

 International  
Development Program  
Andrews University



# 2016 Student Policy Handbook



**Berrien Springs, MI 49104-0031 :: [www.andrews.edu/idp](http://www.andrews.edu/idp)**

## Student Policy Handbook 2016

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The complete text of the most recent IDP Student Policy Handbook is available online at <http://www.andrews.edu/grad/idp/resources.html>.

Every effort has been made to assure the accuracy of the information in this handbook. Students are advised, however, that the provisions in this handbook do not constitute a contract between a student and Andrews University or the International Development Program and that attendance at Andrews University or the International Development Program is a privilege and not a right. The program reserves the right to make changes as deemed necessary during the students' course of study.

The typeface used throughout this document is Bell MT.

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## *Andrews University Mission Statement*

**Andrews University, a distinctive Seventh-day Adventist Christian institution,  
transforms its students by educating them  
to seek knowledge and affirm faith in order to change the world.**

## *International Development Program Mission Statement*

**Preparing individuals for excellence  
during a lifetime of professional service and compassion in action.**

The International Development Program is committed to:

- Providing affordable, accessible, and quality education for leadership and service
- Creating a global network to support community development practice and research
- Building social and indigenous capacity toward creating sustainable communities worldwide



### **J. N. Andrews Benediction**

*And now, as we set forth, we commit ourselves to the merciful protection of God, and we especially ask the prayers of the people of God that His blessing may attend us in this sacred work.*

**—John Nevins Andrews  
September 15, 1874**

# Preface

Thank you for becoming a student of the International Development Program. Andrews University has been a leader in the field of distance education offering programs in many countries, and embodies a global mission of service to mankind through education.

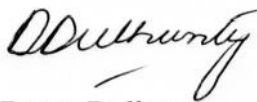
As the professional market continues to demand specialized knowledge and advanced degrees, graduate studies are progressively a practical, sophisticated, and wise career move. Our goal is to connect you with comprehensive and relevant instruction, personalized student-professor interaction, attention to research, and project management skills for diverse and challenging environments—this will give you the understanding, application, and competitive edge you need to become a leader in your profession. On behalf of our team of professors, Concentration (Focus) Advisors, faculty, and support staff, I would like to take this opportunity to welcome you to this unique graduate program. Many have worked diligently to make this specialist degree program a reality for you.

We strongly believe in the importance of the work you do to impact and empower lives of many people. You are now a member of a student body representing diversity from many nationalities, ethnic backgrounds and life experiences. We know the networking and collaboration you will experience with your classmates and professors will enrich your learning experience in the field of community and international development.

The purpose of this handbook is to guide you through the curriculum of this program and help you complete the requirements in a timely manner. The procedures and protocols described are designed upon the general policy for graduate studies at Andrews University and guided by lessons learned over the past several years in implementing both the on-campus and off-campus versions of this program. We have built a curriculum you will find relevant and flexible in terms of your interest in a particular Focus area or specialization.

As you fulfill your desire to obtain a Master of International Development Administration (MIDA) degree, I believe you will have an enjoyable learning experience which will lead to new opportunities. It is a pleasure to assist you in achieving your personal and professional goals through this program.

Yours Faithfully,



Dawn Dulhunty  
Director

International Development Program  
idp@andrews.edu



# Andrews University

Although located in a peaceful, rural part of Michigan in middle America, Andrews University embodies a global mission of education and humanitarian service. Founded in 1874 by Seventh-day Adventist pioneers as a small liberal arts college, the University has a current on-campus student body of about 3,500 and represents over 100 nationalities and nearly 80 major fields of study. It also offers off-campus programs to about 4,000 other students around the world.

Among its 92,000 alumni can be found members of national assemblies and congresses, governors, leaders of international humanitarian organizations, college and university presidents, captains of industry, business entrepreneurs, engineers, lawyers, medical doctors, ministers, teachers, and representatives of a host of other callings.

Andrews' campus environment gives the visitor compelling evidences of the Adventist worldview with its emphasis on stewardship of the earth, the mind, body, and spirit, and the family. Its beautiful grounds have been designated an arboretum with over 300 species of native and exotic trees and shrubs. Food served in campus dining halls is vegetarian and faculty and students are expected to refrain from consumption of tobacco products and alcohol-containing beverages. Religious services are central to the weekly rhythm of campus life.

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## Global Capacity-building Initiatives

Andrews University's global capacity-building initiatives have included, through the years, affiliated schools and extension sites in Africa (Kenya, Nigeria, Rwanda, South Africa and Zimbabwe), Asia (India), Central America and the Caribbean (Costa Rica, Haiti, Jamaica, Mexico, Puerto Rico and Trinidad), Europe (England, France, Hong Kong, Russia and Singapore), and South America (Bolivia, Colombia, and Peru). Andrews University's primary goal in affiliating with these institutions has been to aid students to earn accredited degrees and to strengthen the academic programs on their campuses.

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## Research

Faculty and students in various departments and institutes are engaged in research related to Andrews' global humanitarian mission. Examples include the Department of Agriculture, which is studying the benefits of solar barns on bovine health. At the Institute for Prevention of Addiction, research is advancing on ways to motivate youth to stay away from addictive substances. The Department of Nutrition has long researched the health benefits of various vegetarian diets. The Department of Behavioral Sciences is involved in several international research projects studying AIDS risk behaviors and prevention. In cooperation with the Institute of Archaeology, it is researching long-term food system dynamics, focusing especially on ancient water and soil management practices in Jordan and Palestine.

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## Accreditation

Recognizing that students benefit from studying in accredited programs, Andrews University is accredited by The Higher Learning Commission and a member of the North Central Association, USA and the Adventist Accrediting Association of the General Conference of Seventh-day Adventist for programs through to the doctoral level. The high quality of the education experience at Andrews University is shown by its listing in the U.S. News and World annual report on "best colleges" and Andrews University is listed among the top colleges.

# International Development Program

Through its Affiliation and Extension Programs, Andrews University has made it possible for students to earn degrees at off-campus locations around the world. The International Development Program (IDP) is one such option offering a Master of International Development Administration (MIDA).

This graduate program has been educating professionals to advance their field of interest, whether it is humanitarian work, economic development, health, education, public service, church administration or other professions involved with social and community needs. The principal purpose of the International Development Program is to build leadership capacity by preparing individuals for excellence during a lifetime of professional service and compassion in action. This graduate training is tailored for professionals whose work responsibilities and life situation do not permit a return to full-time study. The inter-disciplinary program typically takes three to five years to complete and it draws on the strength of all schools at Andrews University. To complete the core courses, students are required to attend four intensive sessions of three week duration each.

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## History of the International Development Program

In 1995, Andrews University partnered with the Adventist Development and Relief Agency (ADRA) with a USAID grant to develop a master's degree program for international humanitarian practitioners. At that time, about 200 participants were admitted as regular students at teaching sites in Kenya, Bolivia, Peru, Costa Rica, and Thailand. Of these, about 90% have graduated. Since 2000, over 600 additional students have enrolled and are finishing their research projects or taking classes at sites around the world. This student body currently represents over 70 countries and 112 organizations which is very enriching to the learning experience of all involved.

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## Administration of the Program

The Master of International Development Administration degree follows an off-campus format and is known as the International Development Program (IDP). This program is administered by a number of committees. The IDP Coordinating Committee includes program administrators and faculty (current and emeritus) of Andrews University who regularly attend the off-campus sessions to advise students, provide guidance on curricula, selection of teachers, and student learning outcomes. Program recommendations are also sent to the following committees for appropriate action: IDP Coordinating Committee, IDP Council, Department of Behavioral Sciences, Off-campus Programs, CAS Graduate Council, and the University Graduate Council. Further, these committees receive council from the IDP Advisory Board, which consists of academics, representatives of NGO organizations, and church administrators.

The day-to-day administration of the program is the responsibility of the International Development Program office headed by the Director of the International Development Program.

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## Teaching Sites

The International Development Program offers its classes in multiple regions and languages around the world. Venues and languages are subject to change but currently include Chile (Spanish), Dominican Republic (English & Spanish), Ghana (English), Kenya (English), Pakistan (English), Rwanda (French & English), South Africa (English), South Sudan (English), and Togo (French). A university campus is the preferred venue in each region for the teaching sessions.

# Course Descriptions

## ACCT625 Financial Analysis and Reporting (3)

Develops business leaders' financial-statement literacy. Topics include: understanding the nature of business transactions; identification of relevant economic events for reporting; determination of appropriate financial measures for those events; analysis of the effects of those events in the organization's performance and financial condition.

## ANTH517 Cultural and Development Anthropology (2)

Introduction to the basic concepts, methods, and theories of cultural anthropology. Anthropological perspectives on culture change, globalization, global and local world-making, indigenous knowledge, sustainable community development, and project management. Special emphasis on anthropological principles and techniques that inform development work including application of anthropological knowledge and research to real-world problems.

## BSAD515 Organizational Behavior & Leadership (3)

Application of behavioral sciences to management. The examination of contemporary theories and principles of human behavior. Topics include perception, personality, attitudes, emotions, motivation, leadership, decision-making, communication, group processes, diversity, organizational change, self-awareness, and stress management. A research paper and case analyses are required.

## BSAD530 Leadership & Management of Not-for-Profit Organizations (3)

Issues facing managers in third-sector organizations. Studies of the mission and objectives pursued, strategic leadership and board composition, organizational structure and operation, marketing and fundraising, financial management, training and motivation of volunteers, assessment of stakeholder satisfaction and overall operating effectiveness. A major field project is required.

## CHMN526 Conflict Management (3)

This course offers biblical resources and contemporary research informing creative management of human conflict. Included is examination of the causes and dynamics of conflict in churches. Participants develop skills in resolution and mediation. A variety of instructional methods, including lectures, case studies, role-plays, media, and personal style instruments are employed.

## CIDS520 Development Theory and Practice (3)

Provide an introduction to different theoretical perspectives of development. Review of the history of development which provides a critical and ethical understanding of the social, economic, and political dimension of development in practice. This course addresses a range of processes to address the needs of diverse communities in multiple and complex contexts.

## CIDS530 Needs Assessment, Capacity Mapping & Program Planning (3)

Introduction to concepts and methods of conducting a community needs assessment and mapping community capacity to address those needs. Development of skills in selecting, analyzing, understanding, and interpreting assessment outcomes to inform policy and practice. Consider complex interactions between community and international development stakeholders and other factors affecting accountability, project planning, and outcomes.



CIDS536 Development Design and Evaluation (3)

Exploration of various perspectives and approaches to project design, implementation, and evaluation. Understand the context and interdependence of each element of the project management cycle. Building on assessment results, the theory and application of program planning techniques and processes, and the objectives of monitoring and evaluation are introduced. Hands-on experience provides opportunities to exercise skills needed for project design, grant writing, and evaluation techniques.

COMM540 Communication in Development Practice (2)

Students examine the relationship between culture and communication. Apply analytic and communication skills which enable effective communication in various communities. Develop skills in persuasion and explore sensitivity to diversity issues.

IDAS597 Portfolio (1)

An organized collection of educational and professional accomplishments is produced. This will include basic personal and background information, a profile of the Focus area, outstanding academic work, and other artifacts acquired to demonstrate achievements and competencies related to international development.

IDAS610 Ethics in Development (2)

Examination of theoretical foundations of ethics in community and international development. Ethical dimensions of policies and practices of major development players are investigated. Focus on contemporary approaches to development ethics in terms of purposes, roles, participants and audiences. Introduction of frameworks for ethical decision-making.

IDAS613 Applied Statistical Methods (2)

Analysis of data using descriptive and basic inferential statistics, frequency distribution, measures of central tendency, sampling, distribution, levels of significance in hypothesis testing, correlation, t-tests, one way analysis of variance, simple linear regression, and chi-square.

IDAS623 Development Research Methods (2)

Background and experience in understanding quantitative and qualitative research designs as they relate to the student's Focus area. Topics include the research process, defining variables, formulating and stating the problem, planning and designing the research, conducting literature review, instrumentation, data collection procedures, researchers ethical and legal responsibilities and basic data analysis. Students are expected to develop a research proposal. Pre- or co-requisite IDAS613.

IDAS630 Program Design and Evaluation (3)

Introduction to concepts and methods of conducting community needs assessment and capacity mapping. Development of skills in selecting, analyzing, interpreting and presenting data affecting program planning and implementation. Considers complex interactions affecting program accountability and outcomes. Provides practical opportunity to exercise skills needed for project design and grantmanship.

IDAS635 Professional Training: Focus Area (2)

Students are required to participate in Professional Training related to the selected Focus area, culminating in a synthesis paper on best practices learned during the training. In addition, the student will design and implement a Colloquium to present best practices in the Focus area.

IDAS670          Comprehensive Exam (0)

IDAS680          Field Practicum: Focus Area (2)

The Field Practicum integrates International Development theory into practice. There are two options to fulfill the Field Practicum. Students will complete either; (1) a baseline and benchmarking study to understand best practices in the focus area; or (2) complete an internship of 300 hours in a sponsoring organization. The course culminates with an oral presentation of the students' findings and experiences.

IDAS696          Specialization Essay: Focus Area (1)

Students are required to broaden knowledge in their Focus area through synthesizing and critiquing scholarly journal articles, professional association publications, publications of multi-government organizations such as the United Nations or the World Bank, publications by various international non-government organizations, or internet resources. The outcome of this literature review will be a "Specialization Essay."

IDAS697          Research Project (3)

A research project is carried out by a master's degree candidate in which mastery of the research process is demonstrated. The student is expected to choose a research topic related to his/her Focus area.

PLSC525          Public Policy, Civil Society and Development (2)

Governments are pressed to consider which issues/problems to address because of the individual and collective needs of their constituents, e.g. social, economic, health, education, employment. Reforms may demand the creation of new programs and governmental policies, the modification of existing ones, or the termination of some current policies. This course studies the essential phases of policymaking on behalf of the public: problem identification, policy formation, the process by which new programs and policies are adopted, how most efficiently and effectively to implement policy, along with the critical element of evaluation.

# Master of International Development Administration

## Core Courses—26 credit hours

Social Science Foundations—5 (Required for Both Majors)

ANTH 517 - Cultural and Developmental Anthropology (2)

CIDS 520 - Development Theory and Practice (3)

Management—8 (Required for Both Majors)

BSAD 515 - Organizational Behavior & Leadership (3) – *online course*

BSAD 530 - Leadership & Management of Not-for-Profit Organizations (3)

COMM 540 - Communication in Development Practice (2)

Individual and Organizational Accountability—7 (Required for Both Majors)

ACCT 625 - Financial Analysis and Reporting (3) – *online course*

IDAS 610 - Ethics in Development (2)

PLSC 525 - Public Policy, Civil Society and Development (2)

Planning/Evaluation—6

Required for International Development Major

CIDS 530 - Needs Assessment, Capacity Mapping & Program Planning (3)

CIDS 536 - Development Design & Evaluation (3)

Required for Organizational Leadership Major

CHMN 526 - Conflict Management (3)

IDAS 630 - Program Design and Evaluation (3)

## Focus Area—13 credit hours (Required for Both Majors)

Students are required to complete a focus area involving 13 semester credits in a selected specialization area. The majority of these courses are completed in a directed study format.

This allows the student's specialization area to be uniquely tailored to suit his/her personal and professional goals. A focus area is selected in the first year of study.

IDAS 597 - Portfolio (1)

IDAS 613 - Applied Statistical Methods (2) – *online course*

IDAS 623 - Development Research Methods (2) – *online course*

IDAS 635 - Professional Training: Focus Area (2)

IDAS 696 - Specialization Essay: Focus Area (1)

IDAS 680 - Field Practicum: Focus Area (2)

IDAS 697 - Research Project (3)

*Focus Area Topics:* The student may choose other focus areas which are not listed and as recommended by the program director for approval by the Faculty of the Department of Behavioral Sciences.

**International Development Focus Areas:** Advocacy; Agro Forestry; Child Advocacy; Civil Society; Cross Cultural Relations; Development Policies of Government; Disaster Preparedness; Education; Environmental Studies; Food Security; Gender and Development; Microenterprise; NPO Policies and Operations; Peace and Conflict Resolution; Poverty Mitigation; and Public Health.

**Organizational Leadership Focus Areas:** Church Administration; Community and International Development; Community Mobilization; Development Policies of Government and Religion; and Leadership Models.

## Comprehensive Exam (IDAS670)—0 credit hours

## TOTAL—39 semester credit hours

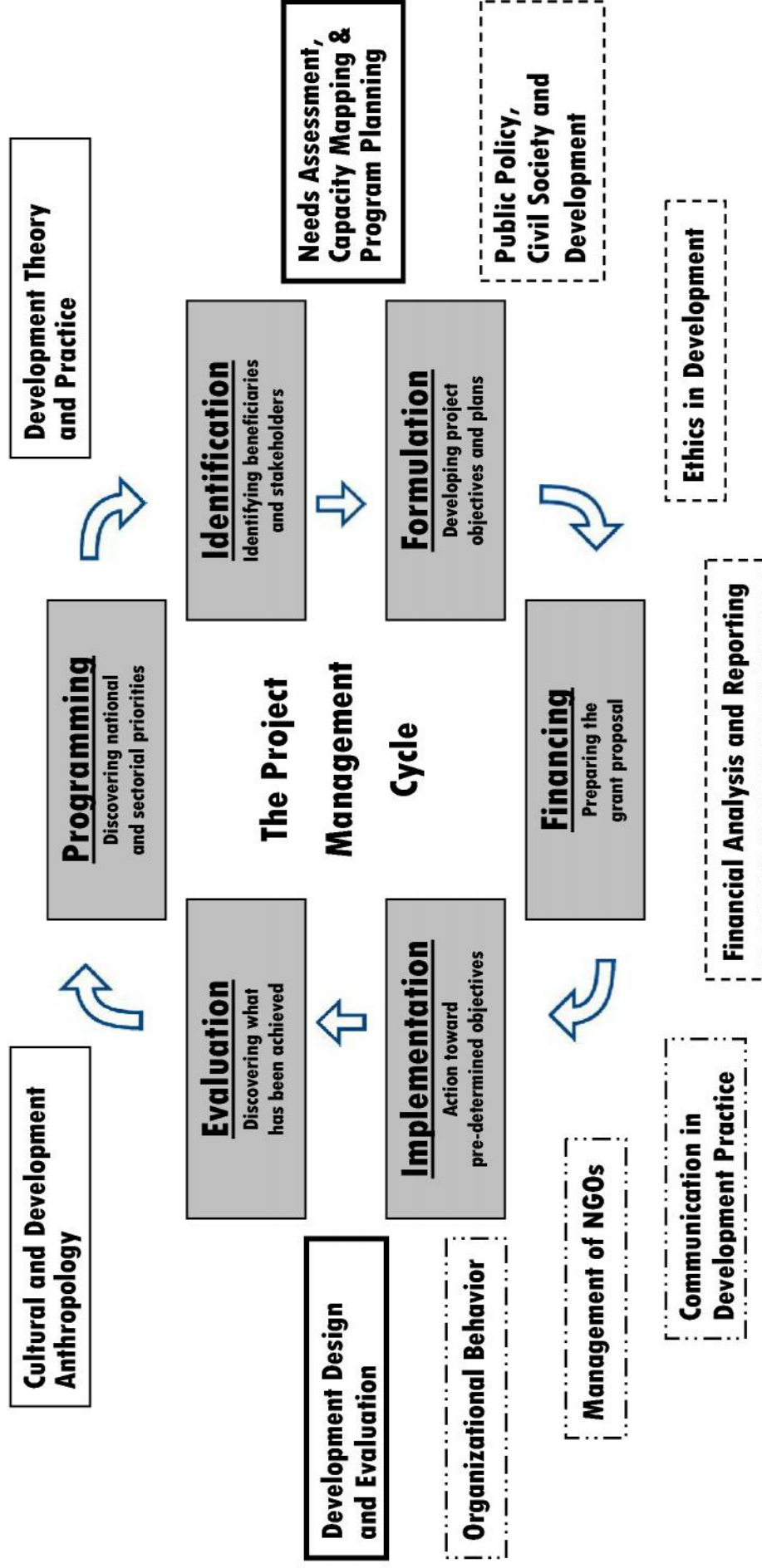
<b>Core Courses (26 Credits)</b>				<i>Sessions can be taken in any order.</i>
<b>Social Science Foundations</b>	<b>Planning and Evaluation (ID)**</b>	<b>NGO Management and Leadership</b>	<b>Accountability</b>	
Cultural & Development Anthropology <u>ANTH517</u> (2)	Needs Assessment & Capacity Mapping <u>CIDS530</u> (3)	Communication in Development Practice <u>COMM540</u> (2)	Public Policy, Civil Society & Development <u>PLSC525</u> (2)	
Development Theory & Practice <u>CIDS520</u> (3)	Development Design & Evaluation <u>CIDS536</u> (3)	Leadership & Management of Not-for-Profit Organizations <u>BSAD530</u> (3)	Ethics in Development <u>IDAS610</u> (2)	
Organizational Behavior & Leadership ( <i>online course</i> ) <u>BSAD515</u> (3)				
Financial Analysis & Reporting ( <i>online course</i> ) <u>ACCT625</u> (3)				
<b>**Planning and Evaluation (OL)</b> Program Design and Evaluation <u>IDAS630</u> (3) Conflict Management <u>CHMN526</u> (3)				

<b>Concentration Courses (13 Credits)</b>		<i>Required for both majors.</i>
<ul style="list-style-type: none"> <li>• Portfolio <u>IDAS597</u> (1)</li> <li>• Applied Statistical Methods (<i>online course</i>) <u>IDAS613</u> (2)</li> <li>• Development Research Methods (<i>online course</i>) <u>IDAS623</u> (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Professional Training <u>IDAS635</u> (2)</li> <li>• Field Practicum <u>IDAS680</u> (2)</li> <li>• Specialization Essay <u>IDAS696</u> (1)</li> <li>• Research Project <u>IDAS697</u> (3)</li> </ul>	

<b>Concentration Topics Include...</b>
<p><b>International Development Major:</b></p> <ul style="list-style-type: none"> <li>• Advocacy • Agro Forestry • Child Advocacy • Civil Society • Cross Cultural Relations</li> <li>• Development Policies of Government • Disaster Preparedness • Education • Environmental Studies</li> <li>• Food Security • Gender and Development • Microenterprise • NPO Policies and Operations</li> <li>• Peace and Conflict Resolution • Poverty Mitigation • Public Health</li> </ul> <p><b>Organizational Leadership Major:</b></p> <ul style="list-style-type: none"> <li>• Church Administration • Community and International Development • Community Mobilization</li> <li>• Development Policies of Government and Religion • Leadership Models</li> </ul>

# Master of International Development Administration (MIDA)

## International Development Core Courses (26 Semester Credits)



**Focus Area Activities (13 Semester Credits)**

Portfolio of Academic Achievement, Applied Statistical Methods, Development Research Methods, Field Practicum (Baseline Study, Benchmark Study), Professional Training, Colloquium, Specialization Essay, Research Project

# Program Portfolio

The Portfolio course is to demonstrate evidence of achievement for professional development in the student's Focus area and the ability to write in a creative and critically reflective manner. The student will demonstrate this by:

1. preparing educational and professional accomplishments to date;
2. selecting a Focus area or specialization;
3. identifying and reflecting on the learning experience to meet professional and personal objectives by participating in the MIDA program.

## Sections of the Portfolio

Organizing the artifacts for inclusion in a Portfolio collection is not required for the grade of this course, so it is the responsibility of each student of the MIDA program to present the Portfolio documents in a media (print, electronic, DVD) to best suit his/her professional needs. The benefit of preparing a Portfolio is that it shows through an organized collection of artifacts evidence of achievement of the learning objectives throughout the MIDA degree program. The audience consists of all persons interested in the student's growth. It can also be used as a tool to enhance employment opportunities, showing skills and qualities of the student to meet the needs of an organization/company. Below is a suggested format to arrange in a Portfolio format the artifacts from the achievements in the MIDA program.

### Personal Profile

Life Sketch  
Goal Statement  
Peak Experiences (photo-journalism reports)

### Focus Area Profile

Scope of Work  
Field Practicum Reports  
Focus Area Presentation  
Synthesis Paper  
Colloquium  
Specialization Essay

### Research Profile

Research Proposal  
IRB Approval  
Research Project  
Research Publication

### Reflection Papers

Annual reflection paper for each of the four sessions attended  
Final reflection paper

### Curriculum Vita

An updated Curriculum Vita which outlines professional accomplishments to date.

# Focus Area Profile

Students are required to complete a Focus area involving a minimum of 13 semester credits in a selected specialization area. The courses for the Focus area are completed in a directed study format. This allows the student's specialization area to be uniquely tailored to suit his/her career and educational goals. A Focus area is selected in consultation with the Concentration (Focus) Advisor during the first year of study.

There are a number of possible ways to complete these requirements and the student needs to begin planning for his/her Focus from the first year of the program. Following are some aspects to keep in mind as the student begins planning for his/her Focus area.

## Selecting an area of Focus or Specialization

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The Focus is a centering of a student's program of study in one field of learning and practice, in which s/he is expected to do work at an advanced level. In selecting an area of Focus area, or specialization, the student should be mindful of the following:

1. Previous learning that could serve as a foundation for his/her Focus, such as a background in agriculture, social work, health, or engineering;
2. Future plans that the student may have with regard to work and study;
3. Current or emerging opportunities in the student's place of employment;
4. Availability of training opportunities in a possible Focus area;
5. Research possibilities;

### **International Development Focus area topics include, but are not limited to:**

Advocacy	Food Security
Agro Forestry	Gender and Development
Civil Society	International Agriculture
Cross Cultural Relations	Microenterprise
Development Policies of Government	NPO Policies and Operations
Disaster Preparedness	Peace and Conflict Resolution
Education	Poverty Mitigation
Environmental Studies	Public Health

### **Organizational Leadership Focus area topics include, but are not limited to:**

Church Administration  
Community and International Development

Once the student has selected the Focus area, s/he needs to prepare a Scope of Work. All requirements for the Focus area will be related to the specialization area selected by the student and approved in the Scope of Work.

The graduate student's Focus area culminates in a Research Project. This requires working under a research mentor in the student's particular field of specialization or Focus. Specific course details for the Focus area are found in the Focus area syllabi.

# Comprehensive Examination

Each student pursuing the Master of International Development Administration degree is required to pass a written Comprehensive Examination at the end of his/her studies. The Comprehensive Examination questions will be based on the concepts and principles taught in the core and focus area courses the student has taken during the program.

Before being allowed to sit the Comprehensive Examination, the student must satisfy four criteria: 1) Having attended all Core Courses; 2) Completion of all Focus Area Requirements except the Research Project; 3) Financial Clearance of the student and/or his/her organization; 4) Regular Admission status to the program.

Guidelines and review concepts to prepare for the Comprehensive Examination will be provided at the time of the third and fourth sessions in the student's program.

The Comprehensive Examination will be given in three parts during a one-day session. Part A will be scheduled for one 4-hour-block of time. Parts B & C will be taken together during one 3-hour block of time.

## Examination Format

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### **Part A: Core Courses Examination**

Ten essay-type questions will be selected from the core courses students have studied. Students are required to answer six questions from the following four sections.

- i.) Social Science Foundation - Answer one (1) question
  - Development Theory & Practice
  - Cultural & Development Anthropology
  
- ii) Program/Evaluation
  - International Development Majors* - Answer one (1) question
    - Needs Assessment, Capacity Mapping, & Program Planning
    - Development Design & Evaluation
  - Organizational Leadership Majors* - Answer one (1) question
    - Program Design & Evaluation
    - Conflict Management
  
- iii) Management - Answer two (2) questions
  - Organizational Behavior & Leadership
  - Leadership & Management of Non-Profit Organizations
  - Communication in Development Practice
  
- iv) Individual Organizational Accountability – Answer two (2) questions
  - Financial Analysis & Reporting
  - Ethics in Development
  - Public Policy, Civil Society & Development

**Part B:** Development Research & Applied Statistics – Answer one (1) question  
Two questions will be presented for this topic

**Part C:** Focus Area – Answer two (2) questions

Two comprehensive essay questions are intended to cover the student's area of specialization or Focus. Each student will identify in advance the Focus area to be covered by this question.



# Graduate Certificate

To qualify for a graduate level certificate, prospective students must already hold a terminal undergraduate degree (a bachelor's degree). The purpose of a graduate certificate is to provide specialized knowledge without completing a full master's degree. The certificate program represents a collection of courses (15 credits) and when completed affords the student a record of academic accomplishment at the graduate level in international development or organizational leadership.

## Required courses — 6

### *International Development Major*

BSAD 530 - Leadership & Management of Not-for-Profit Organizations Credits: 3

CIDS 520 - Development Theory and Practice Credits: 3

### *Organizational Leadership Major*

CHMN 526 - Conflict Management: 3

Choose One:

BSAD 515 - Organizational Behavior & Leadership: 3

BSAD 530 - Leadership & Management of Not-for-Profit Organizations: 3

## Elective courses — 9

### *Available for Both Majors*

ACCT 625 - Financial Analysis and Reporting Credits: 3

ANTH 517 - Cultural and Developmental Anthropology Credits: 2

BSAD 515 - Organizational Behavior & Leadership Credits: 3

COMM 540 - Communication in Development Practice Credits: 2

IDAS 610 - Ethics in Development Credits: 2

PLSC 525 - Public Policy, Civil Society and Development Credits: 2

### *Available for International Development Major*

CIDS 530 - Needs Assessment, Capacity Mapping & Program Planning Credits: 3

CIDS 536 - Development Design & Evaluation Credits: 3

### *Available for Organizational Leadership Major*

IDAS 630 - Program Design and Evaluation: 3

# Admission/Enrollment/Attendance

To qualify for regular admission to the master's-degree programs governed by the School of Graduate Studies, the student must meet the following minimum academic standards in addition to fulfilling the general admission requirements as listed in the Official Bulletin of Andrews University.

- Hold a four-year baccalaureate degree from an accredited American university or senior college, or its equivalent from a comparable institution outside the U.S.
- Demonstrate adequate undergraduate preparation in the proposed field of graduate study and in general education.
- Indicate ability to handle master's-level work in the language of instruction.
- Show evidence of ability to carry advanced study as listed below.

Note:

- Access to email communication is compulsory for participation in this program.
- The Graduate Record Examination (GRE) transcript requirement is waived for students in the overseas program.
- TOFEL is waived for students in this program.

## Minimum GPA Requirements for Admission

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Satisfy one of the criteria below:

- Have an overall GPA of at least 2.60 in undergraduate courses.
- Have a GPA of at least 2.75 on last 50% of undergraduate courses.
- Have a graduate GPA of at least 3.50 on 8 credits or more earned in courses graded A-F.
- Hold a previous master's degree.

## Admission/Enrollment Categories

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Students are admitted and enrolled under one of the following categories:

### Regular Status

Students are admitted on a regular basis who meet

- General admission requirements,
- Minimum academic standards for graduate programs at Andrews University, and
- Specific admission requirements of the departments/programs in which they plan to enroll.

### Provisional Status

A student who fails to meet one or more of the requirements for regular admission may be admitted on a provisional basis according to the guidelines of the IDP Special Admissions Committee.

Students enrolled on provisional status may not:

- Register for thesis or independent study,
- Request advancement to degree candidacy,
- Take comprehensive examinations.

### **Permission to Take Classes (PTC)**

PTC is a temporary enrollment designation, not an admission category. The PTC status is especially designed to facilitate the enrollment of a qualified student in special classes including workshops and guest students from other universities.

Permission to take classes status is for

- Applicants who have no intention of earning a graduate degree from Andrews,
- Graduate students who are not enrolled at Andrews University and who wish to take classes as guest students,
- Students who have applied for admission to a graduate program but, for some reason, the application has not yet been completely processed. In such cases, PTC status is available for one semester only.

Enrollment on a PTC basis does not guarantee or imply future admission to a degree program. Normally, transcripts are not required for PTC enrollment. Courses taken on a PTC basis generally do not count toward a graduate degree. However, up to 8 credits may be applied by petition after the student has applied for and been accepted into a graduate-degree program. Petitions are evaluated on an individual basis and are not automatically approved.

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### **Attendance and Travel Requirements**

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The following are to be considered when making travel plans:

- To be registered for courses, students are required to attend all class appointments.
- Visa complications are not accepted as a reason to delay arriving at a session. Documents to assist students with visas are provided on request 3-6 months ahead of the session.
- Any session may be changed or cancelled up to 6 weeks before the start of the session. Students are obligated to check on the IDP website for the latest schedule and arrange travel insurance if necessary to combat ticket changes and medical emergencies.
- Appropriate medical coverage (including vaccines and anti-malarials).
- For travel safety, it is the responsibility of the student to check their country's government travel advisory information.

# Assignment Submission Policy

## Assignment Identification

1. The student should submit all assignments using a Cover Sheet with a specific format.
2. When sending the e-mail message to accompany the assignment, the following uniform identification should be followed:
  - Subject Line: Site/Course Name/Name of Student
  - Message: Please find attached the following assignment:
    - Name of Professor:
    - Assignment Name as it Appears in the Syllabus:
3. See examples of both the Cover Sheet and the e-mail message format on the next two pages.

## Student Responsibility

1. The student sends by e-mail the assignment to the course professor, with a copy to [idpassignments@andrews.edu](mailto:idpassignments@andrews.edu).
2. The student should keep both a digital and a hard copy of each of his/her assignments until after the Comprehensive Examination.

## Teacher Responsibility

The professor of the course will submit the grade to the International Development Program office for distribution to the students.

## IDP Office Responsibility

1. File an electronic copy of the assignment received. This will only be for post session assignments related to Core Course requirements.
2. Confirm receipt of the assignment within 7-10 days.
3. Advise students when grades are available.

## Submission Deadline

1. The assignment due date given by the course professor during the session will be enforced.
2. Delayed assignments will be treated as follows: For delay after a due date, one letter grade will be deducted for that assignment as per the professor's instruction in the course outline. See example below.

Due date: June 30, assignment has a possible grade of A

Delay (up to 15 days): July 01-15, assignment can receive no more than a B grade

Further delay: July 16-30, Assignment can receive no more than a C grade

If donors providing student scholarships request academic progress of their candidates, this information will be provided only with approval from the student.

ASSIGNMENT TITLE

Student's Name

Student's ID Number

Course Name and Number

Professor's Name

As a member of the academic community of Andrews University, I pledge that I have not received, used, or given any unauthorized assistance on this assignment.

Andrews University

International Development Program

Name of Site

Date of Submission

TO:

Professor's Email Address

CC:

idassignments@andrews.edu

SUBJECT:

Name of Site / Name of Course / Student's Name

ATTACHMENTS:

StudentName-AssignmentName.doc

MESSAGE:

Please find attached the following assignment:

Professor's Name

Name of Assignment

# Username & Passwords

Andrews University Usernames and Passwords may be used for a variety of functions. They give the IDP student access to library resources and course grades.

Each IDP student will be given an Andrews University Username and Password at the time s/he is granted admission. If a student has not received this information or cannot remember the details, s/he should contact Rodrick Snow by email at [snowr@andrews.edu](mailto:snowr@andrews.edu).

Below is some additional information regarding the Username and Password that the student may find helpful.

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## For The Student Who Knows His/Her Password

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If the student knows his/her current Password and would like to change it, s/he should do the following:

First, go to the website <https://secure.andrews.edu/access/>.

Second, the student should enter his/her Username and current Password when prompted.

Third, under the heading “**Password/Mail forwarding**” click the link for “**Change your password.**”

Finally, follow the instructions. The student will need to type the new password in both of the boxes before clicking “**submit.**”

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## For The Student Who Does Not Remember His/Her Password

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If the student does not remember his/her Password, s/he should send an email to Rodrick Snow at [snowr@andrews.edu](mailto:snowr@andrews.edu), who can provide assistance in receiving a new password.

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## @andrews.edu Email Account

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The student’s Username will work as an Andrews University email account as follows:

*username@andrews.edu*

The Andrews email address is not a regular email account. It is a forwarding account. This means that any messages that are sent to the student’s Andrews email will automatically be forwarded to his/her current email account. However, in order to use the Andrews email, the student must maintain his/her forwarding address with Andrews University as follows:

First, go to the website <https://secure.andrews.edu/access/>.

Second, the student should enter the Username and Password when prompted.

Third, under the heading “**Password/Mail forwarding**” click the link for “**Mail forwarding management.**”

Finally, the student should click the radial button next to “**email address**” and type his/her current email address in the box (for example: *username@gmail.com*) and click “**submit.**”

Now, anyone can send an email message to *username@andrews.edu* and it will automatically be forwarded to *username@gmail.com*.


# James White Library Off-Campus Services

An off-campus student of Andrews University may be located anywhere in the world and have access to library resources and services that are an essential component of his/her university education. Once the student has registered for the International Development Program, the services and resources of James White Library (JWL) are at his/her disposal. This includes access to the Library's online catalogue, online databases, interlibrary loan and document delivery services, reference and consultation services, resource guides, and online tutorials. A list of these services and information about them, can be found on the Library's Off-Campus Services website:

**<http://www.andrews.edu/library/ocls/offcamp.html>**

First, however, the student must ensure that s/he has the following:

1. Current registration for classes.
2. Appropriate computer software/hardware, and connection to the Internet, and an e-mail address.
3. Valid Andrews University Username and Password.

Many of the JWL online databases of journal articles are licensed and only available to faculty and registered students of Andrews University. The ACCESS symbol  beside the name of an online database indicates that it has access restrictions. The student's Username and Password will serve as verification that s/he is a bona fide student of Andrews University. Links to the online databases can be found on the library's web site:

**<http://www.andrews.edu/library>**

Once the Username and Password of the student has been entered, s/he may move between any of the licensed databases without re-entering the Username and Password until the web browser is closed. Access to the library and its services will last until the student registers for classes at the next session.

If the student is unsure about how to use any of the library's online databases, it is suggested that s/he complete the online tutorial—particularly lesson 5 which deals with online databases. A link to this tutorial is found on the Library's Off-Campus Services website.

If the student has further questions or requires assistance, s/he may contact the James White Library Off-Campus Library Services Coordinator at [ocls@andrews.edu](mailto:ocls@andrews.edu).



# Course Grades

Grades can be accessed on-line through [vault.andrews.edu](https://vault.andrews.edu).

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## Security

Although this sensitive information regarding grades is accessed via the internet, it is secure. In order to access these services, the student must have an Andrews University Username and Password. When logging in, the student will be asked for his/her personal Username and Password. The student will then be shown only the information pertaining to him/her. For instance, the student will only see his/her own grades.

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## Vault

Vault is the web system that Andrews University has set up to allow the student to access his/her academic records. It is available at any time. To access Vault and to view a transcript of courses previously completed:

Go to <https://vault.andrews.edu/>

Click **“My Account”** in the left hand column

Click **“Banner Web”** in the left hand column

Enter the Username and Password and click **“Login”**. Once logged in, the student should navigate through the pages by clicking the following links:

Click **“Student Services & Financial Aid”**

Click **“Student Records”**

Click **“Academic Transcript”**

Click **“Display Transcript”**

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## Questions

If the student has difficulties or questions about accessing this information, please contact Rodrick Snow by email at [snowr@andrews.edu](mailto:snowr@andrews.edu).

# Academic Integrity

In harmony with the mission statement, Andrews University expects students to demonstrate the ability for critical thinking skills and exhibit personal and moral integrity in every sphere of life. Thus, students are expected to display integrity in all academic matters. Academic integrity is about doing academic work correctly, ethically and honestly.

Andrews University takes seriously all acts of academic dishonesty. Such acts as described below are subject to discipline. These acts are tracked in the office of the Provost and may be referred to the Committee on Academic Integrity for recommendations on penalties. Consequences may include denial of admission, revocation of admission, warning from an instructor with or without formal documentation, or academic dean with formal documentation, receipt of a reduced or failing grade with or without notation of the reason on the transcript, suspension or dismissal from the course, suspension or dismissal from the program, expulsion from the university, or degree cancellation. Disciplinary action may be retroactive if academic dishonesty becomes apparent after the student leaves the course, program or university.

Academic dishonesty includes (but is not limited to) the following acts:

1. Falsifying official documents;
2. Using materials during an examination other than those specifically allowed by the instructor or program;
3. Copying from another student during an examination, other than specifically allowed by the teacher or program;
4. Assisting another in acts of academic dishonesty (e.g., falsifying attendance records, providing unauthorized course materials);
5. Plagiarism which involves misrepresenting as one's own original work the ideas, interpretations or creative works of another. This includes published and unpublished documents, designs, music, images, photographs, and ideas gained through working in a group.

To avoid plagiarism, students should acknowledge sources with references for:

1. Direct quotes (also use quotation marks and reference the page number);
2. Information from several sources even paraphrased;
3. Electronic media from any source, including the internet;
4. An image/figure/table from someone else's work;
5. Good writing skills will support your "story" and help to avoid plagiarism.

The International Development Program mentors students to achieve academic excellence in fulfillment of the Andrews mission to *Seek knowledge. Affirm faith. Change the world.*

# Graduation Requirements & Deadlines

Requirements for the Master of International Development Administration (MIDA) degree include the following:

- A student must satisfactorily complete all 39 semester credit hours in the prescribed program.
- The student must submit evidence of competence in conducting investigation or research in his/her area of Focus. This requirement is fulfilled by completion of a Research Project.
- After the student has been advanced to degree candidacy, s/he must successfully pass a written Comprehensive Examination, usually taken at the end of the fourth year.
- Have paid tuition in full for the program.

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## Academic Standards

Candidates for the MIDA degree are subject to these standards:

- A minimum Grade Point Average (GPA) of 3.00 (4.00 system) is required in those courses that apply to the degree.
- No course with a grade of D or F (or U) may count toward a graduate degree.
- If a student receives an unsatisfactory grade as defined above, the course may be repeated once.
- Credit by examination is not accepted toward a graduate degree.

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## Time Limits on Graduate Degrees

The student must complete the requirements for a master's degree within six calendar years from the beginning of the first semester of class work irrespective of admission classification.

- No course taken earlier than six calendar years before the student's graduation year may be applied to the degree without appropriate updating.
- A petition for a one-year extension of time may be granted by the Dean of the School of Graduate Studies upon the recommendation of the student's Concentration (Focus) Advisor and the IDP Director.
- If the semester in which the student expects to graduate is delayed past the time limit and no extension is granted, the courses taken prior to the six-year limit no longer apply to the degree or qualify to be updated. The student may be required to take additional courses.
- Grades from all graduate courses taken at Andrews University, and those taken on a PTC basis, are used in computing the final GPA.

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## Comprehensive Examination

An International Development Program student is not permitted to sit for the Comprehensive Examination until s/he has been officially advanced to degree candidacy, all core courses have been completed, all Focus courses (with exception of the Research Project) have been completed, and there is a zero balance on the student's account.

The deadline to complete the comprehensive exam (and research project) depends on the student's planned date of graduation. There are three opportunities for graduation each year:

**Graduation Month..... Comp Exam Taken By..... Research Project Submitted By**

April/May..... January 01 ..... March 01

July/August..... May 01 ..... June 01

December ..... September 01 ..... November 01

# Financial Information

The International Development Program has a financial package to reduce the cost of tuition for this off-campus master program with the objective of making quality education affordable and accessible. A summary of the tuition package and service fees for each venue is found on the IDP website.

- Full tuition and fees must be paid before the session by bank transfer or credit card. An invoice will be provided in advance of the session. Details of these options are available on the IDP website.
- Students are responsible to pay for travel and lodging/food at each venue. These costs are not covered in the tuition. The information for these services at each venue can be found on the IDP website.
- If students are using the food and lodging services of the hosting institution, these costs will be paid directly to the venue staff at the commencement of the intensive session.
- Students must obtain financial clearance before attending an intensive session.
- Beginning with the second session, an advisor fee will be charged.
- Beginning 12 months after the student's final intensive, a research continuation fee will be charged annually through the period the student continues to work on the Focus and research requirements.
- Dollar amounts quoted are in USD.

# Contact Information

<u>Name</u>	<u>Responsibility</u>	<u>Email</u>	<u>Telephone</u>
Dulhunty, Dawn	Director	dulhunty@andrews.edu	269.471.3668
Snow, Rodrick	Office Manager	snowr@andrews.edu	269.471.6584
Student Assistants	English	idpenglish@andrews.edu	
	Spanish	idpespanol@andrews.edu	
	French	idpfrancais@andrews.edu	
Core Course Assignment Submissions		idpassignments@andrews.edu	

Focus Area Assignment Submissions are submitted by email to the Focus Mentor and/or Concentration (Focus) Advisor as required.

## **International Development Program**

Buller Hall, Office 226  
8488 E Campus Circle Dr  
Berrien Springs, MI 49104-0031  
Tel: 269.471.3668  
Email: idp@andrews.edu  
Web: www.andrews.edu/idp

## **James White Library**

Berrien Springs, MI 49104-1400  
Tel: 269.471.6344  
Email the reference desk: askjwl@andrews.edu  
Email off-campus library services: ocls@andrews.edu  
Web: www.andrews.edu/library/ocls/offcamp.html

## **Office of Scholarly Research**

Berrien Springs, MI 49104-0355  
Tel: 269.471.6361  
Web: www.andrews.edu/services/research/

# School Song

Our Dear A.U.

I. A. Steinel  
Adapt. by Opal H. Young

I. A. Steinel  
Arr. by C. J. Hall

1. From North and South, from East and West, We come to you, From  
2. We thank you for the friendships true. We owe to you; For

far off land, from sun-ny isle A - cross the blue. Our  
mem-ries that will warm our hearts For long years through; These

souls you kin - dle with a fire, A loft - y pur-pose you inspire. You  
friends with us will all ring true, To goals and aims of Gold and Blue. It's

help us reach our hearts' de - sire Our dear A. U.  
cor- pus, mens and spi- ri- tus At dear A. U.

*Refrain*

Our hearts beat high with love and loy- al- ty, We pledge ourselves to

you For ser-vice grand in ev- 'ry land, Our dear A. U.