Master of Science in Organizational Leadership
Policies, Procedures and Academic Standards

INTRODUCTION

The Master of Science in Organizational Leadership (MSOL) is a degree program for professionals who recognize that individual and organizational success is about making a contribution. The MSOL offers participants a chance to prepare for personal and professional advancement for themselves, their communities and their organizations. The program design examines the behaviors that facilitate effective personal and organizational leadership and learning, as well as collaborative problem-solving strategies and practices.

STUDENT PROFILE

The program is ideal for individuals who want to upgrade their knowledge and skill-sets in a multi-disciplinary program and earn a graduate credential. Courses are offered by outstanding faculty who are both practicing leaders in their fields and exceptional educators who bring real-world experience and opportunities into the learning environment. The program is offered using the online / virtual classroom incorporating asynchronous and synchronous learning technology to create a robust learning environment.

ADMISSIONS CRITERIA

- Earned bachelor’s degree
- Minimum of three years of work experience
- Undergraduate cumulative grade point average of 3.000

COMMITMENT TO COURSEWORK

Students are expected to be engaged online a minimum of three days per week and to contribute in a meaningful way. If a student feels that s/he has an impossible conflict, s/he should consult the instructor ahead of time. Late submission may also result in point deductions. It is not possible to make up the specific learning that is created as a result of the Discussion Forums. Students should expect to spend 10-15 hours per week completing readings, writing papers, and contributing in the Discussion Forums.

ATTENDANCE

To comply with federal regulations governing financial aid and Veterans education benefits, we are required to report students who stop attending or who have never attended class. Attendance is defined as logging in and making a meaningful contribution in an academic-related activity such as submission of an assignment, an assessment, engagement in a study group or an online discussion, etc. This includes not completing any assigned activities or not logging into the course on a regular basis as specifically promulgated in each course syllabus. If a
student does not perform the assigned attendance requirement in the first week or if a student stops attending at any point in the course (for at least a one week period), the instructor can drop the student without notice.

**ASSESSMENT OF PERFORMANCE**

Successful completion of each course in the DeVos MSOL program requires demonstration of competence related to the five program domains: Leadership, Measurement, Organizational Transformation & Effectiveness, Innovation & Technology, and Effective Communication. Competence will be evaluated through written assignments, contribution in class discussions and all other related course activities.

**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 will receive a failing grade for the course and will be dismissed from the program.

**PROFESSIONAL CONDUCT**

Students in the DeVos Graduate School of Business are expected to uphold the highest standards of professional, academic and personal conduct. Students should demonstrate Personal and Academic Integrity including: providing complete and accurate information in the application process; refraining from acts involving dishonesty, cheating, fraud, deceit or misrepresentation; refraining from any act of plagiarism, which includes any misrepresentation of academic ownership, including (but not limited to) falsifying citations, presenting another's work as one's own, or using data without permission; and representing all research and writing accurately and without misrepresentation.

Professionalism applies to all behavior within the community at large and within the learning environment. Students should exhibit Professionalism including: upholding legal and ethical standards; demonstrating appropriate self-control (such as anger control, impulse control, response to feedback) in interpersonal relationships with faculty, peers, and other associates; and respecting the fundamental rights, dignity, and worth of all people. Students should operate with Confidentiality including: respecting the rights of other students with respect to privacy and confidentiality; maintaining confidentiality regarding class discussion topics; and maintaining the anonymity of subjects used for written deliverables and or classroom discussions / examples.

Professional conduct violations may result in university dismissal.
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>
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 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 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 MSOL 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 MSOL 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.
Financial aid probation and suspension should be directed to the Financial Aid Department. Please see financial aid section for details.

WITHDRAWAL PROCESS

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

- 8 Week Course: Friday of Week 6

GRADUATION REQUIREMENTS

Successful completion of the MSOL 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, account receivables have to be at a zero balance.

All course work requirements must be completed within five years of the student’s program start date.

PAYMENTS

Payment must be received by the due date 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.

REFUNDS

Prepayments will be refunded in full on payments made prior to late validation day, with the exception of application fee and commitment deposits. Any change of classes must be done during the drop and add period (the first three days of classes for any semester). All charges stand after that time.

- 90% week 1
- 75% week 2
- 50% week 3
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.

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