Northwood University, DeVos Graduate School:  
Master of Business Administration  
Academic Standards, Policies & Procedures

INTRODUCTION

The DeVos MBA Program is unique in design. Each course builds upon previous courses. Through the cohort programs, the participatory case method builds a strong colleague relationship and support system with classmates. Further, the program has specific and aggressive educational goals which must be accomplished in an accelerated learning environment. A high degree of commitment is expected of each student to maximize personal and professional growth.

ASSESSMENT OF PERFORMANCE

Successful completion of the DeVos MBA program requires demonstration of mastery in business acumen, critical thinking, and personal effectiveness skills. This will be evaluated through written assignments, presentations, as well as, participation in cohort learning discussions.

CONTRIBUTION APPROACHES

During each class period, you should be actively engaged in the discussion of the readings, cases, exercises, and applied experiences that relate to the subjects we are studying. This is an opportunity to examine your role as a group member, and to enhance your own skills in contributing to a group discussion. You will receive feedback periodically throughout the course on your contributions in the following categories:

- Actively listens
- Facilitates the process
- Engages others
- Offers opinion/perspective
- Asks questions
- Provides applied examples
- Takes risks/challenges ideas
- Links discussion to conceptual learning and conceptual frameworks
- Persuades others
- Explains/teaches
- Understands the “big picture”
- Intervenes when appropriate to enhance class process

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CONTRIBUTION GRADING CRITERIA

The following criteria will be used in determining your contribution grade for each course. Please note that your attendance and active participation in class meetings impacts your ability to demonstrate business acumen, critical thinking and personal effectiveness. Please follow up with the faculty member for clarification about your feedback and opportunities for improvement.

<table>
<thead>
<tr>
<th></th>
<th>&lt;70%</th>
<th>70%-79%</th>
<th>80%-89%</th>
<th>90%-100%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business Acumen</strong></td>
<td>Demonstrates no competence in course concepts, either by lack of connecting concepts to contribution or by frequently misrepresenting concepts when used.</td>
<td>Demonstrates little competence in course concepts, either by rarely connecting concepts to contribution or by occasionally misrepresenting concepts when used, OR contributes in a way that is disconnected from the purpose of the conversation.</td>
<td>Occasionally demonstrates competence and accuracy in using course concepts OR makes frequent effort to use course concepts, but with limited competence and/or accuracy.</td>
<td>Frequently uses a wide range of concepts from the class materials, demonstrating competence and accuracy in the use of concepts consistently.</td>
</tr>
<tr>
<td><strong>Critical Thinking</strong></td>
<td>Does not accept critical thinking, frequently accepting or representing opinion as fact rather than exploring or challenging ideas. May contribute in a way that is disconnected from the conversation.</td>
<td>Rarely demonstrates critical thinking, frequently accepting or representing opinion as fact rather than exploring or challenging ideas, OR contributes in a way that is disconnected from the purpose of the conversation.</td>
<td>Occasionally engages in activities designed to cause depth of thinking, including occasional questions, or efforts to address the unknown or challenge assumptions.</td>
<td>Frequently asks and makes an effort to explore relevant, thought-provoking questions to advance the conversation and encourage deeper exploration of concepts.</td>
</tr>
<tr>
<td><strong>Personal Effectiveness</strong></td>
<td>Does not engage in the conversation of the cohort leading to a lack of impact or influence on the cohort. Contribution may have a negative effect on the quality of the cohort learning.</td>
<td>Infrequent contribution effort leading to little impact or influence on the cohort, OR contributing in a way that is disconnected from the purpose of the conversation. Contribution effort may occasionally have a negative impact on self and others.</td>
<td>Infrequent contribution effort, however, positive impact and influence on the class discussions when contributions are made.</td>
<td>Consistently uses a wide range of contribution approaches, leading to clearly positive influence and impact on the class discussions and the learning of self and others.</td>
</tr>
</tbody>
</table>
ACADEMIC INTEGRITY

Academic honesty and integrity are fundamental to the educational process of The Richard DeVos Graduate School of Management. Academic dishonesty includes:

- Submitting the work of another, as one’s own
- Allowing one’s own work to be submitted, in part or total, as the work of another
- Completing any assignment for another student
- Allowing any assignment to be completed for oneself, in part or total, by another
- Interfering, in any way, with the resources or work of another person
- Fabricating or falsifying data or results

If an instructor, administrator, or another official of the Graduate School discovers a case of academic dishonesty, the culpable student may receive a failing grade on the assignment or for the course. The Dean will be notified of this incident in writing and will determine whether the circumstances also warrant dismissal from the program.

COURSE COMPLETION

A grade of incomplete may be earned for unfinished course work and is at the discretion of the faculty. The student must satisfactorily complete all work required by the instructor in the time line determined by the faculty member, with a maximum of 90 days of the end of the course. Circumstances requiring an extension of this period need approval by the Dean prior to the expiration date. Failure to meet these requirements will result in the student receiving an "F" for the course.
GRADING SCALE

If your professor uses a point system for grades, a percentage of the points you earned in the class will be converted into a letter grade and will use the following interpretation:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Grade</th>
<th>Points</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>94-100</td>
<td>A</td>
<td>4.0</td>
<td>Demonstrates comprehensive acquisition of all skills articulated in course learning objectives</td>
</tr>
<tr>
<td>90-93</td>
<td>A-</td>
<td>3.7</td>
<td>Demonstrates proficient acquisition of most skills articulated in course learning objectives</td>
</tr>
<tr>
<td>87-89</td>
<td>B+</td>
<td>3.3</td>
<td>Demonstrates proficient acquisition of many of the skills articulated in course learning objectives</td>
</tr>
<tr>
<td>83-86</td>
<td>B</td>
<td>3.0</td>
<td>Demonstrates acceptable acquisition of skills articulated in course learning objectives</td>
</tr>
<tr>
<td>80-82</td>
<td>B-</td>
<td>2.7</td>
<td>Does not demonstrate acceptable acquisition of some skills articulated in course learning objectives</td>
</tr>
<tr>
<td>70-79</td>
<td>C</td>
<td>2.0</td>
<td>Does not demonstrate acceptable acquisition of many skills articulated in course learning objectives</td>
</tr>
<tr>
<td>Below 70%</td>
<td>F</td>
<td>0.0</td>
<td>Does not demonstrate acceptable acquisition of most skills articulated in course learning objectives</td>
</tr>
</tbody>
</table>

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GRADE APPEALS

The Graduate School recognizes that the faculty member is responsible for the evaluation of the student’s course work and is the sole judge of the grade earned by the student. Except in the case of a potential calculation error for a course grade, appeals must focus on specific course assignments or other graded components, including participation grades. If a student disagrees with a specific grade received, it is his/her responsibility to formally contact the faculty member, by correspondence, to request a review within 7 days of receiving the grade in question.

If the overall grade in the course is in question, the student must contact the faculty member, by correspondence, to request a review of the calculation of the total course grade within 7 days of the posted grade. The faculty member will communicate the results of the grade review and his/her decision to the student. An overall course grade of “F” will elevate to Academic Dismissal.

If the student does not agree with the faculty member’s decision, s/he can formally request, via correspondence, a mediation meeting with the Dean. Correspondence should include the reason for the request for mediation, reasons for disagreement with the faculty member’s decision and copies of the documentation submitted to the faculty member. The Dean will schedule a meeting, acting as mediator not arbitrator, between the faculty member and student. If the two parties reach agreement, the Dean will submit documentation to the student file indicating this decision.

If it has not been resolved to the student's satisfaction, the final step is for the student to submit a letter of appeal requesting a formal and definitive decision from the Dean. This correspondence must clearly state why the student believes that a resolution cannot be reached among the two parties. The Dean will formally submit a decision based on the mediation meeting and submitted materials. The grade review is considered to be closed once this decision has been made.

ACADEMIC PROBATION & DISMISSAL

A student must maintain a cumulative grade point average (CGPA) of 3.000 to remain in the program. A CGPA will be calculated for each student at the end of the each semester. Students not maintaining a CGPA of 3.000 will be placed on academic probation. If the student entered the program or has already been placed on probationary status and they do not maintain a CGPA of 3.000, they will be academically dismissed from the program at the end of the semester. Students must achieve a CGPA 3.000 for the awarding of the MBA degree.

In addition, receiving an “F” in any course will result in immediate academic dismissal. A student wishing to dispute an “F” grade should include that in their dismissal appeal.

Appeals should be directed, in writing, within 48 hours of receipt of the dismissal letter, to the Dean who will consider the merits of the appeal. A response will be sent via email.

A final appeal can be made to the Chief Academic Officer of Northwood University within 48 hours of receipt of the appeal decision. The decision of the Chief Academic Officer will be sent via email and will be final.

To help ensure successful completion of the MBA program, it is highly recommended that students actively monitor their cumulative grade point average and seek mentoring, if needed, from the Graduate Programs Manager, faculty, or the Dean.

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LEAVE OF ABSENCE & WITHDRAWAL PROCESS

A leave of absence must be requested by a student when personal circumstances interfere with their ability to make satisfactory progress toward degree completion. A leave of absence is requested from and granted by the Dean. If a student is granted an immediate leave of absence during a semester, the student must withdraw from all current courses as well as program of study. Re-entry into the program will require modifications to the original program of study. A student who takes an unauthorized leave of absence will be considered to have voluntarily withdrawn from the program.

Students who wish to withdraw from their program with a grade of “W” must contact their Program Center Manager to officially begin the process prior to:

- 8 Week Course: Friday of Week 6
- 16 Week Course: Friday of Week 12

A student who wishes to receive a refund for their current MBA courses must withdraw during the first week of the current semester.
FEDERAL FINANCIAL AID

Federal law specifies how Northwood determines the amount of Title IV aid you can earn if you completely withdraw from school. The Title IV programs that are covered by this law are: Federal Pell Grants, Academic Competitiveness Grants (ACG), National SMART Grants, TEACH Grants, Stafford Loans, PLUS Loans, Federal Supplemental Educational Opportunity Grants (FSEOGs), and Federal Perkins Loans.

Please contact your Financial Aid Department for additional details.

Federal regulations require that the university establish and implement a policy to measure if a financial aid recipient is making satisfactory academic progress toward a degree. Satisfactory academic progress is measured by evaluating both GPA achievement (qualitative measurement) and pace (quantitative measurement) to ensure successful program completion within the maximum timeframe allowed. The standards are subject to change per federal regulations. The Financial Aid Office would notify students if any changes were to occur.

A student receiving federal, state and/or Northwood financial aid must maintain satisfactory academic progress to retain financial aid eligibility. Some scholarship, grant, and loan programs may impose higher standards of performance. Each student's academic record will be reviewed at the end of each semester. Students not meeting the minimum SAP requirement will be placed on warning status for one (1) semester. Students who fail to regain satisfactory status after one (1) semester of warning status will have their financial aid eligibility suspended.

PAYMENT & REFUND POLICY

PAYMENTS

Payment must be received prior to the start of each semester. Payment received after the due date is subject to a late payment fee of $200.00. A $35.00 service charge will be added for each check returned unpaid by the bank, and an additional $10.00 if not paid in ten days. All unpaid fines (parking, library) or other college expenses will have an additional $10.00 charge if not paid during the term or are turned into the Business Office for collection. All checks are to be made payable in U.S. funds. The student is responsible for any exchange fees or bank charges associated with non-U.S. checks. Any student whose account has been written off to collection will not be allowed to take classes until the balance has been paid.

Any student with an account balance will not have the opportunity to attend or be active in the MBA 679 Management & Leadership Capstone.

REFUNDS

Prepayments will be refunded in full on payments made prior to late validation day, with the exception of application fee and commitment deposits. All charges stand after that time.

- 100% week 1
- 0% week 2

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Revised 5/18/2015
GRADUATION REQUIREMENTS

Successful completion of the MBA program requires a cumulative grade point average of 3.00 or greater for all course work. In order to receive a diploma, transcript or any confirmation of program completion, accounts receivables have to be at a zero balance.

To maintain satisfactory progress in the program, students are expected to enroll in the prescribed course schedule each semester. All course work requirements must be completed within five years of the student’s program start date.

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