

# 2017–2018 GRADUATE BUSINESS BULLETIN OF INFORMATION

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## University of Notre Dame Mendoza College of Business

The University reserves the right to change its admission, registration, and graduation requirements as necessary. Students are subject, for the duration of their program of study, to the Academic Code that is in effect when they matriculate. The course offerings and requirements of the University of Notre Dame are continually under examination and revisions are expected. This Bulletin of Information is not a contract; it merely presents the offerings and requirements in effect at the time of publication and in no way guarantees that the offerings and requirements will remain the same. Every effort will be made to provide advance information of any changes.



UNIVERSITY OF  
NOTRE DAME

September 2017





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# ACADEMIC CALENDAR 2017–2018

## Summer Session 2017

### June

- 1: Final application deadline for EMBA (South Bend)
- 4: MSBA and MSF summer immersion begins
- 13: MSM orientation begins
- 16: EMNA orientation begins
- 19: MSM and Accelerated MBA summer classes begin
- 24: EMBA (South Bend) class of 2018 international immersion begins

### July

- 1: EMBA programs summer break begins
- 9: EMBA (Chicago) class of 2018 immersion begins
- 15: Priority application deadline for MSBA and MSF

### August

- 1: International MBA student orientation begins
- 4: EMBA (South Bend) class of 2019 orientation begins
- 7: Traditional MBA orientation begins
- 15: MSA orientation begins

## Fall Semester 2017

### August

- 21: MBA, MSA, and MSM classes begin
- 22: Last day to add M/W mod 1 course
- 23: 175th Anniversary - Mass & picnic
- 23: Last day to add T/R mod 1 course
- 29: Last day to add a full-semester course

### September

- 1: Priority application deadline for EMBA (Chicago)
- 4: Labor Day - classes in session
- 8: Last day to drop a mod 1 course
- 19: Early decision application deadline for MBA and MBA/MSBA
- 26: Early decision application deadline for MSM

### October

- 1: MSA application deadline for January enrollment
- 3: Last class day for mod 1 courses
- 4: MBA study day
- 5: Mod 1 final exams and MSA mid term exams begin
- 9: MBA, MSA and MSM Interterm classes begin
- 13: MBA, MSA, and MSM Mid-term break begins
- 15: MSF fall immersion begins
- 15: Final application deadline for EMBA (Chicago), MSBA, and MSF
- 17: Round 1 MBA and MBA/MSBA application deadline
- 23: Full-semester classes resume and mod 2 classes begin
- 24: Last day to add M/W mod 2 course
- 25: Last day to add T/R mod 2 course
- 27: Last day to drop a full-semester course

### November

- 7: Round 1 MSM application deadline
- 10: Last day to drop a mod 2 course
- 13: Registration for spring semester 2018 begins
- 15: Round 1 EMNA application deadline
- 22: Thanksgiving holiday begins
- 27: Classes resume

### December

- 7: Last class day for mod 2 and full-semester courses
- 7: MSBA immersion begins
- 8: MBA study day
- 11: Final exams begin
- 15: Round 2 EMNA application deadline
- 18: All grades submitted through InsideND by 3:45 p.m.

## Spring Semester 2018

### January

- 7: EMBA (South Bend and Chicago) class of 2018 electives begin
- 7: MSBA orientation begins
- 9: Round 2 MBA and MBA/MSBA application deadline
- 12: EMBA (Chicago) class of 2019 orientation begins
- 12: MSA new student orientation
- 15: MBA, MSA, and MSM classes begin
- 16: MSF orientation begins
- 16: Round 2 MSM application deadline
- 16: Last day to add M/W mod 3 course
- 17: Last day to add T/R mod 3 course
- 22: EMBA (South Bend) class of 2019 immersion begins

### February

- 2: Last day to drop a mod 3 course
- 15: Final EMNA application deadline
- 20: Round 3 MBA, MBA/MSBA, and MSM application deadline
- 27: Last class day for mod 3 courses
- 28: MBA study day

### March

- 1: Mod 3 final exams begin

- 4: MBA, MSA, and MSM international immersions begin
- 5: MBA, MSA, and MSM Interterm classes begin
- 9: MBA, MSA, and MSM mid-term break begins
- 17: Saint Patrick's Day MSM application deadline
- 17: Final MBA and MBA/MSBA application deadline
- 19: Full-semester classes resume and mod 4 classes begin
- 20: Last day to add M/W mod 4 course
- 21: Last day to add T/R mod 4 course
- 23: Last day to drop a full-semester course
- 30: Easter Holiday begins

### **April**

- 1: Priority application deadline for EMBA (South Bend)
- 3: Classes resume
- 6: Last day to drop a mod 4 course
- 16: Registration for fall semester 2018 begins
- 17: Final MSM application deadline

### **May**

- 1: MSA application deadline for August enrollment
- 2: Last class day
- 3: Study days begin
- 7: Final exams begin
- 14: All grades submitted through insideND by 3:45 p.m.
- 19: Mendoza Graduate Diploma Ceremony

# MENDOZA GRADUATE DEGREE PROGRAMS

## Dean's Office and Program Directors

### Roger Huang, Ph.D.

Martin J. Gillen Dean and Kenneth R. Meyer Professor of Finance  
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### D. Katherine Spiess, Ph.D.

Associate Dean for Graduate Programs and Associate Professor of Finance  
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### [Open position]

Senior Director, Graduate Business Programs  
(574) 631-8671; [@nd.edu](mailto:@nd.edu)

- Oversees MBA, MSA, and MSM admissions, student services, career development, and graduate alumni relations

### Paul Slaggert, MBA

Director, Stayer Center for Executive Education  
(574) 631-4856; [pslagger@nd.edu](mailto:pslagger@nd.edu)

- Oversees executive education in both degree and non-degree programs.

### Angela Logan, Ph.D.

Interim St. Andre Bessette Director, Nonprofit Professional Development  
(574) 631-7793; [alogan2@nd.edu](mailto:alogan2@nd.edu)

- Oversees nonprofit professional development in both degree and non-degree programs.

## Graduate Business Programs Staff (MBA, MSA and MSM)

### Student Services

#### Tracy Freymuth, MBA

Director of Student Services  
(574) 631-4337; [tfreymu1@nd.edu](mailto:tfreymu1@nd.edu)

- Graduate student life
- Oversight of student progress
- Oversight and coordination of student appeals

#### Andrew Wendelborn, MNA

Associate Director, Student Services  
(574) 631-8633; [awendelb@nd.edu](mailto:awendelb@nd.edu)

- Student engagement and activities
- Student communications
- International immersions
- Academic advising

#### Alice Obermiller, MS

Associate Director, Experiential Learning  
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- Oversees experiential learning and leadership development
- Specific responsibility for Inter-term and Integral Leadership Development programs

#### Rita Udvardy, MNA

Assistant Director, Student Services  
(574) 631-3280; [rudvardy@nd.edu](mailto:rudvardy@nd.edu)

- Student services operations
- Course scheduling
- Course registration
- Student advising

### Graduate Business Career Services

#### John Rooney, MBA

Director, Graduate Business Career Services  
(574) 631-1812; [jrooney@nd.edu](mailto:jrooney@nd.edu)

- Leads Career Services
- Career and professional development for students
- Employer and alumni relations and outreach

#### Michael Crehan, MBA

Senior Associate Director, Graduate Business Career Services  
(574) 631-4759; [mcrehan@nd.edu](mailto:mcrehan@nd.edu)

- Career exploration and planning
- Career programming and professional development
- Networking with alumni and employers

#### Laura Bellis

Associate Director, Career Development  
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- Career exploration and planning
- Career skills and capabilities
- Career programming and professional development

#### Shawn Pulscher

Associate Director, Graduate Business Career Services  
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- Career exploration and planning
- Career programming and professional development
- Networking with alumni and employers

## MENDOZA GRADUATE PROGRAMS DIRECTORY

**James Sullivan**

Associate Director, Graduate Business Career Services

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- Career exploration and planning for EMBA, MSF, and MSBA
- Career programming and professional development
- Networking with alumni and employers

**James Cunningham, MBA**

Assistant Director, Graduate Business Career Services

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- Manage corporate relations
- Bring in new recruiters
- Execute recruiting events

**Megan Gallagher, MS**

Assistant Director, Graduate Business Career Services

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- Career exploration and planning
- Career programming and professional development
- Networking with alumni and employers

**Patricia Mentz**

Assistant Director, Graduate Business Career Services

(574) 631-3315; [pford@nd.edu](mailto:pford@nd.edu)

- Career coaching for MSM
- Assist with corporate relations

**Judith Truitt, BA**

Employer Relations Program Manager

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- Manage on-campus recruiting schedule
- Employer relations
- GoIRISH Systems administration

**Jessica Green**

Events and Projects Coordinator

(574) 631-1547; [jgreen5@nd.edu](mailto:jgreen5@nd.edu)

- Company presentations
- Administration of career development courses

Graduate Alumni Relations**Timothy Ponisciak, MBA**

Director, Graduate Alumni Relations

(574) 631-4859; [tponisci@nd.edu](mailto:tponisci@nd.edu)

- Oversees activities related to graduate alumni engagement
- Manages regional and on-campus alumni events
- Directs online alumni communications
- Leads alumni volunteer efforts

Recruitment and Admissions**Kristin McAndrew, MA**

Director of Admissions

(574) 631-1769; [kmcandre@nd.edu](mailto:kmcandre@nd.edu)

- Oversees admissions for MBA, MSA, and MSM

**Joseph Sweeney, MBA**

Associate Director, MBA Admissions

(574) 631-6844; [jsweene1@nd.edu](mailto:jsweene1@nd.edu)

- MBA application review and Admissions Committee
- Conducts applicant interviews
- External communications development and execution
- Leads veterans recruitment efforts

**Benet Bartell, MBA and MSA**

Associate Director, Admissions

(574) 631-8976; [bbartell@nd.edu](mailto:bbartell@nd.edu)

- MSA application review and Admissions Committee
- Conducts applicant interviews
- Executes recruiting efforts for MSA program

**{open position}**

Associate Director, Admissions

(574) 631-6499

- Administration of admissions database

**Debby Herczeg, M.Ed.**

Assistant Director, MBA Admissions

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- MBA application review and Admissions Committee

- Conducts applicant interviews
- Forte Foundation Lead and Women in Business Advisor

**Cassandra Smith**

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- MSM application review and Admissions Committee
- Conducts applicant interviews
- MSM communications development and execution
- Prospective student events planning and execution

**Heather DeCourval**

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- Oversees admissions operations

**Dody Blue**

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**Karen Casey**

Administrative Assistant, Admissions

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Central Office**Angela Wesley**

Senior Office Assistant

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- Schedules interviews and information sessions
- Manages student ambassador hosting program
- Manages event attendance

**Kimberly Bakle**

Staff Assistant

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## Stayer Center for Executive Education -- Degree Programs Staff (EMBA, MSBA and MSF)

### Michael Brach, MBA

Director, Executive Degree Programs  
(574) 631-2717; [mbrach@nd.edu](mailto:mbrach@nd.edu)

- Provides leadership and administrative oversight for the EMBA, MSBA, and MSF programs

### Student Services

### Karin LeClair, JD, M.Ed.

Associate Director, Student Services  
EMBA Chicago  
(312) 763-2338; [kleclair@nd.edu](mailto:kleclair@nd.edu)

- Manages student services for the Chicago EMBA program

### Cassandra Kline

Assistant Director, Student Services  
EMBA South Bend  
(574) 631-1894; [ckline3@nd.edu](mailto:ckline3@nd.edu)

- Manages student services for the South Bend EMBA program

### Eric Eggan, M.Ed.

Assistant Director, Student Services  
MSBA and MSF programs  
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- Manages student services for the MSBA and MSF programs

### Terrance Adams, EMBA

Program Manager  
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- Provides special project support for EMBA, MSBA, and MSF

### Sharon Decker

Operations Coordinator  
EMBA South Bend  
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- Supports operational needs of the South Bend EMBA program

### Morgan Schlarb

Operations Coordinator  
MS Programs Chicago  
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- Supports operational needs of the MSBA and MSF programs

### Recruitment and Admissions

### Nicolas Farmer, MSIMC

Senior Associate Director, Executive  
MBA Recruiting & Admissions  
(574) 631-8351; [nfamer@nd.edu](mailto:nfamer@nd.edu)

- Oversees admissions for EMBA in South Bend and Chicago
- Oversees admissions for EMBA, MSBA and MSF programs

### Carla Cortes, MA, MSED

Associate Director, Admissions & Recruiting  
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- Assists with admissions for the Chicago EMBA, MSBA, and MSF programs

### Terron Phillips,

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- Engages and consels applicants to the South Bend and Chicago EMBA programs

### Kaitlyn Reeves,

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- Engages and consels applicants to the MSBA and MSF programs

### Cathi Kennedy,

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- Manages the completed application process for EMBA, MSBA, and MSF programs

## Nonprofit Professional Development - Degree Program Staff

### Cynthia Proffitt, MS

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- Oversees admissions for MNA
- Student advising
- Career development for MNA students

### Kristian Lax-Walker, MS

Program Coordinator  
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- Student advising
- MNA alumni relations
- Student support services



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Anita M. Pampusch, Ph.D.  
Lilydale, Minnesota  
Jane Cahill Pfeiffer  
Vero Beach, Florida  
Percy A. Pierre, Ph.D.  
East Lansing, Michigan  
Philip J. Purcell III  
Chicago, Illinois  
Ernestine M. Raclin  
South Bend, Indiana  
Phillip B. Rooney  
Chicago, Illinois  
Shirley W. Ryan  
Winnetka, Illinois  
John F. Sandner, J.D.  
Chicago, Illinois  
John A. Schneider  
Greenwich, Connecticut  
William J. Shaw  
Potomac, Maryland  
Kenneth E. Stinson  
Omaha, Nebraska  
Rev. David T. Tyson, C.S.C., Ph.D.  
Notre Dame, Indiana  
Arthur R. Velasquez  
Chicago, Illinois  
Rev. Richard V. Warner, C.S.C.  
Notre Dame, Indiana  
William K. Warren Jr.  
Tulsa, Oklahoma  
Robert J. Welsh  
Chesterton, Indiana  
Robert K. Wilmouth  
Barrington, Illinois

## UNIVERSITY POLICIES

### Notice of Non-Discrimination

The University of Notre Dame does not discriminate on the basis of race, color, national or ethnic origin, sex, disability, veteran status, genetic information, or age in the administration of any of its educational programs, admissions policies, scholarship and loan programs, athletic and other school-administered programs, or in employment.

The University has designated the Director of its Office of Institutional Equity to handle all inquiries regarding its efforts to comply with and carry out its responsibilities under Title IX and under Section 504 of the Rehabilitation Act of 1973. The Title IX and Section 504 coordinator may be contacted at [equity@nd.edu](mailto:equity@nd.edu) or as follows:

Director, Office of Institutional  
Equity  
100 Grace Hall  
University of Notre Dame  
Notre Dame, IN 46556  
(574) 631-0444

### Policies on Harassment

Sexual and discriminatory harassment and harassment in general are prohibited by the University. Definitions and policies regarding all forms of harassment and discrimination, as well as confidential resources for help, and University initiatives related to diversity and inclusion, are posted on the Office of Institutional Equity website at <http://equity.nd.edu>.

It is the student's responsibility to be aware of these expectations and conduct themselves accordingly as members of the Notre Dame community.

Questions regarding the policies and initiatives overseen by the Office of Institutional Equity may be directed to [equity@nd.edu](mailto:equity@nd.edu).

### Campus Security and Fire Safety

The security of all members of the campus community is of paramount concern to the University of Notre Dame. Each year the University publishes an annual report outlining security and safety information and crime statistics for campus. This bro-

chure provides suggestions regarding crime prevention strategies and important policy information about emergency procedures, reporting of crimes, law enforcement services on campus, and information about support services for victims of sexual assault. The brochure also contains information about the University's policy on alcohol and other drugs, the SafeBouND program (formerly known as SafeWalk or O'Snap) and campus shuttle service. You may view the document on the web at: <http://ndsp.nd.edu/crime-prevention-and-safety/yearly-security-fire-safety-reports/>. A printed copy of this brochure is available by sending an email request to [ndsp@nd.edu](mailto:ndsp@nd.edu) or by writing to:

Office of the Chief of Police  
University Security Police  
204 Hammes Mowbray Hall  
Notre Dame, IN 46556

### The Spirit of Inclusion at Notre Dame

"Strangers and sojourners no longer." (Ephesians 2:19)

The University of Notre Dame strives for a spirit of inclusion among the members of this community for distinct reasons articulated in our Christian tradition. We prize the uniqueness of all persons as God's creatures. We welcome all people, regardless of color, gender, religion, ethnicity, sexual orientation, social or economic class, and nationality, for example, precisely because of Christ's calling to treat others as we desire to be treated. We value gay and lesbian members of this community as we value all members of this community. We condemn harassment of any kind, and University policies proscribe it. We consciously create an environment of mutual

respect, hospitality and warmth in which none are strangers and all may flourish.

One of the essential tests of social justice within any Christian community is its abiding spirit of inclusion. Scriptural accounts of Jesus provide a constant witness of this inclusiveness. Jesus sought out and welcomed all people into the Kingdom of God—the gentile as well as the Jew, women as well as men, the poor as well as the wealthy, the slave as well as the free, the infirm as well as the healthy. The social teachings of the Catholic Church promote a society founded on justice and love, in which all persons possess inherent dignity as children of God. The individual and collective experiences of Christians have also provided strong warrants for the inclusion of all persons of good will in their communal living. Christians have found their life together enriched by the different qualities of their many members, and they have sought to increase this richness by welcoming others who bring additional gifts, talents and backgrounds to the community.

The spirit of inclusion at Notre Dame flows from our character as a community of scholarship, teaching, learning and service founded upon Jesus Christ. As the Word through whom all things were made, Christ is the source of the order of all creation and of the moral law which is written in our hearts. As the incarnate Word, Christ taught the law of love of God and sent the Holy Spirit that we might live lives of love and receive the gift of eternal life. For Notre Dame, Christ is the law by which all other laws are to be judged. As a Catholic institution of higher learning, in the governance of our common life we look to the teaching of Christ, which is

proclaimed in Sacred Scripture and tradition, authoritatively interpreted by Church teaching, articulated in normative understandings of the human person, and continually deepened by the wisdom born of inquiry and experience. The rich heritage of the Catholic faith informs and transforms our search for truth and our understanding of contemporary challenges in higher education.

This statement was adopted by the officers of the University on August 27, 1997, in conjunction with an Open Letter to the Notre Dame community.

### **Academic Accommodations for Students with Disabilities**

Students who believe they have disabilities that limit performance in classes should consult the Office of Disability Services. The University is required to provide reasonable accommodations for only the known limitations of otherwise qualified students with disabilities. Thus, students with disabilities must register with the Office of Disability Services to qualify for reasonable academic accommodations. Instructors are not allowed to provide academic accommodations for students who have not received authorization by the Office of Disability Services. Students with questions about this process should consult with their programs' Student Services Director or the University's Coordinator of Disability Services:

Coordinator of Disability Services  
Sara Bea Learning Center for Students with Disabilities  
University of Notre Dame  
Notre Dame, IN 46556  
(574) 631-7157  
<http://disabilityservices.nd.edu>

# MENDOZA COLLEGE OF BUSINESS

Notre Dame is the world's preeminent Catholic research university, an institution with a superb faculty, top graduate programs, and a commitment to meaningful research, teaching and service — all of which combine to offer our graduate business students the resources that contribute to their formation as the next generation of leaders. Students are supported on their path to success by a strong academic environment, a thriving community of student peers, an integrated career and professional development program, and a network of offices and personnel that focus on graduate student life outside of the classroom.

## MENDOZA HISTORY

Located north of the city of South Bend, Indiana, the University of Notre Dame was founded in 1842 by the Rev. Edward F. Sorin, a priest of the Congregation of Holy Cross. The state of Indiana chartered the University by a special act of the legislature. Combining the style of the French "college" and the seminary where Father Sorin and his congregational fellows studied for the priesthood, Notre Dame began as both a secondary school and a four-year college offering the baccalaureate degree in the liberal arts. It soon adapted to the style and structure of the typical nine-

teenth-century American university, introducing a science curriculum in 1865, the first American Catholic law school in 1869, an engineering college in 1873, the beginnings of a distinctive graduate program in the early 1900s.

The College of Business was initially established in 1917 as a four-year study in foreign commerce. For both University founder Rev. Edward Sorin, CSC and first dean of the college John Cardinal O'Hara, the purpose of Notre Dame and all Her academic enterprises was to provide an education of the mind and of the heart and prepare students to become forces for good. This basic tenet informs what we do today and guides our vision to be the standard bearer for business scholarship that integrates the creation of economic value with commitment to ethical conduct and care for the common good.

To this end, the Mendoza College's scholarship in ethics as well as the corresponding support structures and faculty engagement are broad and deep. Students in all programs, through various surveys, cite ethics as a common theme that runs across their experiences in the College. The Mendoza College routinely hosts research conferences, workshops and speaker series relating to ethics. In addition, we undertake community outreach, social entrepreneurship, training

for nonprofits and consultation for domestic and international NGOs in support of our vision.

Graduate studies in Mendoza fall under one of three programs — Graduate Business Programs, the Stayer Center for Executive Education, or Nonprofit Professional Development — and include course offerings from one or more of five academic departments -- Accountancy, Finance, Information Technology, Analytics, and Operations (ITAO), Management and Organization, or Marketing. There are over 700 graduate business students, from across the United States and more than twenty nations.

## GRADUATE DEGREES GRANTED

Mendoza College of Business awards a variety of master's degrees in business administration, nonprofit administration, and specialized business disciplines.

### **Master of Business Administration (MBA)**

The MBA is offered in four formats: the residential program is offered in either a traditional two-year format or in an accelerated one-year format. The executive MBA is offered in a two-year format in South Bend or in an 18-month format in Chicago.

**Master of Nonprofit Administration (MNA)****Master of Science in Accountancy (MSA)****Master of Science in Business Analytics (MSBA)****Master of Science in Finance (MSF)****Master of Science in Management (MSM)****DUAL DEGREE PROGRAMS****Master of Business Administration/Master of Science in Business Analytics (MBA/MSBA)****Master of Business Administration/Juris Doctorate (MBA/JD)****Master of Business Administration/Engineering****Master of Business Administration/Science****ACADEMIC REGULATIONS**

Please note:

The following academic code contains the policies and regulations governing the attainment of academic credit and graduate degrees from the Mendoza College of Business at the University of Notre Dame.

The Academic Code of the Graduate Business Programs (the "Code") is amended periodically. Students, for the duration of their program of study, will be subject to the policies articulated in the version of the Code that was in effect on the date of their matriculation into the program.

These policies and regulations do not apply to the Graduate School or the Schools of Law and Architecture or the ESTEEM program. The responsibility to abide by the Code resides with business graduate students, faculty and administrators who are required to know and observe its stipulated regulations.

No exceptions to the policies and procedures articulated in the Code will be valid without the formal written approval of Mendoza's associate dean for graduate programs.

**Admission to Mendoza Graduate Programs****Degree Applicants**

Applicants for admission to the graduate programs in the Mendoza College of Business normally must hold a bachelor's degree or its equivalent from an accredited American college or university, or from a foreign institution of acceptable standing by the time of graduate business school matriculation. If at that time an admitted applicant does not hold a bachelor's degree, the business graduate program admission is void.

The applicant should have earned at least a B average (3.0 on a 4.0 grade point average scale) in his or her undergraduate major courses and should meet the level of academic achievement that implies a devel-

oped ability for advanced study and independent scholarship.

The Executive Master of Business Administration program will review outstanding candidates as possible exceptions, on a case-by-case basis, following submission of a GMAT score.

The Executive Master of Nonprofit Administration program will review outstanding candidates as possible exceptions, on a case-by-case basis, following submission of a GRE score.

Applicants for the Master of Business Administration/Science or Master of Business Administration/Engineering dual degrees are not required to hold a bachelor's degree prior to acceptance and matriculation.

**Admission to Dual Degree Programs**

It is possible for a student to pursue a program of study combining two programs and leading to awarding of two separate degrees.

An applicant who seeks admission to a dual degree program must submit a separate and complete application for each program and be accepted by each. Admission to one program does not guarantee admission to another program.

An applicant who seeks admission to the Master of Business Administration/Engineering Program must have both the College of Engineering and the Master of Business Administration Program approve academic plans as part of the admissions process and be accepted by the Master of Business Administration Program.

An applicant who seeks admission to the Master of Business Adminis-



## ACADEMIC REGULATIONS

tration/Science Program must have both the College of Science and the Master of Business Administration Program approve academic plans as part of the admissions process and be accepted by the Master of Business Administration Program.

### Application Requirements

An applicant for admission to a business graduate degree program must complete all of the following:

1. Complete and electronically submit the online application
2. Submit a statement of intent through the online application system
3. Submit a curriculum vitae or resumé through the online application system
4. Arrange for three (3) letters of recommendation to be submitted through the online recommendation system associated with the online application
5. Submit unofficial transcripts from each post-secondary institution through the online application
6. Submit the application fee by credit card, check, or money order using the payment system associated with the online application system
7. Arrange for the submission of official GMAT or GRE test scores if required by the program
8. Arrange for submission of official Test of English as a Foreign Language (TOEFL) or International English Language Testing System (IELTS)

scores if the applicant's native language or language of college instruction is not English

The online application may be accessed through the Mendoza College of Business website at <http://mendoza.nd.edu>. Students who have preliminary test scores are encouraged to upload them to the application to expedite the review process.

Students seeking admission to more than one program must submit separate applications for each program.

The application fee must accompany the application. This fee is nonrefundable, and may be paid by check, money order, or credit card (see online application for the current application fee).

Application deadlines occur throughout the calendar year, depending on the specific program. Applicants may visit the Mendoza website at <http://mendoza.nd.edu> to determine the deadline for individual programs.

Beyond these admission requirements for all business graduate programs, particular programs may require personal interviews and/or submission of special materials. Applicants should consult the individual program to learn about additional requirements and submission procedures.

The Graduate Management Admission Test (GMAT) is offered at sites in the United States and abroad. The annual schedules and other information about the GMAT can be obtained online at <http://www.gmac.org> or from the Graduate Management Admission Council (GMAC), PO Box 2969, Reston, VA 20195, USA. If you need to call about the GMAT, telephone the Graduate

Management Admission Council at (703) 668-9600.

The Graduate Record Examination (GRE) is offered at sites in the United States and abroad. The annual schedules and other information about the GRE can be obtained online at <http://www.gre.org> or from Educational Testing Service (ETS), Graduate Record Examination, Box 6000, Princeton, NJ 08541-6000, USA. If you need to call about the GRE, telephone the Educational Testing Service at (609) 771-7670.

The Test of English as a Foreign Language (TOEFL) and the International English Language Testing System (IELTS) are offered several times each year at sites in the United States and abroad. International students, except those whose native language or language of college instruction is English, must submit TOEFL or IELTS scores as part of their application to demonstrate a sufficient command of English to meet the requirements of their field. If not available locally, the annual schedules and other information about the TOEFL can be obtained online at <http://www.toefl.org> or from Educational Testing Service (ETS), TOEFL, Box 6151, Princeton, NJ 08541-6151, USA. If you need to call about the TOEFL, telephone the Educational Testing Service at (609) 771-7100. Information on the IELTS can be obtained online at <http://ielts.org>.

### Admission of Non-Degree Applicants

Individuals who have not matriculated into the Executive Master of Nonprofit Administration Program may register for specific EMNA courses as non-degree seeking students. Following an evaluation of transcripts and verification of bach-

## ACADEMIC REGULATIONS

elior's degree completion, students may take two (2) specified courses with permission from the Executive Master of Nonprofit Administration Program. They must pay for each course, complete it, and earn a grade of C- or better.

A visiting student is normally a degree-seeking student at another academic institution who enrolls for credit in selected courses at Notre Dame. Unless otherwise arranged by the home university and Notre Dame prior to enrollment, the visiting student is considered a graduate business non-degree seeking student at Notre Dame.

### Acceptance

Official acceptance to graduate programs in the Mendoza College of Business is granted by the individual program. Applicants will be informed officially of the results of their application by the program to which they apply.

Applicants who intend to accept offers of admission are required to confirm their acceptance by completing the acceptance/declination of offer form through the online application system.

## Registration

### Enrollment in the University

All degree-seeking business graduate students must both register for courses and complete the ND Roll Call process each academic semester during the dates and times announced by the University Registrar. Any admitted student who fails to register for courses and complete the ND Roll Call process for one semester or more must apply for admission. (See "Continuous Registration," below.)

### Assignment of Credit in Mendoza Graduate Programs

A student may receive credit only for classes for which the student is duly registered.

Credits for all courses are reported in "credit hours." A credit hour represents approximately 700-800 minutes of classroom instruction plus a minimum of two hours of out of class student work per hour of classroom instruction.

### Full-Time Status

A full-time student in the Accelerated Master of Business Administration Program, Traditional Master of Business Administration Program, Master of Science in Management Program, Master of Science in Accountancy Program and Executive Master of Business Administration Program is one who is enrolled in at least four (4) credit hours per module and at least nine (9) credit hours per academic semester.

A full-time student in the Executive Master of Nonprofit Administration Program is one who is enrolled in at least three (3) credit hours per academic semester.

A full-time student in the Master of Science in Business Analytics and Master of Science in Finance is one who is enrolled in at least seven (7) credit hours per academic semester.

### Continuous Registration

To maintain their student status, all students must satisfy the continuous registration requirement by both registering for a graduate-level course relevant to the student's program and completing the ND Roll Call process. Any exception to this rule, including a leave of absence, must be approved by the student's program.

### Semester of Graduation

Degree-seeking business graduate students must be registered and enrolled during the semester in which they plan to graduate.

### Maximal Registration

During each semester of the academic year, a business graduate student should not register for more than the maximum number of credit hours of graduate courses, i.e., 60000 through 90000-level courses.

Audited courses not taken for credit (available for Master of Business Administration students only) do not count toward the credit hour limit. The maximal registration varies by program as described here:

Program	Maximum Credit Hours per semester
MBA	19
EMBA (South Bend)	19.5
EMBA (Chicago)	21.5
EMNA	15
MSBA	20.5
MSF	20.5
MSM	17
MSA	17

For module-long courses, the maximal number of credit hours is nine (9) credits per module.

Program approval is required for any additional hours.

## Courses

### Course Numbers

Courses numbered 60000 and above are typically taken by graduate students. Courses numbered 70000 and above are advanced graduate courses open only to

## ACADEMIC REGULATIONS

students who have completed the prerequisites.

It is the expectation of the business graduate programs that all full-time graduate students enroll in graduate-level coursework.

### Add/Drop Policy: MBA and MSA

Module courses:

A student may add a Monday/Wednesday class no later than the second day of each module, and a Tuesday/Thursday class no later than the third day of each module. A course may be added after this point only if the student has been attending the class and has both instructor permission and program permission.

A student may drop module courses through the Graduate Business Programs office through the first three weeks of any module. Such dropped courses will not be reflected on the student's transcript. A course may be dropped after this point only in documented cases of serious physical or mental illness incurred by the student or an immediate family member of that student. Courses dropped after this period will be posted on the student's permanent record with the grade of W.

Full-semester courses:

A student may add a full-semester course through the Graduate Business Programs office within the first seven (7) days of the start of class. To drop a course after this period and up to the last day for course discontinuance (see the Registrar's Academic Calendar for the exact date), requires program approval.

A course may be dropped after the last day for course discontinuance only in documented cases of serious

physical or mental illness incurred by the student or an immediate family member of that student. Courses dropped after this period will be posted on the student's permanent record with the grade of W.

### Add/Drop Policy: MSM

Most courses are required. There is no add/drop process for required courses.

A student may add or drop a full-semester elective course through the Graduate Business Programs office within the first seven (7) days of the start of class. To drop a course after this period and up to the last day for course discontinuance (see the Registrar's Academic Calendar for the exact date), requires program approval.

An elective course may be dropped after the last day for course discontinuance only in documented cases of serious physical or mental illness incurred by the student or an immediate family member of that student. Courses dropped after this period will be posted on the student's permanent record with the grade of W.

### Add/Drop Policy: EMNA

During the fall and spring semesters, a student may add a class within the first seven (7) days of the start of class. To drop a course after this period and up to the last day for course discontinuance (see the Registrar's Academic Calendar for the exact date), requires program approval. A course may be dropped after the last day for course discontinuance only in documented cases of serious physical or mental illness incurred by the student or an immediate family member of that student. Courses dropped after this period will be posted on the stu-

dent's permanent record with the grade of W.

During the summer session, a student may drop a 1.5 credit hour class through the Registrar's office no later than 5:00 pm of the first day of class and a three credit hour class no later than 5:00 pm of the second day of class.

### Add/Drop Policy: EMBA, MSBA, and MSF

All courses are required. There is no add/drop process.

### Grades

The policy for all business graduate programs is that the mean grade in a course must lie between 3.3 and 3.6 (on a 4.0 scale). For multiple sections of the same course, this policy applies across all sections combined. Exceptions to this policy can only be made by Mendoza's associate dean for graduate programs.

Listed below are graduate business grades and the corresponding number of quality points per credit hour.

Grade	Quality Points/Other
A	4.000
A-	3.667
B+	3.333
B	3.000
B-	2.667
C+	2.333
C	2.000
C-	1.667
F	0.000
I	0.000 (until Incomplete is removed)
S	0.000 Satisfactory
U	0.000 Unsatisfactory

## ACADEMIC REGULATIONS

Grade	Quality Points/Other
V	0.000 Auditor (Master of Business Administration students only)
W	0.000 Discontinued with permission

The grade of D is not awarded in business graduate programs.

If a required course is failed, that course must be repeated, and both grades are included in the cumulative grade point average.

A student receives the temporary grade of Incomplete (I) when, for acceptable reasons as determined by the instructor of record, the student has not completed the requirements for a 60000- or higher-level graduate business course within the semester or summer session.

The grades of S and U (Satisfactory and Unsatisfactory) are used in experiential learning courses and other atypical courses as determined by the programs. These courses, if given the grade of S, do figure in a student's earned semester credit-hour total but do not figure in the computation of the G.P.A. No credit is given for a grade of U and if a student earns a grade of U in a required course, that course must be repeated.

The grade of V (Auditor) does not have quality-points attached to it. It is the only grade available to the registered auditor. The grade of V cannot be changed to a credit-earning grade.

The grade of W (discontinued with permission) is given for a course that a student is allowed to drop after the drop period.

### Auditing Courses

With written permission of the instructor and approval by Graduate Business Programs, a degree-seeking student in the Master of Business Administration program may audit a course. Audited courses do not count toward credit hours earned for a degree.

The audit must be requested no later than the first day of the class. A class that is initially enrolled as an audited course can be changed to a graded course no later than the day after the first class day of the course.

Students who are auditing a course will be automatically dropped from that course if they are not regularly attending the course and participating as stipulated by the instructor.

Students in the Master of Business Administration program are limited to auditing a maximum of three courses.

During the academic year, full-time Master of Business Administration students may audit courses without charge.

Students in programs other than the Master of Business Administration are not allowed to audit courses.

### Incomplete Coursework

Students should complete the work of graduate courses at the 60000-90000 level during the regular academic semester in which they are taken.

A grade of "Incomplete" (I) should be given only in exceptional circumstances when there are compelling reasons. When a student receives a grade of I, he or she has 30 days from the beginning of the next semester for semester-long classes

or within 30 days of the beginning of the next module for module-long classes. If the coursework is not completed by this date, the grade of I will be changed permanently to a grade of F. Extensions for Incompletes require formal approval from the associate dean for graduate programs.

### Grade Point Average

Quality point values are used to compute the student's grade point average (G.P.A.). The G.P.A. is the ratio of accumulated earned quality points to the accumulated earned semester credit hours. Grade point average computation takes into account only those grades earned in Notre Dame business graduate courses.

Continuation in a graduate degree program and graduation require maintenance of at least a 3.000 cumulative grade point average.

### Transfer Credits

The Executive Master of Nonprofit Administration (EMNA) is the only Mendoza graduate business degree program that accepts coursework completed at another university toward meeting its degree requirements. Students may transfer a maximum of 9.0 credit hours. Courses must be approved in advance. Students submit the course syllabus for the proposed transfer course and the EMNA program must approve the course prior to the student's enrollment.

### Course Waivers

Students may apply for waiver of a particular required course if they have completed comparable prior coursework or have sufficient professional credentials such as a C.P.A. (Certified Public Accountant) or

C.F.A. (Certified Financial Analyst) to substitute for the required course. Course waiver requests must be completed prior to the first day of the course in question.

## Graduate Student Status

### Access to Computing Services

The University of Notre Dame NetID accounts and related services are intended for faculty, staff, and currently registered students. A student who fails to register and complete the ND Roll Call process by the date announced by the Registrar will forfeit the right to access his or her NetID account and related services. University computing resources supplied by way of the NetID are normally available to a student for up to 60 days after his or her graduation date. A student granted a leave-of-absence would normally retain access to University computing services for up to two semesters. A student who is separated from the University due to an academic suspension, academic dismissal, or withdrawal will no longer have access to University computing services, unless an extension has been approved by the dean of his or her college. A student who is separated from the University for other reasons will no longer have access to University computing services.

### Leave of Absence

For exceptional reasons and on the recommendation of the program, a student in good academic standing may request a leave of absence for a maximum of two consecutive semesters. A request for a leave of absence must be made before the semester in which the leave is taken,

and the associate dean for graduate programs must approve all leaves of absence. If, for some urgent reason, a student is allowed to leave the University after the beginning of the semester, the withdrawal procedure must be followed. If the student does not return at the end of the leave of absence period, he or she is no longer considered a student at Notre Dame and must go through the readmission process if he or she wishes to complete the program at a later date.

In the case of a medical leave of absence, clearance from the University Health Center or University Counseling Center is required prior to readmission.

### Medical Separation from Academic Duties

Students enrolled in business graduate programs who wish to temporarily interrupt their programs for medical reasons must make an official request to their program. Students are eligible under this policy if they have a "serious medical condition." For purposes of this policy, "serious medical condition" means a medical condition that (1) requires multiple-day hospitalization OR (2) renders the student unable to engage in coursework and all other program-related duties for a period of at least ten (10) calendar days. Written certification by a physician that the student has a serious medical condition as defined in this policy must be submitted to the program as soon as the need is foreseen (for emergency requests).

Regardless of the nature of the medical condition, the duration of the separation will be as certified by the physician up to a maximum of six weeks. Students may utilize this medical separation policy two

non-consecutive times during their graduate studies. Should students need more than six weeks at any one time, they must withdraw from the University.

### Withdrawal from the Program

To withdraw from the University before the end of the semester, a student must inform the program and complete the Registrar's Separation from the University Form.

Upon approval of the withdrawal, grades of W are given when a student withdraws after the mid-semester course discontinuance deadline has passed. If a student withdraws before this deadline, the courses in which the student was registered will not be recorded. If a student drops out of the University without following the procedure described above, a grade of F is recorded for each course.

To re-enter a program, the student must follow the readmission process. Credits for any courses or examinations will be forfeited if the student interrupts his or her program of study for five years or more.

In the case of a health withdrawal, the program may require a recommendation from the University Health Center or University Counseling Center regarding the student's readiness to resume academic work prior to readmission.

The University reserves the right to require the withdrawal of any student when academic performance, health status, or general conduct may be judged clearly detrimental to the best interests of either the student or the University community.

## Graduate Student Status Designations

There are two status designations available to graduate students: in good standing and on probation. A graduate student can only have one designation, per program, at any given time.

### In Good Standing

Determination of academic good standing will be based on grade point average. In calculations for standing and graduation honors, only University of Notre Dame grades and credit hours are considered. Transfer credits do not enter into the calculation.

To maintain academic good standing, a business graduate student must achieve a cumulative G.P.A. of at least 3.000 in every semester.

For determining standing, the grade of incomplete ("I") does not enter into the calculation. If a student is on probation during the term in which an "I" is entered, a later makeup of the "I" cannot be used retroactively to eliminate the probation. Further, the grade in the make-up course will not enter into the calculation for the following semester, but will be reflected in the student's cumulative G.P.A. the following semester.

### On Probation

Failure to maintain academic good standing will result in academic probation or academic dismissal. Should a student fail to maintain academic good standing, but maintain better than dismissal semester G.P.A., the student will be placed on academic probation and will lose financial fellowship support from the University.

Students who are placed on probation will receive an official letter from their degree program that informs them of their status change.

## Dismissal of a Student

### Academic Dismissal

Academic dismissal will result from: (i) two consecutive semesters on probation; (ii) failure to maintain a semester average of 2.500; or (iii) failure to maintain a semester average of 3.000 for two consecutive semesters.

A student is deemed notified that he or she is subject to academic dismissal when final grades are posted by the Office of the Registrar on the student's academic record.

A student subject to academic dismissal may appeal the pending dismissal in writing to Mendoza's associate dean for graduate programs. Appeals by third parties made on behalf of the student will not be accepted.

With the exception of MSBA and MSF programs, the appeal must be made by the student within seven (7) calendar days following the date on which final grades are posted by the Office of the Registrar. Students in the MSBA or MSF program who wish to appeal an academic dismissal must do so within three (3) calendar days following the date on which final grades are posted by the Office of the Registrar.

The associate dean (or associate dean's designee) who is deciding the appeal may reject the dismissal and continue the student on probation; or may accept the dismissal.

In the case of an appeal of academic dismissal by a student in either the MSBA or MSF program, the associate dean (or associate dean's designee) deciding the appeal will do so on or before the third calendar day following the deadline for submission of the appeal. In the case that the dismissal is accepted, it will be effective on the third calendar day following the deadline for submission of the appeal.

In all cases other than those involving MSBA or MSF students, the associate dean (or associate dean's designee) deciding the appeal will do so on or before the seventh calendar day following the deadline for submission of the appeal. In the case that the dismissal is accepted, it will be effective on the seventh calendar day following the deadline for submission of the appeal.

The decision of the associate dean (or associate dean's designee) is final.

The decision of the associate dean (or associate dean's designee) is final.

### Other Dismissals

The University may dismiss any student whose health status or general conduct may be judged, in the sole discretion of the University, as clearly detrimental to the best interests of either the student or the University community.

The University may also dismiss students for disciplinary reasons as set forth in du Lac: A Guide to Student Life at <http://dulac.nd.edu>. Academic, financial, or other consequences depend upon the stipulated effective date of dismissal.

## Academic Integrity

Integrity in scholarship is an essential characteristic of the academic life and social structure of the University. Any activity that compromises the pursuit of truth and the advancement of knowledge besmirches the intellectual effort and may undermine confidence in the academic enterprise. A com-

mitment to honesty is expected in all academic endeavors, and this should be continuously emphasized to students by course instructors and academic leaders.

Students in all of Mendoza's graduate business programs are subject to the Graduate Academic Code of Honor which prohibits academic dishonesty of any type or tolerating such behavior by others. Possible penalties for Honor Code violations include immediate dismissal.

For the full text of the academic integrity policies and procedures, see the "Graduate Academic Code of Honor."

### **Falsification of Academic Credentials**

A student who has been admitted to a graduate degree program based in part upon a previously earned academic degree and is found to have intentionally misrepresented this information will be immediately dismissed from his or her program of study and will be barred from future graduate work at the University.

A current student or a student who has recently left the University without completing a degree who then claims to have earned said degree will be immediately dismissed from the program of study (if applicable) and barred from future graduate work at the University.

### **Appeal Procedures**

The appeal procedure detailed above applies only in cases of academic dismissal. This procedure is not to be used to address issues of sexual or discriminatory harassment (see grievance procedure available through the Office of Institutional Equity), disability-related grievances

(see grievance procedure available through the Office of Disability Services), academic fraud, or issues of academic integrity (see appeals procedure in the Graduate Academic Code of Honor).

## **Degree Requirements**

The goal of the University master's programs is to address all aspects of a student's development as he or she transitions from a student to a professional. To this end, the Mendoza College of Business expects that the student will become knowledgeable of the broad scope of the discipline. The student should also have the capacity to think through ethical issues raised by their coursework and to weigh important implications within value systems. Finally, students should be professionally prepared so that when they assume their careers, they can do so with confidence. These goals should be reflected in the requirements for the degree.

In addition to the following Mendoza Graduate Business requirements, individual programs may have higher standards. Students are expected to know their program requirements.

#### **Credit Hours**

At least thirty (30) credit hours are required for the master's degree. Some programs may require more.

#### **Residency**

The minimum residency requirement for the master's degree is registration at full-time status for one semester during the academic year, or for one summer session.

#### **Time Limits**

All requirements for the master's degree must be completed within five years (60 months), or within four years (48 months) in the case of the Master of Nonprofit Administration.

## **PROGRAM LEARNING GOALS AND CURRICULUM**

### **Master of Business Administration Residential Programs**

#### **Learning Goals: MBA**

- 1) Competence to analyze and evaluate business opportunities and challenges.
- 2) Ability to integrate ethics in decision making.
- 3) Competence to work collaboratively.
- 4) Exposure to global economic and business perspectives.
- 5) Ability to communicate effectively.

#### **Curriculum: Traditional MBA**

The minimum number of total credit hours for the traditional MBA degree is 64.0. There are sixteen (16) required core courses of 2.0 credits each:

Business Ethics (2 courses)  
 Finance I  
 Finance II  
 Financial Accounting I  
 Financial Accounting II  
 Introduction to Business Analytics  
 Leadership and Organizational

## PROGRAM LEARNING GOALS AND CURRICULUM

Behavior  
Management Communications (2 courses)

Managerial Economics  
Marketing Management  
Problem Solving  
Process Analytics  
Strategic Decision Making  
U.S. and Global Economy

There are six (6) additional required courses of 1.0 credit each:

Career Leadership  
Interterm (4 courses)  
MBA Internship

Additional program requirements include a minimum of 26.0 elective credits, the pre-orientation program Integral Leadership Development and MBA Orientation.

### Curriculum: Accelerated MBA

The minimum number of total credit hours for the accelerated MBA is 46.0. There are twelve (12) required core courses. Each course is 2.0 credits unless otherwise indicated:

Business Ethics (2 courses)  
Finance  
Financial Accounting  
Introduction to Business Analytics  
Leadership and Organizational Behavior (1.0 credit)  
Management Communication  
Managerial Economics  
Marketing Management  
Problem Solving  
Strategic Essentials (1.0 credit)  
U.S. and Global Economy

There are three (3) additional required courses of 1.0 credit each:

Career Leadership  
Interterm (2 courses)

Additional program requirements include a minimum of 19.0 elective credits, the pre-orientation program

Integral Leadership Development, and Accelerated MBA Orientation.

## Master of Business Administration Executive Programs

### Learning Goals: EMBA

- 1) Competence to analyze and evaluate business opportunities and challenges.
- 2) Ability to integrate ethics in decision making.
- 3) Competence to work collaboratively.
- 4) Exposure to global economic and business perspectives.

### Curriculum: EMBA

The minimum number of total credit hours for the Executive MBA is 50.0. There are twenty-four (24) required core courses of variable credits as indicated:

Executive Integral Leadership (3.0)  
Strategic Thinking (1.0)  
Evaluating Financial Performance (2.5)  
Introduction to Business Analytics (2.0)  
Introduction to Marketing (2.0)  
Economics of the Firm (2.0)  
Foundations of Ethical Business Conduct (2.0)  
Corporate Finance (3.0)  
Strategic Cost Management (2.0)  
U.S. and Global Economy (2.0)  
Operations Strategy and Supply Chain Management (2.5)  
Business Law (2.0)  
Strategic Marketing (2.0)  
Strategic Foresight (1.5)  
Leadership and Decision Making (2.0)  
Financial Statement Analysis (3.0)  
International Management (1.5)  
Negotiations (1.5)

International Systems Thinking (3.0)  
Strategic Planning for Growth (2.5)  
Design Thinking and Innovation (1.5)  
Global Finance (2.0)  
Executive Integral Leadership Applied Learning (0.5)

Additional program requirements include 3.0 elective credits and EMBA Orientation.

## Executive Master of Non-profit Administration

### Learning Goals: EMNA

- 1) Understanding of the unique demand, expectations, challenges, and opportunities of the nonprofit sector.
- 2) Familiarities with theories of business strategy.
- 3) Competence in making sound business decisions.
- 4) Interpersonal and communication skills.
- 5) Ability to integrate ethics in decision making.
- 6) Competence to work collaboratively.

### Curriculum: EMNA

The minimum number of total credit hours for the Master of Nonprofit Administration is 42.0. There are thirteen (13) required core courses of 3.0 credits each unless otherwise indicated:

Accounting in a Nonprofit Organization  
Board Relations and Management (1.5)  
Decision Analysis and Statistics  
Economics of NFP Enterprises  
Ethics in Nonprofit Organizations



## PROGRAM LEARNING GOALS AND CURRICULUM

(1.5)  
Field Project  
Financial Management  
Human Resource Management  
Legal Environment  
Management Communication (1.5)  
Marketing for Nonprofits  
Nonprofit Management: Leading  
with Social Impact (1.5)  
Planning and Policy

Additional program requirements:  
include a minimum of nine (9.0)  
elective credits and MNA Orienta-  
tion.

## Master of Science in Accountancy

### Learning Goals: MSA

1) Problem Solving - Students identify and clarify accounting problems, gather, evaluate, and analyze accounting information, search and interpret the appropriate authoritative literature, and justify the best alternative.

2) Ethics/Professionalism - Students recognize and evaluate ethical and professional aspects of business and accounting decisions.

3) Communication - Students effectively and professionally communicate orally and in writing.

4) Global Awareness - Students incorporate cross-border information, regulation, risks, and opportunities into business and accounting decisions.

### Curriculum: MSA

The minimum number of total credit hours for the Master of Science in Accountancy is 30.0. There are three (3) required core courses of either 2.0 or 3.0 credits as indicated:

Financial Management (3.0) or  
Financial Policy (2.0)  
Negotiation (2.0)  
Taxes and Business Strategy (3.0)

There are an additional three (3)  
required courses of 3.0 credits each  
that differ depending on which  
track the student is pursuing.

Additional Assurance and Advisory  
Service Track Requirements:

Advanced Assurance Services  
Analysis and Valuation Using  
Financial Statements  
Topics in Accounting Measurement  
and Disclosure

Additional Tax Services Track re-  
quirements:

Partnerships and Passive Activities  
Tax Research  
Taxation of Corporations and  
Shareholders

Additional program requirements  
include a minimum of thirteen  
(13.0) elective credits and MSA  
Orientation.

## Master of Science in Business Analytics

### Learning Goals: MSBA

1) Competence in the acquisition  
and analysis of data for business  
decision making.

2) Ability to recognize and structure  
business problems for quantitative  
analysis.

3) Competence to work collabora-  
tively.

4) Ability to identify and confront  
ethical dilemmas in business analyt-  
ics.

5) Ability to communicate effec-  
tively.

### Curriculum: MSBA

The minimum number of total cred-  
it hours for the Master of Science in  
Business Analytics is 30.0. There are  
fifteen (15) required core courses  
of 2.0 credits each unless otherwise  
indicated:

Introduction to Business Analytics  
(1.5)

Data Management Tools and  
Techniques

Data Exploration and Visualization  
Statistics I

Statistics II

Data Mining Tools and Techniques

Operations Modeling

Unstructured Data Analytics

Decision and Risk Analysis

Ethics and Big Data Analytics (1.5)

Integrative Practices

Marketing and Consumer Analytics

Time Series Analysis

Emerging Issues in Analytics

Analytics Capstone Project (3.0)

Additional program requirements  
include MSBA Orientation.

## Master of Science in Finance

### Learning Goals: MSF

1) Mastery of fundamental termi-  
nology, tools, technologies, and  
analytical frameworks.

2) Ability to integrate financial  
analyses into the context of an over-  
all business strategy.

3) Ability to integrate ethics into  
decision making.

4) Competency to work collabora-  
tively.

5) Ability to communicate effectively.

### Curriculum: MSF

The minimum number of total credit hours for the Master of Science in Finance is 35.5. There are ten (10) required core courses of 3.0 credits each unless otherwise indicated:

Financial Statement Analysis I  
 Financial Statement Analysis II  
 Financial Statement Forecasting (1.5)  
 Corporate Finance (4.0)  
 Investments (4.0)  
 Equity Valuation  
 Derivatives  
 Mergers & Acquisitions  
 Risk Management  
 Strategic Finance (4.0)

Additional program requirements include 4.0 elective credits and MSF Orientation.

## Master of Science in Management

### Learning Goals: MSM

- 1) Competence to analyze and evaluate business opportunities and challenges.
- 2) Ability to integrate ethics in decision making.
- 3) Competency to work collaboratively.
- 4) Exposure to global economic and business perspectives.
- 5) Ability to communicate effectively.

### Curriculum: MSM

The minimum number of total credit hours for the Master of Science in Management is 38.0. There are

eighteen (18) required core courses of 3.0 credits each unless otherwise indicated:

Quantitative Business Analysis (2.0)  
 Principles of Management  
 Statistics in Business  
 Financial Accounting I  
 Financial Accounting II  
 Finance Principles  
 Economic Analysis  
 Management Speaking (1.5)  
 Management Writing (1.5)  
 Foundations of Ethical Business Conduct (1.5)  
 Marketing Principles  
 Strategic Decision Making (1.5)  
 Process Analytics (1.5)  
 Corporate Finance  
 International Management (1.5)  
 Bridge to Success I  
 Bridge to Success II  
 Interterm  
 Additional program requirements include MSM Orientation.

## FINANCIAL INFORMATION

### Tuition and Expenses

The following rates are for the academic year 2017–2018, including summer 2017. Exceptions to these dates are listed in parentheses. Annual increases should be anticipated. Where fees are listed, the definitions of these fees are provided at the end of this section.

#### Accelerated MBA

Summer 2017 tuition is \$20,875. Academic year tuition is \$52,188. Technology Fee\* is \$250. Health Center Access Fee\*\* is \$150. MBA Student Association Fee\*\*\* is \$250.

#### Traditional MBA

Tuition is \$52,188. Technology Fee\* is \$250. Health Center Access Fee\*\* is \$150. MBA Student Association Fee\*\*\* is \$250.

#### MBA/MSBA Dual Degree

Tuition is \$55,463. Technology Fee\* is \$250. Health Center Access Fee\*\* is \$150. MBA Student Association Fee is \$250\*\*\*.

#### EMBA South Bend (matriculating Fall 2016)

Tuition (Fall 2016, Spring 2017, Fall 2017, and Spring 2018) is \$32,250 per semester.

#### EMBA South Bend (matriculating Fall 2017)

Tuition (Fall 2017, Spring 2018, Fall 2018, and Spring 2019) is \$30,315 per semester. Tuition for the Summer 2018 Session is \$7,740.

#### EMBA Chicago (matriculating Spring 2017)

Tuition (Spring 2017, Fall 2017, and Spring 2018) is \$43,000 per semester.

#### EMBA Chicago (matriculating Spring 2018)

Tuition (Spring 2018, Fall 2018, and Spring 2019) is \$40,420 per semester. Tuition for the Summer 2018 Session is \$7,740.

#### MS-Accountancy

Tuition is \$52,188. Technology Fee\* is \$250. Health Center Access Fee\*\* is \$150. MSA Student Association Fee\*\*\*\* is \$150.

### **MS-Business Analytics (matriculating Spring 2017)**

Spring 2017 tuition is \$22,205.  
Summer 2017 tuition is \$14,804. Fall 2017 tuition is \$22,205.

### **MS-Business Analytics (matriculating Spring 2018)**

Spring 2018 tuition is \$23,027.  
Summer 2018 tuition is \$15,351. Fall 2018 tuition is \$23,027.

### **MS-Finance (matriculating Spring 2017)**

Spring 2017 tuition is \$22,205.  
Summer 2017 tuition is \$14,804. Fall 2017 tuition is \$22,205.

### **MS-Finance (matriculating Spring 2018)**

Spring 2018 tuition is \$23,027.  
Summer 2018 tuition is \$15,351. Fall 2018 tuition is \$23,027.

### **MS-Management**

Summer 2017 tuition is \$16,421.  
Academic year tuition is \$32,842.  
Technology Fee\* is \$250. Health Center Access Fee\*\* is \$150. MSM Student Association Fee\*\*\*\* is \$150.

### **Executive Master of Nonprofit Administration**

Tuition is \$930 per credit hour.

\* The technology fee provides partial funding for the University's enterprise-wide technology infrastructure, which provides all students access to the Internet, e-mail, course ware, campus clusters, and a wide array of the latest software. This fee also provides for the growth in student services, such as course

and degree requirements, web registration, and value-added Internet-related capabilities.

\*\* The health center access fee provides students access to all services at the University Health Center and University Counseling Center, including 24-hour medical care and counseling/mental health assistance, and alcohol and drug education programs, as well as health education and wellness programs. It also provides partial funding to address increasing student health and wellness needs, along with funding to maintain health facilities.

\*\*\* The MBA Association fee, charged in the fall semester to all MBA students, covers the cost of various club and committee activities including but not limited to career-related panels and excursions, an annual MBA retreat, and student events during graduation week. The fee also helps to cover student meeting expenses and MBAA-sponsored activities and social events.

\*\*\*\* The MSA Association fee, charged in the fall semester to all MSA students, covers the cost of various student social events and activities planned by the MSM Association and its committees, including but not limited to an annual dance and events held during graduation week. The fee also helps to cover student meeting expenses.

\*\*\*\*\* The MSM Association fee, charged in the fall semester to all MSM students, covers the cost of various student social events and activities planned by the MSM Association and its committees, including but not limited to an annual dance and events held during graduation week. The fee also helps to cover student meeting expenses.

## **Student Accounts**

Confirmation deposits are processed via the student's program and forwarded to the Office of Student Accounts as the initial payment on the account. Tuition and fees are payable in advance at the beginning of each semester. Students should log into IRISHPAY, the University's online student account statement and payment system available to both students and their authorized payers, to view account activity. Payments may be made through IRISHPAY via electronic check (e-check). Please note that Notre Dame does not accept credit cards for payment of tuition and fees. Tuition and/or fees not covered by fellowship are the responsibility of the student. A student may not register for a new semester or receive transcripts, certificates, diploma, or any information regarding his or her academic record until the account has been settled in full.

For questions regarding student accounts, contact the Office of Student Accounts at:

Telephone: (574) 631-7113

E-mail: [stdacct@nd.edu](mailto:stdacct@nd.edu)

Web: <http://studentaccounts.nd.edu>

## **Separation from the University**

Any graduate business student who at any time within the school year wishes to separate from the university must contact the Office of the Registrar to complete the "Separation from the University eForm". The student is responsible for initiating the form when they are seeking to separate from the University.

## FINANCIAL INFORMATION

Separation requires the approval of Mendoza's associate dean for graduate programs.

For the purposes of financial aid determinations, a student's separation date is the date the University determines either that the student began the University's separation process or that the student otherwise provided the University official notification (in writing or orally) of his or her intention to separate from the University. Calculations related to the Separation Policy are provided in detail at: <http://studentaccounts.nd.edu/policies-procedures/>.

## Housing

University housing for married, families and single students is available on or adjacent to the campus.

Accommodations for students with families are available in University Village, a complex of 100 two-bedroom apartments (limited four-bedroom apartments) with washer/dryer or in the Cripe Street Apartments, with 24 one-bedroom units.

Accommodations for approximately 140 full-time, degree-seeking single graduate men and women are available in the 36-unit O'Hara-Grace Graduate Residence adjacent to the campus. Each apartment has a kitchen, one-and-one-half baths, living, and bedroom accommodations for four students.

The Fischer Graduate Housing apartment complex offers apartments with a kitchen, one full bath, and living and bedroom accommodations for two single students.

The above properties are currently under the management of Bradley Company. Interested students can contact them directly at (574) 631-8607 or at <http://fog.bradleyco.com>

For questions regarding housing, contact the Housing Office at:

Phone: (574) 631-5878

Web: <http://housing.nd.edu/graduate>

## Health Insurance

The student will be automatically enrolled in the University-sponsored plan, and the charge for the premium will be placed on the student's account prior to the start of the academic year. At the beginning of each academic year, the opportunity is provided to show proof of comparable health insurance coverage. If University Health Services accepts this coverage, the charge for the University-sponsored-plan will be removed from the student's account by University Health Services.

Information regarding the University-sponsored plan is mailed to the student's home address in July. Additional information is available in University Health Services by contacting the Office of Insurance and Accounts at (574) 631-6114 or referring to the UHS website: <http://uhs.nd.edu/insurance-billing/>.

The cost of the student premium for the 2017–2018 academic year (effective August 15, 2017, to August 14, 2018) is \$2,265. The insurer for the student health insurance policy is Aetna.

Premium information for dependent coverage may be found on the University Health Services website.

Travel Accident Insurance

Students injured while traveling on University business which has been approved by the student's

degree program are covered by Notre Dame travel accident insurance. Compensation in set amounts is available for death or loss of arms or legs. Medical expenses in excess of other insurance are paid up to a maximum dollar amount.

For questions regarding health insurance, contact University Health Services at:

Phone: (574) 631-6114

Web: <http://uhs.nd.edu>

## Travel Reimbursement

Reimbursement is subject to University travel policy, which can be found on the Controller's website, under Policies and Procedures: <http://controller.nd.edu>

Applications for reimbursement of travel expenses is made directly to the student's program of study.

## Summer Employment

Students in course-based master's programs have no University-imposed limitations on paid employment when classes are not in session. The requirement (based on current United States immigration regulations) that international students studying on an F-1 or J-1 visa seeking off-campus employment obtain written authorization through the appropriate staff member within Notre Dame International applies during academic-year breaks and in the summer months as well.

## FELLOWSHIPS AND FINANCIAL AID

Exact amounts for the following aid will vary with the type of support and the program. Exact figures can be obtained from the particular program to which the student has been admitted.

Only full-time, degree-seeking students are eligible for support. Initiation and continuation of financial support depends on the student's maintaining academic good standing.

### Fellowships

Fellowships are awarded to assist a student in the pursuit of a degree. No obligation for teaching or research is expected in return. Students who have been awarded fellowships are expected to devote themselves fully to scholarship.

Fellowship recipients will be notified by an award letter. Fellowships are awarded as a set amount for a year, but fellowship disbursement payments are divided equally over the number of semesters that the student is in attendance each year, which varies by program. Each semester's fellowship disbursement depends on the student maintaining academic good standing.

Meyer Fellows in the traditional MBA and MBA/MSBA are awarded a full-tuition scholarship as well as a fellowship.

### Financial Aid

In addition to fellowships described above, the Office of Financial Aid, located in 115 Main Building, administers federal and private financial aid

programs to assist in the financing of your Notre Dame education.

### Applying for Federal Student Aid

In order to be eligible for federal student assistance, a student must be a U.S. citizen, permanent resident, or eligible noncitizen. In general, students must be classified as degree seeking to participate in the federal aid programs and enrolled at least half-time. The Free Application for Federal Student Aid (FAFSA) is the annual application required for consideration for all federal student assistance. Complete the application online, listing Notre Dame (Federal School Code 001840) in the appropriate section. Priority processing consideration will be given for those applicants submitting the FAFSA by February 28. If eligible, students are strongly encouraged to use the IRS Data Retrieval Tool option when completing the FAFSA. Choosing to use this option will streamline completion of federal verification requirements and expedite the review of your financial aid application.

### Academic Standing and Satisfactory Progress

The U.S. Department of Education requires students to maintain satisfactory progress toward completing their degree in order to receive financial aid. Satisfactory academic progress requirements for financial aid recipients may not be the same as the University's requirements for academic good standing. Students are required to maintain a minimum cumulative grade point average, be on pace to graduate, and complete their degree within a maximum time frame. All semesters of enrollment are reviewed regardless of whether aid was received. Addition-

al details may be obtained from the Office of Financial Aid website.

### Federal Direct Loan

The terms of the non-need-based Unsubsidized Federal Direct Loan Program require that the borrower repay, with interest, this source of financial assistance. This program is referred to as "unsubsidized" because the federal government is not paying the in-school interest to the lender while the student is enrolled in school. Interest on the Unsubsidized Direct Loan begins to accrue after disbursement of the loan funds; however, the student may choose to have the payment of the interest deferred during enrollment and later capitalized (added to the principal) at the time repayment begins. For a list of additional terms of the Unsubsidized Direct Loan, visit the Office of Financial Aid website.

The amount a student may borrow from the Direct Loan Program may be limited by other financial assistance received by the student. Financial assistance includes, but is not limited to, the following: fellowships, assistantships, University scholarships, tuition remissions, all types of grants, residence hall appointments, need-based employment, and any loan received under the auspices of the Higher Education Act as amended. Should a student's eligibility be impacted at any time during the loan period, the Direct Loan will be subject to adjustment. All eligibility changes will be reported to the student's lender.

### Federal Direct PLUS Loan

The Federal Direct PLUS Loan provides a borrowing option for graduate/professional students. Based upon the borrower's credit history, a student may borrow through this

federally guaranteed, non-need-based loan program. Direct PLUS Loan applications are subject to Department of Education credit review. The maximum PLUS loan amount is the full cost of attendance minus all other financial aid. Repayment begins after the loan is fully disbursed or may be deferred while the student is enrolled in school. For a list of additional terms of the Direct PLUS Loan, visit the Office of Financial Aid website.

### **Private Student Loans**

After exhausting the opportunities available from the federal aid programs, many students will consider private loan programs as a source of funding.

The terms and conditions of these credit-based loan programs vary, and as such, students are encouraged to review the details of the programs before selecting a private loan program. Private loans are not eligible for loan consolidation programs made available for federal student loans. Interest rates, fees (both at the time of borrowing and at repayment), credit checks, and annual and aggregate loan limits require careful evaluation by the student as a consumer.

For questions regarding financial aid, contact the Office of Financial Aid at:

Telephone: (574) 631-6436

E-mail: [fnaid@nd.edu](mailto:fnaid@nd.edu)

Web: <http://financialaid.nd.edu>