authorized by the Washington Student Achievement Council and meets the requirements and minimum educational standards established for degree-granting institutions under the Degree-Granting Institutions Act. This authorization is subject to periodic review and authorizes DeVry University to advertise and recruit for specific degree programs. The Council may be contacted for a list of currently authorized programs. Authorization by the Council does not carry with it an endorsement by the Council of the institution or its programs. Any person desiring information about the requirements of the act or the applicability of those requirements to the institution may contact the Council at P.O. Box 43430, Olympia, WA 98504-3430.

Selected programs of study at DeVry University are approved by the Workforce Training and Education Coordinating Board’s State Approving Agency (WTECB/SAA) for enrollment of those eligible to receive benefits under Title 38 and Title 10, USC.

DeVry University does not and will not provide any commission, bonus, or other incentive payment based directly or indirectly on success in securing enrollment or financial aid to any persons or entities engaged in any student recruiting or admissions activities or in making decisions regarding the award of student financial assistance.

Wisconsin: DeVry is approved by the Wisconsin Educational Approval Board, 201 W. Washington Ave., 3rd Flr., Madison 53708-8696, 608.266.1996.

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.

The Keller Advantage

Convenient Schedules
Balancing family, career and education commitments can be challenging. At Keller, we help ease the process through our convenient course schedules and online course delivery.

Our flexible schedule features 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 a student matriculates, he/she is 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.

<table>
<thead>
<tr>
<th>Semester</th>
<th>Cycle 1 Sessions</th>
<th>Cycle 2 Sessions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring</td>
<td>January, March</td>
<td>March, May</td>
</tr>
<tr>
<td>Summer</td>
<td>May, July</td>
<td>July, September</td>
</tr>
<tr>
<td>Fall</td>
<td>September, November</td>
<td>November, January</td>
</tr>
</tbody>
</table>

Certain processes are conducted on a session basis; others are conducted on a semester basis.
Service to Working Adults
At Keller, we're committed to streamlining the education process in every way possible. All administrative procedures, including registration, can be completed via the Internet, by fax or mail, or in person before class or during class breaks. Staff members are available when students are present to provide advising or to meet other education-related needs.

Keller is also committed to providing students with electronic access to the same full range of support services available onsite. Through http://my.keller.edu, students can:
• Access admission and registration information
• Obtain career services information
• Access academic advising
• Learn about financing options
• View/pay their bill

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 objectives 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.

In some cases students will be required to take a substantial amount of coursework online or travel to another local site offering coursework required to complete their program.

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).

Onsite, Online, or Both
With Keller Graduate School of Management, take your own path to success, achieving your educational goals on your terms.

Tailor Coursework to Your Career Interests
• Keller’s MBA program features a choice of 19 concentrations and at least six elective opportunities – more than many other schools’ programs.
• Our programs feature an array of relevant concentrations so you can study content that matters most to your career.
• Coursework is delivered in a way that enables you to quickly apply what’s learned in class to your workplace, thereby generating immediate payback on your educational investment.

Earn Your Degree at Your Own Pace
• Keller lets you choose your sessions of enrollment to help balance work commitments and personal priorities.
• Our unique schedule features six eight-week sessions each year so graduate school fits easily into your busy schedule.
• You can begin during any session throughout the year, take a session off if necessary and easily resume study to complete your graduate degree.

Learn at Your Convenience
• Enroll in onsite classes at one or more of Keller’s convenient locations near where you work or live.
• Select online courses to fit your schedule, or perhaps take your entire program online.
• Get the best of both – mix and match onsite and online courses to fit your schedule or course needs.
The all-online format integrates today’s high-tech capabilities with the University’s proven methodology. Typical online learning technologies include:

- The online site, [http://devryu.net](http://devryu.net), 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 objectives by assessing performance on individual assignments, quizzes and exams.

**Commuter-Friendly Locations**

For students choosing to attend classes onsite, the University offers the convenience of campus 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.

**Program for Assistance in Special Situations**

In keeping with our long tradition of serving working adults and determination to see students succeed, we offer a support program called PASS – Program for Assistance in Special Situations. PASS allows students to retake one course (either an already completed course or a course from which they withdrew) at no additional cost.

PASS may be applied to a single Keller course only, regardless of the number of credit hours awarded for the course. PASS is not available when enrolling for credit in a course that was previously audited, or for which the student previously received transfer credit, a waiver or an exemption. More information is available from any chief location administrator.

**Supportive Learning Environment**

Through our computer-based instructional provider, students and faculty have unlimited access to more than 2,900 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 enhances 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

For more than two decades, Keller has led the way in leveraging the Internet to deliver high-quality education online. Take advantage of Keller’s dynamic online learning and pursue your educational goals on your schedule.

- Fulfill course requirements from your home, the office, or even while traveling for business or pleasure.
- Online courses feature the same content as those offered onsite. Plus online delivery provides you with easy access to Keller’s portfolio of more than 180 courses.
- You can benefit from professors who are experienced in online course facilitation.
- Conveniently access everything you need online 24-7: class syllabi and assignments, faculty presentations, discussion boards, the online library, the online bookstore and more.

**Devry Online**

1200 E. Diehl Rd.
Naperville, IL 60563
800.839.9009 – Admissions
877.496.9050 – Student Services
[www.keller.edu/online-learning.html](http://www.keller.edu/online-learning.html)

The people and support services backing your online learning experience are located at DeVry Online, in Naperville, Illinois.
University Mission and Values

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 80 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.

DeVryWORKS
In response to the growing need for improved organizational performance, as well as employee retention and skills development, DeVry University, its Keller Graduate School of Management and Becker Professional Education established DeVryWORKS, formerly the Keller Center for Corporate Learning.

As leaders in practitioner-based education and training, we offer a unique suite of solutions addressing organizations’ need for advanced degree offerings as well as undergraduate degree-completion programs. DeVryWORKS helps spark growth and productivity through tailored educational approaches to today’s pressing challenges, including:

• Retaining valuable employees and enhancing their technical skills
• Improving essential managerial skills
• Ensuring successful completion of critical projects
• Complying with regulatory mandates

The Right Equation for Success
Our courses, aligned with organizations’ goals, and available when and where they’re needed, are taught by practicing professionals who share their expertise and business insight to engage learners and achieve measurable results. Flexible delivery options enable employees to balance work and personal schedules while steadily progressing toward their educational goals. For added convenience, classes can be taken across our network of 90+ Keller locations; online, for global access; and often at organizations’ worksites.

To learn more, visit www.devryworks.com.
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DeVry University offers the flexibility of campus locations nationwide, online or both. More information, including program availability at each location, is available via the web addresses shown below.

<table>
<thead>
<tr>
<th>State</th>
<th>Location</th>
<th>Address</th>
<th>Phone</th>
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<tbody>
<tr>
<td>Arizona</td>
<td>Glendale</td>
<td>6751 N. Sunset Blvd., Glendale, AZ 85305</td>
<td>623.872.3240</td>
<td><a href="http://www.keller.edu/graduate-school-campus/glendale-arizona-campus">www.keller.edu/graduate-school-campus/glendale-arizona-campus</a></td>
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<tr>
<td></td>
<td>Mesa</td>
<td>1201 S. Alma School Rd., Mesa, AZ 85210</td>
<td>480.827.1511</td>
<td><a href="http://www.keller.edu/graduate-school-campus/mesa-arizona-campus">www.keller.edu/graduate-school-campus/mesa-arizona-campus</a></td>
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<tr>
<td></td>
<td>Phoenix</td>
<td>2149 W. Dunlap Ave., Phoenix, AZ 85021</td>
<td>602.749.7301</td>
<td><a href="http://www.keller.edu/graduate-school-campus/phoenix-arizona-campus">www.keller.edu/graduate-school-campus/phoenix-arizona-campus</a></td>
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<tr>
<td>California</td>
<td>Anaheim</td>
<td>1900 S. State College Blvd., Anaheim, CA 92806</td>
<td>714.935.3200</td>
<td><a href="http://www.keller.edu/graduate-school-campus/anaheim-california-campus">www.keller.edu/graduate-school-campus/anaheim-california-campus</a></td>
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<td></td>
<td>Folsom</td>
<td>950 Iron Point Rd., Folsom, CA 95630</td>
<td>855.577.1694</td>
<td><a href="http://www.keller.edu/graduate-school-campus/folsom-california-campus">www.keller.edu/graduate-school-campus/folsom-california-campus</a></td>
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<td>Fremont</td>
<td>6600 Dumbarton Cr., Fremont, CA 94555</td>
<td>510.574.1200</td>
<td><a href="http://www.keller.edu/graduate-school-campus/fremont-california-campus">www.keller.edu/graduate-school-campus/fremont-california-campus</a></td>
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<tr>
<td></td>
<td>Pomona</td>
<td>901 Corporate Center Dr., Pomona, CA 91768</td>
<td>909.622.8866</td>
<td><a href="http://www.keller.edu/graduate-school-campus/pomona-california-campus">www.keller.edu/graduate-school-campus/pomona-california-campus</a></td>
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<tr>
<td></td>
<td>Palmdale</td>
<td>39115 Trade Center Dr., Palmdale, CA 93551</td>
<td>661.224.2920</td>
<td><a href="http://www.keller.edu/graduate-school-campus/palmdale-california-campus">www.keller.edu/graduate-school-campus/palmdale-california-campus</a></td>
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<td></td>
<td>San Diego</td>
<td>2655 Camino Del Rio North, Ste. 360, San Diego, CA 92108</td>
<td>619.683.2446</td>
<td><a href="http://www.keller.edu/graduate-school-campus/san-diego-california-campus">www.keller.edu/graduate-school-campus/san-diego-california-campus</a></td>
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<td></td>
<td>San Jose</td>
<td>2160 Lundy Ave., San Jose, CA 95131</td>
<td>408.571.3760</td>
<td><a href="http://www.keller.edu/graduate-school-campus/san-jose-california-campus">www.keller.edu/graduate-school-campus/san-jose-california-campus</a></td>
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<td></td>
<td>Sherman Oaks</td>
<td>15301 Ventura Blvd., Sherman Oaks, CA 91403</td>
<td>818.713.8111</td>
<td><a href="http://www.keller.edu/graduate-school-campus/sherman-oaks-california-campus">www.keller.edu/graduate-school-campus/sherman-oaks-california-campus</a></td>
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A limited number of classes may also be offered at San Francisco State University’s downtown campus, 835 Market St., San Francisco, CA 94103, and at Moss Adams LLP, 101 Second St., Ste. 900, San Francisco, CA 94105.

A limited number of classes is also offered at 320 S. Garfield Ave., Ste. 118, Alhambra, CA 91801, 800.868.3900.

A limited number of classes is also offered at the Crowne Plaza Hotel - San Jose, 282 Almaden Blvd., San Jose CA 95113, 408.998.0400.
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<th>Location</th>
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| Illinois      | Addison                      | 1221 N. Swift Rd., Addison, IL 60101 | 630.953.1300  
www.keller.edu/graduate-school-campus/illinois/addison-campus.html |
|               | Chicago                      | 3300 N. Campbell Ave., Chicago, IL 60618 | 773.697.2155  
www.keller.edu/graduate-school-campus/chicago-illinois-campus |
|               | Chicago Loop                 | 225 W. Washington St., Chicago, IL 60606 | 312.372.4900  
www.keller.edu/graduate-school-campus/chicago-loop-illinois-campus |
|               | Chicago O'Hare               | 8550 W. Bryn Mawr Ave., Chicago, IL 60631 | 773.695.1000  
www.keller.edu/graduate-school-campus/chicago-ohare-illinois-campus |
|               | Downers Grove                | 3005 Highland Pkwy., Downers Grove, IL 60515 | 630.515.3000  
www.keller.edu/graduate-school-campus/downers-grove-illinois-campus |
|               | Elgin                        | 2250 Point Blvd., Elgin, IL 60123 | 847.649.3980  
www.keller.edu/graduate-school-campus/elgin-illinois-campus |
|               | Gurnee                       | 1075 Tri-State Pkwy., Gurnee, IL 60031 | 708.342.3750  
www.keller.edu/graduate-school-campus/gurnee-illinois-campus |
|               | Naperiell                    | 2056 Westings Ave., Naperville, IL 60563 | 630.428.9086  
www.keller.edu/graduate-school-campus/naperville-illinois-campus |
|               | Tinley Park                  | 18624 W. Creek Dr., Tinley Park, IL 60477 | 708.342.3750  
www.keller.edu/graduate-school-campus/tinley-park-illinois-campus |
| Colorado      | Colorado Springs             | 1175 Kelly Johnson Blvd., Colorado Springs, CO 80920 | 719.632.3000  
www.keller.edu/graduate-school-campus/colorado-springs-colorado-campus |
|               | Westminster                  | 1870 W. 122nd Ave., Westminster, CO 80234 | 303.280.7400  
www.keller.edu/graduate-school-campus/westminster-colorado-campus |
| Florida       | Jacksonville                 | 5200 Belfort Rd., Ste. 175, Jacksonville, FL 32256 | 904.367.6942  
www.keller.edu/graduate-school-campus/jacksonville-florida-campus |
|               | Miramar                      | 2300 SW 145th Ave., Miramar, FL 33027 | 954.499.9775  
www.keller.edu/graduate-school-campus/miramar-florida-campus |
|               | Orlando                      | 7352 Greenbriar Pkwy., Orlando, FL 32819 | 407.345.2800  
www.keller.edu/graduate-school-campus/orlando-florida-campus |
| Georgia       | Alpharetta                   | 2555 Northwinds Pkwy., Alpharetta, GA 30009 | 770.619.3600  
www.keller.edu/graduate-school-campus/alpharetta-georgia-campus |
|               | Atlanta Cobb-Galleria        | 100 Galleria Pkwy. SE, Atlanta, GA 30339 | 770.916.3704  
www.keller.edu/graduate-school-campus/cobb-georgia-campus |
|               | Decatur                      | 1 West Court Square, Decatur, GA 30030 | 404.270.2700  
www.keller.edu/graduate-school-campus/decatur-georgia-campus |
|               | Gwinnett                     | 3505 Koger Blvd., Duluth, GA 30096 | 770.381.4400  
www.keller.edu/graduate-school-campus/gwinnett-georgia-campus |
|               | Henry County                 | 675 Southcrest Pkwy., Stockbridge, GA 30281 | 678.284.4700  
www.keller.edu/graduate-school-campus/henry-georgia-campus |
**Indiana**
Merrillville
1000 E. 80th Place, Merrillville, IN 46410
219.736.7440
www.keller.edu/graduate-school-campus/merrillville-indiana-campus

**Missouri**
Kansas City
1310 E. 104th St., 2nd Flr., Kansas City, MO 64131
816.943.7441
www.keller.edu/graduate-school-campus/kansas-city-missouri-campus

DeVry’s Kansas City campus is located in the Executive Hills East Office Park, just south of downtown Kansas City. The 19,000 square foot campus offers nine spacious standard and computer classrooms; electronics and network labs; a comfortable learning commons area for study and tutoring; and a vending area. Easily accessed from the Holmes Rd. exit off I-435, just east of the Missouri-Kansas state line, the campus serves graduate and undergraduate students seeking degree and certificate credentials.

**Nevada**
Henderson
2490 Paseo Verde Pkwy., Henderson, NV 89074
702.933.9700
www.keller.edu/graduate-school-campus/henderson-nevada-campus

The University’s Henderson campus is located in Green Valley, a resort area just a few miles from the Las Vegas strip and known for its growing business community. The 18,484 square foot campus offers 11 spacious classrooms, a fully wired computer lab and a comfortable commons area. Easily accessed from the Green Valley Pkwy. exit off I-215, the University’s Henderson site offers both graduate and undergraduate degree and certificate programs.

**New Jersey**
Cherry Hill
921 Haddonfield Rd., Cherry Hill, NJ 08002
856.317.4400
www.keller.edu/graduate-school-campus/henderson-nevada-campus

North Brunswick
630 U.S. Hwy. One, North Brunswick, NJ 08902
732.729.3960
www.keller.edu/graduate-school-campus/north-brunswick-new-jersey-campus

Paramus
35 Plaza, 81 E. State Rte. 4, Paramus, NJ 07652
201.556.2840
www.keller.edu/graduate-school-campus/paramus-new-jersey-campus

**New York**
Midtown Manhattan
180 Madison Ave., New York, NY 10016 (entrance on 34th St.)
212.312.4300
www.keller.edu/graduate-school-campus/midtown-manhattan-new-york-campus

Queens
99–21 Queens Blvd., Rego Park, NY 11374
718.575.7100
www.keller.edu/graduate-school-campus/regopark-new-york-campus

**North Carolina**
Charlotte
2015 Ayrsley Town Blvd., Charlotte, NC 28273
704.362.2345
www.keller.edu/graduate-school-campus/charlotte-north-carolina-campus

Raleigh-Durham
1600 Perimeter Park Dr., Morrisville, NC 27560
919.463.1380
www.keller.edu/graduate-school-campus/raleigh-durham-north-carolina-campus

**Ohio**
Cincinnati
8800 Governors Hill Dr., Cincinnati, OH 45249
513.583.5000
www.keller.edu/graduate-school-campus/cincinnati-ohio-campus

Columbus
1350 Alum Creek Dr., Columbus, OH 43209
614.253.1525
www.keller.edu/graduate-school-campus/columbus-ohio-campus

Dayton
3610 Pentagon Blvd., Dayton, OH 45431
937.320.3200
www.keller.edu/graduate-school-campus/dayton-ohio-campus

Seven Hills
4141 Rockside Rd., Seven Hills, OH 44131
216.328.8754
www.keller.edu/graduate-school-campus/seven-hills-ohio-campus
Oklahoma

Oklahoma City
4013 NW Expressway St., Oklahoma City, OK 73116
405.767.9516
www.keller.edu/graduate-school-campus/oklahoma-city-oklahoma-campus

Pennsylvania

Philadelphia
1800 JFK Blvd., Philadelphia, PA 19103
215.568.2911
www.keller.edu/graduate-school-campus/philadelphia-pennsylvania-campus

Philadelphia/Ft. Washington
1140 Virginia Dr., Ft. Washington, PA 19034
215.591.5900
www.keller.edu/graduate-school-campus/ft-washington-pennsylvania-campus

Tennessee

Nashville
3343 Perimeter Hill Dr., Nashville, TN 37211
615.445.3456
www.keller.edu/graduate-school-campus/nashville-tennessee-campus

Texas

Austin
11044 Research Blvd., Austin, TX 78759
512.231.2500
www.keller.edu/graduate-school-campus/austin-texas-campus

Dallas/Irving
4800 Regent Blvd., Ste. 200, Irving, TX 75063
972.929.6777
www.keller.edu/graduate-school-campus/irving-texas-campus

Houston
11125 Equity Dr., Houston, TX 77041
713.973.3000
www.keller.edu/graduate-school-campus/houston-texas-campus

Mesquite
3733 W. Emporium Cr., Mesquite, TX 75150
866.733.3879
www.keller.edu/graduate-school-campus/mesquite-texas-campus

San Antonio
618 NW Loop 410, San Antonio, TX 78216
210.524.5400
www.keller.edu/graduate-school-campus/san-antonio-texas-campus

Virginia

Crystal City
2450 Crystal Dr., Arlington, VA 22202
703.414.4000
www.keller.edu/graduate-school-campus/arlington-virginia-campus

South Hampton Roads
1317 Executive Blvd., Chesapeake, VA 23320
757.382.5680
www.keller.edu/graduate-school-campus/chesapeake-virginia-campus
Business Administration

Master of Business Administration Program

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

Graduates prepare to meet the following outcomes:

• Demonstrate in-depth knowledge of enterprise-wide functions relevant in the global economy.
• Develop and demonstrate professional communication skills and tools to address the needs of global stakeholders.
• Demonstrate collaborative competencies with diverse populations in multiple settings.
• Using appropriate technologies and other means, demonstrate the ability to analyze information through comprehensive research to solve business problems.
• Demonstrate competence in using analytical tools and applications to develop analyses and solutions in support of business needs.

The MBA program requires successful completion of 48 semester-credit hours. To provide flexibility in customizing the program to meet professional and personal goals, the program includes 18 elective credit hours, 12 of which may be used to complete a concentration. Total program length varies based on the number of courses taken per eight-week session. Courses are distributed as outlined below. Though some courses may appear in more than one course area (program core, program-specific and electives/concentrations), each course may be applied to fulfill one graduation requirement only.

Students who are licensed CPAs or who have passed applicable parts of the CPA exam are exempt, as appropriate, from ACCT591, ACCT592, ACCT593 and ACCT594, thus reducing the number of elective courses required for graduation (see Course Exemptions). Students are granted these exemptions in addition to those allowed as described in Credit for Previous College Coursework, Transfers to Other Institutions, Course Waivers and Course Exemptions. Students who hold an undergraduate accounting degree may be eligible to waive one or more of the accounting foundations courses (except in New Jersey and New York); however, each course waived must be replaced with an elective course (see Course Waivers).

Additional information is available in Programmatic Accreditation and Recognition.
Concentrations can be earned in these areas by successfully completing:

- **Accounting**
  - 12 credit hours from among the ACCT courses

- **Business Intelligence and Analytics Management**
  - BIAM500, BIAM510, and two courses from among the remaining BIAM courses and GSCM520

- **Customer Experience Management**
  - four CXM courses

- **Entrepreneurship**
  - four ENTR courses

- **Finance**
  - 12 credit hours from among the FIN courses, PROJ592 and PROJ595

- **General Management**
  - four courses from among ECON565; SEC594; and the CARD, ENTR, GSCM and MGMT courses

- **Global Supply Chain Management**
  - four GSCM courses

- **Health Services**
  - four HSM courses

- **Hospitality Management**
  - four HOSP courses

- **Human Resources**
  - four HRM courses

- **Information Security**
  - four SEC courses at the 570 and/or 590 level(s)

- **Information Systems Management**
  - four MIS courses (except MIS505 and MIS525)

- **International Business**
  - four courses from among ACCT564, FIN565, HRM582, HRM584, INTL500 and MGMT599

- **Marketing**
  - four courses from among the MKTG courses

- **Network and Communications Management**
  - four courses from among the NETW courses (except NETW505 and NETW525) and MIS589

- **Project Management**
  - four courses from among the PROJ courses and GSCM588

- **Public Administration**
  - four courses from among the PA courses, ACCT567 and HRM595
Business Administration

Businesses know that employees with the most up-to-date education and skills – particularly management expertise – positively affect the bottom line. Thus, a master’s degree in business administration can enhance your career and earning potential and help grow the business of you.

Tailor Your MBA to You
Unlike many MBA programs, Keller’s offers 17 concentrations and the opportunity to customize nearly 40 percent of your degree program. And because we work with business and industry experts to develop specialty coursework, you know that what you’re learning is directly relevant to employers.

Enhance Your Career with these Keller Options

• MBA – Complete your degree program with a general emphasis to expand your knowledge and enhance your advancement potential.

• MBA with Concentration – Focus your electives on a specific area to move ahead in your current field or to retool for a new one.

• Graduate Certificate – Earn this while on your way to an MBA degree or as a stand-alone credential.

General Graduate Certificate Requirements
For students who wish to specialize in business intelligence and analytics management, health services management, business administration, customer experience management or entrepreneurship without completing the entire MBA degree program, certificate options are available. Those who have been admitted must inform the chief location administrator/academic advisor of their intent to pursue a certificate by submitting the Graduate Student Certificate Completion Notification form and are eligible to receive their certificate upon:

• Successfully completing coursework outlined for their certificate.

• Satisfying all course prerequisites through practical experience or related coursework.

• Achieving a minimum cumulative grade point average of 3.00.

• Resolving all financial obligations.

Certificate requirements may be satisfied through a maximum of three semester-credit hours of transfer credit, course waivers or course exemptions. A course may be applied to one graduate certificate only.

MBA students interested in earning one of these graduate certificates may do so by completing the above requirements as part of their MBA coursework.

Graduate Certificate in Health Services Management
Course requirements for Keller’s graduate certificate in Health Services Management are:

all three required

ACCT504 Accounting and Finance: Managerial Use and Analysis
MGMT591 Leadership and Organizational Behavior
MKTG522 Marketing Management

any four required

HSM541 Health Service Systems
HSM542 Health Rights and Responsibilities
HSM543 Health Services Finance
HSM544 Health Policy and Economics
HSM546 Managed Care

For comprehensive consumer information, visit keller.edu/ghsm-ge
For additional program information, visit keller.edu/ghsm

Grow the Business of You
Graduate Certificate in Business Administration
Course requirements for Keller's graduate certificate in Business Administration are:
ACCT504 Accounting and Finance: Managerial Use and Analysis
ACCT505 Managerial Accounting
ECON545 Business Economics
FIN515 Managerial Finance
MGMT520 Legal, Political and Ethical Dimensions of Business
MGMT591 Leadership and Organizational Behavior
MIS535 Managerial Applications of Information Technology
MKTG522 Marketing Management

For comprehensive consumer information, visit keller.edu/gba-ge
For additional program information, visit keller.edu/gba

Graduate Certificate in Entrepreneurship
Course requirements for Keller's graduate certificate in Entrepreneurship are:
ACCT504 Accounting and Finance: Managerial Use and Analysis
ENTR510 Entrepreneurship and New Ventures
ENTR530 Venture Finance and Due Diligence
ENTR550 Entrepreneurial Marketing
ENTR570 Startup and New Venture Planning
MGMT591 Leadership and Organizational Behavior
MGMT597 Business Law: Strategic Considerations for Managers and Owners
MGMT599 Strategic Management in a Global Environment

For comprehensive consumer information, visit keller.edu/ge-ge
For additional program information, visit keller.edu/ge

Graduate Certificate in Business Intelligence & Analytics Management
Course requirements for Keller's graduate certificate in Business Intelligence & Analytics Management are:
all seven required
BIAM500 Applications of Business Analytics I
BIAM510 Applications of Business Analytics II
BIAM530 Developing and Managing Databases for Business Intelligence
BIAM540 Internet Analytics Strategies
BIAM560 Predictive Analytics
MATH533 Applied Managerial Statistics
MIS535 Managerial Applications of Information Technology

any one required
BIAM570 Modeling for Decision-Making
PROJ586 Project Management Systems

For comprehensive consumer information, visit keller.edu/gbiam-ge
For additional program information, visit keller.edu/gbiam

Graduate Certificate in Global Supply Chain Management
Course requirements for Keller's graduate certificate in Global Supply Chain Management are:
ACCT504 Accounting and Finance: Managerial Use and Analysis
GSCM520 Foundations in Global Supply Chain Management
GSCM530 Global Supply Chain Resource Planning and Management
GSCM540 Relationship Management, Procurement and Sourcing Strategy
GSCM550 Logistics, Distribution and Warehousing
GSCM560 Supply Chain Management Decision Support Tools and Applications
MGMT591 Leadership and Organizational Behavior
MGMT599 Strategic Management in a Global Environment

For comprehensive consumer information, visit keller.edu/ggscm-ge
For additional program information, visit keller.edu/ggscm

Graduate Certificate in Customer Experience Management
Course requirements for Keller's graduate certificate in Customer Experience Management are:
ACCT504 Accounting and Finance: Managerial Use and Analysis
CXM527 Principles of Customer Experience Management
CXM541 Systems and Applications for Customer Experience Management
CXM563 Brand Management and Customer Experience
CXM582 Data Analytics for Customer Experience Management
MIS535 Managerial Applications of Information Technology
MKTG522 Marketing Management
PROJ586 Project Management Systems

For comprehensive consumer information, visit keller.edu/gcxm-ge
For additional program information, visit keller.edu/gcxm

See notes on page 20.
Master of Science in Accounting Program

The Master of Science in Accounting program provides preparation for dynamic accounting careers and 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 objectives include:
- Preparing students to apply current accounting theory and practice in a wide range of occupations.
- Providing students with additional academic work required to pursue professional licensure.
- Providing students who are licensed accountants with career-enhancement capabilities through advanced study of accounting.
- Enabling students to analyze new and existing regulations and standards.
- Equipping students to conduct accounting research regarding technical, tax and audit issues.

The MSAC program requires successful completion of 30 semester-credit hours. The program includes elective courses that provide flexibility in customizing the program to meet professional and personal goals. Total program length varies based on the number of courses taken per eight-week session. Courses are distributed as outlined below.

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.

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

Program Core Courses
all three required
- ACCT525 Current Issues in Accounting
- ACCT540 Professional Research for Accountants
- ACCT601 Accounting Capstone

Accounting Profession Courses
nine credit hours required
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.

Focus Courses
six credit hours required from among the ACCT or FIN courses

Elective Courses
six credit hours required
Students may choose any course(s) for which they meet the prerequisite(s). See Course Offerings and Course Descriptions.

All Students Planning to Sit for the CPA Exam in Texas

Students planning to sit for the CPA exam in Texas should note that a significant percentage of coursework must be completed successfully onsite.

Program Core Courses
all three required
- ACCT540 Professional Research for Accountants
- ACCT601 Accounting Capstone
- MGMT550 Managerial Communications

Accounting Profession Courses
all three required
- ACCT530 Accounting Ethics and Related Regulatory Issues
- ACCT555 External Auditing
- ACCT559 Advanced Financial Accounting and Reporting Issues

Focus Courses
all four required
- ACCT560 Advanced Studies in Federal Taxes and Management Decisions
- ACCT564 International Accounting and Multinational Enterprises
- ACCT567 Governmental and Not-for-Profit Accounting
- ACCT571 Accounting Information Systems

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).
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 or waived. Students in this program are not eligible for course exemptions. 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, MATH305, must be completed successfully by students requiring additional mathematics preparation (see Prerequisite Skills Requirements).
Foundations of Professional Communication, ENGL310, must be completed successfully by students requiring additional development of writing skills (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.

For comprehensive consumer information, visit keller.edu/ma-ge
For additional program information, visit keller.edu/ma
The Master of Accounting & Financial Management program (availability varies by location; Master of Science in Accounting & Financial Management program in New York) 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 for career success and advancement in the areas of finance, financial management, financial analysis and accounting.

Graduates prepare to meet the following outcomes:

• 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.
• Demonstrate effective collaboration with diverse populations in multiple settings.
• Conduct quantitative and qualitative business analyses, evaluate outcomes, and make recommendations for effective legal and ethical business decisions.
• Demonstrate competence in using appropriate software applications to develop analyses and solutions in support of business needs.

To tailor the MAFM program to their professional interests and goals, students select one of three emphases: CPA exam preparation, certified fraud examiner or finance. The CPA Exam Preparation emphasis includes coursework preparing students for a professional certification exam. Students must declare an emphasis prior to graduation; successful completion of an emphasis is noted on transcripts. Total program length varies based on the number of courses taken per eight-week session. Courses are distributed as outlined below.

Additional information is available in Programmatic Accreditation and Recognition.

Accounting Foundations Courses
all six required by all MAFM students

ACCT504 Accounting and Finance: Managerial Use and Analysis
ACCT505 Managerial Accounting
ACCT550 Intermediate Accounting I
ACCT551 Intermediate Accounting II
ACCT553 Federal Taxes and Management Decisions
ACCT557 Intermediate Accounting III

Available to students who hold an undergraduate accounting degree to waive one or more of the accounting foundations courses; however, each course waived must be replaced with an elective course as noted in the section describing their chosen emphasis (also see Course Waivers). MAFM students may waive a maximum of six courses.

CPA Exam Preparation Emphasis – All Students Except Those Planning to Sit for the CPA Exam in Texas

The MAFM program with CPA exam preparation emphasis requires successful completion of 45 semester-credit hours, including credits earned in the accounting foundations courses and in coursework distributed as outlined below.

Students who are licensed CPAs or who have passed applicable parts of the CPA exam are exempt, as appropriate, from ACCT591, ACCT592, ACCT593 and ACCT594 (see Course Exemptions). Students are granted these exemptions in addition to those allowed as described in Credit for Previous College Coursework, Course Waivers and Course Exemptions.

CPA Emphasis-Specific Courses
five required
ACCT559 Advanced Financial Accounting and Reporting Issues
-or-
MGMT597 Business Law: Strategic Considerations for Managers and Owners

ACCT600 Financial Management Capstone: The Role of the Chief Financial Officer
FIN515 Managerial Finance
FIN516 Advanced Managerial Finance

CPA Exam Preparation Courses
all four required
ACCT591 CPA Exam Preparation: Auditing and Attestation
ACCT592 CPA Exam Preparation: Business Environment and Concepts
ACCT593 CPA Exam Preparation: Financial Accounting and Reporting
ACCT594 CPA Exam Preparation: Regulation

Elective Course(s)
three credit hours required

Students who meet the prerequisite(s). See Course Offerings and Course Descriptions.
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 (see Prerequisite Skills Requirements). Foundations of Professional Communication, ENGL510, must be completed successfully by students requiring additional development of writing skills (see Prerequisite Skills Requirements).

For comprehensive consumer information, visit keller.edu/mafm-ge
For additional program information, visit keller.edu/mafm

Notes:
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.
General Graduate Certificate Requirements
For students who wish to specialize in accounting or financial analysis without completing the entire MAFM degree program, certificate options are available. Those who have been admitted must inform the chief location administrator/academic advisor of their intent to pursue a certificate by submitting the Graduate Student Certificate Completion Notification form and are eligible to receive their certificate upon:
• Successfully completing coursework outlined for their certificate.
• Satisfying all course prerequisites through practical experience or related coursework.
• Achieving a minimum cumulative grade point average of 3.00.
• Resolving all financial obligations.
Certificate requirements may be satisfied through a maximum of three semester-credit hours of transfer credit, course waivers or course exemptions. A course may be applied to one graduate certificate only.
MAFM, MBA and MSAC students interested in earning one of these graduate certificates may do so by completing the requirements as part of their master’s degree program coursework.

Graduate Certificate in Accounting
Course requirements for Keller’s graduate certificate in Accounting are:
ACCT504  Accounting and Finance: Managerial Use and Analysis
ACCT505  Managerial Accounting
ACCT550  Intermediate Accounting I
ACCT551  Intermediate Accounting II
ACCT553  Federal Taxes and Management Decisions
ACCT555  External Auditing
ACCT559  Advanced Financial Accounting and Reporting Issues
ACCT557  Intermediate Accounting III

For comprehensive consumer information, visit keller.edu/ga
For additional program information, visit keller.edu/ga

Graduate Certificate in Financial Analysis
Course requirements for Keller’s graduate certificate in Financial Analysis are:
ACCT504  Accounting and Finance: Managerial Use and Analysis
ACCT505  Managerial Accounting
ACCT553  Federal Taxes and Management Decisions
FIN515  Managerial Finance
FIN516  Advanced Managerial Finance
FIN560  Securities Analysis
FIN561  Mergers and Acquisitions

For comprehensive consumer information, visit keller.edu/gfa
For additional program information, visit keller.edu/gfa

See notes on page 25.
Master of Human Resource Management Program

The Master of Human Resource Management 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 HR 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.

Program objectives include:

• Providing 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.

• Providing an interdisciplinary perspective for strategic leadership, HR management and decision-making so as to add value to the overall success of a business enterprise.

• Preparing students to become knowledge contributors and strategic partners with top management in assessing, formulating responses to and meeting a firm’s strategic goals.

The MHRM program requires successful completion of 45 semester-credit hours. To provide flexibility in customizing the program to meet professional and personal goals, the program includes 12 elective credit hours. Total program length varies based on the number of courses taken per eight-week session. Courses are distributed as outlined below. Though some courses may appear in more than one course area (program core, program-specific and electives), each course may be applied to fulfill one graduation requirement only.

Additional information is available in Programmatic Accreditation and Recognition.

Program Core Courses

all five required

ACCT504 Accounting and Finance: Managerial Use and Analysis
MGMT520 Legal, Political and Ethical Dimensions of Business
MGMT591 Leadership and Organizational Behavior
MIS535 Managerial Applications of Information Technology
MKTG522 Marketing Management

Program-Specific Courses

HRM600 and five others required

HRM587 Managing Organizational Change
HRM590 Human Resource Management
HRM592 Training and Development
HRM593 Employment Law
HRM594 Strategic Staffing
HRM598 Compensation
HRM599 Benefits
HRM600 Human Resource Planning

Elective Courses

12 credit hours required

Students may choose any courses for which they meet the prerequisite(s). See Course Offerings and Course Descriptions.

Graduate Certificate in Human Resource Management

For students who wish to specialize in HR management without completing the entire MHRM degree program, a certificate option is available. Those who have been admitted must inform the chief location administrator/academic advisor of their intent to pursue the certificate by submitting the Graduate Student Certificate Completion Notification form and are eligible to receive their certificate upon:

• Successfully completing:
  HRM587 Managing Organizational Change
  HRM590 Human Resource Management
  HRM592 Training and Development
  HRM593 Employment Law
  HRM594 Strategic Staffing
  MGMT591 Leadership and Organizational Behavior

• Successfully completing two of the following:
  HRM530 Human Resources and Technology
  HRM582 Managing Global Diversity
  HRM586 Labor Relations
  HRM595 Negotiation Skills
  HRM598 Compensation
  HRM599 Benefits

• Satisfying all course prerequisites through practical experience or related coursework.

• Achieving a minimum cumulative grade point average of 3.00.

• Resolving all financial obligations.

Certificate requirements may be satisfied through a maximum of three semester-credit hours of transfer credit, course waivers or course exemptions. A course may be applied to one graduate certificate only.

MHRM and MBA students interested in earning the graduate certificate may do so by completing the above requirements as part of their master’s degree program coursework.

For comprehensive consumer information, visit keller.edu/ghrm-ge
For additional program information, visit keller.edu/ghrm

Notes:

Foundations of Managerial Mathematics, MATH500, must be completed successfully by students requiring additional mathematics preparation (see Prerequisite Skills Requirements).

Foundations of Professional Communication, ENGL510, must be completed successfully by students requiring additional development of writing skills (see Prerequisite Skills Requirements).

For comprehensive consumer information, visit keller.edu/mhrm-ge
For additional program information, visit keller.edu/mhrm
The Master of Project Management 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 PM concepts and skills.

Program objectives include:

- Enabling students to develop and communicate project financial and performance objectives.
- Providing students with skills needed to accurately plan project task, budget and resource requirements.
- Preparing students to effectively monitor, control and report project costs, schedules and quality/performance levels needed to meet targeted milestones and required levels of earned value.
- Equipping students with effective leadership skills for promoting a positive environment that will help motivate team members and resolve conflicts.

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.

The MPM program requires successful completion of 42 semester-credit hours. Total program length varies based on the number of courses taken per eight-week session. Courses are distributed as outlined below.

Additional information is available in Programmatic Accreditation and Recognition.

**Program Core Courses**
all five required

- ACCT504  Accounting and Finance: Managerial Use and Analysis
- HRM587  Managing Organizational Change
- MATH533  Applied Managerial Statistics
- MGMT520  Legal, Political and Ethical Dimensions of Business
- MKTG522  Marketing Management
- MGMT591  Leadership and Organizational Behavior

**Program-Specific Courses**
all seven required

- GSCM588  Managing Quality
- PROJ586  Project Management Systems
- PROJ587  Advanced Program Management
- PROJ592  Project Cost and Schedule Control
- PROJ595  Project Risk Management
- PROJ598  Contract and Procurement Management
- PROJ600  Project Management Capstone

**Elective Courses**
six credit hours required

Students may choose any courses for which they meet the prerequisite(s). See Course Offerings and Course Descriptions.

**Graduate Certificate in Project Management**
For students who wish to specialize in project management without completing the entire MPM degree program, a certificate option is available. Those who have been admitted must inform the chief location administrator/academic advisor of their intent to pursue the certificate by submitting the Graduate Student Certificate Completion Notification form and are eligible to receive their certificate upon:

- Successfully completing:
  - GSCM588  Managing Quality
  - MGMT591  Leadership and Organizational Behavior
  - PROJ586  Project Management Systems
  - PROJ587  Advanced Program Management
  - PROJ592  Project Cost and Schedule Control
  - PROJ595  Project Risk Management
  - PROJ598  Contract and Procurement Management
- Satisfying all course prerequisites through practical experience or related coursework.
- Achieving a minimum cumulative grade point average of 3.00.
- Resolving all financial obligations.

Certificate requirements may be satisfied through a maximum of three semester-credit hours of transfer credit, course waivers or course exemptions. A course may be applied to one graduate certificate only.

MPM and MBA students interested in earning the graduate certificate may do so by completing the above requirements as part of their master's degree program coursework.

For comprehensive consumer information, visit keller.edu/gpm-ge
For additional program information, visit keller.edu/gpm

**Project Management Institute**
Keller, a PMI Registered Education Provider, is committed to enhancing the ongoing professional development of PMI members, PMI-certified PM professionals and other PM stakeholders through appropriate learning activities and products. As a PMI REP, Keller abides by PMI-established operational and educational criteria and is subject to random audits for quality assurance purposes. Details are available via 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 (see Prerequisite Skills Requirements).

Foundations of Professional Communication, ENGL510, must be completed successfully by students requiring additional development of writing skills (see Prerequisite Skills Requirements).

For comprehensive consumer information, visit keller.edu/mpm-ge
For additional program information, visit keller.edu/mpm
**Master of Public Administration Program**

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

Program objectives include:
- Providing a comprehensive public administration education emphasizing practical applications.
- Equipping students with the skills necessary for managing in a multi-disciplinary non-business environment.
- Enabling students to apply up-to-date and effective management practices in their organizations.
- Developing leadership and team-building skills in an environment where profit is not the paramount objective.

Coursework, taught from the practitioner's perspective, blends theory and practice to build knowledge bases and skills in such key areas as:
- Leadership and human resources
- Budgeting and accounting
- Project management
- Information systems
- Public policy formulation and implementation
- Public relations and marketing

The MPA program requires successful completion of 45 semester credit hours and offers students a choice of three emphases: government management, nonprofit management and healthcare management. Students must declare an emphasis prior to graduation; successful completion of an emphasis is noted on transcripts. Total program length varies based on the number of courses taken per eight-week session. Courses are distributed as outlined below.

Additional information is available in [Programmatic Accreditation and Recognition](#).

**Program Core Courses**

- all seven required by all MPA students
- ECON545 Business Economics
- HRM587 Managing Organizational Change
- MATH533 Applied Managerial Statistics
- MGMT530 Managerial Decision-Making
- MGMT520 Legal, Political and Ethical Dimensions of Business
- MGMT591 Leadership and Organizational Behavior
- MISS35 Managerial Applications of Information Technology
- PROJ586 Project Management Systems

**Healthcare Management Emphasis**

The MPA program with healthcare management emphasis requires successful completion of the program core courses and coursework distributed as follows:

**Healthcare Management Emphasis-Specific Courses**

- all six required
- HSM541 Health Service Systems
- HSM542 Health Rights and Responsibilities
- HSM543 Health Services Finance
- HSM544 Health Policy and Economics
- HSM546 Managed Care
- PA600 Public Administration Capstone

**Elective Courses**

- six credit hours required
- Students may choose any courses for which they meet the prerequisite(s). See [Course Offerings](#) and [Course Descriptions](#).

**Government Management Emphasis**

The MPA program with government management emphasis requires successful completion of the program core courses and coursework distributed as follows:

**Government Management Emphasis-Specific Courses**

- all seven required
- ACCT504 Accounting and Finance: Managerial Use and Analysis
- ACCT567 Governmental and Not-for-Profit Accounting
- PAS81 Governmental Budgeting and Finance
- PAS82 Public Policy Formulation and Implementation
- PAS84 Intergovernmental Management
- PA600 Public Administration Capstone
- PROJ598 Contract and Procurement Management

**Elective Course**

- three credit hours required
- Students may choose any course for which they meet the prerequisite(s). See [Course Offerings](#) and [Course Descriptions](#).

**Nonprofit Management Emphasis**

The MPA program with nonprofit management emphasis requires successful completion of the program core courses and coursework distributed as follows:

**Nonprofit Management Emphasis-Specific Courses**

- all seven required
- ACCT504 Accounting and Finance: Managerial Use and Analysis
- ACCT567 Governmental and Not-for-Profit Accounting
- HRM595 Negotiation Skills
- MKTG522 Marketing Management
- PAS71 Nonprofit Organization Management
- PAS72 Managing Nonprofit Development Programs
- PA600 Public Administration Capstone

**Elective Course**

- three credit hours required
- Students may choose any course for which they meet the prerequisite(s). See [Course Offerings](#) and [Course Descriptions](#).

**Notes:**

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 (see [Prerequisite Skills Requirements](#)).
- Foundations of Professional Communication, ENGL510, must be completed successfully by students requiring additional development of writing skills (see [Prerequisite Skills Requirements](#)).

For comprehensive consumer information, visit [keller.edu/mpa](http://keller.edu/mpa)

For additional program information, visit [keller.edu/mpo](http://keller.edu/mpo)
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 – career positions that form the backbone of the IS field.

Program objectives include:

- Developing and enhancing the business, technical and management skills students need to function effectively as IS managers.
- Enabling students to identify opportunities to use information systems to an organization’s strategic and competitive benefit.
- Providing critical learning tools for application development, operational effectiveness, information asset management and decision-making.
- Preparing students to analyze and design computer/network-based applications of information technology and manage IS resources.
- Developing project management skills needed to lead projects and execute project tasks with respect to information systems.

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.

The MISM program requires successful completion of 45 semester-credit hours. The program includes a concentration that serves students’ professional and personal interests – and provides flexibility in customizing their program. In addition, a technical prerequisite skills course, required for those without programming experience, gives students fundamental skills needed to succeed in the program. Total program length varies based on the number of courses taken per eight-week session. Courses are distributed as outlined below.

Additional information is available in Programmatic Accreditation and Recognition.

Program Core Courses
- all six required
  - ACCT504 Accounting and Finance: Managerial Use and Analysis
  - HRM587 Managing Organizational Change
  - MGMT591 Leadership and Organizational Behavior
  - MIS535 Managerial Applications of Information Technology
  - NETW583 Strategic Management of Technology
  - PROJ586 Project Management Systems

Technology Core Courses
- all five required
  - MIS581 Systems Analysis, Planning and Control
  - MIS582 Database Concepts
  - MIS589 Networking Concepts and Applications
  - MIS600 Information Systems Capstone
  - SEC571 Principles of Information Security and Privacy

Concentrations
MISM students can pursue four-course focused concentrations, requirements for which may be satisfied through a maximum of three semester-credit hours of transfer credit, course waivers or course exemptions. A course may be applied to one focused concentration only. 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 below. All students must declare either a focused or general studies concentration prior to graduation. Successful completion of a concentration is noted on transcripts.

Concentrations can be earned in these areas by successfully completing:

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

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 (see Prerequisite Skills Requirements).

For comprehensive consumer information, visit keller.edu/mism-ge

For additional program information, visit keller.edu/mism

Foundations of Managerial Mathematics, MATH500, must be completed successfully by students requiring additional mathematics preparation (see Prerequisite Skills Requirements).

Foundations of Professional Communication, ENGL510, must be completed successfully by students requiring additional development of writing skills (see Prerequisite Skills Requirements).
Data Administration and Management
all four required
MIS561 Database Administration and Management
MIS562 Database Programming and Applications
MIS563 Business Intelligence Systems
MIS564 Enterprise Data Management and Administration

Health Information Systems Management
any four required
HSM541 Health Service Systems
HSM543 Health Services Finance
MIS565 Healthcare Security, Privacy and Compliance
MIS566 Informatics and Application Systems in Healthcare and Management

Project Management
any four required
GSCM588 Managing Quality
PROJ584 Managing Software Development Projects
PROJ587 Advanced Program Management
PROJ591 Sustainability Project Management
PROJ592 Project Cost and Schedule Control
PROJ595 Project Risk Management
PROJ598 Contract and Procurement Management
PROJ605 Advanced Project Management Practices and Professional Exam Preparation

Information Systems Tools
any four required
MIS574 Visual Basic
MIS575 Advanced Visual Basic
MIS577 Internet-Oriented Programming
MIS578 C++ Programming
MIS579 Java Programming

Information Systems Applications
any four required
MIS583 Database Applications for Electronic Commerce
MIS585 Decision Support and Expert Systems
NETW562 Wireless Devices and Applications
NETW589 Wireless Communication Systems
NETW590 IP Telephony/VoIP

Network Management
any four required
NETW563 Wireless Networks
NETW585 Network Design and Management
NETW590 IP Telephony/VoIP
SEC572 Network Security
SEC591 Disaster Recovery/Forensics and Security
SEC592 IT Governance

Graduate Certificate in Information Systems Management
For students who wish to specialize in IS management without completing the entire MISM degree program, a certificate option is available. Those who have been admitted must inform the chief location administrator/academic advisor of their intent to pursue the certificate by submitting the Graduate Student Certificate Completion Notification form and are eligible to receive their certificate upon:
- Successfully completing:
  - MIS535 Managerial Applications of Information Technology
  - MIS581 Systems Analysis, Planning and Control
  - MIS582 Database Concepts
  - MIS589 Networking Concepts and Applications
  - SEC571 Principles of Information Security and Privacy
- Successfully completing any two additional courses from among the MIS courses (except MIS505 and MIS525), and the SEC570- and SEC590-level courses.
- Satisfying all course prerequisites through practical experience or related coursework.
- Achieving a minimum cumulative grade point average of 3.00.
- Resolving all financial obligations.

Certificate requirements may be satisfied through a maximum of three semester-credit hours of transfer credit, course waivers or course exemptions. A course may be applied to one graduate certificate only.

MISM and MBA students interested in earning the graduate certificate may do so by completing the above requirements as part of their master's degree program coursework.

Graduate certificates are also offered in Network & Communications Management and Information Security.

For comprehensive consumer information, visit keller.edu/gism-ge
For additional program information, visit keller.edu/gism
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.

Program objectives include:

- Equipping students with managerial and technical skills needed to develop, implement and oversee an organization’s telecommunications infrastructure.
- Enabling students to recognize opportunities to determine cost, improve customer service and boost operating efficiencies.
- Developing students' ability to apply communications and networking technology for the strategic benefit of an organization.
- Enabling students to apply project management methodology in order to ensure greater success in project implementation in all functional areas.

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.

The MNCM program requires successful completion of 45 semester-credit hours. The program includes a concentration that serves students' professional and personal interests – and provides flexibility in customizing their program. In addition, a technical prerequisite skills course, required for those without a network and communications background, gives students fundamental skills needed to succeed in the program. Total program length varies based on the number of courses taken per eight-week session. Courses are distributed as outlined below.

Additional information is available in Programmatic Accreditation and Recognition.

Program Core Courses
all four required
ACCT504 Accounting and Finance: Managerial Use and Analysis
HRM587 Managing Organizational Change
NETW583 Strategic Management of Technology
PROJ586 Project Management Systems

Technology Core Courses
all seven required
MIS589 Networking Concepts and Applications
NETW584 Telecommunications Law and Regulation
NETW585 Network Design and Management
NETW589 Wireless Communication Systems
NETW590 IP Telephony/VoIP
NETW600 Telecommunications Capstone
SEC572 Network Security

Concentrations
MNCM students can pursue four-course focused concentrations, requirements for which may be satisfied through a maximum of three semester-credit hours of transfer credit, course waivers or course exemptions. A course may be applied to one focused concentration only. 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 below. All students must declare either a focused or general studies concentration prior to graduation.

Successful completion of a concentration is noted on transcripts. Concentrations can be earned in these areas by successfully completing:

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 (see Prerequisite Skills Requirements).
Foundations of Managerial Mathematics, MATH500, must be completed successfully by students requiring additional mathematics preparation (see Prerequisite Skills Requirements).
Foundations of Professional Communication, ENGL510, must be completed successfully by students requiring additional development of writing skills (see Prerequisite Skills Requirements).

For comprehensive consumer information, visit keller.edu/mncm-ge
For additional program information, visit keller.edu/mncm
### Wireless
- NETW561: Wireless Technologies
- NETW562: Wireless Devices and Applications
- NETW563: Wireless Networks
- NETW564: Management of Wireless Systems

### Information Security
- any four required
  - SEC571: Principles of Information Security and Privacy
  - SEC573: E-Business Security
  - SEC574: Database Security
  - SEC575: Information Security Law and Ethics
  - SEC576: Risk Mitigation and Contingency Planning
  - SEC577: Cryptography and Security Mechanisms
  - SEC578: Practices for Administration of Physical and Operations Security
  - SEC591: Disaster Recovery/Forensics and Security
  - SEC592: IT Governance

### Network Applications
- all four required
  - NETW562: Wireless Devices and Applications
  - NETW563: Wireless Networks
  - SEC591: Disaster Recovery/Forensics and Security
  - SEC592: IT Governance

### Project Management
- any four required
  - GSCM588: Managing Quality
  - PROJ584: Managing Software Development Projects
  - PROJ587: Advanced Program Management
  - PROJ591: Sustainability Project Management
  - PROJ592: Project Cost and Schedule Control
  - PROJ595: Project Risk Management
  - PROJ598: Contract and Procurement Management
  - PROJ605: Advanced Project Management Practices and Professional Exam Preparation
General Graduate Certificate Requirements
For students who wish to specialize in network and communications management without completing the entire MNCM degree program, or who wish to specialize in information security, certificate options are available. Those who have been admitted must inform the chief location administrator/academic advisor of their intent to pursue the certificate by submitting the Graduate Student Certificate Completion Notification form and are eligible to receive their certificate upon:

- Successfully completing coursework outlined for their certificate.
- Satisfying all course prerequisites through practical experience or related coursework.
- Achieving a minimum cumulative grade point average of 3.00.
- Resolving all financial obligations.

Certificate requirements may be satisfied through a maximum of three semester-credit hours of transfer credit, course waivers or course exemptions. A course may be applied to one graduate certificate only.

MNCM students interested in earning a graduate certificate in Network & Communications Management may do so by completing certificate requirements as part of their MNCM coursework.

MBA students interested in earning any of these graduate certificates may do so by completing certificate requirements as part of their MBA coursework.

In addition to the graduate certificates outlined below, a certificate is offered in information systems management.

Graduate Certificate in Network & Communications Management
Course requirements for Keller’s graduate certificate in Network & Communications Management are:

- MIS589 Networking Concepts and Applications
- NETW584 Telecommunications Law and Regulation
- NETW585 Network Design and Management
- NETW589 Wireless Communication Systems
- NETW590 IP Telephony/VoIP
- SEC571 Principles of Information Security and Privacy
- SEC572 Network Security

For comprehensive consumer information, visit keller.edu/gncm-ge
For additional program information, visit keller.edu/gncm

Graduate Certificate in Information Security
Course requirements for Keller’s graduate certificate in Information Security are:

- SEC571 Principles of Information Security and Privacy
- SEC572 Network Security
- SEC578 Practices for Administration of Physical and Operations Security
- SEC579 Security in Systems Architecture and Applications
- SEC591 Disaster Recovery/Forensics and Security
- SEC592 IT Governance

For comprehensive consumer information, visit keller.edu/gis-ge
For additional program information, visit keller.edu/gis

See information in Notes on page 32.
## Course Offerings

### Accounting and Finance

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### In this Section

- Learn about the broad array of courses from which you can choose to customize a portion of your curriculum to suit both professional goals and personal interests.
- Additional elective courses may be chosen from those outlined in DeVry University’s Graduate Programs catalog, available via [www.devry.edu/catalogs](http://www.devry.edu/catalogs).

*not available to all students*
### Management and International Business
- **MGMT520**: Legal, Political and Ethical Dimensions of Business
- **MGMT525E**: Emerging Topics in Business, Culture and Technology
- **MGMT530**: Managerial Decision-Making
- **MGMT550**: Managerial Communication
- **MGMT570**: Managing Conflict in the Workplace
- **MGMT589**: Business Law: A Managerial Framework
- **MGMT591**: Leadership and Organizational Behavior
- **MGMT592**: Leadership in the 21st Century
- **MGMT597**: Business Law: Strategic Considerations for Managers and Owners
- **MGMT599**: Strategic Management in a Global Environment
- **MGMT600**: Business Planning Seminar
- **INTL500**: Global Perspectives for International Business

### Hospitality Management
- **HOSP582**: Survey of Hospitality Management
- **HOSP585**: Hotel and Restaurant Management
- **HOSP590**: Event Planning and Management
- **HOSP594**: Tourism Management

### Entrepreneurship
- **ENTR510**: Entrepreneurship and New Ventures
- **ENTR530**: Venture Finance and Due Diligence
- **ENTR550**: Entrepreneurial Marketing
- **ENTR570**: Startup and New Venture Planning

### Economics
- **ECNS545**: Business Economics
- **ECNS565**: Contemporary Economics for Managers

### Mathematics
- **MATH533**: Applied Managerial Statistics

### Career Development and Internship
- **CARD548**: Career Success Strategies
- **INTP580**: Graduate Internship Seminar
- **INTP585**: Graduate Internship

### Marketing
- **MKTG522**: Marketing Management
- **MKTG550**: Digital Marketing
- **MKTG570**: Marketing Research
- **MKTG572**: New Product Development
- **MKTG574**: Channels of Distribution
- **MKTG575**: Advertising Management
- **MKTG577**: Sales Management
- **MKTG578**: Consumer Behavior

### Global Supply Chain Management
- **GSCM520**: Foundations in Global Supply Chain Management
- **GSCM530**: Global Supply Chain Resource Planning and Management
- **GSCM540**: Relationship Management, Procurement and Sourcing Strategy
- **GSCM550**: Logistics, Distribution and Warehousing
- **GSCM560**: Supply Chain Management Decision Support Tools and Applications
- **GSCM588**: Managing Quality

### Customer Experience Management
- **CXM527**: Principles of Customer Experience Management
- **CXM541**: Systems and Applications for Customer Experience Management
- **CXM563**: Brand Management and Customer Experience
- **CXM582**: Data Analytics for Customer Experience Management

### Business Intelligence and Analytics Management
- **BIAM500**: Applications of Business Analytics I
- **BIAM510**: Applications of Business Analytics II
- **BIAM530**: Developing and Managing Databases for Business Intelligence
- **BIAM540**: Internet Analytics Strategies
- **BIAM560**: Predictive Analytics
- **BIAM570**: Modeling for Decision-Making

### Human Resource Management
- **HRM530**: Human Resources and Technology
- **HRM582**: Managing Global Diversity
- **HRM584**: Managing International Human Resources
- **HRM586**: Labor Relations
- **HRM587**: Managing Organizational Change
- **HRM590**: Human Resource Management
- **HRM592**: Training and Development
- **HRM593**: Employment Law
- **HRM594**: Strategic Staffing
- **HRM595**: Negotiation Skills
- **HRM598**: Compensation
- **HRM599**: Benefits
- **HRM600**: Human Resource Planning

### Public Administration and Health Services Management
- **PA521**: Nonprofit Organization Management
- **PA522**: Managing Nonprofit Development Programs
- **PA581**: Governmental Budgeting and Finance
- **PA582**: Public Policy Formulation and Implementation
- **PA584**: Intergovernmental Management
- **PA600**: Public Administration Capstone
- **HSM541**: Health Service Systems
- **HSM542**: Health Rights and Responsibilities
- **HSM543**: Health Services Finance
- **HSM544**: Health Policy and Economics
- **HSM546**: Managed Care
**Project Management**

- **PROJ584** Project Management Systems
- **PROJ587** Advanced Program Management
- **PROJ591** Sustainability Project Management
- **PROJ592** Project Cost and Schedule Control
- **PROJ595** Project Risk Management
- **PROJ598** Contract and Procurement Management
- **PROJ600** Project Management Capstone
- **PROJ605** Advanced Project Management Practices and Professional Exam Preparation

**Information Systems Management, and Network and Communications Management**

- **MIS525** Essentials of Information Systems and Programming
- **MIS526** Managerial Applications of Information Technology
- **MIS561** Database Administration and Management
- **MIS562** Database Programming and Applications
- **MIS563** Business Intelligence Systems
- **MIS564** Enterprise Data Management and Administration
- **MIS565** Healthcare Security, Privacy and Compliance
- **MIS566** Informatics and Application Systems in Healthcare
- **MIS567** Healthcare Information Administration and Management
- **MIS574** Visual Basic
- **MIS575** Advanced Visual Basic
- **MIS577** Internet-Oriented Programming
- **MIS578** C++ Programming
- **MIS579** Java Programming
- **MIS581** Systems Analysis, Planning and Control
- **MIS582** Database Concepts
- **MIS583** Database Applications for Electronic Commerce
- **MIS585** Decision Support and Expert Systems
- **MIS589** Networking Concepts and Applications
- **MIS600** Information Systems Capstone
- **NETW525** Essentials of Telecommunications
- **NETW561** Wireless Technologies
- **NETW562** Wireless Devices and Applications
- **NETW563** Wireless Networks
- **NETW564** Management of Wireless Systems
- **NETW583** Strategic Management of Technology
- **NETW584** Telecommunications Law and Regulation
- **NETW585** Network Design and Management
- **NETW589** Wireless Communication Systems
- **NETW590** IP Telephony/VoIP
- **NETW600** Telecommunications Capstone

**Security**

- **SEC571** Principles of Information Security and Privacy
- **SEC572** Network Security
- **SEC573** E-Business Security
- **SEC574** Database Security
- **SEC575** Information Security Law and Ethics
- **SEC576** Risk Mitigation and Contingency Planning
- **SEC577** Cryptography and Security Mechanisms
- **SEC578** Practices for Administration of Physical and Operations Security
- **SEC579** Security in Systems Architecture and Applications
- **SEC581** Legal and Ethical Issues in Security Management
- **SEC582** Security Risk Analysis and Planning
- **SEC583** Security Administration and Operation
- **SEC584** Forensic and Business Investigations Techniques
- **SEC591** Disaster Recovery/Forensics and Security
- **SEC592** IT Governance
- **SEC594** Global and Domestic Security Management

**Prerequisite Skills**

- **ENGL510** Foundations of Professional Communications
- **MATH500** Foundations of Managerial Mathematics
- **MIS505** Essentials of Information Systems and Programming
- **NETW505** Essentials of Telecommunications
Course Descriptions

**Accounting and Finance**

**ACCT504 – 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. **No prerequisite**

**ACCT505 – 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. **Prerequisite: ACCT504**

**ACCT525 – 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). **Prerequisite: ACCT504 or permission from the appropriate academic administrator**

**ACCT530 – 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. **Prerequisite: ACCT505**

**ACCT540 – 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. **Prerequisite: ACCT551**

**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. **Prerequisite: 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. **Prerequisite: 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. **Prerequisite: 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. **Prerequisite: 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. **Prerequisite: ACCT551**

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. **Prerequisite: ACCT550**

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. **Prerequisite: 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. **Prerequisite: ACCT557**

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. **Prerequisite: 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. **Prerequisite: 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. **Prerequisite: ACCT552**

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At Keller, you can work toward your MBA and prepare for the CPA exam simultaneously. Our MBA program includes four CPA exam prep courses, eliminating the need for additional exam review. Our exam prep courses integrate Becker’s learning approach and materials, which have prepared more candidates for the CPA exam than any other review course. What’s more, students who prepare with Becker pass at double the rate of non-Becker candidates, based on averages of AICPA-published pass rates.

For more information talk to your Keller admissions advisor/representative, or go to [www.devry.edu/accounting](http://www.devry.edu/accounting).
ACCT564 – 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. Prerequisite: ACCT505

ACCT567 – Governmental and Not-for-Profit Accounting
This course introduces core concepts and tools of accounting and financial reporting for managers of governmental and non-profit 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. Prerequisite: ACCT504 or permission from the appropriate academic administrator

ACCT571 – 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. Prerequisite: ACCT504

ACCT572 – Accounting Fraud Examination Concepts
This course focuses on federal legislation related to fraud examinations (including the Sarbanes-Oxley Act of 2002), including laws preserving rights of individuals suspected of committing fraud, laws governing civil and criminal prosecutions, admissibility of evidence and testimony of expert witnesses. Coursework also continues preparing students interested in earning the Certified Fraud Examiner (CFE) credential. Topics include the U.S. Federal Rules of Civil and Criminal Procedure, and the U.S. Federal Rules of Evidence. Prerequisite: ACCT504

ACCT573 – 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. Prerequisite: ACCT504

ACCT574 – 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. Prerequisite: ACCT504

ACCT591 – 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.) Prerequisite: ACCT551 or equivalent

ACCT592 – 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.) Prerequisite: ACCT551 or equivalent

ACCT593 – 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.) Prerequisite: ACCT551 or equivalent

ACCT594 – 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.) Prerequisite: ACCT551 or equivalent

ACCT600 – Financial Management Capstone: The Role of the Chief Financial Officer
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. Prerequisites: successful completion of all other required MAFM program courses (except exam preparation and elective courses) and permission from the appropriate academic administrator
ACCT601 – 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. Prerequisites: successful completion of all other program core and MSAC focus courses, and permission from the appropriate academic administrator

FIN512 – Entrepreneurial Finance
This course concentrates on the needs of, and financial issues surrounding, entrepreneurial ventures. Topics include internal financial operations of a venture, obtaining seed and growth capital from various sources, and evaluating funding decisions and alternatives as they impact the firm. Other topics include acquisitions, valuing a company, preparing for and executing an initial public securities offering, planning an exit strategy and bankruptcy. Students apply course concepts using real-world cases. Prerequisite: ACCT504

FIN515 – 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. Prerequisite: ACCT505

FIN516 – 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. Prerequisite: FIN515

FIN560 – 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. Prerequisite: FIN515

FIN561 – Mergers and Acquisitions
This course addresses corporate reorganizations 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. Prerequisite: FIN515

FIN564 – 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. Prerequisite: FIN515

FIN565 – 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. Prerequisite: FIN515

FIN567 – 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. Prerequisite: FIN515

FIN575 – 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. Prerequisite: ACCT504

FIN580 – 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. Prerequisite: ACCT504

FIN590 – 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. Prerequisite: FIN515

Course Descriptions
Management and International Business

MGMT520 – 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. No prerequisite

MGMT525IE – 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. Prerequisite: permission from the appropriate academic administrator

MGMT530 – Managerial Decision-Making
This course explores decision-making from the perspective of managers who must decide how to allocate scarce resources under uncertainty. Combining qualitative and quantitative information is emphasized. Topics include framing decision problems, establishing evaluation criteria, determining trade-offs, constructing decision trees, estimating probabilities and risk, and taking responsibility for consequences. The roles of judgment, intuition and heuristics in decision-making are also explored. Students research a practical application of decision analysis. No prerequisite

MGMT550 – 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. No prerequisite

MGMT570 – Managing Conflict in the Workplace
Students in this course review core concepts and theoretical frameworks in order to develop practical skills for preventing and managing workplace and personal conflict, and for learning effective tools for resolving disputes. Topics include the nature of conflict, conflict styles, communication, conflict dynamics, conflict intervention strategy and tactics, and third-party intervention. Case studies are used. No prerequisite

MGMT589 – Business Law: A Managerial Framework
This course presents legal concepts as well as legal parameters within which business managers must operate. Coursework examines social, ethical and international issues as presented in a legal context. Other topics include online and e-commerce law, courts and administrative processes, bankruptcy reorganization, professional responsibility, and global ethics and social responsibility. No prerequisite

MGMT591 – 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. No prerequisite

MGMT592 – Leadership in the 21st Century
By examining contemporary cases and articles, and applying critical thinking, students in this course explore leadership theories, concepts and behaviors to improve their leadership and executive competencies. The course is especially relevant for students who are currently team leaders, managers or executives, or who aspire to leadership positions. The course includes a strong personal learning component through self-assessment and developmental planning. No prerequisite

MGMT597 – Business Law: Strategic Considerations for Managers and Owners
This course presents legal concepts and tools useful to business managers. The legal process is presented as a mechanism managers can use to resolve conflict, infer guidelines for conduct and create bases for expectations. Topics include contracts, the Uniform Commercial Code, agency agreements, partnerships and corporations. No prerequisite

MGMT599 – Strategic Management in a Global Environment
This course presents a structure for formulating and implementing long-range corporate plans in the context of broad strategic issues that affect the firm. Students refine environmental assessment skills, craft strategies and study global competitive issues to enhance their ability to think strategically and develop sustainable competitive advantages. Prerequisites: ACCT504 and either ENTR550 or MKTG522; or ACCT504 and permission from the appropriate academic administrator

MGMT600 – Business Planning Seminar
In this culminating course, MBA students work in teams to formulate, research and develop a written business plan for a start-up venture. The plan comprises sections on management, marketing, operations and financing, including five-year financial projections for the new business. In addition to preparing the written project, each team makes a formal presentation of the plan to the professor, the class and a panel of business professionals. Because preparing the plan involves reviewing and integrating concepts and skills developed in previous coursework, students are encouraged to complete as many courses as possible prior to enrolling in this course. Prerequisites: successful completion of all other program core and MBA program-specific courses, and permission from the appropriate academic administrator

INTL500 – 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. No prerequisite
**Hospitality Management**

**HOSP582 – Survey of Hospitality Management**
Survey of Hospitality Management explores major fields within the hospitality industry – lodging, meetings/events, restaurants, casinos and tourism – and the role each field plays in relation to both the business and private sectors. Operations and management are covered in the context of history, society and leadership. **No prerequisite**

**HOSP585 – Hotel and Restaurant Management**
This course examines the lodging and restaurant industries – from their traditional roots to contemporary structures. Topics address management, economics and measurement of hotel and restaurant operations, providing students with insight into effective and efficient operations and ways in which to gain a competitive advantage in the marketplace. Reservation systems, staffing, housekeeping, security, marketing and menu strategy are addressed and related to management responsibilities. **No prerequisite**

**HOSP590 – Event Planning and Management**
This course addresses – from a managerial perspective – the event, meeting and convention management segments of the hospitality industry. Coursework focuses on the diverse demands of multiple stakeholders who plan, organize, lead and control organized functions. Various event model structures are examined, enabling students to explore issues related to sponsorship, venues, staffing, finance, exhibit coordination, contracted services, legal implications, marketing and convention bureaus. Topics are presented within a project management framework as they apply to meeting and event management. **No prerequisite**

**HOSP594 – Tourism Management**
Tourism Management introduces the many interdisciplinary aspects of the growing tourism industry, with emphasis on managerial challenges and responsibilities for both domestic and international tourism. The structure and function of major tourism delivery systems are covered, as are social and behavioral aspects of tourism. Additionally, factors affecting supply of – and demand for – products and services are analyzed, and forecasting demand, revenue and yield management approaches are explored. Case studies are used where appropriate. **No prerequisite**

**Entrepreneurship**

**ENTR510 – 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. **No prerequisite**

**ENTR530 – 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. **Prerequisite: ENTR510**

**ENTR550 – 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. **Prerequisite: ENTR510**

**ENTR570 – 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. **Prerequisite: ENTR530**

**Economics**

**ECON545 – 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. **No prerequisite**

**ECON565 – Contemporary Economics for Managers**
This course examines basic economic principles underlying issues faced by organizations and their managers. History and context are introduced, followed by a review of essential analytical methods. Equipped with these fundamentals, students apply the power of simple economic reasoning to a variety of contemporary topics. A research project, presented in both written and oral formats, provides students the opportunity to further develop and defend a perspective relevant to their careers. **Prerequisite: ECON545**

**Mathematics**

**MATH533 – 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. **No prerequisite**
Career Development and Internship
CARD548 – Career Success Strategies
This interdisciplinary survey course introduces new students to key strategies for success and is designed to help them achieve both academic and career success. Coursework includes assessments and research into understanding oneself, the external business environment in which successful careers can be achieved and the School’s expectations of students. Topics include self-assessment, program and course objectives, practitioner-oriented instruction, business and professional competencies, and career planning. Prerequisite: permission from the appropriate academic administrator

INTP580 – 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. Prerequisite: permission from the appropriate academic administrator

INTP585 – 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. Prerequisites: INTP580 and permission from the appropriate academic administrator

Marketing

MKTG522 – Marketing Management
Marketing Management presents a structured approach to understanding and managing the marketing function. Each student chooses a product or service and develops a written marketing plan to learn how to determine and integrate elements of a marketing strategy. Topics include market segmentation, targeting, positioning and research; product decisions; pricing; channels of distribution; sales management; advertising; new product development; and marketing budgets. Special attention is given to applied business research and to the roles international and ethical considerations play in making marketing decisions. No prerequisite

MKTG550 – 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. Prerequisite: MKTG522

MKTG570 – 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. Prerequisite: MKTG522

MKTG572 – 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. Prerequisite: MKTG522

MKTG574 – Channels of Distribution
This course teaches students how to make decisions regarding selling channels and the physical distribution of products to businesses and consumers. The course addresses channel structures including retailing, wholesaling and other agency relationships. Designing, implementing, managing and evaluating a channel strategy is emphasized. Prerequisite: MKTG522

MKTG575 – 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. Prerequisite: MKTG522

MKTG577 – 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. Prerequisite: MKTG522

MKTG578 – 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. Prerequisite: MKTG522
Global Supply Chain Management

GSCM520 – 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 the time- and cost-efficient. No prerequisite

GSCM530 – 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. Prerequisite: GSCM520

GSCM540 – 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. Prerequisite: GSCM520

GSCM550 – 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. Prerequisite: GSCM520

GSCM560 – 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

GSCM588 – 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. No prerequisite

Keller Capstone Projects – Applied Learning at its Best

The culmination of each Keller master’s degree program is a capstone project for which students draw upon multidisciplinary knowledge gained throughout their program. In keeping with Keller’s practitioner focus, these real-world projects are vastly different from traditional theses. Each capstone provides the unique opportunity to demonstrate relevant business judgment and analytic models in the context of current and emerging opportunities.

Many Keller students choose to apply their capstone efforts to the strategic benefit of their current companies. Others choose to bring an entrepreneurial focus to the capstone, taking advantage of the project to launch new business ventures.

Capstone courses for each master’s degree program are:

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Through their capstone projects, Keller students capitalize on the unique opportunity to apply core business competencies as they create and present comprehensive business plans.
Customer Experience Management

CXM527 – Principles of Customer Experience Management
This course examines fundamental theories and concepts of customer experience management. Coursework emphasizes the importance of providing a single customer view across channels and products through data analysis, as well as differentiating customers’ needs. Through strategies including organizational design, technological platforms and social media, students become familiar with viewing the customer as a strategic asset, thus maximizing value for both the customer and the organization. **No prerequisite**

CXM541 – Systems and Applications for Customer Experience Management
This course focuses on using software to manage customers’ experiences and impressions throughout a customer lifecycle. Coursework addresses using tools for gathering key insights into customers’ perspectives. Selecting, evaluating and recognizing the limits of software tools are examined, as are trends in the development of tools. **Prerequisite:** CXM527

CXM563 – Brand Management and Customer Experience
In this course, students develop brand management and multi-channel customer experience programs. Students explore concepts of branding and building brand equity across new products and international markets. Customer engagement and loyalty strategies, used to increase customer satisfaction and create actionable insights from customer feedback, are examined. **Prerequisite:** CXM527

CXM582 – Data Analytics for Customer Experience Management
This course addresses analyzing customer experience data. Topics include integrating customer data across multiple channels including web, offline marketing and direct marketing analytics. Data management strategies such as data warehousing and normalization are examined. **Prerequisite:** CXM541

Business Intelligence and Analytics Management

BIAM500 – 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. **No prerequisite**

BIAM510 – 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. **Prerequisites:** BIAM500 and MATH533

BIAM530 – 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. **No prerequisite**

BIAM540 – 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. **Prerequisite:** BIAM510

BIAM560 – 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. **Prerequisite:** BIAM510

BIAM570 – 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. **Prerequisite:** BIAM510

Human Resource Management

HRM530 – 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. **Prerequisites:** HRM590 or previous human resources experience, and MIS535

HRM582 – Managing Global Diversity
This course examines benefits and challenges of managing diversity in the workplace, as well as methods for using diversity to create a competitive advantage. Students analyze ways in which to develop a supportive, nondiscriminatory and productive work environment. Additionally, coursework focuses on specific workplace issues related to differences in gender, race, cultural ethnicity, age, sexual orientation, physical/mental ability, social class and religion. **No prerequisite**

HRM584 – 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. **No prerequisite**
HRM586 – 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. No prerequisite

HRM587 – 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. No prerequisite

HRM590 – Human Resource Management
This course surveys contemporary techniques for managing a strategically oriented human resources function. Topics include planning, staffing, rewarding, developing and maintaining organizations, jobs and people. No prerequisite

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. No prerequisite

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. No prerequisite

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. No prerequisite
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. **No prerequisite**

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. **No prerequisite**

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. **No prerequisite**

HRM600 – Human Resource Planning
MHRM 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. **Prerequisites: successful completion of all other program core and MHRM program-specific courses, and permission from the appropriate academic administrator**

Public Administration and Health Services Management

PA571 – Nonprofit Organization Management
Students in this course study special skills and systems required to effectively plan and manage in a not-for-profit environment. Topics include personnel administration, governmental regulations and requirements, funding and human resources. Legal and tax basis of nonprofit organizations, funding options, budgeting, managing volunteers, working with a board, conflict resolution, marketing and public relations are addressed. **No prerequisite**

PA572 – Managing Nonprofit Development Programs
Students in this course investigate ways in which nonprofit organizations procure resources in an effort to finance organizational development objectives. Topics include strategic planning, fundraising options and processes, gathering community support, establishing business partnerships, negotiations, lobbying, team building and entrepreneurial skill development. **Prerequisite: ACCT567**

PA581 – 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. **Prerequisite: ECON545**

PA582 – 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. **No prerequisite**

PA584 – 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. **No prerequisite**

PA600 – 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. **Prerequisites: successful completion of all other program core and MPA emphasis-specific courses, and permission from the appropriate academic administrator**

HSM541 – 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. **No prerequisite**

HSM542 – 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. **No prerequisite**
HSM543 – Health Services Finance
This course provides an understanding of the unique features of healthcare finance, including payment sources and reimbursement arrangements, as well as 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. No prerequisite

HSM544 – 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. No prerequisite

HSM546 – 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. No prerequisite

Project Management
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. Prerequisites: MISS525 (or equivalent) or MISS535, and PROJ586

PROJ586 – Project Management Systems
With an emphasis on planning, this course introduces project management fundamentals and principles from the standpoint of the manager who must organize, plan, implement and control nonroutine activities to achieve schedule, budget and performance objectives. Topics include project life cycles, organization and charters; work breakdown structures; responsibility matrixes; as well as planning, budgeting and scheduling systems. Planning and control methods such as PERT/CPM, Gantt charts, earned value systems, project management software applications and project audits are introduced. No prerequisite

Prepare for Growth in Health Services
As the health services field becomes even more complex, medical administration offices, hospitals and other healthcare facilities will be seeking highly qualified individuals with expertise in health services management. So prepare yourself now by pursuing graduate education to qualify for the many emerging career opportunities in this dynamic field.

Keller offers three options to strengthen your qualifications in health services management:

• MBA with Health Services Concentration
  Customize your Keller MBA program with a four-course health services specialty to take advantage of growing management positions in the field.

• MPA with Healthcare Management Emphasis
  Tap into Keller’s Public Administration program to become the subject-matter expert health-related organizations look to when building their management teams.

• Graduate Certificate in Health Services
  Fast-track your career by sharpening your skills with Keller’s seven-course health services graduate certificate credential.

Undecided? Contact your admissions advisor/representative to learn more about how Keller can prepare you for a rewarding career in this important field.
PROJ587 – Advanced Program Management
This course examines how 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. 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. Prerequisite: PROJ586

PROJ591 – Sustainability Project Management
This course introduces the concept of infusing business projects with a sustainability dimension. Processes, tools and techniques for sustainability project management are explored in the contexts of general management and project management. No prerequisite

PROJ592 – Project Cost and Schedule Control
This course stresses the need for project managers to understand and apply advanced tools and techniques to developing and managing project financial plans. Topics include cost and benefit estimation; project financial analysis; budgeting; resource allocation; sensitivity analysis; project metrics; and project cost and schedule control using earned value management systems. Prerequisites: ACCT504 or ACCT505, and MIS581 or PROJ586

PROJ595 – Project Risk Management
This course explores various ways to identify, analyze and mitigate the full range of project risks. Coursework also explores the six risk management processes outlined in the Project Management Body of Knowledge (PMBOK) Guide: risk management planning, risk identification, qualitative risk analysis, quantitative risk analysis, risk response planning, and risk monitoring and control. Using a practitioner approach, students learn risk management techniques by applying them to problems in case studies. Prerequisite: 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; legal issues; contract pricing alternatives; technical, management and commercial requirements; RFP development; source selection; invitations to bid; bid evaluation; risk assessment; and contract negotiation and administration. No prerequisite

PROJ600 – Project Management Capstone
Students in this culminating course, intended to be taken as the last course, integrate knowledge and skills learned throughout the MPM program. Students develop, design and present a project; plan and justify the project; meet performance, schedule and budget requirements; adjust for unplanned occurrences; and provide status reports. Prerequisites: successful completion of all other program core and MPM program-specific courses, and permission from the appropriate academic administrator

PROJ605 – Advanced Project Management Practices and Professional Exam Preparation
This course examines current topics in the project management field and provides a comprehensive review of the Project Management Body of Knowledge (PMBOK). Topics may include global project management, leadership, virtual teams and project information systems. In addition, the PMBOK knowledge areas and process groups are covered in preparation for the Project Management Professional certification exam, administered by the Project Management Institute. Prerequisite: PROJ587

Information Systems Management, and Network and Communications Management

MISS5 – 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. No prerequisite

MISS25 – 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. No prerequisite

MISS61 – 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. Prerequisite: MISS82

MISS62 – 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. Prerequisite: MISS82
MIS563 – 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. Prerequisite: MIS582

MIS564 – 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. Prerequisite: MIS582

MIS565 – Healthcare Security, Privacy and Compliance
This course introduces information systems practitioners to principles and strategies needed to manage the Health Insurance Portability and Accountability Act (HIPAA) and other compliance requirements in the IS environment. The influence on electronic health records as well as other components of health information systems is outlined. Management strategies for accessing, storing, maintaining and transmitting patient-identifiable information are examined. Prerequisite: SEC571

MIS566 – Informatics and Application Systems in Healthcare
This course addresses using computer technology to solve problems in the healthcare industry, as well as technology’s effect on the quality and cost efficiency of healthcare delivery. Students explore strategies for blending clinical applications with financial and administrative practices. Current and emerging healthcare standards, technologies, applications and management practices are covered, including integrated electronic health record systems, major information systems and service providers. Prerequisite: MIS535

The Power of Project Management
The hallmarks of today’s project management leaders include effective schedule and budget management; quality control; and organization, implementation and monitoring of business activities. Professionals with these critical skills are in demand and poised for solid career growth and favorable compensation.

Data in the April 2010 edition of PMI Today, published by the Project Management Institute, show that those who’ve earned Project Management Professional (PMP) certification enjoy a healthy cumulative difference in earnings over their counterparts who don’t hold a PMP credential – and a healthy trend in salary increases based on experience. Learn more at www.pmi.org.

Keller’s Project Management Solutions
Consider how Keller can help you gain the project management skills employers value. Gain your professional edge by choosing the Keller project management offering that’s right for you:

- MPM – Master’s degree in Project Management
- MBA – Master’s degree in Business Administration with a concentration in Project Management
- MISM – Master’s degree in Information Systems Management with a concentration in Project Management
- MNCM – Master’s degree in Network & Communications Management with a concentration in Project Management
- GCPM – Graduate certificate in Project Management

Project Management Institute and Keller
As a Project Management Institute Registered Education Provider, Keller abides by PMI-established operational and educational criteria. Not all schools have earned the PMI REP distinction. Through its solid curriculum and faculty development processes, Keller has long been recognized as a leader in advocating the need for professional project management coursework.

The following Keller programs are accredited by the Project Management Institute’s Global Accreditation Center: MBA, when completed with a concentration in project management; MISM, when completed with a concentration in project management; MNCM, when completed with a concentration in project management; and MPM. 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.

Learn more about your opportunities in project management from your Keller admissions advisor/representative or at www.keller.edu.
MIS567 – Healthcare Information Administration and Management
This course examines contemporary concepts, principles and practices of health information management. Strategies to ensure that health data are accurate, accessible, confidential and secure in healthcare settings are outlined. In addition, use of such data by other health-related industries is examined. Health records and their computerized implementation in terms of electronic health records/computer-based patient records, payment and reimbursement processes are covered. Prerequisite: MIS535

MIS574 – 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. Prerequisite: one year’s programming experience, prior programming coursework, MIS505 or MIS525

MIS575 – Advanced Visual Basic
Advanced Visual Basic, a continuation of Visual Basic (MIS574), focuses on advanced application development and design 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. Prerequisite: MIS574

MIS577 – 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. Prerequisite: one year’s programming experience, prior programming coursework, MIS505 or MIS525

MIS578 – 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. Prerequisite: one year’s programming experience, prior programming coursework, MIS505 or MIS525

MIS579 – 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. Prerequisite(s): one year’s programming experience; prior programming coursework; or MIS577, and either MIS505 or MIS525

MIS581 – 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. No prerequisite

MIS582 – 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. No prerequisite

MIS583 – Database Applications for Electronic Commerce
This course examines database systems that emphasize web-based development and implementation technologies. The course covers general models of web-based e-commerce as well as application development using a variety of commercial middleware tools. Students create a web-based e-commerce application as part of a course project. Prerequisites: MIS577 and MIS582

MIS585 – Decision Support and Expert Systems
This course focuses on design, development and implementation of effective systems for meeting information needs of management decision-makers. The course explains both model-based and data-based decision support systems and their use by managers in functional areas. Spreadsheets and applied artificial intelligence models, such as artificial neural network, and/or rule-based expert systems software, may be used to introduce the decision-support process. No prerequisite

MIS589 – 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. No prerequisite

MIS600 – 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. Prerequisites: successful completion of all other MISM program courses, and permission from the appropriate academic administrator

NETW525 – Essentials of Telecommunications
This course 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. MNCM students may not take this course for program credit. The course may be taken as an elective in all programs other than MNCM. No prerequisite
NETW561 – 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. **Prerequisite: NETW589**

NETW562 – 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. **Prerequisite: MIS589**

NETW563 – 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. **Prerequisite: MIS589**

NETW564 – 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. **Prerequisite: NETW589**

NETW583 – 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. **No prerequisite**

NETW584 – 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. **No prerequisite**

Fundamental Skills for Education Success
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. 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.

ENGL510 – 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. **No prerequisite**

MATH500 – 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. **No prerequisite**

MIS505 – 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 MIS25. This course may not be applied to elective course requirements in any program. **No prerequisite**

NETW505 – 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. Students who successfully complete this course may not also receive credit for NETW525. This course may not be applied to elective course requirements in any program. **No prerequisite**
SEC571 – 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. No prerequisite

SEC572 – 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 to prepare to assist in incident response and management activities in the event of a network breach. Prerequisite: MIS589, or a technical undergraduate degree and/or associated professional experience with preparation equivalent to or beyond MIS589

SEC573 – 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. Prerequisite: SEC571

SEC574 – 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. Prerequisite(s): a technical undergraduate degree and/or associated professional experience with preparation equivalent to or beyond MIS582

SEC575 – 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. No prerequisite

SEC576 – 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. Prerequisite(s): a technical undergraduate degree and/or associated professional experience with preparation equivalent to or beyond PROJ586

SEC577 – 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. Prerequisite(s): SEC571, or a technical undergraduate degree and/or associated professional experience with preparation equivalent to or beyond SEC571
**SEC578 – 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 help identify system vulnerabilities and implement controls. Physical and operations security addresses control mechanisms and protection techniques for facility, resource and overall system operation. **Prerequisite(s): SEC571, or a technical undergraduate degree and/or associated professional experience with preparation equivalent to or beyond SEC571**

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. **Prerequisite(s): SEC571, or a technical undergraduate degree and/or associated professional experience with preparation equivalent to or beyond SEC571**

**SEC581 – Legal and Ethical Issues in Security Management**
This course examines personnel law and obligations; negotiations; contract management; constitutional rights of individuals; legal compliance; ethical standards; privacy and search law; decision-making; profiling and discrimination issues; hiring and training requirements; testifying; and court expectations. Agencies and legal systems are addressed, as are ethics and law for both global and domestic security managers. **Prerequisite: SEC594**

**SEC582 – Security Risk Analysis and Planning**
This course offers an in-depth look at risk factor analyses that must be undertaken during the process of designing a flexible and comprehensive security plan. Topics include assessing security threats; developing countermeasures; and protecting information, security designs, security processes, and security analysis programs and tools. **Prerequisite: SEC594**

**SEC583 – Security Administration and Operation**
This course addresses administration of a security plan within the context of daily operations. Students learn practices and methods of determining adequacy of security management programs, as well as examine the relationship between security functions and managers’ responsibilities. The processes of inter-agency cooperation and establishment of industry standards are also included. In addition, the course addresses contemporary issues in security such as substance abuse, violence, theft, biochemical threats, terrorism and counterterrorism measures. **Prerequisite: SEC594**

**SEC584 – Forensic and Business Investigations Techniques**
This course provides an overview of basic forensic techniques as applied to the business environment. Topics include social and psychological profiling, systems design, case construction, team analysis, report development, chain of custody, law enforcement systems and cooperation, investigation techniques and forensic teamwork. Students are familiarized with criteria for forensic expertise such as Daubert and Kumho. **No prerequisite**
Administrators & Professors with You Every Step of the Way

A Message from the Dean
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 flexible 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,

Oscar Gutierrez, PhD
Dean
Administrators and Full-Time Professors

To ensure that students gain the most relevant education, DeVry University combines the expertise of seasoned education administrators and a nationwide faculty of hundreds of dedicated full-time professors plus thousands of other faculty. Together, these professionals focus squarely on making your academic experience valuable, meaningful and relevant to employers’ needs.

Nearly all DeVry University 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 DeVry University 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 by region and location. Administration rosters are followed by lists of 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 DeVry University location is available from local staff members.

A comprehensive list of employed visiting professors who teach onsite or online is available via www.devry.edu/d/onlinevisitingprof.pdf. A comprehensive list of independently contracted adjuncts who teach onsite or online is available via www.devry.edu/d/adjuncts.pdf.
Karyn Lee  
Executive Director of Department of Enrollment Management  
BS University of Phoenix

Heather Chavez  
Manager of Student Central  
MBA Westwood College

NORTHWEST REGION  
Northern California, Nevada

Executive Administrators

Pamela Daly  
Group President  
MA Liberty University

Dennis Mueller  
Group Dean of Academic Excellence  
PhD The Ohio State University

Daniel Cardenas  
Group Director of Admissions  
MBA Keller Graduate School of Management

Carolyn Torres  
Group Director of Student Central  
MBA Keller Graduate School of Management

Wendell Myers  
Group Director of Finance and Infrastructure  
MBA University of La Verne

Mary Cole  
Group Director of Enrollment Management  
BS Simpson University

Eileen Chuong  
Manager of Student Central  
BA Southern Illinois University

Local Administrators

Northern California

FOLSOM

Pamela Daly  
Group President  
MA Liberty University

Rebecca Moreno-Byrne  
Manager of Enrollment Management  
BA Simpson University

Mary Wahlbeck  
Manager of Student Central  
MBA Southern Illinois University

FREMONT

Pamela Daly  
Group President  
MA Liberty University

FRESNO

Katie Feener  
Campus Dean  
MA National University

Local Administrators

California

OAKLAND

Michael Park  
Center Dean  
BSTM DeVry University

SAN JOSE

Michael Park  
Center Dean  
BSTM DeVry University

Nevada

HENDERSON

Nils Sedwick  
Campus Dean  
MBA Santa Clara University

CHICAGOLAND REGION  
Illinois, Indiana

Executive Administrators

Amy King  
Group President  
MBA Benedictine University

Timothy Zorek  
Group Dean of Academic Excellence  
MBA Marist College

Jonathan Mies  
Group Director of Student Central  
MBA Keller Graduate School of Management  
MPA Keller Graduate School of Management

Mary Wahlbeck  
Center Dean  
MA Lewis University

Local Administrators

Illinois

ADDISON

Amy King  
Group President  
MBA Benedictine University

Len Grinstead  
Assistant Dean of Enrollment Management  
MBA Rockhurst University  
MSIR University of Wisconsin

Brendan Aubin  
Senior Director of Department of Enrollment Management  
BSBA University of Illinois

Angela Farruggia  
Manager of Student Central  
MBA Keller Graduate School of Management

CHICAGO

Piotr Lechowski  
Campus Dean  
MBA Keller Graduate School of Management

CHICAGO LOOP

Kristin Hansen  
Campus Dean  
BA University of Iowa

Sha-Reese Moore  
Assistant Dean of Academic Excellence  
MA Andersonville Theological Seminary  
MBA Sullivan University

Stacey Krahe  
Manager of Department of Enrollment Management  
AS The Art Institute of Atlanta

Margaret Carmody  
Manager of Student Central  
MA Governors State University  
PhD SMC University

SOUTH CENTRAL REGION  
Colorado, Missouri, Oklahoma, Texas

Executive Administrators

Mark Cameron  
Group President  
MBA University of Phoenix  
PhD Capella University

Sherry Mitchell  
Group Dean of Academic Excellence  
PhD Washington State University

David Wood  
Group Director of Admissions  
MBA Keller Graduate School of Management

Brian Silver  
Group Director of Student Central  
MBA University of Phoenix

Joan Long  
Group Director of Career Services  
Med Southwest Texas University

Eric Alvarez  
Group Director of Finance and Infrastructure  
MS University of Central Florida

Local Administrators

Colorado

COLORADO SPRINGS

Lynn Ward  
Center Dean  
MA Regis University

WESTMINSTER

Sheila Scott  
Campus Dean  
MBA Keller Graduate School of Management

Tara Mills  
Assistant Dean of Academic Excellence  
EdD University of Phoenix
Missouri
KANSAS CITY
Michele Close
Campus Dean
MS Calvary Theological Seminary

Oklahoma
OKLAHOMA CITY
Baxter Papik
Center Dean
MBA Keller Graduate School of Management

Texas
AUSTIN
Mark Cameron
Group President
MBA University of Phoenix
PhD Capella University
Grover McDaniel
Assistant Dean of Academic Excellence
MA University of Oklahoma
PhD Capella University
Melissa Guster
Manager of Department of Enrollment Management
MBA University of Phoenix
Erica Miller
Manager of Student Central
MBA Keller Graduate School of Management

SOUTHEAST REGION
Florida, Georgia
Executive Administrators
Scarlett N. Howery
Group President
MBA Keller Graduate School of Management
Marian Combs
Group Dean of Academic Excellence
MBA University of Oklahoma
EdD University of Mary Hardin-Baylor
Matthew Dearsman
Group Director of Admissions
BS University of Phoenix
Elizabeth Cook
Group Director of Student Central
MBA Kaplan University
Cybil Talley
Group Director of Career Services
MA University of London
Bianca Smith Harris
Group Dean of Academic Excellence
MBA University of Oklahoma
PhD University of Phoenix

Local Administrators
Florida
JACKSONVILLE
Ryan Fuller
Center Dean
BCIS DeVry University

MIRAMAR
Antonio Cobas
Center Dean
MPA Florida International University
Sonia Heywood
Assistant Dean of Academic Excellence
MBA Nova Southeastern University
DBA Nova Southeastern University

Alyssa Perry
Manager of Department of Enrollment Management
MBA Keller Graduate School of Management

Orlando
Abel Okagbare
Campus Dean
MBA Eastern Michigan University
Dusty Maddox
Assistant Dean of Academic Excellence
MA Texas Woman's University
Ana Glowa
Manager of Department of Enrollment Management
BSBA Barry University
Estrella Velazquez-Domenech
Manager of Student Central
BBA Loyola University

Georgia
ALPHARETTA
Robert Crowley
Center Dean
BSTM DeVry University
Tomekia Bridges
Manager of Department of Enrollment Management
MBA Keller Graduate School of Management

ATLANTA COBB/GALLERIA
Dawn Moore
Campus Dean
MBA Shorter University

DECATUR
Scarlett N. Howery
Group President
MBA Keller Graduate School of Management

GWINNETT
Robert Crowley
Center Dean
BSTM DeVry University
Tomekia Bridges
Manager of Department of Enrollment Management
MBA Keller Graduate School of Management

HENRY COUNTY
Dawn Moore
Campus Dean
MBA Shorter University

Mid-Atlantic Region
North Carolina, Pennsylvania, Virginia
Executive Administrators
Ryan Sagers
Group President
MS University of Utah
Valerie Senateor
Group Dean of Academic Excellence
MA University of Texas
PhD Texas A&M University
Neal Moses
Group Director of Admissions
MBA University of Phoenix
James Hinkel
Group Director of Student Central
BA Pennsylvania State University
Jeffrey Greenberg
Group Director of Career Services
MS Drexel University
Francis Moore
Group Director of Finance and Infrastructure
MBA Philadelphia University
Local Administrators
North Carolina
CHARLOTTE
Regina Campbell
Campus Dean
PhD Regent University
Christopher Smith
Manager of Department of Enrollment Management
MAOM University of Phoenix
Tami Edwards
Manager of Student Central
MBA Keller Graduate School of Management

RALEIGH-DURHAM
Nicole Bethune-Walker
Center Dean
MBA Keller Graduate School of Management
MS Nova Southeastern University
EdD Nova Southeastern University
Christopher Smith
Manager of Department of Enrollment Management
MAOM University of Phoenix
Tami Edwards
Manager of Student Central
MBA Keller Graduate School of Management

Pennsylvania
FT. WASHINGTON
Ryan Sagers
Group President
MS University of Utah
PHILADELPHIA
Ryan Sagers
Group President
MS University of Utah

Virginia
ARLINGTON
Valerie Senatore
Interim Campus Dean
MA University of Texas
PhD Texas A&M University

SOUTH HAMPTON ROADS
Davy Moorhead
Center Dean
MS Argosy University

Midwest Region
Ohio, Tennessee
Executive Administrators
Daryl Field
Group President
PhD Regent University
Marilyn K. Wiggam
Group Dean of Academic Excellence
PhD The Ohio State University

Local Administrators
Ohio
CINCINNATI
Jeanet A. Davenport
Campus Dean
MA University of Phoenix

COLUMBUS
Darryl Field
Group President
PhD Regent University
Galen Graham
Assistant Dean of Academic Excellence
MBA Miami University
PhD The Ohio State University

New Jersey
CHERRY HILL
Steven Nelson
Campus President
MBA Indiana University

Dayton
Jeanet A. Davenport
Campus Dean
MA University of Phoenix

SEVEN HILLS
Amanda Liott
Campus Dean
MBA Keller Graduate School of Management

Tennessee
NASHVILLE
Peter Powell
Campus Dean
MA Western Kentucky University

Executive Administrators
Anthony A. Stanziani
Group President
MS Mercy College
Ewa Schmitz
Group Dean of Academic Excellence
MA Pedagogical University
Zielona Gora
DM University of Phoenix

New York
MIDTOWN MANHATTAN
Anthony A. Stanziani
Group President
MS Mercy College
Ewa Schmitz
Group Dean of Academic Excellence
MA Pedagogical University
Zielona Gora
DM University of Phoenix

Paul Noel
Manager of Department of Enrollment Management
BA St. Peter’s University
Amy Kotowski
Manager of Student Central
MA Iona College

Queens
Quinn Fleming
Center Dean
BA Brandeis University

Ewa Schmitz
Group Dean of Academic Excellence
MA Pedagogical University
Zielona Gora
DM University of Phoenix

Amy Kotowski
Manager of Student Central
MA Iona College

Online Region
Michael J. Malee
Group President
MBA University of Notre Dame

Brandon Ohms
Group Director of Admissions
MBA Keller Graduate School of Management

Nicole Zaper
Group Director of Student Central, Continuing Students
BA Michigan State University

Agnam Memeti
Group Director of Student Central, Military and Resuming Students
BA University of Illinois

Eric Hellige
Group Director of Career Services
BA DePaul University

Greg Mrofcza
Manager of Finance and Infrastructure
BA Robert Morris University

Administrators and Faculty

60
Full-Time Professors

Arizona
Joyce T. Barden  
Senior Professor  
MBA Keller Graduate School of Management
Rick J. Bird  
Senior Professor  
MPA Keller Graduate School of Management
Arlene B. Goodman  
Assistant Professor  
MS Long Island University  
PhD Argosy University
Roger S. Gulledge  
Professor  
MBA Keller Graduate School of Management
Kris M. Horn  
Senior Professor  
MS University of Utah  
PhD University of Utah
John MacCatherine  
Associate Professor  
MS Arizona State University  
MS Capella University  
PhD Capella University
Aaron Marmorstein  
Associate Professor  
PhD Oregon Health & Science University
Peter Newman  
Associate Professor  
MBA Pfeiffer University  
PhD Capella University
Paul O’Leary  
Assistant Professor  
MS Rutgers University
Veronica L. Schreiber  
Senior Professor  
MA University of Arizona
Miti Shah  
Associate Professor  
PhD Arizona State University
Maja M. Tatar  
Associate Professor  
MBA University of Phoenix
Didem Yamak  
Assistant Professor  
PhD Arizona State University

California
Khan A. Alim  
Assistant Professor  
MS Tuskegee University  
PhD University of California
Mehdi Arjomand  
Professor  
MS California State University
Raeif J. Assaf  
Assistant Professor  
MBA Wayne State University  
DBA Argosy University
Ahmed Azam  
Senior Professor  
MS California State University
Basheer Biswas  
Associate Professor  
MBA University of Wisconsin  
PhD Golden Gate University
Carmen M. Bradford  
Assistant Professor  
MBA University of Phoenix
Michael C. Davis  
Assistant Professor  
MA National University
Andrea M. Dominguez  
Assistant Professor  
MA University of Arizona  
PhD University of California
Thomas F. Donini  
Professor  
MED Xavier University
Nitin N. Divvedi  
Associate Professor  
MBA University of Phoenix  
MS City College of New York
Gary Foster  
Associate Professor  
MBA University of Utah
Joel H. Frazier Jr.  
Senior Professor  
MBA Keller Graduate School of Management
Justin Garcia  
Associate Professor  
MA California State University
Abhay Burjor Ghara  
Senior Professor  
MA Northwestern University
Gary P. Giomi  
Associate Professor  
MISM Keller Graduate School of Management
Paula C. Herzing  
Associate Professor  
MBA University of Phoenix
Stanley Hong  
Associate Professor  
MA University of Southern California
Kenneth Jones  
Professor  
MS University of California  
PhD University of California
Lynn M. Joseph  
Associate Professor  
MA Alliant International University  
PhD Alliant International University
Abdelaziz Kaina  
Assistant Professor  
MS New Mexico Institute of Mining and Technology
Michael L. Kalka  
Professor  
MBA Keller Graduate School of Management  
MNCM Keller Graduate School of Management  
MPM Keller Graduate School of Management
Alireeze Kavianpour  
Senior Professor  
MS Oklahoma State University  
PhD University of Southern California
Victoria H. Kim  
Professor  
MA Monterey Institute of International Studies  
MS Brigham Young 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
Masud Mansuri  
Associate Professor  
MS Texas A&M University  
PhD North Carolina State University
Randall R. Maynes  
Assistant Professor  
MBA Keller Graduate School of Management
Sheri McClure-Baker  
Associate Professor  
MA California State University
Kelly K. Mencz  
Assistant Professor  
JD University of San Diego
Michael G. Milford  
Associate Professor  
MBA University of Puget Sound
Hamid R. Mohajeri-Moghaddam  
Professor  
MS University of Hull  
PhD University of Hull
Tyson E. Moore  
Associate Professor  
MS Central Michigan University  
PhD Trident University International
Mostafa Mortazaei  
Professor  
MA University of Southern California  
MS University of California  
PhD University of California
Kyle H. Muldrow  
Professor  
MS University of Illinois
Mohammad R. Muqri  
Professor  
MS University of Tennessee  
MD Spartan Health Sciences University
John L. Murphy  
Senior Professor  
MA Claremont Graduate University  
PhD University of California
Cindy T. Phan  
Senior Professor  
MBA West Coast University  
PhD Alliant International University
James F. Powell  
Professor  
MA Pepperdine University  
MBA University Southern California
Paul E. Rader  
Senior Professor  
MS University of California  
PhD North Central University
Robert L. Ramirez  
Associate Professor  
MBA University of Phoenix
Mark R. Rasiah  
Professor  
MS University of California
Javad S. Shakib  
Associate Professor  
MS University of Tehran  
PhD Polytechnic University
Sharon L. Starcher  
Associate Professor  
MA Fresno Pacific University
Charles Taylor  
Associate Professor  
MBA San Diego State University
Russell Walker  
Senior Professor  
MBA California State University  
MS California Institute of Technology  
PhD Northcentral University
Penn Wu  
Professor  
MBA Keller Graduate School of Management
MISM Keller Graduate School of Management
MNCM Keller Graduate School of Management
MPM Keller Graduate School of Management
MPP DeVry University  
PhD Nova Southeastern University

Colorado
Bruce J. Bunney  
Associate Professor  
MBA Keller Graduate School of Management
Louis R. Freese  
Professor  
MA Teachers College  
Columbia University
Steven Monroe  
Assistant Professor  
MS University of Denver
Charles W. Trinkel  
Associate Professor  
MA University of Colorado

Florida
Mohamed E. Bihoum  
Senior Professor  
MS The Ohio State University  
PhD University of Toledo
Jerry K. Durbeej  
Professor  
MA Florida Atlantic University  
PhD Florida Atlantic University
Raoul T. Ghattas  
Senior Professor  
MS University of Windsor
Student Awards

Keller recognizes outstanding student achievement by granting annual awards for leadership, service, innovation and impact, academic performance and perseverance. These prestigious awards, among the highest bestowed by the University, honor individuals who have made outstanding contributions and achieved success through their dedication, involvement, service and creative leadership. Award recipients are recognized at local ceremonies often held at or near graduation.

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This national award is granted to the student who has best exhibited outstanding service to the University community.

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This award is bestowed upon the graduate student who has demonstrated outstanding academic achievement in his or her program of study. Graduate students enrolled on campus or online may be eligible to receive this award.

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This award recognizes the local graduate student who has exhibited perseverance and achieved outstanding success under challenging circumstances. Graduate students enrolled on campus or online may be eligible to receive this award.

Shawn A. Schumacher  
Senior Professor  
MA Governors State University  
PhD Colorado State University

Randall K. Sharpe  
Associate Professor  
MS University of Illinois

Scott P. Smith  
Professor  
MPH University of Illinois  
MD University of California

Timothy Lee Stephan  
Senior Professor  
MBA Loyola University

Barbara J. Strauch  
Senior Professor  
MED Purdue University

Michael D. Sugarman  
Associate Professor  
MA Case Western Reserve University

Craig A. Waldvogel  
Associate Professor  
MS University of Illinois

Li Wang  
Associate Professor  
PhD Illinois Institute of Technology

Indiana

James E. Gajda  
Associate Professor  
MBA University of Chicago  
MS DePaul University  
JD Illinois Institute of Technology

Janell N. Harvey  
Associate Professor  
MA Purdue University  
DBA Argosy University

Missouri

Patrick B. Bauer  
Senior Professor and Faculty Chair  
MS University of Missouri

Robert E. Myers  
Professor  
MS University of Kansas

Lynn A. Risley  
Professor  
MNICM Keller Graduate School of Management  
MPM Keller Graduate School of Management

Lynn C. Schuchman  
Professor  
MA University of Missouri

Nevada

Stefani Izquierdo  
Associate Professor  
MS University of Nevada

Christopher Rodgers  
Associate Professor  
MBA University of Phoenix  
DBA Golden State University

New Jersey

Eric Addeo  
Senior Professor  
MS New Jersey Institute of Technology  
PhD Stevens Institute of Technology

Mike Awwad  
Professor  
MS Elec New Jersey Institute of Technology  
PhD Stevens Institute of Technology

Susan Feng  
Professor  
MS University of Florida  
PhD University of Central Florida

Deborah Helman  
Professor  
MPPH Cranfield Institute of Technology  
PhD University of Birmingham

Barbara Anna V. Holal  
Assistant Professor  
MS New York University  
PhD New York University

Kim Lamana-Finn  
Senior Professor and Faculty Chair  
MS Capella University  
PhD Stevens Institute of Technology

Hassan A. Marzouk  
Senior Professor  
MS North Carolina State University  
PhD University of Kentucky

Chijioke A. Ohayia  
Assistant Professor  
MS State University of New York  
PhD Capella University

Dawn Rywalt  
Professor and Faculty Chair  
MS Stevens Institute of Technology

Amir Sadrian  
Associate Professor and Faculty Chair  
MS University of Bridgeport  
PhD University of Pittsburgh

Bhupinder S. Sran  
Senior Professor  
MS Louisiana State University  
PhD Stevens Institute of Technology

Chao-Ying Wang  
Senior Professor  
MS Southern Illinois University  
PhD Southern Illinois University

John W. Weber  
Professor and Faculty Chair  
MFM Keller Graduate School of Management  
MAT The College of New Jersey  
DBA University of Phoenix

Gregory Zaleski  
Professor  
MBA Pennsylvania State University

Michael Zlot  
Professor  
MA Montclair State University  
PhD New York University

New York

Valeriy Arseniev  
Professor  
MS Moscow Technical University  
PhD Moscow Institute of Mechanical Engineering

Karen J. Cantrell  
Professor  
MA City College of New York

Nader Daee  
Professor  
MBA Wagner College

Jeevan F. D’Souza  
Associate Professor  
MS University of Texas  
PhD Nova Southeastern University

Gustavo Duclos  
Senior Professor  
MA Universite de Limoges  
MS Polytechnic University  
PhD Polytechnic University

Wendy A. Finlay  
Assistant Professor  
MBA University of Phoenix  
PhD University of Phoenix

Michael J. Gooch  
Professor  
MA Indiana University  
of Pennsylvania  
PhD Indiana University  
of Pennsylvania

Michael T. Hamlet  
Professor  
MBA Adelphi University  
PhD Walden University

M. S. Kinsley  
Professor  
MA City University of New York

Jude Lamour  
Professor  
MS New Jersey Institute of Technology  
PhD Walden University

Shahed Mustafa  
Associate Professor  
MS Idaho State University  
PhD Stevens Institute of Technology

Bennet A. Nagel  
Associate Professor  
MBA St. John’s University

Ali Ragoub  
Professor  
MS Universit Kebangsaan Malaysia

Derrick C. Samuels  
Associate Professor  
MBA University of Lagos  
PhD Walden University
Marvin J. Schneider  
Associate Professor  
MBA City University of New York

Natalie M. Sommer  
Professor  
MS Union College

Panayotis K. Thanos  
Associate Professor  
MS The American University  
PhD Old Dominion University

Jose R. Tubilieja  
Professor  
MISM Keller Graduate School of Management

Adnan Turkey  
Senior Professor  
PhD University of Budapest

Manuel Eduardo Zavallos  
Associate Professor  
MS City College of New York  
MBA Keller Graduate School of Management  
PhD City University of New York

North Carolina  

Joni Bynum  
Associate Professor  
MA Appalachian State University  
PhD North Carolina State University

Peter D. Cornwell  
Professor  
MS Bournemouth University  
PhD The University of York

Maureen Leary  
Assistant Professor  
MAS Strayer University  
DBA Northcentral University

Dudley Marcum  
Professor  
PhD University of Illinois

Ramez A. Shamseid  
Assistant Professor  
MISM Keller Graduate School of Management  
PhD Old Dominion University

Ohio  

Carol E. Dietrich  
Senior Professor  
MA The Ohio State University  
MS Ohio University  
MTS Trinity Lutheran Seminary  
PhD The Ohio State University

Kathrine Henson-Mack Tormos  
Assistant Professor  
MS University of Alabama  
PhD University of Alabama

John M. Kavouras  
Assistant Professor  
MA Capital University  
MA Cleveland State University

Laurence E. Lazofov  
Professor  
MISM Keller Graduate School of Management  
MS Air Force Institute of Technology

Anup K. Majumder  
Senior Professor  
MSE Jadavpur University  
PhD Jadavpur University

Christopher D. Martin  
Professor  
MISM Keller Graduate School of Management

Richard A. Martin  
Professor  
MISM Keller Graduate School of Management

Elliott Masocha  
Associate Professor  
MA Ohio University  
MS Franklin University  
DBA Walden University

John F. McManamon  
Professor  
MEd The Ohio State University

John R. Pax  
Professor  
MBA Keller Graduate School of Management  
MSE Colorado State University

Joseph A. Phillips  
Professor  
MBA Franklin University

Cynthia A. Roberts  
Senior Professor  
MEd University of Dayton

Michael Stamos  
Senior Professor  
MA The Ohio State University  
MBA University of Dayton

Online  

Barbara A. Bailey  
Assistant Professor  
MA Boston University

Michael S. Bird  
Professor  
MBA Nova Southeastern University  
PhD Capella University

Donald Butler  
Assistant Professor  
MBA York University

Bill W. Carroll  
Associate Professor  
MA Webster University  
MBA Wichita State University  
PhD Capella University

Gina M. Cooper  
Professor  
MS The Ohio State University  
PhD Wright State University

William L. Crumm  
Associate Professor  
MA Webster University  
MBA Wichita State University  
PhD Capella University

Amada R. Darling  
Professor  
MBA Keller Graduate School of Management  
MHM Keller Graduate School of Management

Angela R. Gillette  
Associate Professor  
MA University of Texas

John Golzy  
Professor  
MS Ohio University

Teresa M. Hayes  
Professor  
MA DePaul University

William D. Hayes  
Senior Professor  
MA Governors State University  
MS Illinois State University  
EdD Northern Illinois University

Andrea Henne  
Assistant Professor  
MA University of California  
EdD University of California

Ellen M. Jones  
Professor  
MA Webster University  
PhD St. Louis University

Felix M. Lao  
Professor  
MBA University of the Philippines Manila  
PhD University of Santo Tomas

Michael W. Magro  
Associate Professor  
MIT American InterContinental University

Judith McCarthy  
Professor  
MA Rutgers University  
MBA Rutgers University  
PhD Rutgers University

Michael W. Mulas  
Senior Professor  
MS Central Michigan University  
PhD University of Colorado

Maria Neuwirth  
Professor  
MS University of Toronto  
PhD University of Toronto

Robert D. Negen  
Associate Professor  
MA Santa Monica College  
MA University of Missouri

Darlene G. Ringhand  
Associate Professor  
MS Utah State University  
PhD Northcentral University

Elizabeth Rolison  
Professor  
MBA Regis University

Sheila Rumenapp  
Associate Professor  
MBA California Lutheran University  
PhD California State University

Ahmed H. Shaik  
Associate Professor  
MBA Kakatiya University  
PhD Kakatiya University

Jagjit Kaur Singh  
Professor  
MS University of Delhi  
PhD University of Calgary

Brian A. Smith  
Assistant Professor  
MEd Northwestern State University  
MS Texas A&M University  
EdD Texas A&M University

Kenneth E. Steinkruger  
Senior Professor  
MBA Northwestern University  
PhD The Chicago School of Professional Psychology

Julia Woodward  
Associate Professor  
MBA University of South Carolina  
PhD University of South Carolina

Sean T. Wright  
Professor  
MBA Babson College

Michael Zohourian  
Professor  
MS The Ohio State University

Pennsylvania  

Jonathan A. Agresta  
Professor  
MEG University of Massachusetts

William A. Bowman  
Assistant Professor  
MS Philadelphia University

John Callan  
Professor  
MBA Temple University

Maer Dos Santos  
Associate Professor  
MS Drexel University

Jocelyn E. Russell  
Associate Professor  
MA Westminster Theological Seminary  
MBA University of Pennsylvania

James Schneider  
Professor  
MFA California State Polytechnic Institute

Dasantlila Sherif  
Professor  
MBA Southern Illinois University

Janet Todd  
Professor  
PhD Michigan State University

Tennessee  

Joel Bunkowske  
Assistant Professor  
MBA Regis University  
JD Indiana University

Zamir K. Deen  
Associate Professor  
MBA Baldwin-Wallace College  
PhD Iowa State University

James P. Hess  
Assistant Professor  
MBA University of Tennessee  
PhD Northcentral University

Texas  

Noureddine Anibou  
Associate Professor  
MS University of Houston  
PhD University of Houston

Rabah Aoufi  
Senior Professor  
MS University of Missouri
Administrators and Faculty

Kamran Shoaei
Assistant Professor
MD Universidad Iberoamericana

Timothy G. Staley
Senior Professor
MBA University of Dallas
DBA Nova Southeastern University

Richard J. Swersky
Associate Professor
MS University of California
PhD University of California

Leine Joshua Van Lo
Associate Professor
MNCM Our Lady of the Lake University

Stephen F. Wheeler
Professor
MS Texas A&M University
PhD Walden University

Shane R. Ball
Professor
JD Capital University

Shirley R. Bruce
Associate Professor
PhD University of Kentucky

Corey Clark
Professor
MS University of Texas
PhD University of Texas

Taheerah Daneshi
Senior Professor
MS Midwestern State University
PhD Texas Christian University

Stacey A. Donald
Associate Professor
MS University of Texas

Angela Garrett
Assistant Professor
MBA Keller Graduate School of Management

Robert E. Hulme
Professor
MS University of Houston

Messaoud Laddada
Professor
MS Oklahoma State University
PhD Oklahoma State University

James H. Liu
Associate Professor
MS University of Texas
PhD Southern Methodist University

Robert F. Meadows
Senior Professor
MBA University of Dallas

Shelley M. Novick
Senior Professor
MS University of Texas

Peter N. Nwaogu
Assistant Professor
MBA University of District of Columbia
DBA Argosy University

Susan G. Orr
Professor
MA University of Texas
PhD Texas A&M University

Kazi Rashed
Associate Professor
MA University of Texas
PhD Prairie View A&M University

Michael H. Reitzel
Professor
PhD Capella University

Robert J. Sarvis
Assistant Professor
MBA Our Lady of the Lake University
PhD Texas A&M University

Adrian Shapiro
Professor
MA University of Texas
PhD Indiana University

Student Awards

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Virginia
Jennifer D. Harris
Professor
MBA George Washington University
PhD Capella University

Ellen Jakovich
Professor
MBA Keller Graduate School of Management
MS George Washington University

Shahnaz Kamberi
Professor
MS Bournemouth University

Alphonse Kasongo
Associate Professor
MBA Hampton University

Tonitza D. McNeal
Assistant Professor and Faculty Chair
MS Liberty University
PhD Colorado Technical University

Richard L. Smith
Associate Professor
MBA University of Oklahoma
PhD Nova Southeastern University
Admission Information & Academic Policies

Admission Information

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. Such institutions include:

- Institutions accredited by U.S. regional accrediting agencies
- Institutions accredited by selected national accrediting agencies
- International institutions recognized as equivalent to a U.S. regionally accredited 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 2.70 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 2.70 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.

This Section Features

- Admission Information
- Academic Policies
- Grades, Progress and Registration
- Graduation Requirements
- Regulatory Policies
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-Proiciency 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 and in Graduation Requirements by Program.

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 must be completed in addition to standard program requirements and may affect program length and cost. 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.

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, HRM590, HRM592, HRM594, MGMT520 or MGMT591.

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: ACCT504, ECON545, GSCM588, MATH533, MIS535 or PROJ586.

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.
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 2.70, 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 to a site-based location must send admission materials directly to the location they plan to attend. Applicants to DeVry Online should send their materials to:

DeVry Online
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 instructed on any prerequisite skills coursework that may be required before they may enroll in most courses at the 500 level or above. A $30 application fee is also required. See Application Fee/Cancellation Policy for further information.

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.

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 handheld 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*:
  • A current member of the National Association of Credential Evaluation Services (NACES)
  • AACRAO International Education Services (formerly AACRAO’s Foreign Educational Credential Service)
  • Educated Choices, LLC
  • Foreign Credentials Service of America
  • Institute of Foreign Credential Services
  • 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.

* 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.
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.

**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.

**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).

Depending on program of enrollment and onsite course availability, students may be required to complete some of their courses online.

**English-Language-Profiency 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:

- 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, at www.cia.gov/library/publications/the-world-factbook.
- 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 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 a 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 score of at least 58 on the Pearson Test of English (PTE) Academic. English Program.
- 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 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†.

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* 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.

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Admission Information
Admission to Keller-Administered Study Abroad Program

Keller’s Study Abroad program offers faculty-directed programs in specific countries, affording students the opportunity to gain firsthand understanding of other cultures.

In addition to being admitted to the University, students must apply for, and be admitted to, the Study Abroad program. At the time of application to the Study Abroad program, students must:

- Be 21 years old or older.
- Have a valid passport.
- Have completed at least nine semester-credit hours in residence at Keller.
- Have a minimum 3.00 cumulative grade point average.
- Have completed all prerequisite coursework associated with courses in the Study Abroad program.
- Be in good academic standing and have no holds (academic, disciplinary/misconduct or financial) on their student record.

Study Abroad students must:

- Take courses on a for-credit basis; course audits are not permitted.
- Participate actively in classroom discussion.
- Observe all host country laws and abide by the University’s Academic Integrity and Code of Conduct regulations.

Financial aid awards, including scholarships, grants and loans, may be applied to students’ tuition, airfare and lodging costs. Students are encouraged to check with the Student Finance Office regarding any restrictions that may apply. Students expelled from the Study Abroad program are not entitled to any refund of tuition or fees.

Courses completed during a study abroad experience are designated on students’ transcripts with the course designator and course number (e.g., INTL500), plus “SA” (e.g., INTL500SA). Credit for a course with the same designator and number – either with or without the SA indicator – may not be applied more than once to students’ graduation requirements.

Students who successfully completed such a course without an SA indicator and wish to participate in a study abroad experience may choose to repeat the course (see Repeated Courses). The highest grade earned is used in computing the CGPA.

More information on the Study Abroad program is available from student support advisors or academic advisors, as well as via http://studyabroad.devry.edu.

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.

More information is available in the student handbook.

Academic Policies

Residency Requirement – Degree-Seeking Students

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

<table>
<thead>
<tr>
<th>Program</th>
<th>Total Program Credit Hours</th>
<th>Semester-Credit Hours that Must be Successfully Completed at Keller</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting &amp; Financial Management</td>
<td>30</td>
<td>24</td>
</tr>
<tr>
<td>Business Administration</td>
<td>45</td>
<td>27</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>48</td>
<td>30</td>
</tr>
<tr>
<td>Information Systems Management</td>
<td>45</td>
<td>27</td>
</tr>
<tr>
<td>Network &amp; Communications Management</td>
<td>45</td>
<td>27</td>
</tr>
<tr>
<td>Project Management</td>
<td>42</td>
<td>24</td>
</tr>
<tr>
<td>Public Administration</td>
<td>45</td>
<td>27</td>
</tr>
</tbody>
</table>

Note: Students completing degree requirements at a Texas location must fulfill a minimum residency requirement of 36 semester-credit hours at Keller and may be precluded from applying transfer credit and exemptions.

Residency Requirement – Graduate-Certificate-Seeking Students

Requirements for earning a graduate certificate may be satisfied through a maximum of three semester-credit hours of transfer credit, course waivers or course exemptions. Students must successfully complete all remaining coursework at Keller. If three semester-credit hours of course requirements are waived, they must be replaced with three semester-credit hours of Keller coursework.

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 him/her 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 program core and program-specific course requirements for each degree as well as the semester-credit-hour residency requirement outlined in the following chart.
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.

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 a student initially starts courses, he/she is 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 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.

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.

The University reserves the right to cancel a section of a course if enrollment is insufficient.

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

Attendance
Note: The state of Nevada requires attendance to be taken for all students enrolled at a Nevada location.

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.

Students who do not formally withdraw from class and subsequently receive a grade of F or a designator of U due to lack of participation may be administratively withdrawn, resulting in a W for each affected course.

Final grades of F and designators of U are evaluated at the end of the session for students who receive one of the following:

• All grades of F
• All designators of U
• All grades of F and designators of W
• All designators of U and designators of W
• All grades of F and designators of U
• All grades of F, designators of U and designators of W

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).

Students not receiving veterans education benefits who receive F grades or U designators because of lack of participation are administratively withdrawn from the course, and the midpoint of the session is assigned as the withdrawal date. Students receiving veterans education benefits should see Additional Attendance Information for Students Receiving Veterans Education Benefits.

Additional Attendance Information for Students Receiving Veterans Education Benefits
Students who do not formally withdraw from class and subsequently receive a grade of F or a designator of U due to lack of participation are administratively withdrawn, resulting in a W for each affected course. A student’s last login date for the course is considered the effective withdrawal date recorded in VA-ONCE.

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.

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 Exemptions
Degree requirements may be satisfied by using a combination of transfer credit, course waivers and course exemptions; however, this combination may satisfy requirements for no more than six courses in a particular degree program. Students seeking multiple degrees must satisfy the semester-credit-hour residency requirements outlined in Multiple Degree Programs.

Requirements for earning a concentration (except requirements for a general studies concentration) or graduate certificate may be satisfied through a maximum of three semester-credit hours of transfer credit, course waivers or course exemptions. A course may be applied to one focused concentration only.

All 600-level courses, including capstone courses, must be taken through DeVry University. Certain course exemptions are not available in New Jersey and New York.

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 or waived. MSAC program students are not eligible for course exemptions. Transfer credit cannot be applied to ACCT525.

Credit for Previous College Coursework
For students in degree programs, credit for up to three courses (nine semester-credit hours) may be transferred from other University-recognized graduate schools. Students in California may receive transfer credit for up to two courses (six semester-credit hours). 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 five 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 apply a maximum of three semester-credit hours of transfer credit to their certificate requirements. Transfer credit is not granted for CPA exam preparation courses; however, students who hold CPA certification are exempt from certain exam preparation courses. See Course Exemptions.

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.

For students already holding advanced degrees, credit for up to six courses (two courses for students in California) may be transferred from other University-recognized graduate schools. Students should check with their admissions representative/student support advisor/academic advisor, with all required materials when applying to receive transfer credit.

For students already holding advanced degrees, credit for up to six courses (two courses for students in California) may be transferred from other University-recognized graduate schools. Students should check with their admissions representative/student support advisor/academic advisor, with all required materials when applying to receive transfer credit.

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.

Academic Policies
More information on other agreements maintained by DeVry is available by contacting 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 three courses – nine semester-credit hours (two courses – six semester-credit hours – for students in California) may be transferred into a DeVry University graduate program. (Students already holding advanced degrees may transfer credit for up to six courses. This is not applicable in California.) 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

Transfer credit acceptance is at the discretion of the receiving institution.

Course Waivers

Students with extensive academic or professional experience may petition to waive a program core or program-specific course by submitting a request to the admissions representative/student support advisor/academic advisor with documentation supporting achievement of expertise equivalent to or beyond that of students who have successfully completed Keller’s course in that discipline. Such documentation may include, but is not limited to, relevant academic transcripts, a detailed job description or evidence of an appropriate license or certification.

Waivers do not reduce the number of courses students must take; therefore, a waived course must be replaced with an additional elective. For programs containing electives, this increases the number of electives required. Electives may be selected from courses listed under Course Offerings and Course Descriptions in any combination that best serves students’ professional interests, provided all course prerequisites are met. No 600-level course may be waived.

Course Exemptions

In some cases, students who have earned DeVry credit may be eligible for course exemptions. Course exemptions reduce the number of courses students must take; therefore, an exempted course need not be replaced with an additional elective.

To qualify for exemptions, students must have completed an undergraduate degree at DeVry, as well as completed the courses to be considered for exemption, within 10 years of the date of initial enrollment into the graduate program.

Students who hold CPA certification or who have passed applicable parts of the CPA exam are exempt, as appropriate, from ACCT591, ACCT592, ACCT593 and ACCT594.

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**Benefit from Your Experience**

At Keller, your educational and professional experience matters. With approved transfer credit, exemptions and waivers you may be able to reduce the number of courses you must complete for your program and/or replace required courses with additional electives.

**Transfer Credit and Course Exemptions**

These powerful benefits allow you to reduce the number of courses required and:
- Build on knowledge gained in previous college experiences and qualifying professional certifications.
- Complete your program sooner.
- Reduce educational costs.

**Course Waivers**

If you have relevant experience, you may be able to tailor your coursework by waiving required courses. Take advantage of this feature to:
- Customize your plan of study to target areas of personal and professional interest.
- Complete additional elective courses without increasing program length.
- Acknowledge previous academic achievement and professional expertise.

Keller staff members can show you how to build on your experience to maximize the professional development you can expect from your Keller education.
Note: Certain course exemptions are not available in New Jersey and New York.

Elective/Alternate Courses
DeVry University offers a variety of graduate-level elective/alternate courses that supports each program's objectives 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 or student finance consultant 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.

Grades, Progress and Registration

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. 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, waived and/or exempted courses are not included in GPA calculations.

Grades and designators are assigned as follows:

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Percentage</th>
<th>GPA Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>93–100</td>
<td>4.0</td>
</tr>
<tr>
<td>A-</td>
<td>90–92.9</td>
<td>3.70</td>
</tr>
<tr>
<td>B+</td>
<td>87–89.9</td>
<td>3.30</td>
</tr>
<tr>
<td>B</td>
<td>83–86.9</td>
<td>3.00</td>
</tr>
<tr>
<td>B-</td>
<td>80–82.9</td>
<td>2.70</td>
</tr>
<tr>
<td>C+</td>
<td>77–79.9</td>
<td>2.30</td>
</tr>
<tr>
<td>C</td>
<td>73–76.9</td>
<td>2.00</td>
</tr>
<tr>
<td>C-</td>
<td>70–72.9</td>
<td>1.70</td>
</tr>
<tr>
<td>D+</td>
<td>67–69.9</td>
<td>1.30</td>
</tr>
<tr>
<td>D</td>
<td>63–66.9</td>
<td>1.00</td>
</tr>
<tr>
<td>D-</td>
<td>60–62.9</td>
<td>0.70</td>
</tr>
<tr>
<td>F</td>
<td>Below 60</td>
<td>0.00</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Designator</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AU</td>
<td>Audit</td>
</tr>
<tr>
<td>I</td>
<td>Incomplete</td>
</tr>
<tr>
<td>IP</td>
<td>In Progress</td>
</tr>
<tr>
<td>S</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>U</td>
<td>Unsatisfactory</td>
</tr>
<tr>
<td>W</td>
<td>Withdrawal</td>
</tr>
</tbody>
</table>

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.

**Grade Appeals**

Students who want to appeal their grade from a specific course must contact their professor by Sunday of week two 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 completed Student Grade Appeal form to the appropriate academic administrator/student support advisor/academic advisor. Grade appeal requests must be made during the session immediately following the session in which students were enrolled in the course. Students should consult the student handbook for more information.

**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 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.

**Incomplete**

Incomplete, 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 course(s) if he or she cannot be reached or does not respond to the inquiry.

A student who does not formally withdraw from class and subsequently receives a grade of F or a designator of U due to lack of participation may be administratively withdrawn, resulting in a W for each affected course.
Final grades of F and designators of U are evaluated at the end of the session for a student who receives one of the following:
- All grades of F
- All designators of U
- All grades of F and designators of W
- All designators of U and designators of W
- All grades of F and designators of U
- All grades of F, designators of U and designators of W

DeVry presumes a student who receives 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).

A student who receives an F grade or a U designator because of lack of participation is administratively withdrawn from the course, and the midpoint of the session is assigned as the withdrawal date.

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 Education Group Deployment policy is available at 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. 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 he/she has transfer credit, 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 he/she previously or subsequently transferred an equivalent course, and the grade for the transferred course is higher, the grade earned at DeVry University is excluded from GPA calculations.

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 only three times (i.e., the first attempt of the course and two repeats of the same course).

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.

Prior to registering for a course previously attempted, students should contact their student support advisor or student finance consultant 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; details are available from a student support advisor or academic advisor. In certain circumstances, a student is also required to meet certain semester GPA (SGPA) increments. 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.

**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.

**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 course-work 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) who transfers to a different academic program enters the new program and continues under this status.

• 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 consult the student handbook 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.

A student informed of the dismissal after beginning the session immediately following the dismissal may remain enrolled 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 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.

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 Standards of Academic Progress Information for Students Receiving Veterans Education Benefits
DeVry notifies the Department of Veterans Affairs (VA) of those students who are receiving veterans education benefits and whose status is academic warning, which is considered the first probationary period.

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 semesters. If at the end of the academic warning semester such students do not return to good standing, they are dismissed. Students who are dismissed may appeal. Those with approved appeals may continue on probation for another semester and remain eligible for veterans education benefits. Students who do not successfully appeal their dismissals are dismissed and have their veterans education benefits terminated for unsatisfactory progress. The VA is notified of such dismissals.

After the second probationary period, veterans education benefits are terminated for students who fail to meet the minimum CGPA required for graduation, pace requirements and other DeVry standards noted in Standards of Academic Progress. These students may continue enrollment without VA benefits for another semester if satisfactory incremental progress is made. Veterans education benefits may resume if students meet the minimum CGPA required for graduation and pace requirements, as well as return to good academic standing, at the end of the third probationary semester.

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. A person seeking readmission must:

• 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.

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 http://my.keller.edu, by mail or via email. Online students may register online or may contact their academic advisor to complete the registration process.

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 are not 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 seeking to add or drop courses from their schedules after a session begins must obtain permission to do so from an academic administrator by Sunday of the first week of the session (see Withdrawals).

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 http://my.keller.edu. Students may not drop all courses for the session via self-registration.

Students may access self-registration beginning the first day of registration until one day prior to the session start. 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 [http://my.keller.edu](http://my.keller.edu). 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.

**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.

<table>
<thead>
<tr>
<th>Program(s)</th>
<th>Specialization Limits(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting &amp; Financial Management</td>
<td>1</td>
</tr>
<tr>
<td>Business Administration</td>
<td>3</td>
</tr>
<tr>
<td>Information Systems Management</td>
<td>2</td>
</tr>
<tr>
<td>Network &amp; Communications Management</td>
<td>2</td>
</tr>
<tr>
<td>Public Administration</td>
<td>2</td>
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</tbody>
</table>

**Graduation Requirements by Program**
The following specifies minimum semester-credit hours required for graduation from each degree program, as well as any program-specific prerequisite skills coursework. Students must review the program summary for their declared program to determine the required distribution of credit hours, as well as specific requirements for areas of specialization. In addition, all students must fulfill requirements outlined in [General Graduation Requirements](#) – All Students.

- **MBA students** must receive credit for at least 48 semester-credit hours.
- **MSAC students** must receive credit for at least 30 semester-credit hours.
- **MAFM students** must receive credit for at least 45 semester-credit hours, depending on the emphasis selected. Students completing MAFM degree requirements at a Texas location must fulfill a minimum residency requirement of 36 semester-credit hours at Keller.
- **MHRM students** must receive credit for at least 45 semester-credit hours.
- **MISM students** must receive credit for at least 45 semester-credit hours. Upon evaluation of related prior education and work experience, some students may also be required to complete Essentials of Information Systems and Programming (MISS505), a program-specific prerequisite skills course.
- **MNCM students** must receive credit for at least 45 semester-credit hours. Upon evaluation of related prior education and work experience, some students may also be required to complete Essentials of Telecommunications (NETW505), a program-specific prerequisite skills course.
- **MPA students** must receive credit for at least 45 semester-credit hours.
- **MPM students** must receive credit for at least 42 semester-credit hours.

**General Graduation Requirements – All Students**
In addition to fulfilling the graduation 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.
- Ensure that the registrar receives an official transcript validating completion of a baccalaureate degree from a University-recognized post-secondary institution.
- Fulfill all financial obligations.
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 and are noted in the student handbook.

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 exemptions and waivers 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 program core and program-specific 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 be eligible to participate in a ceremony if they are completing their final program requirements during the same semester in which graduation is held.

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.*

**Regulatory Policies**

**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 is an educational institution that admits academically qualified students without regard to gender, age, race, color national origin, sexual orientation, political affiliation or belief, religion or disability and affords students all rights, privileges, programs, employment services and opportunities generally available.

DeVry complies with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 and does not discriminate on the basis of disability.

The Office of Student Disability Services – which can be reached by email at adaofficer@keller.edu, or at 877-496-9050, option 3 – can provide additional information about this policy and assistance with accommodation requests during the admission process or after enrollment.

**Title IX Compliance**

DeVry University’s Title IX coordinator is responsible for overall compliance with Title IX, including response to reports of sexual misconduct affecting the campus community. Questions regarding the application of Title IX and compliance should be directed to the Title IX coordinator, whose contact information is available below. 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 Coordinators**

Mark Ewald
Senior Director, Ethics and Compliance Services
DeVry Education Group
630.353.1437
mewald@devrygroup.com

Mikhel Kushner
Associate Title IX Coordinator
DeVry Education Group
630.515.3440
mkushner@devrygroup.com

**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
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. See the student handbook for more details.

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 rescind 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 student central manager or to the academic affairs specialist at the location they attend. Students attending online should file their complaints with the academic advising team lead.

For all students, complaints involving allegations of discrimination or harassment—including sexual misconduct—may be filed with the Title IX coordinator (see Title IX Compliance) or with the human resources business partner serving the location the complaining students attend. See the student handbook for more details.

In compliance with state regulations, Arizona, Georgia and New Mexico students with complaints not resolved by the above procedure may file complaints with the Arizona State Board for Private Postsecondary Education (1400 W. Washington St., Phoenix, AZ 85007, 602.542.5709), the Georgia Nonpublic Postsecondary Education Commission (2082 East Exchange Place, Ste. 220, Tucker, GA 30084, 770.414.3300, www.gepec.org) and the New Mexico Higher Education Department (2044 Galisteo St., Ste. 4, Santa Fe, NM 87505, 505.476.8442, www.hed.state.nm.us/institutions/complaints.aspx), respectively. To report unresolved complaints, Illinois students may file a complaint to the Illinois Board of Higher Education by visiting their webpage at http://complaints.ibhe.org.

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.

Students not satisfied with the final disposition of the complaint process may contact the state licensing authority, the University’s accreditor or state attorney general. A complete list of contact information for state licensing authorities and state attorney general offices is located at keller.edu/studentconsumerinfo.

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.

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 University 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.
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.

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.
Library
Serving both onsite and online students, DeVry’s network of campus libraries across the United States offers a full array of print and electronic resources and services.

Campus libraries provide access to print books, journals and other materials in support of student learning, as well as access to a full array of electronic resources. Books may be borrowed and the collection searched using the University’s online catalog.

In addition, each campus library offers:
• A quiet environment for independent and group study.
• Access to the Internet, computers, printers and copiers.
• The services of professional librarians, who provide instruction in information literacy; can assist students in conducting library research onsite, or via telephone or email; and who are available via live chat seven days a week.

Electronic resources supporting DeVry’s academic programs are available 24/7 from the library website, library.devyry.edu, which also offers tutorials on use of these resources. Resources include periodical and research databases, as well as e-books, providing access to a vast collection of full-text journal articles and information from academic and trade publications such as Harvard Business Review; The Wall St. Journal; Journal of Accountancy; Journal of Computer Science; Electronics World; Journal of Educational Technology & Society; The International Journal of the Humanities; Science News; American Journal of Public Health; Healthcare Financial Management Journal; Journal of Law, Medicine & Ethics; Computer Animation and Virtual Worlds; and Computer Graphics World.

DeVry also takes advantage of interlibrary loan and consortia arrangements to extend the reach of available collections.

All library resources are available to Keller alumni visiting a campus library. Alumni may also borrow books from any DeVry University library and take advantage of remote access to selected electronic resources. Restrictions may apply.

Career Services
Students and alumni can take advantage of numerous career services that enhance the educational experience. 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. Students should note that employment cannot be guaranteed.

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. (Student academic records are maintained five years in California and New Jersey, and three years for veterans affairs records, 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 Expenses). Students must submit requests for official transcripts via the student portal. Students are provided an electronic, final transcript at no charge upon graduation.

Official transcripts are not issued until all financial obligations to any DeVry institution are fulfilled.

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
Designed to help students overcome obstacles and achieve success both in- and outside the classroom, ASPIRE is a student assistance program that supplements the University’s other student services. Offered at no additional charge, ASPIRE includes a wide range of support services such as counseling, legal and financial consultation; as well as referrals to housing, childcare and other resources for meeting daily life needs.

ASPIRE professionals can be reached at 888.470.1531 or via info@myaspireonline.com.

More information is available at www.myaspireonline.com.

Student Housing
Although no student housing is provided, out-of-town students can receive help in locating suitable housing. Students needing housing assistance should notify the chief location administrator at the site they plan to attend.
Student Costs, Payment Options and Financial Assistance Effective July 2016 Session through May 2017 Session

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 University’s July 2016 through May 2017 sessions. Through the University’s Fixed Tuition Promise, tuition rates shown will remain effective through graduation for all matriculated students missing no more than five consecutive sessions of enrollment. Students readmitted to the University after missing six or more consecutive sessions of enrollment re-enroll under prevailing tuition policies at the time they are readmitted. CPA exam preparation courses (ACCT591–ACCT594) are excluded from the Fixed Tuition Promise.

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 must 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.

Tuition Deposit for F-1 Applicants
A refundable tuition deposit equivalent to the cost for six semester-credit hours charged at the current standard tuition rate is required from initial F-1 applicants entering their first semester. The deposit is due after the 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 if the applicant subsequently cancels enrollment.

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.

Note: The Fixed Tuition Promise is applicable to tuition only. University-related fees and expenses are not covered by the Fixed Tuition Promise.

Course Resource
A fee of $50 per course is charged to cover expenses associated with tutorials, simulations, study guides, electronic book hosting and access to online library technologies.

Electronic Book
Students enrolled in courses in which an electronic textbook is used are charged $30 for the e-book. Students enrolled in a course using multiple electronic textbooks are charged only one $30 fee.

Official Transcript Request
An electronic, final transcript is automatically sent to students at no charge upon graduation. Students and alumni are charged $5 for each electronic transcript and $7 for each paper transcript. Students must submit requests for official transcripts via the student portal. Official transcripts are not issued until all financial obligations to any DeVry institution are fulfilled.

Parking Fee
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 Fee
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 (hard-copy 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 $30 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 $30 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 are 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.

Transfer Fee for F-1 Students
Beginning from the time of issuance of the Form I-20, F-1 students seeking to transfer from Keller to another post-secondary institution are charged a $250 administrative fee. For certain students, Keller is responsible for overseeing the Student and Exchange Visitor Information System (SEVIS) record, which must be transferred when changing schools. Students seeking an internal location transfer at Keller 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 or student finance consultant. 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 delays tuition charges to be deferred until Monday 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 to delay full payment of tuition and fees until Friday of week seven of the subsequent session. To enroll in this plan, students must submit documentation of eligibility for the direct billing arrangement offered by their company or the third party. Enrollment in this payment plan does not eliminate students’ responsibility to ensure tuition is paid by the due date; delinquent payments may result in loss of payment plan privileges and registration holds.

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, student support advisor or student finance consultant.

Alumni Tuition Benefit
Recognizing the value of lifelong learning, the University offers alumni who hold a DeVry University graduate degree the opportunity to pursue most graduate-level coursework at a group tuition rate of $651 per semester-credit hour. The per-semester-credit-hour charge for ACCT591–ACCT594 is $443. Alumni who wish to take advantage of this benefit should also review requirements in Multiple Degree Programs. Those pursuing multiple degrees are eligible for the alumni tuition benefit upon conferral of their first graduate degree. 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 services 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.

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, student support advisor or student finance consultant.

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, student support advisor or student finance consultant.

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.keller.edu/financial-aid-tuition/scholarships.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.
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<tbody>
<tr>
<td><strong>Total Required Credit Hours</strong></td>
<td>30</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td>48</td>
<td>45</td>
<td>45</td>
<td>42</td>
<td>45</td>
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<tr>
<td><strong>Number of Standard Three-Semester-Credit-Hour Courses</strong></td>
<td>10</td>
<td>12</td>
<td>15</td>
<td>15</td>
<td>16</td>
<td>15</td>
<td>15</td>
<td>14</td>
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<tr>
<td><strong>Tuition per Standard Three-Semester-Credit-Hour Course</strong></td>
<td>$2,298</td>
<td>$2,298</td>
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<tr>
<td><strong>Number of Required Exam Prep Credit Hours</strong></td>
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<td>9</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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<td><strong>Number of Required Exam Prep Courses</strong></td>
<td>N/A</td>
<td>4</td>
<td>N/A</td>
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<td>N/A</td>
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<tr>
<td><strong>Tuition per Credit Hour for Required Exam Prep Courses</strong></td>
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<td>$590</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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<td>N/A</td>
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<tr>
<td><strong>Textbook and Materials Expense</strong></td>
<td>$300</td>
<td>$360</td>
<td>$450</td>
<td>$450</td>
<td>$480</td>
<td>$450</td>
<td>$450</td>
<td>$420</td>
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<tr>
<td><strong>Course Resource Fee</strong></td>
<td>$500</td>
<td>$600</td>
<td>$750</td>
<td>$750</td>
<td>$800</td>
<td>$750</td>
<td>$750</td>
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<tr>
<td><strong>Total Program Cost</strong></td>
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<td>$35,700</td>
<td>$38,078</td>
<td>$35,700</td>
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</table>

1. Availability varies by location.
2. At average estimated per-course expense for textbooks and materials of $30; average estimated per-course expense does not apply to exam prep courses, the per-credit-hour cost for which includes textbook and materials expense.
3. Course resource fee is $50 per course.
4. At current tuition rates and credit hours shown; includes $30 application fee, average estimated textbook and materials expense, and a per-course course resource fee; 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 July 2016 Session through May 2017 Session

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<tbody>
<tr>
<td><strong>Total Required Credit Hours</strong></td>
<td>21</td>
<td>24</td>
<td>24</td>
<td>30</td>
<td>24</td>
<td>21</td>
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<tr>
<td><strong>Number of Standard Three-Semester-Credit-Hour Courses</strong></td>
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<td>8</td>
<td>8</td>
<td>7</td>
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<td>8</td>
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<td>6</td>
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<tr>
<td><strong>Tuition per Standard Three-Semester-Credit-Hour Course</strong></td>
<td>$2,298</td>
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<tr>
<td><strong>Number of Required Exam Prep Credit Hours</strong></td>
<td>N/A</td>
<td>N/A</td>
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<td>9</td>
<td>N/A</td>
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<tr>
<td><strong>Number of Required Exam Prep Courses</strong></td>
<td>N/A</td>
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<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td><strong>Tuition per Credit Hour for Required Exam Prep Courses</strong></td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>$590</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td><strong>Textbook and Materials Expense²</strong></td>
<td>$210</td>
<td>$240</td>
<td>$240</td>
<td>$210</td>
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<td>$210</td>
<td>$240</td>
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<td>$180</td>
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<tr>
<td><strong>Course Resource Fee³</strong></td>
<td>$350</td>
<td>$400</td>
<td>$400</td>
<td>$350</td>
<td>$400</td>
<td>$350</td>
<td>$400</td>
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<td>$400</td>
<td>$400</td>
<td>$400</td>
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</tr>
<tr>
<td><strong>Total Program Cost⁴</strong></td>
<td>$16,676</td>
<td>$19,054</td>
<td>$19,054</td>
<td>$21,986</td>
<td>$19,054</td>
<td>$16,676</td>
<td>$19,054</td>
<td>$16,676</td>
<td>$19,054</td>
<td>$16,676</td>
<td>$14,298</td>
<td>$16,676</td>
<td>$16,676</td>
<td>$16,676</td>
</tr>
</tbody>
</table>

¹Availability varies by location.

²at average estimated per-course expense for textbooks and materials of $30; average estimated per-course expense does not apply to exam prep courses, the per-credit-hour cost for which includes textbook and materials expense

³Course resource fee is $50 per course.

⁴at current tuition rates and credit hours shown; includes $30 application fee, average estimated textbook and materials expense, and a per-course course resource fee; total program cost lower for students fulfilling graduation requirements through credit hours earned in exam prep course(s)
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.

General Scholarship and Grant Policies

• Recipients are responsible for all other education expenses.
• Only degree-seeking students are eligible for scholarship or grant funds.
• 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 the student’s 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.

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, 2015, have a fixed interest rate of 5.84 percent. These loans also have an origination fee that is subtracted from the value of each loan disbursement. For loans first disbursed between October 1, 2014, and September 30, 2015, the origination fee is 1.073 percent; for those first disbursed on or after October 1, 2015, and before October 1, 2016, the origination fee is 1.068 percent. Additional information on interest rates and fees for Federal Direct Loans is available via http://studentaid.ed.gov/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 6.84 percent for loans first disbursed on or after July 1, 2015. PLUS Loans have an origination fee that is subtracted from the value of each loan disbursement. For PLUS loans first disbursed between October 1, 2014, and September 30, 2015, the origination fee is 4.292 percent; for those first disbursed on or after October 1, 2015, and before October 1, 2016, the origination fee is 4.272 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 http://my.keller.edu.
Student Costs, Payment Options and Financial Assistance

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 or student finance consultant 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 the Student Finance Office.

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.keller.edu/financial-aid-tuition/apply-for-financial-aid.html, where they follow the application information and links to the “FAFSA on the Web” and “Direct Loan” websites.

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. Failure to complete loan exit counseling may result in placement of a hold on students’ records, which would prevent fulfillment of transcript requests and release of graduates’ diplomas.

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 or to graduate. The University will not release official transcripts when students’ accounts are delinquent. 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 are not 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 http://my.keller.edu, 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.

Final grades of F and designators of U are evaluated at the end of the session for each student (see Withdrawals). Students who do not formally withdraw from class and subsequently earn a grade of F or a designator of U due to lack of participation may be administratively withdrawn, resulting in a W for each affected course. The midpoint of the session is assigned as the withdrawal date. DeVry presumes students who received 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). Refunds

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 10th 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 or in a degree program at another DeVry institution.
• Alumni who hold a degree or certificate from DeVry University or another DeVry institution.

Refunds
After classes begin, students who withdraw from a course may be entitled to a tuition refund. Refunds are paid within 30 days of notification of withdrawal and returned by check. 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. (Georgia, Indiana, Iowa, Maryland, Nevada and Wisconsin students should refer to their respective state addendum.)

<table>
<thead>
<tr>
<th>Withdrawal</th>
<th>Percent Refund*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior to or on day 1 of session**</td>
<td>100</td>
</tr>
<tr>
<td>Balance of week 1</td>
<td>90</td>
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<tr>
<td>Week 2</td>
<td>75</td>
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<tr>
<td>Week 3</td>
<td>25</td>
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<tr>
<td>Week 4</td>
<td>25</td>
</tr>
<tr>
<td>After week 4</td>
<td>0</td>
</tr>
</tbody>
</table>

*Tuition refunds are 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.

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 the Financial Aid Office of a withdrawal may result in additional tuition liability.

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:
1. To the Federal Direct Unsubsidized Loan program
2. To the Federal Direct Subsidized Loan program
3. To the Federal Perkins Loan program
4. To the Federal Direct PLUS Loan program
5. To the Federal Pell Grant program
6. To the Federal Supplemental Educational Opportunity Grant (FSEOG) program
7. To other Title IV aid programs
8. To state grant, and/or to private or other institutional aid programs
9. To the student
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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 a student matriculates, he/she is 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.

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