Menlo College is accredited by the Accrediting Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges*

Menlo College’s mission is to educate and develop future leaders in a small, innovative, private residential college of management that integrates programs in business and liberal arts.

**CORE VALUES**
The Mission Statement is based on the following core values:
- Understanding different ideas and individuals
- Treating all people with fairness and equity
- Developing the full potential in each person
- Supporting a range of teaching and learning styles
- Considering one’s responsibilities to others
- Protecting the local and global environment
- Continually improving the educational process
## Traditional Day Program

### MENLO COLLEGE ACADEMIC CALENDAR 2011-2012

#### FALL SEMESTER 2011

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 15</td>
<td>Monday</td>
<td>International Student Orientation / Halls Open for New Residents</td>
</tr>
<tr>
<td>August 16</td>
<td>Tuesday</td>
<td>Non Residential Student Check-In</td>
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<tr>
<td>August 17</td>
<td>Wednesday</td>
<td>Faculty Orientation</td>
</tr>
<tr>
<td><strong>August 18-19</strong></td>
<td>Thursday-Friday</td>
<td><strong>New Student Retreat</strong></td>
</tr>
<tr>
<td>August 21</td>
<td>Sunday</td>
<td>Residence Halls Open for Returning Students</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Last day for 100% tuition refund for complete withdrawal</td>
</tr>
<tr>
<td>August 22</td>
<td>Monday</td>
<td>First Day of Instruction</td>
</tr>
<tr>
<td>August 26</td>
<td>Friday</td>
<td>Last day to ADD a class</td>
</tr>
<tr>
<td>September 5</td>
<td>Monday</td>
<td>Labor Day (COLLEGE HOLIDAY)</td>
</tr>
<tr>
<td>September 6</td>
<td>Tuesday</td>
<td>Last day for 75% tuition refund for complete withdrawal</td>
</tr>
<tr>
<td>September 13</td>
<td>Tuesday</td>
<td>Faculty: 3rd Week Attendance/Progress Reporting due</td>
</tr>
<tr>
<td>September 16</td>
<td>Friday</td>
<td>Last day to DROP a class without a “W”</td>
</tr>
<tr>
<td>September 19</td>
<td>Monday</td>
<td>Last day for 50% tuition refund for complete withdrawal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(no refunds issued after this date)</td>
</tr>
<tr>
<td>October 14</td>
<td>Friday</td>
<td>Faculty: Mid Semester Grades &amp; Deficiency Reports Due</td>
</tr>
<tr>
<td><strong>October 28</strong></td>
<td>Friday</td>
<td>Last Day to WITHDRAW from a Class with a “W”</td>
</tr>
<tr>
<td>November 2, 4, 5</td>
<td>Wed, Fri, Sat</td>
<td>English Proficiency Examination</td>
</tr>
<tr>
<td>November 7</td>
<td>Monday</td>
<td>Spring registration materials available</td>
</tr>
<tr>
<td>November 8</td>
<td>Tuesday</td>
<td>Spring registration begins for Seniors</td>
</tr>
<tr>
<td>November 14</td>
<td>Monday</td>
<td>Spring registration begins for Juniors</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Last day to file Graduation Petition for Spring/Summer 2012</td>
</tr>
<tr>
<td>November 16</td>
<td>Wednesday</td>
<td>Spring registration begins for Sophomores</td>
</tr>
<tr>
<td>November 18</td>
<td>Friday</td>
<td>Spring registration begins for all continuing students</td>
</tr>
<tr>
<td>November 23-27</td>
<td>Wednesday-Sunday</td>
<td>Thanksgiving (COLLEGE HOLIDAY)</td>
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<tr>
<td>November 28</td>
<td>Monday-Sunday</td>
<td>Classes Resume</td>
</tr>
<tr>
<td>December 2</td>
<td>Friday</td>
<td>Last Day of Instruction</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Last day to register for Spring 2012 classes without a late fee</td>
</tr>
<tr>
<td>December 3</td>
<td>Saturday</td>
<td>Final Examinations for English</td>
</tr>
<tr>
<td>December 4</td>
<td>Sunday</td>
<td>Final Examinations for Math</td>
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<tr>
<td>December 5</td>
<td>Monday</td>
<td>Final Examinations begin for all other courses</td>
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<td></td>
<td></td>
<td>Late fee applied for Spring 2012 class registration</td>
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<tr>
<td>December 9</td>
<td>Friday</td>
<td>Final Examinations End</td>
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<tr>
<td>December 12</td>
<td>Monday</td>
<td>Tuition due for Spring 2012</td>
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Traditional Day Program
MENLO COLLEGE ACADEMIC CALENDAR 2011-2012

**SPRING SEMESTER 2012**

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
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<tbody>
<tr>
<td>January 6</td>
<td>Friday</td>
<td>New Student &amp; Parent Spring Orientation</td>
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<td></td>
<td></td>
<td>Residence Halls Open for New Residents</td>
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<tr>
<td></td>
<td></td>
<td>Last day for 100% tuition refund for complete withdrawal</td>
</tr>
<tr>
<td>January 8</td>
<td>Sunday</td>
<td>Residence Halls Open for Returning Students</td>
</tr>
<tr>
<td>January 9</td>
<td>Monday</td>
<td>First day of instruction</td>
</tr>
<tr>
<td>January 13</td>
<td>Friday</td>
<td>Last day to ADD a class</td>
</tr>
<tr>
<td>January 16</td>
<td>Monday</td>
<td>Martin Luther King Day <strong>(COLLEGE HOLIDAY)</strong></td>
</tr>
<tr>
<td>January 23</td>
<td>Monday</td>
<td>Last day for 75% tuition refund for complete withdrawal</td>
</tr>
<tr>
<td>January 27</td>
<td>Friday</td>
<td>Faculty: 3rd Week Attendance/Progress Reporting due</td>
</tr>
<tr>
<td>February 1, 3, 4</td>
<td>Wed, Fri, Sat</td>
<td>English Proficiency Examination</td>
</tr>
<tr>
<td>February 3</td>
<td>Friday</td>
<td>Last day to DROP a class without a “W”</td>
</tr>
<tr>
<td>February 6</td>
<td>Monday</td>
<td>Last day for 50% tuition refund for complete withdrawal</td>
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<tr>
<td></td>
<td></td>
<td><em>(no refunds issued after this date)</em></td>
</tr>
<tr>
<td>March 2</td>
<td>Friday</td>
<td>Faculty: Mid Semester Grades &amp; Deficiency Reporting due</td>
</tr>
<tr>
<td>March 5-9</td>
<td>Monday-Friday</td>
<td>Spring Recess – No classes</td>
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<tr>
<td><strong>March 23</strong></td>
<td><strong>Friday</strong></td>
<td><strong>Last Day to WITHDRAW from a Class with a “W”</strong></td>
</tr>
<tr>
<td>April 2</td>
<td>Monday</td>
<td>Fall Registration Materials Available</td>
</tr>
<tr>
<td>April 3</td>
<td>Tuesday</td>
<td>Fall registration begins for Seniors</td>
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<tr>
<td>April 9</td>
<td>Monday</td>
<td>Fall registration begins for Juniors</td>
</tr>
<tr>
<td>April 11</td>
<td>Wednesday</td>
<td>Fall registration begins for Sophomores</td>
</tr>
<tr>
<td>April 11, 13, 14</td>
<td>Wed, Fri, Sat</td>
<td>English Proficiency Examination</td>
</tr>
<tr>
<td>April 13</td>
<td>Friday</td>
<td>Fall registration begins for all continuing students</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Last day to file Graduation Petition for Fall 2012</td>
</tr>
<tr>
<td>April 22</td>
<td>Friday</td>
<td>Good Friday Observance — No classes</td>
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<tr>
<td>April 27</td>
<td>Friday</td>
<td>Last Day of Instruction</td>
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<td></td>
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</tr>
<tr>
<td>April 28</td>
<td>Saturday</td>
<td>English Final Exams</td>
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<tr>
<td>April 29</td>
<td>Sunday</td>
<td>Mathematics Final Exams</td>
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<td>April 30</td>
<td>Monday</td>
<td>Final Exams begin for all other classes</td>
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<td></td>
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<tr>
<td>May 4</td>
<td>Friday</td>
<td>Final Examinations End</td>
</tr>
<tr>
<td>May 5</td>
<td>Saturday</td>
<td>Commencement</td>
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**CO T R I C H T 5**
### Professional Studies Program

**MENLO COLLEGE ACADEMIC CALENDAR 2011-2012**

<table>
<thead>
<tr>
<th>FALL 2011</th>
<th>Session I</th>
<th>Session II</th>
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</thead>
<tbody>
<tr>
<td>Classes begin week of</td>
<td>August 29</td>
<td>October 24</td>
</tr>
<tr>
<td>Last day to drop a class without a “W” on transcript</td>
<td>September 2</td>
<td>October 28</td>
</tr>
<tr>
<td>Last day to drop a class and receive a 75% refund</td>
<td>September 9</td>
<td>November 4</td>
</tr>
<tr>
<td>Last day to drop a class and receive a 50% refund</td>
<td>September 16</td>
<td>November 11</td>
</tr>
<tr>
<td>Last day to drop a class and receive a 25% refund</td>
<td>September 23</td>
<td>November 18</td>
</tr>
<tr>
<td>Last day to drop a class with a “W” on transcript</td>
<td>September 23</td>
<td>November 18</td>
</tr>
<tr>
<td>Final Week</td>
<td>October 17</td>
<td>December 12</td>
</tr>
</tbody>
</table>

**Labor Day Holiday: September 5** (office closed, class resch)

**Thanksgiving Holiday: November 23-27** (Class held 11/22; office closed 23-26)

**Winter Break: December 21-January 3, 2011**

<table>
<thead>
<tr>
<th>SPRING 2012</th>
<th>Session I</th>
<th>Session II</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classes begin week of</td>
<td>January 2</td>
<td>February 27</td>
</tr>
<tr>
<td>Last day to drop a class without a “W” on transcript</td>
<td>January 6</td>
<td>March 2</td>
</tr>
<tr>
<td>Last day to drop a class and receive 75% refund</td>
<td>January 13</td>
<td>March 9</td>
</tr>
<tr>
<td>Last day to drop a class and receive 50% refund</td>
<td>January 20</td>
<td>March 16</td>
</tr>
<tr>
<td>Last day to drop a class and receive 25% refund</td>
<td>January 27</td>
<td>March 23</td>
</tr>
<tr>
<td>Last week to drop a class with a “W” on transcript</td>
<td>January 27</td>
<td>March 23</td>
</tr>
<tr>
<td>Final Week</td>
<td>February 20</td>
<td>April 16</td>
</tr>
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</table>

**Martin Luther King Holiday: January 16** (office closed, class resch)

**PSP EPE Exam: March 17**

**Spring Break: April 23-27**

**Commencement: May 5**

<table>
<thead>
<tr>
<th>SUMMER 2012</th>
<th>Session I</th>
<th>Session II</th>
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<tbody>
<tr>
<td>Classes begin week of</td>
<td>April 30</td>
<td>June 25</td>
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<tr>
<td>Last day to drop a class without a “W” on transcript</td>
<td>May 4</td>
<td>June 29</td>
</tr>
<tr>
<td>Last day to drop a class and receive a 75% refund</td>
<td>May 11</td>
<td>July 6</td>
</tr>
<tr>
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<td>May 18</td>
<td>July 13</td>
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<tr>
<td>Last day to drop a class and receive a 25% refund</td>
<td>May 25</td>
<td>July 20</td>
</tr>
<tr>
<td>Last day to drop a class with a “W” on transcript</td>
<td>May 25</td>
<td>July 22</td>
</tr>
<tr>
<td>Final Week</td>
<td>June 18</td>
<td>August 13</td>
</tr>
</tbody>
</table>

**Memorial Day Holiday: May 28** (office closed, class resch)

**Summer Break: August 20-24**
Welcome, Menlo students!

You have made one of the most crucial decisions you will ever make in your lifetime. There has never been a better time to be in college, or a more opportune time to get your education at Menlo College, Silicon Valley’s Business School.

Situated in one of the most uniquely innovative and picturesque geographic locations in the world, Menlo College was recently named by the prestigious Princeton Review for the second consecutive year as one of their “Best in the West Colleges.” Our global reputation for academic excellence, vibrant campus life and entrepreneurial culture continue to produce some of the most accomplished local, national and international leaders in business and industry today.

With WASC accreditation, an ambitious strategic plan, innovative faculty and new majors in finance, accounting and marketing, Menlo offers a wide range of other business courses designed to ensure that graduates are well-prepared for the changing face of 21st century global business. The exceptional tradition of the Menlo Oaks Athletics program continues to help us produce scholar-athletes who shine both on and off the field and court. We are proud that a large portion of our students participate in sports, giving them both team-building skills and lifelong friendships.

Some things haven’t changed over the years at Menlo, such as highly personalized attention to our students, one-on-one advising, a close-knit student life community and our strong commitment to teaching excellence. In a 15-1 student/faculty ratio setting, you will get to know your professors, who will actively help you identify and seize opportunities to maximize your own Menlo experience.

Business affects every part of your world—no matter what your interests may be. Through collaboration, strategic partnership and understanding, diverse global perspectives, Menlo College students will become effective leaders and innovators who will define the future of Business.

We’ve got the tools, and this is your opportunity to use them to your best advantage—your Menlo Advantage. Welcome!

Sincerely,

James J. Kelly
President
# PHONE & FAX NUMBERS

(All numbers are within the 650 area code unless otherwise noted)

<table>
<thead>
<tr>
<th>Department</th>
<th>Phone</th>
<th>Fax</th>
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<tbody>
<tr>
<td>Academic Advising</td>
<td>543-3917</td>
<td>543-4120</td>
</tr>
<tr>
<td>Academic Affairs</td>
<td>543-3936</td>
<td>543-4003</td>
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<td>Academic Success Center</td>
<td>543-3845</td>
<td>543-4120</td>
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<tr>
<td>Admission Office</td>
<td>800-556-3656, 543-3753</td>
<td>543-4496</td>
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<td>Alumni Office</td>
<td>543-3887</td>
<td>543-4102</td>
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<td>Athletics &amp; Physical Education</td>
<td>543-3852</td>
<td>543-4497</td>
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<td>Bookstore</td>
<td>543-3711</td>
<td>543-3751</td>
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<td>Career Services</td>
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<td>Community Service Learning</td>
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<td>President’s Office</td>
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<td>543-4101</td>
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ABOUT MENLO COLLEGE

Menlo College is developing graduates who will be critical thinkers, strategic communicators and team players, who can flourish, thrive and lead in the workplace.

The College accomplishes this by incorporating the unique entrepreneurial, multicultural, and active lifestyle of the dynamic Silicon Valley and the beautiful San Francisco Bay Area. At Menlo College, students are participants in preparing for their futures, not spectators.

Menlo forges links between the classrooms, residence halls, athletics, and the community at large to create an active, personalized, and engaging educational experience that prepares students for the complexities, challenges, and opportunities they will face in their personal and professional lives. The College’s extensive athletic program develops leadership and teamwork skills. Residential and student life programs engage students outside the classroom in group projects, cultural experiences, community service, and outdoor adventures.

These co-curricular activities complement the academic programs’ use of experiential learning techniques to provide breadth and depth to learning, helping students to be more versatile, adaptable, and innovative in communication and problem-solving skills. Effective fall 2011, entering business students will be required to complete a six-credit-hour internship, either full-time during the summer between their junior and senior years or part-time during their senior year, to further link the classroom to the real world. The College also engages in academic partnerships in Europe, Asia, and Latin America to help students develop a global and multicultural perspective.

HISTORY

Menlo College was founded in 1927 as a private residential college for men. Students could complete the first two years of college study before transferring to a university to complete undergraduate coursework.

In 1949, the School of Business Administration was established as a four-year program. Since then, the College has become a co-educational baccalaureate institution offering educational programs developed in response to social and technological change. Today, Menlo College is clearly focused on business education and its mission to educate and develop future business and community leaders.

LOCATION

The College is located on a 40-acre campus in the residential community of Atherton, California. A hallmark of the campus is its stately, old oak trees. Atherton is approximately 25 miles equidistant between San Francisco and San Jose. The nearby towns of Menlo Park and Palo Alto are small business communities with shopping centers and movie theaters that offer a large array of cultural activities. Additionally, the College is located in the heart of the technological center of the United States, Silicon Valley.

Northern California is one of the most beautiful regions in the world, offering the splendor of Big Sur, the Monterey Peninsula, Napa Valley, the North Coast, the Gold Country and the Sierra Nevada Mountains, all of which are within driving distance from the Atherton campus.

STUDENTS

Menlo College has always attracted students from throughout the United States and abroad. Within the
United States, the largest percentage of students comes from California; Hawaii is close behind. The remaining students come from all of the regions within the United States, and around 20 foreign countries. The Menlo community, including students enrolled in both the traditional day program and the Professional Studies Program for working adults, is culturally and ethnically diverse. The variety of languages, experiences, and lifestyles represented at Menlo gives the College a cosmopolitan character.

**FACULTY AND STAFF**

The College’s faculty and staff reflect the unique diversity of the San Francisco Bay Area, sharing a strong interest in education with a focus on excellence in teaching and administration. Each student has an advisor whose objective is to develop a mentor relationship with the student. Additionally, many of the faculty and staff reside on campus and are active participants in student-based co-curricular activities.

**GOVERNANCE**

Ultimate responsibility for the welfare of the College rests with the President and the Board of Trustees. Academic policies and procedures are developed and maintained by a system of shared governance. Shared governance means that all members of the community, including students, faculty and administration, have a voice in the governing of the College. Faculty are represented primarily by the Faculty Senate. Students are represented by the Menlo College Student Government Association.

**ACADEMIC FREEDOM**

Menlo College’s Board of Trustees believes that truth is found and learning is fostered by the free exchange of ideas and by free investigation. The Board regards diversity of opinion as a corollary of academic freedom and recognizes that this diversity may include opinions that are unpopular and contrary to established positions.

The purpose of this academic freedom statement is to protect individual members of the faculty from dismissal, coercion, or harassment because of their views. Faculty members are entitled as citizens to freely express their views without recrimination. Faculty members are entitled to full freedom in their choice of research subjects and methodology and in the publication of their research results. The Board of Trustees expects that free investigation and expression will often engender vigorous controversy. Positions may be taken that contradict prevailing ideas and beliefs. However unpopular the opinions expressed, the Board values free intellectual discourse and therefore commits Menlo College to the defense of academic freedom.

In that spirit, the President and the Board of Trustees call upon the faculty to recognize the special responsibilities that membership in the academic profession entails. They expect faculty members to demonstrate professional responsibility in all academically related pursuits by encouraging the free pursuit of learning among students, by treating them and their opinions with dignity and respect, and by respecting and defending their colleagues’ right of free inquiry.
ADMISSION TO MENLO COLLEGE

TRADITIONAL PROGRAM
Menlo College seeks to attract a diverse and talented student body. Although many of Menlo’s students come from California, more than 20 other states and 40 foreign countries are also represented.

Menlo admits in qualified candidates from both public and private secondary schools. The College also welcomes the maturity and experience of the transfer student, and encourages members of all ethnic, racial, and religious backgrounds to apply for admission. Prospective students with physical differences will find classrooms and lecture halls, residence halls, and faculty offices accessible to their needs.

The Office of Admissions staff recognizes the challenges students face in selecting a college or university where they will be happy and academically successful. Our personal approach to college admission is designed to make this process smooth and rewarding for our applicants.

It is strongly recommended that all prospective students visit the campus. Visits afford the student the opportunity to tour the campus and meet with an admissions counselor. It may also include meeting with a coach, professor, student ambassador or financial aid counselor; attending a class; and eating in the dining hall. To make an appointment please contact the Office of Admissions toll-free at 1 (800) 55-MENLO (within the USA) or (650) 543-3753.

NEW STUDENT ADMISSION CRITERIA
Menlo College admits individuals who are academically prepared to succeed at the college level and have the potential to become leaders within the Menlo community and beyond. To build a student body with these qualifications, the Admissions Committee uses the following criteria as guidelines for decisions:

- Graduation from a recognized secondary school or evidence that an equivalent degree (e.g. GED) or education has been completed.
- A college preparatory course pattern as determined by the individual high school, or a rigorous community college program.
- One written recommendation from a teacher or counselor (freshman applicants only).
- SAT or ACT scores (Freshman Applicants only).
- A record of co-curricular involvement.

NOTE: For admission purposes, a student’s grade point average will be recalculated based on completed academic coursework. This means that the cumulative GPA which appears on a student’s transcript may differ from the GPA Menlo uses to arrive at an admissions decision.

International students only: A score of 500 or above on the Test of English as a Foreign Language (TOEFL) exam (61 on the Internet-based TOEFL). F-1 visa students who transfer colleges within the United States and who have successfully completed courses equivalent to Menlo’s first year English language requirements (English 101 and English 102) are not required to present TOEFL, SAT, or ACT scores. Menlo College also accepts the STEP, IELTS, and PTE exams. The minimum score for the IELTS is an overall 5.5; the minimum score for the STEP exam is Grade Pre-1; the minimum score for the PTE exam is 45.
The TOEFL, STEP, IELTS, or PTE requirement may be waived for students who agree to participate in the Fast Track Program, an alliance with Language Pacifica. Upon full admission to Menlo College, a student's English skills will be carefully evaluated in order to enter a “five year to degree” program with intensive English preparation, followed by a gradual transition to a full academic schedule at the College. Students in this program will be fully admitted Menlo College students living in the Menlo community with all the rights and privileges of any other Menlo College student.

These criteria are guidelines, not barriers. There are so many different factors that lead to success as a college student. The Admissions Committee recognizes that there are many ways in which a student may have demonstrated achievement and talent.

THE APPLICATION CALENDAR
Menlo College welcomes applications from students from across the United States and around the world, both citizens of the United States and citizens of other countries. **Priority status** is given to students who complete their applications by **December 1 for our Early Action Consideration**, or by our priority deadlines of November 1 for Spring admission and February 1 for Fall admission. While we welcome applications after those dates, we strongly encourage students to apply as soon as possible. There has been a large increase in applications and new enrollment over the past few years, as more and more students have discovered the advantages of a Menlo College education.

Applicants are admitted under the degree requirements in effect at the time of their admission. Admission to degree programs and the eligibility to enroll in classes is valid only when verified and confirmed in writing by the Office of Admissions.

NEW STUDENT APPLICATION PROCEDURES FOR U.S. CITIZENS, PERMANENT RESIDENTS AND INTERNATIONAL STUDENTS
The application procedures are as follows:

- Obtain an application packet from the Office of Admissions, Menlo College, 1000 El Camino Real, Atherton, California 94027-4301, call 1-800-55-MENLO, or apply electronically through the Menlo College website at www.menlo.edu.
- Submit a completed application to the Office of Admissions with a non-refundable processing fee of $40, payable to Menlo College.
- Freshman applicants should have their recommendation completed by a high school counselor or teacher. Recommendations should be sent to the Menlo College Office of Admissions in a sealed envelope.
- Freshman applicants should have their high school (or the appropriate testing agency) submit their official SAT and/or ACT scores.
- Freshman applicants should request that an official high school transcript be sent to the Office of Admissions. A final, official transcript, including graduation date, is required before students may attend classes.
- Transfer students must submit official transcripts from all colleges and universities attended. Transfer students with fewer than 12 transferable academic units must also submit official high school transcript(s) and standardized test score(s). Prior to enrollment, transfer students are notified of their academic standing including how many units have transferred to Menlo College and what courses they have fulfilled. Failure to report the history of any previous post-secondary enrollment will likely result in administrative withdrawal from the College. (Refer to the section on “Transfer Credit Policies and Procedures” for more information.)
- All students must submit an essay of no fewer than 250 words based on one of the following:
  
  **Freshman applicants:**
  The essay should include: (1) your greatest academic strengths and weaknesses, (2) your reason(s) for seeking a college education, (3) the kinds of learning experiences you hope will be a part of your college education, and (4) your reason(s) for choosing Menlo College.
  
  **Transfer applicants:**
  The essay should include: (1) an evaluation of your college experience to date, (2) your reason(s) for seeking transfer to Menlo College, and (3) how you feel that your educational objectives can be met at the College.

Once all application materials are received, the Admissions Committee will render a decision. In most cases, applicants are notified of the Committee’s decision within one week of all materials being received. Once admitted, a student must return the “Confirmation of Acceptance” along with an advance deposit of $250. The $250 deposit is credited toward the balance of the student’s first semester tuition and fees and is not refundable.

Payment in full or a signed promissory note (payment plan) of the remaining tuition and fees is due
approximately six weeks prior to the beginning of each semester.

**ADDITIONAL PROCEDURES FOR NEW INTERNATIONAL F-1 VISA STUDENTS**

International students are those who are not United States citizens or permanent residents. For many years, the international student enrollment at Menlo College has varied between 15–20 percent of the total enrollment each semester. Menlo welcomes applicants and students from all over the world.

International students are required to complete all the application procedures listed above. In addition, the College requires international students to do the following:

- Demonstrate their ability to use the English language in college-level work. The College requires international students, whose first language is not English, to take the Test of English as a Foreign Language (TOEFL) instead of submitting SAT or ACT test scores. The TOEFL is administered by the Educational Testing Service worldwide. A score of 500 or above on this test is required for admission to a degree program (61 on the Internet-based TOEFL). A score of 5.5 or higher is required if the IELTS exam is used; a score of Pre-1 or higher is required if the STEP exam is used; or a score of 45 or higher if the PTE exam is used.

- International students whose primary language is English need to submit an SAT or ACT test score. Official results for the SAT or ACT tests must be sent to the Office of Admissions, Menlo College, 1000 El Camino Real, Atherton, California 94027–4301.

- International students who are transferring from a college within the United States, and who have successfully completed courses equivalent to Menlo’s first-year English language requirements (English 101 and English 102) are not required to present TOEFL, SAT, or ACT test scores.

- Official transcripts in the native language and a certified course-by-course evaluation, in English, from all secondary and post-secondary institutions attended are required unless the institution routinely issues transcripts in English.

Once admitted a student must return the “Confirmation of Acceptance” form along with an advance deposit of $250. The $250 deposit is credited toward the balance of the student’s first semester tuition and fees and is not refundable.

After an international student has been accepted for admission and has submitted the required deposit and financial documents, official acceptance documents will be issued to enable application for an F-1 student visa. The F-1 student visa is required for entry into the United States to study at Menlo College. This visa must be obtained from a U.S. Consulate/Embassy abroad prior to leaving for the United States. The student will present documents upon arrival at the U.S. port of entry and also must show them to International Student Services staff upon arrival at Menlo College.

International F-1 students transferring from a school in the United States to Menlo College are not required to exit the United States. They must complete a Menlo College transfer form that indicates the date their immigration record will be electronically released by their current institution. Upon receipt of their electronic record, Menlo College staff will process student transfers.

Payment in full or a signed promissory note (payment plan) of the remaining tuition and fees is due approximately six weeks prior to the beginning of each semester.

All international students are required to be insured under the Menlo College Student Insurance policy.

**GUEST STUDENTS**

A guest student is a degree-seeking student in good standing at another institution who is admitted to Menlo College for one term only. Coursework completed under guest student status is considered to be a part of the student’s program elected under the jurisdiction of the home institution; therefore it is recommended that the student seek academic advising from the home institution prior to enrolling at Menlo College.

To be admitted as a guest student, complete and submit a Menlo College Undergraduate Guest Application. A PDF of this document can be downloaded from the College website, www.menlo.edu. Prospective guest students must complete Part 1 and submit the application to the Registrar of their home institution for completion of Part 2. The home institution registrar will verify that the student:

- has a cumulative GPA of 2.0 or better
- is in good standing
- is eligible to return to the home institution

The home institution must sign, date, and place the school seal on the application to make it official. Students may be required to produce an unofficial transcript to verify that they have fulfilled any Menlo College course pre-requisite requirements.
Guest students are limited to a total of four semesters of enrollment. Guest students who wish to apply to Menlo College as degree-seeking students, must complete a regular application for admission and meet all regular admission requirements. Courses taken at all institutions, including those taken as a guest student at Menlo, will be used to calculate the admission grade point average for admissions decision purposes.

**READMISSION APPLICATION PROCEDURES**

Students who were previously enrolled at Menlo College are required to reapply for admission status, unless they are currently on an approved Leave of Absence (See the section on “Leave of Absence” for additional information). Students who request re-admission to Menlo College should do the following:

- Obtain an application packet from the Office of Admissions, Menlo College, 1000 El Camino Real, Atherton, California 94027-4301, call 1-800-55-MENLO, or apply electronically through the Menlo College website at www.menlo.edu.

- Return the completed application to the Office of Admissions with a non-refundable processing fee of $40, payable to Menlo College.

- Submit official transcript(s) from all institutions attended. The academic standing of a readmission applicant and the transferability of college courses completed after leaving Menlo will be determined prior to re-enrollment. Failure to report the history of other post-secondary enrollments will likely result in the student’s administrative withdrawal from Menlo College.

- Submit a personal statement of no less than 250 words. This personal statement should include:
  1. an evaluation of your college experience to date including your reason(s) for leaving Menlo;
  2. your reason(s) for seeking readmission; and,
  3. your perception of how your educational objectives can now be met at Menlo College.

Readmission applicants who were academically disqualified from Menlo are required to provide evidence that their academic performance will meet the minimum admission standard of a 2.0 grade point average on a 4.0 point system. Readmission is not guaranteed and will be based on the quality of academic and life activities that took place during the applicant’s time away from Menlo. Readmission applicants must satisfy the admission and degree requirements in effect at the time of their readmission.

Once readmitted, a student must return the “Confirmation of Acceptance” form along with an advance deposit of $250. The $250 deposit is credited toward the balance of the student’s first semester tuition and fees and is not refundable.

Payment in full or a signed promissory note (payment plan) of the remaining tuition and fees is due approximately six weeks prior to the beginning of each semester.

**ADVANCED PLACEMENT**

Entering freshmen may be granted Menlo College credit for a particular course(s) on the basis of qualifying scores on the Advanced Placement Examination(s) of the College Entrance Examination Board.

Menlo College also participates in the A-level and International Baccalaureate (IB) Programs. These programs are rigorous pre-university courses of study that lead to examinations that meet the needs of highly motivated secondary school students. Each is designed as a comprehensive two-year curriculum that allows its graduates to fulfill the requirements of various national educational systems. Check Menlo College’s website for specific minimum score requirements.

**MENLO COLLEGE NONDISCRIMINATION POLICY**

Menlo College does not discriminate on the basis of race, color, national origin, gender, sexual orientation, disability, or age in any of its policies, procedures, or practices. This nondiscrimination policy covers admission and access to programs and activities, treatment and employment in the College. Inquiries regarding the College’s equal opportunity policies should be directed to the Human Resources Office.

The ADA (1990) requires ‘reasonable accommodations’ (to create a level playing field) without undue hardship. The institution must try to make these for the student, may not lower curriculum standards for the college, and requires documentation. See the Menlo College website for Guidelines for Documentation of a Disability.

Section 504 defines a disability as “any person who (i) has a physical or mental impairment which substantially limits one or more major life activities, (ii) has a record of such impairment or (iii) is regarded as having such an impairment.” **NOTE:** The ADA expanded Section 504 to the private sector.
The charges for tuition, room/board, and fees for the 2011-2012 academic year are listed below. An estimate of annual total tuition, room/board, and fees for a full-time resident (day student) in a double occupied room is $48,130. A student is considered enrolled for certification purposes upon full payment or guarantee of all tuition and fees. For planning purposes, students and parents should anticipate that tuition and other charges may increase each year, based on program changes and other cost increases experienced by the College. After full payment or guarantee of tuition and fees (e.g. payment plan) has been received by the Student Service Center, students will receive their official class schedule. Residential students are permitted to move into the residence halls only after payment arrangements have been completed.

<table>
<thead>
<tr>
<th><strong>TUITION</strong></th>
<th><strong>FEES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>12 to 18 units per semester</td>
<td>$34,476 per year or $17,238 per semester</td>
</tr>
<tr>
<td>Per unit (under 12 or over 19)</td>
<td>$1,436.50 per unit</td>
</tr>
<tr>
<td>Summer Session tuition per unit</td>
<td>$500 per unit</td>
</tr>
<tr>
<td>Professional Studies Program</td>
<td>Refer to “PSP” section</td>
</tr>
</tbody>
</table>

**FEES**

- **Student Body Fee (mandatory)**: $300 per semester
- **Medical Insurance Fee**
  - Fall only (December program completion): $800-$1200 annual or $400-$600
  - Spring/Summer (Entering Menlo in Spring term): $400-$600
- **ID Card Replacement Fee** (if lost or stolen): $25
- **International Medical Insurance (Mandatory)**: $400-$600 per semester (estimate)
- **Athletic Accident/Injury Insurance (Mandatory for all athletes)**: $770 per academic year
- **Application Fee**: $40
- **Admissions Deposit**: $250
- **Late Registration Fee**: $75
- **Diploma Replacement Fee**: $50
- **Tuition Payment Plan Fee**: $100 per semester
- **Late Payment Fee**: $50
- **Parking violations Fee**: varies
- **Disciplinary fines Fee**: varies
- **Transcript and Fax Fees**: varies (see Transcripts)
- **Professional Studies Program**: Refer to “PSP” section

**ON-CAMPUS HOUSING (Residential Students)**

- **Room and Board**: $11,330 per year
  - Small single room: $13,830
  - Large single room: $14,330
  - Standard triple: $9,330
  - Security deposit (refundable): $300
  - Single room/private bath surcharge: $1,475 per semester + $550 deposit

**Includes double-occupancy room and all meals, local telephone, broadband Internet access, and basic cable service.

These students requesting triple occupancy must provide the names of two roommates to have their request honored.
PAYMENT OF COLLEGE BILLS

Bills for tuition, room/board, and fees for the fall and spring semesters will be sent approximately mid-June and mid-November and are due July 15 and December 15, respectively. Anticipated financial aid (student loans, scholarships and grants) will be credited to the student’s account only after the student’s financial aid file is completed and financial aid funds are received.

Consequences for non-payment may include: cancellation of dining privileges, withdrawal from classes, holds on schedule changes, registration for next semester, and release of academic records. In addition, a late fee will be assessed to a student’s monthly bill each month if payment is not received by the due date.

Students and their parents or guardians may pay the College charges as they fall due each semester by paying in full or by using a five-month payment plan option. Financial arrangements should be made in advance to assure payment on the required dates. Late charges will be assessed on payments received after the due date. PLEASE NOTE: Students with unpaid bills may not register for or attend classes, nor are they eligible to receive academic credit, transcripts, or degrees.

TUITION REFUND POLICY

Students register for classes with the understanding that they will remain enrolled for the entire course of study unless they voluntarily withdraw or are administratively withdrawn from the College. However, it is recognized that some students may have to withdraw from courses in which they have enrolled.

Students who officially withdraw from, or who are otherwise disqualified during the semester, may be eligible for a tuition refund (except in conduct dismissals). To be officially withdrawn from their classes, students must advise the Office of the Registrar in writing. The date the written notice is received by the Office of the Registrar is the date that will be used to calculate the tuition refund according to the following:

- 75 percent refund for official withdrawal through the tenth (10th) class day;
- 50 percent refund for official withdrawal from the eleventh (11th) through the twentieth (20th) class day;
- No refund after the twentieth (20th) class day.

PLEASE NOTE: For a full tuition refund (less $150 fee), withdrawal must be made prior to the start of the semester.

See “Professional Studies Program” for information regarding that program’s refund policy.

SUMMER SESSION TUITION REFUND POLICY

- 100% refund for official withdrawal prior to the first class meeting and for canceled classes.
- 75% refund for official withdrawal by 5 p.m. on the second day of class.
- 50% refund for official withdrawal by 5 p.m. on the third day of class.
- No refund after the third class meeting.

Refunds are for tuition only. Students whose class begin after 5 p.m. have one extra day to meet all of the deadlines above, with the exception of the 100% refund.

To Request a Refund

You can request a refund: in person at the Menlo College Business Office, by writing to the business office, 1000 El Camino Real, Atherton, CA 94027, by faxing your request to 650-543-4117, or by e-mailing your request to pscalia@menlo.edu.

Be sure to include your name, the reason for requesting a refund, and your telephone contact number(s). This will allow us to contact you in case of questions. Failure to include all necessary information may delay processing. If your reason for a refund includes withdrawal of Leave of Absence from the College, please contact the Office of the Registrar for more information on the proper exit procedures and forms, in person at the Student Services Center, by phone at 650-543-3737, or by e-mail at registrar@menlo.edu.

HOUSING REFUND POLICY

Resident room and board fees are pro-rated through the twentieth (20th) day of occupancy. There is no refund beyond the twentieth (20th) day of occupancy during the semester. (See Resident Refund Policy.)

OTHER FEES REFUND POLICY

All other fees are non-refundable.
FINANCIAL AID

The Office of Financial Aid strives to help make a Menlo College education available for all eligible students. The Office provides application information and evaluation for student eligibility for financial aid programs available at the College.

Menlo College maintains a broadly based program of financial assistance for students. The financial aid that students receive from federal, state, college, and local programs helps them meet the expenses (tuition and fees, books and supplies, room and board, transportation, and personal expenses) to attend Menlo.

There are four basic types of financial aid: 1) student loans; 2) merit-based grants and scholarships; 3) need-based grants; and 4) work-study employment. Student loans must be repaid. Students awarded work-study must be employed in a work-study-funded job in order to receive the funds. A student’s financial aid package (including merit scholarships, need-based grants, loans, and work-study) cannot exceed the cost of attending Menlo College.

The financial need of each family is based on information supplied on the Free Application for Federal Student Aid (FAFSA). The FAFSA form is required in order to apply for federal, California, and institutional need-based financial aid programs.

All student loan, grant, and scholarship funds are applied directly to the student's account at Menlo College. Additionally, financial aid programs are subject to federal, state, and institutional funding levels. Forms and requirements are subject to change. Students must meet citizenship and residency requirements to receive federal and California financial aid.

Students who have already earned a bachelor’s degree are not eligible for grants, but are eligible for merit scholarships. International F-1 visa students are not eligible for need-based financial aid, but are eligible for merit scholarships. Students enrolled in the Professional Studies Program are only eligible for federal and California financial aid programs and student loans. PLEASE NOTE: The Office of Financial Aid reserves the right to correct clerical errors with regard to award packaging whenever they are discovered.

EXPECTED FAMILY CONTRIBUTION (EFC)

The primary responsibility for college costs rests with the student and family. A student who applies for financial assistance must provide information about family assets and family income for the prior year. Based on a federal formula, the Expected Family Contribution (EFC) is the amount the student and family are expected to contribute toward college expenses. The EFC is used to determine eligibility for financial aid.
The following chart shows the cost of attendance (COA) for the 2011-2012 academic year (Fall 2011 and Spring 2012). Students cannot receive more financial aid than their COA.

<table>
<thead>
<tr>
<th></th>
<th>Living On Campus</th>
<th>Living Off Campus</th>
<th>Living w/ Parent/Relative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>$34,476</td>
<td>$34,476</td>
<td>$34,476</td>
</tr>
<tr>
<td>Fees</td>
<td>600</td>
<td>600</td>
<td>600</td>
</tr>
<tr>
<td>Room &amp; Board</td>
<td>11,330</td>
<td>10,862</td>
<td>4,346</td>
</tr>
<tr>
<td>Books/Supplies</td>
<td>1,656</td>
<td>1,656</td>
<td>1,656</td>
</tr>
<tr>
<td>Transportation</td>
<td>818</td>
<td>1,206</td>
<td>1,070</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>2,276</td>
<td>2,852</td>
<td>3,114</td>
</tr>
<tr>
<td><strong>TOTAL COSTS</strong></td>
<td><strong>$51,156</strong></td>
<td><strong>$51,652</strong></td>
<td><strong>$45,262</strong></td>
</tr>
</tbody>
</table>

The college tuition, related fees, and on-campus room and board expenses are paid directly to Menlo College. All other expenses are estimated, and provided for information and budgeting purposes.

**QUALIFYING FOR FINANCIAL AID**

Students do not need to be from a low-income family to qualify for financial aid. However, to receive aid that is need-based, they must demonstrate financial need that is defined as the COA minus the student and family's EFC. Students should not disqualify themselves by not applying for financial aid. Students who think they will need financial aid to attend Menlo College are encouraged to apply.

**HOW TO APPLY FOR FINANCIAL AID**

To receive first priority for all financial aid programs, all documents must be submitted to the appropriate agencies each year as soon after January 1st as possible.

To be considered for financial aid, students must:

- Submit the Free Application for Federal Student Aid (FAFSA) on the Web at www.fafsa.gov. The completed FAFSA must be submitted by March 2 in order to be considered for the Cal Grant.
- Mail a certified Grade Point Average (GPA) Verification Form by March 2 for Cal Grants to the California Student Aid Commission. Grant Programs Processing Section, P.O. Box 419077, Rancho Cordova, CA 95741-9077. (California residents only)
- Submit verification documents to Menlo College if selected. The Office of Financial Aid will inform students selected for verification what forms to submit.

**General Eligibility Requirements**

To be eligible to receive federal and state financial aid, students must:

- Have calculated financial need.
- Be a U.S. citizen, permanent resident, or eligible non-citizen with the appropriate documentation as specified by the U.S. Department of Education.
- Possess a high school diploma or the equivalent.
- Be fully admitted to, and enroll in, a program for the purpose of obtaining a degree or certificate.
- Maintain Financial Aid Satisfactory Academic Progress (see section below) in college-level work.
- Not owe a refund on any grants previously received at any institution.
- Not be in default on any student loans incurred at any institution.

**FINANCIAL AID SATISFACTORY ACADEMIC PROGRESS**

Financial aid has its own standards for satisfactory academic progress (SAP). (See section on Academic Progress for the standards applicable to all students, whether receiving financial aid or not.) For financial aid purposes, satisfactory academic progress (SAP) is maintained by completing a minimum of 67 percent of all attempted classes and by maintaining a minimum cumulative grade point average (GPA) of 2.0. Please note that if a full-time day student completes only 67 percent of his or her attempted classes, it will take six years to complete a bachelor's degree. The Office of Financial Aid reviews the academic progress of financial aid recipients at the end of each semester. Students are notified in writing when they are on financial aid probation and/or if they become ineligible for financial aid. Students who fail to maintain SAP, as defined for financial aid purposes, will be placed on financial aid probation for one semester. During that semester, a student is eligible to receive aid. If, after completion of the probationary semester, a student does not make SAP, then he or she is no longer eligible for financial aid. If, however, a student who also has been academi-
cally disqualified subsequently makes a successful appeal for academic reinstatement to the Faculty Appeals Committee, the College will allow one more (second) financial aid probationary semester. During this (second) semester the student will again be eligible for financial aid. After that second consecutive probationary semester, students who again do not make SAP will be ineligible for financial aid until they complete a minimum of 67 percent of all attempted classes and achieve at least a 2.0 cumulative grade point average.

Students who have experienced extenuating circumstances that affect their ability to perform academically may appeal in writing to the Office of Financial Aid. Examples of extenuating circumstances include serious illness/injury, death in the family, or other comparable situations. Supporting documentation is required. Students should submit the appeal letter and all supporting documentation to the Office of Financial Aid. They will be notified in writing with the result of their appeal.

**STUDENT RESPONSIBILITIES REGARDING FINANCIAL AID**

Students who receive financial aid are required to:
- Submit all required financial aid documents to the Office of Financial Aid in a timely manner (by the stated deadlines).
- Respond immediately to all correspondence sent by the Office of Financial Aid or Federal Student Aid Programs.
- Inform the Office of Financial Aid in writing if outside scholarships or additional resources are received.
- Request clarification about the financial award as necessary.
- Maintain Satisfactory Academic Progress (SAP).

**NEED-BASED GRANTS**

**Federal Pell Grants**

This program provides federal grants up to $5,550 in 2011-2012 to undergraduate students. The minimum Federal Pell Grant award for an academic year is $400. To be eligible, students must demonstrate financial need.

**Federal Supplemental Educational Opportunity Grants (FSEOG)**

FSEOG grants are administered on behalf of the federal government. They are awarded first to students with the lowest expected family contribution (EFC) and the highest financial need. Priority is given to students who receive Federal Pell Grants. FSEOG Grants are only available to full-time undergraduate students who are required to pay the higher tuition cost. The maximum FSEOG Grant awarded for the academic year is $1,000.

**Cal Grants**

The California Student Aid Commission (CSAC) administers grant programs for undergraduate California residents without a bachelor’s degree. Awards are made based upon both financial need and academic merit and typically are offered for the fall and spring semesters. Menlo College students are eligible to be considered for Cal Grant A and B awards.

- **Cal Grant A** This California grant assists low and middle-income students with tuition and fee costs. Eligibility is based on financial need and grade point average. The maximum new award for the 2011-2012 year is $9,708.
- **Cal Grant B** This California grant assists very low-income students with living expenses, books, supplies, transportation and other costs. The maximum new award for the 2011-2012 year is $11,259.

**Additional Requirements for Cal Grant Recipients:**

In addition to the Free Application for Federal Student Aid, students are also required to have the GPA Verification Form for Cal Grant Programs completed by the Menlo College Registrar’s Office or by their high school’s Records Office. All documents must be submitted to the appropriate agencies by March 2 to be considered for a Cal Grant. The California Student Aid Commission determines the eligibility for new Cal Grant recipients.

**Menlo Grants**

Menlo Grants assist low- and middle-income students with tuition and fee costs. To be eligible for a Menlo Grant, students must demonstrate financial need as determined by the FAFSA. Menlo Grant amounts will vary and are only available to full-time undergraduate students who are required to pay the higher tuition cost. Funds are restricted to meet needs after certain other resources, such as state and federal grants, are considered. Professional Studies Program students and students who have already earned bachelor’s degrees are not eligible for Menlo Grants.

**STUDENT LOANS**

**Federal Direct Loans**

Federal Direct loans are made through the federal government. To be considered for a Subsidized Federal Direct Loan, students must demonstrate financial need through the FAFSA.

Funds are generally issued in two (2) installments during the academic year, one each semester. Students
are granted a six-month grace period before repayment begins and after they cease to be enrolled at least half-time (usually upon graduation). The minimum repayment is $50 per month. Under certain circumstances, students can receive a deferment or forbearance on their loan. For loans disbursed on or after July 1, 2010 the interest rate is fixed at 6.8%. A Federal Direct Loan Master Promissory Note and a Financial Aid Request Form-Direct Loan (a Menlo form) must be completed to apply for funds from this program.

Loan limits for dependent students are $5,500 for freshmen, $6,500 for sophomores, and $7,500 for juniors and seniors. Independent freshmen and sophomores are eligible for an additional $4,000 in unsubsidized loans, while juniors and seniors are eligible for an additional $5,000 in unsubsidized loans.

- **Subsidized Federal Direct Loans**
  The federal government pays the interest while the student is in a deferment status and during the grace period.

- **Unsubsidized Federal Direct Loans**
  The student is charged interest while he or she is in a deferment status and during the grace period.

**Federal PLUS Loans (Parent Plus Loans)**

The Federal PLUS Loan Program is an optional funding source to assist the parents of dependent students in meeting educational expenses at Menlo College. These loans are made through the federal government. To determine a parent’s eligibility for the Federal PLUS Loan, the parent’s credit history will be checked. In the event a parent does not qualify for a Federal PLUS Loan, the Office of Financial Aid will consider the student for an additional loan through the Federal Unsubsidized Direct Loan Program. The Federal Unsubsidized Loan amount will not exceed $4,000 if the student is a college freshman or sophomore and will not exceed $5,000 if the student is a college junior or senior.

Beginning July 1, 2008, parents may choose to defer payments on a PLUS loan until six months after the date the student ceases to be enrolled at least half-time. Parents can choose to pay the interest at any time by contacting the servicer. For loans disbursed on or after July 1, 2010, the interest rate is fixed at 7.9 percent annually. (The interest rate for loans disbursed prior to July 1, 2006, varies according to when the loan was disbursed. Check with the loan servicer for more information.) The amount the parent may borrow annually in the Federal PLUS Loan Program cannot exceed the cost to attend college, less any financial aid awarded.

Funds are issued in two equal installments during the academic year – one each semester. A Federal PLUS Loan Master Promissory Note and a Parent PLUS Loan Request Form (a Menlo form) must be completed to apply for funds from this program.

**SCHOLARSHIPS AND AWARDS**

Menlo College is deeply committed to preparing men and women for leadership positions in a wide variety of career fields. With this in mind, our financial aid programs are designed to provide future leaders with an outstanding educational experience. Scholarships are given to those outstanding students who have demonstrated a commitment to academic excellence and leadership both inside and outside the classroom.

Eligibility for Menlo College merit scholarships is initially determined by the Office of Admissions, which makes the awards. Generally, the type of merit scholarship students receive is the scholarship they keep and may renew in subsequent years, provided that certain renewal requirements are met as outlined in the student’s scholarship letter. Merit scholarships can range as high as $13,000 per year, depending on the student’s prior academic performance. For scholarship purposes, a student’s Grade Point Average (GPA) will be recalculated based on completed academic coursework. This means that the cumulative GPA which appears on a student’s transcript may differ from the GPA Menlo uses to arrive at merit award and admission decisions.

Menlo College merit scholarships assist students with tuition and fees costs. Students must maintain the required cumulative grade point average and earn a minimum of 24 units per academic year at Menlo College to be considered for a renewal of these scholarships. Participation in community service is also considered for some scholarships. Incomplete courses and withdrawals will not be counted. Students awarded a scholarship must be enrolled full-time at Menlo College and be paying the traditional tuition costs. Scholarships are normally awarded annually. However, new students who enter Menlo for the first time during the spring semester will be considered for a one-semester scholarship. Students in the Professional Studies Program are not considered for these scholarships and awards.

**FEDERAL WORK STUDY**

The Federal Work Study (FWS) program provides jobs for full-time students with financial need, allowing them to earn money to help pay education expenses. Students awarded FWS need to secure a job on campus and are paid an hourly rate. For information on job
openings, contact the Career Services Center. Most student workers average about seven hours of work per week with flexible schedules that accommodate their classes.
DEGREES

In its traditional day program, Menlo College offers students the opportunity to earn a Bachelor of Science degree in Business, a Bachelor of Arts degree in Business, or a Bachelor of Arts degree in Psychology. Courses are offered in a four-year program of fall and spring semesters and optional summer sessions. In addition, students may earn major in a variety of areas that complement their degree.

For working adults, the College provides a year-round evening degree-completion program leading to a bachelor of arts or bachelor of science in business. (See section on “Professional Studies Program” for specific information.)

All Menlo students are eligible to apply for one semester of study overseas through our Exchange Programs in China, Chile, Japan, Mexico, Spain and Italy.

Throughout the year, Menlo students also have the opportunity to learn outside the classroom through offerings provided by the Community Service Learning Program.

TRADITIONAL PROGRAM:

Bachelor of Science in Business
Majors:
- Accounting
- Finance
- Marketing
- Management
  - Entrepreneurship Option
  - International Management Option
  - Management Information Systems Option
  - Sports Management Option

Bachelor of Arts in Business
Major:
- Management
  - Human Resource Management Option
  - Marketing Communications Option
  - Individualized Option

Bachelor of Arts in Psychology

PROFESSIONAL STUDIES PROGRAM:

Bachelor of Science in Business
Concentrations:
- International Management
- Management Information Systems

Bachelor of Arts in Business
Concentrations:
- Human Resource Management
- Marketing Communications

EXCHANGE PROGRAMS
For the 2011-2012 academic year, Menlo College offers one-semester exchange programs to traditional Menlo students and students from the following universities:
- Guangdong Business College, China
- Kansai Gaidai University, Japan
- Universidad Francisco de Vitoria, Spain
- Universita Degli Studi Salerno, Italy

COMMUNITY SERVICE LEARNING
The Community Service Learning Program (SERV) is designed to help students who, as future business and community leaders, will be in a position of building and leading communities in their profes-
ional and personal lives. The SERV program provides the opportunity for students to gain the skills necessary to assume leadership roles and become responsible members of the global community. By engaging in community field experiences and extensive leadership training, students will learn to apply education gained in the classroom toward positive, humane ends in their communities. Students may participate in the program throughout their tenure at Menlo College.

The SERV program strives to:

- Develop a sense of belonging and connection with the Menlo community;
- Create opportunities for students to find their role in meeting the needs of the greater community;
- Enrich the educational experience through meaningful volunteer experiences, leading to the development of productive individuals; and
- Assist in creating more self-directed creative campus involvement.

The Office for Community Service Learning provides SERV coordination, training, tracking of community service hours, and volunteer referral services. To contact the office, call (650) 543-3779.
In preparation for graduation, students must file a Graduation Petition in the term just prior to their expected graduation year/term (fall semester for May graduates or spring semester for December graduates.) The deadlines for submitting Graduation Petitions are:
- **November 15, 2011** for end of Spring or Summer 2012;
- **April 15, 2012** for end of Fall 2012.
All degree candidates should submit their graduation petitions to the Academic Advising Center for processing.

Graduation Petitions may be obtained from the Academic Advising Center and the Professional Studies Program Office.

**COMMENCEMENT ELIGIBILITY**
Graduation from Menlo College occurs at the end of the term that all requirements for your degree have been successfully completed. To celebrate those achievements, commencement exercises are held annually after the close of the spring semester. To be eligible to participate in Commencement and listed in the Commencement Program, candidates must have completed all of their degree requirements or be within six (6) units of completing them. (See “Professional Studies Program” for additional information.)

**HONORS AT GRADUATION**

**Valedictorian**
The Valedictorian is the student scholar who has demonstrated the highest level of academic achievement and scholarly activity while in residence at Menlo College. In addition to achieving the highest cumulative grade point average at Menlo College, the Valedictorian will have a history of academic achievement that goes well beyond the status quo. The graduation candidate(s) with the highest grade point average(s) at the end of the Fall Semester prior to commencement are considered for this honor.

**Other Honors**
The following honors appear on the student’s diploma and their official Menlo College transcript. These honor designations do not apply to certificate programs.

Honors are awarded to bachelor’s degree graduates who earned a cumulative grade point average in their Menlo College courses as follows:

- **Cum Laude** 3.500 to 3.6999
- **Magna Cum Laude** 3.700 to 3.8999
- **Summa Cum Laude** 3.9000 to 4.0000

**DIPLOMA DISTRIBUTION AND DEGREE VERIFICATION**
Diplomas are not issued at Commencement. Graduation candidates whose graduation petition was received by the deadlines indicated above, and who do not have any encumbrances, will receive their diplomas by Certified Mail approximately ten (10) to twelve (12) weeks after the end of the semester in which they successfully completed their degree requirements. Graduation candidates whose applications were received after the deadlines indicated above and/or have encumbrances should anticipate a delay in receiving their diplomas. It is important that candidates inform the Academic Advising Center and the Office of the
Registrar of any changes of mailing address.

Graduates can obtain degree verification (by letter or copy of official transcripts) by submitting a written request to the Office of the Registrar. To request an official transcript, see the section on “Transcripts” for the required fees.

GRADUATION AND COMMENCEMENT INQUIRIES

Inquiries regarding Traditional Program graduation application status and diplomas should be addressed to: The Academic Advising Center, Menlo College, 1000 El Camino Real, Atherton, CA 94027-4301 or phone (650) 543-3917 or fax (650) 543-4120.

Inquiries regarding the Professional Studies Program graduation application status and diplomas should be addressed to: The Office of Academic Affairs, Menlo College, 1000 El Camino Real, Atherton, CA 94027-4301 or phone (650) 543-3936 or fax (650) 543-4003.

Inquiries regarding the Commencement ceremony, regalia and rehearsals should be directed to: Office of External Affairs, Menlo College, 1000 El Camino Real, Atherton, CA 94027-4301 or phone (650) 543-3887 or fax (650) 543-4102.
Menlo College has created an environment where the curricular and co-curricular work together to provide a total educational experience for the student. Our mission is to help students realize personal success through the development of the whole person, promoting the balance of a student’s physical, emotional, social, and intellectual growth. The Menlo College staff is committed to providing specialized services and opportunities that will prepare students for success in their personal and professional lives.

**THE RESIDENTIAL PROGRAM**
The residential program complements the academic curriculum and reinforces the College’s mission and values by providing learning experiences that extend the classroom into the residence halls. The college experience provides all students with the opportunity to reside and actively engage in a community of scholars. As such, the campus community offers numerous opportunities for learning that facilitate the holistic development of our students.

The faculty and staff who reside on campus are especially enabled to engage our students in campus life. With activities that range from hosting study groups to planning social events and the coordination of community service projects, residential faculty and staff contribute to the development of students that occurs outside of a traditional classroom setting.

The residential program offers students the opportunity to integrate the college learning experiences that occur within and beyond the classroom. Through participation in athletics, intramurals, co-curricular and extracurricular programming, students develop:

- Strong critical thinking and communication skills
- Increased international and multi-cultural awareness
- A recognition of the importance of environmental responsibility
- Leadership skills with the capacity for ethical decision-making

**RESIDENTIAL LIFE**
Room assignments are made before the semester begins. The Residential Life staff tries to honor requests for specific rooms and/or roommates to the extent that physical limitations and residence hall organization permit. Seniors have priority, followed by juniors and sophomores. Incoming freshmen will be assigned to a room in the freshmen experience hall.

Meals are provided for residential students, including breakfast, lunch and dinner on Monday through Friday, with brunch and dinner on weekends and most holidays. The cost of this meal plan is required and included in the room and board fees charged each residential student. Housing is available during the winter and summer breaks for an additional charge; no meal service is provided during the winter, spring or Thanksgiving breaks, and meal service is provided in the summer when the dining hall is open.

There are five residence halls on campus: El Camino Hall, Howard Hall, Kratt Hall, Michaels Hall and O’Brien Hall. Each building has its own unique characteristics; however, each room is equipped with furniture needed for studying and sleeping (except desk lamps). Beds are 80x36 inches (twin, extra long), a matter to be considered when selecting bed linens. Students are expected to provide their own linens. An alarm clock, study lamp and wastebasket are also recommended. Students may add posters, radios, TV’s, computers, etc., as deemed necessary. Laundry facilities...
are available in each building.

Residence halls are supervised by full-time Residential Life Coordinators and student Resident Assistants who help create and maintain an environment conducive to personal growth and academic achievement. Residential Life Coordinators and Resident Assistants are available to meet with students on educational and social matters and to confer on personal problems.

In addition, Residential Life staff are responsible for enforcing rules and regulations. Students are expected to adhere to residence hall policies established in the interest of maintaining a pleasant, respectful, and peaceful living atmosphere that is compatible and necessary for a positive educational environment. Policies are outlined in the Menlo Residence Hall License Agreement that each student must sign prior to moving into a room, as well as in the Student Handbook (which includes the Student Code of Conduct). Copies are available on the Menlo College website.

Once a student is accepted to Menlo, more detailed information and instructions regarding on-campus housing will be sent to her/him.

**TELEPHONE AND CABLE SERVICE**

Students have phone and Internet access in their dormitory rooms through Residential Life in the Office of Student Affairs. Phone bills are the responsibility of the student to pay. Basic cable service is included in the room and board fees. Expanded cable service and premium channels must be arranged for separately, as the cable service will bill students directly for this extra service. For additional information about telephone and cable service, please contact the Information Technology Office.

**RESIDENCE REQUIREMENTS**

Menlo is committed to the philosophy that an individual's college education is enhanced through the experience of residing on campus. Students benefit from associations with fellow students and faculty in the type of planned and spontaneous activities (social, educational, cultural, and athletic) and discussions that occur outside regular class hours in a residential environment. Residence hall living adds a measure of convenience to a student's life, creates increased opportunities for students to widen their circle of friends, and provides a quick immersion into campus life.

Menlo College's residence policies reflect intent to maintain a substantial on-campus student body. All unmarried students who do not attain the age of 21 before the start of a semester must reside on campus unless they live with their parents or adult guardian in the vicinity of the College (defined as within 30 miles of the College.) This policy does not apply to those students with junior or senior standing or those who have lived on campus for four semesters. Students may not change from resident to day status after July 1 for the Fall Semester or after December 1 for the Spring Semester, regardless of their eligibility to reside off-campus, without incurring a financial penalty. All requests for change of status must be made using the appropriate form available in the Housing Office. All international students must live on campus during their first year at Menlo. This helps them become more comfortable in the American educational system and student life at Menlo College. However, international students with previous collegiate experience in the United States, or those who wish to reside with their parents in the immediate vicinity of the College, may petition the Housing Office for a waiver of this requirement.

**RESIDENT REFUND POLICY**

A student who officially withdraws, changes residence status, or who is otherwise removed from campus housing, may or may not be eligible for a refund. If a student is eligible for a refund, the date that the student officially checks out of his/her residence hall room with a staff member is the date that will be used to calculate residence fee refunds. Room and board fees will be pro-rated through the 20th class day of occupancy. Room and board is a combined fee, not separated for billing purposes. There is no refund beyond the 20th class day during a semester. See the section on “Tuition and Fees” for additional information.

**MEDICAL INSURANCE**

Menlo College requires all full-time students to maintain medical insurance for in-patient care and catastrophic illness and injury. Since there are many variables that could change your insurance status, it is necessary for all students to satisfy their insurance requirements through private employee-sponsored plans or through enrollment in the Menlo College Student Health Plan every academic year. Students who fail to go online to enroll or waive the Student Health Plan will automatically be billed. For more information regarding this policy, please contact Student Accounts at (650) 543-3781. International students will be automatically enrolled and billed for the plan. There are no exceptions or waivers for international students.

**STUDENT CONDUCT**

In light of the adult responsibilities associated with college enrollment and becoming a member of the
Menlo College community, the College expects each student to behave in a conscientious and responsible manner with due respect and regard for the welfare and sensibilities of others. Regulations are adopted with that purpose in mind. College policies on various aspects of campus life are fully explained in the Student Handbook, prepared annually and available to all students through the college website.

Students are required to review and know the policies described in the Housing License Agreement and the Student Handbook. Menlo reserves the right to change policies as necessary and appropriate. The Student Code of Conduct (Code) is contained in the Student Handbook and is used as a basis for evaluating appropriate campus life behavior. Violations of this Code result in disciplinary actions including community service, fines, mandatory counseling, and in extreme cases, eviction from housing, no trespassing, suspension or expulsion. Ignorance is not a valid excuse for violation of the Code.

**STUDENT CODE OF CONDUCT**

The following conduct code excerpts are endorsed by the faculty and staff and are intended to make clear that violations of these policies are of paramount importance and violators will be fully held responsible subject to the applicable rules, policies and procedures. The complete listing of the Student Code of Conduct is available online in the Student Handbook.

**Alcohol**

On-campus use of alcoholic beverages is a qualified privilege and is strictly controlled. Students, faculty, and staff are subject to federal and state laws regulating such beverages. Consumption on campus is restricted to designated areas and to certain approved and officially sponsored social functions. Students who choose to involve themselves with alcohol assume full responsibility for the consequences of their actions, both with respect to Menlo College regulations and to the laws of the state. Students who abuse alcohol or violate the alcohol policy will be subject to disciplinary action up to and including expulsion.

**Drugs**

Possession of illegal drugs will not be tolerated. The College will fully cooperate with law enforcement authorities in any case involving illegal possession, use, or sale of drugs. Additionally, the College stands ready to take its own action including, but not limited to, search of a student’s room by authorized college personnel who have reasonable cause to suspect the possession of illegal drugs. Students found in possession of illegal drugs will be subject to severe disciplinary action up to and including expulsion.

**Damage to Property**

Damage to property of Menlo College or to the property of any Menlo College community member is grounds for disciplinary action up to and including suspension and/or expulsion subject to applicable rules, policies and procedures.

**Harm or Threats of Harm**

Causing harm or making threats of harm to any member of the Menlo College community including employees, guests, students, and any entity associated in any manner with the College, is grounds for disciplinary action up to and including administrative withdrawal, suspension or expulsion subject to applicable rules, policies and procedures.

**Honesty in Academic Work**

Honesty in academic work is governed by the rules of the Academic Integrity Policy and is expected from all members of the Menlo College community. Violations of these policies are grounds for disciplinary action up to and including administrative withdrawal, suspension or expulsion subject to applicable rules, policies and procedures. Please refer to the section on “Academic Integrity Policy” for additional information.

**Guest Visitation**

Students may have overnight guest visitation but they must obtain the consent of their roommate, and sign in with the Resident Director. Guests may be housed overnight no longer than three consecutive days. Guests are expected to observe the same standards of conduct as Menlo students. Students will be held responsible for the actions of their guests while they are on campus.

**Firearms, Weapons and Fireworks**

On-campus possession of firearms (antique or modern), other weapons of any kind, or fireworks is strictly prohibited. Students found in possession of firearms (any type of gun including BB, air, etc.), or weapons may be subject to immediate expulsion from Menlo College.

**OTHER CAMPUS SERVICES**

**Student Services Center (SSC)**

Located in the Admissions Building, the Student Services Center is the campus hub for information on student services and administrative needs. Housed in the SSC are the offices of the Registrar, Financial Aid and Student Business Accounts. This is also the center where students can get their student ID cards and campus mailbox assignments. The SSC and its “one-
Motor Vehicles/Parking
Students are permitted to have one motor vehicle on campus, subject to the rules governing its regulation and use, which appear in the Menlo College Parking Policy (available online – Menlo intranet). Motorized bikes, mopeds and mini-pocket bikes are subject to the same rules as motor vehicles, and are not permitted on pedestrian walkways. Students who park their vehicles in College parking lots, must register their vehicle with Menlo Security and obtain their parking permits from the Security office. (A copy of the Driver’s License and Proof of Insurance are required.) Students should note that unpaid parking fines will result in academic record encumbrances. In addition, illegally parked cars are towed at the owner’s expense.

Mail Service
Students are assigned a campus mailbox located in the campus Post Office in the Student Union. Students are expected to check their campus box regularly and notify the campus Post Office of their forwarding address upon graduation or withdrawal from the College. Mail is not forwarded during semester breaks unless specifically requested, in writing, by the student. Mail that is left in the box after a student has left Menlo will be returned to the local postal authorities unless written instructions for forwarding the mail are provided prior to the student’s departure. All mail must be addressed to the student with the following information: student’s full name, campus box number, Menlo College, 1000 El Camino Real, Atherton, California 94027-4301. The term “campus box,” not post office box, should be used.

Bookstore
The Bookstore stocks required textbooks for classes as well as reference materials for classroom study, paperbacks for leisure, school supplies, miscellaneous sundry items, snacks and Menlo clothing and gifts. Computer software is only available online through the Bookstore website.

The Bookstore accepts cash, personal checks, VISA, Mastercard, American Express, Flex dollars and book loans. Flex dollars is a special program where students can add cash to the student ID card and use the card to purchase meals in the Dining Hall or to make purchases in the Bookstore. Book loans, which are given to students who qualify for Financial Aid, can only be used to purchase books and school supplies. See the Financial Aid Office for details.

All textbook refunds and exchanges require the cash register receipt and the required Menlo College documentation. All other merchandise refunds require the cash receipt. A return policy is attached to all receipts, is available upon request, and is posted in the store and online.

The Bookstore holds annual end-of-semester book buybacks. During this time, students may sell their textbooks to the bookstore that they used in previous semesters.

Fall and Spring Store Hours:
Monday and Friday 8:30 a.m. to 5:00 p.m.
Tuesday and Thursday 8:30 a.m. to 6:30 p.m.
Wednesday 8:30 a.m. to 6:00 p.m.

www.menlo.bkstr.com
bookstore@menlo.edu
(650) 543-3711
(800) 55menlo x3711

STUDENT AFFAIRS
The Student Affairs staff works with students, faculty, and staff to provide for quality of life beyond the classroom. Co-curricular activities at the College and residence living arrangements on campus are intended to complement and enhance the student’s academic experiences. A wide range of programs and services are conducted for this purpose.

The Office of Student Affairs specifically coordinates all clubs and organizations, the Student Union, Orientation, Intramurals and the majority of programming for the College. Most clubs sponsor activities such as dances, cultural events, festivals, guest speakers, bands, athletic competitions, and a variety of other activities.

The College encourages innovation in student activities. Student groups or individuals with ideas for events or projects are encouraged to visit the Office of Student Affairs in the Administration Building to discuss and present them. The Student Affairs staff can often find ways and means of bringing the idea to fruition and will work directly with the group to see their plans materialize.

STUDENT ORGANIZATIONS
Menlo College provides a variety of opportunities for student involvement in campus organizations. This involvement provides students with a chance to meet others with similar interests and to develop interpersonal and leadership skills. All students are encouraged to consider involvement in campus activities, organiza-
tions, and leadership opportunities. Students who wish to form a new club or organization must first consult with the Dean of Student Affairs. All necessary forms are available in the Student Affairs Office located in the Administration Building. Forms should be submitted to the Student Affairs Office at the beginning of each semester. For information regarding specific deadlines, contact the Student Affairs Office.

Menlo College clubs and organizations include the following:
- Asian Club
- BSU
- Club Sports
- Entrepreneur Club
- Gay-Straight Alliance
- Hawaii Club
- Horror Horror Film Club
- International Club
- KMXX Radio
- Madden Club
- Marathon Club
- MarCom Club
- Menlo Music Club
- Menlo Oak Happenings
- Psychology Club
- Snowboard Club
- Student Allocation Board
- Women’s Group
- Yearbook Club

LEADERSHIP OPPORTUNITIES
Exceptional leadership development opportunities set Menlo College apart from other colleges and universities. Menlo College provides a range of programs that enable students to discover and develop their leadership skills.

Menlo leadership opportunities include the following:
- Advancement Telecounselors and Ambassadors
- African American Awareness Month Committee
- Asian/Pacific Islander Awareness Month Committee
- Athletic Team Managers
- Care Conference Committee
- Club/Organization Officer
- Internships
- Judicial Review Board
- KMXX Radio Station
- Latino Heritage Month Committee
- LeaderShape Leader
- Menlo College Student Government
- Peer Counselor
- Resident Assistant
- Residence Hall Governance Association Officer
- Student Allocation Board
- Student Athletic Leadership Council (SALC)
- Student Union Manager / Student Union Employee
- Volunteer Admission Ambassador
- Women’s History Month Committee

If students are interested in broadening their leadership skills, they should stop by the Office of Student Affairs.

COUNSELING & HEALTH SERVICES
Menlo College is fortunate to be in close proximity to multiple health resources that are nationally known. Please be advised that all full-time students (residential and non-residential) are required to maintain medical insurance with coverage for inpatient care, catastrophic illness, and emergency injury care. Students are strongly encouraged to establish contact with a local internal medicine physician who will serve as a primary point of interface with the health care system for the duration of their time at Menlo College. Consult your health insurance provider about local health care practitioners who are covered by your plan. Students who are enrolled in the Menlo College Health Plan can visit their website at www.myfirsthealth.com in order to get assistance with finding a doctor and getting health resource information.

The Menlo Medical Clinic at 1300 Crane Street in Menlo Park is within walking distance of campus. For further information, please visit their website at www.menloclinic.com. Hospitals that serve the immediate area include Stanford Hospital, located at Stanford University (www.stanfordhospital.org), Sequoia Hospital, located in Redwood City (www.sequoiahospital.org) and Kaiser Permanente Redwood City Medical Center & Hospital, located in Redwood City (www.kaiserpermanente.org). For assistance with local counseling resources and referrals, please contact the Office of Student Affairs.

INTERNATIONAL STUDENT SERVICES
International students make up a substantial proportion of the total student body. The presence of this large multi-national segment of students adds a great deal of desired cultural diversity to the student body.

Designated School Officials in International Student Services serve the needs of the College’s international students by:
- Orienting newly arrived international students to various aspects of the U.S. culture and educational system;
- Assisting international students in maintaining their F-1 student status and other related immigration matters; and
- Providing cross-cultural counseling for international students in order to facilitate their adjustment to the
International Students Enrolled at Menlo College on F-1 Student Visas must:

- Keep their passports valid at all times;
- Carry a full course of study (at least 12 units during each fall and spring semester);
- Make satisfactory progress toward obtaining their academic degree;
- Follow certain procedures if they need to stay in the U.S. longer than the program completion date on their initial acceptance document;
- Limit employment on campus to a total of 20 hours per week while school is in session;
- Refrain from engaging in off-campus employment, both before and after graduation without appropriate authorization;
- Ensure that their travel documents are in order before leaving the U.S. (even for a trip to Canada or Mexico). In order to re-enter the United States after a temporary absence of five months or less, they must have a valid passport, a valid visa, and a properly endorsed travel document;
- Follow certain procedures to transfer to a school other than the one originally authorized; and
- Report any change of address with ten (10) days to International Student Services.

Students should consult with International Student Services for details on these and other matters concerning their visa status.
ATHLETICS

Mission Statement
The mission of the Department of Athletics is to sponsor a broad-based athletic program, using the avenue of competitive sports to complement and enhance the educational and co-curricular experience of each student. Furthermore, the Department of Athletics is committed to the fair and equitable treatment of men and women, and to maintaining and supporting diversity among its staff and student-athletes. The Department of Athletics is committed to the NAIA philosophy of encouraging balance in the life of a student-athlete, allowing time for participation in competitive sport, supporting involvement in leadership activities on campus, and striving for a high level of achievement in all academic endeavors.

Intercollegiate Athletics
The Menlo College Department of Athletics is a member of the NAIA and sponsors 14 varsity sports. The sports of basketball (men’s and women’s), volleyball (women’s), soccer (men’s and women’s), golf (men’s), competitive cheerleading (men’s and women’s), cross-country (men’s and women’s), and softball participate in the NAIA California Pacific Conference. Football and Men’s Wrestling participate as NAIA independents and Baseball is a member of the Cascade Conference. Women’s Wrestling is not affiliated with the NAIA, although it is a varsity sport at Menlo College.

Athletic Accident & Injury Insurance
This mandatory primary insurance is required for any student engaged in an athletic sport at Menlo College, until proof of personal primary insurance is provided to the Head Athletic Trainer. All athletes who have not provided personal primary insurance to the Head Athletic Trainer will be enrolled in and billed for primary athletic accident and injury insurance coverage provided through Menlo College. There are no exceptions to or waivers of this policy. For additional information contact Mark Fowler at (650) 543-3931.

Drug Testing
Per athletic department institutional guidelines all student-athletes, including red-shirt athletes, will participate in random selection drug testing. All student-athletes must read the drug testing policy and sign a drug testing consent form prior to the start of the academic year. A copy of this policy can be found at www.menloathletics.com under the Sports Medicine link.

Athletic Participation
No member of a Menlo College Intercollegiate Athletic team may participate in an official competition until verification of the following:
- Payment of the $250 commitment fee to the Office of Admissions;
- Current enrollment in 12 or more units (full-time status) and in good academic standing; certified as academically eligible by the Compliance Officer in the Department of Athletics;
- Proof of a current physical examination by a personal physician, furnished upon arrival at Menlo (to be kept on file in the Head Athletic Trainer’s office);
- Copy of primary health insurance card on file in Head Athletic Trainer’s Office;
- Signed DRUG TESTING CONSENT form. This form will be distributed and collected by the Head Athletic Trainer;
- Signed STUDENT-ATHLETE STATEMENT OF ELIGIBILITY. This form will be distributed and collected by the Director of Athletics at each team’s pre-season meeting.
Freshman Eligibility
In order to be eligible, an incoming freshman must meet two of three Menlo College Department of Athletics eligibility requirements:

- A score of 860 on the SAT (math and verbal sections only) or 18 on the ACT.
- A 2.0 grade point average or above on a 4.0 scale.
- A ranking in the top half of his/her graduating class.

To continue spring eligibility, freshmen must pass at least 9 units of course work during the fall semester.

Second Season Continuing Eligibility
To participate in a second season of eligibility, each student-athlete must have passed 24 units. In addition, a student playing in a second (continuing) season must currently be enrolled in 12 or more units.

Two-Year Transfer Eligibility
To become eligible as a transfer from a two-year institution, the student-athlete must enter Menlo College under the following guidelines:

- If ONE year of eligibility is used, the individual must have accumulated 24 units to participate in a second season of a sport.
- If TWO years of eligibility are used, the individual must have accumulated 48 units to participate in a third season of a sport.

In addition, students must have attained a cumulative grade point average of 2.0 on a 4.0 scale. A tracer form will be sent to all prior institutions attended to verify seasons of competition. It is the student-athlete’s responsibility to be honest and accurately provide notification of previous post-secondary institution(s) attended. Failure to do so can result in immediate dismissal from intercollegiate athletic participation at Menlo College.

Four-Year Transfer Eligibility
To be eligible as a transfer from a four-year institution, the student-athlete must have either a written release from the Athletic Director at the former school, or not have participated in intercollegiate competition for one full academic year. If the aforementioned criteria are not met, the student-athlete transferring from a four-year institution must complete a 16-week residency period before competition.

In addition, student-athletes transferring from a four-year institution must meet the following requirements:

- If ONE year of eligibility was used, the individual must have accumulated 24 units to participate in a second season of a sport.
- If TWO years of eligibility were used, the individual must have accumulated 48 units to participate in a third season of a sport.
- If THREE years of eligibility were used, the individual must have accumulated 72 units to participate in a fourth season of a sport.

NOTE: A student-athlete can no longer compete if s/he has been enrolled in 10 or more full-time semesters at any school, regardless if s/he has eligibility remaining.

General Eligibility for Continuing and Transfer Students
When compiling eligibility reports each year, the Compliance Officer will look at the normal progress of each student-athlete to ensure that s/he is making headway toward degree completion. Listed below is the Normal Progress Standard, by which each student-athlete can measure his/her academic progress. Students must have passed 24 units between their last two full-time semesters (a “W” or withdrawal on a transcript means the course counts towards full-time enrollment). Only 12 non-term units (summer, intersession or units earned from non-, full-time enrolled semesters) can be applied toward this rule.

Student-athletes must meet normal progress rules as follows:

- Prior to second season, must have completed 24 applicable degree units.
- Prior to third season, must have completed 48 applicable degree units.
- Prior to fourth season, must have completed 72 applicable degree units.

NOTE FOR TRANSFER STUDENTS: Total units earned will be counted in the initial eligibility check. After completion of a student-athlete’s first semester at Menlo College however, only units earned at Menlo, as well as those that have been transferred, will apply toward this rule.

MISSED CLASS POLICY
When representing Menlo College in intercollegiate competition (or other officially sanctioned Menlo College activities), students shall be excused from classes on the hours or days such competition takes them away from classes and shall not be penalized during the grading process for such missed classes.

NOTE: At least one week in advance, such students are responsible for advising their professors regarding anticipated absences and for arranging to complete all course work for classes, including laboratories, homework, projects, or examinations missed, in a timely fashion as approved by the professor.
TECHNOLOGY RESOURCES

Every Menlo College student is assigned an email account, Menlo user ID, and access to online grades, registration and course materials upon admission to the college. Your Menlo user ID and password are required to access most college technology resources. For your own safety, do not share your login credentials with anyone.

COMPUTER LABS

Menlo College has several computing facilities on campus. The Tech Center in the Bowman Library is available to students and faculty seven days a week, (excluding holidays) and offers students the computing resources required to complete coursework, communicate globally, and access the World Wide Web. There are three instructional computer labs on campus, containing personal computers at every desk. These classrooms are reserved for courses requiring a hands-on environment for learning computer skills. In addition, the college has several smaller, specialized computing centers for tutoring and instructional support in math and writing.

CLASSROOM SUPPORT

Most classrooms are equipped with computers, projects, DVD players, and other audio/visual components to supplement the learning experience. Classrooms are connected to the Internet, allowing instructors to take advantage of Web-based resources. Each course also has dedicated space in the College’s Learning Management System (LMS), which provides an online environment for instructors to post syllabi, lectures notes, and other course materials; conduct class discussions; and administer quizzes. The LMS is available to students and faculty anywhere, anytime from most web browsers.

MyMenlo Student Portal

Students can use their Menlo user ID and password to access MyMenlo, the Menlo College portal to student records and course materials. By visiting http://my.menlo.edu from most web browsers, the student may register for classes; access grades and transcripts; view financial aid and billing information; and more.

TELEPHONE & INTERNET IN THE RESIDENCE HALLS

On-campus and local telephone services are available for on-campus residents, upon request. Any student who wishes to have a telephone in his or her room should visit the Office of Student Affairs to check out a telephone.

Access to wired, high-speed Internet service is available in every room in the Menlo College residence halls at no extra charge. Any personal computer with a standard Ethernet port can connect easily to the wired ports in every dorm room. This connection is always on and does not require dial-up access or additional equipment (except Ethernet cable). Students using personal computers on campus are required to use anti-virus software with current virus definitions and to keep operating system security patches up-to-date.

WIRELESS ACCESS

Wireless Internet service is available in all dormitories (El Camino, Kratt, Howard, Michaels, and O’Brien), as well as in select locations on campus, including: Bowman Library, Brawner Hall computer labs, Florence Moore classrooms, the college Dining Hall, and the Student Union.
ACADEMIC SERVICES

ACADEMIC ADVISING SERVICES
Academic advising services are available to all Menlo College students to help them evaluate their educational goals and provide them with the tools necessary to achieve these goals. Academic advisors help students select their classes in a logical and appropriate manner, establish the strategies for taking courses at a particular time and help them satisfy their degree requirements in a timely manner. The following are guidelines for academic advising at Menlo College:

- New students (freshmen and transfers) meet with counselors in the Office of Admissions who explain the various degree programs (majors and concentrations) offered at Menlo College. Students then receive help from an academic advisor at the Academic Advising Center to determine their academic preparation to take specific classes and choose their first semester’s classes.

- Academic advisors guide students in their choice of majors and concentrations and act as mentors to help them match their skills, abilities, values and interests with their academic and career pursuits. New students (freshmen and transfers) are assigned a specific academic advisor at the Academic Advising Center for their first year at Menlo. The Academic Advising Center, located in the Success Center, is open during normal business hours with one or more academic advisors on hand to provide advising assistance even if a student’s assigned advisor is not available. After their freshman year when students have chosen a major, they will be paired with a faculty academic advisor who is within their major. Transfer students normally will be paired with a faculty academic advisor within their major sometime after their first semester at Menlo.

- The Director of Academic Advising maintains a degree check sheet for all students. This check sheet reflects the transfer credit that students have been awarded, the courses they have completed at Menlo College, and the courses and units they need to satisfy for graduation. The Director provides students with a degree audit approximately six months before graduation.

- Students in the Professional Studies Program receive academic advising as part of the pre-enrollment process and as needed during the program. All students are expected to individually monitor their progress (See “Professional Studies Program” section for additional information.)

DISABILITY SERVICES FOR STUDENTS (DSS)
Disability Services for Students is a component of Menlo College’s Academic Success Center that provides advising, counseling, information, referrals, and services for students with all types of disabilities. Special support services relevant to the Americans with Disabilities Act (ADA 1990) and Section 504 of the Rehabilitation Act of 1973 are available to students with long-term and short-term disabling conditions and learning challenges.

The ADA (1990) requires ‘reasonable accommodations’ (to create a level playing field) without undue hardship. The institution must try to make these for the student, may not lower curriculum standards for the college, and requires documentation. See the Menlo College website for Guidelines for Documentation of a Disability.

Section 504 defines a disability as “any person who (i) has a physical or mental impairment which substantially limits one or more major life activities, (ii) has a
record of such impairment or (iii) is regarded as having such an impairment.” NOTE: The ADA expanded Section 504 to the private sector.

CAREER SERVICES
Menlo College’s Career Services begins with an open invitation to have a preliminary discussion with the Director of Career Services regarding choosing a major, internship and career path opportunities.

Students and alumni have access to jobs and internship information through on-line listings. Building a career begins with a base of skills, values, and personality assessment as it pertains to the workplace, resume and cover letter writing, job search strategies, interview skills and job/offer assessment. Career Services is here to help in all aspects of employment and internship searches.

Many careers begin with experiential education in an internship. Students may earn a maximum of nine units in internships that will apply to their degree program.

Programs such as our annual Career Conference, Etiquette Dinner, and Menlo Alumni Mentoring are all very helpful in giving Menlo College students a competitive edge in today’s job market.
LEARNING RESOURCE CENTERS

BOWMAN LIBRARY
Bowman Library provides a wide range of information services, resources, and technologies that support the educational and research needs of the Menlo College community. The librarians and faculty have adopted a collaborative, integrated approach that helps students develop the information competencies and research skills that are critical for academic success.

Library Hours
Bowman Library is open seven days a week, with late evening hours Sunday through Thursday nights and during final exams. Current information about the library schedule can be found on the Library’s Web site at http://apps.menlo.edu/library/.

Collections
The Library’s print and online collections support all areas of the College curriculum, with special emphasis on business, psychology, and the social sciences. The Library has more than 60,000 books as well as online databases that provide access to nearly 40,000 academic journals and magazines. Most of the collection is accessible through the Library’s Web site.

Reference and Information Services
Menlo College librarians offer personalized reference and information services at the reference/information desk, by appointment, and through library instruction sessions. The librarians teach more than 70 instruction sessions per year, each tailored to the needs of students in a particular course. The Library also publishes a series of general and subject-specific research guides that present strategies for effective library research.

All Menlo students are required to complete an online Research Skills Tutorial during their first year at the College. The Tutorial, part of Menlo’s General Education Curriculum, covers topics such as selecting appropriate information resources, searching library databases and the Internet, and evaluating and citing information.

Computer Resources and Study Facilities
Bowman Library has 60 desktop computers and 15 laptops for student use. Each computer provides access to Web browsers, Microsoft Office, and a range of instructional software. Students may check out laptops to use within the Library. The Library’s wireless network is accessible throughout the building, and there is no charge for document printing or photocopying. The Library’s study facilities include individual study carrels, group study rooms, and a multimedia classroom.

Circulation and Interlibrary Loan
Students with a valid Menlo College ID card can check out books, DVDs, and equipment. (The same ID card provides off-campus access to the Library’s online collection.) Library users may access their circulation records and request or renew items through the Library’s Web site.

Interlibrary loan and document delivery services provide prompt access to materials that are not immediately available in the Bowman Library collection. Nearly any recent journal article can be delivered to students via e-mail within 24 to 72 hours.

ACADEMIC SUCCESS CENTER
The Academic Success Center is a college-wide resource, located next to Bowman Library. Its goal is to provide assistance to all students to succeed and excel academically. The Center offers a wide range of services for students who want to improve their learning strategies; it also provides faculty and staff de-
velopment training in teaching and learning styles. The Academic Success Center provides student services including advising, outreach, professional referrals, advocacy and tutoring. The ASC includes a Writing Center for consultation and assistance on written assignments and a Math Center for self-paced instruction and tutoring in mathematics and statistics. Peer tutors are available to help in a variety of subjects, and the ASC sponsors weekly Tuesday evening “Study Slam” group tutoring sessions. Additionally, the ASC offers a lab containing computers with assistive technology. Through individual advising and counseling on learning, the ASC helps students develop strategies and build skills that will be the foundation for continuous improvement and lifelong learning.
ACADEMIC POLICIES AND PROCEDURES

For specific degree requirements and course descriptions, please refer to the section on “Curriculum—Traditional Program” or “Curriculum—Professional Studies Program.” All policies apply to PSP students, except as noted.

COLLEGE-WIDE BACHELOR’S DEGREE REQUIREMENTS

To receive a Bachelor’s degree from Menlo College, a student must earn a minimum of 124 semester units, including a minimum of 42 upper division semester units. The student must earn a cumulative grade point average of 2.0 (“C”) in each of the following areas: all college work (the overall average), all units in the major program core requirements, and all units in the major (if any). Grades of “C-” or better may be required in individual or groups of courses.

RESIDENCY REQUIREMENTS AND THE TRANSFER BACK POLICY

In order to receive a degree, students must complete a minimum of 30 units in their major at Menlo College and must be enrolled in the College during the last two semesters prior to graduation. Of these 30 units, a minimum of 24 units must be upper division. With prior approval from the Office of Academic Advising, a student may transfer back a maximum of six semester units after leaving the College in order to graduate without re-establishing residency. If these two courses are not completed or transcripts received by the Office of the Registrar within one year of the student leaving the College, the student must re-enroll in order to complete the units needed for graduation.

PLACEMENT TESTS (Traditional Program)

Placement tests are administered to ensure that students are proficient in the required skills to successfully complete Menlo College English and/or Math courses. All incoming freshmen will be required to take placement tests for English and Math. Transfer students may be required to take the placement tests depending on courses transferred.

The English Placement Test determines which English class (ENG 099 or ENG 101) students will be enrolled in during their first semester at Menlo College. The Math Placement Test determines which Math class (MTH 090, MTH 101, MTH 102, or MTH 260) students will be enrolled in during their first semester at Menlo College.

Information about Foreign Language Placement Tests or other curricular tests may be obtained from the Office of Academic Affairs in Brawner Hall.

ENGLISH PROFICIENCY EXAM (Traditional Program)

Beginning in Fall, 2000, all students entering Menlo College must pass the English Proficiency Exam (EPE) not later than the first semester of their junior year. The EPE is independent of the required English compositional courses, ENG 101 and ENG 102, and is a requirement for graduation. Additionally, concurrent enrollment in ENG 103, a credit/no credit course, is required to insure students take the EPE in November for fall semester enrollment and April for spring semester enrollment. Students will not be charged for their first attempt with the exam. Follow-up exams will be charged a fee.
DOUBLE MAJORS (Traditional Program)
Students must complete all core and concentration requirements for a second major. Other than General Education requirements, courses which have been counted toward the first major are not counted toward the second.

COLLEGE MAJOR (Traditional Program)
Students who wish to earn a degree other than those stated in the Menlo College Catalog may plan, in conjunction with relevant faculty, a course of study leading to the desired degree known as the “College Major.” Generally, these degrees are interdisciplinary in nature, and draw on the existing expertise of Menlo College faculty. Degrees must include a well defined set of concentration courses. The proposed course of study must be approved by the Academic Dean.

Students who wish to earn a Bachelor of Arts or Bachelor of Science in the College Major must:
- Have successfully completed Menlo College General Education requirements, or have qualified for the full faith and credit waiver.
- Have earned a minimum cumulative grade point average of 3.25.
- Have a formal proposal approved by the Academic Dean prior to completing 60 units.
- Earn a minimum of 44 units in the designed major, 30 units of which must be upper division.
- Earn a total of 124 units for degree completion, 42 units of which must be upper division.

TRANSFER CREDIT POLICIES AND PROCEDURES
Transferring to Menlo College is a convenient process and the College considers itself “transfer friendly.” Students receive the maximum number of transfer units possible. Most credit from regionally accredited two-year and four-year colleges and universities is accepted, provided they are college-level courses.

Menlo College students who were previously or are concurrently enrolled at other regionally accredited post-secondary colleges and universities must provide official transcripts from all schools attended. These official transcripts must be sent directly to Menlo College for evaluation by the Office of Admissions (if applying for the first time for admission), or to the Office of the Registrar (for concurrently enrolled students). All transcripts must be delivered in envelopes sealed by the issuing institutions.

Once all official transcripts have been received by Menlo College, students will be sent a “Transfer Credit Evaluation” (TCE) that indicates which of their courses have transferred to Menlo and which Menlo requirements have been satisfied by these courses. TCEs are official only after they have been approved by the Office of the Registrar. Failure to disclose enrollment and/or provide official transcripts from any and all other post secondary institutions that the student is or was enrolled in will result in an administrative withdrawal from Menlo College.

Matriculated students must submit a Transfer Course Approval Form to the Registrar’s Office prior to taking a course at any two-year or four-year college or university to ensure course transferability. It is recommended that students do not enroll in classes at another school until the Registrar’s Office approves the Transfer Course Approval Form. Ultimately, it is the student’s responsibility to select courses that transfer to Menlo College (see Concurrent Enrollment section for more information).

TRANSFER CREDIT GUIDELINES
Credit is granted for equivalent courses in which a grade of “C-” or better (or the grade equivalent of “C-” or better) is earned.

Credits, not grades, transfer to Menlo College. See section on “Grades” for further information.

Students with an approved associate’s or bachelor’s degree from a regionally accredited college or university, or IGETC Certification may satisfy lower division General Education requirements.

Exceptions:
There are a number of exceptions to the Transfer Credit Guidelines above, as Menlo College does require all students to complete certain foundation and institutional requirements as outlined on our Transfer Credit Agreements and Transfer Credit Evaluations.

Specific courses (e.g., MTH 102) may be required as a prerequisite for upper division courses.

Upper division credit is granted for upper division equivalent courses only. Courses completed at community colleges do not qualify for upper division credit.

A maximum of 94 total semester units may be transferred with the following limitations:
- Maximum of 70 lower division semester units
- Maximum of 24 upper division semester units

A maximum of 30 semester units (which is part of the 94 total semester units) may be granted for non-traditional credit (see “Non–Traditional Credit”). The maximum number of transfer units from any one source or combined sources may be limited. For example, a maximum of 2 semester units may be transferred for Physical Education credit.
A course may be taken only once for credit, unless specifically stated as allowable.

Each quarter unit is equivalent to 2/3 of a semester unit.

Remedial, technical, trade, non-academic vocational, and extension courses are not transferable. Courses taken at non-accredited institutions are not transferable. Cooperative education courses considered equivalent to Menlo College internships are transferable.

**NON-TRADITIONAL CREDIT THAT MAY BE GRANTED**

A maximum of 30 semester units may be granted from one or more of the following sources:

- **Advanced Placement Examination (AP)** An entering freshman may receive Menlo College credit for a particular course or courses on the basis of qualifying scores on the Advanced Placement Examination(s) of the College Entrance Examination Board. A minimum score of 3 must be earned to be considered for Advanced Placement credit. Official exam scores must be sent directly to Menlo College from the Educational Testing Services (ETS).

  Menlo College also participates in the A-level and International Baccalaureate (IB) Programs. The decision to grant credit is made by the Office of the Registrar. (Please see the section on “Admission to Menlo College” for further information.)

- **College Level Examination Program (CLEP)** These General and Subject exams are developed by the College Board and the Educational Testing Service (ETS) in conjunction with college faculty from across the United States. Credit is granted if students pass the exams with the scores recommended by ETS. Credit for the CLEP General Exams is granted for total scores at the 50th percentile only; partial credit is not given for sub-scores within the exams. Official CLEP exam scores must be sent directly to Menlo College from the Educational Testing Service (ETS).

- **Military Education and Experience** Credit may be granted for military education and/or experience based on recommendations from “A Guide to the Evaluation on Educational Experiences in the Armed Services – American Council on Education, Washington, DC.” Credit may also be granted for “C-” level equivalent or higher on the DANTES Subject examinations.

- **Workplace Education** Credit may be granted for education based on recommendations from the American Council on Education (ACE) or the Program on Non-Sponsored Collegiate Instruction (PONSI).

- **Articulation Agreements with Two-Year Colleges** Menlo College has developed articulation agreements and transfer credit agreements with over 30 California community colleges. These agreements facilitate the course selection process for students who wish to transfer to Menlo. Students do not need to complete all courses on the Agreement before transferring to Menlo. Articulation Agreements are intended as guidelines for course selection. Transfer students with an earned associate’s degree or those who have completed a minimum of 60 transferable semester units will have guaranteed admissions if admitted under a transfer credit agreement.\(^1\) It is the student’s responsibility to select courses that transfer and meet Menlo College graduation requirements.

Formal articulation agreements have been developed with many institutions, including the following:

- American River College
- Cabrillo College
- Cañada College
- Canadian International College
- Chabot College
- Citrus College
- City College of San Francisco
- College of Alameda
- College of Marin
- College of San Mateo
- DeAnza College
- Evergreen Valley College
- Foothill College
- Gavilan College
- Hartnell College
- Hawai‘i Tokai International College
- Kapiolani Community College
- Landmark College
- Laney College
- Marymount College
- Merritt College
- MiraCosta College
- Mission College
- Moorpark College
- Ohlone College
- Sacramento Community College

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1 Associate’s degree must be completed by the end of the spring term prior to fall admissions.

2 An earned associate’s degree may not be transferred to Menlo College more than one year after a student enters the College. No Menlo College courses may be used to earn an associate’s degree.
ROTC
Menlo College has an agreement with San Jose State University that allows Menlo students to concurrently enroll in its ROTC Programs. ROTC courses transfer for general elective credit only. Any questions regarding transfer credit should be addressed to the Office of the Registrar at Menlo College.

ENROLLMENT STATUS & ACADEMIC LOADS
Please note the following policies and procedures regarding enrollment status and academic loads:

- Students are considered enrolled after their registration is officiated through My.Menlo (the Menlo online registration system) or their registration forms have been processed by the Office of the Registrar. In addition, the Student Accounts Office must have certified that the student has paid or guaranteed payment of tuition, fees, and any other unpaid account balances.

- The normal academic course load is 15-16 units. Taking fewer units may delay graduation beyond the normal four years of study.

- For certification purposes, full-time status is defined as enrollment in a minimum of 12 units or the equivalent. Part-time status is defined as enrollment in 1 to 11 units, or the equivalent. Exception: If a full-time student withdraws from a course and will earn less than 12 units at the end of a semester, he/she will not be considered a full-time student. (See the “Withdrawal (W)” portion of the “Grades” section for more information.)

  - Full-time: 12 or more units
  - Three quarter-time: 9-11 units
  - Half-time: 6-8 units
  - Less than half time: 1-5 units

- Full-time students in the Traditional Program may not register for more than 19 units unless they have successfully petitioned for special permission. Full-time students enrolled in more than 19 units (or equivalent) will incur an additional tuition charge.

- A student’s academic program and registration are determined jointly between the student and his/her faculty advisor.

- The following students must obtain additional approval(s) before the Office of the Registrar will allow them to take fewer than 12 units:
  - **International students** F-1 visa status students must receive permission from a Designated School Official in the Office of Admissions to take fewer than 12 units in spring or fall semesters. F-1 students are not required to attend during summer sessions (the only exception is PSP students, who should check with International Student Services regarding specific attendance requirements). Currently, immigration regulations prohibit those who enter the country in F-2 or B-2 visa status to take academic classes without changing visa status prior to attendance.
  - **Student athletes** To take fewer than 12 units, student athletes must receive approval from the Athletic Director before the Office of the Registrar will approve their part-time status.
  - **Financial Aid recipients** These students must receive approval from a Financial Aid Counselor before the Office of the Registrar will approve their part-time status.

CONCURRENT ENROLLMENT
Please note the following policies and procedures regarding concurrent enrollment:

- Students currently enrolled at Menlo College must have approval of the Registrar to concurrently enroll at another college. Students must submit a Transfer Course Approval Form to the Registrar’s Office prior to taking a course at any two-year or four-year college or university to ensure course transferability. Only courses approved in advance by the Registrar will be transferred.

- Official transcripts of courses taken outside of Menlo College must be provided to the Office of the Registrar within 30 days of course completion.

- Failure to follow these procedures may result in the encumbrance of records, delayed registration, and in extreme cases, administrative withdrawal from Menlo College.

- International students in F-1 status may be permitted to take courses for credit at other institutions while they are pursuing their program at Menlo College. Regulations regarding concurrent enrollment have been developed by the Department of Homeland Security. Menlo College has established policies in support of these. In order to receive credit for classes taken at another school, F-1 visa students must submit
a Transfer Course Approval Form to the Office of the Registrar or to the Office of Academic Advising. Also, they must receive written approval from International Student Services in the Office of Admissions before they may begin taking classes at another institution.

**GRADES**

Academic achievement is reported by the instructor to the Office of the Registrar by means of letter grades. Students may view their grade report in their My.Menlo account – grade reports are no longer mailed. See the Office of the Registrar for details and instructions on using My.Menlo.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Description</th>
<th>Points</th>
</tr>
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<tr>
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<tr>
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<tr>
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<tr>
<td>W</td>
<td>Withdrawal</td>
<td>No grade points &amp; not calculated in GPA</td>
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<sup>1</sup> Assigned when a student has not reached the proficiency level required to pass the course, but has made a considerable effort in it. At the discretion of the instructor, a student may receive a “K” grade in ENG 099, ENG 101, MTH 090 and/or MTH 101 for certification purposes. The units are counted for enrollment purposes during the semester in which they are taken but the units are not counted toward graduation nor are they counted in the student’s Grade Point Average (GPA). Courses in which a student receives a “K” grade must be repeated until the student achieves the required proficiency level.

<sup>2</sup> Assigned for courses designated for credit/no credit grades, such as internships, and for repeated course(s) for which original grade was “C-” or better. Contact the Registrar’s Office for specific information.

<sup>3</sup> Assigned for courses designated for credit/no credit grades, and for repeated course(s) for which original grade was “D-” or better. Contact the Registrar for specific information.

<sup>4</sup> NG grade is a temporary grade assigned when grade reporting is delayed.

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**Points per Credit Unit**

All grades are considered final except “I” and “NG”. Grade changes are made by the instructor in cases of computational or clerical error only. Grades are not changed as a result of reappraisal (See section on “Academic Petitions” for additional information.)

**Grade Point Averages (GPA)**

The grade point average is calculated by dividing the total grade points earned by the total number of units attempted. Grade points earned for a course are determined by multiplying the grade points per unit corresponding to the grade received by the number of units for that course.

A maximum of two units of graded Physical Education (PED/VAR) courses are included in the calculation of the grade point average. The Menlo College grade point average includes only courses attempted at Menlo. Courses completed and grades earned at other institutions are not included in the calculation of the grade point average.

**Here is how GPA is calculated:**

1. Multiply the number of attempted units of each course, for which grade points are assigned, by the number of grade points per unit for the grade earned (see “Grade Points per Credit Unit”). This will give you the total grade points for each course. For example: The grade of “B” in a 3-unit course translates to a total of nine grade points (3 credit units x 3 grade points for the “B” = 9).

2. Add up the grade points earned in all courses to determine total grade points.

3. To figure GPA, divide the total grade points by the total number of attempted units in courses for which grade points have been assigned. For example: If you completed 15 degree applicable units with a total of 47 grade points, your GPA will be 3.1333 (47 grade points divided by 15 units = 3.1333).

**Incomplete Grade (I)**

An “incomplete” is given in cases where course work was not completed prior to the end of the course due to circumstances beyond the student’s control. Additionally, the student must be making satisfactory
course progress and have completed a majority of the required work. The course instructor and the Office of the Registrar must approve the granting of the “incomplete.” An “incomplete” will not be assigned to a student who has not completed most of the course work.

Upon approval of a grade of “incomplete,” it is the student’s responsibility to make arrangements with the course instructor to complete the course requirements. The date set by the instructor is considered the deadline for completing the course. The maximum time for course completion is one year from the time that the “incomplete” was given. Failure to complete the requirements within the time limit results in a failing grade (F). Students who elect to retake the same course in a subsequent semester must pay all applicable tuition and fees. (Students enrolled in the Professional Studies Program should consult with their academic advisor for further information.) Units for courses graded “incomplete” do not count toward calculating full-time enrollment load for international students in F-1 visa status.

Not Reported Grade (NG)
The NG grade is a temporary grade. In most cases, it is assigned for a short period of time because an instructor is unable to complete grading because of circumstances beyond his or her control.

Withdrawal (W)
A “W” grade is non-punitive (is not calculated in the GPA) and is assigned upon withdrawal from a course prior to the end of the tenth class week in the Traditional Program (unless otherwise noted in the annual Academic Calendar). (Students enrolled in the Professional Studies Program should consult with their academic advisor for further information.) Units for courses graded “incomplete” do not count toward calculating full-time enrollment load for international students in F-1 visa status.

To receive a grade of “W,” an Add/Drop Form must be submitted to the Office of the Registrar by the end of the tenth week of instruction as stated in the Traditional Program Academic Calendar. The Add/Drop form must be filled out completely and properly and the “Drop” box must be marked in order to withdraw from a course.

Students who re-register for classes from which they have previously withdrawn must pay all applicable tuition and fees. Additionally, units for courses graded as “W” do not count toward calculating full-time unit load.

MID-SEMESTER GRADES
(Traditional Program)
Faculty members submit both third week reports and mid-semester grade reports in most graded classes. Students who receive an “unsatisfactory” report at the end of the third week, or a grade of D+ or lower at mid-semester should discuss their academic status with the course instructor to determine how to improve. Unsatisfactory and low grades are reported to the student’s academic advisor as well.

REPEATED COURSES AND GRADE REPLACEMENTS
A student may repeat a course taken at Menlo College in which a grade of “D+” or lower was originally received. Earning a higher letter grade in the repeated course, which must be taken at Menlo College, will result in the original grade of “D+” or lower no longer being calculated in the cumulative grade point average; however, it does remain on the transcript. Earned units are counted only once; repeating a course does not result in earning additional units. Repeating a course in which the original grade was “C-” or better results in a “NC” (No Credit) grade for the repeated course. Students who elect to repeat a course in a subsequent semester must pay all applicable tuition and fees.

CHANGE OF DEGREE AND/OR CONCENTRATION
Students who wish to change their degree objective or area of concentration must submit a “Change of Major” form with appropriate signatures to the Academic Advising Center for processing.

ACADEMIC INTEGRITY POLICY
Menlo College expects that students will do their own work and that their quizzes, tests, examinations, laboratory work, research papers, essays, projects, internships, and all other assignments honestly reflect their own learning and knowledge in the course. Violations of this policy include: copying from another student during an examination; having another person write a paper on the student’s behalf; any form of plagiarism or cheating; etc.

DISCIPLINARY ACTION
Students found in violation of the Academic Integrity Policy are given a failing grade on the assignment. In any one course, repeat offenders will be given a failing grade for that course. In addition, students found in violation of the Academic Integrity Policy during a final examination, final project, or related final evaluation or assignment, will be given a failing grade for the course. Any student who fails a course as a result of violating the Academic Integrity Policy will not be allowed to withdraw from that course. All violations of Academic Integrity Policy will be recorded through the Office of Academic Affairs. Repeat offenders across courses will be subject to disciplinary action as
determined by the Academic Dean. Such disciplinary action will normally result in the expulsion of the offending student from Menlo College.

**ACADEMIC RECOGNITION**

**Dean’s List**
Students who earn a minimum of 12 semester units and a minimum semester grade point average of 3.2500 are placed on the Dean’s List. Students with grades of “I” or “NG” within that semester are not eligible for inclusion on the Dean’s List. Additionally, non-academic, basic skills, and credit/no credit courses such as internships, physical education/varsity sports, ENG 099, MTH 090 and STS 090, are excluded from Dean’s List placement.

**HONOR SOCIETIES**

**Alpha Chi, California Delta Chapter**
Eligibility in the Delta Chapter of Alpha Chi at Menlo College is limited to those students who meet the following criteria:
- Candidate for a baccalaureate degree in either the Traditional Day or Professional Studies Program;
- A 3.80 overall grade point average (GPA) on a 4.00 system (chapter requirement – the entire record of the student, including courses failed, is considered. If the GPA earned at an institution previously attended is higher than the GPA earned at Menlo, only the grades from Menlo are considered);
- Completion of 75 units, 24 of which must be earned at Menlo College;
- Enrollment as a regular student at Menlo College for at least one academic year prior to election into Alpha Chi;
- Represent impeccable standards of morality and citizenship.

The number of students elected into Alpha Chi, including those previously inducted, may not exceed the top 10 percent of both the junior and senior classes.

**Delta Mu Delta, Delta Delta Chapter**
Membership is accorded undergraduate students who are registered in and are pursuing a business management program. Candidates must:
- Be a candidate for a baccalaureate degree in either the Traditional Day or Professional Studies Program;
- Have completed at least half the work (62 units) required for the degree;
- Have attended Menlo College for at least one year. (Students who transfer from a school where there is a Delta Mu Delta Chapter or ASCSB accreditation do not have to meet the one-year requirement before becoming eligible).

**ACADEMIC PROGRESS**
Satisfactory Academic Progress (good standing) is accomplished by earning a 2.00 minimum cumulative grade point average and earning a minimum of 40 percent of attempted units each semester. Students admitted under special provisions may be responsible for fulfilling additional progress standards to maintain satisfactory academic progress. If you receive Financial Aid, contact the Office of Financial Aid for additional progress standards that are specifically related to Financial Aid regulations.

Unsatisfactory academic progress categories are as follows:
- **Academic Warning:** Earning a semester grade point average below 2.00 or having a course completion rate of below 40 percent. Students in this category run the risk of academic probation and will likely take more than four years to graduate.
- **Academic Probation:** Earning a cumulative grade point average below 2.00 or a cumulative completion rate of below 40 percent. Students in this category run the risk of academic disqualification at the end of two consecutive semesters.
- **Academic Disqualification (Academic Dismissal):** Failing to earn a cumulative grade point average above 1.00; or failing to earn 40 percent of the units attempted in two consecutive semesters or the preceding academic year (whichever is first); or failing to be removed from academic probation by the close of two consecutive semesters.

Academic disqualification means that a student no longer has a relationship with Menlo College. Students who are academically disqualified are not permitted to re-enroll for the next semester and are denied all privileges of student status. Academically disqualified students may petition the Faculty Appeals Committee for reinstatement. (See the sections on “Academic Petitions” and “Readmission Application Procedures” for additional information.)

Academically disqualified students may attend Menlo College’s Traditional Summer Term, as it is considered
open enrollment. Please note, however, that improving academic progress to Good Standing, cumulative GPA of 2.00 or better, during the Summer Term does not guarantee automatic reinstatement. The student must still petition the Faculty Appeals Committee for reinstatement.

ATTENDANCE AND PARTICIPATION
(Refer to the current Academic Calendar for additional information)
The College expects students to recognize the importance of class attendance and course participation. Regular attendance and participation including examination periods are expected. Students are responsible for planning personal activities such as medical and dental appointments, travel, and other commitments so that they do not conflict with regular class attendance. Absences that result from documented illness or emergency or required participation in official college business may be excused, but that does not remove the student’s responsibility to complete all course, laboratory, research or internship requirements. Students who are not in regular attendance or who do not fully participate are subject to having their course grade lowered and are at a much greater risk of academic failure. (See the section on “Intercollegiate Athletics” for additional information.)

A student who has evidence of special circumstances that may render a college policy or procedure inappropriate may petition for special review of his or her case. The student is required to submit the appropriate form and attach all materials that support the petition. Petitions should be forwarded to the Office of the Registrar. The Office of the Registrar forwards the petitions to the Faculty Appeals Committee. The decision of the Faculty Appeals Committee is final, except in those rare instances when new information is available and will be reviewed by the Academic Dean. Students in the Professional Studies Program are advised to consult with their academic advisor regarding the issue of petitioning a grade.

LEAVE OF ABSENCE
Students in good academic standing who have circumstances that require them to be absent from Menlo College for up to one academic year or two (2) consecutive semesters may file for a Leave of Absence with the Office of the Registrar. Please note the following:

- A student in good academic standing as evidenced by a 2.00 cumulative grade point average may petition for a Leave of Absence for a maximum of one academic year or two (2) consecutive semesters.
- A Leave of Absence may be requested during or at the close of a semester.
- The student’s academic standing at the close of the previous semester will be used in the decision for leave requests made during a semester. The interrupted semester will count as a full semester of leave.
- Students who enroll at another college during the Leave of Absence are subject to rules governing concurrent enrollment. A 2.0000 cumulative grade point average at the other institutions attended must be maintained in order to re-enroll at Menlo.
- Menlo College is not obligated to offer the same courses and curriculum that were required when the student was originally admitted to the College. (Professional Studies Students: See the section on “Professional Studies Program” for additional information.)

ADMINISTRATIVE AND INVOLUNTARY WITHDRAWAL
A student may be administratively withdrawn during or at the end of the semester for financial indebtedness to the College according to established policies. A student may be involuntarily withdrawn (suspended or expelled) during or at the end of the semester for health and safety and/or disciplinary reasons according to the established procedures. (See the section on “Student Conduct” or contact the Office of Student Affairs for further information.)

VOLUNTARY WITHDRAWAL
A student who voluntarily withdraws from Menlo College during or at the end of the semester must advise the Office of the Registrar in writing. The date the written notice is received is the date that will be annotated in the student’s academic record and the date used to calculate tuition and resident refunds, if any. (See the section on “Tuition Refund Policy” for further information.) Students enrolled in the Professional Studies Program are advised to consult with their academic advisor for information on program withdrawal.
**RECORDS AND REGISTRATION**
(Traditional Program)

**Continuing Students**
Registration for continuing students takes place after the schedule of classes for the next semester is published, about mid-semester. Registration dates are published in the Academic Calendar and are included in the schedule materials. Student class level (which is determined by the number of credits earned) determines registration priority (see “Class Level” for unit levels). Students are encouraged to register early in the regular registration period to maximize the chance of obtaining the courses desired. Continuing students who register during the late registration period are assessed a $75 late fee.

**Registration Policies**
All students are required to register for classes using My.Menlo. Transfer students need to register in person at the Registrar’s Office using the Transfer Student Registration Form. Before registering, students must see their academic advisor to create a schedule and obtain registration clearance. Registration is complete only when all fees and charges are paid. Students are required to have clearance from Student Accounts prior to registering and/or accessing My.Menlo. A student’s registration may be cancelled if tuition and fees are not received by the due date; students will be required to re-register.

**Adding and Dropping Classes**
Priority registration ends the last business day before the first day of instruction. After priority registration ends, students can make changes to their schedules (adding and/or dropping classes) by submitting and Add/Drop Slip to the Registrar’s Office no later than the end of the first week of instruction. The Add/Drop Slip must have the instructor’s and academic advisor’s signatures acknowledging a late add or drop. Add/Drop Slips are available in the Registrar’s Office, Academic Advising Office and Academic Affairs Office. **NOTE:** Only the student may add a course. Neither an instructor nor an academic advisor can add a student to a course.

To drop a class, students must completely fill out an Add/Drop slip, mark the “Drop” box, obtain their advisor’s signature, and turn the slip into the Office of the Registrar by the end of the fourth week of instruction. A dropped course does not appear on a student’s transcript. **NOTE:** Only a student may drop a course. Neither an instructor nor an academic advisor can drop a student from a course.

After the fourth week of instruction, students may drop classes, but doing so is considered a withdrawal.

The procedure to withdraw from a class is the same as dropping a class: students must completely fill out an Add/Drop slip, mark the “Drop” box, and turn it into the Office of the Registrar. The last day to withdraw from a class is the tenth Friday of the semester (unless otherwise noted in the Academic Calendar). A class that has been withdrawn from is noted by a “W” grade on the student’s transcript. A “W” grade is nonpunitive (is not calculated in the GPA). Additionally, units for courses graded as “W” do not count toward calculating full-time enrollment status. **NOTE:** Only a student may voluntarily withdraw from a course. Generally, neither an instructor nor an advisor can withdraw a student from a course. However, a faculty member in consultation with the Dean of Academic Affairs may administratively withdraw a student from a specific class during the semester for the following reasons: (1) lack of prerequisite courses, (2) excessive and/or unexcused absences in violation of the attendance policy as stated in the course syllabus, or (3) disciplinary problems.

**Class Level (Traditional Program)**
Determined by the total number of semester units transferred to and earned at Menlo College.

<table>
<thead>
<tr>
<th>Class Level</th>
<th>Earned Unit Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshman</td>
<td>0.0 - 25.9 units</td>
</tr>
<tr>
<td>Sophomore</td>
<td>26.0 - 55.9 units</td>
</tr>
<tr>
<td>Junior</td>
<td>56.0 - 89.9 units</td>
</tr>
<tr>
<td>Senior</td>
<td>90.0+ units</td>
</tr>
</tbody>
</table>

**Student Records**
Menlo College policies governing the safekeeping and confidentiality of all student records are consistent with the Family Educational Rights and Privacy Act (as amended in 1974), commonly known as the Buckley Amendment or the FERPA law. A student’s permanent record consists of a folder that includes pertinent academic and personal information. Without the written permission of the student, these records are not disclosed to anyone except the student him/herself; to employees of the College who by virtue of their position have a legitimate educational interest in the record; or in a case of an emergency, when the release of information is judged necessary to protect the health and safety of the student or other parties. Written consent is not required to release information to government officials who are granted access designated by FERPA.

If a student wishes for Menlo College to release information from their student record, a FERPA Release Form must be completed and submitted to the Office of the Registrar. The student may revoke or
change their FERPA Release Form at any time by going to the Office of the Registrar and completing a new form.

Below are additional rights FERPA affords students with respect to their education records:

- Students have the right to inspect and review their education records, maintained by the school, within 45 days of the day the College receives the written request for access.
- Students have the right to request that a school correct records which they believe to be inaccurate or misleading. If the school decides not to amend the record, the student then has the right to a formal hearing. After the hearing, if the school still decides not to amend the record, the student has the right to place a statement with the record, setting forth his or her view about the contested information.

Generally, schools must have written permission from the student in order to release any information from a student’s education record. However, FERPA allows schools to disclose those records, without consent, to the following parties or under the following conditions:

- School officials with legitimate educational interest;
- Other schools to which a student is transferring;
- Specified officials for audit or evaluation purposes;
- Appropriate parties in connection with financial aid to a student;
- Organizations conducting certain studies for or on behalf of the school;
- Accrediting organizations;
- To comply with a judicial order or lawfully issued subpoena;
- Appropriate officials in cases of health and safety emergencies; and
- State and local authorities, within a juvenile justice system, pursuant to specific State law.

Directory Information
Consistent with FERPA, Menlo College may designate certain information as public or directory. This includes information posted on our website. If a student does not want directory information released, he or she must complete a Withhold Directory Information Form and submit it to the Office of the Registrar each academic year. Although the form must be submitted annually, students are encouraged to submit a new form each semester. Enrollment, academic status, and judicial information regarding a student will not be released without the student’s consent or without prior notification to the student.

Additional information regarding the rights afforded by FERPA is available in the Office of the Registrar.

Restricted Documents
Certain documents that are used by Menlo College are not placed in the student’s file and are not available for use by the student. These include confidential financial reports submitted by parents, legal guardians, and/or trusts. Additionally, personal recommendations are not accessible to anyone, including the student, as these recommendations are kept in a confidential file by the individual writing the recommendation.

Retention of Records
Menlo College transcript records are retained permanently. Others student records, including transcripts from other institutions, are retained for five (5) years after the date a student leaves Menlo College for any reason.

Enrollment Certification
- **General Certification** Requests for enrollment certification are processed by the Office of the Registrar upon the student’s written request. Certifications that bear the College Seal are mailed by the Office of the Registrar to the receiving party. Sealed documents that are given to the student directly are annotated as such.
- **Financial Aid Certification and Financial Aid Transcripts** Requests for certification that include financial aid information or a request for financial aid transcripts are processed by the Office of Financial Aid.
- **Veterans Benefits Certification** Eligible veterans and dependents must submit “Certification of Eligibility” paperwork, including the Veteran Administration’s DD-214 form, to the Office of the Registrar. Veteran enrollment certifications are processed at the start of the academic year or semester and must be requested by the eligible student. The Veterans Administration annually monitors a student’s eligibility and progress toward graduation. Recipients of veterans’ benefits who are not making satisfactory academic progress are subject to loss of benefits.

**ACADEMIC TRANSCRIPTS**
By submitting a written request to the Office of the Registrar, students may order an official transcript of their Menlo College academic record. Students must also submit the appropriate fee for the level of service requested. Menlo College will encumber and not release the academic transcripts of those students who are financially indebted to Menlo College and/or who have not provided required documents. Upon paying off the balance due or by providing the missing documents, the encumbrance will be removed and
the transcripts released. All requests will be processed within five (5) business days.

Transcript requests can be made in writing or by fax with the following information:
- Full Name While Attending Menlo College
- Social Security Number
- Date of Birth
- Dates of Attendance and/or Graduation
- Current Address, Phone Number, and Email Address
- Quantity of Transcripts Requested
- Type(s) of Transcripts Requested
- Complete Address(es) of Where to Mail Transcripts
- Services Requested
- Signature and Date of Request
- Form of payment for all fees: Credit card number (Visa or MasterCard only) with expiration date; Check; or Money Order.

**Transcript Fees**
Official transcript
$6 for first transcript; (processed within 5 business days)
$3 for each additional transcript ordered on the same request
Express 24-hr. processing $20 surcharge

**Additional Services**
Overnight Delivery $25 surcharge
Overnight Sat. Delivery $30 surcharge
FedEx Int’l. (2-5 business days) $50 surcharge
CURRICULUM: TRADITIONAL PROGRAM

BACCALAUREATE PROGRAMS
Menlo College is committed to management education with a solid foundation in the Liberal Arts. The College recognizes the significant role that knowledge of the global human experience will have in the success of managers, today and in the future. With this in mind, the Menlo College curriculum has been rooted in the fundamentals of human thought, values, traditions, and aspirations to which is added a unique measure of business management and financial skills education.

The General Education requirements provide solid grounding in a variety of skills and disciplines. They also incorporate the animating themes of Menlo College’s curriculum:
- Critical Thinking
- Written and Oral Communication
- Ethical Responsibility
- Awareness of Multicultural and International Issues

Menlo College graduates will be managers and leaders with an understanding of the demands and challenges that must be faced today and in the future. They will be taught to operate successfully in an environment of change and uncertainty. These graduates will possess the flexibility and adaptability that will be required by the ever-changing business and personal world. The Menlo mission embraces the concept that its graduates will eventually succeed in the endeavors they choose to undertake, and will understand the responsibility and accountability that modern management demands. Therefore, the curriculum reflects this commitment to educating students for leadership and management within this framework of human values and ethics.

GENERAL EDUCATION REQUIREMENTS
The General Education requirements are the vital first step in meeting the goal of providing a unique blend of management and liberal arts education. The courses students take to fulfill these requirements are designed to introduce them to a variety of subjects and disciplines as well as to assure that Menlo graduates possess strong writing, quantitative, and analytical skills. (See the section on “Course Descriptions” for additional information.)

NOTE: A single course will not satisfy more than one of the Skills or Foundation requirements for the General Education requirements. For example, a course that is used to satisfy the Literature requirement may not be used to satisfy the Humanities requirement.

OVERVIEW: General Ed. Requirements
Skills Requirement 17 units
Foundation Requirement 31 units
Thematic Requirement 0 units
TOTAL: 48 units

General Education areas listed above are required for all degree programs, unless otherwise noted.

SKILLS REQUIREMENT:
- Writing and Critical Thinking (6 units)

Students are required to enroll in these courses sequentially beginning their first semester of study until this requirement is satisfied (should be satisfied prior to Junior level status). (See section on “English Proficiency Exam” for additional information.)
ENG 101 English Composition 1 (3 units)
ENG 102 English Composition 2 (3 units)
**English Proficiency Exam (0 units)**

Students must pass the English Proficiency Exam in order to graduate. This standardized examination is offered several times per year, and is typically first taken near the end of ENG 102.

ENG 103   English Proficiency Exam (0 units)

**Quantitative Skills (3 units)**

Students are required to enroll in mathematics during their first semester of study at Menlo College. MTH 102 or MTH 110 is needed to satisfy the General Education Requirement for Quantitative Skills. MTH 102 is required for Management majors. Either MTH 102 or MTH 110 is required for Psychology majors.

MTH 102   College Algebra (3 units)
MTH 110   Finite Math (3 units)

**Foreign Language (7 units)**

Students are required to complete one year (two semesters) of a foreign language at the introductory levels 1 and 2 unless they demonstrate proficiency higher than level 1 or 2 on the Foreign Language Placement Exam for a particular language. Students may choose from:

- CHI 101 & 102   Introductory Chinese (7 units)
- FRE 101 & 102   Introductory French (7 units)
- ITL 101 & 102   Introductory Italian (7 units)
- JPN 101 & 102   Introductory Japanese (7 units)
- SPA 101 & 102   Introductory Spanish (7 units)

As a result of the Foreign Language Placement Exam, one of the following will occur:

- Placement in Introductory Level 1 (students at this level will need to complete level 2 as well).
- Placement in Introductory Level 2 (students may satisfy the language requirement with this course).
- Exemption from the Foreign Language Requirement (students have demonstrated proficiency higher than Level 2 and thereby have satisfied the Foreign Language Requirement).

The language requirement for a non-native speaker of English may be waived upon review of the student’s academic record. The native language must have a written literature component to qualify for this waiver.

**Library Research Skills (0 units)**

Students are required to complete a Library Research Skills tutorial. This tutorial must be completed by the end of the first year of enrollment.

**Microcomputer Software Literacy (0 units)**

Students are required to demonstrate sufficient proficiency on the Microcomputer Software Literacy Examination. The examination is offered several times per year. Students who do not pass the examination, or who prefer to take a course, may take MIS 100 – Introduction to Microcomputers (1 unit) to prepare for the examination offered at the end of the course.

**Financial Literacy (1 unit)**

Students are required to complete a course in Financial Literacy. The course is taken during the spring semester of the first year of enrollment.

ACC 150   Personal Finance for College

**FOUNDATION REQUIREMENT:**

**Management (3 units)**

Students are required to complete a course in basic understanding of business and management concepts:

MGT 101   Business Management Practice (3 units)

**World History (6 units)**

The two-semester World Civilization sequence (3 units each) is to be taken during the freshman or sophomore year. These courses normally are taken in sequence. ENG 101 is a prerequisite or co-requisite for HIS 111, and ENG 102 is a prerequisite or co-requisite for HIS 112.

HIS 111   World Civilization I
   (3 units; offered fall semester)
HIS 112   World Civilization II
   (3 units; offered spring semester)

**Natural Science (4 units)**

Students are required to complete one biological or physical science course with a laboratory, choosing from:

- AST 150   Introduction to Astronomy (4 units)
- BIO 101   Human Biology (4 units)
- BIO 130   General Biology (4 units)
- PSC 160   Introduction to Physical Science (4 units)

**Social Science (9 units)**

Students are required to complete ECO 200, Macroeconomics. Students must complete one of the following courses:

- MCM 151   Media and Society
- POL 150   Introduction to Political Science
- PSY 101   Introduction to Psychology
- SSC 150   Introduction to Social Science

Finally, students must complete one additional upper division course in ECO, MCM, POL, PSY or SSC.

**NOTE:** Students who have not completed at least one semester of U.S. History and one semester of U.S. Government in high school with grades of C- or higher must select POL 050 as one of their Social Science courses.
Literature, Multicultural Issues and Humanities
(9 units)

Students are required to complete one of the following courses in Literature:
- LIT 150  Introduction to Literature (3 units)
- LIT 300  Literature of Western Culture Since 18th Century (3 units)
- LIT 301  Major American Writers (3 units)
- LIT 302  Major British Writers (3 units)
- LIT 303  Shakespeare (3 units)
- LIT 304  Modern World Literature (3 units)

Students are required to complete one of the following Multicultural Issues courses:
- HUM 307  Diversity in the Workplace (3 units)
- HUM 311  Women and Culture (3 units)
- MCM 308  Cultural Expression in the Media (3 units)
- MGT 325  Women in Business (3 units)

Students are required to complete one course in the Humanities:
- Any ART course numbered 150 or higher (3 units)
- Any HIS course (3 units)
- Any HUM course (3 units)
- Any LIT course (3 units)
- Any PHI course (3 units)
- MCM 300  History of Film (3 units)

NOTE: At least two of the three courses taken to meet the Literature, Multicultural Issues and Humanities requirement must be upper division.

Thematic Requirement:
The thematic requirement is designed to insure that one of the animating themes of the Menlo College curriculum – Written and Oral Communication – is included in a student’s course of study in an integrated fashion. Typically, this thematic requirement will be met with a course in a student’s major.

Written Communication

Students are required to complete one course that includes a major research-writing component. Normally students will take the course listed below that also fulfills a core requirement in their major.
- MCM 333  Business Communication (Business majors)
- PSY 105  Psychology of Human Development Across the Lifespan (Psychology majors)

Bachelor of Science in Business

The Business program is the embodiment of Menlo College’s mission and, with its choice of professional majors and options, provides an excellent foundation from a variety of perspectives for fulfilling careers in today’s rapidly evolving, global business environment. As a means of assuring constructive change in business and society, the College is strongly committed to innovation and entrepreneurship as critical elements in the Business major. These habits are reinforced in many of its courses, both by lectures and experiential exercises, in order to encourage in our students the creative approaches to decision making and problem solving that are critical in our fast-paced lives. In addition, tomorrow’s managers must establish on-going processes of renewal in our institutions and organizations if we are to achieve our individual and social potential, and the Business major provides students with these tools and the desire to use them for the common good.

All Business majors will complete a common 13-course core sequence. They may choose from four majors. Students may attempt to complete a double major. However, no courses may be double counted towards meeting major (not core) requirements. Hence, a double major will likely take more than four years of study.

Finally, Business majors are required to take an internship in the business sector while completing the academic elements of the curriculum. Menlo College is perfectly situated in the Silicon Valley to take advantage of such workplace experiences and has made connections with dozens of local companies, from legendary high tech firms to emerging Valley start-ups. The Internship Director will assist students with placements.

Overview: Bachelor of Science in Business

General Education 48 units
Management Core Requirements 39 units
Major 24-27 units
- Accounting
- Finance
- Management
- Marketing
Free Electives 10-13 units

Total: 124 units

Please Note: Only 2 units of Physical Education (PED) or Varsity Sports (VAR) classes can be taken for a letter grade and count toward this Free Electives requirement.
B.S. IN BUSINESS
CORE REQUIREMENTS (39 units)
The following courses are required of all Management students:
ACC 201 Principles of Accounting I
ACC 202 Principles of Accounting II
ECO 201 Microeconomics
MTH 251 Statistics
IMG 300 International Management
MGT 317 Organizational Behavior
MKT 316 Principles of Marketing
MCM 333 Business Communications
MGT 313 Operations Management
MGT 206 The Legal Environment of Business
FIN 320 Financial Management I
MGT 327 Business Ethics
Choose one of the following:
MGT 400 Senior Management Capstone
MGT 401 Senior Capstone Launching the Venture

ACCOUNTING MAJOR (27 units)
The Accounting Major is designed to prepare a student for a career in accounting, either in the corporate arena or in public accounting. Students will study all of the main areas of financial and managerial accounting in order to have a broad overview of the field.
All of the following courses: (27 units)
ACC 301 Intermediate Financial Accounting I
ACC 302 Intermediate Financial Accounting II
ACC 410 Advanced Accounting
ACC 311 Systems and Software for Accounting
ACC 312 Managerial Accounting
ACC 420 Auditing
ACC 321 Tax Accounting
ACC 499 Accounting Internship

FINANCE MAJOR (24 units)
The Finance Major is designed for the student who would like a career in corporate finance, banking, venture capital, or the financial markets. Due to the quantitative nature of the field, a substantial background in mathematics is included.
The following courses: (12 units)
FIN 321 Financial Management II
FIN 335 Financial Modeling
FIN 499 Finance Internship
Four courses selected from the following courses: (12 units)
FIN 430 Investments
FIN 433 Real Estate Finance
FIN 438 International Finance
FIN 439 Financial Institutions
FIN 442 Entrepreneurial Finance
FIN 462 Money and Banking
FIN 465 Derivatives
FIN 482 Special Topics in Finance

MANAGEMENT MAJOR (24 units)
The Management Major is the most general of the four majors. The student chooses one option from a set of options which have been created to focus on popular areas of study and then selects additional business electives that match their own personal interests. Only one option may be selected; multiple options are not permitted.
The following courses: (9 units)
MIS 260 Survey of Information Systems
MGT 499 Management Internship
One business elective course selected from the following courses: (3 units)
Any upper division ACC, FIN, HRM, IMG, MGT, MIS, MKT, or SMG course

INTERNATIONAL MANAGEMENT OPTION: (12 units)
Four courses selected from the following courses:
IMG 301 International Economics
IMG 302 International Marketing Management
IMG 304 Management for a Small Planet
IMG 404 International Law and Organization
FIN 438 International Finance

MANAGEMENT INFORMATION SYSTEMS OPTION: (12 units)
The following courses:
MIS 250 Introduction to Programming
MIS 306 Telecommunications and Networks
MIS 309 Database Systems
MIS 310 Systems Analysis and Design

SPORTS MANAGEMENT OPTION: (12 units)
The following courses:
SMG 300 Sports Organization and Business
SMG 303 History of Sports
SMG 401 Legal and Social Issues in Sports Management
SMG 402 Marketing and Advertising in the Sports Industry

ENTREPRENEURSHIP OPTION: (12 units)
The following courses:
MGT 363 Entrepreneurship and Opportunity Assessment
FIN 442 Entrepreneurial Finance
Two courses selected from the following courses:
HRM 300 Human Resource Management
MGT 365 Social Capitalism
The Creative Process: Prototyping Lab (under development)
New Venture Strategy and Marketing (under development)
The Family Business Enterprise: Keys to Success (under development)
Management 401 is recommended as the capstone course for students pursuing the Entrepreneurship Option.

**MARKETING MAJOR** (24 units)
The Marketing Major is designed for the student who is interested in the entire process of identify needed products and services, designing new products and services, and making those available to consumers and other business organizations through a variety of means. Career possibilities include sales, product development, product management, advertising, and marketing research among others. Individuals with a strong marketing background are well equipped to become entrepreneurs developing their own businesses.

All of the following courses: (18 credits)
- MKT 409 Strategic Marketing Management
- MKT 335 Marketing Research
- MKT 436 Consumer Behavior
- MKT 437 Internet Marketing
- MKT 499 Marketing Internship

Two of the following courses: (6 units)
- IMG 302 International Marketing
- MKT 319 Advertising Principles and Practices
- MKT 320 Public Relations
- MKT 441 Mass Communication
- Retailing (under development)
- New Venture Strategy and Marketing (under development)
- Integrated Marketing Communication (under development)
- New Product Development & Branding (under development)
- Social Media (under development)
- Price Management (under development)

**Bachelor of Arts in Business**
The Bachelor of Arts in Business degree is an alternative to the traditional Bachelor program.Both degrees prepare students for careers in today’s rapidly evolving, global business environment. The B.A. degree, however, adopts the classic liberal arts pedagogy of independent research in a sequence of classes that culminate in a Senior Thesis.

All students will complete a common 13-course core sequence. The core is nearly identical to the B.S. in Business core insuring thorough coverage of all the main business areas. One major, Management, is available with the Senior Thesis as its endpoint.

Students in the program are required to take an internship in the business sector while completing the academic elements of the curriculum. Menlo College is perfectly situated in Silicon Valley to take advantage of such workplace experiences and has made connections with dozens of local companies, from legendary high tech firms to emerging Valley start-ups. The internship Director will assist students with placements.

**OVERVIEW: Bachelor of Arts in Business**
General Education 48 units
Management Core Requirements 39 units
Management Major 30 units
Free Electives 7 units

**TOTAL:** 124 units

**PLEASE NOTE:** Only 2 units of Physical Education (PED) or Varsity Sports (VAR) classes can be taken for a letter grade and count toward this Free Electives requirement.

**B.A. IN BUSINESS CORE REQUIREMENTS:** (39 units)
The following courses are required of all students:
- ACC 201 Principles of Accounting I
- ACC 202 Principles of Accounting II
- ECO 201 Microeconomics
- MTH 251 Statistics
- MCM 333 Business Communications
- IMG 300 International Management
- MGT 317 Organizational Behavior
- MKT 316 Principles of Marketing
- MGT 313 Operations Management
- MGT 206 Legal Environment of Business
- FIN 320 Financial Management I
- MGT 327 Business Ethics
- MGT 411 Senior Thesis

**MANAGEMENT MAJOR** (30 units)
The Management Major is a general major and quite flexible. The student takes a series of courses that build up to the Senior Thesis in the Core. The student also either chooses one option from two which have been created to focus on popular areas of study, or chooses the individualized option which allows them to take business electives tailored to personal interests. Only one option may be selected; multiple options are not permitted.

All of the following courses: (18 units)
- MIS 260 Management Information Systems
- PHI 160 Logic and Critical Thinking
- ENG 350 Research Writing
- MGT 410 Empirical Research Methods
- MGT 499 Management Internship

**HUMAN RESOURCE MANAGEMENT OPTION:** (12 units) The following course:
- HRM 300 Human Resource Management
Three additional courses selected from:
HRM 315 Employment Law
HRM 316 Human Resource Management Strategy
HRM 317 Staffing/Testing/Training and Development
HRM 318 Benefits and Compensation

MARKETING COMMUNICATIONS OPTION: (12 units)
The following three courses:
MKT 319 Advertising Principles and Practices
MKT 320 Public Relations
MKT 437 Internet Marketing

One of the following courses:
MCM 321 Desktop Publishing
MIS 370 Web Page Design

INDIVIDUALIZED OPTION: (12 units)
Four courses selected from:
Any upper division ACC, FIN, HRM, IMG, MGT, MIS, MKT or SMG course

Bachelor of Arts in Psychology
At various times, psychology has been considered the study of the human soul, the study of the human mind, and the study of human behavior. Its early history is in the field of philosophy; more recently it has been considered to be a social science. Some people study psychology empirically; others consider psychology to be an art. The Psychology major at Menlo College emphasizes the traditional liberal arts psychology courses, yet includes topical courses that explore the most current psychological issues. The psychology faculty acknowledges the breadth of the discipline and supports various approaches to its study. Students selecting the Psychology major are encouraged to take elective courses in philosophy, biology, literature, and the humanities.

Core courses within the Psychology major address the psychological issues that are relevant to the study of the individual. This breadth of study emphasizes the significance of the complete human experience. Thus, the student is encouraged to consider the overall context in which the psychology of the individual may be understood. The research component will enhance the student’s ability to identify, analyze, and research contemporary issues in psychology.

The Psychology major is structured around a set of required courses. This requirement introduces students to four major approaches to the study of psychological subject matter: developmental perspectives; the biological bases of behavior; theoretical conceptualizations; and, the application of theory. Students may fulfill the remaining unit requirements within the concentration by choosing from a variety of upper division electives.

BA/PhD Fast Track. For highly qualified and motivated students who are strongly interested in psychology as a career and think they would like to pursue a Ph.D. in Clinical Psychology, Menlo College has established a “fast track” degree program. Interested students commence a challenging accelerated program during their freshman year and complete all of the requirements, including the senior thesis sequence, in three years. They participate in internships in human services agencies and clinical settings. Successful students are invited to apply to Palo Alto University during their junior year for matriculation to PAU during their senior year. Graduate units completed at PAU are accepted as electives to fulfill graduation requirements at Menlo. Interested students should contact the program liaison, Dr. Mark J. Hager at 650-543-3780.

OVERVIEW: Bachelor of Arts in Psychology

| General Education | 48 units |
| Core Requirements | 21 units |
| Psychology Major | 18 units |
| Free Electives | 37 units |
| **TOTAL:** | **124 units** |

PLEASE NOTE: Only 2 units of Physical Education (PED) or Varsity Sports (VAR) classes can be taken for a letter grade and count toward this Free Electives requirement

CORE REQUIREMENTS: (21 units)
The following four courses:
PSY 101 Introduction to Psychology
PHI 160 Logic and Critical Thinking
HUM 300 Empirical Research Methods and Evaluation
HUM 401 Senior Thesis

Three additional upper division courses selected from any of the following categories:
Art Literature History
Humanities Philosophy

PSYCHOLOGY MAJOR: (18 units)
All of the following courses:* (12 units)
PSY 305 Psychology of Human Development Across the Life Span
PSY 411 Biopsychology
PSY 311 Personality Theory
PSY 412 Psychological Disorders

* PSY 101, Introduction to Psychology, is a prerequisite for all Psychology courses.
Choose two (2) from the following: (6 units)

PSY 303  Psychology of Learning and Cognition
PSY 304  Psychology of Human Motivation and Emotion
PSY 306  Psychology of Human Sexuality
PSY 309  Social Psychology
PSY 415  Communication and Counseling Skills
PSY 482  Special Topics in Psychology
Please note the following:

- Courses are three (3) units unless otherwise noted.
- Prerequisites for a course, if any, are listed following the course title.

Course Numbers:

- Courses numbered 100-199 are freshman level and lower division.
- Courses numbered 200-299 are sophomore level and lower division.
- Courses numbered 300 and higher are upper division (junior and senior level). These courses usually have prerequisites.

**NOTE:** Freshmen should not register for upper division courses. Exception: Courses numbered 090 and 099 are preparatory. These courses are not for credit, but do count toward enrollment.

- Internships are required for students in business.
- (See “Internships” for more information.)
- Individual Directed Research (IDR) is available in several different fields. (See “Individual Directed Research” for more information.)

**Accounting (ACC)**

**ACC 150 PERSONAL FINANCE FOR COLLEGE (1 UNIT)**

Personal Finance for College is a course intended for freshman college students. The goal is to prepare them for the financial decisions they are making as they become independent college students, and to provide them with basic money management skills that they will use throughout their lives.

**ACC 201 PRINCIPLES OF FINANCIAL ACCOUNTING**

Prerequisites: MGT 101, MTH 101, ENG 101

Principles of Financial Accounting is the first of a two-semester introduction to accounting. The class covers accounting concepts and principles, evaluating and recording business transactions, adjustments, trial balance, prepaid, accruals, inventory accounting, gross margin, internal control, cash management, receivables management, plant assets, intangibles, depreciation, current liabilities, payroll, and partnerships. Students compile and analyze Income Statements, Balance Sheets and Owner’s Equity Statements. The goal of the course is to prepare students for business decision making using accounting information.

**ACC 202 PRINCIPLES OF MANAGERIAL ACCOUNTING**

Prerequisites: ACC 201 (with a C- or better), MTH 102

Principles of Managerial Accounting is the second of a two-semester introduction to accounting. The course provides an introduction to Managerial Accounting, including value chain analysis, cost benefit analysis, ABC costing, job costing, overhead allocation, process costing, cost volume, profit analysis, standards and budgeting. Students compile and analyze Income Statements, Balance Sheets and Owner’s Equity Statements. The goal of the course is to prepare students for business decision making using accounting information.
ACC 301  INTERMEDIATE FINANCIAL ACCOUNTING I
Prerequisite: ACC 202
The course strengthens knowledge of accounting beyond the principles level. It provides in depth knowledge of GAAP, FASB, AICPA code of ethics, accounting systems, Income Statements, Balance Sheets, Statements of Cash Flows, time value of money, revenue and expense recognition, cash and receivables, inventory measurement, acquisition, disposal and exchange, depreciation and impairment of assets.

ACC 302  INTERMEDIATE FINANCIAL ACCOUNTING II
Prerequisite: ACC 301
A continuation of ACC 301. The course strengthens knowledge of accounting beyond the principles level. It provides in depth knowledge of accounting for investments, liabilities, leases, owner’s equity, stock options, accounting changes, and segment reporting.

ACC 311  SYSTEMS AND SOFTWARE FOR ACCOUNTING
Prerequisites: ACC 202
This course provides students with analytical tools necessary to evaluate accounting information needs, to design, implement and maintain systems to support business processes and cycles.

ACC 312  COST ACCOUNTING
Prerequisite: ACC 202
This course is designed to provide knowledge about product costing, budgeting, performance management, responsibility accounting and cost benefit analysis for decision making.

ACC 321  TAX ACCOUNTING
Prerequisite: ACC 202
This course is designed to provide an introductory overview of taxation principles and practice. Upon completion of the course, the student should be able to analyze and apply tax concepts to situations which include: determining gross income, employee compensation, business expenses, property acquisitions and cost recovery deductions, property dispositions, tax-deferred exchanges, corporate, sole proprietorship taxes, and individuals.

ACC 410  ADVANCED ACCOUNTING
Prerequisite: ACC 302
The course strengthens knowledge of financial accounting beyond the intermediate level. It provides in depth knowledge of accounting consolidations, business combinations, fund accounting, partnerships, foreign exchange and other current issues.

ACC 420  AUDITING
Prerequisite: ACC 202
The purpose of the course is to integrate important concepts of auditing as well as practical aspects of tests and sampling. Students will learn about the auditing profession, the audit process, application of the audit process to sales, collections and other cycles, and completing the audit.

ACC 482  SPECIAL TOPICS IN ACCOUNTING (1-3 UNITS)
Prerequisite: Varies by subject
Content varies depending on the interest of both the teacher and the students.

ACC 498  INDIVIDUAL DIRECTED RESEARCH IN ACCOUNTING (1-3 UNITS)
For the course description, see “Individual Directed Research.”

ACC 499  ACCOUNTING INTERNSHIP (3 or 6 UNITS)
Prerequisite: ACC 302, and ACC 311 or ACC 420 or ACC 321 or ACC 312 as appropriate
This internship provides an opportunity for hands-on experience an area in the field of accounting which the student may want to pursue (Auditing, Tax, Managerial, etc.) Students will have the opportunity to intern in the Silicon Valley.

Art (ART)

ART 121  PAINTING AND COLLAGE (2 UNITS)
This is a studio art course providing an introduction to painting and collage. Students will learn basic techniques. No prior painting or art experience is required.

ART 123  BEGINNING DRAWING
This is a studio art course providing an introduction to drawing. Students will learn basic drawing techniques. No prior drawing or art experience is required.

ART 150  WORLD ART
This course will survey the general historical context, style and iconography of a wide range of world art from 30,000 B.C.E. to the present. A strong emphasis of the course will be the acknowledgment of each culture’s achievements in its unique cultural and chronological context, and, whenever appropriate, an examination of cross-cultural contrasts and similarities.

ART 301  ITALIAN RENAISSANCE ART
Prerequisite: ENG 102
This course is a survey of Italian Renaissance masters, including major artists from the Early to High
Renaissance as exemplified by the merging of Christian and humanistic values. Major figures include Donatello, Botticelli, Michelangelo, da Vinci, Raphael and Titian.

**ART 302  FRENCH IMPRESSIONISM**  
Prerequisite: ENG 102  
This course is an in-depth review of what many consider one of the most glorious periods in all art history. Emerging from the principle that there was a shift from what the artist saw to how s/he saw it, the course examines the works of such major figures as Manet, Monet, Renoir, and Degas, along with the ways in which these pioneers are direct forerunners of a great deal of modern art.

**ART 310  PICASSO: ARTIST OF THE CENTURY**  
Prerequisite: ENG 102  
Pablo Picasso is generally considered the most important painter of the 20th Century, and this class examines all of Picasso’s periods and styles of artistic output across some 80 years of his creative activity in painting, sculpture, and printmaking. Additionally, major concurrent social, cultural, and artistic events are placed into an integrated context with Picasso’s extraordinary achievement, which is frequently considered the defining artistic force for a good part of the century.

**ART 482  SPECIAL TOPICS IN ART HISTORY (1-3 UNITS)**  
Prerequisite: Varies by subject  
These courses vary from semester to semester. The content emphasizes specific areas of special interest. An example of a Special Topics in Art History course is Contemporary American Painting.

**ART 498  INDIVIDUAL DIRECTED RESEARCH IN ART HISTORY (1-3 UNITS)**  
For the course description, see “Individual Directed Research.”

**Astronomy (AST)**

**AST 150  INTRODUCTION TO ASTRONOMY (4 UNITS)**  
This is a General Education science course exploring the theories of the origin, evolution and structure of the universe ranging from ancient civilizations to modern hypotheses. The course will investigate our nearest planetary neighbors as revealed by recent space missions and the potential for planetary systems other than our own.

**AST 151  INTRODUCTION TO ASTRONOMY LAB (0 UNITS)**  
Laboratory exercises will include observational techniques and data interpretation. Concurrent enrollment with AST 150.

**Biology (BIO)**

**BIO 101  HUMAN BIOLOGY WITH LAB (4 UNITS)**  
An inquiry into the form and function of the human organism. Organ systems are studied, and recent scientific and medical advances are investigated. Required laboratories involve exercises in blood pressure, sense perception, digestion and respirometry.

**BIO 102  HUMAN BIOLOGY LAB (0 UNITS)**  
Laboratory exercises to accompany Human Biology. Concurrent enrollment with BIO 102.

**BIO 130  GENERAL BIOLOGY WITH LAB (4 UNITS)**  
This course is a general introduction to principles and concepts of biology through selected topics at the cellular, organism, and population levels of organization. Students will be exposed to the many thought provoking contemporary advances in biology that have applications in medicine, agriculture, environment, pharmaceuticals and many other industries.

**BIO 131  GENERAL BIOLOGY LAB (0 UNITS)**  
Laboratory exercises to accompany General Biology. Concurrent enrollment with BIO 130.

**BIO 182  BIOTECHNOLOGY AND SOCIETY**  
Prerequisite: A biological or physical science course with a lab  
In the last century, advances in the biological sciences have provided the foundation of a diverse industry we now term biotechnology. In this course we shall discuss the underlying science that facilitates the technology, the applications and scope of biotechnology, and the ethical considerations and impact on society that accompanies advances in biotechnology.

**BIO 498  INDIVIDUAL DIRECTED RESEARCH IN BIOLOGY (1-3 UNITS)**  
For the course description, see “Individual Directed Research.”
Chinese (CHI)

CHI 101  INTRODUCTORY CHINESE 1
This course studies communicating in modern Chinese: conversation, grammar, reading, and elementary composition. Multiple skills approach: listening, written composition, comprehension, oral expression, and introduction to reading.

CHI 102  INTRODUCTORY CHINESE 2
(4 UNITS)
Prerequisite: Placement exam or CHI 101 with a “C-” or better
This course is a continuation of Chinese 101: further study of basic grammar, expanding vocabulary and knowledge of Chinese culture for conversational proficiency, writing, and reading in modern Chinese.

CHI 250  INTERMEDIATE CHINESE 3
Prerequisite: Placement exam or CHI 102 with a “C-” or better
This course is a continuation of Chinese 102: further study of basic grammar, expanding vocabulary and knowledge of Chinese culture for conversational proficiency, writing, and reading in modern Chinese.

CHI 251  INTERMEDIATE CHINESE 4
Prerequisite: Placement exam or CHI 250 with a “C-” or better
This course is a continuation of Chinese 250: completion of basic grammar, expanding vocabulary and knowledge of Chinese culture for conversational proficiency, writing, and reading in modern Chinese.

Economics (ECO)

ECO 200  MACROECONOMICS AND THE GLOBAL ECONOMY
Prerequisite: MTH 101
This course is an examination of national income determinants in a global context and the institutional and historical context of these components. Participants explore the problems of economic growth, inflation and unemployment as well as banking and monetary influences on macro-variables; the role of transnational firms in national and international employment, investment and surplus generation; as well as balance of payments and concepts inclusive of transnational capital growth and its effect on world markets and development.

ECO 201  MICROECONOMICS
Prerequisite: MTH 101
This course explores such aspects of market economics as price theory, resource allocation, and the determination of costs; effects of different tax structures and markets; development and theory of different types of industrial structures, including competition, monopoly, and oligopoly.

ECO 436  MANAGERIAL ECONOMICS
Prerequisites: ECO 200, ECO 201, MTH 102
This course considers the development of modern economics from historical, analytical, and conceptual perspectives. It will cover such specific topics as cost flow analysis, tradeoffs on both micro and macro levels, the meaning of interest rate shifts and currency fluctuations, the forward markets in currencies, and merger analysis.

English (ENG)

ENG 091  WRITING CENTER TUTORIAL
(1 UNIT)
Prerequisite: Instructor’s written consent
This one unit course is designed to provide one-on-one instruction in effective writing for students who could benefit from additional tutoring and practice.
NOTE: This is a 1-unit developmental course – units do not count for graduation or grade point average, but do count in establishing full-time status.

ENG 099  INTRODUCTION TO COLLEGE ENGLISH COMPOSITION
An introductory course designed to develop proficiency in fundamentals of English (spelling, punctuation, grammar) and in expository writing.
NOTE: Student may receive a “K” grade (see “Grades” for more information).
NOTE: This is a 3-unit equivalent developmental course—units do not count for graduation or grade point average, but do count in establishing full-time status.

ENG 101  ENGLISH COMPOSITION 1
Prerequisite: Placement exam or ENG 099 with a “C-” or better
This course provides instruction in writing expository prose. Emphasis on organization and development of various forms of expository writing about subjects of general interest. Non-fiction and imaginative literature are read and discussed primarily as a basis for learning techniques of interpretation supported by specific evidence.
NOTE: Student may receive a “K” grade (see “Grades” for more information).
ENG 102  ENGLISH COMPOSITION 2
Prerequisite: Placement exam or ENG 101 with a “C-” or better
This course continues instruction in writing expository prose. Emphasis is placed on the critical connection between thinking and writing. Students will learn to organize and develop the argumentative and persuasive essay. Nonfiction and imaginative literature are read and discussed primarily as a basis for learning the principles of critical thinking.

ENG 103  ENGLISH PROFICIENCY EXAM
(0 UNITS)
Prerequisite: Concurrent or Prior Enrollment in ENG 102
This no credit course tracks the progress of students towards passing the English Proficiency Exam which should be initially taken at or near the end of ENG 102. The course is graded Credit (CR) or No Credit (NC). Students will be concurrently enrolled in ENG 103 with ENG 102 to insure that they take the English Proficiency Exam offered in November for fall semester enrollment and April for spring semester enrollment. If the student achieves a passing score on the EPE they will received Credit for ENG 103. If they do not achieve a passing score they will receive No Credit and must reenroll in ENG 103 and retake the EPE each subsequent semester until a passing score is achieved. Students who wish to review their English skills in preparation for the exam are encouraged to consult with the Writing Center and will be permitted to audit any of the English composition classes offered.

ENG 280  INTRODUCTION TO CREATIVE WRITING
Prerequisite: ENG 099
This is a course in the basic practices, discipline, and vocabulary of creative writing, with an emphasis on short fiction and poetry. Students will generate, review, and polish stories and poems of their own, as well as critically analyze the work of their peers.

ENG 350  RESEARCH WRITING
Prerequisite: ENG 102
This is an advanced composition course designed primarily to teach the practical application of inquiry in the context of a formal research paper or project.

ENG 380  ADVANCED CREATIVE WRITING WORKSHOP
Prerequisite: ENG 280
This course is a continuation of ENG 280. Students will develop further skill in creative writing in a range of genres.

ENG 482  SPECIAL TOPICS IN ENGLISH
(1-3 UNITS)
Prerequisite: Varies by subject
Content varies depending on the interest of both the teacher and the students.

ENG 498  INDIVIDUAL DIRECTED RESEARCH IN ENGLISH
(1-3 UNITS)
For the course description, see “Individual Directed Research.”

Environmental Resource Management (ERM)

ERM 300  PRINCIPLES OF ENVIRONMENTAL RESOURCE MANAGEMENT
Prerequisite: A biological or physical science course with a lab
Environmental Resource Management is the study of the environment and its component parts, both physical and living, as an integrated whole. This course focuses on humankind’s impact upon the environment and proposes alternative actions aimed at minimizing and hopefully eliminating negative reactions to those anthropogenic changes. Utilizing the dynamics of systems analysis as a paradigm, ERM focuses upon the ecological systems within which interdependent environments interact. This course includes discussions of economics, political science, and human values. Studies of environmental resource management also include an introduction to the foundations of ecology, the scientific field upon which environmental resource management is based.

ERM 355  HUMAN POPULATION & PHYSICAL ENVIRONMENT
Prerequisite: A biological or physical science course with a lab
This course explores the history of the human race and the diverse obstacles throughout history to its proliferation. Discussions include pathogenic factors such as epidemics, biological warfare, and environmental events such as climate change, epic earthquakes and volcanic eruptions.

Finance (FIN)

FIN 320  FINANCIAL MANAGEMENT 1
Prerequisites: ACC 202 (with a C- or better), MTH 251, ECO 201
This course focuses on corporate financial management, with an emphasis on enhancing long-term shareholder value. Topics include statement analysis, financial markets, risk and rates of return, bond and stock valua-
tion, sources of funding, the cost of capital, discounted cash flow analysis, budgeting, compensation plans, the IPO process, asset acquisition and management. The course is designed for practical application. The goal of the course is to prepare students for business decision-making using financial information.

FIN 321   FINANCIAL MANAGEMENT II
Prerequisite: FIN 320
This course is a continuation of quantitative and qualitative techniques applicable to financial management. The course is case based for practical application. Topics include: financial decision making for start-ups, due diligence, financial and operating leverage, optimum capital structure, risk analysis, forecasting, public versus private funding, regression analysis, dividend policy, currency fluctuation and hedging. Research sources include annual reports, 10Ks, 10Qs, proxies and prospectuses, Internet and subscription references. Emphasis is placed on current events. The goal of the course is to prepare students for decision-making as business owners, managers, and as financial analysts.

FIN 335   FINANCIAL MODELING
Prerequisite: FIN 320
This course surveys Excel based programs for obtaining and analyzing capital budgets, cash flow statements, and calculating the present values of financial securities. The course analyzes investment alternatives and presents formulas for determining rates of return and risks of portfolios. Stock market transaction systems are also described.

FIN 430   INVESTMENTS
Prerequisite: FIN 320
This course examines the development of individual financial planning tools for the orderly accumulation, conservation and use (and eventual transfer) of an estate. Analysis of the investment characteristics of securities; sources of investment information; New York Stock Exchange; changing economic conditions; and income.

FIN 433   INTERMEDIATE REAL ESTATE FINANCE
Prerequisite: FIN 320
This course studies financial decisions made in real estate: how to evaluate different properties, how to make investment decisions, and how to finance these investments. We will also talk about recent financial innovations in real estate, like mortgage-backed securities and markets for them. The course aims to provide students with concepts and techniques for analyzing financial decisions in real estate development and investment. The course begins with an overview of the fundamentals of income producing real estate and builds on these concepts studying real estate investment analysis, financial leverage, fixed rate mortgage loans and more flexible mortgage arrangements, mortgage payment issues, debt securitization, real options, and REITs.

FIN 438   INTERNATIONAL FINANCE
Prerequisite: FIN 320
This course will enhance your understanding of the goals and concerns of a typical financial manager in a large corporation, either doing business overseas or having assets located in a foreign country. The scope of the course includes economic determinants of prices and policy issues that result for private enterprises and public policy makers in the realm of international financial transactions.

FIN 439   FINANCIAL INSTITUTIONS
Prerequisite: FIN 320
The objective of this course is to present a thorough, detailed overview of the entire financial system in the United States (excluding banks) and its component parts, keeping in view the ever-increasing importance of globalization of our markets and institutions. Several of the financial institutions are critically analyzed, and wherever necessary and appropriate, we investigate in depth the evolution of these financial institutions. Banks are excluded since there is a separate course, Money and Banking, that looks at the operations of banks in detail.

FIN 442   ENTREPRENEURIAL FINANCE
Prerequisite: FIN 320
This class examines the elements of entrepreneurial finance, focusing on startup ventures, the early stages of company development, and the IPO process. Topics include how much money to raise, when should money be raised, who should provide the financing, how to value a company, and how to structure funding. The perspectives of both the entrepreneur and the venture capitalist are considered.

FIN 462   MONEY AND BANKING
Prerequisite: FIN 320
This course purports to introduce and develop the economic rationale that has led to the evolution and growth of the modern banking system in the United States since the early Nineteenth century. The course analyzes the structure and function of commercial and savings banks in the United States, reviews the workings of the Federal Reserve system and its primary
instruments of monetary control, and explores in detail the regulatory issues confronting the banking sector today.

**FIN 465  DERIVATIVES**  
Prerequisite: FIN 320  
This course explores futures, swaps and options. We will learn to value these securities and how to use them for risk management purposes. A central theme in our discussions on valuation is that there should be no opportunities for riskless arbitrage in an efficient market. We also will learn the mechanics of futures and option trading and implement trading strategies to mitigate various types of price exposures. The process of securitization will be covered as well.

**FIN 482  SPECIAL TOPICS IN FINANCE**  
Prerequisite: Varies by subject  
Content varies depending on the interest of both the professor and the students.

**FIN 498  INDIVIDUAL DIRECTED RESEARCH IN FINANCE** (1-3 UNITS)  
For the course description, see “Individual Directed Research.”

**FIN 499  FINANCE INTERNSHIP**  
(3 or 6 UNITS)  
For the course description, see “Internships.”

**French (FRE)**

**FRE 101  INTRODUCTORY FRENCH 1**  
This course covers communicating in French: systematic acquisition of basic French grammar and vocabulary. Only French is used by both the instructor and students. Multiple skills approach: listening comprehension, oral expression, original written composition, and introduction to reading.

**FRE 102  INTRODUCTORY FRENCH 2**  
(4 UNITS)  
Prerequisite: Placement exam or FRE 101 with a “C-” or better  
This course is a continuation of French 101: completion of basic French grammar. Expanding vocabulary, structure, and knowledge of French culture for conversational proficiency, writing, and reading.

**FRE 250  INTERMEDIATE FRENCH 3**  
Prerequisite: Placement exam or FRE 102 with a “C-” or better  
This course focuses on expanding communicative competence and developing cultural skills. Advanced grammar is taught and discussed in French through contextualized activities. Authentic documents about France and Francophone countries are used to equip students to function in different situations within a French-speaking context.

**FRE 251  INTERMEDIATE FRENCH 4**  
Prerequisite: Placement exam or FRE 250 with a “C-” or better  
This course is a continuation of French 250. The course is designed around the viewing of contemporary French films and the reading of their scenarios. Vocabulary acquisition, grammar review, cultural knowledge are discussed and analyzed in the context of the movies as reflections of modern French culture.

**FRE 482  SPECIAL TOPICS IN FRENCH**  
(1-3 UNITS)  
Prerequisite: Permission of the instructor  
These courses vary from semester to semester. The content emphasizes specific areas of special interest.

**History (HIS)**

**HIS 111  WORLD HISTORY I**  
Pre- or co-requisite: ENG 101  
The course is a chronological survey of world civilization that commences with the 6th century (the beginning of the post-classical era) and concludes with the 18th century (the end of the early modern period). The course is designed to provide an understanding of major social, political, and economic developments in world history as well as a global perspective consistent with Menlo College’s mission. **NOTE:** This course is to be taken sequentially with HIS 112.

**HIS 112  WORLD HISTORY II**  
Pre- or co-requisite: ENG 102  
This course is a continuation of HIS 111, and is structured similarly. The course is a chronological survey of world civilization from the 19th century to the present. The course is designed to provide an understanding of major social, political, and economic developments in world history as well as a global perspective consistent with Menlo College’s mission. **NOTE:** This course is to be taken sequentially with HIS 111.
HIS 250  AMERICAN HISTORY TO THE CIVIL WAR
This course is a survey of United States history from colonization in the sixteenth century to the end of the Civil War. The course covers the development of artistic, cultural, economic, and social trends as well as the political.

HIS 251  AMERICAN HISTORY FROM THE CIVIL WAR
This course is a continuation of History 250 through the twentieth century.

HIS 300  HISTORY OF WESTERN CULTURE FROM THE RENAISSANCE
Prerequisite: ENG 102
This course is designed to provide students with an integrative upper division survey of western culture and history. The course will explore the creative channels by which individuals and groups have interpreted the human experience and defined human nature; the ways in which humans have lived, worked, loved, and prayed together; the institutions, organizations, political, economic and cultural systems, and material goods that humans have created. Although the focus of the course is on Europe over the past 500 years, it will also explore the ancient and medieval roots of modern European culture, and the spread and impact of that culture on the non-Western world.

HIS 301  AFRICAN-AMERICAN HISTORY
Prerequisite: ENG 102
The course provides a survey and analysis of important constitutional, legal, political, economic, and cultural issues relating to the history of black people in America from the eighteenth century to the present. Topics include slavery, emancipation, reconstruction, the black urban migration, and African-American culture.

HIS 302  MODERN ASIAN HISTORY
Prerequisite: ENG 102
This course is the study of Asia: particularly China, Japan, and India in the course of the last two centuries. The course will examine the impact of Western ideals and practices on traditional Asian civilization as well as the changing way of life in the Orient. Political, social, and economic concepts are considered.

HIS 303  MODERN LATIN AMERICAN HISTORY
Prerequisite: ENG 102
This course studies Latin America in the twentieth century, with emphasis on Mexico, Argentina, Brazil and Chile. Focus on political, cultural, and economic development of these countries.

HIS 304  HISTORY OF AFRICA
Prerequisite: ENG 102
This course is an introduction to the study of Africa, beginning with a survey of the history of its ancient civilizations and pre-colonial period. The course will examine the various cultures of Africa and their contributions to the non-African world as well as to African-America. Additional topics will include Africa’s position in world affairs, post-colonial economic development, and nation building, as well as literature and art.

HIS 307  ECONOMIC HISTORY SINCE 1750
Prerequisite: ENG 102
This course is a survey of principal and connected developments in economic history from the Industrial Revolution to the present. The development of capitalism, trade, and commerce is central to the course. Students will examine the relationship of economic forces to historical, political, and social change.

HIS 309  TWENTIETH-CENTURY HISTORY
Prerequisite: ENG 102
This course is designed to provide a broad, thematic approach to the global history of the twentieth century. The focus will be on understanding the forces and patterns of change and continuity that make the twentieth century such a dynamic and complex one. This course will use a seminar format. It will be structured around class discussions of texts and student presentations on countries and continents.

HIS 350  ADVANCED AMERICAN HISTORY TO THE CIVIL WAR
Prerequisite: ENG 102
This course is a survey of United States history from colonization in the sixteenth century to the end of the Civil War. The course covers the development of artistic, cultural, economic, and social trends as well as the political.

HIS 351  ADVANCED AMERICAN HISTORY FROM THE CIVIL WAR
Prerequisite: ENG 102
This course is a continuation of History 250 through the twentieth century.

NOTE: This course has the same content as HIS 251; however, students are required to complete additional assignments to receive upper division credit.
HIS 353  LATIN AMERICAN HISTORY UNTIL 1822
Prerequisite: ENG 102
This course is a study of the unique cultural elements that differentiate Latin America from the rest of the world with consideration of the polyglot composition of so much of its population. Attention to indigenous cultures as well as to discovery, conquest and growth; political, social, and economic forces emphasized.

HIS 482  SPECIAL TOPICS IN HISTORY
(1-3 UNITS)
Prerequisite: Permission of the instructor
These courses vary from semester to semester. The content emphasizes specific areas of special interest.

HIS 498  INDIVIDUAL DIRECTED RESEARCH IN HISTORY
(1-3 UNITS)
For the course description, see “Individual Directed Research.”

Human Resources Management (HRM)

HRM 300  HUMAN RESOURCE MANAGEMENT
This course introduces students to the philosophies, practices, and techniques for effective management of human resources in multi-faceted business operations. Case studies of current business environments are used extensively.

HRM 315  EMPLOYMENT LAW
Prerequisite: HRM 300
This course examines labor law and its relationship to the historical background of labor/management relations and the nature of the workforce in the United States, recent changes in the two areas, and the implications of these changes on future labor relations and markets.

HRM 316  HUMAN RESOURCE MANAGEMENT STRATEGY
Prerequisite: HRM 300
This course considers the development of a strategic perspective regarding the use of human resource policies, practices, tools, philosophies, and systems in enhancing business competitiveness and effectiveness. The course will focus on harnessing the power of effective human resource practices. The practices of many different organizations will be reviewed and key strategic and implementation issues related to human resource policies and programs will be explored.

HRM 317  STAFFING/TESTING/TRAINING AND DEVELOPMENT
Prerequisite: HRM 300
This is a practical course that introduces the student to the policies and procedures developed by human resources offices and implemented in an organization. The course considers the relationship between various policies and the human resource strategies adopted by the organization. It stresses the need for consistency between organizational human resource strategy and organizational human resource policies and procedures. Students will focus on time lines, costs, and facilities needed for various human resource approaches.

HRM 318  BENEFITS AND COMPENSATION
Prerequisite: HRM 300
This course is a combination of ethical philosophy and practical implementation. The philosophic content will consider such contemporary issues as comparable worth, partner benefits, merit versus seniority, and the role of compensation in various models of work. Its practical content will explore the variety of benefits available to workers, ways to explain and present those benefits to employees, and the use of the internet in accessing comparative compensation and benefits information in the student’s field of interest.

HRM 397  SPECIAL TOPICS IN HUMAN RESOURCE MANAGEMENT
(1 - 3 UNITS)
Prerequisite: Permission of the PSP Dean
These courses vary from semester to semester. The content emphasizes specific areas of special interest.

Humanities (HUM)

HUM 150  INTRODUCTION TO THE HUMANITIES
This course introduces students to the Humanities as a field of study and as a way of looking at and understanding the human experience. The course is a thematic one, with the theme changing each time the course is taught. Students will examine the given theme in a variety of cultural contexts as it appears in art, music, literature, history, and philosophy.

HUM 160  MUSIC HISTORY AND APPRECIATION
This course is a study of musical materials and techniques of intelligent listening through an examination of selected works from the standard repertoire of Western music from 1700. The course will include principles of melody, harmony, rhythm, and musical structure as well as an introduction to major musical forms (sonata, concerto, symphony, opera, oratorio,
the art song, etc.). No previous musical experience required.

**HUM 282  MEEMOIR WRITING**  
Prerequisite: ENG 099

“The writer is the person who talks to himself, or better, who talks in himself.”—Malcolm Cowley. In this class we write stories about ourselves, our interests, friends, family, values, beliefs … anything that pertains to who we are and what meaning we assign to our own personal lives. In writing about ourselves, we will include those who walk a life’s path with us. We will be exploring such questions as: What gives meaning to my life? What and who do I value and why? What makes me laugh or cry? What is it that makes me want to get out of bed in the morning? On those mornings when I'd rather not get up at all, why not? Who am I? How do others see me? We will, however, do more than free write. We will work on style because as Truman Capote once said, “There is such an animal as a non-stylist, only they’re not writers—they’re typists.” Finally, in this course we will write for an audience, which takes a great deal of effort because it requires both a careful selection of topics and a thoughtful process of organizing them into a story. As Samuel Johnson noted, “What is written without effort is, in general, read without pleasure.”

**HUM 300  EMPIRICAL RESEARCH METHODS AND EVALUATION**  
Prerequisites: ENG 102, MTH 102, PHI 160

This course introduces students to empirical methodologies and evaluation techniques used in the social sciences. This will involve both qualitative and quantitative methods, with a particular emphasis on the use, evaluation and presentation of data. The broad themes of the course will be set by the faculty, with students selecting a theme to research from within the faculty-selected theme. The theme will carry over into HUM 401.

**NOTE:** This course is offered during the fall semester only. Enrollment is limited to psychology majors and is to be taken during the fall semester of their senior year. The course is to be taken sequentially with HUM 401.

**HUM 307  DIVERSITY IN THE WORKPLACE**  
Prerequisite: ENG 102

This is a discussion-based class designed to explore, identify and understand race, class and gender issues as they relate to the workplace. The historical and legal perspectives on such topics as national origin, sexual preference, disabilities, age and culture/ethnicity in the United States employment arena will be examined.

There is some focus on personal experience with extensive student involvement and participation expected.

**HUM 311  WOMEN AND CULTURE**  
Prerequisite: ENG 102

This course explores women’s cultural contributions to the human experience and the ways in which women express themselves in art, literature, film, music, theater, and/or the mass media. The course will also utilize historical, mythological, psychological, feminist, political, economic, and aesthetic critiques to analyze the larger cultural framework in which women and women artists operate.

**HUM 314  FRENCH CULTURE**  
Prerequisite: ENG 102

This course is a survey of contemporary French culture with an emphasis on social, intellectual and artistic trends.

**HUM 315  SPANISH CULTURE**  
Prerequisite: ENG 102

This course studies the highlights of Spanish Civilization with emphasis on its artistic, economic, social and historical development.

**HUM 482  SPECIAL TOPICS IN HUMANITIES (1-3 UNITS)**  
Prerequisite: Permission of the instructor

These courses vary from semester to semester. The content emphasizes specific areas of special interest.

**HUM 498  INDIVIDUAL DIRECTED RESEARCH IN HUMANITIES (1-3 UNITS)**  
For the course description, see “Individual Directed Research.”

**HUM 401  SENIOR THESIS (H) (P)**  
Prerequisites: Senior standing, HUM 300.

This course is a thematic one, with the year’s theme determined by the faculty. It is a seminar whose primary focus is to discuss contemporary global issues in an interdisciplinary context. Each student will write a major research paper and participate in a formal presentation to the college community of the fruits of their research. **NOTE:** This course is offered during the spring semester only. Enrollment is limited to Liberal Arts majors, and is to be taken during the spring semester of their senior year.

**Individual Directed Research (IDR) (1-3 UNITS)**

Individual Directed Research courses are designed for students who have a serious scholarly interest in a particular topic. An IDR gives students the opportunity
to conduct closely supervised research on a chosen topic and to write a substantial paper or report based on semester long study and analysis of the research question. Research plans must be discussed with a faculty member who specializes in that particular subject area and a full proposal and plan for completing the research must be approved by the Academic Dean and Registrar prior to registration in the course. Units vary from one to three.

International Management (IMG)

**IMG 300 INTERNATIONAL MANAGEMENT**  
**Prerequisites:** MGT 101, ENG 102  
An introductory course surveying the growth patterns and trends in international business; and the nature of the global economy and its effects on individuals, cultures, organizations, and national sovereignty. The course explores the institutional framework for managing commercial relationships between nations and the challenges of managing in the global marketplace. Specifically, the course examines theories of international trade and investment; the foreign exchange market and the international monetary system; cultural influences on management; political and economic considerations; managing and organizing marketing, finances, and human resources; and manufacturing activities globally.

**IMG 301 INTERNATIONAL ECONOMICS**  
**Prerequisites:** ECO 200, IMG 300  
This course examines the world economy, including the theoretical foundations for trade, exchange rates, and balance of payments. Close consideration will be given to trends in the composition and patterns of international trade, and to understanding obstacles and barriers to trade. Economic sources and the interpretation of international economic data will be studied for their value in understanding economic conditions and their use in management decision-making in an increasingly global economy. Topics will include: (1) Balance of Payments; (2) Exchange Rates; (3) Patterns of Trade; (4) Currency Markets—forward contracts, futures, options, and hedging; (5) Transnational Corporations and Their Structure; and (6) Development Prospects of Less Developed Countries.

**IMG 302 INTERNATIONAL MARKETING MANAGEMENT**  
**Prerequisites:** ECO 200, IMG 300, MKT 316  
This course examines the distinctive issues and problems involved in the global marketing of goods and services, including economic, cultural, and political influences on customer needs and wants, competitive environments, and market segmentation and profitability. The student studies the alternative forms of participation, with special emphasis on export and import management, but also including licensing and contracting, and the use of marketing mix strategies to achieve a sustainable competitive advantage in each international market, as well as globally.

**IMG 304 MANAGEMENT FOR A SMALL PLANET**  
**Prerequisites:** ECO 200, IMG 300  
This course is designed to explore the issues, conditions, trends, and techniques for management in the twenty-first century. The ultimate challenge faced by professional management throughout the world today is how to develop sustainable business, economic, and social strategies and policies which will be compatible with the very real biological limits of our planetary system. The course critically assesses the conventional economic principles and theories that underlie the global business and economic system, and their impact on individuals, society, and the environment. The course also makes use of economic strategy simulation systems analysis to understand the forces and interrelationships of economic, demographic, and technological growth.

**IMG 306 ECONOMIC GEOGRAPHY**  
**Prerequisites:** MGT 101, ECO 200  
This course is designed to familiarize students with the unique economic, natural, and social characteristics of nations and regions of the world with emphasis on resource endowments, and sources of economic wealth. The course evaluates the role and position of nations and geographical regions in the world economy, and their prospects for development, productivity, and environmental sustainability.

**IMG 404 INTERNATIONAL LAW AND ORGANIZATIONS**  
**Prerequisites:** MGT 206, IMG 300  
An introductory course designed to provide an understanding of the basic principles and functions of international law, and the roles and responsibilities of governmental, transnational inter-governmental, and nongovernmental organizations. The course provides a historical overview of the development of international law and organizations, including human rights law, business law, intellectual property, labor and environmental law, international trade, international crimes and extradition, and the legal status of nation-states, inter-governmental and non-governmental organizations,
including the law of treaties, adjudication, enforcement, and concepts of sovereign immunity.

**IMG 482  SPECIAL TOPICS IN INTERNATIONAL MANAGEMENT (1-3 UNITS)**
**Prerequisite:** Varies by subject
These courses cover contemporary issues and themes in international management, reflecting the dynamic forces and changes in the global economy, social and cultural influences, and political developments. Courses examine the complex socio-economic interrelationships among variables and forces that are shaping the character and direction of global issues and organizations.

**IMG 498  INDIVIDUAL DIRECTED RESEARCH IN INTERNATIONAL MANAGEMENT**
For the course description, see “Individual Directed Research.”

**Internships**
**Prerequisites:** Junior Standing, Good Academic Standing
Internships provide students with the opportunity to gain experience in workplace settings and to translate classroom learning into practice. All internships must be approved in advance of registration by the Internship Director and will include oversight by the workplace supervisor and a faculty supervisor. Internship forms must be completed and signed by all involved parties in order to register for and receive credit for an internship. A minimum of 480 hours of works is required for six (6) hours of internship credit (80 work hours per unit of credit), in addition to attendance at regular seminars. Internships are graded on a credit/no credit basis.

**Italian (ITA)**

**ITA 101  INTRODUCTORY ITALIAN 1**
The First-Year Italian course provides students with basic grammar, reading, and listening skills. Students will learn the language with an emphasis on communicative and interactive classroom activities. Moreover, the course will promote students’ acquaintance with Italy and its culture, and exploration of cultural similarities and differences between Italy and the U.S.

**ITA 102  INTRODUCTORY ITALIAN 2**
**Prerequisite:** Placement Exam or ITA 101 with a “C-” or better
This course is a continuation of Italian 101. Grammar, reading and listening skills are further developed.

**Japanese (JPN)**

**JPN 101  INTRODUCTORY JAPANESE 1**
This course covers communicating in modern Japanese: conversation, grammar, reading, and elementary composition. Multiple skills approach: listening comprehension, oral expression, written composition, and introduction to reading.

**JPN 102  INTRODUCTORY JAPANESE 2**
**Prerequisite:** Placement exam or JPN 101 with a “C-” or better
This course is a continuation of Japanese 101: further study of basic grammar, expanding vocabulary and knowledge of Japanese culture for conversational proficiency, writing and reading in modern Japanese (150 Kanji characters introduced).

**JPN 250  INTERMEDIATE JAPANESE 3**
**Prerequisite:** Placement exam or JPN 102 with a “C-” or better
This course is a continuation of Japanese 102: further study of basic grammar, expanding vocabulary and knowledge of Japanese culture for conversational proficiency, writing and reading in modern Japanese (additional Kanji characters introduced).

**JPN 251  INTERMEDIATE JAPANESE 4**
**Prerequisite:** Placement exam or JPN 250 with a “C-” or better
This course is a continuation of Japanese 250: completion of basic grammar, expanding vocabulary and knowledge of Japanese culture for conversational proficiency, writing and reading in modern Japanese (additional Kanji characters introduced).

**Literature (LIT)**

**LIT 150  INTRODUCTION TO LITERATURE**
This course introduces students to the serious study of literature. It includes sample works from the major genres that constitute literature: short story, poetry, drama, novel, and essay. As a survey course, it covers diverse cultures and historical periods. Reading imaginatively across boundaries of time, geography, history, culture and ideology, students learn what constitutes great literature as they gain insight into the human condition.

**LIT 300  LITERATURE OF WESTERN CULTURE SINCE THE 18TH CENTURY**
**Prerequisite:** ENG 102
This course explores the multiple themes of European literature from the 18th century to the present in order
to give an overview of the great works of fiction written in England, France, Germany, Russia, Italy, and Spain during the past three centuries. Students will explore different literary genres (novels, short stories, poetry, plays) and will learn about techniques for analyzing, understanding, and critical comments on literary texts. They will become familiar with the times in which these texts were written and about the people for whom they were written. Students will also learn about themselves, because each text, in its own way, tells the story of the human experience.

**LIT 301 MAJOR AMERICAN WRITERS**
Prerequisite: ENG 102
This course is a detailed analysis of major works of fiction, drama and poetry by significant American authors.

**LIT 302 MAJOR BRITISH WRITERS**
Prerequisite: ENG 102
This course is a detailed analysis of major works of fiction, drama and poetry by significant British authors.

**LIT 303 SHAKESPEARE**
Prerequisite: ENG 102
This course is an in-depth critical analysis of six to ten of Shakespeare’s most important plays.

**LIT 304 MODERN WORLD LITERATURE**
Prerequisite: ENG 102
This course provides an overview of modern and contemporary works of fiction written in Africa, China, Eastern and Western Europe, India, Japan, North Africa, Russia, South America, and the United States. It focuses on specific contemporary problems and how different countries and cultures around the globe have confronted them.

**LIT 482 SPECIAL TOPICS IN LITERATURE**
(1-3 UNITS)
Prerequisite: Varies by subject
These courses vary from semester to semester. The content emphasizes specific areas of special interest.

**LIT 498 INDIVIDUAL DIRECTED RESEARCH IN LITERATURE**
(1-3 UNITS)
For the course description, see “Individual Directed Research.”

**Management (MGT)**

**MGT 101 BUSINESS MANAGEMENT PRACTICE**
An introductory class for all students tracing the foundations of management as a field of study. Included in this class is exposure to the major functional areas of business as well as a focus on the unique contributions of innovation and entrepreneurship as agents of renewal in response to the needs of society. This class employs various experiential learning aids that may include roleplay, case studies or other exercises as adjunct activities supporting class lectures and discussions.

**MGT 120 CAREER MANAGEMENT IN THE WORKPLACE**
(1 UNIT)
This course provides students with a career management process which can be used throughout their life. Students explore their personality, career values, occupational interests, skills, and work preferences. Students learn job search strategies and tools including researching, resume writing, interviewing skills, and networking.

**MGT 206 THE LEGAL ENVIRONMENT OF BUSINESS**
Prerequisite: MGT 101
An introduction to the law relating to individuals and business enterprises encompassing the nature and sources of law, dispute settlement, business ethics and social responsibility, criminal law, intentional torts, and negligence. This course focuses on the nature and formation of contracts, contract rights, duties, and remedies for breach, agency and employment law.

**MGT 233 INTRODUCTION TO REAL ESTATE**
Prerequisite: MGT 101
This course is an investigation of various real property institutions and transactions. Topics include the evaluation, acquisition, and sale of real estate, as well as financing techniques and development guidelines.

**MGT 313 OPERATIONS MANAGEMENT**
Prerequisites: MGT 101, MTH 102, MTH 251
This course presents managerial issues that arise in the operations of manufacturing, service, and advanced technology industries. Students will examine a variety of areas in operations where managers must make decisions, such as production, forecasting, quality assurance, inventory management, facility location and layout, capacity planning, scheduling, and project management. Students will be introduced to the language, conceptual models, and qualitative and quantitative techniques that are broadly applicable towards confronting challenges that occur in these areas.

**MGT 317 ORGANIZATIONAL BEHAVIOR**
Prerequisite: MGT 101
An introductory course providing basic knowledge of organizations and management. The course focuses on
the behavioral dimensions of organizations by examining the manager’s concerns about individual, group, society, and environmental interactions and impacts.

**MGT 325  WOMEN IN BUSINESS**  
**Prerequisites:** ENG 102, MGT 101  
The course addresses the important and provocative issues of sexual discrimination in salaries, placement and promotion; sexual harassment on the job; affirmative action; family problems that face working women and personal problems that women encounter in the work environment.

**MGT 327  BUSINESS ETHICS**  
**Prerequisite:** MGT 317  
This course will help students reflect on the moral challenges and social dilemmas that people encounter in their business and professional lives. Students will explore and analyze conflicts between their personal values, expected codes of behavior, and operating procedures and norms in the workplace. Attention will be directed toward the examination of some central approaches to ethics and how these philosophical theories can be applied to business cases and contemporary management issues.

**MGT 363 ENTREPRENEURSHIP AND OPPORTUNITY ASSESSMENT**  
**Prerequisites:** MKT 316, FIN 320  
Conceiving a new venture begins with an idea. Transforming the idea into a solid opportunity and successful business requires considerable expertise. This course helps students develop the knowledge, skills and confidence necessary to create opportunities from ideas and to evaluate them. In this course, each student will focus on one project, preparing a feasibility study of an opportunity of their choosing, including market/industry attractiveness and target segment attractiveness/sustainable advantage. Following the feasibility analysis, students will be ready to construct a business plan that explains in detail how the new venture is going to create and/or capture value, and will function as a roadmap for management.

**MGT 371  THE NON-MARKET ENVIRONMENT OF BUSINESS**  
**Prerequisite:** MGT 101  
This course addresses managerial issues in the social, political and legal environments of business. Cases and readings emphasize strategies to improve the performance of companies in light of their multiple constituencies, in both US and international environments. Topics include integrated strategy, activists and the media, legislation affecting business, business and politics, environmental policy, consumerism, and international trade policy. Most courses focus on firms’ interactions with customers, suppliers, and alliance partners in the form of mutually beneficial exchange transacted in markets. In contrast, this course considers the strategic interactions of firms with their various constituents outside of markets.

**MGT 400  SENIOR CAPSTONE: GLOBAL STRATEGY**  
**Prerequisite:** FIN 320, MGT 313, MKT 316, MGT 317, IMG 300  
This course, the culmination of a student’s academic study in the Management Program, will integrate the diverse subject matter studied into a meaningful human and professional context with the objective of preparing the student for an enriched life and a fulfilling career. The course includes student teams participating in a business simulation over the Internet, and team case studies.

**MGT 401  SENIOR CAPSTONE: LAUNCHING THE VENTURE**  
**Prerequisites:** MKT 316, FIN 320, Senior Standing  
In this interdisciplinary course students work in teams to plan and develop a for-profit venture. During the semester they will vet a market opportunity, then develop, launch, manage, and liquidate a business. Each team is given a small start-up loan to help launch the venture. At the end of the term, all profits earned by each venture will be donated to a local charity chosen by the teams.

**MGT 410  EMPIRICAL RESEARCH METHODS**  
**Prerequisites:** PHI 160, MTH 251  
This course introduces business students to empirical methodologies and evaluation techniques used in business. This will involve both qualitative and quantitative methods, with a particular emphasis on the use, evaluation, and presentation of data. The course provides the background skills for successful completion of MGT 411. **NOTE:** This course is offered during the fall semester only. Enrollment is limited to B.A. in Business students and is to be taken during the senior year or equivalent. The course is to be taken sequentially with MGT 411.

**MGT 411  SENIOR THESIS**  
**Prerequisites:** MGT 410, ENG 350  
This course is the capstone experience for B.A. in Business students. Each student will write a major research paper on a business topic and participate in a formal presentation to the college community of the
fruits of their research. **NOTE:** This course is offered during the spring semester only. Enrollment is limited to B.A. in Business students and is to be taken during the senior year or equivalent. The course is to be taken sequentially with MGT 410.

**MGT 431 COMMERCIAL LAW**  
**Prerequisite:** MGT 206  
A course designed for business management concentration students providing an intensive study of commercial law, business organization formation and planning, including sole proprietorships, partnerships, and corporations. The course will also focus on the Uniform Commercial Code, particularly Article 2, sale of goods; Article 3, commercial paper; and, Article 9, secured transactions.

**MGT 453 SPREADSHEET MODELING**  
**Prerequisites:** MGT 101, MTH 251  
This course is an introduction to the use of mathematical models in organizations. We desire to understand the processes of model building, solution, validation and implementation. Further, modest facility will be developed with specific mathematical models which have fairly broad applicability. Classes of models studied include linear programming, transportation models, selected network models, integer programming, decision analysis, and simulation.

**MGT 482 SPECIAL TOPICS IN MANAGEMENT**  
**Prerequisite:** Varies by subject  
These courses will explore issues of current or continuing importance in areas of business and management, either from a broad, or from a specific, perspective.

**MGT 498 INDIVIDUAL DIRECTED RESEARCH IN MANAGEMENT**  
**Prerequisite:** Varies by subject  
For the course description, see “Individual Directed Research.”

**MGT 499 MANAGEMENT INTERNSHIP**  
**Prerequisite:** Varies by subject  
For the course description, see “Internships.”

**Management Information Systems (MIS)**

**MIS 100 MICROCOMPUTER SOFTWARE LITERACY**  
**Prerequisite:** MGT 206  
A tutorial-based course to develop basic user literacy in word processing, spreadsheet, database and presentation graphics software. Students will learn the basic features of Word, Excel, Access, and PowerPoint by completing lab-based tutorials in each of the four software packages. Class sessions will introduce basic concepts and special features of the software appropriate to the Menlo College curriculum.

**MIS 120 ADVANCED BUSINESS APPLICATIONS**  
**Prerequisite:** MIS 100 or equivalent  
A more detailed study of the capabilities of personal productivity software focusing on spreadsheets. Spreadsheet use will include multi-sheet workbooks, lists, filters, pivot tables, functions, macros, and the Data Analysis and Solver tools.

**MIS 250 INTRODUCTION TO PROGRAMMING**  
**Prerequisite:** MIS 100 or equivalent  
This course will cover such fundamental programming concepts as input, output, decisions, loops, arrays, strings, files, and modularization with functions and procedures. Students will study the elements of graphical user interface design and event-driven programming.

**MIS 260 MANAGEMENT OF INFORMATION SYSTEMS**  
**Prerequisite:** MGT 101  
This course is the classic introduction to management information systems: how computers are used and managed in organizations, and how such technology assists management. Topics include the strategic role of information systems, a survey of hardware, software, databases and networks, types of information systems, the design and acquisition of information systems, and ethical issues in information systems.

**MIS 306 TELECOMMUNICATIONS AND NETWORKS**  
**Prerequisite:** MIS 100 or equivalent  
The worlds of data transmission, voice telecommunications, video, music and the Internet are rapidly converging. The concepts, architectures, standards, and protocols that have allowed these public and private networks to communicate will be studied. The course covers topics starting with physical connectivity and covering data transmission, security, regulation and management, social and ethical issues.

**MIS 309 DATABASE SYSTEMS**  
**Prerequisite:** MIS 260 or permission of the instructor  
An overview of database concepts such as database management systems, database design, and data modeling with a strong emphasis on the relational model, SQL, and multi-user enterprise database processing.
MIS 310  SYSTEMS ANALYSIS AND DESIGN
Prerequisites: MIS 260 or permission of the instructor

This course concerns designing computer-based information systems. The viewpoints of three types of participants in this process (technical expert, supervisor, and manager) will be discussed. To this end, both a traditional systems development life cycle and modern CASE tool and prototype approach will be explained. Managerial issues related to implementation issues, cost benefit analysis, ROI, time and cost projection will be examined. Many examples will be taken from various newer technologies.

MIS 370  WEB PAGE DESIGN
Prerequisite: MIS 100 or equivalent

This course covers the design of web pages and web sites. Topics include tables, frames, embedded multimedia objects and script language, as well as basic aesthetic issues. Appropriate software such as Dreamweaver is actively used.

MIS 401  SENIOR CAPSTONE
Prerequisites: MIS 250, MIS 260, MIS 306, MIS 309, MIS 310

This course is the senior capstone of the MIS concentration, integrating and reinforcing concepts from MIS — programming, networking and telecommunication, databases, systems development, and web design classes. This knowledge is then related to the management of information systems and finally to the role of information systems in organizations.

MIS 402  ADVANCED PROGRAMMING
Prerequisite: MIS 250 or equivalent

An introduction to object-oriented programming, treating loops, conditional statements, parameters, functions, event-driven programming, graphical user interfaces, objects, properties, methods, structured program design, and documentation. The course brings to life the software development process.

MIS 482  SPECIAL TOPICS IN MANAGEMENT INFORMATION SYSTEMS
(1-3 UNITS)
Prerequisite: Varies by subject

These courses vary from semester to semester. The content reflects a specific area of special interest.

MIS 498 INDIVIDUAL DIRECTED RESEARCH IN MANAGEMENT INFORMATION SYSTEMS
(1-3 UNITS)

For the course description, see “Individual Directed Research.”

Marketing (MKT)

MKT 316  PRINCIPLES OF MARKETING
Prerequisites: MGT 101, ECO 200

This course will examine the development, nature and role of markets in the fulfillment of human needs and wants through the exchange of products and services. The course will survey all aspects of marketing as a vital function of management, including targeting and segmenting markets; positioning and communications; developing marketing plans and strategies; marketing intelligence and research methods and systems; managing product, price, promotion and distribution in designing differentiated and undifferentiated marketing mix programs; and legal and ethical considerations in marketing.

MKT 319  ADVERTISING PRINCIPLES AND PRACTICES
Prerequisites: MKT 316, ENG 102

This course examines the function of advertising within the marketing mix. The class researches and plans buying strategies for radio, television, newspapers, magazines, and the internet. Students learn copy writing, layout and other creative skills, and analyze and critique several advertising campaigns.

MKT 320  PUBLIC RELATIONS
Prerequisites: MKT 316, ENG 102

This course provides the fundamental concepts and techniques of public relations. The students examine the role of public relations in business, entertainment, social service and government, as well as the difference between public relations and advertising. Students critique various campaigns; actively research strategies; plan events; and develop communication skills as well as public relations products.

MKT 335  MARKETING RESEARCH
Prerequisites: MKT 316, MTH 251

This course presents the issues in marketing research that begin with the firm’s marketing questions. It will assume the consumer’s perspective and will address steps of the research process that include problem definition, experimental design, data collection, analysis and interpretation. In addition, the course will examine the value of information compared to its cost.

MKT 409  STRATEGIC MARKETING MANAGEMENT
Prerequisites: MKT 316, ACC 202

This case study class involves students in complex, market-based problems calling for creative solutions in
firms ranging in size from major corporations to smaller companies in emerging growth industries. Students will present comprehensive reviews of assigned cases and will orchestrate class discussions of alternative courses of action during their presentations. In addition, presenters will offer detailed recommendations for implementation of favored strategies that they will defend in the face of class questions or objections. These actions by students are intended to develop judgment, confidence, and the ability to think “on their feet” in handling a variety of reactions to their proposed solutions.

**MKT 436  CONSUMER BEHAVIOR**  
Prerequisites: MKT 316, ECO 200, ECO 201

Virtually all decisions involved in developing and effective marketing mix for a product or service rely on in-depth knowledge of the consumers who comprise the target market. This course examines the actions of consumers and explores the reasons why consumers behave the way they do with regard to their buying decisions. Thus, the course is part marketing and part psychology, also requiring and understanding of important theoretical concepts borrowed from fields such as sociology, demography, and economics. The course looks at how individuals perceive and store information, how they learn, and how their attitudes are formed and changed. It also explores decision-making processes at the individual, family, group, culture, and subculture levels and the effects they have on consumer behavior and identity. A strategic orientation will permeate most facets of this course.

**MKT 437  INTERNET MARKETING**  
Prerequisites: MKT 316, ECO 200, ECO 201

This course will address digital marketing strategies in the context of conventional marketing principles. For example, are there distinctions between online and offline consumer behavior? How should companies integrate electronic interactivity to connect to stakeholders in their existing strategies? Can product strategies be “better” through e-business? What are new channel strategies and their implications for conflict with existing channels? Should prices be lower online? What are current and future opportunities of e-enabled communication strategies, specifically advertising, promotions, personal selling and public relations? Are there social implications and ethical issues to consider?

**MKT 441  MASS CUSTOMIZATION**  
Prerequisites: MKT 316

This course introduces the concept of mass customization and explores its impact on consumer satisfaction. These concepts and their relationship to each other will be studied and applied to several industries in the U.S. and globally. Examination of these concepts will provide the contextual basis for studying and developing case studies on selected companies’ stakeholders, with specific emphasis on consumers and consumers’ satisfaction with service providers’ mass customization processes and resulting products and services. As the course progresses, additional understanding of the theoretical and applied relevance of mass customization and consumer satisfaction with respect to selected companies’ goods and services will provide insight into management and marketing issues of value creation and delivery. In so doing, the course will demonstrate how optimizing consumer satisfaction through, and as the result of, mass customization can increase customer lifetime value, sustain competitive advantage and capture long-term value for firms and stakeholders.

**MKT 482  SPECIAL TOPICS IN MARKETING**  
(1-3 UNITS)  
Prerequisite: Varies by subject

These courses will explore issues of current or continuing importance in marketing.

**MKT 498  INDIVIDUAL DIRECTED RESEARCH IN MARKETING**  
(1-3 UNITS)  
For the course description, see “Individual Directed Research.”

**MKT 499  MARKETING INTERNSHIP**  
(3 or 6 UNITS)  
For the course description, see “Internships.”

Marketing courses under development or revision include:  
New Venture Strategy and Marketing  
Retailing  
Integrated Marketing Communication  
New Product Development and Branding  
Price Management  
Social Media

**Mass Communication (MCM)**

**MCM 151  MEDIA AND SOCIETY**  
This course focuses on social issues pertaining to mass media. The influence of television, radio, film, print media, music reporting, and Internet communication is analyzed in a sociological context. Ethical, legal, technological, economic, and cultural perspectives are discussed. Basic models of communication as well as a wide range of mass communication theories, research, and regulations are also examined. Contemporary issues are discussed by students participating in debates.
in which opposing sides of relevant media topics are presented.

**MCM 253 NEWS WRITING**  
**Prerequisite:** ENG 101  
This course presents fundamental journalistic principles and techniques for reporting and news writing. Primary emphasis is on writing for the print news media. Students learn the basics of reporting, news writing, editing, and newsroom management. Hands-on experience is provided by writing stories for the College newspaper.

**MCM 257 PUBLIC SPEAKING AND ORAL PRESENTATION**  
This is an introductory course surveying the essential theory and skills related to public speaking and presentation. You will have the opportunity to gain proficiency in both speaking and critical analysis of the spoken word, and will develop skills in the research, preparation, presentation, and critical evaluation of public addresses.

**MCM 300 HISTORY OF FILM**  
**Prerequisite:** ENG 102  
This course focuses on the history of cinema from silent movies to today’s blockbusters. Various genres and directors will be explored. Emphasis on critical analysis of both American and International cinema.

**MCM 304 MEDIA MANAGEMENT**  
**Prerequisites:** MCM 101, ENG 102, Junior standing  
This course examines functions, techniques, and skills involved in managing modern electronic media organizations with a primary emphasis on leadership and organization. Theoretical principles, organizational structures and legal regulations of managing television and other electronic media institutions are analyzed.

**MCM 308 CULTURAL EXPRESSION IN THE MEDIA**  
**Prerequisite:** ENG 101  
This course focuses on how the media represents different cultures, and how different cultures represent themselves through the media. Topics may include: African-American Studies, Asian-American Studies, Gay & Lesbian Studies, Latino Studies, Cross-Cultural Film Studies, and Cultural Studies. Aside from exploring theories associated with cultural studies, this course will look at the history, literature, electronic expression, and current representation in the news media of the diverse cultures.

**MCM 310 MARKETING COMMUNICATION WRITING**  
**Prerequisite:** ENG 102  
A course that focuses on writing for the media — newsletters, advertising copy, marketing material, the internet — as well as a discussion of visual presentation and layout.

**MCM 312 SPORTS MEDIA**  
**Prerequisites:** MCM 101, Junior standing  
This course investigates the phenomenon of sport in the electronic media. Areas of interest include the production and distribution of radio and TV sports programs, advertising, endorsements, and contemporary social issues. Regulations, legal considerations and new electronic media such as webcasting and enhanced TV are also examined. The role of the sportscaster, audience measurement techniques, historical and philosophical perspectives constitute additional topics of discussion.

**MCM 316 NEWSPAPER, EDITING, LAYOUT AND PRODUCTION**  
**Prerequisites:** MCM 101, MCM 253  
This course provides practical skills in advanced newspaper editing, including editorial decision-making, story assignment and focus, layout and production. Students in this course work for *The Menlo Oak*, the college newspaper, for a minimum of nine hours a week. This course is repeatable once for credit.

**MCM 317 NEWSPAPER MANAGEMENT**  
**Prerequisites:** MCM 101, MCM 253  
This course provides practical experiences in planning, organizing, supervising and managing the activities of a newspaper. Students who participate in the course must be actively working for *The Menlo Oak* for nine hours a week. During the course, students are selected for positions on the College newspaper, and required to write, edit, design, and produce portions of the newspaper each issue. This course is repeatable once for credit.

**MCM 321 DESKTOP PUBLISHING**  
**Prerequisite:** MIS 100 or equivalent  
This course covers the design and production of professional documents and publications. Three major areas are emphasized: basic design skills as they relate to typography, graphics and page composition; technical mastery of the computer and software; skills of editing and critiquing publications.
**MCM 322 VIDEO PRODUCTION**
This class provides hands-on experience in video production. Focus is on the technical skills needed to operate cameras, recorders, sound equipment and field lights. Students write, film, and produce videos and learn principles of the video industry.

**MCM 326 INTRODUCTION TO RADIO**
This lecture/lab course focuses on principles and practices of modern radio production. In the lecture portion of the course, radio history, technology, programming and formats are investigated. Radio commercial structure, ratings and legal regulations of the Federal Communication Commission (FCC) are also examined. For the lab portion of the course, exercises include audiotape editing, production of a 60-second commercial or public service announcement (PSA), a five-minute radio feature, and a one-hour live air shift.

**MCM 327 RADIO MANAGEMENT**
Prerequisites: MCM 101, MCM 326
This course focuses on the principles of managing a modern radio station. Areas of study include management theories, organizational approaches and professional leadership skills. Formats, programming, advertising, sales, promotions, audience measurement methods, and legal considerations are also examined. New technologies including Digital Audio Broadcasting (DAB), webcasting and Digital Music Express (DMX) provide additional areas of study.

**MCM 329 MUSIC INDUSTRY**
Prerequisites: MCM 101, Junior standing
This course examines the history, structure, and practices of the music industry. Business aspects of artists’ contracts, royalties, copyrights, and research methods are analyzed. Recording and production, artist management and concert management provide additional areas of study. Music programming in broadcast media of radio and television as well as musical scores for film are discussed. New technology in the music industry such as digital recording and editing, surround sound formats, Musical Instrument Digital Interface (MIDI), digital audio tape (DAT), and on-line audio are also investigated.

**MCM 330 NEW COMMUNICATION TECHNOLOGIES**
Prerequisites: ENG 102; Junior standing; Mass Comm majors: MCM 101
This is an advanced course investigating the technical details of and applications for the new media technologies, as well as the social impacts of these technologies. The focus is on the convergence of existing and emerging technologies, including the telephone, computer, television, and radio, in the creation, storage, and distribution of digital information. The perspective is partly historical, but also provides a basis for critical assessment of current and future technological development in the “Information Age.”

**MCM 333 BUSINESS COMMUNICATION**
Prerequisites: MGT 101, ENG 102
This course will concentrate on professional areas of writing and speaking that specifically address the management applications of these skills. Writing tasks will include the preparation of case studies, proposals, memos, and letters; speaking tasks will include participation in formal, structured class discussions and the delivery of structured oral presentations. Research sources for such oral and written projects will range from *The Wall Street Journal* to the Internet and other on-line services.

**MCM 450 MEDIA RESEARCH PRINCIPLES AND PRACTICES**
Prerequisites: ENG 102; Junior standing; Mass Comm majors: MCM 101
Focuses on the principles and practices of modern research into the human use of communication technologies. The course highlights qualitative/interpretive research frameworks and explores the processes of inquiry in framing research questions, designing projects, and collecting and analyzing data. Critical focus is applied to the research results encountered in everyday media outlets.

**MCM 482 SPECIAL TOPICS IN MEDIA** (1-3 UNITS)
Prerequisite: Varies by subject
These courses vary from semester to semester. The content emphasizes specific areas of special interest.

**MCM 498 INDIVIDUAL DIRECTED RESEARCH IN MASS COMMUNICATION AND MEDIA** (1-3 UNITS)
Prerequisite: MCM 101, Junior standing
For the course description, see “Individual Directed Research.”

**MCM 499 MASS COMMUNICATION INTERNSHIP**
Prerequisites: MCM 101, Junior standing.
For the course description, see under “Internships.”
Mathematics (MTH)

**MTH 090  ELEMENTARY ALGEBRA**  
**Prerequisite:** Score of 35 or less on AcuPlacer exam  
This course covers the following topics: properties of real numbers and basic algebraic operations, solving linear and absolute value equations and inequalities with applications; graphing linear functions and inequalities; equations of lines. Problem solving and practical applications will be stressed.  
**NOTE:** This is a 3-unit equivalent developmental course – units do not count for graduation or grade point average but do count in establishing full-time status.

**MTH 101  INTERMEDIATE ALGEBRA**  
**Prerequisite:** Score above 35 on AcuPlacer exam or MTH 090 with grade of “C-“ or better  
This course begins with a quick review of solving equations of one variable, and solving and graphing linear systems of equalities and inequalities. Following this review, the course proceeds with thorough explorations of properties of exponents; basic algebraic operations with polynomials and factoring; rational and radical expressions and equations with applications; solving and graphing quadratic equations with applications. Problem solving and practical applications will be stressed.

**MTH 102  COLLEGE ALGEBRA**  
**Prerequisite:** Score of 60 or above on AcuPlacer or MTH 101 with grade of “C-“ or better  
College Algebra provides an introduction to the important world of mathematical functions and their applications. Functions describe quantitative change and are found in many fields of study, such as business, economics, and social studies. The following topics will be covered in the course: definition of a function; the domain and range; linear, exponential and logarithmic, quadratic, polynomial, and rational functions and their graphs; operations on, transformations and applications of these functions; composition of functions and inverse functions; introduction to sequences and series. This course should prove useful in most courses in economics, finance, production, and statistics/quantitative analysis.

**MTH 110  FINITE MATH**  
**Prerequisite:** MTH 101  
This course studies finite math from a modeling perspective; modeling real world situations with linear equations; modeling with proportionality; a study of linear equations, their solutions and applications; fitting data best with a straight line; modeling with systems of linear equations; various ways of solving such systems; the concept of optimizing under constraints, as exemplified by linear programming; financial modeling, including compound interest, the present value of money, and annuities; modeling with probability.

**MTH 251  STATISTICS**  
**Prerequisite:** MTH 102 or MTH 260  
This course includes the following topics: descriptive statistics, including the standard deviation and the normal curve; the design of surveys and experiments; and introduction to probability; probability distributions, and sampling distributions; confidence intervals; hypothesis testing; simple linear regression and correlation; applications to business, politics, and health; the misuse of statistics.

**MTH 260  CALCULUS I (4 UNITS)**  
**Prerequisite:** Placement exam or MTH 102  
This course includes the following topics: limits; the derivative as a limit; the product rule; the quotient rule; the chain rule; rates of change; marginal economics from a calculus perspective; percentage rate of change; relative extreme; applications of maximizing or minimizing; calculus as an aid in graphing; derivatives of exponential and logarithmic functions; applications of exponential growth; exponential decay, and logarithmic growth; indefinite and definite integrals; integration by substitution; area and other applications of integration.

**MTH 261  CALCULUS II (4 UNITS)**  
**Prerequisite:** MTH 260 or permission of the instructor  
This course includes a brief review of derivatives and integrals; integration by parts; more applications of integration; partial derivatives and some of their applications in economics or business; a brief study of surfaces; why the linear regression method works; multiple integrals and applications; sequences and series of numbers; Maclaurin and Taylor series.

**MTH 482  SPECIAL TOPICS IN MATHEMATICS (1-3 UNITS)**  
**Prerequisite:**Varies by subject  
Content varies depending on interest of both teacher and students.

**MTH 498  INDIVIDUAL DIRECTED RESEARCH IN MATHEMATICS (1-3 UNITS)**  
For the course description, see “Individual Directed Research.”
Philosophy (PHI)

PHI 160  LOGIC AND CRITICAL THINKING
Prerequisites: ENG 102
This course is an introduction to the skill of rational argument, including analysis of grammatical structure as related to forms of argument; testing for argument validity; and identification of fallacies. Students will apply the principles to everyday life and philosophical thought, and will study both deductive and inductive argument forms.

PHI 255  INTRODUCTION TO PHILOSOPHY
Prerequisite: Sophomore standing
An introduction to major topics in philosophy, such as God, knowledge and belief, mind and body, freedom and determinism, right and wrong, and justice and equality, with readings drawn from classical, modern and contemporary sources.

PHI 303  ETHICS AND VALUES
Prerequisites: ENG 102, PHI 255
This course is an analysis of various theories of obligation, standards of right and wrong, and theories of value; evaluation of these theories according to philosophic clarity and standards for scientific theories. Readings from the works of major moral philosophers such as Aristotle, Hobbes, Mill and Kant.

PHI 482  SPECIAL TOPICS IN PHILOSOPHY (1-3 UNITS)
Prerequisite:Varies by subject
These courses vary from semester to semester. The content emphasizes specific areas of special interest.

PHI 498  INDIVIDUAL DIRECTED RESEARCH IN PHILOSOPHY (1-3 UNITS)
For the course description, see “Individual Directed Research.”

Physical Education (PED/VAR)

NOTE: Only 2 units of Physical Education & Varsity Sports classes can be taken for a letter grade and count toward graduation and grade point average (GPA). Additional physical education classes are graded on a “credit/no credit” basis. Additionally, only 2 units of PED & VAR classes can be taken for a letter grade per semester.

PED 101-122, 183  GENERAL PHYSICAL EDUCATION ACTIVITIES (1 UNIT EACH)
These courses allow students to select activity, level, and time of preference. A wide variety of activities, such as the following, are offered: See Schedule for current offerings.
PED 101 – Tennis
PED 102 – Spin Training
PED 103 – Individual Activity
PED 104 – Step Aerobics
PED 105 – Yoga
PED 106 – Pilates
PED 107 – Dance Aerobics
PED 108 – Body conditioning
PED 109 – Weight training
PED 110 – Self Defense
PED 111 – Cross Training
PED 112 – Kick boxing
PED 113 – Recreational Conditioning
PED 114 – Jogging
PED 115 – Performance Dance
PED 116 – Indoor Soccer
PED 117 – Advanced Body Conditioning
PED 118 – Advanced Weight Training
PED 119 – Volleyball
PED 120 – Basketball
PED 121 – Walking
PED 122 – Performance Flexibility
PED 183 – Special Topic: Hawaiian Dance

VAR 070-089  VARSITY SPORTS (1 UNIT EACH)
VAR 270 – Baseball Competition/Conditioning
VAR 271 – Men’s Basketball Competition/Conditioning
VAR 272 – Women’s Basketball Competition/Conditioning
VAR 273 – Men’s Cross Country Competition/Conditioning
VAR 274 – Women’s Cross Country Competition/Conditioning
VAR 275 – Football Competition/Conditioning
VAR 278 – Men’s Soccer Competition/Conditioning
VAR 279 – Women’s Soccer Competition/Conditioning
VAR 280 – Softball Competition/Conditioning
VAR 285 – Volleyball Competition/Conditioning
VAR 286 – Men’s Wrestling Competition/Conditioning
VAR 287 – Women’s Wrestling Competition/Conditioning
VAR 291 – Men’s Golf Competition/Conditioning
Physical Science (PSC)

PSC 160  INTRODUCTORY PHYSICAL SCIENCE WITH LAB  (4 UNITS)
A General Education physical science course comprising the principles of astronomy, geology, physics and related sciences. Thought provoking contemporary topics from the Big Bang to the evolution of the solar system and the earth will be studied.

PSC 161  INTRODUCTORY PHYSICAL SCIENCE LAB  (0 UNITS)
Laboratory exercises to accompany Introductory Physical Science. Concurrent enrollment with PSC 160.

PSC 325  THE HISTORY OF SCIENCE
Prerequisite: A biological or physical science course with a lab
This course adds a historical perspective and an investigation of the chronological development of the technologies essential to daily life in the twenty-first century. This course will explore the origins of ancient technologies and the early explanations for the world and its workings. Discussions will employ a global view and consider the roles of Islamic philosophers as well as the technologies developed in Asia. Study will progress to the Scientific Revolution and consider its origins and legacies, particularly those that played a major role in the Industrial Revolution. This course is intended to encompass multidisciplinary developments in biology, astronomy, physics, mechanics and chemistry, leading to our current age of specialization. The course will contrast the breakthroughs and benefits as well as the controversies and ethical questions raised by these developments.

PSC 350  THE TECHNOLOGY OF SILICON VALLEY
Prerequisite: A biological or physical science course with a lab
This course investigates the scientific basis for the technological advances originating in Northern California. Discussions will include a variety of topics including the origins of the personal computer, the structure and elucidation of the human genome and innovations in telecommunications.

Political Science (POL)

POL 150  INTRODUCTION TO POLITICAL SCIENCE
This course studies American political institutions as they operate in practice and theory. The Constitution of the United States, the three branches of government, political parties, and the background of American democracy are investigated.

POL 482  SPECIAL TOPICS IN POLITICAL SCIENCE  (1-3 UNITS)
Prerequisites: Varies by subject
These courses vary from semester to semester. The content emphasizes specific areas of special interest.

POL 498  INDIVIDUAL DIRECTED RESEARCH IN POLITICAL SCIENCE  (1-3 UNITS)
For the course description, see “Individual Directed Research.”

Psychology (PSY)

PSY 101  INTRODUCTION TO PSYCHOLOGY
This course is an introductory survey of the subject matter, fields, and methods of psychology. This course will address theoretical perspectives as well as findings from experimental research. The basic topics for inquiry include consciousness, perception, learning, cognition, motivation, emotion, development, personality, and social psychology. Applications to industry, organizations, and management of human resources will also be considered.

PSY 303  PSYCHOLOGY OF LEARNING AND COGNITION
Prerequisite: PSY 101
This course will cover the scientific research relating to the acquisition and maintenance of behavior and the cognitive processes related to memory. Topics will include classical conditioning, concept formation, and memory organization. Students will examine these topics from an experimental perspective with application to areas such as behavior modification and information processing.

PSY 304  PSYCHOLOGY OF HUMAN MOTIVATION AND EMOTION
Prerequisite: PSY 101
This course will address the physiological, cognitive, and social psychological theories of motivation and emotion. Theoretical perspectives as well as empirical findings will be examined in order to contrast need-drive themes with incentive theories. Topics include the study of motivation for competence, achievement, and affiliation. The relationship between motivation and cognitive-affective processes will also be considered.
PSY 305  PSYCHOLOGY OF HUMAN DEVELOPMENT ACROSS THE LIFESPAN  
**Prerequisite:** PSY 101  
This course will study physical, cognitive, emotional, social, moral, and personality characteristics of the various stages of human development. Additionally, the developmental issues that are relevant to each phase of the life span (infancy, childhood, adolescence; early, middle, and late adulthood) will be addressed. The course will include a survey of major developmental theories and an investigation of the assumptions common to all of them.

PSY 306  PSYCHOLOGY OF HUMAN SEXUALITY  
**Prerequisite:** PSY 101  
This course will offer a study of psychological aspects of human sexuality and their influence on gender identity and sexual behavior at various stages of development. Selected topics include: research on sexuality; gender roles; sexual dysfunction and therapeutic interventions; sexual harassment; intimacy and communication skills; and, the varieties of sexual behavior.

PSY 309  SOCIAL PSYCHOLOGY  
**Prerequisite:** PSY 101  
This course studies the intersection of psychology and sociology, and addresses the extent to which individual behavior is formed and controlled by social groups. The influence of individual behavior on the nature of groups will also be considered. Students will examine principles of crowd behavior, prejudice, public opinion, aggression, obedience, cooperation, and leadership. Applications to business, the legal system, and healthcare will be addressed.

PSY 311  PERSONALITY THEORY  
**Prerequisite:** PSY 101  
This course surveys both classic and current theories of personality. A variety of perspectives will be examined including psychodynamic, humanistic, behavioral, and cognitive approaches. The study of individual theories will further consider the implication of ideas for therapy, diagnostic tools, and the use of theory to guide current research.

PSY 320  THE MENTOR AS LEADER (1 UNIT)  
**Prerequisite:** Permission of the instructor  
This course is restricted to those students who have agreed to serve as peer mentors to the incoming freshmen and transfer students. The sessions will provide a forum for the evaluation of, reflection on, and processing of experiences as a peer mentor. Class discussions will focus on topics of import to incoming students such as roommate conflicts, the social scene, academics, study skills, sexuality, and mental health.

PSY 411  BIOPSYCHOLOGY  
**Prerequisites:** PSY 101, BIO 101  
This course introduces students to human physiology and the human perceptual system. The relationship between physiology, genetic determinants, and environmental conditions will be explored. The significance of each of these factors for influencing human behavior will be emphasized. Theoretical knowledge of these factors will be applied to the understanding of psychological and neuropsychological impairments.

PSY 412  PSYCHOLOGICAL DISORDERS  
**Prerequisite:** PSY 101  
This course introduces the study of psychopathology and considers both historical and cross-cultural perspectives on mental illness. The survey begins with the traditional classifications of neuroses and psychoses, and focuses on contemporary classifications of psychological disorders. The manifestations of mental illness as well as etiological considerations will be emphasized. Diagnostic tools and therapeutic interventions will also be addressed.

PSY 415  COMMUNICATION AND COUNSELING SKILLS  
**Prerequisite:** PSY 101  
This course will involve a systematic study of the communication skills that are required for conducting interviews and counseling. The ethical issues associated with psychotherapy, as well as cultural differences in styles of communication will also be addressed. Additional topics that will be surveyed include: major theoretical approaches to psychotherapy; and, approaches to working with children and families. As the focus of the course will be on the development and application of specific competencies, this course is strongly encouraged for those students who intend to pursue internship opportunities.

PSY 482  SPECIAL TOPICS IN PSYCHOLOGY (1-3 UNITS)  
**Prerequisites:** Varies by subject  
Occasionally, special topics will be offered in the Psychology curriculum. They are selected for their contemporary interest and may be courses in applied psychology, contemporary issues in psychology, or in-depth studies of a particular area of psychology.

PSY 498  INDIVIDUAL DIRECTED RESEARCH IN PSYCHOLOGY (1-3 UNITS)  
For the course description, see “Individual Directed Research.”
PSY 499 PSYCHOLOGY INTERNSHIP
For the course description, see “Internships.”

Social Science (SSC)

SSC 150 INTRODUCTION TO SOCIAL SCIENCE
This introductory course identifies the similarities and differences between the disciplines within the social sciences. The course will address major topics that are common to these disciplines such as: the concept of self; socialization; group processes; culture; and, diversity. Applications to employment in fields such as government, business, and non-profit organizations will also be surveyed.

SSC 482 SPECIAL TOPICS IN SOCIAL SCIENCE (1-3 UNITS)
Prerequisite: Varies by Subject.
Content varies depending on the interest of both the teacher and the student.

SSC 498 INDIVIDUAL DIRECTED RESEARCH IN SOCIAL SCIENCE (1-3 UNITS)
For the course description, see “Individual Directed Research.”

Spanish (SPA)

SPA 101 INTRODUCTORY SPANISH 1
This course covers pronunciation, elements of Spanish grammar, oral and written drills. Spanish verbs, regular and irregular, in the indicative mood. Vocabulary building and reading of simple Spanish prose.

SPA 102 INTRODUCTORY SPANISH 2 (4 UNITS)
Prerequisite: Placement exam or SPA 101 with a “C-” or better
This course is a continuation of Spanish 101. The Spanish verb in the passive and subjunctive mood. Oral and written exercises.

SPA 250 INTERMEDIATE SPANISH 3
Prerequisite: Placement exam or SPA 102 with a “C-” or better
This course covers intermediate grammar, taught and discussed in Spanish with daily oral and written exercises. Reading from modern Spanish literature. Oral and written reports.

SPA 251 INTERMEDIATE SPANISH 4
Prerequisite: Placement exam or SPA 250 with a “C-” or better
This course is a continuation of Spanish 250. Readings from literary Spanish works. Oral and written exercises. Composition and reading.

SPA 325 ADVANCED SPANISH
Prerequisite: Placement exam or SPA 251 with a “C-” or better
This course covers oral and written composition. Reading and discussion in class of literature in the Spanish originals. Outside readings and written reports in Spanish. Translation exercises. The class is conducted entirely in Spanish.

SPA 482 SPECIAL TOPICS IN SPANISH (1-3 UNITS)
Prerequisite: Varies by subject
These courses vary from semester to semester. The content emphasizes specific areas of special interest.

SPA 498 INDIVIDUAL DIRECTED RESEARCH IN SPANISH (1-3 UNITS)
For the course description, see “Individual Directed Research.”

Sports Management (SMG)

SMG 300 SPORTS ORGANIZATION AND BUSINESS
Prerequisite: MGT 101
This course examines the application of the principles of management to sporting organizations. Various entities in the sports industry including professional franchises, collegiate sports organizations and retail sports businesses are analyzed. Organizational behavior and approaches to managing groups, individuals, and contract employees are also investigated.

SMG 303 HISTORY OF SPORTS
Prerequisites: MGT 101
This course focuses on the historical development of sport. Areas of interest include the examination of the major pre-historical and historical epochs with an emphasis on management issues. Philosophical and theoretical perspectives, social and cultural issues, and evolving models of sports management are analyzed. Modern issues including the development of sports broadcasting, the Educational Amendments Act of 1972 (Title IX), and formation of professional teams and leagues are also investigated. The evolution and categorization of sportive contests provide additional areas of study.
SMG 401  LEGAL AND SOCIAL ISSUES IN SPORTS MANAGEMENT
Prerequisites: MGT 206, SMG 300
This course offers an overview of the legal and social issues in the sports industry. Included in this study are the constitutional aspects of athletics, with special attention toward procedural and due process, equal protection, equal opportunity, contractual rights and obligations. The legal and social issues related to formation and conditions of contracts from both the management, individual and societal perspectives are examined. Additionally, the organization and management of the sporting industry are explored in relation to tort law, labor law and ethics within the sports industry.

SMG 402  MARKETING AND ADVERTISING IN THE SPORTS INDUSTRY
Prerequisites: MKT 316, SMG 300
The application of marketing and advertising science to all realms of the sports industry are examined in this course. This includes professional and semi-professional sports, intercollegiate, interscholastic and intramural sport; amateur sport; and commercial and public sport and recreational facilities, clubs, resorts, and service organizations and the special nature and needs of sports organizations. A view of the international sports business and ethical issues in sports marketing and advertising are also investigated.

SMG 404  ETHICS IN SPORTS MANAGEMENT (3 UNITS)
Prerequisite: SMG 300
This course focuses on ethical considerations in the management of the sports industry. Topics covered include theories of personal and professional ethics, social and cultural issues, and models of management. Modern issues concerning violence, gambling, athletic endorsements and equity in sport are also discussed. Case studies are presented and student's debate in class contemporary ethical issues in sports management.

Study Skills (STS)

STS 090  MENLO SUCCESS (1 UNIT)
The purpose of this course is to help students improve their skills in test-taking, note-taking, time and stress management. It also serves as a forum for discussion about social coping skills and connecting to the Menlo community. Issues discussed will include communication, alcohol and drug awareness, connecting with a mentor, and Menlo College campus life. Curriculum includes supplemental videos on learning, and required involvement with scheduled Menlo events.

(This is a 1-unit equivalent developmental course — the unit does not count for graduation or grade point average, but does count in establishing full-time status).
INTRODUCTION
As an integral part of Menlo College, the Professional Studies Program is committed to the delivery of a quality undergraduate education in management, recognizing the educational needs of the adult learner and, in turn, promoting lifelong learning. Within an educational environment that responds to the needs of the mature student and to contemporary trends in higher education, the very best academic traditions of Menlo College are made available to Professional Studies students. Both full-time and adjunct faculty guide and participate in the process of delivering the curriculum. Their academic credentials and professional expertise assure both appropriate theoretical foundations and practical application of these theories within an environment of support and concern for the busy adult student.

CURRICULUM OVERVIEW
The Professional Studies Program is dedicated to providing high-quality educational programs designed for working adults who wish to pursue undergraduate study in management. This is accomplished by offering upper division coursework aimed at developing management skills and increasing proficiency in the functional areas of business organization. The application of classroom theory to on-the-job responsibilities brings concepts to life while enhancing the student’s professional performance and leadership capabilities.

Surveys of managers in top organizations emphasize the need for competence in speaking and writing, teamwork capabilities, analytical abilities, interpersonal skills, global perspectives, ethics, and the ability to function within changing environments. These competencies are addressed within the management curriculum. The Professional Studies Program offers students the opportunity to meet these requirements in ways appropriate to working adults through a series of eight-week courses, accelerated in nature, meeting one night a week. An appropriate workload is considered to be six (6) units per session.

Working adults entering Menlo College complete either the Bachelor of Science in Business or the Bachelor of Arts in Business. Some of the same courses are required in each program, but required prerequisites are the same. Students in the Bachelor of Science program focus on strategic studies while Bachelor of Arts students receive human studies as their focus.

All Menlo College students must successfully complete the requirements outlined for graduation from Menlo College. In addition to the major program requirements (core), the degree includes general education course work, lower-division prerequisites specific to the degree program. Students must also complete a concentration program from among these four concentrations: Human Resources Management, Marketing Communication, International Management or Management Information Systems.

Courses are offered in a pre-determined sequence to small learning groups of students who usually remain together during the program. The courses are organized into 16-week semesters, with two eight-week sessions per semester. Courses are delivered with a deliberate focus on efficiency; there are three semesters per year, which provide for completion of the major program usually within a 20-24 month period. A total of four weeks of breaks are distributed throughout the year. Information on the scheduling is available from the Professional Studies Program Office.
ADMISSION
The Professional Studies Program provides individual pre-admission counseling during which time an unofficial transcript evaluation is generated for each prospective student.

All applicants to the Professional Studies Program must:
- Complete a formal application.
- Provide official transcripts from every college or university attended (in any country) since high school. Only transcripts sent to the Professional Studies Program from the registrar of each institution attended will be accepted as official. No portion of a college record may be omitted from consideration of eligibility of transfer.
- Possess a minimum grade point average of 2.0 (C) on a 4.0 scale.
- Have attained a minimum of 40 semester units of accepted transfer credit.
- Have a minimum of three years of full-time work experience.

International students whose primary language is not English must present a TOEFL score of 500 or higher if they have not successfully completed courses equivalent to six units of college-level English.

Final determination of acceptability and distribution of general education and other college units toward admission to a degree program is made by the Registrar.

Admission is based on an assessment of the applicant’s educational and professional background. All admission applications are reviewed individually. Recognizing that college work previously undertaken by adults in their earlier years may not reflect current abilities, and to allow for a measure of flexibility, a review committee will consider petitions from students who do not meet admission requirements but believe they have compelling reasons for being granted an exception. Please consult with the Professional Studies Program for information on this process.

Students may begin the first course while application materials are being processed; however, a student must complete an application for admission prior to registering for the program. Students may not continue the program beyond eight weeks without written notification of admission status. Students who are denied admission to a program after beginning their coursework may continue to completion of the current course only. Students will be liable for 100 percent of the course costs for all courses completed.

All applicants must submit:
- A completed admission application to the Office of Admission (PSP), Menlo College, 1000 El Camino Real, Atherton, CA 94027-4301.
- Official transcript(s) from all colleges and universities attended. To save time, students may submit these transcript(s) in their original sealed envelope(s) with their application or have them sent directly from their school(s) to the address indicated above. Failure to report the history of any previous post-secondary enrollment will likely result in administrative withdrawal from the College.
- A resume.

Once admitted:
- Students are sent a letter of admission.
- The student meets with the PSP Academic Advisor to discuss his/her transfer evaluation and graduation requirements.
- Students are asked to submit a non-refundable deposit, which will be applied toward the tuition for their first course in the Professional Studies Program. Students will also be asked to pay a portion of the first semester’s tuition at the time of registration.

NOTE: Applicants are subject to the degree requirements in effect at the time of admission.

ENGLISH PROFICIENCY EXAM
Starting in Fall 2007, all PSP students must pass an English Proficiency Exam (EPE) in order to graduate from Menlo College. Students are encouraged to take this exam after completing English II.

FINANCIAL AID
Students in the Professional Studies Program may be eligible for financial assistance. (Refer to the section on “Qualifying for Financial Aid” for further information.)

TUITION
Fees and tuition for the Professional Studies Program are as follows:

**Fees**
- Registration Deposit $100
- Late Registration Fee (non-refundable) $75

**Tuition**
- General Education courses $800
- Prerequisite courses $1,200
- Concentration courses $1,500
- Core courses $1,500

Students who have unpaid balances on their Menlo
College account and/or who defer payment without prior approval are subject to dismissal from the College and, as long as such payments remain unpaid, may not receive transcripts or a diploma. Only those students who have completed their financial obligations to the College may register for upcoming courses.

**EMPLOYER REIMBURSEMENT**
Students in the Professional Studies Program who are eligible for tuition assistance from their employer must submit a completed Deferred Payment Certification Form, available from the Business Office.

**OFFICIAL WITHDRAWAL**
Refunds are determined by the date of the official withdrawal. If a student stops attending class but fails to withdraw in writing through the Office of the Registrar, the student will be assessed for the entire cost of the course.

**COURSE WITHDRAWAL/REFUND POLICY**
Students register for courses with the understanding that they will remain enrolled for the entire course unless they voluntarily withdraw or are administratively withdrawn from the College.

A student who voluntarily withdraws or who is administratively withdrawn from the College may be eligible for a tuition refund; fees are non-refundable. To officially withdraw from a course, the student must submit to the Office of the Registrar a written statement of withdrawal from the course. The date on which the Office of the Registrar receives this statement is the date used in calculation of the refund according to the following timetable:

- 100 percent refund for official withdrawal up to and including the Friday prior to the second class meeting and for cancelled courses.
- 75 percent refund for official withdrawal up to and including the Friday prior to the third class meeting.
- 50 percent refund for official withdrawal up to and including the Friday prior to the fourth class meeting.
- 25 percent refund for official withdrawal up to and including the Friday prior to the fifth class meeting.
- No refund for official withdrawal after the fifth class meeting.

Consult the Professional Studies Program calendar for further information.

**COMPLETE WITHDRAWAL**
In order for a student to withdraw from the College, the student must notify the Office of the Registrar in writing. The withdrawal is effective the date the notification is postmarked and is not based on the number of classes that the student attended. Academic credit is not given for any course that is not completed.

**CURRICULUM REQUIREMENT**
Students must complete the graduation requirements as stated in the catalog for the year of admission. If a student withdraws and is later readmitted, the requirements prevailing at the time of readmission must be met.

**READMISSION APPLICATION PROCEDURES**
Any student who was previously enrolled in the Professional Studies Program, has not been enrolled for one semester or more, and has not been approved for a leave of absence, must complete the readmission process. (See section on “Readmission”.)

**LEAVE OF ABSENCE**
Any student who is in good standing is eligible to apply for a Leave of Absence should circumstances require a temporary absence from the College. The Leave of Absence allows a student to return to the Professional Studies Program under his or her original degree requirements insofar as these courses are still being offered. If this is no longer the case, the student will be provided with degree completion requirements consistent with current program requirements. Students are not guaranteed placement with their original learning group.

In order to be eligible for a leave, the student must have completed at least one course (three units) with a grade of “C” or better, must intend to return to the program within one calendar year, and must have completed the appropriate paperwork for a leave. If a student requests a leave while currently enrolled in a semester, the current semester will be counted toward the period of the leave.

**CONCURRENT ENROLLMENT**
A matriculated Professional Studies student who wishes to register at another institution concurrently must have this approved by the Professional Studies Academic Advisor prior to enrollment at the other institution. Menlo College is under no obligation to accept work from another institution unless the student has obtained this approval.
COURSE SYLLABI
College policy requires that all instructors provide a syllabus to each student prior to the start of a course. All course syllabi are based upon an expectation that the student commit to a minimum of two hours of out-of-the-classroom work for every hour of class time.

PREREQUISITE COURSES
For admission to a course that requires a prerequisite, the student must have satisfactorily completed a prerequisite course with a grade of “D” or better.

GRADUATION AND COMMENCEMENT
During the semester prior to the semester of anticipated completion of his/her degree requirements, each student in the Professional Studies Program must meet with an advisor to review degree program status and to determine graduation eligibility.

Eligible students should submit the Graduation Petition to the Office of the Registrar at the beginning of the semester prior to the student’s final semester. The student will be notified of his/her academic status once the petition has been reviewed.

The student will automatically be billed for the graduation fee.

Students are eligible to participate in Commencement if they complete all degree requirements by the end of the spring semester of the year they intend to graduate. Students unable to meet the above requirements but who are within six (6) units of these requirements may petition to participate in Commencement. Petitions must demonstrate a plan to complete all degree requirements by December of the same year.

HONOR SOCIETIES
Professional Studies Program students who meet the eligibility criteria for Alpha Chi and/or Delta Mu Delta honor societies will be invited to join one or both of these organizations. (See section on “Honor Societies.”)

SPECIAL STATUS
A student is eligible for “special status” if the student is enrolling in courses on a limited basis without pursuing a degree. A simplified admission procedure is provided for such students. Examples of situations that might qualify a student for “special status” include a student wishing to pursue a certificate or a student wishing to take units at Menlo College for transfer to another institution. Contact the PSP Admission Office for further information.

ACADEMIC STANDING
A student who is making reasonable progress toward graduation (measured by successful completion of credits toward graduation) and who is not subject to academic probation or academic disqualification is considered to be in good standing. A minimum cumulative grade point average of 2.000 in all work taken at the College and in the major is necessary to graduate.

GRADING
Students must take all courses for letter grades. All grades are considered final except “I” and “NG”. Grade changes are made by the instructor in cases of computational or clerical error only. Grades are not changed as a result of reappraisal. (See section on “Academic Petitions” for additional information.)

ATTENDANCE
Professional Studies Program students are expected to attend all scheduled meetings of the course for which they are registered. Any student who anticipates missing a class session must inform the instructor prior to the class by phone or email. When a student is forced to miss a class session due to personal or professional obligations, it is the student’s responsibility to contact the instructor to obtain work from the missed session, as well as any assignments for the following class. Students missing two class meetings are obligated to meet with their instructor to determine if they should continue or withdraw from the class. Any student missing three sessions will automatically be withdrawn from the course and will forfeit any tuition refund.

NON-TRADITIONAL CREDIT
- CLEP
The College Level Examination Program is a method of earning academic credit offered on many college campuses; each institution develops its own policy on the use of CLEP examinations for the award of academic credit. The student must achieve the appropriate score on each examination in order for it to be considered for academic credit.

- ACE
The American Council of Education evaluates various military, professional and/or certificate courses and programs that do not appear on a college or university transcript. Courses evaluated by ACE carry baccalaureate credit recommendations; if they can be equated to Menlo College courses, and are appropriate to the student’s individual academic profile, these courses will be credited accordingly.
Unless the student’s specific branch of the armed services has been evaluated by ACE, it cannot be considered for credit. The only exception is military basic training. Two (2) units of physical education credit may be awarded for basic training if the student provides verification of basic training completion, as documented by a Military DD-214 form and the student has not transferred the maximum number of 70 lower division units and/or already received the maximum number of units allowed for physical education two (2) units. A maximum of eight (8) units will be awarded for military training and military science courses.

GENERAL EDUCATION REQUIREMENTS
All degree-seeking students within the Professional Studies Program are required to successfully complete the Menlo College general education requirements as identified below:

OVERVIEW: General Education Requirements:
Written Communication 6 units
Science and Technology 4 units
Social Science 6 units
Foreign Language 6 units
Diversity 3 units
Humanities (from two different disciplines) 12 units

For specific information on meeting these requirements, please contact the Professional Studies Program Office.

The Professional Studies Program delivers its courses in a lock-step format, in which students take courses with the same group of people (cohort) and in a specific, pre-determined sequence. Students may not deviate from this schedule plan unless granted approval from the Dean’s office.

BACHELOR OF SCIENCE IN BUSINESS
The Bachelor of Science in Management program is designed for the student seeking to explore the management skills and knowledge of business operations. The curriculum ensures that students are presented with information on the different functional areas of business so that they may develop solutions to the increasingly complex problems facing business today.

Prerequisite Courses
ACC 201 Principles of Financial Accounting 3
ACC 202 Principles of Managerial Accounting 3
ECO 200 Macroeconomics 3
ECO 201 Microeconomics 3
MTH 102 College Algebra 3
MTH 251 Statistics 3

Core Courses: (33 units)
IMG 300 International Management 3
MIS 260 Management Information Systems 3
HUM 365 Individuals & Organizations 3
MCM 303 Business Communications 3
MGT 206 Business Law 3
MGT 317 Organizational Behavior 3
FIN 320 Financial Management 3
MGT 313 Operations Management 3
MKT 316 Marketing Management 3
MGT 327 Business Ethics 3
MGT 400 Capstone in Global Strategy 3

BACHELOR OF ARTS IN BUSINESS
The Bachelor of Arts in Management is designed for the student seeking to explore the human dimension within organizations and to develop an understanding of the skills necessary to be effective in the role of manager. The curriculum compares and contrasts organizational purpose and design with the needs of individuals and groups.

Prerequisite Courses:
ACC 201 Principles of Financial Accounting 3
ACC 202 Principles of Managerial Accounting 3
ECO 200 Macroeconomics 3
ECO 201 Microeconomics 3
MTH 102 College Algebra 3
MTH 251 Statistics 3

Core Courses: (36 units)
IMG 300 International Management 3
MIS 260 Management Information Systems 3
ENG 350 Research Writing 3
MCM 303 Business Communications 3
MGT 206 Business Law 3
MGT 313 Operations Management 3
MKT 316 Marketing Management 3
MGT 317 Organizational Behavior 3
MGT 327 Business Ethics 3
FIN 320 Financial Management 3
MGT 410 Empirical Research 3
MGT 411 Senior Thesis 3

Course descriptions are found in the section “Course Descriptions—Professional Studies Program.”

CONCENTRATION / CERTIFICATE
Any student seeking a degree within the Professional Studies Program must choose one of the following areas of concentration. These concentrations are also available to non-degree-seeking students as certificate programs. Many of these courses have prerequisites. Title IV funding is not available for the certificate.
programs. Course offerings are subject to sufficient enrollment.

**Human Resource Management** (15 units, B.A. only)
HRM 300  Human Resource Management  
HRM 315  Employment Law  
HRM 316  Human Resource Management Strategy  
HRM 317  Staffing/Testing/Training & Development  
HRM 318  Benefits & Compensation

**International Management** (15 units, B.S. only)  
Prerequisite: IMG 300  International Management
IMG 301  International Economics  
IMG 302  International Marketing  
IMG 304  Management for a Small Planet  
IMG 404  International Law & Management  
FIN 438  International Finance

**Management Information Systems** (15 units, B.S. only)  
Prerequisite: MIS 260  Management Information Systems
MIS 350  Introduction to Programming  
MIS 306  Telecommunications & Networks  
MIS 309  Database Systems  
MIS 310  System Analysis & Design  
MIS 370  Webpage Design

**Marketing Communications** (15 units, B.A. only)  
Prerequisite: MKT 316  Marketing Management
MKT 319  Advertising Principles  
MKT 320  Public Relations  
MKT 437  Internet Marketing  
MCM 321  Desktop Publishing  
MIS 370  Web Page Design
ACCOUNTING (ACC)

ACC 201  PRINCIPLES OF FINANCIAL ACCOUNTING
Principles of Accounting I is the first of a two-semester introduction to accounting. The class covers accounting concepts and principles, evaluating and recording business transactions, adjustments, trial balance, prepaids, accruals, inventory accounting, gross margin, internal control, cash management, receivables management, plant assets, intangibles, depreciation, current liabilities, payroll, and partnerships. Students compile and analyze Income Statements, Balance Sheets and Owner’s Equity Statements. The goal of the course is to prepare students for business decision making using accounting information.

ACC 202  PRINCIPLES OF MANAGERIAL ACCOUNTING
Prerequisite: ACC 201
Principles of Accounting II is the second of a two-semester introduction to accounting. The course provides an introduction to Managerial Accounting, including value chain analysis, cost benefit analysis, ABC costing, job costing, overhead allocation, process costing, cost volume, profit analysis, standards and budgeting. Students compile and analyze Income Statements, Balance Sheets and Owner’s Equity Statements. The goal of the course is to prepare students for business decision making using accounting information.

ECONOMICS (ECO)

ECO 200  MACROECONOMICS
Prerequisite: MTH 101
This course is an examination of national income determinants in a global context and the institutional and historical context of these components. Participants explore the problems of economic growth, inflation and unemployment as well as banking and monetary influences on macro-variables; the role of transnational firms in national and international employment, investment and surplus generation; as well as balance of payments and concepts inclusive of transnational capital growth and its effect on world markets and development.

ECO 201  MICROECONOMICS
Prerequisite: MTH 101
This course will explore such aspects of market economics as price theory, resource allocation, and the determination of costs; effects of different tax structures and markets; development and theory of different types of industrial structures, including competition, monopoly, and oligopoly.

ENGLISH (ENG)

ENG 102  ENGLISH COMPOSITION 2
Prerequisite: ENG 001 or equivalent
This course focuses on writing expository prose with emphasis on the critical connection between thinking and writing. Students will learn to organize and develop the argumentative and persuasive essay. Non-fiction and imaginative literature are read and discussed.
primarily as a basis for learning the principles of critical thinking.

**ENG 350  RESEARCH WRITING**
This course prepares students for re-entry into the academic processes of critical reading of literature, expository writing, and critical thinking. The course is divided into three parts: (a) learning skills; (b) how to successfully write papers and other assignments; and (c) an introduction to various types of academic research skills. All students will complete a test of basic library research skills as part of the course.

**Human Resources Management (HRM)**

**HRM 300  HUMAN RESOURCE MANAGEMENT**
This course introduces students to the philosophies, practices, and techniques for effective management of human resources in multi-faceted business operations. Case studies of current business environments are used extensively.

**HRM 315  EMPLOYMENT LAW**  
**Prerequisite: HRM 300**
This course examines labor law and its relationship to the historical background of labor/management relations and the nature of the workforce in the United States, recent changes in the two areas, and the implications of these changes on future labor relations and markets.

**HRM 316  HUMAN RESOURCE MANAGEMENT STRATEGY**  
**Prerequisite: HRM 300**
This course considers the development of a strategic perspective regarding the use of human resource policies, practices, tools, philosophies, and systems in enhancing business competitiveness and effectiveness. The course will focus on harnessing the power of effective human resource practices. The practices of many different organizations will be reviewed and key strategic and implementation issues related to human resource policies and programs will be explored.

**HRM 317  STAFFING/TESTING/TRAINING AND DEVELOPMENT**  
**Prerequisite: HRM 300**
This is a practical course that introduces the student to the policies and procedures developed by human resources offices and implemented in an organization. The course considers the relationship between various policies and the human resource strategies adopted by the organization. It stresses the need for consistency between organizational human resource strategy and organizational human resource policies and procedures. Students will focus on time lines, costs, and facilities needed for various human resource approaches.

**HRM 318  BENEFITS AND COMPENSATION**  
**Prerequisite: HRM 300**
This course is a combination of ethical philosophy and practical implementation. The philosophic content will consider such contemporary issues as comparable worth, partner benefits, merit versus seniority, and the role of compensation in various models of work. Its practical content will explore the variety of benefits available to workers, ways to explain and present those benefits to employees, and the use of the internet in accessing comparative compensation and benefits information in the student’s field of interest.

**HRM 397  SPECIAL TOPICS IN HUMAN RESOURCE MANAGEMENT**  
**(1 - 3 UNITS)**  
**Prerequisite: Permission of the PSP Dean**
These courses vary from semester to semester. The content emphasizes specific areas of special interest.

**Humanities (HUM)**

**HUM 150  INTRODUCTION TO HUMANITIES**
This is a thematic course, designed to introduce students to college-level thinking, reading, writing, and participation. The subject matter is developed to encourage students to engage with literature and ideas that are multicultural and global, and to develop an understanding and appreciation of the complexity and diversity of modern life.

**HUM 307  DIVERSITY IN THE WORKPLACE**
This is a discussion-based class designed to explore, identify, and understand race, class and gender issues as they relate to the workplace. The historical and legal perspectives on such topics as national origin, sexual preference, disabilities, age and culture/ethnicity in the United States employment arena will be examined. There is some focus on personal experience with extensive student involvement and participation expected.

**HUM 365  INDIVIDUALS AND ORGANIZATIONS**
This course introduces students to the two-fold goals of the curriculum: professional enhancement and personal achievement, through a richer understanding of themselves, their society, and the organizations in which they live and work. This is a reading intensive course.
International Management
(IMG)

IMG 300  INTERNATIONAL MANAGEMENT
This introductory course surveys the growth patterns and trends in international business and the nature of the global economy and its effects on individuals, cultures, organizations, and national sovereignty. The course explores the institutional framework for managing commercial relationships between nations and the challenges of managing in the global marketplace. Specifically, the course examines theories of international trade and investment; the foreign exchange market and the international monetary system; cultural influences on management; political and economic considerations; managing and organizing marketing, finances, and human resources; and manufacturing activities globally.

IMG 301  INTERNATIONAL ECONOMICS AND FINANCE
Prerequisites: ECON 200, IMG 300
This course examines the world economy, including the theoretical foundations for trade, exchange rates, and balance of payments. Careful consideration is given to trends in the composition and patterns of international trade and to understanding obstacles and barriers to trade. Economic sources and the interpretation of international economic data will be studied for their value in understanding economic conditions and their use in management decision-making in an increasingly global economy. Topics include: 1) Balance of Payments; 2) Exchange Rates; 3) Patterns of Trade; 4) Currency Markets—forward contracts, futures, options, and hedging; 5) Transnational Corporations and their Structure; and 6) Development Prospects of Less Developed Countries.

IMG 302  INTERNATIONAL MARKETING MANAGEMENT
Prerequisites: ECON 200, IMG 300, MKT 316
This course examines the distinctive issues and problems involved in the global marketing of goods and services, including economic, cultural, and political influences on customer needs and wants, competitive environments, and market segmentation and profitability. The student will study the alternative forms of participation, with special emphasis on export and import management, licensing and contracting, and the use of marketing mix strategies to achieve a sustainable competitive advantage in each international market as well as globally.

IMG 304  MANAGEMENT FOR A SMALL PLANET
Prerequisites: ECON 200, IMG 300
This course explores the interrelationships among the individual, organizations, the environment, and the global economy, emphasizing the non-linearity of many of these relationships. It concentrates on training students in systems thinking and analysis for efficacious and sustainable global management decision-making.

IMG 404  INTERNATIONAL LAW AND ORGANIZATIONS
Prerequisites: IMG 300
An introductory course designed to provide an understanding of the basic principles and functions of international law, and the roles and responsibilities of governmental, transnational inter-governmental, and nongovernmental organizations. The course provides a historical overview of the development of international law and organizations, including human rights law, business law, intellectual property, labor and environmental law, international trade, international crimes and extradition, and the legal status of nation-states, inter-governmental and non-governmental organizations, including the law of treaties, adjudication, enforcement, and concepts of sovereign immunity.

FIN 438  INTERNATIONAL FINANCE
Prerequisite: IMG 300
This course purports to enhance your understanding of the goals and concerns of a typical financial manager in a large corporation, either doing business overseas or having assets located in a foreign country. The scope of our inquiry spans the economic determinants of currency values and product prices, asset allocations and policy issues that result for private enterprises and public policy makers in the realm of international financial transactions.

Management (MGT)

MGT 206  BUSINESS LAW
This course provides students with an understanding of the legal aspects affecting organizations and individuals — judicially, internationally, contractually, and ethically — and examines the relationship between ethical and legal responsibility in management.

MGT 313  OPERATIONS MANAGEMENT
This course covers production processes relating to manufacturing, service, and advanced technology industries. Focus is on production planning; forecasting models; quality assurance; just-in-time manufactur-
ing; facility location and layout; capacity planning and project management.

**MKT 316  MARKETING MANAGEMENT**
This course examines the development, nature, and role of markets in the fulfillment of human needs and wants through the exchange of products and services. The course surveys all aspects of marketing as a vital function of management, including targeting and segmenting markets; positioning and communications; developing marketing plans and strategies; marketing intelligence and research methods and systems; managing product, price, promotion, and distribution in designing differentiated and undifferentiated marketing mix programs; and legal and ethical considerations in marketing.

**MGT 317  ORGANIZATIONAL BEHAVIOR**
The study of long-range strategies for improving an organization's problem-solving and renewal processes. Topics include organizational cultures, catalysts for change, collaborative management, and the use of actions research.

**FIN 320  FINANCIAL MANAGEMENT I**
**Prerequisites:** ACC 202; MTH 251, ECON 201
This course focuses on corporate financial management with an emphasis on enhancing shareholder value for the long term in a global, rapidly changing market. Topics include financial markets, risk and rates of return, currency impacts, bond and stock valuations, sources of funding, dividend policy, the cost of capital, budgeting, stock splits and repurchases, compensation plans, and the IPO process. The course places emphasis on synthesizing financial data, formulating action plans, and communicating those plans in a concise, compelling way.

**MGT 327  BUSINESS ETHICS**
This course will consider and reflect upon the moral and social dilemmas business executives encounter in their business and professional lives. The course will explore and analyze the ongoing conflicts between personal values, expected codes of behavior and standard operation procedures in the work place.

**MGT 400  CAPSTONE: GLOBAL STRATEGY**
This capstone course introduces participants to the various practices of business management as a strategic, integrative, and demanding human activity. It explores how management’s purposes, functions and methodologies are changing under the pressures of evolving social and economic trends, the technological and information revolution, globalization, and the new leadership requirements of the 21st century.

**MKT 437  INTERNET MARKETING**
**Prerequisites:** MKT 316, ECO 200, ECO 201
This course will address digital marketing strategies in the context of conventional marketing principles. For example, are there distinctions between online and offline consumer behavior? How should companies integrate electronic interactivity to connect to stakeholders in their existing strategies? Can product strategies be “better” through e-business? What are new channel strategies and their implications for conflict with existing channels? Should prices be lower online? What are current and future opportunities of e-enabled communication strategies, specifically advertising, promotions, personal selling and public relations? Are there social implications and ethical issues to consider?

**MGT 482  SPECIAL TOPICS IN MANAGEMENT (1-3 UNITS)**
**Permission of PSP Dean**
These courses vary from semester to semester. The content emphasizes specific areas of special interest.

**MGT 498  INDIVIDUAL DIRECTED RESEARCH (1-3 UNITS)**
**Permission of PSP Dean**
Individual Directed Research courses are designed for students who have a serious scholarly interest in a particular topic. An IDR gives students the opportunity to conduct closely supervised research on a chosen topic, and to write a substantial paper or report based on study and analysis of the research question. Research plans must be discussed with the faculty member who specializes in that particular subject area. A full proposal and plan for completing the research must be approved by the Dean of PSP prior to registering.

**Marketing Communications (MCM)**

**MCM 333  BUSINESS COMMUNICATIONS**
This course provides students with the kind of business writing and speaking skills needed in the workplace, exploring the relationship between various communication goals and the strategies for reaching them and examining how effective communication can facilitate consensus and help in problem-solving.

**MKT 319  ADVERTISING PRINCIPLES**
This course examines the current strategies for modern advertising, with an emphasis placed on radio, television, newspapers and magazines. Students will analyze and critique current advertising efforts as seen in the mainstream media.
MKT 320   PUBLIC RELATIONS
This introductory course provides the fundamental concepts and techniques of public relations. The students examine the role of public relations in business, industry, entertainment, social service, and government, as well as the differences between public relations and advertising.

MCM 321   DESKTOP PUBLISHING
Prerequisite: MIS 260
This course covers the design and production of professional documents and publications. Three major areas are emphasized: basic design skills as they relate to typography, graphics and page composition; technical mastery of the computer and software; skills of editing and critiquing publications.

Management Information Systems (MIS)

MIS 260   MANAGEMENT OF INFORMATION SYSTEMS
This course is an introduction to management of information technology. Topics in the course include: How computers are used and managed in organizations; how technology assists management; the convergence of communications and computing technology, and the strategic role that information systems have in any organization.

MIS 306   TELECOMMUNICATIONS AND NETWORKS
Prerequisite: MIS 260
This course considers the Internet, World Wide Web, HTML programming, intranets, local area networks, wide area networks, communications hardware and configuration, distributed applications, security and management, and telecommunications policy and regulations and ties together their functions and purposes.

MIS 309   DATABASE SYSTEMS
Prerequisite: MIS 260
This course is an overview of database concepts covering database management systems, database design, the relational and other models, and distributed databases. It includes reference to and use of such systems as Access, SQL, and Oracle.

MIS 310   SYSTEMS ANALYSIS AND DESIGN
Prerequisite: MIS 260
This course concerns designing computer-based information systems. The viewpoints of three types of participants in this process (technical expert, supervisor, and manager) will be discussed. To this end, both a traditional systems development life cycle and modern CASE tool and prototype approach will be explained. Managerial issues related to implementation issues, cost benefit analysis, ROI, time and cost projection will be examined. Many examples will be taken from various newer technologies.

MIS 350   INTRODUCTION TO PROGRAMMING
Prerequisite: MIS 260
This course will cover such fundamental programming concepts as input, output, decisions, loops, arrays, strings, files, and modularization with functions and procedures. Students will study the elements of graphical user interface design and event-driven programming.

MIS 370   WEB PAGE DESIGN
Prerequisite: MIS 100 or equivalent
This course covers the design of web pages and websites. Topics include tables, frames, embedded multimedia objects and script language, as well as basic aesthetic issues. Appropriate software such as Dreamweaver is actively used.

Mathematics (MTH)

MTH 102   COLLEGE ALGEBRA
Prerequisite: MTH 101 or equivalent
This course includes a review of linear equations and their applications; a review of basic graphing; the slope formula; finding the equations of lines; graphing quadratic equations, including finding intercepts and the vertex; translations and other transformations of basic graphs such as parabolas, absolute value graphs, and square root graphs; symmetry of graphs; definition of a function; the domain and range; graphs of polynomials and rational functions; exponential and logarithmic functions and their graphs; and a brief introduction to trigonometric functions.

MTH 251   STATISTICS
Prerequisite: MTH 102 or equivalent
This course studies the design of experiments; descriptive statistics; correlation and regression; elementary probability; chance variability; sampling; chance models; confidence intervals; and hypothesis testing.
MANAGEMENT TEAM

James Kelly, President; Professor of Policy, Planning and Administration (2007). B.S., Edinboro University; M.S.S.W., University of Tennessee; Ph.D., Brandeis University.

James Woolever, Provost & Dean, Professional Studies Program (1999). B.A., Wadhams College; M.A., Catholic University; Ph.D., Syracuse University.

Dale Hockstra, Dean of Business & Academic Affairs and F. Philler Curtis Professor of Management (2000). B.A., Occidental College; M.S. and Ph.D., Stanford University.

Marilyn Thomas, Dean of Liberal Arts & Sciences, Professor of English and Humanities (1986). B.A., Marian College; M.A., Ph.D., University of Minnesota.

William H. Walters, Dean of Library Services; Associate Professor. Social Sciences (2007). B.A., SUNY Geneseo; M.L.S., SUNY Buffalo; M.A., University of Vermont; Ph.D., Brown University.


Catherine Reeves, Vice President for External Affairs (2007). B.S., Biola University.

Nilo Ventura, Chief Financial Officer (2010). USNR (Ret.), B.S., Mt. Sierra College.

Raechelle Clemmons, Chief Information Officer (2009). B.A., California State University, East Bay.


Keith Spataro, Director of Athletics (2001). B.A., San Francisco State University; M.A., St. Mary’s College.

FULL-TIME FACULTY

The following is a list of full-time faculty and academic administrators for the Traditional Day Program. The dates refer to the year in which each joined Menlo College.

Benjamin Alamar: Assistant Professor. Management (2006). B.S., University of Minnesota; M.A., Ph.D., University of California, Santa Barbara.


Stephanie Dellande: Associate Professor. Marketing (2009). B.S., Loyola University; M.A., University of California, Riverside; Ph.D., University of California, Irvine.

Fabian Eggars: Assistant Professor. Marketing (2010). M.B.A., University of Hamburg (Germany); Ph.D., Leuphana University of Luneburg (Germany).

Pauline Fatien: Visiting Professor. Organizational Behavior/Human Resource Management (2011). M.S., HEC School of Management (Paris); M.S., University of Paris, Ph.D., HEC School of Management (Paris).

Mark J. Hager: Assistant Professor. Psychology (1993). B.A., Golden Gate University; Ed.M., Harvard University; Ph.D., University of Michigan.

Dale Hockstra: Dean of Business & Academic Affairs and F. Philler Curtis Professor of Management (2000). B.A., Occidental College; M.S. and Ph.D., Stanford University.

Jan Jindra: Assistant Professor. Finance (2009). B.S.B.A., University of Florida; Ph.D., Ohio State University.

Yi-Ching Kao: Assistant Professor. Accounting (2010). B.A., National Taiwan University; M.S., University of Wisconsin; Ph.D., University of Texas.

John Klingler: Professor. Accounting (2011). B.S., Arizona State University; M.B.A., Duquesne University. CPA. CFA.


Dima Leshchinskii: Assistant Professor. Finance (2010). B.S., Tomsk State University (Russia); M.B.A., University of Utah; Ph.D., INSEAD (European Institute for Business Administration, France).


Donna Little: Associate Professor. Accounting, Finance (1986). B.A., University of Iowa; M.B.A., Santa Clara University.

**Susan Low:** Instructor, Mathematics (2010). B.S. University of California, Davis; M.A., Stanford University.

**Marianne Marar:** Assistant Professor. Social Science (2007). B.A., University of California, Davis; M.A. and Ph.D., University of San Francisco.

**Deborah Brown McCabe:** Associate Professor. Marketing (2010). M.A. California State University, East Bay; Ph.D., Arizona State University.

**Craig Medlen:** Professor. Economics (1972). B.A., University of California, Berkeley; Ph.D., University of California, Santa Barbara.

**Melissa Michelson:** Professor. Political Science (2010). B.A., Columbia University; M.A., M.Phil., Ph.D., Yale University.

**Lowell Pratt:** Associate Professor. English, Humanities (1980). B.A., Harvard University; M.A., San Francisco State University.

**Pejmon Sadri:** Assistant Professor. Mathematics (2008). B.S. and M.S., University of Nevada, Las Vegas; Ph.D., Oregon State University.


**Leslie Sekerka:** Associate Professor. Organizational Behavior (2007). B.A., Baldwin-Wallace College; M.A., Cleveland State University; Ph.D., Case Western Reserve University.

**Linda K. Smith:** Associate Dean of Library Services; Information and Instructional Services Librarian (2005). B.A., Western Illinois University; M.S.L.I.S., University of Illinois.

**Derek Stimel:** Assistant Professor. Economics (2006). B.A., University of California, Berkeley; M.A., Tufts University; Ph.D., University of California, Davis.

**Marilyn Thomas:** Professor. English, Humanities (1986). B.A., Marian College; M.A., Ph.D., University of Minnesota.

**Frances Turner:** Lecturer. Management (2007). A.B., Harvard University; M.B.A., University of Chicago.

**William H. Walters:** Dean of Library Services; Associate Professor. Social Sciences (2007). B.A., SUNY Geneseo; M.L.S., SUNY Buffalo; M.A., University of Vermont; Ph.D., Brown University.

**Leslie K. Williams:** Associate Professor. Management (2007). B.A. and M.S., Carnegie Mellon University; Ph.D., University of California, Berkeley.

**FACULTY EMERITI**

- Donald J. Albers 1968-1994
- Eugene Bales 1962-2000
- Alfred L. Brokes 1976-1994
- James P. Conlan 1971-1994
- Donald Drury 1972-1995
- Jan T. Dykstra 1963-1994
- Howard East 1965-1995
- James Good 1976-1986
- Diane Harvey 1979-2002
- Claudie Hester 1970-2001
- Philip Hutchison 1975-1990
- Kathryn Lanson 1989-1994
- Robert Malm 1961-1990
- Raymond L. Solari 1972-1995
- Ling-Erl Eileen T. Wu 1982-1994

**ADJUNCT FACULTY**

The following adjunct faculty members have taught at Menlo College for one or more years in either the Traditional Day and/or Professional Studies Programs. The dates refer to the year in which each faculty member began teaching at Menlo College. A listing of teaching assignments by semester may be obtained through the Office of Academic Affairs and the Office of Professional Studies, respectively.

**Jesse Bingham:** Adjunct Professor, Psychology (2009). B.S., Brigham Young University; M.S., Purdue University.

**Roy Blitzer:** Adjunct Professor. Management (1996). B.A., University of Massachusetts; M.B.A., University of California, Berkeley.

**Suzan Bollich:** Adjunct Professor, Psychology (2009). B.A., Louisiana State University; M.A., John F. Kennedy University; Ph.D., Saybrook Graduate School & Research Center.

**Nicholas Bridger:** Adjunct Professor. Art History (2007). B.A., Saint Mary’s College; M.A., Holy Names University; M.A., San Francisco State University; J.D., Santa Clara University.

**Susan Cheng:** Adjunct Professor. Management (2010). B.A., Northwestern University; M.A., University of Illinois; M.B.A., Wharton School, University of Pennsylvania; Ph.D., Stanford University.

**Marta Dorman:** Adjunct Professor. Spanish (2004). B.A. and M.A., San Jose State University.

**Dennis Eadus:** Adjunct Professor. English, Law (1999). B.S. and M.S., University of Wisconsin; M.A., East Carolina University; J.D., Wake Forest University.
Stephen Eckstone: Adjunct Professor. Mass Communication (2008). B.S., University of Wisconsin; M.A., California State University, Northridge; Ph.D., Union Graduate School.


Katie Flynn: Instructor. English (2005). Director of the Writing Center. B.A., California Polytechnic State University, San Luis Obispo; M.A., University of California, Los Angeles; M.F.A., San Francisco State University.

Deirdre Frontczak: Adjunct Professor. Management (2006). B.A., New York University; M.A., Graduate Theological Union; Ph.D., Boston University.


Mario Fusco: Adjunct Professor. Italian (2005). B.S. and M.S., California State University, Los Angeles; Ph.D., University of California, Davis.


Loubna Haflani-Hafid: Adjunct Professor. French (2006). B.A., Université des Lettres de Meknès (Morroco); D.E.A., Université des Lettres de Rabat (Morroco); M.A., San Jose State University.

Barbara Hecker: Adjunct Professor. Management Information Systems (2006). B.S., San Jose State University; M.S., Golden Gate University; M.S. University of Maryland; Ph.D., Nova Southeastern University.

Nicholas Jellins: Adjunct Professor. Management (2009). B.A., Harvard College; J.D., University of Virginia School of Law.


Kevin Kaatz: Adjunct Professor, History (2010). B.S., University of Michigan; M.A., Graduate Theological Union; Ph.D., Macquarie University (Australia).


Lloyd LaCuesta: Adjunct Professor. Mass Communication. B.A., San Jose State University; M.A., University of California, Los Angeles.

Yung Jue Lee: Adjunct Professor, Management (2009). B.A., Korea University; M.B.A. & Ph.D., University of California, Irvine.


LeAnn McGinley: Adjunct Professor, Management (2008). B.A., Goucher College; M.A., University of Delaware; Ph.D., University of San Francisco.

Sharyn Moore: Lecturer. Psychology (1999) and Associate Dean, Student Affairs. B.A., Menlo College; M.A., College of Notre Dame; M.S., Pacific Graduate School of Psychology.

Kathleen O’Brien: Adjunct Professor. Management Information Systems, Mathematics (2004). B.S., University of Oklahoma; M.S., California State University, Hayward.


Samantha Rajaram: Adjunct Professor, English (2010). B.A., University of California, Los Angeles; M.A., University of Pennsylvania; J.D., Hastings College of Law.


John Shrader: Adjunct Professor, Mass Communication (2009). B.A., University of Nebraska; M.S., San Jose State University.


Chandra Vanajakshi: Adjunct Professor. Mathematics (2005). B.S. and M.S., University of Madras, India; M.S., York University, Canada; M.S. and Ph.D., North Carolina State University.
Jack Warecki: Adjunct Professor, Mathematics (2010). M.S., Ohio State University; M.B.A., University of California, Berkeley.


Hiram Willis: Adjunct Professor. Management (2006). B.S., University of Southern California; M.B.A., Claremont University.

Andrew Wong: Adjunct Professor. Management (1998). B.S., Boston College; M.B.A. and M.S., Golden Gate University.

ATHLETIC COACHES


Derek Ayoob: Assistant Football Coach (2009). B.A., St. Mary's College; M.A., University of San Francisco.


Mandy Drummond: Assistant Women's Soccer Coach (2010). B.S., Embry Riddle Aeronautical University.


Mike Keller: Head Men's Soccer Coach (2010). B.A., University of California, Davis; M.A., San Jose State University.


Keith Spataro: Director of Athletics (2001). B.A., San Francisco State University; M.A., St. Mary's College.


Jonathan Surface: Head Men's Basketball Coach (2010). B.S. University of California, Davis.


DIRECTORS AND STAFF

Abenjojar, Amalia
Senior Accountant

Ali, Raagini
Controller

Arellano, Senovio J.
Facilities Technician

Banuelos, Abel S.
Facilities Technician

Blake, Darcy
Director of Communications, Public Relations, and Marketing

Blaylock, Debbie
Facilities Assistant

Bowman, Kenneth
Sr. Associate Director, Admissions

Brown, LaSaundra
Enrollment Management Associate

Choi, Calvin
Web Applications Administrator

Cortez, Raul
Facilities Technician

Deaver, Dan
Sr. Associate Director, Admissions

De Souza, Priscila
Director of Admissions

Edelstein, Joseph
Applications & Database Administrator

Fairbairn, Christina
Director of Donor and Community Relations

Flynn, Katie
Director, Writing Center

Fowler, Mark
Head Athletic Trainer

Gordon, Ruth
Online Recruiter, Admissions

Guilliot, Jessie III
Director, Housing

Hand, Diane
Executive Assistant to the President

Heaton-Dunlap, Anne
Director, Financial Aid

Imwalle, Kathy
Administrative Manager, Athletics
Izvonar, Ivana
Assessment Coordinator

Knopf, Becca
Residence Director

Krakowsky, Charlene
Bookstore Manager

Matsulevich, Hleb
Fiscal Analyst & Assistant to the CFO

McGrew, Cynthia
Director, Enrollment Management Operations

Montez, Adam
Area Coordinator, Student Affairs

Moore, Sharyn
Associate Dean, Student Affairs

Murphy, Pat
Facilities Maintenance Manager

Naidu, Venkat “Jay”
Director, Human Resources & Security

O’Brien, Joseph
Director, Conference Services & Events

Palmerin, Valerie
Enrollment Management Assistant

Phan, Hao
Staff Accountant

Rabago, Christine
Financial Aid Counselor & Assistant Registrar

Ramacciotti, Joseph
Media Relations & Event Manager of Athletics

Randers, Mary
Registrar

Robins, Mary
Director, Career Services

Rushford, Mike
Carpenter

Sanwick, Kathryn
Assistant Director, Admissions

Scala, Paula
Manager, Student Accounts

Skala, Dorothy
Director Emerita of Alumni Relations

Smith, Linda
Associate Dean, Library Services

Spinelli, Virginia
International Student Advisor

Starr, Jessie
Assistant Athletic Trainer

Talbott, Robert
Director, Facilities Planning & Operations

Teutschel, Linda
Director of Operations, External Affairs

Tipton, Rachel
Director, Academic Advising

Trick, Klaus
IT Support Specialist

Trow, Virginia
Information Services Librarian

Velarde, Lisa
Information Services Librarian

Wasmann, Judy
Tutor/Testing Coordinator

Wilkins, Brian
Desktop & User Support Manager

Wilms, Bob
Sr. Associate Director, Admissions

Wright, Jennifer
Executive Assistant to VP, External Affairs

Zhang, Etta
Multimedia Specialist

---

**BOARD OF TRUSTEES**

**CHAIR**

Julie Filizetti, Ed.D.
San Francisco, CA

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Alamo, CA

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John Shenk, ’61
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Kristine Thagard ’77
Costa Mesa, CA

James Rea ’67
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Alexander Panagopoulos, ’89
Voula, Greece

Judy Chen, ’96
Hong Kong

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**CHANGES TO THIS CATALOG & STUDENT RESPONSIBILITY**

Menlo College reserves the right to modify, delete, or supplement the terms, provisions, and policies set forth or referred to in this Catalog. Such rights shall include, but not be limited to: modifications, additions and deletions regarding admissions procedures, tuition, fees, courses of instruction, programs of study, faculty listings, academic grading policies, and general rules and regulations.

Menlo College has established certain academic requirements that must be met before a degree is granted. This catalog summarizes the total requirements that a student must presently meet before academically qualifying for a degree from Menlo College. Advisors, program directors/coordinators, and deans are available to help the student understand and arrange to meet these requirements, but the student is ultimately responsible to ensure that all academic requirements are fulfilled.

Registration as a student at the College acknowledges notice and acceptance of the College’s reservation of rights set forth above.
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