

Keller Graduate School of Management of DeVry University

2008-2009 Academic Catalog
Volume VI

Keller

Graduate School of Management



October 1, 2009

Since the printing of Keller's 2008-2009 Academic Catalog, Volume VI, the following significant changes have been implemented and are incorporated into this document:

Note: All references to center dean now refer to chief location administrator.

Page 1: Information has been added regarding how applicants/students can/must access updates to their academic catalog.

Page 7: Information in University Mission and Purposes has been updated.

Pages 10 and 11: Information for Keller's new Alhambra and Anaheim, CA, sites has been added. In addition, the Palmdale, CA; Decatur, GA; Chicago O'Hare, IL; Charlotte, NC; and Milwaukee, WI, sites have relocated within their respective cities. The Valley Forge (Chesterbrook), PA, site has relocated to King of Prussia, and the Tysons Corner (McLean), VA, site has relocated to Manassas, VA.

Page 13: Course requirements in the Project Management concentration have been revised.

Page 22: Course options within the Information Security concentration have been updated.

Page 23: Course options within the Project Management, Electronic Commerce, Information Systems Applications and Network Management concentrations have been updated.

Page 23: The Distributed Systems Management concentration is no longer offered.

Page 24: Course requirements within the Program Core and Technology Core have been updated.

Pages 24 and 25: Course options within the Security, Network Applications, Project Management, Electronic Commerce and Technology Applications concentrations have been updated.

Page 25: Course requirements for the Graduate Certificate in Network and Communications Management have been updated.

Page 67: Information in Take Advantage of Keller's Streamlined Admission Process has been updated.

Page 69: Information in Multiple Degree Programs was revised.

Page 79: Information in Student Insurance was revised.

Page 80: Information in the third paragraph of the Tuition section has been revised.

Page 80: Information in Alumni Tuition Benefit was revised.

Page 82: Information in Tuition Deposit/Cancellation Policy, now called Application Fee/Cancellation Policy, has been updated.

Page 83: Information in Financial Aid and Eligibility for Financial Aid has been updated.

Page 84: Information for the fall 2009, and spring and summer 2010, semesters has been added to the Academic Calendar.



Count on Keller for Your Professional Edge

To succeed in today's global workplace, business experts and educational leaders continue to stress the growing need for professional development. Finding and retaining leaders whose managerial and technical expertise is complemented by the people skills critical to effective operations has never been more important.

This year marks a major milestone for Keller – our 35th anniversary. Over the years, Keller has remained true to its roots, providing the professional edge working adult students need to transform their skills and power their careers forward. Through our ever-expanding network of North American locations, as well as relevant new programs and courses, tens of thousands of students have taken advantage of Keller's career-oriented approach to graduate education, becoming stronger business leaders and joining the ranks of proud Keller alumni.

The Credibility You Expect

DeVry University is accredited by The Higher Learning Commission of the North Central Association – the same organization that accredits many other prestigious public and private graduate business schools. Keller Graduate School is included in this accreditation. But what sets Keller apart is our real-world approach – a curriculum highly responsive to industry trends and taught by working professionals who provide students with relevant insights.

Keller also offers the opportunity to tailor coursework to your career interests. Our MBA program features a variety of concentrations and includes more elective course

opportunities than many schools. In addition, our specialized master's degree offerings feature an array of disciplines so you can study what matters most to you and your career.

The Flexibility You Need

Keller's unique scheduling structure helps you balance work, life and graduate school. With our evening, weekend and online courses – delivered in eight-week sessions that begin six times each year – you can effectively manage your progress toward a master's degree without compromising work or personal priorities.

Moreover, throughout your program, you can mix quality onsite instruction with dynamic online courses to fit your schedule and secure the courses that best address your personal and professional goals. Should you need to relocate, rest assured you can seamlessly transfer to any Keller location in the country or complete your education online.

Service to working adults has long been the cornerstone of Keller. We're committed to making your education convenient and accessible. Congratulations on taking charge of your career – and your future – by pursuing an advanced degree. I invite you to take a closer look and discover the Keller Advantage.

Wishing you the best of success,

David J. Pauldine
President, DeVry University

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NOTE: We reserve the right to change the terms and conditions outlined in this catalog at any time without notice. Information is current at the time of printing.

Information updated after May 19, 2008, including additions and amendments, is available via www.keller.edu/catalog. It is the responsibility of applicants and students to check for updates.

This printed catalog supersedes all previous printed editions and is in effect until a subsequent catalog is published either in print or online at www.keller.edu/catalog. Volume VI; changes contained herein effective October 1, 2009.

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The Credibility You Expect. The Flexibility You Need.



This section features:

- ▶ A Tradition of Innovation
- ▶ Keller Advantage:
Credible and Flexible
- ▶ University Mission
and Values
- ▶ Convenient Locations
Nationwide

A Tradition of Innovation

For 35 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, as DeVry University's Keller Graduate School of Management, we provide more than 19,000 coursetakers with the benefits of a highly respected, nationwide system of more than 90 locations offering a broad range of programs.

In 1991, we introduced our Project Management program and are proud to be a Project Management Institute Registered Education Provider. Additionally, several of Keller's project management offerings, including our MPM program, are accredited by the PMI® Global Accreditation Center. More information on this significant 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 and Communications Management (1997);

Accounting and Financial Management, and Information Systems Management (1998); and Public Administration (2001). Our most 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 Inc. acquired Becker CPA Review, which subsequently joined forces with Conviser Duffy CPA Review and Stalla CFA. Today, Becker Professional Education complements DeVry University's growing range of educational services and is the world's leading provider of preparatory coursework for various professional certification exams.

In addition, Keller's Center for Corporate Learning 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 faculty, who bring a real-world perspective to students 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 classroom 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, electronic commerce, technology, ethics, quality and international business, which are woven throughout the curricula.

Excellence in Teaching

Our faculty not only have solid academic and professional credentials, they also exhibit enthusiasm for teaching. Instructors are highly focused on effective classroom presentation, are good communicators and have a strong desire to help students meet real-world standards of excellence. Through our rigorous training program, we work extensively with faculty, preparing new instructors to teach and supporting ongoing dedication to educational excellence. Faculty rely on proven curriculum guides to present courses and then supplement course delivery with a variety of instructional activities focused squarely on course objectives.

Students also play an integral role in maintaining high teaching standards by regularly providing feedback on faculty effectiveness.

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

Discover the Keller Advantage

School 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, our 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.

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 customize a portion of the program* to suit personal interests and career goals.

Note: Through voluntary agreement with the Department of Consumer Affairs, DeVry University California remains authorized to grant degrees and is in compliance with all state statutes, rules and regulations in effect as of the Bureau's close of business June 30, 2007. Information regarding the voluntary agreement is found at www.bppve.ca.gov/forms_pubs/voluntaryagreelist.pdf.

*not available to all students

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

Through the University's College of Business & Management, Keller offers master's degree programs in:

- Business Administration
- Accounting and Financial Management
- Human Resource Management
- Public Administration
- Project Management

In addition, Keller offers the following master's degree programs through the University's College of Engineering & Information Sciences:

- Information Systems Management
- Network and 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, educational management, electronic commerce management, entrepreneurship, financial analysis, human resource management, project management, health services management, information security, information systems management, network and communications management, and wireless communications. Program availability varies by location.

Accreditation and Approvals

DeVry University** is accredited by The Higher Learning Commission and is a member of the North Central Association, 30 North LaSalle Street, Chicago, Illinois 60602, www.ncahlc.org. The University's Keller Graduate School of Management

is included in this accreditation. NCA is listed by the U.S. Department of Education as a recognized accrediting association and is one of the six regional agencies that accredit U.S. colleges and universities at the institutional level. Accreditation provides assurance to the public and to prospective students that standards of quality have been met.

DeVry University is a member of CHEA, 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.

The University is also authorized/approved to operate under authority of the:

- Arizona State Board for Private Postsecondary Education
- Board of Governors of the University of North Carolina
- Colorado Commission on Higher Education
- Commission for Independent Education, Florida Department of Education
- Georgia Nonpublic Postsecondary Education Commission
- Illinois Board of Higher Education
- Indiana Commission on Proprietary Education
- Kentucky Council on Postsecondary Education
- Maryland Higher Education Commission
- Minnesota Office of Higher Education
- Missouri Coordinating Board for Higher Education
- Nevada Commission on Postsecondary Education

- ▶ University of the State of New York Board of Regents/The State Education Department
- ▶ Ohio Board of Regents
- ▶ Oklahoma State Regents for Higher Education
- ▶ Pennsylvania Department of Education
- ▶ State Council of Higher Education for Virginia
- ▶ State of Oregon Student Assistance Commission, Office of Degree Authorization
- ▶ Tennessee Higher Education Commission
- ▶ Texas Higher Education Coordinating Board
- ▶ Washington State Higher Education Coordinating Board
- ▶ Wisconsin Educational Approval Board

As a regionally accredited institution, DeVry University is exempt from registration requirements according to the Utah Postsecondary Proprietary School Act.

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

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 program any time of year and allows continuing students to take a session off, if necessary, to accommodate their schedules. 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.

Service to Working Adults

At Keller, we are committed to streamlining the education process in every way possible. All administrative procedures, including registration, may 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 School-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.devry.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 the academic equivalents.

Onsite, Online, On Target

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 concentrations and six elective opportunities – more than many other schools.
- ▶ 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 is 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 take your entire program online.
- ▶ Get the best of both – mix and match onsite and online courses to fit your schedule or course needs.

Discover the Keller Advantage

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 instructor-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. Online course availability may be subject to enrollment minimums.

Dynamic Online Learning

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

complete independently, with subsequent interaction with faculty (e.g., quizzes and research assignments).

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

- ▶ The online site, <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 "instructor lectures," on the web site 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. Instructors build complete portfolios reflecting student mastery of course objectives by assessing performance on individual assignments as well as quizzes and exams.

Commuter-Friendly Locations

For students choosing to attend classes onsite, the University offers the convenience of more than 90 locations in major metropolitan areas nationwide. Students can attend classes at the site that is most convenient or that best meets their course needs. Additionally, coursework transfers easily among all Keller locations. Students can also complete their program or specific courses online should relocation be necessary.

Program 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 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 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.

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 Mission and Values

Serving more than 70,000 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 75 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 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.
- ▶ 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.



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.

University Leadership

Backing all DeVry University programs and services is a solid core of professionals who bring their expertise to the University to enhance our value to students and the communities we serve.

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Princeton University

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of the United States

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Vice President and Treasurer
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Business Development
and Innovation Director
The Dow Chemical Company

Michael L. Pfeiffer

President and Chief
Executive Officer
QC Data International, Inc.

Richard L. Rodriguez, JD

President
Chicago Transit Authority

Dennis Sester

Vice President, Quality
and Productivity (Retired)
Pitney Bowes

Joshua L. Smith, EdD

Professor of Higher Education
(Emeritus)
New York University

Robert Smith, MD

Market Medical Director -
Missouri and Southern Illinois
United HealthCare

Janet L. Walsh

President
Birchtree-HR, LLC

Van Zandt Williams Jr., PhD

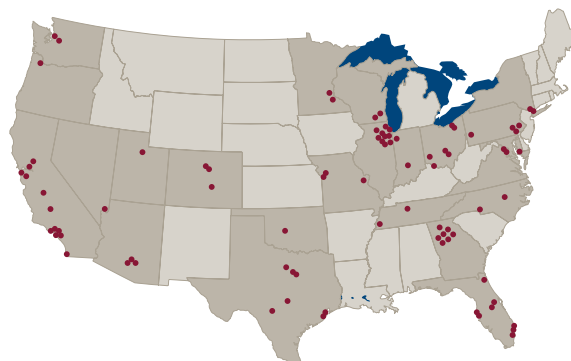
Vice President, Development
(Retired)
Princeton University

Daniel L. Woehrer, JD

Special Assistant to the Rector
St. Lawrence Seminary



Nationwide Network of Convenient Locations



Arizona

Mesa

1201 S. Alma School Rd.
Mesa, AZ 85210-2011
480.827.1511

Northeast Phoenix

Scottsdale Corporate Center I
18500 N. Allied Way
Phoenix, AZ 85054-3102
480.657.3223

Phoenix

2149 W. Dunlap Ave.
Phoenix, AZ 85021-2995
602.870.0117

California

Alhambra

Unit 100, Bldg. A-11, 1st Flr.
1000 S. Fremont Ave.
Alhambra, CA 91803
626.293.4300

Anaheim

1900 S. State College Blvd.
Anaheim, CA 92806-6136
714.935.3200

Daly City

2001 Junipero Serra Blvd.
Daly City, CA 94014-3899
650.991.3520

Fremont

6600 Dumbarton Cr.
Fremont, CA 94555-3615
510.574.1250

Inland Empire-Colton

1090 E. Washington St.
Colton, CA 92324-8180
909.514.1808

Irvine

430 Exchange
Irvine, CA 92602-1303
714.734.5560

Long Beach

3880 Kilroy Airport Way
Long Beach, CA 90806-2452
562.988.0162

Palmdale

39115 Trade Center Dr.
Palmdale, CA 93551-3649
661.224.2920

Pomona

901 Corporate Center Dr.
Pomona, CA 91768-2642
909.868.4240

Sacramento

2216 Kausen Dr.
Elk Grove, CA 95758-7115
916.478.2847

San Diego

2655 Camino Del Rio N.
San Diego, CA 92108-1633
619.683.2446

San Francisco

455 Market St.
San Francisco, CA 94105-2472
415.243.8787

San Jose

2160 Lundy Ave.
San Jose, CA 95131-1862
408.571.3760

Sherman Oaks

15301 Ventura Blvd.
Sherman Oaks, CA 91403-6654
818.587.6227

Colorado

Colorado Springs

1175 Kelly Johnson Blvd.
Colorado Springs, CO 80920-3928
719.632.3000

Denver South

6312 S. Fiddlers Green Cr.
Greenwood Village, CO 80111-4943
303.329.3000

Westminster

1870 W. 122nd Ave.
Westminster, CO 80234-2010
303.469.9220

Florida

Ft. Lauderdale

600 Corporate Dr.
Ft. Lauderdale, FL 33334-3603
954.938.3083

Jacksonville

8131 Baymeadows Cr. W.
Jacksonville, FL 32256-1811
904.367.4942

Miami

8700 W. Flagler St.
Miami, FL 33174-2535
305.229.4833

Miramar

2300 SW 145th Ave.
Miramar, FL 33027-4150
954.499.9900

Orlando North

1800 Pembroke Dr.
Orlando, FL 32810-6372
407.659.0900

Orlando South

4000 Millenia Blvd.
Orlando, FL 32839-2426
407.903.5900

Tampa Bay

3030 N. Rocky Point Dr. W.
Tampa, FL 33607-5901
813.288.8994

Tampa East

6700 Lakeview Center Dr.
Tampa, FL 33619-1121
813.664.4260

Georgia

Alpharetta

2555 Northwinds Pkwy.
Alpharetta, GA 30009-2232
770.619.3630

Atlanta Buckhead

Fifteen Piedmont Center
3575 Piedmont Rd. NE
Atlanta, GA 30305-1543
404.760.1400

Atlanta Cobb-Galleria

100 Galleria Pkwy. SE
Atlanta, GA 30339-3122
770.916.3704

Atlanta Perimeter

Two Ravinia Dr.
Atlanta, GA 30346-2104
770.391.6200

Decatur

1 West Court Square
Decatur, GA 30030-2556
404.270.2840

Gwinnett

3505 Koger Blvd.
Duluth, GA 30096-7671
770.381.4400

Henry County

675 Southcrest Pkwy.
Stockbridge, GA 30281-7973
678.284.4700

Illinois

Chicago Loop

225 W. Washington St.
Chicago, IL 60606-2418
312.372.4900

Chicago O'Hare

8550 W. Bryn Mawr Ave.
Chicago, IL 60631-3224
773.695.1000

Elgin

Randall Point
2250 Point Blvd.
Elgin, IL 60123-7873
847.649.3980

Gurnee

1075 Tri-State Pkwy.
Gurnee, IL 60031-9126
847.855.2649

Lincolnshire

25 Tri-State International Center
Lincolnshire, IL 60069-4460
847.940.7768

Naperville

2056 Westings Ave.
Naperville, IL 60563-2361
630.428.9086

Oak Brook

One Tower Ln.
Oakbrook Terrace, IL 60181-4624
630.571.1818

Schaumburg

1051 Perimeter Dr.
Schaumburg, IL 60173-5009
847.330.0040

Tinley Park

18624 W. Creek Dr.
Tinley Park, IL 60477-6243
708.342.3750

Indiana

Indianapolis

9100 Keystone Crossing
Indianapolis, IN 46240-2158
317.581.8854

Merrillville

Twin Towers
1000 E. 80th Place
Merrillville, IN 46410-5673
219.736.7440

Maryland

Bethesda

4550 Montgomery Ave.
Bethesda, MD 20814-3304
301.652.8477

Minnesota

Edina

7700 France Ave. S.
Edina, MN 55435-5876
952.838.1860

St. Louis Park

400 Highway 169 S.
St. Louis Park, MN 55426-1105
952.738.3100

Missouri

Kansas City

11224 Holmes Rd.
Kansas City, MO 64131-3406
816.941.0367

Kansas City Downtown

City Center Square
1100 Main St.
Kansas City, MO 64105-2112
816.221.1300

St. Louis

1801 Park 270 Dr.
St. Louis, MO 63146-4020
314.542.4222

Nevada

Henderson

2490 Paseo Verde Pkwy.
Henderson, NV 89074-7121
702.933.9700

New York

Long Island City

3020 Thomson Ave.
Long Island City, NY 11101-3051
718.472.9933

Manhattan Extension

120 W. 45th St.
New York, NY 10036-4041
212.556.0002

North Carolina

Charlotte

Charleston Row
2015 Ayrslay Town Blvd.
Charlotte, NC 28273-4068
704.362.2345

Raleigh-Durham

1600 Perimeter Park Dr.
Morrisville, NC 27560-8421
919.463.1380

Ohio

Cincinnati

8800 Governors Hill Dr.
Cincinnati, OH 45249-1367
513.583.5000

Columbus North

8800 Lyra Dr.
Columbus, OH 43240-2100
614.252.8850

Columbus South

1350 Alum Creek Dr.
Columbus, OH 43209-2705
614.251.6969

Dayton

3610 Pentagon Blvd.
Dayton, OH 45431-1708
937.320.3200

Seven Hills

The Genesis Bldg.
6000 Lombardo Ctr.
Seven Hills, OH 44131-6907
216.328.8754

Oklahoma

Oklahoma City

Lakepointe Towers
4013 NW Expressway St.
Oklahoma City, OK 73116-1695
405.767.9516

Oregon

Portland

Peterkort Center II
9755 SW Barnes Rd.
Portland, OR 97225-6651
503.296.7468

Pennsylvania

King of Prussia

150 Allendale Rd.
King of Prussia, PA 19406-2926
877.693.3879

Philadelphia

1800 JFK Blvd.
Philadelphia, PA 19103-7410
215.568.2911

Philadelphia/Ft. Washington

1140 Virginia Dr.
Ft. Washington, PA 19034-3204
215.591.5900

Pittsburgh

210 Sixth Ave.
Pittsburgh, PA 15222-2606
412.642.9072

Tennessee

Memphis

6401 Poplar Ave.
Memphis, TN 38119-4808
901.537.2560

Nashville

3343 Perimeter Hill Dr.
Nashville, TN 37211-4147
615.445.3456

Texas

Austin

Stratum Executive Center
11044 Research Blvd.
Austin, TX 78759-5292
512.231.2500

Dallas/Irving

4800 Regent Blvd.
Irving, TX 75063-2439
972.621.8520

Ft. Worth

DR Horton Tower
301 Commerce St.
Ft. Worth, TX 76102-4120
817.810.9114

Houston

11125 Equity Dr.
Houston, TX 77041-8217
713.973.3200

Houston Galleria

2000 W. Loop S.
Houston, TX 77027-3513
713.850.0888

Richardson

2201 N. Central Expressway
Richardson, TX 75080-2754
972.792.7450

San Antonio

1919 NW Loop 410
San Antonio, TX 78213-2300
210.524.5400

Utah

Sandy

9350 S. 150 E.
Sandy, UT 84070-2704
801.565.5110

Virginia

Crystal City

2450 Crystal Dr.
Arlington, VA 22202-3843
703.415.0600

Manassas

10432 Balls Ford Rd.
Manassas, VA 20109-3173
703.396.6611

South Hampton Roads

1317 Executive Blvd.
Chesapeake, VA 23320-3671
757.382.5680

Washington

Seattle/Bellevue

600 108th Ave. NE
Bellevue, WA 98004-5110
425.455.2242

Seattle/Federal Way

3600 S. 344th Way
Federal Way, WA 98001-9558
253.943.2840

Wisconsin

Milwaukee

411 E. Wisconsin Ave.
Milwaukee, WI 53202-4400
414.278.7677

Waukesha

Stone Ridge Business Center
N14 W23833 Stone Ridge Dr.
Waukesha, WI 53188-1157
262.347.2911

Dynamic Online Education



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

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.

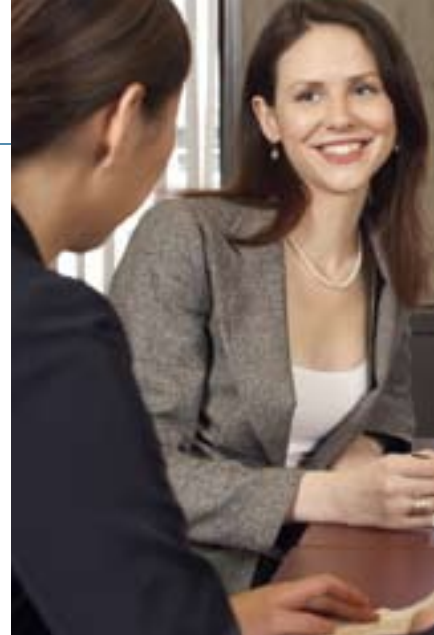
- ▶ Fulfill course requirements from your home, the office, or even while traveling for business or pleasure.
- ▶ Online courses feature the same content as those offered onsite. Plus online delivery provides you with easy access to Keller's portfolio of more than 150 courses.
- ▶ You benefit from faculty with specialized training in delivering courses online.
- ▶ Conveniently access everything you need online 24-7: class syllabi and assignments, teacher presentations, discussion boards, the online library, the virtual bookstore and more.

DeVry Online

1200 E. Diehl Rd.
Naperville, IL 60563-9347

Admissions: 800.839.9009
Student Services: 877.496.9050

Seven Distinctive Degree Programs



In this section find more information on Keller's programs in:

- ▶ Business Administration
- ▶ Accounting and Financial Management
- ▶ Human Resource Management
- ▶ Project Management
- ▶ Public Administration
- ▶ Information Systems Management
- ▶ Network and Communications Management

Students should note that availability of all programs, concentrations and graduate certificate offerings varies by location.

Master of Business Administration

The Master of Business Administration program (Master of Business Administration in Management program in New York) emphasizes the practical skills and concepts businesses demand from management professionals and blends management theory with real-world applications. The program provides a comprehensive business education, enabling students to develop their management expertise and advance in their careers. MBA program objectives include:

- ▶ Instilling a multi-functional perspective that allows for management of cross-disciplinary endeavors and integration of functions across the business enterprise
- ▶ Developing analytical skills in accounting and finance needed to conduct sound analyses and provide insightful interpretation of the financial implications of business decisions
- ▶ Gaining the ability to conduct quantitative analyses of business situations and use technology to support effective business decisions
- ▶ Developing a strong understanding of legal, political and ethical influences on business opportunities
- ▶ Formulating market-driven strategies and plans to effectively meet customer needs

- ▶ Gaining a solid appreciation of the structure, management and operation of the economic system to allow for interpretation and interpolation of economic trends

The MBA program requires successful completion of 48 semester-credit hours. The program includes elective courses and concentration areas, which 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.

Keller's MBA program, when completed with a concentration in project management, is accredited by the Project Management Institute's Global Accreditation Center. More information on this accreditation is available via www.pmi.org.

Students who are licensed CPAs or who have passed parts of the CPA exam are exempt, as appropriate, from AC591, AC592, AC593 and AC594, 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 *Transfer Credit, 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 York); however, each course waived must be replaced with an elective course (see *Course Waivers*).

Program Core Courses

all five required

FI504	Accounting and Finance: Managerial Use and Analysis
GM533	Applied Managerial Statistics
GM591	Leadership and Organizational Behavior
IS535	Managerial Applications of Information Technology
MM522	Marketing Management

Program-Specific Courses

all five required

AC505	Managerial Accounting
FI515	Managerial Finance
GM520	Legal, Political and Ethical Dimensions of Business
GM545	Business Economics
GM600	Business Planning Seminar

Elective Courses

18 credit hours required

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

Concentrations

MBA students can pursue four-course concentrations in the functional areas below. Students completing coursework required for a concentration may request, in writing, that the concentration be designated on the academic transcript.

Requirements for earning a concentration 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 concentration only.

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, GM400, must be completed successfully by students requiring additional mathematics preparation (see Prerequisite Skills Requirements).

Concentrations can be earned in the following areas by successfully completing:

Accounting

any 12 credit hours from among the AC courses (except AC505)

Electronic Commerce Management

any four EC courses

Finance

any four from among the FI courses (except FI504 and FI515), PM592¹ and PM595¹

General Management

successfully completing any four GM courses (except GM520, GM533, GM545, GM591 and GM600)

Health Services

any four HS courses

Hospitality Management

all four HM courses

Human Resources

any four HR courses

Information Security

any four from among the SE570-level courses or the SE590-level courses

Information Systems Management

any four from among the IS courses (except IS505, IS525 and IS535)

International Business

any four from among AC564, FI565, GM598, GM599, HR582 and HR584

Marketing

any four from among the MM courses (except MM522) and EC541

Network and Communications Management

any four from among the TM courses (except TM505 and TM525) and IS589

Project Management

any four from among GM588 and the PM courses

Public Administration

any four from among HR595 and the PA courses

Security Management

any four from among AC562, GM594, SE581, SE582, SE583 and SE584

Foundations of Professional Communication, GM410, must be completed successfully by students requiring additional development of writing skills (see Prerequisite Skills Requirements).

¹ *may not be taken by students who received credit for Project Cost and Risk Management (PM589)*

Keller Center for Corporate Learning

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 have established the Keller Center for Corporate Learning.

As leaders in practitioner-based education and training, we're able to offer a unique suite of solutions addressing companies' need for undergraduate degree-completion and advanced degree programs – programs that help spark growth and productivity through tailored educational approaches to today's pressing business challenges:

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

The Equation for Success

Our courses, aligned with corporate goals and available when and where employees need them, are taught by practicing professionals who share their expertise 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 university locations; online, for global access; and often at company worksites.

Learn more at www.corp.keller.edu.



General Graduate Certificate Requirements

For students who wish to specialize in business administration, electronic commerce management, entrepreneurship, health services management or educational management 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 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 in the required courses
- ▶ Resolving all financial obligations to the School

Graduate 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 Electronic Commerce Management

Course requirements for Keller's graduate certificate in electronic commerce management are:

EC541	Electronic Commerce Marketing Management
EC542	Electronic Commerce Technology Management
EC543	Electronic Commerce Operations Management
EC544	Electronic Commerce Strategy Management
FI504	Accounting and Finance: Managerial Use and Analysis
GM591	Leadership and Organizational Behavior
MM522	Marketing Management
PM586	Project Management Systems

Graduate Certificate in Entrepreneurship

Course requirements for Keller's graduate certificate in entrepreneurship are:

FI504	Accounting and Finance: Managerial Use and Analysis
FI512	Entrepreneurial Finance
GM560	Entrepreneurship and Small Business Management
GM591	Leadership and Organizational Behavior
GM597	Business Law: Strategic Considerations for Managers and Owners
GM599	Strategic Management in a Global Environment
MM522	Marketing Management
MM572	New Product Development

Graduate Certificate in Health Services Management

Course requirements for Keller's graduate certificate in health services management are:

all three required

FI504	Accounting and Finance: Managerial Use and Analysis
GM591	Leadership and Organizational Behavior
MM522	Marketing Management

any four required

HS541	Health Service Systems
HS542	Health Rights and Responsibilities
HS543	Health Services Finance
HS544	Health Policy and Economics
HS546	Managed Care

In addition, students must satisfy all prerequisites for courses chosen through practical experience, related coursework or completion of a self-study course (consult the chief location administrator/academic advisor for details).

Graduate Certificate in Business Administration

Course requirements for Keller's graduate certificate in business administration are:

AC505	Managerial Accounting
FI504	Accounting and Finance: Managerial Use and Analysis
FI515	Managerial Finance
GM520	Legal, Political and Ethical Dimensions of Business
GM545	Business Economics
GM591	Leadership and Organizational Behavior
IS535	Managerial Applications of Information Technology
MM522	Marketing Management

Graduate Certificates in Educational Management

MBA students can choose to focus their studies on the increasingly important and growing field of educational management. Coursework integrates educational leadership theory, and management theory and practice, with course content encouraging students to apply sound management theories, principles and practices to educational issues and challenges.

Students interested in educational management can focus their study on either:

- ▶ Management of Educational Corporations/Corporate Training Divisions
- ▶ Management of Public and Private K-12 Educational Systems

Graduate Certificate in Management of Educational Corporations/Corporate Training Divisions

Course requirements for Keller's graduate certificate in management of educational corporations/corporate training divisions are:

AC505	Managerial Accounting
EM510	Curriculum Design and Instructional Delivery
EM512	Program Assessment and Evaluation
EM514	Technology in Education
EM517	Practices of High-Performing Educational Management Organizations/Corporate Training Divisions
EM520	Supervision and Evaluation of Educational Personnel, Facilities and Support Services
EM531	Governmental Regulations in Proprietary Education
FI515	Managerial Finance
GM520	Legal, Political and Ethical Dimensions of Business

Graduate Certificate in Management of Public and Private K-12 Educational Systems

This graduate certificate (available only to students seeking school administration certification in Illinois) is designed for MBA students who wish to specialize in management of public and private K-12 educational systems. Coursework, when taken within the MBA program, fulfills Illinois State Board of Education requirements for the Illinois Administrative Certificate with the General Administrative Endorsement (Type 75 Certificate), which is required for individuals seeking school principal and related positions. Course requirements are:

EM510	Curriculum Design and Instructional Delivery
EM512	Program Assessment and Evaluation
EM514	Technology in Education
EM516	Practices of High-Performing Public and Private K-12 Educational Systems
EM520	Supervision and Evaluation of Educational Personnel, Facilities and Support Services
EM522	School Law and Governance (taken in lieu of GM520)
EM524	School Budgeting and Finance (taken in lieu of AC505 and FI515)
EM530	Political, Ethical and Social Issues in Public Education (taken in lieu of GM520)
EM601	Educational Management Practicum

Master of Accounting and Financial Management

The Master of Accounting and Financial Management program (availability varies by location; Master of Science in Accounting and Financial Management program in New York) equips students with the knowledge and skills needed to function as accounting and financial managers in public accounting, industry, education or government. Coursework, taught from the practitioner's perspective, focuses on applying concepts and skills in areas including financial accounting and reporting, managerial accounting, external and operational auditing, and taxation. MAFM program objectives include:

- ▶ Preparing students for careers in public, private, not-for-profit and governmental accounting, or in a wide range of financial careers
- ▶ Providing students who are licensed accountants with continuing-education requirement courses
- ▶ Preparing students to qualify to sit for, and pass, professional licensure and certification exams
- ▶ Providing students with an appropriate blend of theory and practice

To tailor the MAFM program to their professional interests and goals, students must select one of the following emphases[†]: Certified Public Accountant, Chartered Financial Analyst or Certified Fraud Examiner. The CPA and CFA emphases include coursework preparing students for professional certification exams. Total program length varies based on the number of courses taken per eight-week session. Courses are distributed as follows:

Accounting Foundations Courses

all six required by all MAFM students

AC505	Managerial Accounting
AC550	Intermediate Accounting I
AC551	Intermediate Accounting II
AC553	Federal Taxes and Management Decisions
AC557	Intermediate Accounting III
FI504	Accounting and Finance: Managerial Use and Analysis

Students who hold an undergraduate accounting degree may be eligible 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.

Notes:

Foundations of Managerial Mathematics, GM400, must be completed successfully by students requiring additional mathematics preparation (see Prerequisite Skills Requirements).

Foundations of Professional Communication, GM410, 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.

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

[†] *emphasis available in Texas is CPA exam-preparation only*

¹ *may not be taken by students who received credit for CPA Exam Preparation: Auditing (AC591)*

² *may not be taken by students who received credit for CPA Exam Preparation: Law (AC592)*

³ *may not be taken by students who received credit for CPA Exam Preparation: Financial Accounting (AC593)*

⁴ *may not be taken by students who received credit for CPA Exam Preparation: Accounting and Reporting (AC594)*

CPA Exam-Preparation Emphasis

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 appropriate parts of the CPA exam are exempt, as appropriate, from AC591, AC592, AC593 and AC594 (see *Course Exemptions*). Students are granted these exemptions in addition to those allowed as described in *Transfer Credit, Course Waivers and Course Exemptions*.

CPA exam-preparation courses vary in length; the length for all other courses is eight weeks per course.

CPA Emphasis-Specific Courses

five required

AC555	External Auditing
AC559	Advanced Financial Accounting and Reporting Issues
- or -	
GM597	Business Law: Strategic Considerations for Managers and Owners
AC600	Financial Management Capstone: The Role of the Chief Financial Officer
FI515	Managerial Finance
FI516	Advanced Managerial Finance

CPA Exam-Preparation Courses

all four required

AC591	CPA Exam Preparation: Auditing and Attestation ¹
AC592	CPA Exam Preparation: Business Environment and Concepts ²
AC593	CPA Exam Preparation: Financial Accounting and Reporting ³
AC594	CPA Exam Preparation: Regulation ⁴

Elective Course

one required

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

CFA Exam-Preparation Emphasis

The MAFM program with Chartered Financial Analyst exam-preparation emphasis requires successful completion of 44 semester-credit hours, including credits earned in the accounting foundations courses and in coursework distributed as outlined below.

Students who hold CFA certification, or who have passed appropriate parts of the CFA exam, are exempt from FI595 and FI596 (see *Course Exemptions*). Students are granted these exemptions in addition to those allowed as described in *Transfer Credit, Course Waivers and Course Exemptions*.

CFA exam-preparation courses vary in length; the length for all other courses is eight weeks per course.

CFA Emphasis-Specific Courses

all five required

AC600	Financial Management Capstone: The Role of the Chief Financial Officer
FI515	Managerial Finance
FI516	Advanced Managerial Finance
FI560	Securities Analysis
FI561	Mergers and Acquisitions

CFA Exam-Preparation Courses

both required

FI595	CFA Level I Exam Preparation
FI596	CFA Level II Exam Preparation

Elective Course

one required

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

CFE Emphasis

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

CFE Emphasis-Specific Courses

all five required

AC555	External Auditing
AC562	Auditing: An Operational and Internal Perspective Including Fraud Examination
AC572	Accounting Fraud Examination Concepts
AC574	Forensic Accounting: Ethics and the Legal Environment
AC600	Financial Management Capstone: The Role of the Chief Financial Officer

CFE Focus Courses

any four required

AC571	Accounting Information Systems
AC573	Accounting Fraud Criminology and Ethics
GM594	Global and Domestic Security Management
GM597	Business Law: Strategic Considerations for Managers and Owners
SE571	Principles of Information Security and Privacy
SE575	Information Security Law and Ethics
SE581	Legal and Ethical Issues in Security Management
SE582	Security Risk Analysis and Planning
SE583	Security Administration and Operation
SE584	Forensic and Business Investigations Techniques

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 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 in the required courses
- Resolving all financial obligations to the School

Graduate 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 requirements as part of their MBA coursework.

Graduate Certificate in Accounting

Course requirements for Keller's graduate certificate in accounting are:

AC505	Managerial Accounting
AC550	Intermediate Accounting I
AC551	Intermediate Accounting II
AC553	Federal Taxes and Management Decisions
AC555	External Auditing
- or -	
AC559	Advanced Financial Accounting and Reporting Issues
AC557	Intermediate Accounting III
FI504	Accounting and Finance: Managerial Use and Analysis

Graduate Certificate in Financial Analysis

Course requirements for Keller's graduate certificate in financial analysis are:

AC505	Managerial Accounting
AC553	Federal Taxes and Management Decisions
FI504	Accounting and Finance: Managerial Use and Analysis
FI515	Managerial Finance
FI516	Advanced Managerial Finance
FI560	Securities Analysis
FI561	Mergers and Acquisitions

Master of Human Resource Management

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. MHRM 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. Total program length varies based on the number of courses taken per eight-week session. Courses are distributed as outlined below.

Society for Human Resource Management

Keller's MHRM program coursework is aligned with HR Curriculum Guidelines and Templates established by the Society for Human Resource Management, the largest HR professional association and the leading source of guidance on continuing education for HR professionals. Learn more about SHRM and the significance of alignment with its guidelines and templates at www.shrm.org and www.shrm.org/Education/hreducation/Pages/default.aspx.

Program Core Courses

all five required

FI504	Accounting and Finance: Managerial Use and Analysis
GM520	Legal, Political and Ethical Dimensions of Business
GM591	Leadership and Organizational Behavior
IS535	Managerial Applications of Information Technology
MM522	Marketing Management

Program-Specific Courses

HR600 and five others required

HR587	Managing Organizational Change
HR590	Human Resource Management ¹
HR592	Training and Development ²
HR593	Employment Law
HR594	Strategic Staffing ²
HR598	Compensation
HR599	Benefits
HR600	Human Resource Planning

Elective Courses

four required

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

Concentrations

MHRM students can pursue four-course concentrations in the functional areas listed for the MBA program; however, they may not pursue an HR concentration. Students completing coursework required for a concentration may request, in writing, that the concentration be designated on the academic transcript.

Requirements for earning a concentration 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 concentration only.

Notes:

Foundations of Managerial Mathematics, GM400, must be completed successfully by students requiring additional mathematics preparation (see Prerequisite Skills Requirements).

Foundations of Professional Communication, GM410, must be completed successfully by students requiring additional development of writing skills (see Prerequisite Skills Requirements).

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 and are eligible to receive their certificate upon:

- ▶ Successfully completing:

GM591	Leadership and Organizational Behavior
HR587	Managing Organizational Change
HR590	Human Resource Management ¹
HR592	Training and Development ²
HR593	Employment Law
HR594	Strategic Staffing ²
- ▶ Successfully completing two of the following:

HR530	Human Resources and Technology
HR582	Managing Global Diversity
HR586	Labor Relations ³
HR595	Negotiation Skills
HR598	Compensation
HR599	Benefits
- ▶ Satisfying all course prerequisites through practical experience or related coursework
- ▶ Achieving a minimum cumulative grade point average of 3.00 in the courses indicated above
- ▶ Resolving all financial obligations to the School

Graduate 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 the graduate certificate may do so by completing the above requirements as part of their MBA coursework.

¹ recommended as the first HR course; students with prior HR experience may waive this course

² may not be taken by students who received credit for Human Resource Strategy, Staffing and Training (HR597)

³ may not be taken by students who received credit for Collective Bargaining (HR589) or Arbitration (HR596)

Master of Project Management

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 project management concepts and skills. Keller's MPM program is accredited by the Project Management Institute's Global Accreditation Center.

MPM 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 the requisite business management expertise needed in key areas such as accounting and finance, marketing and applied statistics. This combination of coursework, coupled with courses specifically focused on project management, ensures that students obtain the full complement of business 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 follows:

Program Core Courses

five required

FI504	Accounting and Finance: Managerial Use and Analysis
GM520	Legal, Political and Ethical Dimensions of Business
- or -	
MM522	Marketing Management
GM533	Applied Managerial Statistics
GM591	Leadership and Organizational Behavior
HR587	Managing Organizational Change

Program-Specific Courses

all seven required

GM588	Managing Quality
PM586	Project Management Systems
PM587	Advanced Program Management
PM592	Project Cost and Schedule Control ¹
PM595	Project Risk Management ¹
PM598	Contract and Procurement Management
PM600	Project Management Capstone

Elective Courses

two required

Students may choose any electives 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 and are eligible to receive their certificate upon:

- ▶ Successfully completing:

GM588	Managing Quality
GM591	Leadership and Organizational Behavior
PM586	Project Management Systems
PM587	Advanced Program Management
PM592	Project Cost and Schedule Control ¹
PM595	Project Risk Management ¹
PM598	Contract and Procurement Management

- ▶ Satisfying all course prerequisites through practical experience or related coursework
- ▶ Achieving a minimum cumulative grade point average of 3.00 in the courses indicated above
- ▶ Resolving all financial obligations to the School

Graduate 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 the graduate certificate may do so by completing the above requirements as part of their MBA coursework.

Project Management Institute

Keller, a PMI Registered Education Provider (REP), is committed to enhancing the ongoing professional development of PMI members, PMI-certified project management professionals and other project management stakeholders through appropriate learning activities and products. As a PMI REP, the School abides by PMI-established operational and educational criteria and is subject to random audits for quality assurance purposes. More information on PMI is available via www.pmi.org.

Notes:

Foundations of Managerial Mathematics, GM400, must be completed successfully by students requiring additional mathematics preparation (see Prerequisite Skills Requirements).

Foundations of Professional Communication, GM410, must be completed successfully by students requiring additional development of writing skills (see Prerequisite Skills Requirements).

¹ *may not be taken by students who received credit for Project Cost and Risk Management (PM589)*



Master of Public Administration

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. MPA 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 offers students a choice of three emphases: government management, nonprofit management and healthcare management. Total program length varies based on the number of courses taken per eight-week session. Courses are distributed as follows:

Program Core Courses

all seven required by all MPA students

GM520	Legal, Political and Ethical Dimensions of Business
GM530	Managerial Decision-Making
- or -	
GM533	Applied Managerial Statistics
GM545	Business Economics
GM591	Leadership and Organizational Behavior
HR587	Managing Organizational Change
IS535	Managerial Applications of Information Technology
PM586	Project Management Systems

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, GM400, must be completed successfully by students requiring additional mathematics preparation (see Prerequisite Skills Requirements).

Foundations of Professional Communication, GM410, must be completed successfully by students requiring additional development of writing skills (see Prerequisite Skills Requirements).

Healthcare Management Emphasis

The MPA program with healthcare management emphasis requires successful completion of at least 45 semester-credit hours, including credits earned in the program core courses (see above) and in coursework distributed as outlined below.

Students choosing this emphasis may complete part of their course requirements via online education through the School of Health Management of the A.T. Still University of Health Sciences (ATSU). Emphasis-specific course requirements may be met by successfully completing any combination of Keller and ATSU courses; however, the Public Administration Capstone must be taken through Keller.

Healthcare Management Emphasis-Specific Courses

18 semester-credit hours required, including three semester-credit hours earned in PA600. Keller courses are three semester-credit hours each; ATSU courses are three quarter-credit hours (equivalent to two semester-credit hours) each. More information on ATSU is available via www.atsu.edu/shm.

Keller Courses

HS541	Health Service Systems
HS542	Health Rights and Responsibilities
HS543	Health Services Finance
HS544	Health Policy and Economics
HS546	Managed Care
PA600	Public Administration Capstone

Elective Courses

two required

Students may choose from appropriate electives 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 45 semester-credit hours, including credits earned in the program core courses (see above) and in coursework distributed as outlined below.

Government Management Emphasis-Specific Courses

all six required

PA504	Governmental and Nonprofit Accounting
PA581	Governmental Budgeting and Finance
PA582	Public Policy Formulation and Implementation
PA584	Intergovernmental Management
PA600	Public Administration Capstone
PM598	Contract and Procurement Management

Elective Courses

two required

Students may choose from appropriate electives 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 45 semester-credit hours, including credits earned in the program core courses (see above) and in coursework distributed as outlined below.

Nonprofit Management Emphasis-Specific Courses

all six required

HR595	Negotiation Skills
MM522	Marketing Management
PA504	Governmental and Nonprofit Accounting
PA571	Nonprofit Organization Management
PA572	Managing Nonprofit Development Programs
PA600	Public Administration Capstone

Elective Courses

two required

Students may choose from appropriate electives for which they meet the prerequisite(s). See Course Offerings and Course Descriptions.



Master of Information Systems Management

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. MISM 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 manage 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 foundations 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.

Keller's MISM program, when completed with a concentration in project management, is accredited by the Project Management Institute's Global Accreditation Center. More information on this accreditation is available via www.pmi.org.

Program Core Courses

all six required

FI504	Accounting and Finance: Managerial Use and Analysis
GM591	Leadership and Organizational Behavior
HR587	Managing Organizational Change
IS535	Managerial Applications of Information Technology
PM586	Project Management Systems
TM583	Strategic Management of Technology

Technology Core Courses

all five required

IS581	Systems Analysis, Planning and Control
IS582	Database Concepts
IS589	Networking Concepts and Applications
IS600	Information Systems Capstone
SE571	Principles of Information Security and Privacy

Notes:

Foundations of Managerial Mathematics, GM400, must be completed successfully by students requiring additional mathematics preparation (see Prerequisite Skills Requirements).

Foundations of Professional Communication, GM410, must be completed successfully by students requiring additional development of writing skills (see Prerequisite Skills Requirements).

Essentials of Information Systems and Programming, IS505, 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.

Concentrations

To best serve their professional goals and needs, MISM students can pursue four-course concentrations. Course requirements for specific specialty (concentration) areas are outlined below.

Students successfully completing coursework required for a concentration may request, in writing, that the concentration be designated on the academic transcript.

Requirements for earning a concentration 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 concentration only.

Students not wishing to pursue a specific concentration can choose any four courses from those listed in the concentration areas below.

Information Security

any four required

SE572	Network Security
SE573	E-Business Security
SE574	Database Security
SE575	Information Security Law and Ethics
SE576	Risk Mitigation and Contingency Planning
SE577	Cryptography and Security Mechanisms
SE578	Practices for Administration of Physical and Operations Security
SE579	Security in Systems Architecture and Applications
SE591	Disaster Recovery/Forensics and Security
SE592	IT Governance

¹ may not be taken by students who received credit for Managing Software Development Projects (IS584)

² may not be taken by students who received credit for Project Cost and Risk Management (PM589)

Data Administration and Management*all four required*

IS561	Database Administration and Management
IS562	Database Programming and Applications
IS563	Business Intelligence Systems
IS564	Enterprise Data Management and Administration

Wireless*any four required*

TM561	Wireless Technologies
TM562	Wireless Devices and Applications
TM563	Wireless Networks
TM564	Management of Wireless Systems
TM589	Wireless Communication Systems

Global Outsourcing Management*all four required*

HR582	Managing Global Diversity
IS568	Global IT Outsourcing
IS569	Risk Assessment and Mitigation in Global Outsourcing
PM584	Managing Software Development Projects ¹

Health Information Systems Management*any four required*

HS541	Health Service Systems
HS543	Health Services Finance
IS565	Healthcare Security, Privacy and Compliance
IS566	Informatics and Application Systems in Healthcare
IS567	Healthcare Information Administration and Management

Project Management*any four required*

GM588	Managing Quality
PM584	Managing Software Development Projects ¹
PM587	Advanced Program Management
PM592	Project Cost and Schedule Control ²
PM595	Project Risk Management ²
PM598	Contract and Procurement Management

Electronic Commerce*any four required*

EC542	Electronic Commerce Technology Management
EC544	Electronic Commerce Strategy Management
IS577	Internet-Oriented Programming
IS583	Database Applications for Electronic Commerce
SE573	E-Business Security

Information Systems Tools*any four required*

IS574	Visual Basic
IS575	Advanced Visual Basic
IS577	Internet-Oriented Programming
IS578	C++ Programming
IS579	Java Programming

Information Systems Applications*any four required*

IS583	Database Applications for Electronic Commerce
IS585	Decision Support and Expert Systems
TM562	Wireless Devices and Applications
TM589	Wireless Communication Systems
TM590	IP Telephony/VoIP

Network Management*any four required*

SE572	Network Security
SE591	Disaster Recovery/Forensics and Security
SE592	IT Governance
TM563	Wireless Networks
TM585	Network Design and Management
TM590	IP Telephony/VoIP

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 and are eligible to receive their certificate upon:

- ▶ Successfully completing:

IS535	Managerial Applications of Information Technology
IS581	Systems Analysis, Planning and Control
IS582	Database Concepts
IS589	Networking Concepts and Applications
SE571	Principles of Information Security and Privacy
- ▶ Successfully completing any two additional courses from among the IS courses (except IS505 and IS525), and the SE570- and SE590-level courses
- ▶ Satisfying all course prerequisites through practical experience or related coursework
- ▶ Achieving a minimum cumulative grade point average of 3.00 in the courses indicated above
- ▶ Resolving all financial obligations to the School

Graduate 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 the graduate certificate may do so by completing the above requirements as part of their MBA coursework.

Graduate certificates are also offered in network and communications management, information security and wireless communications.

Master of Network and Communications Management

The Master of Network and Communications Management program (availability varies by location) equips students with or without communications technology or networking experience with managerial skills and technical knowledge of network and communications technology. MNCM 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 foundations 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.

Keller's MNCM program, when completed with a concentration in project management, is accredited by the Project Management Institute's Global Accreditation Center. More information on this accreditation is available via www.pmi.org.

Program Core Courses

all four required

FI504	Accounting and Finance: Managerial Use and Analysis
HR587	Managing Organizational Change
PM586	Project Management Systems
TM583	Strategic Management of Technology

Technology Core Courses

all seven required

IS589	Networking Concepts and Applications
SE572	Network Security
TM584	Telecommunications Law and Regulation
TM585	Network Design and Management
TM589	Wireless Communication Systems
TM590	IP Telephony/VoIP
TM600	Telecommunications Capstone

Concentrations

To best serve their professional goals and needs, MNCM students can pursue four-course concentrations. Course requirements for specific specialty (concentration) areas are outlined below.

Students successfully completing coursework required for a concentration may request, in writing, that the concentration be designated on the academic transcript.

Requirements for earning a concentration 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 concentration only.

Students not wishing to pursue a specific concentration can choose any four courses from those listed in the concentration areas below.

Wireless

all four required

TM561	Wireless Technologies
TM562	Wireless Devices and Applications
TM563	Wireless Networks
TM564	Management of Wireless Systems

Security

any four required

SE571	Principles of Information Security and Privacy
SE573	E-Business Security
SE574	Database Security
SE575	Information Security Law and Ethics
SE576	Risk Mitigation and Contingency Planning
SE577	Cryptography and Security Mechanisms
SE578	Practices for Administration of Physical and Operations Security
SE579	Security in Systems Architecture and Applications
SE591	Disaster Recovery/Forensics and Security
SE592	IT Governance

Network Applications

all four required

SE591	Disaster Recovery/Forensics and Security
SE592	IT Governance
TM562	Wireless Devices and Applications
TM563	Wireless Networks

Project Management

any four required

GM588	Managing Quality
PM584	Managing Software Development Projects ¹
PM587	Advanced Program Management
PM592	Project Cost and Schedule Control ²
PM595	Project Risk Management ²
PM598	Contract and Procurement Management

Electronic Commerce

any four required

EC542	Electronic Commerce Technology Management
IS577	Internet-Oriented Programming
IS582	Database Concepts
IS583	Database Applications for Electronic Commerce
SE573	E-Business Security
SE592	IT Governance

Technology Applications

any four required

IS535	Managerial Applications of Information Technology
IS581	Systems Analysis, Planning and Control
IS582	Database Concepts
IS583	Database Applications for Electronic Commerce
IS585	Decision Support and Expert Systems

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 or wireless communications, certificate options are available. Those who have been admitted must inform the chief location administrator/academic advisor of their intent to pursue the certificate 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 in the required courses
- ▶ Resolving all financial obligations to the School

Graduate 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 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 and Communications Management

Course requirements for Keller's graduate certificate in network and communications management are:

IS589	Networking Concepts and Applications
SE571	Principles of Information Security and Privacy
SE572	Network Security
TM584	Telecommunications Law and Regulation
TM585	Network Design and Management
TM589	Wireless Communication Systems
TM590	IP Telephony/VoIP

Graduate Certificate in Information Security

Course requirements for Keller's graduate certificate in information security are:

SE571	Principles of Information Security and Privacy
SE572	Network Security
SE578	Practices for Administration of Physical and Operations Security
SE579	Security in Systems Architecture and Applications
SE591	Disaster Recovery/Forensics and Security
SE592	IT Governance

Graduate Certificate in Wireless Communications

Course requirements for Keller's graduate certificate in wireless communications are:

IS589	Networking Concepts and Applications
SE572	Network Security
- or -	
TM562	Wireless Devices and Applications
TM561	Wireless Technologies
TM563	Wireless Networks
TM564	Management of Wireless Systems
TM589	Wireless Communication Systems

Notes:

Foundations of Managerial Mathematics, GM400, must be completed successfully by students requiring additional mathematics preparation (see Prerequisite Skills Requirements).

Foundations of Professional Communication, GM410, must be completed successfully by students requiring additional mathematics preparation (see Prerequisite Skills Requirements).

Essentials of Telecommunications, TM505, 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.

¹ may not be taken by students who received credit for Managing Software Development Projects (IS584)

² may not be taken by students who received credit for Project Cost and Risk Management (PM589)

Discover the Keller Advantage

Course Offerings



In this section:

- Learn about the broad array of courses from which you can choose to custom design 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/uscatalog.

More Than 150 Courses in 14 Disciplines

Accounting and Finance

AC505	Managerial Accounting
AC530	Accounting Ethics and Related Regulatory Issues
AC550	Intermediate Accounting I
AC551	Intermediate Accounting II
AC552	Cost Accounting
AC553	Federal Taxes and Management Decisions
AC555	External Auditing
AC556	Budgeting
AC557	Intermediate Accounting III
AC559	Advanced Financial Accounting and Reporting Issues
AC560	Advanced Studies in Federal Taxes and Management Decisions
AC562	Auditing: An Operational and Internal Perspective Including Fraud Examination
AC563	Advanced Managerial Accounting Issues
AC564	International Accounting and Multinational Enterprises
AC571	Accounting Information Systems
AC572	Accounting Fraud Examination Concepts
AC573	Accounting Fraud Criminology and Ethics
AC574	Forensic Accounting: Ethics and the Legal Environment
AC591	CPA Exam Preparation: Auditing and Attestation
AC592	CPA Exam Preparation: Business Environment and Concepts
AC593	CPA Exam Preparation: Financial Accounting and Reporting
AC594	CPA Exam Preparation: Regulation

AC600	Financial Management Capstone: The Role of the Chief Financial Officer
FI504	Accounting and Finance: Managerial Use and Analysis
FI512	Entrepreneurial Finance
FI515	Managerial Finance
FI516	Advanced Managerial Finance
FI560	Securities Analysis
FI561	Mergers and Acquisitions
FI564	Management of Financial Institutions
FI565	International Finance
FI567	Options and Financial Futures Markets
FI575	Advanced Financial Statement Analysis
FI580	Personal Financial Planning
FI590	Real Estate Finance
FI595	CFA Level I Exam Preparation
FI596	CFA Level II Exam Preparation
FI597	CFA Level III Exam Preparation

General Management

GM520	Legal, Political and Ethical Dimensions of Business
GM530	Managerial Decision-Making
GM533	Applied Managerial Statistics
GM545	Business Economics
GM548	Career Success Strategies
GM550	Managerial Communication
GM560	Entrepreneurship and Small Business Management
GM565	Contemporary Economics for Managers
GM570	Managing Conflict in the Workplace
GM583	Operations Management
GM588	Managing Quality
GM591	Leadership and Organizational Behavior

*not available to all students

GM592	Leadership in the 21st Century	PA584	Intergovernmental Management	TM563	Wireless Networks
GM594	Global and Domestic Security Management	PA600	Public Administration Capstone	TM564	Management of Wireless Systems
		HS541	Health Service Systems	TM583	Strategic Management of Technology
GM597	Business Law: Strategic Considerations for Managers and Owners	HS542	Health Rights and Responsibilities	TM584	Telecommunications Law and Regulation
		HS543	Health Services Finance		
GM598	International Business	HS544	Health Policy and Economics	TM585	Network Design and Management
GM599	Strategic Management in a Global Environment	HS546	Managed Care	TM589	Wireless Communication Systems
				TM590	IP Telephony/VoIP
GM600	Business Planning Seminar			TM600	Telecommunications Capstone
Hospitality Management		Project Management		Security	
HM582	Survey of Hospitality Management	PM584	Managing Software Development Projects		
HM585	Hotel and Restaurant Management	PM586	Project Management Systems	SE571	Principles of Information Security and Privacy
HM590	Event Planning and Management	PM587	Advanced Program Management		
HM594	Tourism Management	PM592	Project Cost and Schedule Control	SE572	Network Security
		PM595	Project Risk Management	SE573	E-Business Security
		PM598	Contract and Procurement Management	SE574	Database Security
Marketing and E-Commerce Management				SE575	Information Security Law and Ethics
MM522	Marketing Management	PM600	Project Management Capstone	SE576	Risk Mitigation and Contingency Planning
MM570	Marketing Research	PM605	Advanced Project Management Practices and Professional Exam Preparation		
MM572	New Product Development			SE577	Cryptography and Security Mechanisms
MM574	Channels of Distribution	Information Systems Management, and Network and Communications Management		SE578	Practices for Administration of Physical and Operations Security
MM575	Advertising Management			SE579	Security in Systems Architecture and Applications
MM577	Sales Management	IS525	Essentials of Information Systems and Programming	SE581	Legal and Ethical Issues in Security Management
MM578	Consumer Behavior	IS535	Managerial Applications of Information Technology	SE582	Security Risk Analysis and Planning
EC541	Electronic Commerce Marketing Management	IS561	Database Administration and Management	SE583	Security Administration and Operation
EC542	Electronic Commerce Technology Management	IS562	Database Programming and Applications	SE584	Forensic and Business Investigations Techniques
EC543	Electronic Commerce Operations Management	IS563	Business Intelligence Systems	SE591	Disaster Recovery/Forensics and Security
EC544	Electronic Commerce Strategy Management	IS564	Enterprise Data Management and Administration	SE592	IT Governance
Human Resource Management				Educational Management	
HR530	Human Resources and Technology	IS565	Healthcare Security, Privacy and Compliance	EM510	Curriculum Design and Instructional Delivery
HR582	Managing Global Diversity			EM512	Program Assessment and Evaluation
HR584	Managing International Human Resources	IS566	Informatics and Application Systems in Healthcare	EM514	Technology in Education
HR586	Labor Relations	IS567	Healthcare Information Administration and Management	EM516	Practices of High-Performing Public and Private K-12 Educational Systems
HR587	Managing Organizational Change				
HR590	Human Resource Management	IS568	Global IT Outsourcing	EM517	Practices of High-Performing Educational Management Organizations/ Corporate Training Divisions
HR592	Training and Development	IS569	Risk Assessment and Mitigation in Global Outsourcing		
HR593	Employment Law	IS574	Visual Basic	EM520	Supervision and Evaluation of Educational Personnel, Facilities and Support Services
HR594	Strategic Staffing	IS575	Advanced Visual Basic		
HR595	Negotiation Skills	IS577	Internet-Oriented Programming		
HR598	Compensation	IS578	C++ Programming	EM522	School Law and Governance
HR599	Benefits	IS579	Java Programming	EM524	School Budgeting and Finance
HR600	Human Resource Planning	IS581	Systems Analysis, Planning and Control	EM530	Political, Ethical and Social Issues in Public Education
Public Administration and Health Services		IS582	Database Concepts	EM531	Governmental Regulations in Proprietary Education
PA504	Governmental and Nonprofit Accounting	IS583	Database Applications for Electronic Commerce	EM601	Educational Management Practicum
		IS585	Decision Support and Expert Systems		
PA571	Nonprofit Organization Management	IS589	Networking Concepts and Applications		
PA572	Managing Nonprofit Development Programs	IS600	Information Systems Capstone		
PA581	Governmental Budgeting and Finance	TM525	Essentials of Telecommunications		
PA582	Public Policy Formulation and Implementation	TM561	Wireless Technologies		
		TM562	Wireless Devices and Applications		

Course Descriptions



This section features:

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

Students without prerequisites for a course who believe they have compensating work or educational experience may complete a "Request to Waive Prerequisites" form, which is obtained from and submitted to the chief location administrator/academic advisor.

- ▶ Courses are three semester-credit hours unless otherwise noted.

Accounting and Finance

AC505 – 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: AC501, FI504 or PA504

AC530 – 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: AC505

AC550 – 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: AC503 or AC505

AC551 – Intermediate Accounting II

Intermediate Accounting II extends the coverage of AC550 to include investments; intangible assets; current and long-term liabilities; stockholders' equity; contributed capital and retained earnings; dilutive securities; and earnings per share.

Prerequisite: AC550

AC552 – 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: AC503 or AC505

AC553 – 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: AC505

AC555 – 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: AC551

AC556 – 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: AC505 or FI510

AC557 – Intermediate Accounting III

Intermediate Accounting III extends the coverage of AC551 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: AC551

AC559 – 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: AC557

AC560 – 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 non-qualified plans.

Prerequisite: AC553

AC562 – 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: AC505

AC563 – 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: AC552

AC564 – 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: AC505

AC571 – 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: FI504

MBA + CPA: a Powerful Combination

Count on Keller to provide your professional edge in accounting by pairing an MBA with a CPA credential. With the solid backing of both Keller Graduate School of Management and Becker Professional Education, the leading provider of CPA exam preparation, you can:

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For more information talk to your Keller admissions advisor, or learn more at www.devry.edu/accounting.



AC572 – 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, admittance 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: FI504

AC573 – 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: FI504

AC574 – 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: FI504

AC591 – 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 may not be

taken by students who received credit for CPA Exam Preparation: Auditing – AC591.)

Prerequisite: AC551 or equivalent

AC592 – 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 may not be taken by students who received credit for CPA Exam Preparation: Law – AC592.)

Prerequisite: AC551 or equivalent

AC593 – 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 may not be taken by students who received credit for CPA Exam Preparation: Financial Accounting – AC593.)

Prerequisite: AC551 or equivalent

AC594 – 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 may not be taken by students who received credit for CPA Exam Preparation: Accounting and Reporting – AC594.)

Prerequisite: AC551 or equivalent

AC600 – 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.

Prerequisite: successful completion of all other required MAFM program courses (except exam-preparation courses) before registration

FI504 – Accounting and Finance: Managerial Use and Analysis

This course introduces core accounting and finance concepts and tools needed by managers. Topics are presented from a user perspective and include transaction analysis; financial statement analysis and interpretation; financial ratio analysis; job-order costing; cost-volume-profit analysis; and operational, cash and capital budgeting.

No prerequisite

FI512 – 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: FI504

FI515 – 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: AC503 or AC505

FI516 – 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: FI515

FI560 – 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: FI515

FI561 – Mergers and Acquisitions

This course addresses corporate recombinations and resource allocation. Topics include advanced capital budgeting techniques and valuation methods. Strategies, tactics and rationale for mergers, acquisitions, leveraged buyouts and restructuring are discussed.

Prerequisite: FI514 or FI515

FI564 – 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: FI514 or FI515

FI565 – 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: FI514 or FI515

FI567 – 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: FI514 or FI515

FI575 – 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: FI504

FI580 – 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: FI504

FI590 – 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: FI515

FI595 – CFA Level I Exam Preparation

This course emphasizes financial analysis tools including economics; quantitative analysis; financial accounting and statement analysis; and markets and institutions. The course also introduces asset valuation and portfolio management techniques. Ethical and professional standards are also examined. (The course is four semester-credit hours.)

Prerequisite: FI516

FI596 – CFA Level II Exam Preparation

This course emphasizes asset valuation and covers applications of tools and factors affecting asset valuation, including economics, accounting and quantitative techniques. Ethical and professional standards are also examined. (The course is four semester-credit hours.)

Prerequisites: FI560 and FI595

FI597 CFA Level III Exam Preparation

This course emphasizes portfolio management and introduces strategies for applying portfolio management tools and techniques to equity and fixed-income securities. Ethical and professional standards are also examined.

Prerequisite: FI596

Pair Your Degree With a CFA Credential

Chartered financial analyst – it's an internationally respected professional designation only an elite few ever achieve. Pairing your Keller master's degree credential with a CFA designation represents an impressive combination of credentials that can put you well ahead of the crowd in the financial marketplace.

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- ▶ Focus a portion of your MBA electives on CFA studies.
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To see how you can gain the skills and confidence you need to succeed as a CFA, visit www.stalla.com.



General Management

GM520 – 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

GM530 – 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

GM533 – 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

GM545 – 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

GM548 – 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.

No prerequisite

GM550 – 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

GM560 – Entrepreneurship and Small Business Management

This foundations course addresses issues surrounding various stages in the entrepreneurial process. Topics, illustrated through case studies, include new venture creation, the business plan, economics of the business, marketing requirements, technology issues, ethics, family business issues and funding sources.

No prerequisite

GM565 – 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: GM545

GM570 – 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

GM583 – Operations Management

Operations Management focuses on concepts, methods and techniques required for directing and controlling processes that convert resources into goods and services. The course is developed around creation of an integrated methodology that results in meeting the needs of both internal

and external customers. Topics include development of an operations strategy; demand forecasting and management; capacity planning and master scheduling; inventory planning models; purchasing and materials management; and facilities development and maintenance management. Service sector applicability to operations management principles is a central theme throughout the course, as is an introduction to e-commerce principles.

No prerequisite

GM588 – Managing Quality

Managing Quality focuses on the quality function, and its implementation, cost and management in both manufacturing and service industries. The course provides students with a set of quality concepts and tools, and knowledge required for their application in quality planning, improvement and control.

No prerequisite

GM591 – 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

GM592 – 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

GM594 – Global and Domestic Security Management

This survey course provides an overview of key concepts and skills needed to identify international and domestic threats, analyze their impact, formulate appropriate strategies and implement applicable action plans to achieve corporate and public management goals. The course helps students understand today's global and domestic security environment, as well as examines homeland security, international

terrorism, security risk management, domestic rural resources security and environmental security issues.

No prerequisite

GM597 – 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

GM598 – International Business

International Business presents key concepts and skills needed to identify international opportunities/threats, analyze their impact, formulate appropriate strategies and implement applicable action plans to achieve company goals. The course helps students understand today's competitive global environment, marketing, finance and policy. In addition, students examine legal, logistical, organizational and cultural issues.

No prerequisite

GM599 – 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: FI504 or FI510, and MM522

GM600 – 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 instructor, 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 before registration

Hospitality Management

HM582 – 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

HM585 – 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

HM590 – 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

HM594 – 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



Earn your MBA with a concentration in hospitality management and take your career to new heights. Diverse management careers in the food, lodging and entertainment industries are available for those with the right credentials.



Marketing and E-Commerce Management

MM522 – 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

MM570 – 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: MM522

MM572 – 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: MM522

MM574 – 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: MM522

MM575 – 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: MM522

MM577 – 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: MM522

MM578 – 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: MM522

EC541 – Electronic Commerce Marketing Management

This course explores the world of e-commerce and its impact on business practices. Topics include opportunities, issues, alternatives and techniques to support development of an e-commerce marketing plan and a related web site. Understanding customer needs and concerns is addressed, as is understanding their impact on members of the supply chain. Students evaluate alternative e-commerce web sites, plan a site that meets marketing objectives and examine ways to promote the site to target audiences.

Prerequisite: MM522

EC542 – Electronic Commerce Technology Management

This course focuses on the infrastructure needed to deploy effective e-commerce solutions. The basic structure of the Internet and computer technologies needed to develop e-commerce applications are covered. Students explore available telecommunications and computer infrastructure, and define future trends and directions.

Prerequisite: IS535

EC543 – Electronic Commerce Operations Management

This course presents a structured approach to establishing a new or add-on channel of distribution. Students review characteristics of the new distribution vehicle and develop its operations. They also identify and analyze e-commerce opportunities and evaluate their potential in the marketplace. Coursework focuses on concepts and practical activities related to forecasting, scheduling, inventory planning and logistics in the form of an operational plan.

No prerequisite

EC544 – Electronic Commerce Strategy Management

This course focuses on formulating and implementing a plan consistent with a company's long-range corporate objectives, developed in the context of its broad strategic issues. Students use environmental assessment skills to address economic, cultural, social, technological and legal issues. They also study global competition issues and develop strategies that provide sustained competitive advantage.

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.

MBA students in the Business Planning Seminar course draw on core business competencies gained in strategic planning, operations, marketing and financial modeling to build a comprehensive written project plan. They then present the plan to an outside panel of business professionals, venture capitalists and entrepreneurs, who offer their expertise as they critique the plan.

Capstone courses for each master's degree program are:

Program	Capstone Course
MBA – Business Administration	Business Planning Seminar – GM600
MAFM – Accounting and Financial Management	Financial Management Capstone: The Role of the Chief Financial Officer – AC600
MHRM – Human Resource Management	Human Resource Planning – HR600
MPM – Project Management	Project Management Capstone – PM600
MPA – Public Administration	Public Administration Capstone – PA600
MISM – Information Systems Management	Information Systems Capstone – IS600
MNCM – Network and Communications Management	Telecommunications Capstone – TM600

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.

Each year, the most outstanding capstone project in each master's degree program is recognized with a nationwide achievement award. Learn more about these awards in *Administration and Faculty*.



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



Human Resource Management

HR530 – 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: HR590 or previous human resources experience, and IS535

HR582 – 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

HR584 – 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

HR586 – 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. (The course may not be taken by students who received credit for Collective Bargaining – HR589, or Arbitration – HR596.)

No prerequisite

HR587 – 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

HR590 – 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

HR592 – 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. (The course may not be taken by students who received credit for Human Resource Strategy, Staffing and Training – HR597.)

No prerequisite

HR593 – 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 work force 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

HR594 – 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. (The course may not be taken by students who received credit for Human Resource Strategy, Staffing and Training – HR597.)

No prerequisite

HR595 – 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

HR598 – 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

HR599 – 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

HR600 – 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 instructor, 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 before registration

Enhance Your Résumé With a Graduate Certificate

Power your career forward by increasing your knowledge and marketability through one of Keller's many graduate certificate offerings. Depending on your educational focus, you could earn a graduate certificate credential within your master's degree curriculum or pursue a stand-alone credential by completing as few as six courses.

Consider continuing your education in one of the following areas:

- ▶ Business Administration
- ▶ Accounting
- ▶ Financial Analysis
- ▶ Project Management
- ▶ Human Resource Management
- ▶ Health Services Management
- ▶ Entrepreneurship
- ▶ E-Commerce Management
- ▶ Information Systems Management
- ▶ Network and Communications Management
- ▶ Information Security
- ▶ Wireless Communications
- ▶ Educational Management (Illinois only)

Details on all Keller's graduate certificates are available in *Seven Distinctive Degree Programs*.



Public Administration and Health Services

PA504 – Governmental and Nonprofit Accounting

This course introduces core concepts and tools of accounting, reporting and financing for managers of governmental and nonprofit organizations. Topics, presented from a user perspective, include transaction analysis; financial statement analysis and interpretation; and operational and cash budgeting. Functional areas of accounting such as financial reporting and management accounting are developed with reference to these concepts. 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.

No prerequisite

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: PA504

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: GM545

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.

Prerequisite: successful completion of all other program core and MPA emphasis-specific courses before registration

HS541 – 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 health care within those variables is outlined.

No prerequisite

HS542 – 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

HS543 – Health Services Finance

This course provides an understanding of the unique features of healthcare finance, including payment sources and reimbursement arrangements, as well as of emerging trends within the healthcare industry that impact the financial decision-making process of various healthcare industries. Covered are financial planning, operating revenue, working capital, resource allocation, financial analysis and the future of healthcare. Special emphasis is given to managing inpatient and outpatient costs and ratios, capitated payment systems, the resource-based relative value system (RBRVS), the prospective payment system (PPS), the impact of mergers, compliance issues and joint venture activities.

No prerequisite



HS544 – 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

HS546 – 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

Prepare for Growth in Health Services

According to the U.S. Bureau of Labor Statistics, employment of medical and health services managers is expected to grow 16 percent from 2006 to 2016, faster than the average for all occupations.

Furthermore, as this 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 team.

► 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 to learn more about how Keller can prepare you for a rewarding career in this important field.



Project Management

PM584 – 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. (This course may not be taken by students who received credit for Managing Software Development Projects – IS584.)

Prerequisites: IS525 (or equivalent) or IS535, and PM586

PM586 – 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

PM587 – 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: PM586

PM592 – 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: AC504 or FI504, and IS581 or PM586

PM595 – 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.

Prerequisites: GM533 and PM586

PM598 – 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

PM600 – 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.

Prerequisite: successful completion of all other program core and MPM program-specific courses before registration

PM605 – 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 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.

Prerequisites: successful completion of the graduate certificate in project management and GM600, or PM600

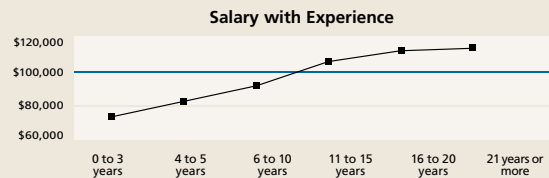
The Power of Project Management

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 based on the Project Management Institute's most recent salary survey show those who've earned the project management professional (PMP) certification earn, on average, 10 percent more than their non-certified counterparts – and enjoy a healthy trend in salary increases based on experience.

PMP Certification Advantage

Mean Salary	
PMP Certification	\$95,676
No PMP Certification	\$86,738
\$50,000	\$60,000
\$70,000	\$80,000
\$90,000	



Source: Project Management Salary Survey, 2006, Project Management Institute, Inc.

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 and 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.

Several of Keller's project management offerings, including our MPM program, are accredited by PMI's Global Accreditation Center. The University is one of only 14 U.S. educational institutions to be granted this designation by PMI, the world's leading association for project management professionals. Details on this significant accreditation are available via www.pmi.org.



Learn more about your opportunities in project management from a Keller admissions advisor or at www.keller.edu.



Information Systems Management, and Network and Communications Management

IS505 – 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 IS525. Students earn grades of A, B or F upon course completion. Three semester-credit hours of institutional credit are awarded for this course.

No prerequisite

IS525 – 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

IS535 – 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

IS561 – 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: IS582

IS562 – 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: IS582

IS563 – 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: IS582

IS564 – 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: IS582

IS565 – 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: SE571

IS566 – 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: IS535

IS567 – 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: IS535

IS568 – Global IT Outsourcing

This course introduces issues, trends, and economic and geopolitical factors driving the offshore outsourcing paradigm. Coursework helps students identify core competencies that should not be outsourced, and examines strategies and business models for aligning outsourcing with corporate strategy in support of near- and long-term profitability. Also explored are key outsourcing players and countries, as well as aspects of offshore software development. Case studies illustrate successful offshore outsourcing strategies. In addition, students work on course projects using virtual team concepts.
Prerequisite: IS535

IS569 – Risk Assessment and Mitigation in Global Outsourcing

This course addresses the need for risk management and mitigation in offshore projects. Coursework helps students identify inherent risks of global outsourcing, as well as examines risk areas such as technology, organizational assets, business continuity planning and global business. Students are introduced to risk analysis techniques and mitigation strategies, and then apply these to an offshore case study project.
Prerequisites: FI504 and IS568

IS574 – 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, IS505 or IS525

IS575 – Advanced Visual Basic

Advanced Visual Basic, a continuation of Visual Basic (IS574), focuses on advanced application design and development using the object-oriented features of Visual Basic.NET. Topics include the .NET framework, object-oriented programming, .NET database programming, .NET web programming, .NET web database programming, add-ins, collections and user controls.
Prerequisite: IS574

IS577 – 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 web sites. The course also examines Internet application tools and commercial web servers.
Prerequisite: one year's programming experience, prior programming coursework, IS505 or IS525

IS578 – 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, IS505 or IS525

IS579 – 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 IS577 and either IS505 or IS525

IS581 – 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

IS582 – 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

IS583 – 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: IS577 and IS582

IS585 – 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

IS589 – 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

IS600 – 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.

Prerequisite: successful completion of all other MISM program courses before registration

TM505 – 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 TM525. Students earn grades of A, B or F upon course completion. Three semester-credit hours of institutional credit are awarded for this course.

No prerequisite

TM525 – 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

TM561 – 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: TM589

TM562 – 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: IS589

TM563 – 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: IS589

TM564 – 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: TM589

TM583 – 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

TM584 – 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

TM585 – Network Design and Management

This course focuses on technologies and processes used to design, optimize and manage networks. Topics include functions of network standards, protocols and architecture; network design and optimization processes; and network management. Topics also include network design requirements for support of high bandwidth multimedia applications, wireless local

area connections and security strategies. Students use a networking software tool to build and simulate network models.

Prerequisite: three years' telecommunications experience, an undergraduate telecommunications education, or TM505 or TM525

TM589 – Wireless Communication Systems

This course provides an essential foundation in core wireless technologies. Topics provide managers with required knowledge of voice and data systems. The current wireless industry, its recent past and emerging systems are explored through real-world projects and practitioner-based case studies.

Prerequisite: IS589

TM590 – IP Telephony/VoIP

This course examines technologies that carry voice communications over an IP network, including digitization and packetization of voice streams. Coursework addresses VoIP standards and protocols such as SIP and H.323 that support creation of telephony systems using advanced VoIP technology applications. Fundamentals of VoIP such as QoS, traffic aggregation issues, bandwidth management and network assessment are also investigated.

Prerequisite: IS589

TM600 – Telecommunications Capstone

Students in this culminating course, intended to be taken as the last course, integrate knowledge and skills learned throughout the MNCM program. Students develop, design and present projects based on real-world situations. They plan and justify the project; meet performance, schedule and budget requirements; adjust for unplanned occurrences; and provide project reports.

Prerequisite: successful completion of all other MNCM program courses before registration



Security

SE571 – 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

SE572 – Network Security

This course addresses concepts and industry standards of computer networking, including the OSI Reference Model, TCP/IP and network routing concepts, as well as inherent risks in their use. Also addressed are digital cryptography principles and practices; major email security standards; and methods by which networks may be attacked. Students use a networking software tool to build a secure network, as well as prepare to assist in incident response and management activities in the event of a network breach.

Prerequisite: IS589, or a technical undergraduate degree and/or associated professional experience with preparation equivalent to or beyond IS589

SE573 – 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: SE571

SE574 – 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.

Prerequisites: a technical undergraduate degree and/or associated professional experience with preparation equivalent to or beyond IS582

SE575 – 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 cyber-squatting. In addition, students examine ethical issues, forensics and evidence of cyber crime.

No prerequisite

SE576 – 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 the facilitated risk analysis process (FRAP), is covered.

Prerequisites: a technical undergraduate degree and/or associated professional experience with preparation equivalent to or beyond PM586

SE577 – Cryptography and Security Mechanisms

This course provides an overview of 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 an information system's assets. Additionally, students complete lab assignments and a term project.

Prerequisite: SE571, or a technical undergraduate degree and/or associated professional experience with preparation equivalent to or beyond SE571

SE578 – 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 are used to identify system vulnerabilities and implement controls. Physical and operations security addresses control mechanisms and protection techniques for the entire facility, resources and overall system in operation.

Prerequisite: SE571, or a technical undergraduate degree and/or associated professional experience with preparation equivalent to or beyond SE571

SE579 – Security in Systems Architecture and Applications

This course addresses concepts, principles, structures and standards used to design, monitor and secure operating systems, equipment, networks, databases, applications and controls that enforce various levels of availability, integrity and confidentiality. Coursework also focuses on security concepts that apply to application software development, addressing the software design and development environment and explaining software's critical role in providing information system security.

Prerequisite: SE571, or a technical undergraduate degree and/or associated professional experience with preparation equivalent to or beyond SE571

SE581 – 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: GM594

SE582 – 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: GM594

SE583 – 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 interagency

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 counter-security measures.

Prerequisite: GM594

SE584 – 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

SE591 – Disaster Recovery/Forensics and Security

This course focuses on preserving and recovering business operations in the event of outages, disasters or work force interruptions. Measures and technologies used for forensics, as well as computer crime and security investigation, are addressed.

Prerequisites: IS589 and SE571, or a technical undergraduate degree and/or associated professional experience with preparation equivalent to or beyond IS589 and SE571

SE592 – IT Governance

This course introduces principles of information technology governance, focusing on IT control objectives (COBIT) and related internal controls. Coursework explores best practices for managing IT processes; meeting multiple needs of enterprise management by bridging gaps between business risks; technical issues; control needs; and performance measurement requirements. Students explore IT industry standards, and develop governance skills relating to creating and maintaining corporate information systems policy.

Prerequisite: SE571

Lead the Way in Security

Information security is currently one of the fastest growing segments in the IT field – driven by increasingly complex corporate networks and changing government regulations. In fact, the Bureau of Labor Statistics projects above average growth in all security-related fields through 2014.

For those seeking to enhance their skills in managing the processes and systems that help protect both physical and intellectual property, Keller offers four options:

► MBA With Security Management Concentration

Customize your studies within Keller's MBA program to include a four-course security management specialty.

► MISM With Information Security Concentration

The Information Systems Management program enables you to build your expertise through a four-course security concentration integrated right into the program.

► MNCM With Security Concentration

Expand your career opportunities by tailoring Keller's Network and Communications Management program to include a concentration in security.

► Graduate Certificate in Information Systems Security

Successfully complete just six eight-week courses to earn this valuable credential.

Want to know more about Keller's learning options in this critical field? Contact your admissions advisor.



Educational Management

EM510 – Curriculum Design and Instructional Delivery

Students in this course study past and current curriculum design models in order to understand curriculum development as applied to various educational environments. Students analyze instructional delivery and methodology research, and then use this research to design instructional activities that can improve teaching and learning.

No prerequisite

EM512 – Program Assessment and Evaluation

In this course students study prevailing literature on program assessment and evaluation, and design a plan for program review, assessment and evaluation appropriate to the educational level in which they are interested and/or involved.

No prerequisite

EM514 – Technology in Education

Students in this course investigate ways in which technology can be used to enhance instruction appropriate for the educational level in which they are interested and/or involved. They also investigate how technology can be used to better manage schools. Included is a review of software applications for word processing, record keeping, instructional management, and budgeting and forecasting.

Prerequisites: EM510 and IS535

EM516 – Practices of High-Performing Public and Private K-12 Educational Systems

This course focuses on reviewing and analyzing practices of high-performing K-12 public and private educational systems. Guest lecturers present cases and facilitate discussion of issues currently facing school leaders.

Prerequisite: GM591

EM517 – Practices of High-Performing Educational Management Organizations/Corporate Training Divisions

Students in this course review and analyze practices of high-performing educational management organizations and corporate training divisions. Guest lecturers present cases and facilitate discussion of issues currently facing managers of educational management organizations and corporate training divisions. Case studies of high-performing corporate universities, corporate training divisions and educational service corporations are included.

Prerequisite: GM591

EM520 – Supervision and Evaluation of Educational Personnel, Facilities and Support Services

This course examines leadership and management practices unique to managing educational institutions. Topics include supervisory techniques, and teacher and staff evaluation. The educational leader's role in providing for a positive teaching/learning environment, ensuring efficient and effective use of physical facilities, and seeing that student support services meet student needs are also covered.

Prerequisite: GM591

EM522 – School Law and Governance

Students in this course study internal and external factors affecting decision-making, including the impact of local, state and federal regulations. Topics include authority, power and liability of school personnel; student rights; local school governance; First Amendment rights; and laws pertaining to due process, privacy, discrimination and handicapped students' rights.

No prerequisite

EM524 – School Budgeting and Finance

This course examines school financial management issues such as revenue sources, financial procedures and policies, fund management, budgeting, purchasing, data processing, fiscal planning, plant management, insurance and capital outlay.

Prerequisite: FI504

Note: Educational Management (EM) courses are currently available in Illinois only.

EM530 – Political, Ethical and Social Issues in Public Education

This course addresses current political and social policy issues and their impact on education, as well as the relationship between schools and society in general, and urban/suburban communities in particular. State and national politics, along with their role in educational decision-making, are examined, as are the roles of leadership and external pressure groups in shaping educational policy at all levels.

No prerequisite

EM531 – Governmental Regulations in Proprietary Education

This course examines current political and governmental regulations and policy issues, as well as their impact on proprietary education in general, and the relationship between proprietary and public education systems. Topics include financial aid regulations, school approval and accreditation agencies, and governmental rules and policies affecting school operations.

No prerequisite

EM601 – Educational Management Practicum

Students in this course complete two practicums – one focused on school management and one on school policy – under the direction of an appropriate educational leader. Students complete the management practicum in a selected public or private school, thus gaining exposure to day-to-day problems and opportunities encountered in school leadership, and observe effective supervisory practices. The policy practicum may be completed with an appropriate policy-making body. A research paper and oral presentation are required.

Prerequisites: EM520, EM522, EM524, EM530 and two years' full-time teaching experience

Fundamental Skills Essential for Education Success

A solid foundation in quantitative and verbal skills 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.

While some students are required to complete one or more of Keller's skills development courses, others choose to take advantage of the unique opportunity to complete focused studies in coursework that will help prepare them for graduate courses addressing more advanced quantitative and qualitative concepts.

Courses include:

GM400 – 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. Students earn grades of A, B or F upon course completion. Three semester-credit hours of institutional credit are awarded for this course.

No prerequisite

GM410 – 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. Students earn grades of A, B or F upon course completion. Three semester-credit hours of institutional credit are awarded for this course.

No prerequisite

More information on how Keller's prerequisite skills courses could enhance your education experience is available from your admissions advisor.

Administration and Faculty



This section features:

- ▶ University Administration
- ▶ Full-Time Faculty
- ▶ Senior Faculty
- ▶ Student Awards

A Message From the Dean

Building on a tradition of excellence. That is what Keller Graduate School of Management is all about. This tradition has thrived over the years through the dedicated efforts of our faculty and staff as they design, enhance and deliver our programs; our support of the business communities that have embraced our graduates; and the important contributions of our alumni, whose success continues to build upon Keller's good name. But most of all the tradition is served by 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, our homes and communities, and will continue to do so. Your decision to pursue a master's degree is a positive step in gaining the knowledge and skills critical to growing professionally and personally, and to succeeding 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 has helped thousands of Keller alumni balance family and work while achieving their educational goals.

As you move 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,

A handwritten signature in dark ink that reads "Donna M. Loraine". The signature is written in a cursive, flowing style.

Donna M. Loraine, PhD

Dean

DeVry University Management

In large part, your Keller education is supported by a cadre of University administrators whose efforts are focused squarely on making your school experience valuable and meaningful. Collectively, the following academic and operations experts help ensure that a Keller education is second to none.

John Birmingham

Chief Marketing Officer
MBA, Kellogg School
of Management - Northwestern
University

Mitchell Bloomer

Director of Academic Records,
DeVry Online
MPA, University of Illinois

Joseph Cantoni

Vice President of Central Services
MS, Widener University
JD, Western New England
School of Law

Shelley DuBois

Group Vice President of Operations
MA, University of Phoenix

James A. Dugan

Group Vice President of Operations
MBA, Arizona State University

William G. Edwards

President, Business Process
and Systems
MA, Ball State University

Jesus Fernandez

Dean, Curriculum and Instruction
MBA, Barry University

Earl Frischkorn

Vice President, Online Operations
MSIR, Loyola University

John E. Giancola

Dean, College of Engineering
& Information Sciences
MS, Wright State University

Terri L. Johnson

Group Vice President of Operations
MA, University of Phoenix

Sheri Kallembach

University Registrar
MSED, University of Illinois

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Director of Finance
BA, St. Ambrose University

Judy Kristan*

Dean of Academic Affairs,
DeVry Online
MBA, Keller Graduate School
of Management

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Vice President of Academic
Affairs, and Dean
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MPA, University of Colorado
PhD, University of Colorado

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Group Vice President of Operations
PhD, University of Michigan

Gerald A. Murphy

Vice President of Student Affairs and
Alumni Relations
MS, Western Illinois University

Erika R. Orris

Vice President of Enrollment
Management
BA, University of Pittsburgh

Robert Paul

Vice President, Campus
and Center Operations
MA, University of Phoenix

David J. Pauldine

President, DeVry University
MA, Antioch University

Stacy Pniewski

Group Vice President of Operations
MA, University of Phoenix

Donna Rekau

Dean, College of Liberal
Arts & Sciences
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MHRM, Keller Graduate School
of Management
PhD, Colorado State University

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MBA, University of Chicago

Carrie Rubin

Dean of Career Services
MA, New York University

Julio Torres

Group Vice President of Operations
MBA, The Wharton School -
University of Pennsylvania



* senior faculty

A Commitment to Excellence in Teaching

One of Keller's greatest strengths lies in our dedication to outstanding teaching. Supporting this commitment is a faculty of more than one thousand real-world practitioners, backed firmly by curriculum professionals. Together, this academic team helps integrate instructional materials and relevant techniques for both onsite and online course delivery. As a result, Keller students benefit from a nationally respected curriculum that is continually monitored and enhanced to ensure successful student outcomes.

Before ever setting foot in your classroom, each Keller instructor is carefully selected and completes a rigorous training program that is essential to the quality of your Keller graduate education. You'll benefit from:

- **Educational Credentials** – Keller faculty have a minimum of a master's degree from an accredited institution.
- **Professional Experience** – Instructors bring to the classroom extensive real-world experience in their respective fields.
- **Faculty Training** – All instructors are carefully selected and complete specialized training focused on optimal onsite and online interactive learning methodologies.
- **Student Evaluations** – Each session, students provide feedback on instructor delivery, course relevance and other learning factors.
- **Continuous Improvement** – Staff members monitor course delivery, and conduct onsite and online observations to validate academic effectiveness.

This comprehensive approach to delivering excellence in teaching is one of the many reasons you can count on Keller to provide the professional edge you deserve in your graduate education.



The Keller classroom, whether onsite or online, provides a unique and dynamic learning environment. Our faculty members are practicing business professionals who share their extensive experience to help you sharpen your skills, enhance your management expertise and become a more valuable employee.

Note: A list of faculty, as well as their academic credentials, is available from the chief location administrator/academic advisor upon request.

Full-Time Faculty

Kirk J. Angel[†]

MA, University of Tennessee
JD, University of Tennessee

Bruce Barkley[†]

MA, University of Cincinnati
MPA, University of Southern California

Patrick Berry[†]

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MPA, Georgia State University

Albert Boderó

MBA, St. Mary's College

Jennie Lee Choo

MA, University of Alberta

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MS, Midwestern State University
PhD, Texas Christian University

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PhD, Capella University

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MA, University of Maryland

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DBA, Nova Southeastern University

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PhD, Rutgers University

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MS, Auburn University
PhD, Capella University

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Accountant
Cuervo & Associates, PA
MST, Florida International University

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MBA, University of Chicago

Arunas J. Dagys

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Saint Xavier University
MS, University of Illinois
DA, University of Illinois

Robert Danielle

Dean of Academic Affairs
DeVry University
MS, Seattle Pacific University

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Women and Cable
MBA, Northwestern University

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United Methodist Church
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Certified Public Accountant
Barbara J. Davies, CPA, CMA
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MS, George Williams College
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Gregory Della Franco

Senior Consultant
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MBA, Illinois Benedictine College

John DeMarco

President
Wealth Intelligence
MPA, Wayne State University
PhD, Syracuse University

John DeNigris III

Managing Partner
Strong & Associates, Inc.
MBA, Orlando College South
PhD, Walden University

Julie Dennis

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Kaplan University
MBA, Augusta State University
JD, Concord University

Carl Deus

President
Education and Management
Solutions, Inc.
MBA, Fairleigh Dickinson University

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Adjunct Instructor
DeVry University
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Donald Dibbern

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JD, University of Missouri

Ed Dixon

Instructor
Robert Morris College
MBA, Wayne State University
MTS, Garrett Seminary

Rick Dixon

Program Director
Westwood College
MBA, Keller Graduate School
of Management
MISM, Keller Graduate School
of Management

Student Awards

George P. Doherty Outstanding Student Award

The George P. Doherty Award is presented annually in memory of George Doherty, who in 1974, while president of DeVry Institutes, joined Keller Graduate School of Management's board of directors and advisory council. Doherty served on the board until his death, in 1982. This prestigious national award is presented to the outstanding graduate who best represents the qualities of leadership, strength of character and pursuit of excellence exemplified by Mr. Doherty.

Kagan-Rollhaus MBA Capstone Award

The Kagan-Rollhaus Award is presented annually to the School's MBA student team developing the most outstanding business plan of the year. The award, provided by Sholly Kagan and Philip E. Rollhaus Jr., founding directors of Keller Graduate School of Management and successful entrepreneurs, recognizes high achievement in business and encourages entrepreneurship.

Reginald Doctor

Training Programs Manager
Department of the Navy
MBA, City University

George Dollar

Faculty Member
Clearwater Christian College
MBA, Liberty University

Mickeal Maxine P. Donald

Partner
13th Consultant
Management Marketing
MS, Cardinal Stritch University

Keven D. Dronen

Senior Consultant
Lee Hecht Harrison
MA, Catholic University of Louvain

Nancy K. DuCharme

Attorney
Self-Employed
MBA, University of Notre Dame
JD, DePaul University

Mario Ducret

Chief Financial Officer
National Commercial
Lending Company
AM, University of Northern Colorado

Walter Dunajick

Chief Financial Officer
Health Investment Analytics
MBA, University of Miami
PhD, Florida International University

Ian D. Duncan

Assistant Professor of Accounting
and Business
Clearwater Christian College
MBA, York University

Judy Edwards

Faculty Manager
DeVry University
PhD, Ball State University

Clemense Ehoff

Vice President and Chief
Financial Officer
R. K. Tongue Co., Inc.
MBA, Regis University
PhD, Golden Gate University

Amr Elchouemi

Expert CAD/Software Engineer
Hewlett-Packard
PhD, University of Louisiana

Richard G. Elliman

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MBA, DePaul University

Dwight Elliott

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Student Awards

Becker Accounting and Financial Management Award

This award is presented annually to the School's MAFM student who develops the most outstanding accounting project of the year. The award, provided by Becker Professional Education, encourages strategic and critical thinking, and recognizes high achievement in accounting.

Lee Hecht Harrison HR Management Award

The Lee Hecht Harrison Award is presented annually to the School's MHRM student team that, in a comprehensive plan, best demonstrates the ability to integrate various dimensions of the human resource management function to meet an organization's human resource strategic goals and objectives.

Exelon Project Management Award

The Exelon Project Management Award is presented annually to the School's MPM student team that, in a comprehensive plan, best demonstrates the ability to apply project management tools and techniques to situations representative of those in the real world, as well as skills and knowledge that would merit recognition on the job.

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PhD, Argosy University

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MBA, Georgia State University

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MS, John Carroll University

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MS, Florida Institute of Technology
MS, Florida Institute of Technology
MPM, Keller Graduate School
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MBA, Mississippi College
JD, South Texas College of Law

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PhD, Georgia State University

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SEEK Careers/Staffing
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MS, DePaul University

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JD, Loyola University School of Law
LLM, Loyola University School of Law

Student Awards

Hewlett-Packard Information Systems Management Award

The Hewlett-Packard Information Systems Management Award is presented annually to the School's MISMS student team that, in a comprehensive plan, best demonstrates the ability to integrate various dimensions of an information systems management function simulating a real-world situation.

Sprint Network and Communications Management Award

The Sprint Network and Communications Management Award is presented annually to the School's MNCM student or student team that, in a comprehensive plan, best demonstrates the ability to apply technical and management skills to implement a network and communications solution to a real-world situation to meet strategic business goals.

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Georgia Public Service Commission
JD, University of Georgia

Timothy Staley

Adjunct Faculty
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PhD, Nova Southeastern University

Randy Stauber

Adjunct Instructor
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DC, Palmer College of Chiropractic
MS, Capitol College

A. Lin Stefurak

Senior Specialist, Program Development
MA, University of South Florida
PhD, University of Florida

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Managing Partner
Stein Real Estate Enterprises, LLC
MBA, University of Chicago

William B. (Steve) Stephens

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California State University, Fresno
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MBA, Golden Gate University
MBA, Golden Gate University

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MS, Florida Institute of Technology

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Asurion
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Admission Information and Academic Policies



In this section you will find information on:

- ▶ Admission Information
- ▶ Academic Policies
- ▶ Grades, Progress and Registration
- ▶ Graduation Requirements
- ▶ Regulatory 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. This includes institutions accredited by U.S. regional accrediting agencies or selected national accrediting agencies, and international institutions recognized as the equivalent. International applicants must hold a degree recognized as equivalent to a U.S. baccalaureate degree. Applicants must also demonstrate quantitative and verbal skills proficiency (see *Prerequisite Skills Requirements*). No specific undergraduate concentration or preparatory coursework is required for admission. 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. Such applicants need not complete the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE).

Applicants who meet baccalaureate degree requirements and whose undergraduate CGPA is below 2.70 must also achieve

acceptable scores on the GMAT, GRE or Keller-administered admission test. The Keller-administered test may be completed, by appointment, wherever the University's graduate programs are offered or through the School's Assessment Center. Admission test scores are valid up to five years from the date tests are completed.

Applicants must also complete a personal interview with an admissions advisor (admissions representative in Florida, Minnesota, Nebraska and Oregon). 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. Prospective online students who are unable to meet in person must complete an interview with an admissions advisor by calling 800.839.9009.

All admission decisions are based on evaluation of a candidate's academic credentials, applicable test scores and interview.

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. 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. Students with skills development needs must begin their required skills development coursework at the first available opportunity. Prerequisite skills course grades are not included in grade point averages, but their semester-credit hours are included in calculations for satisfactory academic progress. See *Satisfactory 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 (GM400) 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 GM400 who do not require Foundations of Professional Communication (GM410) may also enroll in one of the following: GM520, GM591, HR587, HR590, HR592 or HR594.

Verbal Skills Proficiency

Applicants whose demonstrated proficiency indicates their verbal skills meet only minimum University standards must successfully complete GM410 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 GM410 who do not require GM400 may also enroll in one of the following: FI504, GM533, GM545, GM588, IS535 or PM586.

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 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 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 our alternative admission test, which can generally be completed at the time of the interview at no charge.

- ▶ **Provide Official Transcripts** – Submit complete official academic transcripts from the college or university where the baccalaureate or advanced degree was earned within six weeks from the start of the first session of enrollment. Transcripts marked "Issued to Student" are not accepted as official.

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 60563-9347

Qualified applicants will be notified in writing of their acceptance within one week of completing all application procedures. They will 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 \$50 application fee is also required. See *Application Fee/Cancellation Policy* for further information.



Applying to Keller is quick, easy, and applications are accepted throughout the year. Learn more from your local Keller admissions advisor, who's available to help make applying even easier.

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 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 (GM410).

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

Personal Computer Requirements

All students must have available to them, outside the School facility, access to a personal computer with CD-ROM, audio, Internet connectivity and Microsoft Office software. Students are encouraged to discuss hardware and software requirements with their chief location administrator or online admissions advisor.

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

Students enrolling in online courses are responsible for checking hardware/software requirements at www.keller.edu/whykeller/online_options_technical_specs.jsp.

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

Calculator Competency

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

Program Declaration

Upon being admitted to the University at the graduate level, students must declare in which master's degree program or graduate certificate offering they are enrolling. Students may change programs at any time; however, this may result in their having to take additional coursework to fulfill graduation requirements of the new program. Program change requests must be submitted in writing to the chief location administrator or online academic advisor for review and approval.

Students may concurrently pursue a maximum of two degree programs at any one point in time.

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

English-Proficiency Requirements for Nonnative Speakers of English

All instruction and services are provided in English.

In addition to fulfilling all other admission requirements, applicants from countries where English is not the primary language spoken, and applicants whose native language is not English, must demonstrate English-language proficiency by providing evidence of one of the following:

- Having scored at least 550 on the paper-based Test of English as a Foreign Language (TOEFL), or at least 213 on the computer-based TOEFL, or at least 79 on the Internet-based TOEFL.
- Having successfully completed a University-recognized advanced English as a Second Language (ESL) course.
- Having successfully completed at least 30 semester-credit hours of the qualifying baccalaureate degree or an advanced degree at a post-secondary institution at which English was the language of instruction.
- Having an overall band score of at least 5.5 on the International English Language Testing System (IELTS) examination.

These English-proficiency requirements may differ at locations offering an ESL program. Details are available in the *English as a Second Language* supplement.

Academic Policies

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 that satisfactory 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 at their declared location. Students who applied for admission as online students or who have formally transferred to DeVry Online should consult the graduate 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.

Multiple Degree Programs

Students are required to declare a primary program, and all evaluations of academic standing are calculated in relation to the primary program. Students wishing to pursue additional degrees in any of the University's master's degree programs must inform their chief location administrator/academic advisor, in writing, of their intent. They must also seek academic advising from him or her regarding a course of study. While students may enroll in courses applicable to a second degree prior to completing the primary degree, they should focus on 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.

Semester-Credit-Hour Residency Requirement

Students pursuing multiple graduate degrees at DeVry University must complete a minimum number of semester-credit hours as follows:

Number of Master's Degrees	Minimum Semester- Credit Hours
2	66
3 or more	21 additional hours per sub- sequent degree

Alumni who already hold a DeVry University graduate degree have the opportunity to pursue additional graduate-level coursework or credentials (degrees, graduate certificates or concentrations) at an alumni tuition rate. See *Alumni Tuition Benefit*. The alumni tuition benefit rate should be requested (and approved by the chief location administrator/academic advisor) prior to the beginning of the desired period of enrollment.

DeVry University Semesters and Sessions

DeVry University's annual academic calendar is divided into three 16-week semesters – spring, summer and fall. To provide maximum flexibility, courses are offered in two eight-week sessions within each semester. March and May sessions compose the spring semester; July and September sessions compose the summer semester; November and January sessions compose the fall semester. Because certain academic policies and measurements (such as those outlined in *Governing Rules* and *Satisfactory Academic Progress*) specify actions on a semester basis, and many procedures (such as class registration and charging tuition) 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 based on all courses in which the student was enrolled during the two sessions comprising the semester. 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, interview or deposit. Students taking four or more credit hours in a semester are full-time students. Those taking one through three credit hours in a semester are half-time students.

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 the graduation requirements of the new program in effect at the time of the program change. Program or policy changes that affect students already enrolled will be announced at least 90 days prior to the effective date of the change.

Continuous enrollment requires no instance of more than three consecutive semesters 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.

Attendance

Class interaction is an integral part of all programs. Students attending class onsite who anticipate missing more than two classes should seek academic advising as soon

as possible, as should online students who anticipate missing more than seven consecutive days of class participation.

Students should note that site-based classes require both classroom attendance and participation in online activities.

Excessive absence, tardiness or partial attendance, which in the instructor's judgment deprives students of a course's essential interactive component, may be cause for course failure.

Benefits available through the U.S. Department of Veterans Affairs (VA) are terminated for students who exceed three unexcused absences per course. Excused absences may be granted for extenuating circumstances only and are substantiated by entries in students' files.

Students receiving VA benefits must notify their chief location administrator/academic advisor immediately upon withdrawing from a course or from the University. School personnel will notify the VA of changes in student status within 30 days of the official last date of attendance by students receiving VA benefits.

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 at the School. DeVry University is not liable for the safety of children left unattended while at the School.

Missed Exams

Students are expected to take exams at regularly scheduled times. When this is not possible because of circumstances beyond their control, documentation of these

circumstances is required to arrange for a make-up exam. Students needing to take make-up exams must complete a "Request for Make-Up Exam" form and have it approved by the instructor and the chief location administrator/academic advisor prior to the day of the regularly scheduled exam.

Final exams in online courses are available – and must be taken – during week eight of the session. Make-up final exams for courses delivered onsite are scheduled and administered during the eighth week of the session. Make-up quizzes, in those courses using quizzes in lieu of a mid-term exam, are administered Friday evenings. A \$25 fee is charged for each exam taken at a time other than the regularly scheduled testing period.

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.

Transfer Credit, 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 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 concentration only.

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

Transfer Credit

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 School

Courses taken on a pass/fail basis may not be transferred. Transfer credit reduces the number of courses students must take in residence, 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 and/or CFA certification are exempt from certain exam-preparation courses. See *Course Exemptions*.

Students must complete a "Request for Transfer Credit" form and submit it to the chief location administrator/academic advisor with all required materials when applying to receive transfer credit.

Students and graduates should note that when transferring credits to another educational institution, that school has full discretion as to which credits are transferable.

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 chief location administrator/academic advisor for more detailed information.

The transfer credit designator (TRNFR) appears on transcripts and becomes part of students' permanent academic records.

Transfer Credit – Veterans

DeVry University maintains a written record of previous undergraduate and graduate education completed by veterans and all persons eligible for veterans benefits. 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. A copy of official transcripts used to evaluate transfer credit is maintained in students' permanent records.

Course Waivers

Students with extensive academic or professional experience may petition to waive a program core or program-specific course by completing a "Request for Course

Waiver" form. The form must be submitted to the chief location administrator/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 in residence; 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.

The course waiver designator (WAV) appears on transcripts and becomes part of students' permanent academic records.

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 in residence; therefore, an exempted course need not be replaced with an additional elective.

Students who hold CPA certification, or who have passed parts of the CPA exam, are exempt, as appropriate, from AC591, AC592, AC593 and AC594. Those who hold CFA certification, or who have passed parts of the CFA exam, are exempt, as appropriate, from FI595 and FI596.

The course exemption designator (EX) appears on transcripts and becomes part of students' permanent academic records.

Note: Certain course exemptions are not available in New York.

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 you can build on your experience to maximize the professional development you can expect from a Keller education.

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.

Pluses and minuses are used at instructors' discretion; however, grades A+, F+ and F- are not used.

GPA Values	
A	4.00
A-	3.70
B+	3.30
B	3.00
B-	2.70
C+	2.30
C	2.00
C-	1.70
D+	1.30
D	1.00
D-	0.70
F	0.00

Grades and Designators

GPA's are calculated using only grades from courses taken at DeVry University. Grades from transferred, waived and/or exempted courses are not included in GPA calculations. Students' GPA's are calculated based on performance in courses applicable to the program of enrollment. Separate GPA's are calculated for each program. Cumulative grade

point averages (CGPA's) are calculated for all matriculated students at the conclusion of each semester and are based on a 4.00 scale.

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

Academic Designators	
AUDIT	Audit
EX	Course exemption
I	Incomplete
S	Satisfactory
TRNFR	Transfer credit
U	Unsatisfactory
W	Withdrawal
WAV	Waived course requirement

Final course grades become available one to four weeks following the end of the session in which the courses were attempted. Grades are not posted, nor are they provided over the telephone, emailed or priority mailed to students. Students may generally view or print grade reports through their student system portal.

Grade Reviews

Students who want to review their grade from a specific course must discuss the grade with their instructor during the session immediately following the session in which they took the course. If issues remain unresolved after reviewing the grade with the instructor, students may request further review by writing to the chief location administrator/academic advisor. Grade review requests must be made during the session immediately following the session in which students were enrolled in the course.

Audits

Students who wish to audit courses must receive prior approval from the chief location administrator/academic advisor, pay full tuition and adhere to the same requirements as all other class members; however, they are not required to take exams or complete projects. Audit students must meet regular attendance requirements and actively participate in class.

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

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

Incompletes

Incompletes 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 secure approval from both the instructor and the chief location administrator/academic advisor prior to the regularly scheduled final exam. If remaining coursework has not been completed by the end of week four of the next session, Incompletes automatically become grades of F unless written approval granting an extension has been obtained from the chief location administrator/academic advisor.

Withdrawals

Students may withdraw from a course prior to the regularly scheduled distribution of the final exam and receive a designator of W. Withdrawal is not allowed after this time. All withdrawal notices must be communicated to the chief location administrator/academic advisor in writing (via completed form, fax or email). Simply ceasing to attend classes, or notifying the instructor or another staff

member, does not constitute a withdrawal of record. Students who do not officially withdraw, or who do not receive approval for an Incomplete, receive a grade of F. See *Withdrawals – Financial* for financial policies regarding withdrawals.

Repeated Courses

Students are permitted to repeat courses in order to improve their GPAs or to enhance their understanding of course material. 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 elective courses, students may substitute grades from additional electives. All grades from all courses taken are listed on transcripts.

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 probation, failing a graded course component, failing a course or being dismissed. 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 exam/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 instructor 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 instructors or University officials; and willfully or recklessly transferring computer viruses.

Satisfactory Academic Progress

Students must demonstrate satisfactory academic progress toward completing their programs by meeting the University's established standards in each of the four measurable areas shown below. Students who do not meet all requirements are subject to the academic actions specified, including academic probation or dismissal. Academic standing and GPAs are calculated at the conclusion of each DeVry University semester. See *DeVry University Semesters and Sessions*.

Students dismissed for failing to meet standards of academic progress may submit a formal petition for reinstatement, and may not continue their studies unless the petition is approved. Students who are not in good standing and continue their studies are sub-

ject to requirements noted in *Requirements While on Academic Probation/Reinstatement*.

A summary of academic progress standards follows. Students should consult their chief location administrator/academic advisor for policy details.

Measurable Areas of Satisfactory Academic Progress

- Grade Point Averages and Interruption of Studies – To be in good academic standing, a student must maintain a cumulative GPA (CGPA) of 2.50 or higher in the first and second semesters of attendance, and 3.00 or higher in the third semester of attendance and beyond. If at the end of an academic semester the CGPA is below the CGPA required for that semester, the student is placed on academic probation. In addition, if the student has two consecutive semesters that result in any combination of a term GPA (TGPA) below 2.50 in the first or second semester of attendance, a TGPA below 3.00 in the third semester of attendance or beyond, or the student's interruption of studies (withdrawal from all required courses) during the semester, the student is placed on academic probation.
- Successful Completion of Required Prerequisite Skills Coursework – If a prerequisite skills course is attempted for the first time and is not passed, the student is placed on academic probation. If a prerequisite skills course is retaken and is not passed, the student is dismissed.
- Maximum Coursework Allowed – A student may attempt a maximum of 150 percent of the number of credit hours in the current program. A student who exceeds this maximum and has not graduated is dismissed.
- Rate of Progress Toward Graduation – Credit toward graduation must be earned at a rate

that ensures successful program completion within the allowable maximum. The rate of progress is the percentage of credit hours completed successfully as compared to credit hours attempted. Rate of progress is assessed after every semester of attendance in the current program, beginning with the student's second semester. A student must maintain a rate of progress of at least 50 percent in the second semester, and at least 67 percent in the third semester and beyond. A student who fails to maintain the minimum rate of progress is dismissed.

Requirements While on Academic Probation/Reinstatement

At the end of a student's probationary/reinstatement semester, evaluation of the student's performance results in one of three outcomes outlined below. General requirements follow. However, a student who is not in good standing should review all requirements carefully with the chief location administrator/academic advisor.

1. The student is dismissed if *any* of the following occurred:
 - ▶ The student withdrew from all courses during the semester.
 - ▶ The student enrolled in one or more prerequisite skills courses but did not pass them all.
 - ▶ The student completed GPA courses, but the TGPA was below 2.50 (in the second semester) or 3.00 (in the third semester or beyond).
 - ▶ The student did not meet maximum coursework or rate of progress standards.
2. The student remains on probation/reinstatement for one additional semester if maximum coursework and rate of progress standards were met, and the CGPA was below 2.50 (in the second semester) or 3.00 (in the third semester or beyond), and *any* of the following occurred:

- ▶ The student enrolled in GPA courses only, and the TGPA was at least 2.50 (in the second semester) or 3.00 (in the third semester or beyond).
- ▶ The student enrolled in prerequisite skills courses only, and passed them all.
- ▶ The student enrolled in both GPA and prerequisite skills courses, passed all prerequisite skills courses, and the TGPA for any completed GPA courses was at least 2.50 (in the second semester) or 3.00 (in the third semester or beyond).

At the end of the second probationary/reinstatement semester, the student is dismissed if *any* of the following occurred:

- ▶ The student withdrew from all courses during the semester.
- ▶ The student enrolled in one or more prerequisite skills courses but did not pass them all.
- ▶ The CGPA was below 2.50 (in the second semester) or 3.00 (in the third semester or beyond).
- ▶ The student did not meet maximum coursework or rate of progress standards.

Otherwise, the student returns to good standing.

3. The student returns to good standing if *all* the following occurred:
 - ▶ The student completed the semester.
 - ▶ The student passed all prerequisite skills courses attempted during the semester.
 - ▶ The student's CGPA and TGPA were at least 2.50 (in the second semester) or 3.00 (in the third semester or beyond).
 - ▶ The student met maximum coursework and rate of progress standards.

Effect of Incompletes

A grade of I is considered equivalent to a grade of F until resolved.

Academic Appeal/Petition

A student who has been dismissed for failing to meet standards of academic progress may appeal the action by submitting a written petition to the academic review committee. The petition must explain the verifiable mitigating circumstances that contributed to poor academic performance, must show how the circumstances have been overcome and must present a realistic plan for meeting the requirements to return to good standing.

A student informed of the dismissal after beginning the session immediately following the dismissal may remain enrolled while the appeal is processed by the academic review committee. If the petition is approved, the student may enroll for the current semester and is subject to requirements noted in *Requirements While on Academic Probation/Reinstatement*. Failure to meet the specified conditions results in a second dismissal, and further reinstatement is not normally approved.

If a reinstatement petition is not completed within three semesters after dismissal, the student must request readmission through standard admission procedures in addition to submitting a petition to the academic review committee.

Program Transfer During Probation/Dismissal

A student on probation in one program who transfers to another program enters the new program on probation.

A student dismissed from one program who wishes to transfer to another program must appeal for reinstatement to the academic review committee. If reinstated, the student is subject to requirements noted in *Requirements While on Academic Probation/Reinstatement*.

Academic status for a student who transferred to a second program but then returns to the original program is based on performance in all enrolled terms and coursework applicable to the original program.

Satisfactory Academic Progress – Veterans

Students receiving benefits from the U.S. Department of Veterans Affairs (VA) must maintain satisfactory academic progress to remain eligible for certification and benefits. Florida and California students receiving VA benefits should see the VA addendum for specific standards of academic progress.

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 three DeVry University semesters (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 and submit an application for admission. The application fee is waived for these individuals.

- ▶ Complete an interview with an admissions advisor.
- ▶ Meet all admission requirements in effect at the time of readmission.

Review of Administrative/Academic Rulings

Students may request a review of any administrative or academic ruling by petitioning the academic review committee in writing. This petition should set forth the issue to be reviewed, facts as students perceive them and all other relevant information. The committee will promptly take action to make a final determination on the issue.

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.devry.edu>, by mail or via email. Online students may register online or may contact their academic advisor.

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. Online students may not register after a session begins.

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 (AC591-AC594, and FI595-FI597) closes two weeks prior to the course start date.

Course Schedules

Six weeks before each session begins, schedules of course offerings are posted at <http://my.devry.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 instructor is available. In some cases, students may be required to take courses online.

Students should note that to accurately reflect current course material, course titles change periodically, though course code numbers (e.g., GM533) 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.

Class Hours

Students with onsite class schedules attend class one weekday evening or on Saturday. Evening classes meet 6:00 pm to 9:30 pm or 6:30 pm to 10:00 pm. Saturday classes meet either 8:30 am to noon, 9:00 am to 12:30 pm or 1:00 pm to 4:30 pm. In addition, students are required to participate in instructor-guided online activities. Course syllabi note 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 it is necessary to cancel a course because of insufficient enrollment or other unforeseen circumstances.



Graduation Requirements

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*. To graduate:

- ▶ MBA students must receive credit for at least 48 semester-credit hours.
- ▶ MAFM students must receive credit for at least 44 or 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 (IS505), 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 (TM505), 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 to the School.

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*.

Graduation Notification and Ceremonies

Students who have begun their final session of coursework for program completion must submit a “Graduation Notification” form to their chief location administrator/academic advisor to request that a diploma be ordered. Diplomas are mailed after all graduation requirements have been met and all financial obligations to the School have been fulfilled.

Graduation ceremonies are held in June each year. Students are eligible to participate in a ceremony if they are completing their final program requirements during the same semester in which graduation is held or completed them in one of the previous three semesters.

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 School procedures for complying with the Act's provisions. Copies of the policy are available at the School and/or in the student handbook.

Nondiscrimination Policy

DeVry is an educational institution that admits academically qualified students without regard to gender, age, race, 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.

Additional information about this policy or about assistance to accommodate individual needs is available from:

General Counsel

DeVry University
One Tower Ln.
Oakbrook Terrace, IL 60181-4624
630.571.7700
800.733.3879

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 School 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 school 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 School for educational purposes.

Student Conduct

Mature behavior and conduct consistent with the highest professional standards are expected of every student while on School property or engaging in School-related online activities. DeVry University reserves the right to place on probation, or dismiss, 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 School premises. In any case of probation or dismissal, students may appeal. (See *Dismissal* and *Readmission*.)

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.

Grievance Procedure

In general, student grievances should first be directed to either the chief location administrator or an online student services advisor. Any concern not adequately resolved should then be directed to the academic review committee.

In compliance with state regulations, Arizona and Georgia students with grievances 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) and the Georgia Nonpublic Postsecondary Education Commission (2189 Northlake Pkwy., Tucker, GA 30084, 770.414.3300), respectively. Students must contact their state agency for further details.

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.

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 in the lounge/vending area at each location.

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 School 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.

Student Services and Financial Information



In this section learn more about:

- Student Services
- Alumni Services
- Student Costs, Payment Options and Financial Assistance
- Military Pricing
- Eligibility for Financial Aid
- Academic Calendar

Student Services

Total Student Satisfaction

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

While each location operates independently, it is 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.

Library and Information Services

DeVry University maintains a comprehensive library that provides access to current resources, including full-text periodical databases; print and electronic books; a real-time digital reference service; as well as email reference. Online resources are available to current students, faculty and staff 24 hours a day, seven days a week. The services of professional librarians are available Monday through Friday during standard business hours, central standard time. The real-time, chat-based reference service offers online interactive sessions with DeVry University librarians 51 hours per week, Monday through Saturday. Specific hours are found at <http://library.devry.edu>.

DeVry librarians select both print and electronic books that support the graduate programs. The primary online resources offered are periodical research databases covering all academic disciplines, supplemented by the eBook and audiobook collections. The databases provide access to more than 27 thousand current periodicals, the majority of which is available in full text and full image. Also available are specific resources offering access to business-focused periodicals; computing and telecommunications resources; major newspapers; Hoover's Company Profiles, which provides company, industry and market information; EBSCO's Business Source Elite, which includes full-text access to the Harvard Business Review; and Faulkner's FAACTS, an advisory service with current information on computer and telecommunications technologies.

Students and faculty are encouraged to use the resources and services of any DeVry University library, through both remote contacts and personal visits.

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

Permanent student records are maintained, including admission information, academic transcripts and other relevant information. Students may review the content of their files by notifying the registrar in writing. 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.

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

Official transcripts are available to students and graduates at no charge.

Onsite students must submit written transcript requests to their local registrar's office.

Online students should submit written requests to: Registrar, DeVry Online, 1200 E. Diehl Rd., Naperville, IL 60563-9347. Requests can also be faxed to 630.839.2890.

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

Faculty Office Hours

Faculty teaching onsite are available to students at least 30 minutes prior to or following class. Office hours for faculty teaching online are posted as part of online course material. Faculty telephone and fax numbers, and email addresses, are included on course syllabi, which indicate when and how students can contact instructors.

Student Insurance

DeVry University offers students a group accident and sickness insurance plan. Coverage remains in force 24 hours per day during the period for which the premium has been paid even if students graduate, withdraw or are on vacation.

Plan I (student only) coverage had a nonrefundable basic premium of \$260. Optional coverage for students' spouses and/or children, as well as an increased benefit option (Plan II), is available. Forms and information are available at <https://www.srstudentcenter.com>. Rates and policy periods are subject to change.

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.

Alumni Services

Since our first classes were offered some 35 years ago, Keller Graduate School of Management has helped thousands of graduates enhance their professional success. In addition to providing students with a pragmatic graduate program, we've worked to instill in them the value of lifelong learning. To support this core value, Keller encourages networking opportunities among alumni and supports graduates in a variety of ways.

- ▶ Alumni who already hold a graduate-level credential from DeVry University, including Keller Graduate School of Management, may complete additional courses at a reduced tuition rate. See *Alumni Tuition Benefit*.
- ▶ Graduates can take advantage of online and onsite library and information resources.
- ▶ Alumni can take advantage of career services that help enhance professional development skills, as well as access our nationwide network of job postings.



For 35 years, Keller has provided practitioner-focused graduate management programs, setting thousands of alumni on the path to careers of increasing responsibility and reward, and helping them achieve a competitive advantage in the workplace.

Student Costs, Payment Options and Financial Assistance

Tuition

Tuition, listed on the slip sheet describing the location inserted at the back of this catalog, is also available via www.keller.edu.

For students attending class onsite, tuition is payable in full at registration. American Express, Discover, MasterCard and Visa are accepted. Books and materials average \$175 per course. Textbooks may be purchased from the online book provider or from an outside source, but they must be the required texts.

Some courses, either onsite or online, may require electronic course materials, which may include tutorials, simulations, study guides, electronic versions of textbooks and other interactive study material. Students enrolled in these courses will be charged for the electronic materials; charges are non-refundable after the first class session. If electronic versions of textbooks are included, hard-copy textbooks are no longer required for these courses but may be purchased for an additional cost.

Students taking online courses must complete registration and make payment arrangements no later than Friday of week seven of the prior session. For such students, tuition and appropriate fees must be submitted to DeVry Online 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. Further information is available via <http://devryu.net>.

Students registered for a 600-level course at an onsite location who cannot complete the course because it is canceled may take the course online and will be charged the local market tuition. This option is available only to students requesting to take the course online prior to its being offered again in the local market.

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

Payment Options

Payment plans are available to graduate students who wish to defer tuition payment(s).

Those wishing to do so must submit a completed payment plan agreement. A new agreement is necessary should students wish to change plans. Students may choose one of the following options:

Tuition Reimbursement

A substantial number of students receive tuition reimbursement from their employers. For such students, a direct billing arrangement between the employer and DeVry University may be possible. Students should contact their supervisor or employee benefits office to determine if tuition reimbursement or direct billing is available. Tuition reimbursement does not eliminate students' responsibility to pay tuition by the due date. Students whose tuition payment is submitted after the due date may be assessed a late-payment fee. Finance charges accrue on any unpaid balance. Students who have been assessed multiple late fees may be prohibited from participating in certain payment plan options.

Employer Billing

Students whose employers pay for their education regardless of grades received may choose to have their tuition paid via employer billing. To take advantage of this option, students must submit official documentation (voucher or letter of sponsorship on official letterhead) at the time of registration. If a voucher is not available at the time of registration, students must select another payment method. Employer billing does not eliminate students' responsibility to ensure tuition is paid by the due date. Students whose tuition payment is submitted after the due date may be assessed a late-payment fee (see *Late-Payment Fee*). Finance charges accrue on any unpaid balance.

Delayed Deferral Plan

Students who receive tuition reimbursement may take advantage of the Delayed Deferral Plan. Under this plan, tuition payment is due five weeks after the session in which students complete a course. (Payment is due immediately if a student withdraws from a course during the session.) Students electing this option pay a \$20 nonrefundable per credit-hour deferral fee at registration. No finance charges are assessed on accounts

that remain current. Finance charges accrue when accounts become past due.

Installment Plan

With this plan, students must pay at least half their tuition charges for the session on or before registration day. At that time, they must provide a completed and signed payment plan agreement. The remaining tuition payment is expected no later than Thursday of week four of the session. Any unpaid balance is subject to finance charges (see *Finance Charges*); any late payments are subject to late-payment fees (see *Late-Payment Fee*). Students who apply for financial aid may have their payments delayed once their loans have been originated; however, this does not preclude finance charges or late fees from being assessed to their account.

Tuition Benefit Programs

Students may participate in one DeVry University-based tuition benefit program only. Those who qualify for more than one program will be presumed to accept the program with the highest reduction in by-semester cost. Students who qualify for and prefer a different tuition benefit program must confirm, in writing, the alternate program in which they wish to participate prior to starting classes at DeVry. See *Educator Fellowships* and *Military Pricing*.

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 reduced tuition rates. Tuition for the first course after the graduation date of the student's first graduate degree is \$150, and all subsequent courses are taken at 85 percent of the prevailing tuition rate. The benefit is not applicable to CPA and CFA exam-preparation coursework. Alumni who wish to take advantage of this benefit should review requirements in *Multiple Degree Programs*. 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 chief location administrator/online student services advisor.

AMVETS Scholarships

Veterans, their immediate family members (spouses, and natural and adopted children), as well as natural and adopted children of members of the Army, Navy, Air Force, Marine Corps, Coast Guard, their respective reserve components, and the Air and Army National Guard may be eligible for scholarships provided by AMVETS. Students must meet criteria established by both AMVETS and DeVry. Details are available from Keller admissions offices and are also found via www.amvets.org/pressroom/devry_scholarship.html. Scholarship terms and conditions are subject to change.

Educator Fellowships

Full-time faculty and academic administrators at elementary, middle, junior high and high schools; regionally accredited public community or junior colleges; and regionally accredited not-for-profit four-year colleges/universities may be eligible for DeVry's educator fellowships. Undergraduate- and graduate-level coursework can be completed onsite and online. Fellowship applications must be submitted prior to starting classes. Details are available from Keller admissions offices. Fellowship terms and conditions are subject to change.

Fees

Finance Charges

All unpaid balances are subject to finance charges, which are computed based on the average daily balance. The daily periodic rate is .03287 percent, which is equivalent to a monthly rate of 1 percent and an annual rate of 12 percent.

Returned-Check/Declined-Credit-Card Fee

Because returned checks and declined credit cards create administrative costs, a \$25 fee is added to students' balances for each returned check or declined credit card. 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.

Late-Payment Fee

Students whose payments are received after their due dates (including late payments resulting from credit card rejections or returned checks) are assessed a \$15 late payment fee each month their balance remains past due.

Students who have been assessed multiple late fees may be prohibited from participating in certain payment plan options and from registering for future sessions.

Registration-Cancellation Fee

Students who register for a course and subsequently choose not to take the course must cancel their registration in writing. Notice must be given on or before Saturday of week eight of the preceding session. Continuing students who fail to meet the deadline are charged a \$25 cancellation fee per course.

Late-Registration Fee

Students who register for a course after Saturday of week one are charged a late-registration fee of \$25. Online students may not register after a session begins.

Note: 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, as well as operating costs associated with providing bookstore space.

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 academic transcripts when students' accounts are delinquent. Students whose accounts are, or have been, delinquent may be prohibited from participating in certain payment plan options.

Military Pricing

Military

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, charged at 75 percent of the prevailing tuition rate applicable to the location they attend. Textbook, course materials and fees are charged at the standard rate. Additional information is available from Keller admissions advisors.

Veterans Benefits

Approval to offer veterans educational benefits is granted by appropriate state agencies and is based on operational time requirements for both 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.

Students should refer to *Attendance, Transfer Credit – Veterans and Satisfactory Academic Progress* for more information.

Florida and California students receiving veterans benefits should also see their U.S. Department of Veterans Affairs addendum for further details.



Keller's flexible and affordable master's degree programs can help enhance your career in the military and strengthen your employment opportunities after serving.



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 via <http://help.keller.edu>. 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 are charged a \$50 administrative fee (\$25 in Oregon) for each course from which they withdraw. Those who withdraw after registering for a session, or who are dismissed for disciplinary or academic conduct reasons, may be entitled to a tuition refund. Charges for electronic materials are nonrefundable. Currently enrolled students whose prior term academic status would have precluded their enrollment must drop the course, and all payments will be refunded.

The official date of withdrawal is the date the School receives notification of withdrawal, not the last date of attendance. The class session directly preceding the withdrawal request is used to identify the session of withdrawal. Students are responsible for officially withdrawing from a course. Failure to complete an official withdrawal may result in a grade of F.

To comply with 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.

Course withdrawal notices must be submitted to the chief location administrator or an online student services advisor either in person or in writing. Simply ceasing to attend classes, notifying the instructor or notifying a staff member other than the chief location administrator or an online student services advisor does not constitute a withdrawal of record.

Application Fee/Cancellation Policy

Upon completion of the application process, a \$50 application fee (\$25 where state law requires) 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 \$50 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.
- Alumni who hold a degree from DeVry University or another DeVry institution; proof of graduation is required at the time of application.

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 to the last date of attendance, if required by state law. (California, Indiana, Minnesota, Nevada, Oregon and Wisconsin students should refer to their respective state addendum.)

Tuition Refunds

Withdrawal	Percent Refund*
Prior to or on day 1 of the session	100
Balance of week 1	90
Week 2	75
Week 3	25
Week 4	25
After week 4	0

*less \$50 administrative fee
(\$25 where state law requires)

Financial Aid

Federal Stafford Loan money is available to students through the Federal Family Education Loan Program (FFELP). These loans are made by lenders such as banks, credit unions or private lenders. Federal Stafford Loans are insured by the federal government and, if originated after July 1, 2006, have a fixed interest rate of 6.8 percent. Federal Stafford Loans originated prior to July 1, 2006, have a variable interest rate capped at 8.25 percent. A federal default fee of up to one percent and an origination fee of up to two percent may be deducted from the loan proceeds by the guarantor. To be considered for a Federal Stafford Loan, students must be enrolled at least half-time.

Eligibility and/or receipt of financial aid does not eliminate students' responsibility to pay tuition and/or fees by the due date. Students using financial aid must register under the installment plan and are subject to installment plan rules and regulations. Students who submit payment after the due date may be assessed a late fee (see *Late-Payment Fee*). Finance charges accrue on any unpaid balance.

Eligibility for the subsidized Stafford Loan is based on need. The government pays the interest on these loans while students are in school at least half time and during the six-month grace period before repayment begins. The maximum subsidized loan for an academic year is \$8,500. Students with limited eligibility or who are ineligible for the subsidized loan may borrow up to the \$8,500 base amount through the Unsubsidized Stafford Loan program.

Eligibility for the unsubsidized Stafford Loan is not based on need. These additional loan monies carry the same variable interest rate as subsidized loans. 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 they are completing their program or allow it to accumulate and be added to the outstanding principle, thereby increasing the amount to be repaid. Students may borrow up to an additional \$12,000, but the amount borrowed may not exceed the cost of attendance minus other aid per academic year.

The combined maximum subsidized and unsubsidized Stafford Loans for graduate students may not exceed \$20,500 or the cost of attendance minus other aid, whichever is less, for each academic year. The maximum aggregate student loan debt for undergraduate and graduate loans from all FFELP 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 Stafford Loans at the graduate level if they have exceeded undergraduate loan limits. Undergraduate Stafford 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.

Graduate PLUS Loan funds are also available to students through banks, credit unions and private lenders. These federal loans are not based on need and have a fixed interest rate of 8.5 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 principle. A credit check will be done to establish creditworthiness.

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 Stafford 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 FFELP Stafford Loan request at www.keller.edu/financing-options/check-list.jsp, where they follow the application information and links to the "FAFSA on the Web" and "Preferred Lender" web sites.

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 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).

Applicants who are incarcerated, and students who become incarcerated, must immediately report this to the University's Financial Aid Office.

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.



Balance Work, Life and School



Unlike many graduate programs requiring continuous group enrollment, Keller's flexible structure allows you to balance work commitments and personal priorities while pursuing your graduate education.

- ▶ Take advantage of six eight-week sessions each year. Start your program any time.
- ▶ Attend courses onsite, online or a combination of both.
- ▶ Adjust your course load, or take a session off, to accommodate the demands of business travel, project deadlines and family responsibilities.
- ▶ Easily resume your studies and continue progressing toward your graduate credential.

Many students take advantage of Keller's session-based schedule to comfortably pace their studies, benefit fully from tuition reimbursement options, and establish – with their employers – a professional development plan to enhance job performance. The result is a graduate education relevant to your professional goals and targeted to your personal needs.

Academic Calendar

Fall Semester: October 26, 2009 – February 28, 2010

November 2009 Session

Monday	October 26	Session Begins
Thursday–Friday	November 26–27	Thanksgiving Recess
Sunday	December 20	Session Ends
Monday–Sunday	December 21–January 3	Winter Recess

January 2010 Session

Monday	January 4	Session Begins
Monday	January 18	Martin Luther King Jr. Day Recess
Sunday	February 28	Session Ends

Spring Semester: March 1, 2010 – June 20, 2010

March 2010 Session

Monday	March 1	Session Begins
Friday	April 2	Spring Recess
Sunday	April 25	Session Ends

May 2010 Session

Monday	April 26	Session Begins
Monday	May 31	Memorial Day Recess
Sunday	June 20	Session Ends

Summer Semester: July 5, 2010 – October 24, 2010

July 2010 Session

Monday	July 5	Session Begins
Sunday	August 29	Session Ends

September 2010 Session

Monday	August 30	Session Begins
Monday	September 6	Labor Day Recess
Sunday	October 24	Session Ends