

Graduate Policies and Programs

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Student Admission and Registration

The admission process reflects Franklin University's desire to ascertain the capability of potential students to undertake the rigors of graduate level study. The selection criterion for Franklin's graduate programs as determined by faculty emphasizes academic ability, contributory work experience and personal qualities and characteristics. The process for admission provides multiple pathways into the graduate program of choice. The admission pathways also recognize the diversity of students, their past educational achievements, and professional performance. The graduate admissions pathways are explained below.

Path #1:

Requirements for admission include having earned a bachelor's degree from a regionally accredited institution with a 3.0 GPA on a 4.0 scale (No particular previous course of study is required to apply).

Path #2:

If an applicant has earned a bachelor's degree from a regionally accredited institution but their GPA is less than 3.0 (but above 2.75), then an evaluation of the GMAT scores for the MBA and MCM programs or GRE scores for the Computer Science program will be required. The candidate's work history and other personal qualities and characteristics will be considered as well.

Path #3:

If an applicant has earned a bachelor's degree from a regionally accredited institution and if their GPA is less than 2.75, then an evaluation of scores from the GMAT for the MBA and MCM programs or the assessed score from the GRE for the Computer Science program, work experience, and other personal qualities and characteristics will be considered for granting a conditional admission status. The student, if admitted conditionally, must earn a grade of B (3.0) or better in their first two graduate courses to reach full admission. If the student fails to earn a grade of B (3.0) or better in either of the first two graduate courses they will be dismissed from the university.

GRADUATE GENERAL AND PROGRAM SPECIFIC REQUIREMENTS

- All graduate programs require a score of 550 (paper-based), 213 (computer-based) or 79 (Internet-based) or higher on the Test of English as a Foreign Language (TOEFL) or a score of 7.0 on the International English Language Testing System (IELTS) of those who are not a U.S. citizen and for whom English is not their first language, as well as an English evaluation by Franklin University, if necessary.
- Masters of Science in Marketing & Communications requires a course in the principles of marketing as an essential foundation for the MCM program. Students who have not completed a principles of marketing course with a grade of C or better will be required to complete MCM 607.
- Masters of Science in Computer Science will determine on an individual basis, prerequisite requirements upon the review of the applicant's bachelor's degree courses, work experience or demonstrated competency in Computer Science.

TRANSFER STUDENT GUIDELINES

- Applicants from regionally accredited institutions of higher education (or institutions recognized as candidates for accreditation) may be granted transfer credit based on an evaluation by Franklin University of official transcripts and course descriptions sent directly to the University's Graduate Admission and Services Office from all colleges previously attended. Normally, credit will be accepted for comparable graduate courses completed with a grade of "B" or higher and completed within the timeframe established for the subject area in question. Eight hours of transfer credit, up to two courses, may be used in the MBA Program, the MCM Program and the MSCS Program.
- Transfer students must meet University Graduate School residency requirements; that is, they must earn a minimum of 30 graduate credit hours at Franklin University for MCM and 32 graduate credit hours at Franklin University for both MBA and MSCS programs.

INTERNATIONAL STUDENT ADMISSION

International students who wish to apply to Franklin University for admission as a non-immigrant must submit:

- a completed Graduate Application Form and an International Student Supplemental Admission Form;
- a \$43.00 non-refundable application fee;
- a completed financial statement signed by the financial sponsor. This financial statement must be accompanied by an official statement from the sponsor's bank or financial institution to verify the availability of funds (F-1 status only);
- certification of completion of the equivalent of a United States bachelor's degree, or a three-year bachelor's degree from a non-United States institution that is accredited by the Ministry of Education or equivalent government ministry in the particular country;
- evidence of English language proficiency through official TOEFL or IELTS scores as required by each major program and/or other required testing;
- official copies of transcripts and certified translations of all transcripts and course descriptions of all postsecondary coursework; and
- a completed International Student Transfer Form if SEVIS record is held at an United States educational institution other than Franklin University (F-1 status only).

For assistance with the above, please contact Graduate Student Services at 614.797.4700, toll free at 1.877.341.6300 or via email at gradschl@franklin.edu.

Note: Health insurance coverage is required for all international students with an F-1 visa. Insurance premiums are billed automatically to the student's tuition account. Premiums are due to the Business Office by the first day of 15-week classes, or a late fee is incurred. A waiver of this health insurance coverage may be granted to students who meet the waiver requirements and submit the waiver petition and documentation by the first day of the 15-week classes. Students taking a vacation trimester can retain coverage by completing a bridge application. Spouse and dependent coverage is also available. Forms and additional information regarding this insurance requirement may be obtained from the Office of International Student Services.

Individuals who wish to apply to one of Franklin University's graduate programs and are not a U.S. citizen nor plan to apply for F-1 student status may be required to submit the following items:

- a completed Graduate Application Form and an International Student Supplemental Admission Form;
- documentation of your legal status in the U.S.; and
- evidence of English language proficiency through official TOEFL or IELTS scores as required by each major program and/or other required testing.

REGISTRATION

Graduate Student Services Associates (GSSA) automatically register graduate students for classes each trimester. A Program Plan will be completed by the student within the first trimester of study. The Program Plan will be the basis of student registration. The Plan will be kept on file in the Graduate Admission and Services Office and students will be registered for classes as outlined in their Program Plan.

An approved copy of the schedule and fee statement will be forwarded to students each trimester. If there are problems connected with registration, students must contact the appropriate GSSA to make the necessary changes. Registrations or additions of courses are not accepted without the instructor's permission after the class has met the first time. The GSSA will drop or change a student's schedule through communication with the student.

Students with prior financial balances or financial aid "holds" must clear these problems prior to registration.

EMPLOYER NOTIFICATION

Upon receipt of the Certification Letter by the Registrar's Office, the University will notify a student's employer by letter that a student has enrolled for a trimester or has completed a trimester's work.

Academic Policies

GENERAL DEGREE AND RESIDENCY REQUIREMENTS

Degree Requirements

To be awarded a master's degree, students must:

- successfully complete all courses required in the specific master's degree program;
- maintain a minimum cumulative grade point average (GPA) of 3.00;
- meet the Franklin University residence requirement;
- complete the payment of all requisite tuition and fees; and
- not be under disciplinary dismissal due to academic dishonesty or a violation of the Student Code of Conduct.

RESIDENCY

MBA and MSCS students must earn in residence at Franklin University at least 32 of the 40 required credit hours. MCM students must earn in residence at Franklin University at least 30 of the 38 (40 if they must take MCM 607) required credit hours. Transfer credit awarded based on experiential learning shall not count toward the residence requirement at Franklin University.

ACADEMIC CREDIT AND COURSELOAD

Students should plan academic loads in consultation with a Graduate Student Services Associate (GSSA). Academic load is designed as follows:

- Full-time: 6 or more credit hours
 Half-time: 3-5 credit hours
 Less than half-time: 1-2 credit hours

RATE OF PROGRESS

As evidence of satisfactory progress toward a master's degree, students must complete all requirements for the degree within five years.

GRADE REPORTS

Grade reports normally are mailed within one week after the end of each session or grade period (a grade period is defined as any period in which a grade is earned, i.e., 3, 6 or 12 weeks depending on the length of the course). No grades will be released by telephone.

Graduate Grades

The purpose of grading is multi-fold: to provide feedback on how well a student is doing relative to meeting course requirements, and to chronicle the student's academic development for appropriate recognition. It is the expectation that our graduate students master each course taken. We consider the grade of "B" (3.0) or higher as representing this "mastery" criteria. The following grades are used to calculate a graduate student's grade point average (GPA) and to meet the above stated standards at Franklin University:

- A 4.0 points
 A - 3.7 points

- B + 3.3 points
 B 3.0 points
 B - 2.7 points
 C 2.0 points
 F or IF 0 points (Failure)
 Z Administrative Withdrawal 0 points (Failure)

The following grades and symbols are used but do not affect the grade point average:

- I Incomplete must be completed within 30 days after the beginning of the next trimester. In a Pass/No Credit course, an Incomplete converts to "NC" after the deadline. In a letter-graded course, an Incomplete converts to "IF" after the deadline. An "IF" is calculated in the GPA. (See "Withdrawal from a Course" for additional information.)
 P Pass — calculated only in hours earned
 NC No credit
 NZ Administrative Withdrawal (for courses taken P/NC)
 W Withdrawn from a course
 CK Credit granted after the Forgiveness Policy.
 CR Grades of "C" are changed to "CR" and not calculated in the GPA if a student has retaken the identical course for credit.
 FK Credit granted after the Forgiveness Policy.
 FR Grades of "C" are changed to "CR" and not calculated in the GPA if a student has retaken the identical course for credit.
 ZK Credit granted after the Forgiveness Policy.

GRADE FORGIVENESS POLICY

The Grade Forgiveness Policy was designed to be used only by former students whose previous academic performance at Franklin University was extremely poor (as determined by a cumulative GPA lower than 3.0), but who wish to return to the University. Usually, persons seeking permission to use the Grade Forgiveness Policy have not been students at Franklin University for several years. However, occasionally it is appropriate for permission to be granted to students who have no break in attendance. Students interested in further information should contact their Graduate Student Services Associate or the University Registrar no later than 30 days prior to the start of the trimester in which they request the policy to be implemented.

The policy gives Franklin University students a one-time opportunity to have their GPA recalculated. C, Z and F grades in graduate courses may be forgiven by changing them to a CK, ZK or FK grade by approval of the Chair of the graduate program. This removes them from the GPA calculation, but leaves them on the record. The acceptable reasons for this shall be in the following cases:

- The program has been changed and the student cannot retake a course to receive a passing grade, as that course number is no longer offered. Instead, the student has a passing grade in a new course that has replaced the old course. In this case it is reasonable to remove the grade of the old course from the GPA calculation by changing it to CK, ZK or FK.
- The student has failed an elective course and the Chair approves the substitution of an alternate elective (providing the program has defined electives). The old grade can be removed from the GPA by changing to CK, ZK or FK.

In any other case, the approval for changing a grade may be done with the approval of the Provost.

Documentation of the change shall be sent to the Graduate Student Services Associate and placed in the student's file for historical record. Questions regarding financial aid and veterans benefits should be directed to the Financial Aid office.

Grade Point Average (GPA)

The GPA is an indicator of the student's academic progress. It is determined by dividing the total number of grade points earned by the total number of credit hours attempted (not actual hours earned). The following example shows how the GPA is computed for a student who completed two 3 credit hour courses.

Course	Grade	Point Equiv.		Credit Hours Attempted		Total Pts. Earned
First	A	4	x	3	=	12
Second	C	3	x	3	=	9
Total				6		21

The GPA for this trimester is found by dividing the total points earned (21) by the total number of credit hours attempted (6); thus, this student's GPA is 3.50.

Grading Guidelines

The assignment of a letter grade for a course is an indication of the student's overall success in achieving the learning outcomes for the course. The course letter grade may be viewed as a summary statement of the student's achievement in individual assessments (assignments and activities). These assessments are intended to identify for students their strengths as well as those areas in need of improvement. Students work is assessed according to the guidelines below.

Course-level Grading Guidelines:

- A95 – 100% of the total possible points.
- A-90 – 94% of the total possible points.
- B+ 87 – 89% of the total possible points.
- B84 – 86% of the total possible points.
- B-80 – 83% of the total possible points.
- C70 – 79% of the total possible points.
- F<70% of the total possible points.

ASSESSMENT (ASSIGNMENTS & ACTIVITIES) GRADING GUIDELINES

Grade: A

Guidelines: Superior Graduate Performance (exemplary work that greatly exceeds requirements)

Typical Factors

All main points are clearly and precisely stated and contain a high degree of mature, creative and fully developed expression of ideas; no noticeable or distracting grammatical, typographical or spelling errors; completed work highly exceeds stated requirements; demonstrates superior level and type of expression; displays strong evidence of highly organized thought process.

Business Example

Communicates the highest level of mastery. Project worthy of highlighting in your professional portfolio. Professor would be honored to recommend you to do this type of work for a high-quality organization. Members of the executive staff who review the project are highly interested in your work and may want to create (if one does not exist) an advanced position in their area for you on the spot.

Grade: A-

Guidelines: Excellent Graduate Performance (greatly exceeds requirements)

Typical Factors

All main points are clearly and precisely stated and contain evidence of innovation and creativity; minor grammatical or spelling errors; assignment demonstrates well above average and appropriate level and type of expression.

Business Example

Communicates a high level of competence. Project worthy of inclusion in your professional portfolio. Professor would write a positive recommendation to others on your behalf to do this type of work for a high-quality organization. Members of the executive staff who review the project become interested and would consider placing you on a fast track for an advanced position in their functional areas.

Grade: B+

Guidelines: Aboved Expected Graduate Performance (somewhat exceeds requirements)

Typical Factors

All main points were covered and well supported; relatively few grammatical, typographical or spelling errors; finished assignment demonstrated above average and appropriate level and type of expression.

Business Example

Communicates above average competence. Could be included in a professional portfolio. Work clarifies action taken on behalf of an employer's request. Your immediate superior, upon reviewing the project, believes that you can rationally support your decisions and choices. Your supervisor may be interested not only in your work, but might consider creating a new, or expanding the current, position for you to specifically perform this or similar type of work.

Grade: B

Guidelines: Expected Graduate Performance (meets all requirements)

Typical Factors

All main points covered; relatively few noticeable and distracting grammatical, spelling and typographical errors; assignment demonstrated average and appropriate level and type of expression.

Business Example

Communicates an average level of competence. Work may or may not qualify for inclusion in a professional portfolio highlighting your skills and abilities. Work provides specifically what was asked for. Your capabilities, as demonstrated by this work, will ensure a measure of confidence in your ability to meet the performance needs of the organization.

Grade: B-

Guidelines: Somewhat Below Expected Graduate Performance (does not meet some requirements)

Typical Factors

Some main points missing; some organizational and structure problems exist; meets some stated requirements; several grammatical, spelling and typographical errors; assignment demonstrates below average and appropriate level and type of expression.

Business Example

Communicates below average level of competence. Work does not qualify for inclusion in a professional portfolio highlighting skills and abilities. Work lacks required components. Would not succeed in moving beyond the current position in organization without further development.

Grade: C

Guidelines: Clearly Below Expected Graduate Performance (does not meet many requirements)

Typical Factors

Some main points are incomplete, while others are missing; major grammatical, spelling and typographical errors; evidence of disorganized thought process.

Business Example

Demonstrates inability to perform in a competitive work environment. Work does not qualify for any reference pertaining to skills and abilities. Work would justify assigning challenging projects to another employee.

Grade: F

Guidelines: Greatly Below Expected Graduate Performance (meets few or no requirements)

Typical Factors

Highly disorganized work; poor use of English, large number of grammatical, typographical and spelling errors; evidence of disorganized thought process.

Business Example

Not acceptable.

Grade: I

Guidelines: Incomplete (missing one or more course requirements)

Typical Factors

Family emergency or some other unexpected occurrence prevented submission of a required assignment.

WITHDRAWAL FROM A COURSE

Students wishing to withdraw from a class must submit an Add/Drop Form. After the first week of class, a withdrawal will result in a grade of “W” (Withdrawn) on the student’s academic record but will not be calculated in the grade point average. Tuition charges will be based on the date the student submits an Add/Drop Form to the University (see “Tuition Charges on Course Withdrawals”). A student who never attends or stops attending a class but fails to submit an Add/Drop Form to withdraw is obligated for full tuition and will receive a grade (possibly a failing grade of “Z”) from the instructor based on all work assigned and/or completed.

Based on evidence of excessive absence or missed exams as defined in the course syllabus, a faculty member may initiate a student’s withdrawal through the Registrar’s Office. The Financial Aid office also may request the Registrar to withdraw a student for non-attendance. In either case, the tuition and payment policy will be applied (see “Tuition Charges on Course Withdrawals”).

The deadline for a student to withdraw from a graduate class is specified in the following table:

Class Delivery Format	Withdrawal Deadline
Balanced Learning Format (3-, 6-, 9- or 12-week BLF)	Sunday prior to the last scheduled week of class
Graduate Session (6-week)	End of week 5
Graduate Traditional (12-week)	End of week 11

INCOMPLETE GRADES IN PREREQUISITE COURSES

Graduate students must successfully complete courses that are prerequisites to other courses; a grade of Incomplete (I) is not sufficient for continuation to the second course. This rule may be waived only by written permission of the Program Chair, with the consent of the faculty member whose course is involved.

RETAKING A COURSE FOR CREDIT

Any graduate student receiving a “C” (this will include “C+”, “C” and “C-”) or lower, in any course, will be required to retake and complete that course with a “B” (this will include “B+”, “B” and “B-”) or better, before moving on to another course.

Upon completion of a repeated course, only the cumulative GPA will be recalculated. Credit for the course will be given only once.

This policy does not, at any time, supersede the required minimum academic standards for continued enrollment as defined in the Bulletin.

Students retaking courses should consult the Financial Aid office to determine the consequences of financial aid or veterans benefits in course retakes.

APPLICATION FOR DEGREE

Applications and fees for graduation are due in the Registrar's Office by the fourth Tuesday of the trimester for all students who expect to complete degree requirements by the end of that trimester. Applications are available from the Graduate Services Office. The graduation application fee is \$75. An additional late fee is charged for applications received after the deadline. The application fee is non-refundable.

TRANSCRIPTS

The student's signature is required to release a transcript. Requests for transcripts will be honored promptly in the order that the requests are received; however, during busy periods such as examinations, commencement or registration, there may be some delay. Therefore, transcripts should be requested well in advance of these periods. For a \$7 fee, students can order transcripts online at www.credentials-inc.com. Online transcript requests will be processed and mailed within one day. When ordered in person or through the mail, transcript requests take an average of three business days to process and mail. There is a \$15 rush fee for transcripts requested on demand. No transcript of any record will be issued for a student whose financial obligation to the University has not been satisfied and/or for a student in default of a student loan or who has an overpayment of Title IV funds. The student should be aware that courses/degree programs may not transfer. The transfer of course/degree credit is determined by the receiving institution.

ACADEMIC STANDARDS

PROBATION AND DISMISSAL

Graduate students must maintain a minimum cumulative grade point average (GPA) of 3.00. Any graduate student whose cumulative GPA falls below 3.0 at the end of any grading period (a grade period is defined as any period in which a grade is earned, i.e., 3, 6 or 12 weeks depending on the length of the course) will be placed on probation and may be scheduled for counseling. Any student who fails to attain a cumulative GPA of 3.00 within one grading period of enrollment following academic probation will be subjected to academic dismissal.

ACADEMIC INTEGRITY

The purpose of education is to advance one's own intellectual skills and knowledge and to demonstrate the outcomes of these efforts. An essential and shared value in higher education is presenting one's own work and properly acknowledging that of others. Any violation of this principle constitutes a violation of academic integrity and is liable to result in a charge(s) of academic dishonesty. Forms of academic dishonesty include:

- Plagiarism — submitting all or part of another's work as one's own in an academic exercise, such as an examination, computer program or written assignment.
- Examples of plagiarism – include but are not limited to:
 1. Failure to use APA standards to properly cite the work of others.
 2. Cutting and pasting from other sources without citation.
 3. Recycling one's own work in a different class without citation.
 4. Submitting a purchased term paper, in whole or in part.
- Cheating — using or attempting to use unauthorized materials on an examination or assignment, such as using unauthorized texts or notes or improperly obtaining or attempting to obtain, copies of an examination or answers to an examination.
- Facilitating Academic Dishonesty — helping another commit an act of academic dishonesty, such as substituting for an examination or completing an assignment for someone else or making assignments available for another student to copy.
- Fabrication — altering or transmitting, without authorization, academic information or records.

I. REPORTING A CHARGE OF ACADEMIC DISHONESTY

If a faculty member determines that a student has violated the Academic Integrity Policy the faculty member will provide the student with notification of the charge of academic dishonesty through Franklin University email within seven (7) calendar days after discovery of the incident occurs and followed by certified mail delivery to the student's address on record. The written charge will include the particular allegation; names of other participants or witness(es) where appropriate; and the date, time, location and other relevant circumstances of the incident.

A disciplinary notation for academic dishonesty will be entered on the student's academic record by the University Registrar.

II. PENALTIES FOR ACADEMIC DISHONESTY

A. First Incident

The Lead Faculty member and the course faculty member will determine the penalty for the first incident, with the penalty ranging from a score of zero on the particular item being submitted to a failing grade in the class depending on the severity of the incident and the intent of the student. The student may also be required to complete a workshop on appropriate citation and referencing conducted by the Student Learning Center.

A subsequent incident of academic dishonesty in the same class will result in a failing grade in the class and, in combination with the first charge, will be recorded as a single incident on the student's academic record.

A violation of the Academic Integrity Policy will result in the removal of the student's option to withdraw from the class to avoid a failing grade. Administration may also place a hold on a student account during the investigation of a violation of academic integrity and/or retroactively change a grade due to the severity of the incident.

B. Second and Final Incident

Any subsequent violation of the Academic Integrity Policy in any other class will result in a failing grade in the class as well as disciplinary dismissal from the University. The Provost will notify the University Registrar to enter the notation “Dismissed for Academic Dishonesty” on the student’s academic record.

III. APPEAL PROCESSES

Franklin University’s appeal processes are designed to preserve academic integrity by providing a student the opportunity to have the charge(s) of academic dishonesty or a final grade(s) reviewed secondarily by an independent Academic Appeal Officer and, if necessary, by the Provost.

Each step of the respective process has been specifically designed to accomplish the goal of providing the student with a decision demonstrated by the exercise of honest, professional judgment. Failure to meet any timeline within the appeal processes will result in a waiver of the student’s right to invoke an appeal. The Academic Appeal Officer and/or Provost will provide the student with notification of the waiver through Franklin University email and via certified mail delivery.

The student’s academic standing will not be altered during the appeal process. In cases where the grade appeal is filed in a prerequisite course, the grade remains in effect, unless and until the appeal is upheld. The final result of the appeal will be updated to the student’s record accordingly and any necessary changes will be documented at that time by the University Registrar.

The Academic Appeal Officer or Provost may request or approve a request for a hearing with relevant individuals, either individually or together, as deemed appropriate by the administrator.

All appeals, including questions regarding the process or any matters relating to an appeal, must be sent to caoappeal@franklin.edu. The subject line of the message must include the student’s full name and course number.

A. Appeal of Charge of Academic Dishonesty

An appeal may be invoked for a charge or penalty pertaining to the University’s Academic Integrity Policy.

Step One: The Faculty Member

A good faith appeal discussion with the faculty member must be initiated in writing by the student within 15 calendar days of the date of the Franklin University email notification. If the student believes the good faith appeal discussion has not adequately resolved the matter, the student may move forward to Step Two, submission of the appeal to the Provost.

Step Two: The Provost

The student must submit a formal written appeal to the Provost (via email to caoappeal@franklin.edu) within 15 calendar days from the date of the good faith discussion, including:

1. Background information.
 - a. Date
 - b. Student’s name and identification number
 - c. Course name, number, and section
 - d. Course trimester (Fall, Winter, Summer) and year

- e. Faculty member’s name
- f. Reason for the academic dishonesty appeal
- g. Date of good faith appeal discussion
- h. Outcome of the good faith appeal discussion

2. Facts – state all relevant facts in dispute with supporting documentation (including all assignments in question). For all persons/witnesses, list full name(s), contact information, and facts specific to each individual. Facts and/or documents not included will not be considered.
3. Desired outcome of the appeal (be specific).
4. Rationale in support of the desired outcome.

The Provost or designee will appoint an independent Academic Appeal Officer to review and investigate the case. The Academic Appeal Officer will issue a written decision to the student through Franklin University email and via certified mail delivery within 15 calendar days of the date the appeal is received by the Provost. The Academic Appeal Officer may prescribe alternate penalties, such as suspension, to those listed under “Penalties for Charges of Academic Dishonesty” as deemed appropriate.

If the student or the faculty member believes the Academic Appeal Officer’s decision has not adequately resolved the matter, either the student or the faculty member may move forward to the Final Step of the appeal process, submission of the second appeal to the Provost.

Final Step: The Second Appeal to the Provost

The student or faculty member must submit a written appeal (via email to caoappeal@franklin.edu) within 15 calendar days from the date of the Academic Appeal Officer’s decision, including:

1. Date
2. Student’s name and identification number
3. Summary of all facts pertaining to the appeal to date (facts and/or documents not included will not be considered)
4. A letter explaining why the Academic Appeal Officer’s decision is being appealed
5. Desired outcome of the appeal
6. Rationale in support of the desired outcome
7. Attached copies of the:
 - a. Appeal submitted to the Provost in Step Two
 - b. Academic Appeal Officer’s written decision

The Provost or designee will issue a written decision to the student through Franklin University email and via certified mail delivery within 15 calendar days of the date of the receipt of the appeal.

B. Academic Grade Appeal

An academic grade appeal may be invoked for a final course grade.

Step One: The Faculty Member

A good faith appeal discussion with the faculty member must be initiated by the student in writing within 15 calendar days of the last day of the class. If the student believes the good faith appeal discussion has not adequately resolved the matter, the student may move forward to Step Two, submission of the appeal to the Provost.

Step Two: The Provost

The student must submit a formal written appeal to the Provost (via email to caoappeal@franklin.edu) within 15 calendar days from the date of the good faith discussion, including:

1. Background information.
 - a. Date
 - b. Student's name and identification number
 - c. Course name, number, and section
 - d. Course trimester (Fall, Winter, Summer) and year
 - e. Faculty member's name
 - f. Reason for the academic grade appeal
 - g. Date of good faith appeal discussion
 - h. Outcome of the good faith appeal discussion
2. Facts – state all relevant facts in dispute with supporting documentation (including all assignments in question). For all persons/witnesses, list full name(s), contact information, and facts specific to each individual. Facts and/or documents not included will not be considered.
3. Desired outcome of the appeal (be specific).
4. Rationale in support of the desired outcome.

The Provost will appoint an independent Academic Appeal Officer to review, investigate and make a decision in the case. The Academic Appeal Officer will issue a written notice of the decision to the student through Franklin University email and via certified mail delivery within 15 calendar days of the date the appeal is received by the Provost.

If the student or the faculty member believes the Academic Appeal Officer's decision has not adequately resolved the matter, either the student or the faculty member may move forward to the Final Step of the appeal process, submission of the second appeal to the Provost.

Final Step: The Second Appeal to the Provost

The student or faculty member must submit a written appeal (via email to caoappeal@franklin.edu) of the Academic Appeal Officer's decision within 15 calendar days from the date of the written decision, including:

1. Date
2. Student's name and identification number
3. Summary of all facts pertaining to the appeal to date (facts and/or documents not included will not be considered)
4. A letter explaining why the Academic Appeal Officer's decision is being appealed
5. Desired outcome of the appeal

6. Rationale in support of the desired outcome
7. Attached copies of the:
 - a. Appeal submitted to the Provost in Step Two
 - b. Academic Appeal Officer's written decision

The Provost or designee will issue a written decision to the student through Franklin University email and via certified mail delivery within 15 calendar days of the date of the receipt of the appeal.

IV. DEFINITIONS

- Faculty member – the faculty member with first-hand knowledge of the violation. If the faculty member is the Provost, the President will appoint an Academic Appeal Officer to process the appeal.
- Good faith appeal discussion – communication between the student and the specific faculty member that takes place after the formal charge of academic dishonesty. Communications that take place before the formal charge of academic dishonesty do not constitute a good faith appeal discussion required in Step One.
- The time of the discovery of the incident – the time at which a potential violation of academic dishonesty is discovered and communicated to the Lead Faculty member.
- Written appeal – the document submitted under the respective step of the appeal process which includes all information required for the appeal. If required information is missing or incomplete the appeal will not be considered to be invoked; all original time lines will constitute the actual time lines for purposes of the appeal until the requirements of the written appeal are met.

Master of Business Administration

Program Chair, Steven S. Vickner, Ph.D.

Curriculum Development Team

Steven Vickner, Ph.D.

Gary Stroud, Ph.D., Lead Faculty

Tom Hrubec, Ed.D., Lead Faculty

Brenda Jones, Ph.D., Lead Faculty

Raymond L. Forbes, Ph.D., Lead Faculty

Karen Ferguson, Ph.D., Lead Faculty

Douglas K. Ross, Ph.D., Lead Faculty

Bruce Campbell, Ph.D., Lead Faculty

Alper Camci, Ph.D., Lead Faculty

Lou Anne Manning, Ed.D., Instructional Designer

Advisory Board (listing on page 273)

Business and commerce have entered an era of unprecedented change. Advances in technology, the emergence of the global marketplace and other powerful forces are helping shape a business environment radically different from that of even a few years ago. Changes are more sweeping, more unexpected and occurring at a faster pace than ever before.

The MBA Program at Franklin University provides the graduate student with a unique learning experience that is both instructional — teaching essential business skills — and formational — instilling in the student the critical qualities required of the business professionals of the new age. The program emphasizes key themes throughout its courses and blends traditional business disciplines. Material based on the needs identified by business world experts is combined with conventional MBA instruction to prepare students for leadership roles in the companies of today and beyond.

STATEMENT OF PURPOSE

To prepare students for leadership roles to make beneficial contributions to their work, their organization, and to society.

The Franklin University MBA Program is designed for busy professionals who are interested in advancing their career while meeting the demands of a challenging workplace by increasing their level of competence and resolving increasingly complex business challenges. The program of study emphasizes theory to practice and the acquisition of lifelong learning skills essential in being personally and professionally effective in a world characterized by uncertainty and growing levels of complexity.

GOALS OF THE FRANKLIN UNIVERSITY MBA PROGRAM

Provide a transformational process for students to:

1. Improve their effectiveness in their current work and life role.
2. Recognize and capitalize on their next major professional and personal opportunity.
3. Identify and develop their potential for meeting future leadership challenges and make meaningful contributions in a world characterized by uncertainty.

MBA PROGRAM OUTCOMES

Graduates will be able to:

1. Communicate effectively in professional situations by applying appropriate written, verbal, interpersonal, and presentation skills.
2. Lead, manage, and contribute as a member to project teams.
3. Employ tactical, operational, and strategic decision making and problem solving to organizational issues.
4. Demonstrate a fundamental understanding of the workings of all aspects of an organization.
5. Analyze business issues by applying multi-functional theoretical and practical perspectives.

MBA PROGRAM CURRICULUM DESIGN

Franklin University, an innovator in the development of higher education programs geared to the needs of working adults, responds to the forces reshaping today's business environment with its MBA Program. Created with the input of the business and professional community, Franklin's MBA program enables graduate students to acquire the knowledge and skills needed to be personally and professionally effective in a world that is growing increasingly complex and unpredictable.

The program of study offers a "hand in glove" fit for contemporary graduate students, many of whom already have career and family responsibilities. Students may attend classes online or in-person, or through a combination of both. The 40-hour leadership oriented MBA program can be completed in as few as 16 months.

A special feature of the program of study involves a skills assessment feature. The assessment measures effectiveness in such areas as critical reasoning, writing, reading comprehension, analytics for risk and uncertainty, managerial economics, operations and project management, financial and managerial accounting, and corporate finance. For students whose proficiency in one or more of these areas needs strengthening, special modules, called SuccessPreps, are provided in conjunction with their MBA courses to help assure their success. The skills assessment and SuccessPreps combination makes it possible for the MBA program to be offered without time consuming and costly prerequisites.

The MBA Program enables students to draw upon their own practical work experience to develop both an understanding of key business theories and the ability to apply them in real-life situations.

ATTENTION TO STUDENT NEEDS

The MBA Program is designed to not only satisfy the demands of current and future employers, but also meet the individual needs of our students, with their choice of learning formats and scheduling preferences. Students make decisions throughout the curriculum to customize the MBA Program to best meet the students' individual educational and professional goals.

THE MBA FOUNDATIONS COURSE

The course progression is intended to aid students in successfully tracking the demands of a graduate education. The entry course (MBA 707) assists students in transitioning to graduate studies and supports their ability to write and make effective executive presentations.

MBA COURSE SEQUENCE (40 HOURS)

MBA 707 – MBA Foundations (4)
MBA 711 – Business Environment (4)
MBA 713 – Human Resource Management (4)
MBA 721 – Marketing Management (4)
MBA 723 – Managerial Economics (4)
MBA 727 – International Business Management (4)
MBA 731 – Operations and Project Management (4)
MBA 733 – Financial and Managerial Accounting (4)
MBA 737 – Corporate Finance (4)
MBA 741 – Strategic Management (4)

Master of Science in Computer Science

Program Chair, Ronald L. Hartung, Ph.D.

Curriculum Development Team:

Ronald L. Hartung, Ph.D.

Chunbo Chu, Ph.D., Lead Faculty

William H. Hochstettler, Ph.D., Lead Faculty

Bradley Watson, Ph.D., Lead Faculty

Esmail Bonakdarian, Ph.D., Lead Faculty

Robert L. Wood, Ed.D., Instructional Designer

Advisory Board (listing on page 274)

Franklin University's Master of Science in Computer Science (MSCS) is designed to provide students with the theoretical and practical application skills required: 1) to master a good understanding of the Computer Science discipline; 2) to be able to contribute immediately and make a positive impact in the workplace. This graduate degree is intended for the working person who wants to be part of the development of the technology of the future.

Graduates from the Program will be able to work on the complete development of complex software systems and be able to:

- analyze problems and design trade-offs
- design both the system and the development process
- communicate the design
- document the design

The core course of study includes topics in:

- algorithm analysis
- distributed systems concepts
- database analysis and design
- testing strategies
- systems architecture

Elective topics include:

- parallel computation
- project management
- artificial intelligence
- human computer interaction
- system security

Additional requirements for the M.S. in Computer Science include:

- a minimum GPA of 3.0 on a 4.0 scale in Computer Science courses, (GRE Computer Science Subject Test will be considered in lieu of a Computer Science undergraduate degree and/or prerequisites).
- students with an undergraduate degree in computer science will be admitted without future prerequisites. However, the students will be expected to possess basic JAVA programming skills and also the ability to write C++ or C code (used in COMP 674 - Parallel and High Performance Computing).
- students without a computer science degree will need to cover the following areas:
 - Basic databases (COMP 281 or equivalent)
 - Operating systems (COMP 203 or equivalent)
 - Networks (COMP 204 or equivalent)
 - Object oriented programming (COMP 111, 121 and 311)
 - Mathematical skills in the topic area of discrete mathematics (MATH 170 or equivalent)
- a score of 550 (paper based), 213 (computer based) or 79 (Internet based) or higher on the Test of English as a Foreign Language (TOEFL) or a score of 7.0 on the International English Language Testing System (IELTS) is required for those who have not received at least one of their previous degree(s) from a U.S. institution may be required.
- transfer students have a maximum of 6 hours of transfer credit that may be transferred.
- 32 of the 40 required credit hours for Computer Science must be earned in residence at Franklin University.

Students in the Computer Science and Information Technology majors may be required to purchase hardware and/or software with capabilities greater than the standard University technology requirements. There will be software requirements beyond the standard Microsoft Office software, such as software development environments, operating systems, virtualization environments and tools, website development and business process documentation tools that will be used in various courses. Students should check the Technology Requirements section of the Bulletin and/or the Course Schedule for the requirements relevant for Computer and Information Sciences majors to ensure they have, and are familiar with, the requisite hardware and software.

A student may elect to participate in a research group as an elective credit for the MSCS program. Research groups are organized around topic areas in computer science and administrated by a faculty member. Research groups will meet on a periodic basis, typically once a month. Activities will include reading and discussing current research papers in the topic area. It may include a project to build a system or demo application. Students who wish to participate must be active for three terms and the last term will register for an independent study. An active student is one who attends the research group meetings with active participation, either in person or via electronic means (e.g. *FranklinLive!*). They will participate in the discussions and will lead discussions or present topics. During the four credit independent study, in their third term, they will write a conference style research paper of quality to be submitted to a peer reviewed conference. Actual submission is optional. Information on the research groups can be obtained from the Program Chair. The independent study will be graded on a pass/fail basis.

COURSE SEQUENCE (40 HOURS)

Students are admitted to the MSCS Program in September, January and April. The course sequence does vary.

FIRST TRIMESTER

COMP 620 - Analysis of Algorithms (4)
 COMP 660 - Communication Strategies for the Technical Professional (4)

SECOND TRIMESTER

COMP 630 - Issues in Database Management (4)
 COMP 645 - Topics in Software Development (4)

THIRD TRIMESTER

COMP 650 - System Architecture and Engineering (4)
 Elective 1 - Computer Science Elective (4)

FOURTH TRIMESTER

COMP 655 - Operating/Distributed Systems (4)
 Elective 2 - Computer Science Elective (4)

FIFTH TRIMESTER

COMP 671 - Verification and Testing (4)
 COMP 691 - Capstone Project (4)

ELECTIVES

COMP 610 – Internship in Graduate Computer Science (1-4)
 COMP 665 - Project Management of Information Systems (4)
 COMP 670 - Application of Artificial Intelligence (4)
 COMP 672 - Human Factors (4)
 COMP 674 - Parallel & High Performance Computing (4)
 COMP 676 - Computer Security (4)
 COMP 680 - Special Topics in Graduate Computer Science (4)
 COMP 699 - Independent Studies in Graduate Computer Science (1-4)

Master of Science in Marketing & Communication

Program Chair, Douglas K. Ross, Ph.D.

Curriculum Development Team:

Douglas K. Ross, Ph.D.

Barbara Fennema, Ed.D., Instructional Designer

Advisory Board (listing on page 273)

The impact of technology and the development of the global economy have had a profound impact on the business world. As businesses have reinvented themselves to adapt, the roles within companies of all types and sizes have changed as well. While specialization has grown in some areas, functions have been consolidated in others.

The Franklin University Master of Science in Marketing & Communication Program is designed to accommodate the evolving development of these functions within today's forward-thinking organizations. The Program not only responds to recent shifts in corporate organizational structures, but also anticipates future changes to ensure the graduate is prepared for the business world to come, as well as the business world that exists.

The MCM Program integrates instruction in the marketing and communication disciplines to help you develop knowledge and expertise in these two separate but related fields. In addition, MCM students will complete a number of graduate core courses which every individual with an advanced degree should be well versed in, regardless of their degree program. As a graduate of the MCM Program, you will be an ideal candidate for a position in organizations where marketing and communication responsibilities have been combined. You also will be well-positioned to seek a leadership role in either or both of these areas, as well as to make a career transition from one to the other.

The Program offers the benefits of Franklin's unique approach, blending the theoretical and practical to equip you with knowledge and skills you can put to use in today's business environment.

Listed below are the Program outcomes. Upon successful completion of the Program, you will be qualified to:

- apply marketing and communication terminology and concepts
- use marketing and communication metrics and analytics (e.g., budgeting, forecasting, ROM) in the management of the marketing and communication functions within an organization
- apply the appropriate research methodology for a specific situation
- apply consumer behavior theories, frameworks and tools to workplace situations and media strategies for selected target markets
- employ marketing and communication tactics and strategies to improve organizational performance
- evaluate new media, determine the impact of social media, and employ strategies to implement these media
- Develop alternative strategies in concert with existing strategies for a comprehensive approach to marketing and communication

MCM COURSE SEQUENCE (38 HOURS)

Students are admitted to the MCM Program periodically throughout the year. The course sequence is the same for all students regardless of the admittance date.

MCM 607 – Essentials of Marketing (2) (Prerequisite)

MCM 707 – MCM Foundations (2)

MCM 711 – Media and Technology (4)

MCM 713 – Communication and Persuasion (4)

MCM 721 – Design Concepts (4)

MCM 723 – Metrics and Analytics (4)

MCM 727 – Behavioral Research (4)

MCM 731 – Applied Communication Theory (4)

MCM 733 – Applied Marketing Theory (4)

MCM 737 – Management and Leadership (4)

MCM 741 – MCM Capstone (4)