2014-2015 CATALOG
An Independent, Coeducational Institution of Higher Learning

Menlo College is accredited by the Accrediting Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges* and The Association to Advance Collegiate Schools of Business**

Menlo College
1000 El Camino Real
Atherton, CA 94027-4301
800.556.3656
650.543.3753
www.menlo.edu

*WASC
985 Atlantic Ave., Ste. 100
Alameda, CA 94501
510.748.9001
www.wascweb.org

**AACSB International
777 South Harbour Island Boulevard, Suite 750
Tampa, FL 33602
813.789.6500
www.aacsb.edu

MENLO COLLEGE MISSION STATEMENT
Menlo College’s mission is to develop future leaders through a liberal arts-based business education that integrates academic study and fieldwork in a Silicon Valley environment unmatched in its potential for innovation.

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

SCHOOL OF BUSINESS VISION AND MISSION STATEMENTS
Vision Statement:
The School of Business will achieve a reputation as one of the pre-eminent small, private, business management programs in the United States.

Mission Statement:
Menlo College’s School of Business mission is to provide quality business education programs that reflect the entrepreneurial and innovative spirit of our Silicon Valley location. We will achieve our mission by:
- Preparing our students for knowledge work in the global economy
- Educating the next generation of business leaders to be ethically responsible
- Bridging business theory and practice in our instruction and scholarship
- Partnering with the business community to develop applied programs in business that include field experiences and internships
- Encouraging faculty members to engage in scholarly activities that emphasize contributions to practice, along with work to advance learning and pedagogical development and discipline-based scholarship
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**Traditional Day Program**

**MENLO COLLEGE ACADEMIC CALENDAR 2014-2015**

**FALL SEMESTER 2014**

**August 15**  
Friday  
New Student and Parents Fall Orientation  
Residence Halls open for new residents

**August 17-18**  
Sunday-Monday  
New Student Retreat

**August 19**  
Tuesday  
Residence Halls Open for Returning Students  
Last day for 100% tuition refund for complete withdrawal

**August 20**  
Wednesday  
First Day of Instruction

**August 26**  
Tuesday  
Last day to ADD a class

**September 1**  
Monday  
Labor Day (COLLEGE HOLIDAY)

**September 3**  
Wednesday  
Last day for 75% tuition refund for complete withdrawal

**September 5**  
Friday  
Faculty: 3rd Week Attendance/Progress Reporting due

**September 12**  
Friday  
Last day to DROP a class without a “W”

**September 17**  
Wednesday  
Last day for 50% tuition refund for complete withdrawal  
(no refunds issued after this date)

**October 17**  
Friday  
Faculty: Mid Semester Grades Due

**October 31**  
Friday  
Last Day to WITHDRAW from a Class with a “W”

**November 5, 6, 8**  
Wed, Fri, Sat  
English Proficiency Examination

**November 10**  
Monday  
Spring registration materials available

**November 11**  
Tuesday  
Spring registration begins for Seniors

**November 12**  
Wednesday  
Spring registration begins for Juniors  
Last day to file Graduation Petition for Spring/Summer 2015

**November 13**  
Thursday  
Spring registration begins for Sophomores

**November 14**  
Friday  
Spring registration begins for all continuing students

**November 26-28**  
Wednesday-Friday  
Thanksgiving (COLLEGE HOLIDAY)

**December 1**  
Monday  
Classes Resume

**December 3**  
Wednesday  
Last Day of Instruction  
Last day to register for Spring 2015 classes without a late fee

**December 4**  
Thursday  
Final Examinations for English

**December 5**  
Friday  
Final Examinations for Math

**December 8**  
Monday  
Final Examinations begin for all other courses  
Late fee applied for Spring 2015 class registration

**December 12**  
Friday  
Final Examinations End

**December 15**  
Monday  
Tuition due for Spring 2015
# Traditional Day Program

**MENLO COLLEGE ACADEMIC CALENDAR 2014-2015**

## SPRING SEMESTER 2015

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<th>Date</th>
<th>Day</th>
<th>Event Description</th>
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<td>January 5</td>
<td>Monday</td>
<td>New Student &amp; Parent Spring Orientation</td>
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<td>Residence Halls Open for New Residents</td>
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<tr>
<td>January 6</td>
<td>Tuesday</td>
<td>Residence Halls Open for Returning Students</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 7</td>
<td>Wednesday</td>
<td>First day of instruction</td>
</tr>
<tr>
<td>January 13</td>
<td>Thursday</td>
<td>Last day to ADD a class</td>
</tr>
<tr>
<td>January 19</td>
<td>Monday</td>
<td>Martin Luther King Day <em>(College Holiday)</em></td>
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<tr>
<td>January 21</td>
<td>Wednesday</td>
<td>Last day for 75% tuition refund for complete withdrawal</td>
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<tr>
<td>January 23</td>
<td>Friday</td>
<td>Faculty: 3rd Week Attendance/Progress Reporting due</td>
</tr>
<tr>
<td><strong>January 30</strong></td>
<td><strong>Friday</strong></td>
<td>Last day to DROP a class without a “W”</td>
</tr>
<tr>
<td>February 4</td>
<td>Wednesday</td>
<td>Last day for 50% tuition refund for complete withdrawal <em>(no refunds issued after this date)</em></td>
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<tr>
<td>March 6</td>
<td>Friday</td>
<td>Faculty: Mid Semester Grades Due</td>
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<td>March 9-13</td>
<td>Monday-Friday</td>
<td>Spring Recess – No classes</td>
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<td><strong>March 27</strong></td>
<td><strong>Friday</strong></td>
<td>Last Day to WITHDRAW from a Class with a “W”</td>
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<td>April 6</td>
<td>Monday</td>
<td>Fall Registration Materials Available</td>
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<td>April 7</td>
<td>Tuesday</td>
<td>Fall registration begins for Seniors</td>
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<tr>
<td>April 8</td>
<td>Wednesday</td>
<td>Fall registration begins for Juniors</td>
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<tr>
<td>April 9</td>
<td>Thursday</td>
<td>Fall registration begins for Sophomores</td>
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<tr>
<td>April 8, 10, 11</td>
<td>Wednesday</td>
<td>English Proficiency Examination</td>
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<tr>
<td>April 10</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 2015</td>
</tr>
<tr>
<td>April 29</td>
<td>Wednesday</td>
<td>Last Day of Instruction</td>
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<tr>
<td></td>
<td></td>
<td>Last day to register for Fall 2015 classes without a late fee</td>
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<td>April 30</td>
<td>Thursday</td>
<td>English Final Exams</td>
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<td>May 1</td>
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<td>Mathematics Final Exams</td>
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<td>May 4</td>
<td>Monday</td>
<td>Final Exams begin for all other classes</td>
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<td>Late fee applied for Fall 2015 registration</td>
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<td>May 8</td>
<td>Friday</td>
<td>Final Examinations End</td>
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<td>May 9</td>
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<td>Commencement</td>
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## FALL 2014

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<td>Classes begin week of</td>
<td>September 1</td>
<td>October 27</td>
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<tr>
<td>Last day to drop a class without a “W” on transcript</td>
<td>September 5</td>
<td>October 31</td>
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<tr>
<td>Last day to drop a class and receive a 75% refund</td>
<td>September 5</td>
<td>October 31</td>
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<tr>
<td>Last day to drop a class and receive a 50% refund</td>
<td>September 12</td>
<td>November 7</td>
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<td>Last day to drop a class and receive a 25% refund</td>
<td>September 19</td>
<td>November 14</td>
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<tr>
<td>Last day to drop a class with a “W” on transcript</td>
<td>September 19</td>
<td>November 14</td>
</tr>
<tr>
<td>Final Week</td>
<td>October 20</td>
<td>December 15</td>
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</tbody>
</table>

**Labor Day Holiday:** September 1 (office closed, classes to be rescheduled)

**Thanksgiving Holiday:** November 26 - 30 (Class held 11/25; office closed 26–30)

**Winter Break:** December 23–January 5, 2015

## SPRING 2015

<table>
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<tr>
<th>Event</th>
<th>Session I</th>
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<tbody>
<tr>
<td>Classes begin week of</td>
<td>January 5</td>
<td>March 2</td>
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<td>Last day to drop a class without a “W” on transcript</td>
<td>January 9</td>
<td>March 6</td>
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<tr>
<td>Last day to drop a class and receive 75% refund</td>
<td>January 9</td>
<td>March 6</td>
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<td>Last day to drop a class and receive 50% refund</td>
<td>January 16</td>
<td>March 13</td>
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<td>Last day to drop a class and receive 25% refund</td>
<td>January 23</td>
<td>March 20</td>
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<td>Last week to drop a class with a “W” on transcript</td>
<td>January 23</td>
<td>March 20</td>
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<tr>
<td>Final Week</td>
<td>February 23</td>
<td>April 20</td>
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**Martin Luther King Holiday:** January 19 (office closed, classes to be rescheduled)

**PSP EPE Exam:** March 14

**Spring Break:** April 27–May 8

**Commencement:** May 9

## SUMMER 2015

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<td>May 15</td>
<td>July 10</td>
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<td>Last day to drop a class and receive a 75% refund</td>
<td>May 15</td>
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<td>May 22</td>
<td>July 17</td>
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<td>Last day to drop a class and receive a 25% refund</td>
<td>May 29</td>
<td>July 24</td>
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<td>July 24</td>
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<tr>
<td>Final Week</td>
<td>June 29</td>
<td>August 24</td>
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**Memorial Day Holiday:** May 25 (office closed, classes to be rescheduled)
Welcome to Menlo College,

**YOU HAVE MANY CHOICES.** This catalog is your guide to the wide variety of academic courses available to you during your education at Menlo. You’ll find subjects taught by experts in their fields that will satisfy your interests, and professional goals. In addition, you’ll find important information about our degrees and requirements.

**OUR DEGREES PROVIDE CAREER OPPORTUNITIES.** We offer three baccalaureate degrees, two in business and one in psychology. The business degrees offer majors in Accounting, Finance, Marketing, and Management. Within the Management major you also have options in entrepreneurship, human resource management, international management, management information systems, marketing communications, real estate, and sports management.

**WE’RE CONNECTED WITH SILICON VALLEY.** We have very active Accounting and Marketing advisory boards that provide mentoring and educational and networking opportunities with Silicon Valley professionals. With events such as SBA Day, the Accounting Careers Scavenger Hunt, the Business Ethics Speakers series, and Speed Networking, you’ll have opportunities to make direct connections with potential mentors and employers.

**OUR INTERNSHIP PROGRAM WILL GIVE YOU A HEAD START.** Businesses know that new employees need training, but Menlo College has a 6-unit required internship to help its students become workforce-ready. It exposes students to the challenges of the workplace and assists them with career options.

**SUPPLEMENT YOUR COLLEGE EXPERIENCE WITH OUR AWARD-WINNING TEAMS AND CLUBS.** Menlo Oaks have exceptionally successful sports teams that participate in the NAIA Cal Pac Conference. And with more than 50 active clubs, the opportunities to make friends, share adventures, and gain leadership skills are endless. If there is an interest or activity that you want to participate in, then you can start a club. Indulge your inner artist by taking a fine arts class and participating in our outstanding exhibit series, “Outside the Box”, Inside the Frame or tap into your musical side by singing in the Oaks chorus.

**WITH A STUDENT: FACULTY RATIO OF 20:1, MENLO OPTIMIZES STUDENT AND PROFESSOR INTERACTION.** Faculty members have real-world experience that will help you bridge the classroom to the boardroom with job-ready skills.

Staff and faculty are here to help you make your college years productive, enjoyable, and rewarding. Whenever you have questions or just want to discuss your choices, please let us know. We’re here to help you make things happen.

Sincerely,

James J. Woolever, Ph.D.
Provost
# PHONE & FAX NUMBERS

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

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<tr>
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<td>543-4003</td>
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<td>543-4120</td>
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<td>543-3937</td>
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<td>President’s Office</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. In addition, business students are 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 behind. The remaining students come from all of the regions within the United States, and around 30 foreign countries. The Menlo community, including students enrolled in both the traditional day program and the Professional Studies
ABOUT MENLO COLLEGE

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 retribution. 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 30 foreign countries are also represented.

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

The Office of Admission 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 can be scheduled online (www.menlo.edu/visit-us) or by contacting the Office of Admission toll-free at 1(800)55-MENLO (within the USA) or (650) 543-3753.

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 freshman applicants who complete their application by November 15 for our Early Action Consideration, or by our priority deadlines of October 15 for Spring admission and February 1 for Fall admission. Priority status is given to transfer applicants who complete their application by November 1 for Spring admission and April 1 for Fall admission. While we welcome freshman applications until December 1 for Spring and April 1 for Fall admission; and transfer applications until December 1 for Spring and June 1 for Fall admission, 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. Students should contact the admissions office immediately for advice if they have missed the application deadline.

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

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 Admission 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).

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 admission decision.

There are additional requirements for new international F-1 visa students. Please refer to the “Additional Procedures for New International F-1 Visa Students” section.

NEW STUDENT APPLICATION PROCEDURES FOR U.S. CITIZENS, PERMANENT RESIDENTS AND INTERNATIONAL STUDENTS

The application procedures are as follows:

- Apply electronically through the Menlo College website at www.menlo.edu. Menlo College also participates in the Common Application program.
- Submit a non-refundable processing fee of $40.
- Freshman applicants should have their recommendation completed by a high school counselor or teacher. Recommendations can be faxed, emailed, or mailed to the Menlo College Office of Admissions.
- Freshman applicants should submit their official SAT and/or ACT scores from the appropriate testing agency.
- Freshman applicants should request that an official high school transcript be sent to the Office of Admission. 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 semester 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 may transfer 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 addressing their reasons for seeking a college education, expectations of a college education, and reasons for applying to Menlo College.

Once all application materials are received, the Admission Committee will render a decision. In most cases, applicants are notified of the Committee’s decision within thirty days of all materials being received.

If admitted, upon making a decision to enroll, a student must pay the $250 enrollment fee deposit. The 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 whose permanent home is abroad and are planning to study in the United States under the F-1 student visa program. 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 will join the Degree Program or the Intensive English Program. International students are required to complete all the application procedures listed above. In addition, the College requires international students to do the following:

- Degree Program applicants must demonstrate their ability to use the English language in college-level work. The College requires submission of official TOEFL or IELTS. International students whose language of instruction is English may submit a SAT or ACT test score in lieu of TOEFL or IELTS. Official results for the SAT or ACT must be sent to the Office of Admissions.
- Any student without scores or with scores lower than 537 TOEFL PBT, 74 TOEFL IBT, 6.0 IELTS (no band below 5.5) will be considered for the Intensive English Program (IEP).
- Intensive English Program applicants may request a Skype or in person interview in lieu of submitting official TOEFL or IELTS.
- International students who are transferring from a college within the United States, and who have successfully completed the pre-requisite for the degree level Freshman English Composition with a grade of C- or higher are not required to present official TOEFL or IELTS.
- All foreign university transcripts must be evaluated by WES (www.wes.org.)

If admitted, upon making a decision to enroll, a student must pay the $250 enrollment fee deposit. The 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 $250 enrollment deposit and financial documents (certificate of...
finance and bank statement or letter on bank letterhead), 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 automatically enrolled in the Menlo College-sponsored health plan unless proof of comparable coverage with an insurance carrier based in the U.S. is provided.

GUEST STUDENTS
A guest or visiting 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. NOTE: Summer is considered open enrollment for non-degree seeking students.

To apply 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 admission 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:
- Apply electronically through the Menlo College website at www.menlo.edu.
- Submit a non-refundable processing fee of $40.
- 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.

If admitted, upon making a decision to enroll, a readmitted student must pay the $250 enrollment fee deposit. The 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.
TUITION, HOUSING & RELATED FEES

The charges for tuition, room/board, and fees for the 2014-2015 academic year are listed below. 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.

**TUITION**

<table>
<thead>
<tr>
<th>Hours</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>12 to 19 units per semester</td>
<td>$18,450 per semester</td>
</tr>
<tr>
<td>Per unit (under 12 or over 19)</td>
<td>$1,538 per unit</td>
</tr>
<tr>
<td>Summer Session tuition per unit</td>
<td>$685 per unit</td>
</tr>
<tr>
<td>Professional Studies Program</td>
<td>Refer to “PSP” section</td>
</tr>
</tbody>
</table>

**FEES**

- **Student Body Fee (mandatory)**: $310 per semester
- **Medical Insurance Fee**
  - Fall only: $697
  - (December program completion)
  - Spring/Summer: $697
  - (Entering Menlo in Spring term)
- **ID Card Replacement Fee**: $10
  (Students receive up to two complimentary cards. You will be charged $10 per card for any replacements after the first two.)
- **International Medical Insurance (Mandatory)**: $697 per semester
- **Athletic Accident/Injury Insurance (Mandatory for all athletes)**: $790 per academic year (estimated)
- **Application Fee**: $40
- **Admission 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**: Fee varies (see Transcripts)
- **Professional Studies Program**: Refer to “PSP” section

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

<table>
<thead>
<tr>
<th>Housing</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small single room</td>
<td>$15,960</td>
</tr>
<tr>
<td>Large single room</td>
<td>$16,590</td>
</tr>
<tr>
<td>Standard triple</td>
<td>$9,970</td>
</tr>
<tr>
<td>Security deposit (refundable)</td>
<td>$300</td>
</tr>
</tbody>
</table>

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

**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 classes 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 or 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.

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.
COST OF ATTENDANCE (COA) 2014-2015
The following chart shows the cost of attendance (COA) for the 2014-2015 academic year (Fall 2014 and Spring 2015). 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>36,900</td>
<td>36,900</td>
<td>36,900</td>
</tr>
<tr>
<td>Fees</td>
<td>620</td>
<td>620</td>
<td>620</td>
</tr>
<tr>
<td>Room &amp; Board</td>
<td>12,260</td>
<td>11,492</td>
<td>4,598</td>
</tr>
<tr>
<td>Books/Supplies</td>
<td>1,746</td>
<td>1,746</td>
<td>1,746</td>
</tr>
<tr>
<td>Student Loan Fees</td>
<td>126</td>
<td>126</td>
<td>126</td>
</tr>
<tr>
<td>Transportation</td>
<td>864</td>
<td>1,278</td>
<td>1,134</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>2,294</td>
<td>2,872</td>
<td>3,132</td>
</tr>
<tr>
<td><strong>TOTAL COSTS</strong></td>
<td><strong>54,810</strong></td>
<td><strong>55,034</strong></td>
<td><strong>48,256</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. Students who have been academically 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. 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 during their first semester 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 who have experienced extenuating circumstances that affect their ability to perform academically during their second semester 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.

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 $5,730 in 2014-2015 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 2014-2015 year is $9,529.

- **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 2014-2015 year is $9,529.

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 Office of the Registrar 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.

**NOTE:** As the Governor’s office works to balance California’s state budget, changes to Cal Grant qualification requirements for new applicants are possible. For more information go to www.calgrants.org.

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. Recruited athletes and 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, 2014 the interest rate is fixed at 4.66%. 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.

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. 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 Admission, 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 are dependent on the student’s prior academic performance. For merit 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 fee 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. Guest students and students in the Professional Studies Program are not considered for these scholarships and awards.

**ATHLETIC AWARDS**
Recruited athletes may be eligible for athletic scholarships. Questions regarding athletic awards should be addressed to the appropriate coach.

**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 Internship & 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 majors 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. 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
  - Real Estate 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

Menlo College offers one semester exchange programs to traditional Menlo students and students from universities abroad. For more information, contact the International Student Advisor.
GRADUATION & COMMENCEMENT

There is a difference between Graduation and Commencement. While a Commencement ceremony is sometimes referred to as Graduation, there is a noteworthy difference. The College’s Commencement ceremony is held once a year at the end of the Spring semester as a celebration for students projected to successfully complete all their graduation requirements by the end of Spring or Summer semester. While Menlo students may graduate either at the end of the Fall, Spring or Summer semesters, there is only one commencement ceremony held in May.

Students do not receive a diploma at the commencement ceremony. Confirmation of degree completion will not take place until official grades are posted by the registrar. Students should meet with their Academic Advisor prior to their last semester to review their academic file to guarantee all their graduation requirements will be met in a timely fashion.

Graduation indicates the student has officially completed all their graduation requirements. 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 12, 2014** for end of Spring or Summer 2015
- **April 10, 2015** for end of Fall 2015

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.

COMENCEMENT ELIGIBILITY
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 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**
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 3.699
- **Magna Cum Laude** 3.700 to 3.899
- **Summa Cum Laude** 3.900 to 4.000
DIPLOMA DISTRIBUTION AND DEGREE VERIFICATION
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 to twelve 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 who 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: The Office of the President, Menlo College, 1000 El Camino Real, Atherton, CA 94027-4301 or phone (650) 543-3744.
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.

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. In additional, 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, organizations, 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:
- Accounting Club
- Asian Club
- Black Student Union
- Club Sports
- Entrepreneur Club
- Finance Club
- Gay-Straight Alliance
- Hawaii Club
- Horror Horror Film Club
- International Club
- Jewish Club
- Latino Society/La Sociedad Latina
- Marketing Club
- MDK Club
- Menlo 8 Ball
- Outdoor 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
- Club/Organization Officer
- Judicial Review Board
- Latino Heritage Month Committee
- LeaderShape Leader
- Menlo College Student Government
- Orientation Leader
- Peer Counselor
- Peer Tutor
- Resident Assistant
- Residence Hall Governance Association Officer
- Student Affairs Office Program Coordinators
- Student Allocation Board
- Student Athletic Leadership Council (SALC)
- Student Union Manager / Student Union Employee
- Volunteer Admissions 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.summitamerica-ins.com/menlocollege or call 1-800-775-8089 and ask for Debbie Burgin 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 student status and other related immigration matters
- Providing cross-cultural counseling for international students in order to facilitate their adjustment to the U.S. and Menlo College

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
- Report any change of address with ten days to International Student Services

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

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 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. Freshmen and sophomores have priority as they are required to live on campus.

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.

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, TVs, computers, etc. 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 Coordinators 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.

More detailed information and instructions regarding on-campus housing is sent to new students upon admission to Menlo College.

INTERNET AND CABLE SERVICE

Students have basic cable and Internet access in their Residence Hall rooms at no additional charge. 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 maintains 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 Residential Life 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. 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 Residential Life Office for a waiver of this requirement.

**RESIDENT REFUND POLICY**

If a student officially withdraws, changes residence status, or who is otherwise removed from campus housing 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 employer-sponsored plans or through enrollment in the Menlo College Student Health Plan every academic year. Students who fail to go online to waive the Student Health Plan will automatically be enrolled in the Menlo College Plan and will be billed for the coverage. For more information regarding this policy, please contact Student Accounts at (650) 543-3781. International students will be automatically enrolled and billed for the Health Plan. There are no exceptions or waivers for international students.

**STUDENT CONDUCT**

In light of the adult responsibilities associated with 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 the Code will 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 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. Please refer to the section on “Academic Integrity Policy” for additional information.

**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.

**Guest Visitation**
Students may have overnight guest visitation but they must obtain the consent of their roommate, and sign in with the Residential Life office. 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, and fireworks are 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.

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-stop shop” philosophy provide students and visitors with responsive, streamlined access to campus resources and services.

**Motor Vehicles/Parking**
The ongoing maintenance of housing and academic facilities requires Menlo College to impose parking restrictions. Faculty, staff, students, and visitors are asked to adhere to the College’s rules and regulations in order to ensure adequate parking for everyone. Campus Security enforces these policies at all times.

Parking is available in four primary lots along the perimeter of the campus.

All vehicles parked on campus must be registered with the college by filling out a registration form online (https://www.menlo.edu/offices/security-office/menlo-college-parking-registration-form). Registrations must be filled annually, for the period August 1 through July 31 of each year. Light trucks, cars, and motorcycles may be parked on campus, but only one permit per individual will be issued. If you own a car and a light truck, you will be able to park only one of the two vehicles on campus.

After completing the online form and obtaining Business Office clearance, the driver of the vehicle must go to the campus Post Office with a valid Menlo College ID to pick up the permit. Permits must be displayed on your vehicle at all times while parked on campus. Failure to display a permit will not absolve the vehicle owner and/or operator from fines incurred from parking without the display of a permit.

Automobiles or light trucks bearing student permits parked in designated faculty/staff parking areas will be ticketed and/or towed.

Menlo College students residing in campus housing are not permitted to bring cars to campus for the duration of their freshman year (fall and spring semesters). Additional information about the freshmen parking restrictions is available.

**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.

**Menlo College Campus Store & Virtual Bookstore**
The Campus Store sells reference materials for classroom study, paperbacks for leisure, school supplies, miscellaneous sundry items, snacks and Menlo clothing and gifts.

The Campus Store 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 Campus Store.

All refunds require the receipt. A return policy is attached to all receipts, is available upon request, and is posted in the store and online.

At the Menlo College Virtual Bookstore, you can find textbooks and other required course material. The following link will guide you to making purchases or rentals of all required course material.

http://www.ecampus.com/menlo

www.campusstore.menlo.edu
ckrakowsky@menlo.edu
(650) 543-3711
(800) 55menlo x3711

**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 professional 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
- 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.
ATHLETICS

MISSION STATEMENT
The mission of the Department of Athletics is to sponsor a broad-based athletics program, using the avenue of competitive sports to complement and enhance the educational and co-curricular experience of each student. The Department of Athletics is committed to the fair and equitable treatment of men and women, and to maintaining and supporting diversity among 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 consists of 13 varsity programs, which include football, baseball, softball, golf, volleyball, soccer, basketball, wrestling and competitive cheer. The Department of Athletics maintains a membership with the NAIA and participates in the California Pacific Conference (women's softball and volleyball, men's golf, men's and women's basketball and soccer). Baseball participates as an affiliate member to the Cascade Conference, while competitive cheer, men's wrestling and football compete as an NAIA Independent. Women's wrestling is an emerging sport with the NAIA, and currently competes in the WCWA as a varsity sport at Menlo.

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 Ashley Vogds 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
- Registered and cleared through the NAIA Clearinghouse (www.playNAIA.org)
- 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.

**Freshmen Eligibility**

In order to be eligible, incoming freshmen 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, a student-athlete 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 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.
Located in the heart of Silicon Valley—the worldwide epicenter for technical innovation—Menlo College is proud of our leading-edge infrastructure and innovative technology for teaching, learning, and scholarship.

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.

SPECIALIZED COMPUTING LABS
Whether you are taking a course in a Brawner Hall instructional lab, getting assistance in the Math Lab, or printing your research paper in the Library Tech Center, we have over 160 computers placed in eight computer labs on campus, dedicated for your use.

iPAD LEARNING LAB
Our new mobile learning lab brings iPads to any classroom for collaborative group work, multimedia projects, and interactive instruction.

VIRTUAL COMPUTING
Menlo’s unique virtual desktop infrastructure (VDI) enables you to access specialized software in the classroom or computing lab from anywhere. You can complete your homework or work on class projects anytime, from the comfort of your dorm room, home, or any Internet-connected location.

Our IT infrastructure includes everything you should to expect from Silicon Valley’s Business School.

802.11n WIRELESS NETWORK
All classrooms, the Bowman Library, Student Union, Dining Hall, and our five residence halls are equipped with a secure, high-speed wireless network that utilizes the latest in networking protocols.

TECHNOLOGY ENABLED CLASSROOMS
Our classrooms are outfitted with audio-visual technology to enhance the learning experience. Five newly-updated classrooms feature the latest instructional technology, including SMART™ interactive podiums, lecture capture capabilities, and document cameras.

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.

ONLINE RESOURCES
You can register for classes using MyMenlo; post to a class discussion in the Moodle learning management system; or collaborate on a document using your Menlo Google Apps for Education account. All are online resources available to you, 24/7, from any location with Internet access—on campus or across the globe.

Visit http://my.menlo.edu from most web browsers, and log in using your Menlo user ID and password, once assigned.

TELEPHONE & INTERNET IN THE RESIDENCE HALLS
On-campus local telephone service is 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.
Access to wired and wireless high-speed Internet service is available in every room in the Menlo College residence halls at no extra charge. This connection is always on and does not require 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.
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 College must try to make these for the student, may not lower curriculum standards, 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.

**INTERNSHIPS & CAREER SERVICES**
The Menlo College Internship Program helps support students during all stages of the internship and career development process, from self-assessment and career exploration to developing a resume, cover letter, and interviewing skills. The program offers a one-unit career management course and offers career workshops throughout the academic year. In addition to receiving assistance with search strategies, students and alumni can access internship and job opportunities online through Menlo’s CareerLink database. Business students are required to complete a six-unit academic internship during their senior year. All psychology and business students may earn a maximum of nine units in internships that will apply to their degree program. No more than six units of credit may be earned at a single organization.
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://www.menlo.edu/library/info/hours.php.

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 nearly 60,000 books as well as online databases that provide access to 38,000 academic journals and magazines.

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 100 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 Library 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 20 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 (ASC) is a College-wide resource located in the Bowman Library building. 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. 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 degree 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, ENG 101, or ENG 102) 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 composition 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 February or 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 Office of the Registrar 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 Office of the Registrar 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 specific 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”). All non-traditional credit are considered lower-division.

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 based on the IB Examination Equivalences chart. (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 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. 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. A list of current articulation agreements can be found at www.menlo.edu.

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 on-line 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. 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” 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

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

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.
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 Office of the Registrar 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. 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 not mailed. See the Office of the Registrar for details and instructions on using My.Menlo.

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<thead>
<tr>
<th>Grade</th>
<th>Description</th>
<th>Points</th>
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<tr>
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<td>No credit³</td>
<td>No credit; not calculated in GPA</td>
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<tr>
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<td>Temporary grade⁴</td>
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</tr>
<tr>
<td>W</td>
<td>Withdrawal</td>
<td>No grade points; not calculated in GPA</td>
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</table>

**Points per Credit Unit**
All grades are considered final except “I” and “NG/NR.” 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 quality points earned by the total number of GPA hours/units. 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) 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 GPA units/hours 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 quality points for the course (3 GPA hours x 3 grade points for the “B” = 9).
2. Add up the grade points earned in all courses to determine total quality points.
3. To figure GPA, divide the total quality points by the total number of GPA hours. For example: If you completed 15 degree applicable GPA hours with a total of 47 quality points, your GPA will be 3.1333 (47 quality 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 will receive a failing grade (F) in the original class and 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/NR)
The NG/NR 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 or courses should consult the PSP Schedule for deadlines concerning course withdrawal.)

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 or 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.

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1 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.

2 Assigned for courses designated for credit/no credit grades, such as internships. Contact the Office of the Registrar for specific information.

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

4 NG/NR grade is a temporary grade assigned when grade reporting is delayed.
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 major 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. Examples of 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. Students who are uncertain about whether an assignment is individual or team based, the level of citation required, or any similar issue should ask their professor directly.

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. A student who is accused of academic dishonesty may appeal the accusation if they feel it is incorrect. The appeal must be submitted in writing to the Office of Academic Affairs. The appeal will be reviewed and a decision rendered by the Academic Integrity Committee.

ACADEMIC RECOGNITION
Dean’s List
Students who earn a minimum of 12 semester units and a minimum semester grade point average of 3.25 are placed on the Dean’s List. Students with grades of “I” or “NG/NR” 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 eligibility.

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 3.8 overall grade point average (GPA) on a 4.0 system (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.

Beta Gamma Sigma
If a student is enrolled in a program accepted by AACSB International, as a basis for accreditation, then he or she is eligible for consideration for membership in Beta Gamma Sigma. Candidates must:

- Candidates for baccalaureate degrees whose academic rank is in the upper 10 percent of their class may be inducted subject to the following paragraphs of this section.
- Students who have completed at least the last term of their 2nd year and are ranked among the upper 10 percent of their class may be inducted in the last term or semester (or its equivalent in course work) of that year.
- Students in their final year who were not previously inducted may be inducted at any time during their final year (or its equivalent in course work) if their academic rank is in the upper 10 percent of their class.
- Transfer students who meet the qualifications for membership may be inducted after they have completed a minimum of one full year of full-time work (or its equivalent in course work) in the business unit in which the chapter is located, provided their overall record, in the judgment of the collegiate chapter, is of Beta Gamma Sigma caliber.

**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 2.0 or having a semester 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 2.0 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 1.0; or having either a semester course completion rate or a cumulative course completion rate below 40 percent for 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. Students who are unable to pass ENG 099 and/or MTH 090 with a grade of C- or higher in two attempts (consecutive semesters) are also subject to academic disqualification.

Students eligible for Academic Disqualification are reviewed by the Faculty Appeal Committee for final status. 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 Academic Dean 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.)

Students enrolled in the Traditional Program who are absent from the first two class meetings are subject to administrative withdrawal from the class upon recommendation of the instructor. Absence from the
final examination will likely result in a failing grade for the course. Internship, individual directed research, and practicum students who do not regularly attend work, scheduled meetings, or fulfill other course or internship requirements will be subject to administrative withdrawal.

**ACADEMIC PETITIONS**
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. Special conditions may be placed on petitions for reinstatement by the Academic Dean or Faculty Appeal Committee. 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 2.0 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 by completing the official Withdrawal Form. 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. 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 may need to register in person at the Office of the Registrar using the Add/Drop slip. Before registering, freshman and sophomore 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 and the student has no encumbrances on the student account. 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 an Add/Drop Slip to the Office of the Registrar. To add a class, the student needs to turn in an Add/Drop Slip no later than the first week of instruction or as noted on the Academic Calendar. The Add/Drop Slip must have the instructor’s and academic advisor’s signatures acknowledging a late add. Add/Drop Slips are available in the Office of the Registrar, 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 academic advisor’s signature, and turn the slip into the Office of the Registrar by the end of the fourth week of instruction or as noted on the Academic Calendar. 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 not punitive (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>Freshmen</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>
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</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 Menlo College academic transcript and a file 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 her/his 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
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. See FERPA/Student Information Authorization form in the Office of the Registrar. 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. Although the form must be submitted annually, students are encouraged to submit a new form each semester. 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 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 to the Office of the Registrar. Veteran enrollment certifications are completed each term unless requested otherwise by the eligible student and can be processed 60 days prior to the start of the semester providing the student is registered. The Veterans Affairs 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 business days unless requested rush processing or expedited delivery services.

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; $3 for each additional transcript ordered on the same request.
Unofficial transcript—Enrolled Menlo students can view and print unofficial transcripts free of charge on My.Menlo or can request a transcript through the Office of the Registrar for $3.

Rush 24-hr. processing $20 surcharge
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 18 units
Foundation Requirement 31 units
Thematic Requirement 0 units

TOTAL: 49 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.

**Quantitative Skills (3 units)**

Students are required to enroll in mathematics during their first semester of study at Menlo College and continue enrollment until the quantitative skills requirement is satisfied.

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)
ITA 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 and an approved Academic Petition. 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 STS 101—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.

**Transition to College (1 unit)**

The course is taken during the Fall semester of the first year of enrollment.

**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 History 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 History I
   (3 units; offered fall semester)
HIS 112 World History 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:

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 and the Global Economy. 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 150 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 305 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

<table>
<thead>
<tr>
<th>General Education</th>
<th>49 units</th>
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</thead>
<tbody>
<tr>
<td>Management Core Requirements</td>
<td>39 units</td>
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<tr>
<td>Major</td>
<td>24-27 units</td>
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<td>Accounting</td>
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<td>Marketing</td>
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<td>Free Electives</td>
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<tr>
<td>TOTAL:</td>
<td>124 units</td>
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PLEASE NOTE: Only 2 units of Physical Education (PED) 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 Financial Accounting
ACC 202 Principles of Managerial Accounting
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 Capstone: Global Strategies
MGT 401 Senior Capstone: Launching the Venture

ACCOUNTING MAJOR (30 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: (30 units)
ACC 301 Intermediate Financial Accounting I
ACC 302 Intermediate Financial Accounting II
ACC 311 Systems and Software for Accounting
ACC 321 Tax Accounting: Individual
ACC 322 Tax Accounting: Business
ACC 410 Advanced Accounting
ACC 412 Managerial Accounting
ACC 420 Auditing
ACC 499 Accounting Internship (6 units)

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 (6 units)

Four courses selected from the following courses: (12 units)
FIN 430 Investments
FIN 433 Intermediate 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 Management Information Systems
MGT 499 Management Internship (6 units)

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
ECO 307 Economic Development since 1750
FIN 438 International Finance

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

SPORTS MANAGEMENT OPTION: (12 units)
The following four courses:
SMG 300 Sports Organization and Business
SMG 303 History of Sports
SMG 402 Marketing and Advertising in the Sports Industry
SMG 412 Economics of Sports

ENTREPRENEURSHIP OPTION: (12 units)
The following two 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.

REAL ESTATE OPTION: (12 units)
The following course:
MGT 233     Introduction to Real Estate
Three courses selected from the following courses:
FIN 433     Intermediate Real Estate Finance
LAW 316     Real Estate Law
ECO 316     Urban Real Estate Economics

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 units)
MKT 409     Strategic Marketing Management
MKT 335     Marketing Research
MKT 436     Consumer Behavior
MKT 437     Internet Marketing
MKT 499     Marketing Internship (6 units)

Two of the following courses: (6 units)
IMG 302     International Marketing
MKT 419     Integrated Marketing Communications
MKT 441     Markets of One: Mass Customization and the Value of the Consumer Experience
MKT 442     Price Management
Retailing (under development)
New Venture Strategy and Marketing (under development)
New Product Development & Branding (under development)
Social Media (under development)

Bachelor of Arts in Business
The Bachelor of Arts in Business degree is an alternative to the traditional Bachelor of Science 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                                      49 units
Management Core Requirements                         39 units
Management Major                                     30 units
Free Electives                                       6 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 Financial Accounting
ACC 202     Principles of Managerial Accounting
ECO 201     Microeconomics
MTH 251     Statistics
MCM 333     Business Communications
IMG 300     International Management
MGT 317     Organizational Behavior
MKT 316     Principles of Marketing
MKT 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 (6 units)

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 four courses:
MKT 419 Integrated Marketing Communications
MKT 437 Internet Marketing
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 49 units
Core Requirements 21 units
Psychology Major 18 units
Free Electives 36 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
PSY 400 Empirical Research Methods and Evaluation
PSY 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 other 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.
- 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)

STS 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, 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
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 300 ACCOUNTING ETHICS**  
**Prerequisites:** ACC 201  
This course will provide accounting students with the outline of the Code of Professional Conduct of the American Institute of CPAs (AICPA Code) and the fiduciary duties as accountants such that they will understand their roles to enforce accounting rules as stipulated by the Generally Accepted Accounting Principle (GAAP). The course will utilize lecture and the case method to examine ethical accounting issues that may arise in practice.

**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 303 INTERNATIONAL FINANCIAL REPORTING STANDARDS**  
**Prerequisite:** ACC 302  
The course provides in depth knowledge of International Financial Reporting Standards. These standards are used by over 100 countries around the world and are being considered for adoption in the US. The course emphasizes areas in which IFRS differs from US GAAP principles, both in the principle itself and in the method of application in practice. The course also teaches the IFRS principles which govern the first – time adoption of IFRS. Areas of coverage include most US GAAP topics covered in ACC 301 and 302.

**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 321 TAX ACCOUNTING: INDIVIDUAL**  
**Prerequisite:** ACC 202  
This course provides an introduction to the fundamental concepts of personal income tax. It is designed to build a framework that is both useful and conceptually sound. The purpose of this course is to build knowledge of taxation and the role it plays for individual taxpayers. The course blends theory with practicality, so by the end of the semester, you will have begun to develop a framework that is both useful and conceptually sound.

**ACC 322 TAX ACCOUNTING: BUSINESS**  
**Prerequisite:** ACC 202  
This course provides an introduction to the fundamental concepts of income tax accounting for businesses. Although personal income taxation is one of many important areas, the more practical area that most of you will encounter in your career will apply to taxation from a business perspective. The purpose of this course is to build knowledge of taxation and the role it plays in the business environment. We will blend theory with practicality, so by the end of the semester, you will have begun to develop a framework that is both useful and conceptually sound.

**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 411 ERP SOFTWARE I**  
**Prerequisite:** ACC 311  
The study of SAP software or similar enterprise systems software to illustrate the fundamental concepts of integrated information systems, with a focus on accounting information systems. The student learns how to capture, process, and disseminate accounting information to meet a company’s business needs in an Enterprise Resource Planning (ERP) environment.

**ACC 412 COST ACCOUNTING**  
**Prerequisite:** ACC 302  
This course is designed to provide knowledge about product costing, budgeting, performance management, responsibility accounting and cost benefit analysis for decision making.
ACC 420  AUDITING  
Prerequisite: ACC 302  
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 412 as appropriate; Prior approval from Internship Office.  
Internship provides an opportunity for hands-on experience in an area in the field of accounting which the student may want to pursue (Auditing, Tax, Managerial, etc.) Also see “Internships” for general information and policies.

Art (ART)  

ART 121  INTRODUCTION TO 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 he/she 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.

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

Biology (BIO)  

BIO 101  HUMAN BIOLOGY  (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 101.

**BIO 130  GENERAL BIOLOGY (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 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 307  ECONOMIC DEVELOPMENT SINCE 1750**
Prerequisite: ENG 102, IMG 300
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.

**ECO 316  URBAN REAL ESTATE ECONOMICS**
Prerequisites: ECO 200, ECO 201, MTH 251
This course applies economic concepts to issues of the urban environment. Special attention is given to the relevance of those urban issues for the real estate industry. The course examines the economic forces propelling the development of cities and economic issues of land scarcity and housing within cities. Additionally, the course examines related economic issues of urban transportation, crime, local government, and public policy responses to urban issues.
ECO 436  MANAGERIAL ECONOMICS
Prerequisite: 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.

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.

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.

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: Prior Enrollment in ENG 102
This no credit course tracks the progress of students towards passing the English Proficiency Exam. The course is graded Credit (CR) or No Credit (NC). When the student achieves a passing score on the EPE, he or she will receive Credit for ENG 103. 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
Structured as a workshop, this course is intended to take students through the steps of the writing process, from idea to rough draft, workshop to revision, and final draft to submission for publication. This course will also include the reading and critical analysis of published works. Each week we will examine elements of the writing form—structure, characterization, showing and telling, figurative language, and point of view—as they operate in the assigned reading. In addition, students will generate, review, and polish stories, personal essays and poems, as well as read and respond to peer work.

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.”
Finance (FIN)

FIN 320   FINANCIAL MANAGEMENT I
Prerequisites: ACC 201, ECO 201, MTH 102, MTH 251
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 valuation, 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 431   STUDENT INVESTMENT FUND
Prerequisites: FIN 321, FIN 335, FIN 430
The primary objective of the class is to provide a select group of students the opportunity to gain valuable hands-on experience in security research and analysis, asset valuation, asset allocation, and portfolio management, as fiduciary fund managers of an actual investment portfolio.

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, IMG 300
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)  
Prerequisites: FIN 320, FIN 321 or FIN 335 or FIN 430 or FIN 433 as appropriate; Prior approval from Internship Office.  
Internship provides an opportunity for hands-on experience in an area in the field of finance which the student may want to pursue. Also see “Internships” for general information and policies.

French (FRE)  

FRE 101   INTRODUCTORY FRENCH 1  
Prerequisite: Placement exam or FRE 101 with a “C-” or better  
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 250 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.

FRE 498   INDIVIDUAL DIRECTED RESEARCH IN FRENCH (1-3 UNITS)  
For the course description, see “Individual Directed Research.”
Hawaiian (HAW)

HAW 101  INTRODUCTORY HAWAIIAN 1
This course is an introduction to the basics of Hawaiian language with emphasis on cultural history and understanding; with further emphasis placed on developing fundamental proficiency in listening, speaking, reading, and writing Hawaiian. These will be taught through lecture, personal experiences, cultural media such as storytelling (mo`olelo), dance (hula), music and chant (mele & oli); student/group projects and discussions, and an exploration of various periodicals, websites, and sources.

HAW 102  INTRODUCTORY HAWAIIAN 2
Prerequisite: HAW 101 with a “C-” or better
This course is a continued introduction to the basics of the Hawaiian language with emphasis on cultural history and understanding; with further emphasis placed on developing fundamental proficiency in listening, speaking, reading, and writing Hawaiian. These will be taught through lecture, personal experiences, cultural media such as storytelling (mo`olelo), dance (hula), music and chant (mele & oli); student/group projects and discussions, and an exploration of various periodicals, websites, and sources. This semester will focus on student participation in the Annual Lū`au.

Health (HLT)

HLT 101  GENERAL HEALTH AND HYGIENE
The course helps students determine personal needs and values in light of current thought on mental and emotional health, the potentials and limitations of drugs, the functioning of the human body, disease facts and theories, nutrition, ecology, and trends and techniques in modern-day medical practice.

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 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. **Note:** This course has the same content as HIS 250; however, students are required to complete additional assignments to receive upper division credit.

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.

Human Resources Management (HRM)

HRM 300 HUMAN RESOURCE MANAGEMENT
Prerequisites: MGT 101, ENG 102, ECO 200
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 MEMOIR 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 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.”

**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, ECO 200  
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 hu-
man 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, intergovernmental 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, Prior approval from Internship Office  
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 work 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  
(4 UNITS)  
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  
(4 UNITS)  
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 250**  SHORT STORY IN MODERN LITERATURE  
Prerequisite: ENG 101  
We will look closely at powerful short stories from the past and at those being written today, always asking the question: How did this author accomplish so much in so few pages? Each student will choose three short stories to research thoroughly and discuss in essays and presentations. In addition, students will understand and write about the literary techniques used in the stories studied by the entire class. The semester will be divided into three class sections: 1. A Look at Young Authors of Today; 2. Techniques of Classical Short Stories; 3. The Immigrant Story.

**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.

INT 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, ENG 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.

LAW 316 REAL ESTATE LAW CLASS  
Prerequisites: MGT 206, MGT 233  
This course serves as an introduction to the legal issues surrounding real estate transactions. The principal objective of the course is to familiarize students with the legal concepts that have evolved with the dynamic growth in real estate, and their implications for the real estate industry.

MGT 317 ORGANIZATIONAL BEHAVIOR  
Prerequisite: MGT 101, ENG 102, ECO 200  
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 365  SOCIAL CAPITALISM
Prerequisite: MKT 316, FIN 320
This course is designed to teach students that the concepts, tools, and practices of business can be used as a vehicle for social change, and that efforts to affect such change are not the sole responsibility of government and non-profit organizations. Students will learn essential steps for launching, building and driving a social enterprise. They will explore a range of management, marketing, financing and service process issues affecting the social enterprise sector.

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
Prerequisites: 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, MGT 313, MGT 317, IMG 300
In this interdisciplinary course, guest lecturers from the world of Venture Capital and Entrepreneurship come to share their knowledge and experiences on planning, investing and launching new business ventures. During the semester and working in teams of three (3), students identify a new business opportunity, research it in the actual marketplace, develop a business plan to fund it and then present those plans to a panel of VC’s and Entrepreneurs for review and critique. The course offers a “real world” experience and exposure to Silicon Valley investors.

MGT 410  EMPirical RESEARCH METHODS
Prerequisites: PHI 160, MTH 251
This course introduces business students to empirical methodologies and evaluation techniques used in busi-
ness. 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**  (1-3 UNITS)

**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**  (1-3 UNITS)

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

**MGT 499   MANAGEMENT INTERNSHIP**  (3 or 6 UNITS)

**Prerequisite:** MGT 317, Prior approval from Internship Office.

Internship provides an opportunity for hands-on experience in an area in the field of management which the student may want to pursue. Also see “Internships” for general information and policies.

**Management Information Systems (MIS)**

**STS 101   MICROCOMPUTER SOFTWARE LITERACY**  (1 UNIT)

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:** STS 101 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   STRUCTURED PROGRAMMING**

**Prerequisite:** STS 101 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, STS 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: STS 101 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: STS 101 or equivalent

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

**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, ENG 102, 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 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. **NOTE: This course is being phased out and replaced by MKT 419.**

**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 419 INTEGRATED MARKETING COMMUNICATIONS**

**Prerequisite: MKT 316, ENG 102**

As one of the 4Ps, promotion is concerned with communicating the value of an organization’s products/services. Integrated Marketing Communications (IMC) is the process of planning and designing marketing communications programs that provide a consistent message across all target audiences through coordination of the five major promotional mix categories—advertising, public relations, sales promotion, direct marketing and personal selling. The combination of these tools informs, persuades and reminds consumers about the value of a product/service’s benefits. This course familiarizes students with key concepts of IMC, preparing them to evaluate and develop effective and efficient communications strategies and marketing promotional programs.

**MKT 436 CONSUMER BEHAVIOR**

**Prerequisites: MKT 316, ECO 200, ECO 201**

Virtually all decisions involved in developing an 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 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 on line? 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 MARKETS OF ONE: MASS CUSTOMIZATION AND THE VALUE OF THE CONSUMER EXPERIENCE**

**Prerequisites: MKT 316**

This course introduces the concept of mass customization and its impact on consumer satisfaction and loyalty, identifying and evaluating the consumer’s perception of value of the co-design experience during the mass customization process. Mass customization has been described as an innovative way for organizations to “create customer-unique value” by segmenting and targeting each consumer into “Markets of One”. The relevance of the concepts explored in the course demonstrates the role of digital innovation in creating the value of the consumer experience, both online and in real life. In addition, we explore advances in digital and technological delivery of individual, customized solutions to the consumer, such as 3D printing and others on the horizon. Students’ examination of these concepts and their relationship to one another will be studied in a variety of business sectors and applied to actual companies’ offerings with specific emphasis on students experiencing those offerings as consumers. Subsequently, students will analyze, evaluate and craft recommendations about the consumer’s perception of the experiential value of service providers’ mass customization processes, resulting products and services, and the impact of this value on the consumer’s satisfaction and loyalty toward selected providers. Students will gain insight into innovation, management, and marketing issues of value creation and delivery. As a result, the course will demonstrate how mass customization’s focus on consumer experience can increase customer life, sustain competitive advantage, create and capture long-term value for firms, their stakeholders, and, most importantly, for consumers.

**MKT 442 PRICE MANAGEMENT**

**Prerequisites: ACC 201, ECO 201, MKT 316, MKT 436, MTH 251**

Determining the price of a product or service is one of the most important marketing decisions. It is also one of the most complex and least understood aspects of marketing. However, price is a unique category of the
marketing mix as it is the only component that represents revenue for the firm. The remaining P’s (product, place, and promotion) are costly activities undertaken to create value for the consumer. Price, in its ideal form, recaptures this value. This course will introduce the student to frameworks relevant for making pricing decisions. While pricing strategies are taught under the rubric of many diverse disciplines, we will take an integrative approach, combining strategic, economic, marketing, and psychological considerations. The objective of this course is to prepare students for addressing strategic and tactical pricing issues and identifying profit-boosting changes in pricing practices across a range of professional contexts.

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)
Prerequisite: MKT 316, Prior approval from Internship Office.
Internship provides an opportunity for hands-on experience in an area in the field of marketing which the student may want to pursue. Also see “Internships” for general information and policies.

Marketing courses under development or revision include:
New Venture Strategy and Marketing
Retailing
New Product Development and Branding
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 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 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 312 SPORTS MEDIA
Prerequisites: ENG 102
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 321 DESKTOP PUBLISHING
Prerequisite: STS 101 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 329 MUSIC INDUSTRY
Prerequisites: ENG 102
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 333 BUSINESS COMMUNICATION
Prerequisites: MGT 101, ENG 102, ECO 200
This course is designed to give students a comprehensive view of business communications and to provide them with the skills to think critically and to communicate effectively in a global marketplace. Students will apply business communication strategies to both domestic and international business situations. Competencies will be developed in oral, written, interpersonal, technological, and employment communication.

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.”

Mathematics (MTH)

MTH 101 INTERMEDIATE ALGEBRA
Prerequisite: Score above 36 on ACCUPLACER exam or MTH 090 with grade of “C-” or better. Student should earn at least “C-” to pass this class.
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 67 or above on ACCUPLACER exam or MTH 101 with grade of “C-” or better. Student should earn at least “C-” to pass this class.
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 with grade of “C-” or better. Student should earn at least “C-” to pass this class.
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  BUSINESS CALCULUS I (4 UNITS)
Prerequisite: Placement exam or MTH 102 with grade of “C-” or better. Student should earn at least “C-” to pass this class.
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  BUSINESS CALCULUS II (4 UNITS)
Prerequisite: MTH 260 with grade of “C-” or better. Student should earn at least the grade of “C-” to pass this class.
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: ENG 101
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)

NOTE: Only 2 units of Physical Education 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.

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 099 – Intramural Activity
PED 101 – Tennis
COURSE DESCRIPTIONS: TRADITIONAL PROGRAM

PED 103 – Individual Activity
PED 104 – Aerobic Activity
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 115 – Performance Dance
PED 116 – Indoor Soccer
PED 117 – Advanced Body Conditioning
PED 119 – Volleyball
PED 120 – Basketball
PED 121 – Walking
PED 122 – Performance Flexibility
PED 123 – Softball
PED 183 – Special Topic: Hawaiian Dance
PED 498 – IDR: Physical Education

VAR 270-293 VARSITY SPORTS (0 UNITS EACH)
VAR 270 – Baseball Competition/Conditioning
VAR 271 – Men’s Basketball Competition/Conditioning
VAR 272 – Women’s Basketball 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
VAR 292 – Women’s Golf Competition/Conditioning
VAR 293 – Competitive Cheer 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 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 350 CAMPAIGNS AND ELECTIONS
Prerequisite: POL 150
What campaign strategies work best and why? To what extent is the media's campaign coverage helpful or harmful to voters? What does the nature of contemporary campaigns say about the health of American democracy and society at large? This class will examine academic and popular literature, as well as documentary films, on these and other topics while simultaneously following the ongoing events of the current campaign season.

POL 360 CALIFORNIA POLITICS
Prerequisite: POL 150
This class will examine the politics of California, including its political culture, electoral systems, and public policy making. Considerable attention will be given to the power of the people, including initiatives and recall. Ongoing challenges to the state, including budget shortfalls and water politics, will also be discussed.

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, ENG 102
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, ENG 102
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-driven 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, ENG 102
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, ENG 102
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, ENG 102
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, ENG 102
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 400  EMPIRICAL RESEARCH METHODS AND EVALUATION
Prerequisites: ENG 102, MTH 102, PHI 160, PSY 305, PSY 411; and two additional upper division psychology courses. Recommended courses include PSY311, PSY304 and PSY482x.
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 PSY 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 PSY 401.

PSY 401  SENIOR THESIS
Prerequisites: Senior standing, PSY 400.
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.

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, ENG 102
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, ENG 102
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
Prerequisite: PSY 101
Internship provides an opportunity for hands-on experience in an area in the field of psychology which the student may want to pursue. Also see "Internships" for general information and policies.

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.
COURSES DESCRIPTIONS: TRADITIONAL PROGRAM

**SSC 350  GLOBAL STUDIES**
*(4 UNITS)*
Prerequisite: ENG 102, SSC 150

Immigration, Transnationalism & Global Studies is dedicated to understanding and promoting the role of human rights through an interdisciplinary education of contemporary issues in an increasingly globalized world. This course seeks to journey through a theoretical as well as applied understanding of both the positive and negative implications of globalization. We will study current issues of the gendered, racialized, and economically stratified effects of globalization, and political as well as grassroots responses. The course will seek to understand struggles and revolutions in the new global order vis-à-vis a critical exploration of human rights and hegemony. Finally, this course will consider various strategies for social transformation and forms of resistance.

**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  
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.

SMG 412 ECONOMICS OF SPORTS  
Prerequisite: ECO 201, SMG 300  
This applied economics course explores various aspects of the economics of sports and sports leagues, with a major focus on empirical analysis. We will consider a number of topics, including: the business and economics of professional team sports and sports broadcasting, analysis of leagues’ competitive balance policies, player relations issues including analysis of the drivers of players’ salaries, the public finance aspects of professional sports teams and stadium financing, and relevant issues in collegiate sports.
PROFESSIONAL STUDIES PROGRAM

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 Communications, 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 twice a year. Information on the scheduling is available from the Professional Studies Program Office.
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.
- Possess a minimum grade point average of 2.0 (C) on a 4.0 scale.
- Have attained a minimum of 50 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.

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
- Semester Fee $40

**Tuition**
- General Education courses $800
- Prerequisite courses $1,000
- Concentration courses $1,800
- Core courses $1,800

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**

PSP 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; any assessed fees are non-refundable. To officially withdraw from a course, the student must submit to the Dean a written statement of withdrawal from the course. The date on which the Dean receives this statement is the date used in calculation of the refund according to the following timetable:

- 100 percent for official withdrawal up to and including seven days before the 8 week session begins.
- PSP students who drop a class after this deadline will be assessed a $200 fee per class.
- 75 percent refund for official withdrawal up to and including the Friday prior to the second class meeting.
- 50 percent refund for official withdrawal up to and including the Friday prior to the third class meeting.
- 25 percent refund for official withdrawal up to and including the Friday prior to the fourth class meeting.
- No refund for official withdrawal after the fourth class meeting.

Please 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 Beta Gamma Sigma 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 2.00 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
Natural Science and Lab 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.

BACHELOR OF SCIENCE IN BUSINESS
The Bachelor of Science in Management program is
designed for the student seeking to explore the manage-
ment 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. 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 250 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
COURSE DESCRIPTIONS: PROFESSIONAL STUDIES PROGRAM

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 482  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**  
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 inter-national 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: ECO 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: 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 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: ECO 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, intergovernmental 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 manufacturing;
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, ECO 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**
Prerequisites: MKT 316; ENG 102
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  
Prerequisites: MKT 316; ENG 102  
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: STS 101 or equivalent  
This course covers the design of web pages and web sites. Topics include tables, frames, embedded multi-media 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

Richard A. Moran, President (2014). B.A., Rutgers College; MS., Indiana University; Ph.D., Miami University.

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

Steven Weiner, Executive Vice President for Finance and Administration (2013). B.S, Northeastern University, M.B.A., University of Chicago.


Angela Schmiede, Director of Internship, Assistant Professor of Social Sciences (2013). B.A., Vanderbilt University; M.A., Ph.D., Stanford University.

Yasmin Lambie-Simpson, Dean of Student Affairs (2007). M.A., John F. Kennedy University, BFA, San Francisco Art Institute


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: Associate Professor. Management (2006). B.S., University of Minnesota; M.A., Ph.D., University of California, Santa Barbara.

Douglas M. Carroll: Associate Professor. Management (1988). B.A., B.S., University of Alabama (Birmingham); M.F.A., Mills College; Ed.D., University of San Francisco.


Stephanie Dellande: Associate Professor. Marketing (2009). B.S., Loyola University; M.A., University of California, Riverside; Ph.D., University of California, Irvine.

Fabian Eggers: Assistant Professor. Marketing (2010). M.B.A., University of Hamburg (Germany); Ph.D., Leuphana University of Luneburg (Germany).

Pauline Fatien: Associate 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: Associate Professor. Psychology (1993). B.A., Golden Gate University; Ed.M., Harvard University; Ph.D., University of Michigan.

Jan Jindra: Assistant Professor of Finance (2009). B.A., University of Florida; B.S., University of Florida; Ph.D., Ohio State University.

John Klingler: Professor. Accounting (2011). B.S., Arizona State University; M.B.A., Duquesne University. CPA. CFA.


Rajesh Kumar: Professor of International Management (2014). B.A., University of Delhi; M.A., University of Delhi; M.B.A., Rutgers University; M.Phil., New York University; Ph.D., New York University.


Dima Leshchinski: 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.


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.


Leslie Sekerka: 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: Associate Professor. Economics (2006). B.A., University of California, Berkeley; M.A., Tufts University; Ph.D., University of California, Davis.


Marianne Marar Yacobian: Associate Professor. Social Science (2007). B.A., University of California, Davis; M.A., Ph.D., University of San Francisco.

Dana Wang: Visiting Professor, Management (2014). B.A. Oberlin College; M.B.A., University of Michigan; Ph.D., Stanford University.


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 Hutcheon 1975-1990
Kathryn Lanson 1989-1994
Robert Malm 1961-1990
Arthur Richards 1985-2007
William Rolloson 1969-1990
Raymond L. Solari 1972-1995
Jack Thomas 1976-1988
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.

Nishat Abbasi: Adjunct Professor, Accounting (2014). M.S., Ohio University; Ph.D., University of Colorado at Boulder.

Christopher Adamson: Adjunct Professor, English (2014). B.S., Northwestern University; M.F.A., Vanderbilt University.

Thomas Apel: Adjunct Professor, History (2012). B.A., San Jose State University; Ph.D., Georgetown University.


David Bergen: Adjunct Professor, Management (2010). B.A., University of California, Berkeley; M.B.A., San Francisco State University.

Chris Bernard: Adjunct Professor, Management (2014). B.A., University of California, Santa Barbara; M.A., San Francisco State University; J.D., Widener University School of Law.


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.

Darth Cabrol-Easton: Adjunct Professor, Humanities (2009). B.A., University of California Santa Cruz; M.A., Simmons College, Boston.

Juan Calvo: Adjunct Professor, Spanish (2012). B.A., San Francisco State University; M.A., San Francisco State University; Ph.D., University of California, Davis.

Robert Campbell: Adjunct Professor, English (2012). B.A., University of Memphis; M.A., Southern Methodist University; J.D., University of Memphis.

Ruth Conza-Roman: Adjunct Professor, Spanish (2013). B.A., Catholic University, Santa Maria; M.A., San Francisco State University.

Andrew Delunas: Adjunct Professor, Philosophy (2014). B.A., University of Missouri; M.A., University of Missouri.

Michael Durrigan: Adjunct Professor, Mathematics (2014). B.S., San Diego State University; M.S., San Diego State University.


John Fay: Adjunct Professor, Economics (2005). B.S., University of Rochester; M.S., San Jose University.

Ken Fowler: Adjunct Professor, Accounting (2014). B.S., Mankato State University; M.B.T., University of Minnesota; Ph.D., University of Mississippi.

W. Curtis Francis: Adjunct Professor, Management (2011). B.S., Yale University; M.S.E.E., Massachusetts Institute of Technology; M.B.A., Harvard University.

Mary Fraser: Adjunct Professor, Psychology (2014). B.S., Sonoma State University; M.S.E.D., University of Southern California; Ph.D., University of Southern California.

Mario Fusco: Adjunct Professor. Italian (2005). B.S., M.S., California State University, Los Angeles; Ph.D., University of California, Davis.


Emma Gordon: Adjunct Professor, Human Resources (2011). B.S., University of California, Berkeley; M.S.A., John F. Kennedy University.

Loubna Hafiani-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.

John Harding: Adjunct Professor, Management (2013). B.A., University of California, Santa Cruz; M.A., University of California, Berkeley; J.D., University of California, Berkeley.


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.

Zaydoon Jawadi: Adjunct Professor, Mass Communication (2010). B.S., San Jose State; M.S., Columbia University, New York.

Caitlin Jeffrey: Adjunct Professor, History (2012). B.A., University of San Francisco; M.A., University of Notre Dame; Ph.D., University of California, Irvine.

Nicholas Jellins: Adjunct Professor. Management (2009). B.A., Harvard College; J.D., University of Virginia School of Law.

Brandon Johnson: Adjunct Professor, Mathematics (2014). B.A., Lake Forest College; Ph.D., Stanford University.

Daniel Jung: Adjunct Professor, Accounting (2011). B.S., San Jose State University; M.S., Golden Gate University.


Stewart Liu: Adjunct Professor, Management (2013). B.S., University of California, Berkeley; M.S., University of California, Berkeley.

Donald Mendoza: Adjunct Professor, Mathematics (2014). B.S., California State Polytechnic University, San Luis Obispo; M.S., University of California, Berkeley; Ph.D., University of California, Berkeley.

Eric Moberg: Adjunct Professor, Psychology (1999) and Associate Dean, Student Affairs. B.A., Menlo College; M.A., College of Notre Dame; M.S., Pacific Graduate School of Psychology.

Sarita Motipara: Adjunct Professor, Psychology (2011). B.A., University of California, Davis; M.A., Pacific Graduate School of Psychology; Ph.D., Pacific Graduate School of Psychology.


Joseph O’Connell: Adjunct Professor, History (2014). B.A., University of California, Irvine; M.A., University of California, Santa Cruz; Ph.D., University of California, Santa Cruz.

Angelena Paxton: Adjunct Professor, English (2013). B.A., Santa Clara University; M.A., San Francisco State University.


Ly-Huong Pham: Adjunct Professor, Management Information Systems (2013). B.A., Boston University, M.S., Boston University; M.B.A., Pepperdine University; Ph.D., Fielding Graduate University.

Lakiba Pittman: Adjunct Professor, Humanities (2012). B.A., San Jose State University; M.A., University of San Francisco.


Claudio Sanchez: Adjunct Professor, English (2013). B.A., San Jose State University; M.A., San Jose State University.


Cindy Shove: Adjunct Instructor, English (2012). B.A., University of Western Ontario; M.B.A., University of Toronto; M.A.E., Notre Dame de Namur University.

Ethan Spanier: Adjunct Professor, History (2014) B.A., San Jose University; M.A., San Francisco State University, Ph.D., University of Washington.


Padmavati Tanniru: Adjunct Professor, Mathematics (2013). B.S., University of Delhi, New Delhi, India; M.S., San Jose State University.

Merrin Thillainatesan: Adjunct Professor, Humanities (2013). B.A., San Francisco State University; M.A., Smith College; Ph.D., University of California, Berkeley.

Kristen Wagner: Adjunct Professor, Humanities (2013). B.A., California State University, Los Angeles; M.A., University of Southern California; Ph.D., University of Southern California.

Marie Watts: Adjunct Professor, Management (2014). B.A., University of California, San Diego; M.B.A., Cornell University.

Elle Weatherup: Adjunct Professor, English (2011). B.A., University of California, San Diego; M.A., University of Southern California, San Diego; Ph.D., University of California, San Diego.


Hiram Willis: Adjunct Professor, Management (2006). B.S., University of Southern California; M.B.A., Claremont University.


Susanna Wong: Adjunct Professor, Accounting. B.A., University of Hawaii; M.S., Golden Gate University; M.B.A, Santa Clara University.

Vivian Zhang: Adjunct Professor, Chinese (2011); B.A., Shanghai University; M.S., University of Southern California.

ATHLETIC COACHES & STAFF

Dana Banke: Head Men's and Women's Golf Coach (2012). B.A., San Jose State

Victor Brankovich: Assistant Football Coach (2009) B.A., Menlo College

Eric Bucchere: Head Men’s Soccer Coach (2013) B.A., UC Santa Cruz

Jeff Caldwell: Game Operations Director (2013). B.A., Menlo College


Mark Fowler: Assistant Athletic Director. B.S., Cal State East Bay M.A., San Jose State.

Vince Freitas: Assistant Football Coach (2013). B.S., Cal Poly-SLO.


Keith Lambert: Head Women's Soccer Coach (2013).
B.S., Humboldt State University

B.A., Menlo College.


B.S., Western Oregon University.


B.A., Pitzer College; M.A., Lynn University.


B.A., Menlo College.

B.A. San Jose State University.

B.A., Menlo College.

Mariano Sanchez: Associate Head Men's Wrestling Coach (2012).
B.A., Menlo College.

B.A., Tulsa University; M.A., Northern Arizona University.

Barbara Shamoon: Assistant Women's Soccer Coach (2014).

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.


Phillip White: Assistant Men's Soccer Coach (Spring 2014).
B.S., Kaplan University.

B.S., UC Santa Cruz.

DIRECTORS & STAFF

Abenojar, Amalia
Senior Accountant

Ali, Raagini
Director of Business and Financial Affairs

Ayres, Jessica
Director, Financial Aid

Bakke, Eric
ESL Director

Banuelos, Abel S.
Facilities Technician

Biawogi, Saygbe
IT Support Specialist

Blake, Darcy
Director of Communications, Public Relations, and Marketing

Bowman, Kenneth
Sr. Associate Director, Admissions

Burrell, Reggie
Helpdesk Specialist

Castro, Michael
Assistant Director, Admissions

Chen, Allan
Chief Information Officer, Information Technology

Choi, Calvin
Web Applications Administrator

Cortez, Raul
Facilities Technician

Collins, Cheryl
Technical Services Librarian and College Archivist

Deaver, Dan
Senior Facilities Technician

De Souza, Priscila
Associate Dean of Enrollment Management

Duran, Sara
Residential Life Coordinator

Edge, Richard
Facilities Technician, HR & Risk Management

Fairbairn, Christina
Director of Alumni & Community Relations

Felipe, Jadelin
Associate Director, Admissions

Figueroa, Fabiola
Enrollment Services Associate

Hagen, Kristian
Director, Technology & Operations

Hillen, Ann
Assistant Director, Admissions (International Students)

Izvonar, Ivana
Assessment Coordinator

Krakowsky, Charlene
Campus Store Manager

Linvill, Anne
Access Services Librarian

McGrew, Cynthia
Director, Academic Affairs Operations

Mena, Jorge
Budget Manager

Montez, Adam
Residential Life Coordinator, Student Affairs

Moore, Sharyn
Associate Dean, Student Affairs

Murphy, Pat
Facilities Maintenance Manager
Naidu, Venkat “Jay”
Director, Human Resources & Security

Palmerin, Valerie
Enrollment Service Associate

Phan, Hao
Staff Accountant

Poliakov, Andrey
Web Marketing & Social Media Manager

Rabago, Christine
Registrar

Rushford, Mike
Carpenter

Scalia, Paula
Manager, Student Accounts

Smith, Linda
Associate Dean, Library Services

Talbott, Robert
Director, Facilities Planning & Operations

Teutschel, Linda
Director of Operations, President’s Office

Thomas, Teri
Director, Student Leadership & Activities

Tipton, Rachel
Director, Academic Advising

Wasmann, Judy
Tutor/Testing Coordinator

Wilms, Bob
Sr. Associate Director, Admissions

Wright, Jennifer
Manager, Advancement Services

BOARD OF TRUSTEES

MEMBERS

Howard Dallmar ’74
Palo Alto, CA

Michael Gullard
Palo Alto, CA

David C. Irmer, Sr. ’58
Sausalito, CA

Micah Kane ’91
Honolulu, HI

Charles (Chop) Keenan III ’66
Palo Alto, CA

Harry W. Kellogg, Jr. ’63
Menlo Park, CA

Thor Geir Ramleth ’87
San Francisco, CA

Tom Scannell
Cupertino, CA

Kristine Thagard ’77
Costa Mesa, CA

James Rea ’67
San Francisco, CA

Changes to this Catalog and 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/coordinates, 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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