



# UNIVERSITY OF FLORIDA

College of Business Administration  
Graduate School of Business  
Fisher School of Accounting  
JOHN KRAFT, DEAN

100 Bryan Hall \* P.O. Box 117150  
Gainesville, FL 32611-7150  
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## GENERAL FACULTY MEETING 10/8/93 MINUTES

Dean Kraft called the meeting to order at 1:10PM.

1. The minutes of general faculty meeting of September 24, 1993 were approved as distributed.
2. Dean Kraft requested that someone "move" that we suspend the quorum rules. A motion was made and seconded to suspend the quorum rules. A memo will be sent to the faculty in order to give others the opportunity to cast a vote on the BABA Proposal. Mark Rush presented the BABA Degree as an action item. A motion was made and seconded to pass the BABA Degree as described in Attachment 2 of the Agenda.
3. Dean Kraft encouraged all of the Senate Representatives from the College of Business be present at the next Senate Meeting since the BABA degree will be an item on the agenda. If the BABA Degree is successful at this point admissions would start in January.

A motion was made and seconded to adjourn the meeting at 1:10PM.

## GRADUATE FACULTY MEETING 10/8/93 MINUTES

1. The minutes from the 9/24/93 were approved as distributed.
2. Information Item: Dean Kraft explained that we have been approached by the American Graduate School of International Management about entering into a dual degree with them. Chris James described what they are proposing. This proposal involves having students be able to transfer 12 hours from Thunderbird into our program and likewise they would accept 12 UF hours into their program. The program is very well regarded by recruiters and students. They have their own facilities in Japan with an emphasis on cultural studies. Chris James referred to the Business Week survey for interested faculty. Dean Kraft pointed out that our advantage was having access to their placement. It was stated that they have a very good program. Under the proposal, we would control the admission for our program and they would control the admission for their program. This will appear as an agenda item to be voted on at the next Faculty Meeting which will be on December 10, 1993.

A motion was made and seconded to adjourn the meeting at 1:20PM.  
108.MIN/TXTRCM



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GENERAL FACULTY MEETING  
10/8/93  
102 BUS  
1:00 - 3:00 p.m.

## AGENDA

1. Minutes from the 9/24/93, General Faculty Meeting (attachment 1).
2. Undergraduate Committee: (attachment 2)  
BABA DEGREE (action item) - Mark Rush
3. Dean's Report
4. Other Business

GRADUATE FACULTY MEETING  
10/8/93

## AGENDA

1. Minutes from the 9/24/93, Graduate Faculty Meeting (attachment 1)
2. INFORMATIONAL ITEM: MBA Program Dual Degree (attachment 3) - Chris James

JK:FAMTAG.108/TXTRCM



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## GENERAL FACULTY MEETING 9/24/93

### MINUTES

Dean Kraft asked for a motion to be made to take items out of order to allow enough time for discussion on lengthy topics. A motion was made and seconded to hold the Graduate Faculty meeting first and also to discuss items out of order.

1. Minutes from 8/27/93, General Faculty Meeting were approved as distributed.

At this time Hal Smith introduced a Visiting Scholar to the College. David Jamison was introduced and Madelyn Lockhart was welcomed back.

2. TIP - Awards: Carl Barfield, Chairman of the Teaching Improvement Committee, explained that the TIP Award Program has been a three year process and it has been taken to the BOR and the legislature. The Committee was asked to try and advise on the implementation of this program at the University of Florida. The various Colleges have been given a September 30 deadline to provide the protocols to be used to select the nominees for these awards. The Committee will be drafting the Continuation Report and would like to hear from the Faculty by October 14 when the Committee will meet with the President for the first time. They are trying to produce the first draft by November. Some discussion took place.

Dean Kraft noted that Chris James is the Chairman of the College Committee which has developed a plan. Dr. James indicated that the Committee is in the process of putting together a procedure for selection of candidates. He explained that there is a College Committee that will make recommendations to the Dean who will then make recommendations to the President. This document should go out to the faculty next week. Dr. James encouraged the faculty to apply and to nominate qualified individuals. Dean Kraft encouraged the faculty to send any suggestions to President Lombardi or to the Teaching Improvement Committee (Dr. Mark Rush is a member).

3. P&T Committee: Mark Flannery presented the proposed changes to the College By-Laws. The changes include 1) add evaluating candidates for tenure and promotion, 2) to serve in a advisory capacity to the Dean in the three-year review process for progress toward tenure and, 3) to delete written evaluations of tenure and promotion recommendations. There was much discussion on this topic. It was decided not to present this as an action item. Dean Kraft stated that it is obvious

these matters will need to be brought up at the Academic Unit Heads Meeting and also the Faculty Advisory Committee before bringing them back to the faculty for action.

4. Enrollments: Dean Krafted encouraged the faculty to look at the Data included in the agenda. He stated that no changes are expected in enrollments.
5. BABA Degree: Mark Rush encouraged comments from the faculty on the BABA degree. He stated that Dean Kraft has already met with each department on this item. He opened the floor for comments from the faculty. No discussion took place.
6. There was no Dean's Report
7. John Simmons reminded the faculty that a memo has gone out from the Faculty Advisory Committee soliciting issues important to the them and the College. He encouraged feedback to be sent to his attention.
8. Dean Kraft reminded everyone that beginning Monday, the UG Office will be located in the old computer lab, BUS 100. The Management Department will be expanding into 201 BUS.

A motion was made and seconded to adjourn the meeting at 2:15 p.m.

GRADUATE FACULTY MEETING  
9/24/93  
MINUTES

1. Minutes from 8/27/93, Graduate Faculty Meeting were approved as distributed.
2. MBA For Managers - Chris James made a motion to approve the program as described in the Graduate Faculty Meeting agenda (attachment #5). Dr. James gave a brief description of the program. He stated that the MBA For Mangers was approved by the Faculty a year and a half ago as a pilot program. The proposal if approved would allow the program to be offered on a permanent basis. Some discussion took place. The motion was seconded and passed to approve the proposal as described.

A motion was made, seconded and passed to close the Graduate Faculty meeting.

SUMMARY OF DRAFT PROPOSALBACHELOR OF ARTS IN BUSINESS ADMINISTRATION DEGREE PROGRAMSEPTEMBER 8, 1993

The College of Business Administration Undergraduate Committee proposes the establishment of a Bachelor of Arts in Business Administration (BABA) degree. The requirements for the Bachelor of Science in Business Administration (BSBA) degree would remain as currently specified. In terms of curriculum, the Bachelor of Arts degree would require students to take a minimum of 38 hours (13 courses) in the College, plus an outside area of specialization consisting of at least four courses and a minimum of 12 hours. A summary of the draft proposal follows:

1. Admission requirements: Completion of preprofessional courses; 2.0 preprofessional GPA; 2.0 overall GPA.
2. GPA requirements for graduation: A 2.0 UF GPA and a 2.0 average GPA in the outside area of specialization, and either a 2.0 overall GPA in all core courses attempted or the passing of all core courses with a grade of 'C' or better.
3. General education, college distribution, preprofessional, and business core course requirements are identical to those for the BSBA program.
4. Students will designate an area of specialization from outside the College of Business Administration. The specialization requirements will be at least four courses (minimum of 12 hours) at the 3000 and 4000 level from an approved area of study.
5. Remainder of the 124 hours required for graduation (20 hours) could be used for free electives.
6. Advantages
  - a. Students will receive an AACSB accredited degree.
  - b. Students will receive a broad education and will be able to design unique combinations: i.e., Latin American studies and business; a language and business; public relations and business; food and resource economics and business; environmental studies and business; building construction and business; etc.
  - c. While the BABA program will have admission requirements that are less restrictive than those for the BSBA program, the emphasis of the program will be on its curriculum diversity, not on its access or admission differences. In the long run, the average academic credentials of the BSBA and BABA students are expected to be very similar.
  - d. The admission requirements will assure that all students who are admitted to the University of Florida and maintain passing grades (2.0 GPA) will have a chance to receive an accredited business degree.

## PROPOSAL - FIFTH DRAFT

### BACHELOR OF ARTS IN BUSINESS ADMINISTRATION DEGREE PROGRAM

SEPTEMBER 8, 1993

The College of Business Administration Undergraduate Committee proposes the establishment of a Bachelor of Arts in Business Administration (BABA) degree, with a designated major of Management (Track: General Business), and requiring an area of specialization outside of the College consisting of at least four courses and a minimum of 12 credit hours in an approved area of study. This BABA program would be in addition to the traditional majors within the Bachelor of Science in Business Administration (BSBA) degree program.

#### RATIONALE

Both President Lombardi and Provost Sorensen have stated that they wish students who are in good standing, but who have GPAs between 2.0 and 2.5 and are unable to find a home in an upper division college, to be able to graduate from the University of Florida. This goal can only be accomplished if sufficient programs exist which will not only admit these students, but are of potential interest to the students.

Although there have been discussions among the deans about establishing a general studies major to accommodate these students, perhaps through students fulfilling the requirements of two minors, there has always been the issue of which college would be willing to actually award the degree. The problem was the non-existence of a program that fully encompassed the fundamental curriculum of the college offering the degree; for instance, we were not willing to offer a BSBA degree simply because a student completed the Business Minor, and certainly were not willing to offer a BSBA degree if a student completed a minor outside of our College and took no business courses. The proposed BABA degree, with an area of specialization outside of the College and a designated major of Management, relates directly to our existing degree program because students within both the BSBA and the BABA programs will be required to complete the same set of business core courses. In fact, it is this unique characteristic of our College, that all majors take the same set of core courses, that makes the proposed BABA degree program viable for our College.

We firmly believe that any degree that combines a fundamental knowledge of business with an outside area of specialization is a worthwhile course of study for a student to follow. The proposed degree gives students the flexibility to design a program that meets their particular interests and needs. Perhaps more importantly, it has been widely observed that the field-centered specialization encouraged by university structure has developed a community of experts who have difficulty dealing with change, innovation, and management of technology. The spirit of entrepreneurship and the breadth of the generalis can be lost in overspecialization. This has led to the American Association of Collegiate Schools of Business' (AACSB) move towards a more generalized curriculum and this degree is consistent with that move. In fact, given the success of similar outside areas of specialization within the MBA Program, we expect to find many of the better students choosing this option over admission to the traditional majors; the BABA degree should not be thought of as a second-class degree.

Although many programs will be based on existing minors, the outside area of specialization will not be the same thing as a minor; the outside specialization will require only four courses and a minimum of 12 credit hours. However, it is expected that some students will elect to take additional courses to complete the requirements for a minor.

The BABA degree would require a 2.0 UF GPA and a 2.0 average GPA in the outside area of specialization for graduation, and either a 2.0 average GPA in all core courses attempted or passing all core courses with a grade of 'C' or better. In terms of satisfactory progress, we would recommend that students in this program be placed on College probation if any of the required GPAs fall below a 2.0.

### TIME FRAME

This program, since it is basically only a change in curriculum (the College is already authorized to offer a Bachelor of Arts degree), will only require the approval of our own faculty and of the University Curriculum Committee; if approved, it will go to the Faculty Senate as an information item. Both of these approvals could be obtained at the beginning of the 1993 Fall term and the College could be admitting students by the start of the 1994 Spring term.

### RESOURCE NEEDS

One of the advantages of this proposal is that additional resource requirements will be spread among all colleges and will not significantly impact any one college. The College of Business Administration will supply at least 38 of the hours taken by the student (13 courses). The increase in demand for other colleges and departments will be a complex function of student preferences, but on balance it is anticipated that the increase in demand for any one unit should be marginal. However, it is obvious that this program will work only if other colleges and departments do not prevent the BABA students from taking the courses desired. In turn, our College should guarantee that students in other colleges will have access to our Business Minor courses, as well as all other courses taught on TV. Specific resource needs that are readily identifiable include:

1. There are currently two (2) core courses that are not offered via televised replay, ECO 3100 (Managerial Economics) and MAN 4720 (Business Policies). Recent fluctuations in enrollment in the BSBA program will allow the College to absorb the impact of new enrollment due to the BABA program to a certain degree. However, if the program results in total College demands that exceed those of 1990-91, then the College will need appropriate staffing resources in these courses. In addition, there are two preprofessional courses offered by the College that are not on TV, ACG 2021 (Introduction to Financial Accounting) and ACG 2071 (Introduction to Managerial Accounting). These courses are taught in small sections by graduate students under the supervision of Faculty Coordinators. Increased enrollment due to the BABA program will require additional OPS for appropriate teaching assistant staffing.

APPENDIX A

BACHELOR OF ARTS IN BUSINESS ADMINISTRATION DEGREE PROGRAM  
POSSIBLE OUTSIDE AREAS OF SPECIALIZATION AND COURSE REQUIREMENTS

SEPTEMBER 8, 1993

GENERAL EDUCATION COURSES		
GENERAL EDUCATION AREA	CREDITS	COMMENTS
Composition	6	
Literature and the Arts	6	
Historical & Philosophical Studies	6	
International Studies & Diversity	6	See College Distribution Requirements
Social & Behavioral Sciences	6	See College Distribution & Preprofessional: ECO 2013, ECO 2023
Mathematical Sciences	6	See Preprofessional Courses: MAC 3233, STA 3023
Physical & Biological Sciences	9	See College Distribution Requirements
<b>SUBTOTAL</b>	<b>45</b>	<b>Includes 12 Hours of Preprofessional Courses</b>

COLLEGE DISTRIBUTION REQUIREMENTS		
COLLEGE DISTRIBUTION AREA	CREDITS	COMMENTS
Social & Behavioral Sciences	9	9 Hours In Addition to General Education Courses: ECO 2013, ECO 2023
International Studies	3	3 Hours In Addition to General Education Courses: May use CBA International Courses
Physical & Biological Sciences	N/A	9 Hours Total; At Least 3 Hours in Each Area
<b>SUBTOTAL</b>	<b>12</b>	<b>In Addition to 45 General Education Hours</b>

PREPROFESSIONAL COURSES			
COURSE	COURSE TITLE	CREDITS	COMMENTS
ACG 2021	Introduction to Financial Accounting	3	Or Both ACG 2001 and ACG 2011
ACG 2071	Introduction to Managerial Accounting	2	
CAP 3802	Introduction to Computer Programming & Software Packages	3	May be Met in Alternate Ways, See Undergrad Advisors in CBA
ECO 2013	Principles of Macroeconomics	N/A	3 Hours; See General Education
ECO 2023	Principles of Microeconomics	N/A	3 Hours; See General Education
MAC 3233	Survey of Calculus I	N/A	3 Hours; See General Education
STA 3023	Introduction to Statistics	N/A	3 Hours; See General Education
<b>SUBTOTAL</b>		<b>8</b>	<b>In Addition to 45 Gen Ed Hours</b>



ED	Education	Any 3000/4000-level EVT, EDF, EDG, EEC, EME, EDE, ESE, EPH, and EEX (except EEX 3010) courses, and EGC 4033 and EGC 4471
LS	English	Any 3000/4000-level AML, CRW, ENC, ENG, ENL, and LIT courses
AG	Entomology & Nematology	Any 3000/4000-level ENY and NEM courses
AG	Environmental Horticulture	Any 3000/4000-level FRC, HOS, ORH, PLS, and VEC courses
HHP	Exercise and Sports Sciences	Any 3000/4000-level DAE, PEO, PEP, PEQ and PET courses
AG	Food and Resource Economics	Any 3000/4000-level AEB courses
AG	Food Science and Human Nutrition	Any 3000/4000-level DIE, FOS, and HUN courses
FY	Forestry	Any 3000/4000-level FNR, FOR, FAS, and WIS courses
LS	French	Any 3000/4000-level FRE, FRT and FRW courses
LS	Geography	Any 3000/4000-level GEA and GEO courses
LS	Geology	Any 3000/4000-level GLY courses
LS	German	Any 3000/4000-level GER and GEW courses
LS	Gerontology	ANT 3245, ANT 4465, COM 4460, DEP 4404, DEP 4930 (Revolving Topics: Social Aspects of Aging), EDF 3110, EDF 3935 (Special Topics: Death & Dying), EGC 3935 (Special Topics: Mental Health & Aging), GEO 4420, GEY 4930 (Special Topics: Issues & Concepts in Gerontology), GEY 4930 (Special Topics: Law, Social Policy and Aging), HSC 4930 (Special Topics: Death & Dying), LEI 3670C, NUR 4930 (Special Topics: Health Care of the Elderly Client), NUR 4930 (Special Topics: Death - A Clinical Nursing Challenge), OTH 3201, OTH 4601C, PCB 4285, PHA 4618, REL 4177 (Special Topics: Religion, Philosophy and Aging), SYA 4030 (Special Study: Families in Later Life), SYA 4030 (Special Studies: Aging, Self, and Communication), SYP 4730, SYP 4731, SYP 4740
HHP	Health Science Education	Any 3000/4000-level HSC courses
LS	History	Any 3000/4000-level AFH, AMH, ASH, EUH, HIS, LAH, and WOH courses
LS	Jewish Studies	Any 3000/4000-level JST, HBR, HBT, and HMW courses, and REL 3321, REL 3620, REL 3695, AMH 3530, LIT 3173, LIT 3353, POS 4930, WOH 3283, WOH 3284, WOH 3285, and WOH 3286
LS	Latin American Studies	Any 3000/4000-level LAH, LAS, and HAI courses
LS	Linguistics	Any 3000/4000-level LIN courses
JM	Mass Communication	ADV 3000, ADV 4300, PUR 3000, PUR 3500, RTV 3000, RTV 3401, RTV 3405, MMC 4200, MMC 4302

LS	Afro-American Studies	AFA 4936, AFA 4937, AFH 3100, AMH 3578, AMH 4571, AMH 4572, AML 3270, AML 3271, LIT 3353, PUP 4313, SYD 3700, SYD 4730
AG/EG	Agricultural Engineering	Any 3000/4000-level AGE courses
AG	Agricultural Operations Management	Any 3000/4000-level AOM courses
AG	Animal Science	Any 3000/4000-level ANS and ASG courses
AR	Architecture	Any 3000/4000-level ARC courses
FA	Art	Any 3000/4000-level ART courses
FA	Art Education	Any 3000/4000-level ARE courses
FA	Photography	Any 3000/4000-level PGY courses
BC	Building Construction	Any 3000/4000-level BCN courses
EG	Chemical Engineering	Any 3000/4000-level ECH courses
EG	Civil Engineering	Any 3000/4000-level CCE, CEG, CES, CGN, CWR, EGN, SUR, and TTE courses
LS	Communication Processes: Speech Pathology	Any 3000/4000-level SPA courses
AG	Dairy Science	Any 3000/4000-level DAS courses
EG	Electrical Engineering	Any 3000/4000-level EEL courses
EG	Engineering Science	Any 3000/4000-level EGN and EGM courses
EG	Environmental Engineering Sciences	Any 3000/4000-level EES and ENV courses
EG	Industrial & Systems Engineering	Any 3000/4000-level EIN and ESI courses
AR	Interior Design	Any 3000/4000-level IND courses
LS	Italian	Any 3000/4000-level ITA and ITW courses
JM	Journalism	Any 3000/4000-level JOU and MMC courses
AR	Landscape Architecture	Any 3000/4000-level LAA courses
EG	Materials Science & Engineering	Any 3000/4000-level EMA courses
EG	Mechanical Engineering	Any 3000/4000-level EML courses
MD	Medicine (Physician Assistant Program)	Any 3000/4000-level PAS courses
MD	Medicine - General	Any 3000/4000-level GMS, BCH, BMS, and PHA courses
AG	Microbiology & Cell Science	Any 3000/4000-level MCB courses, and PCB 3136, PCB 4203, and ZOO 4232
LS?	Military Science	Any 3000/4000-level AFR, MIS, and NSC courses
EG	Nuclear Engineering	Any 3000/4000-level ENU courses
NR	Nursing	Any 3000/4000-level NUR courses
HP	Occupational Therapy	Any 3000/4000-level OTH courses
PH	Pharmacy	Any 3000/4000-level PHA courses
HP	Physical Therapy	Any 3000/4000-level PHT courses



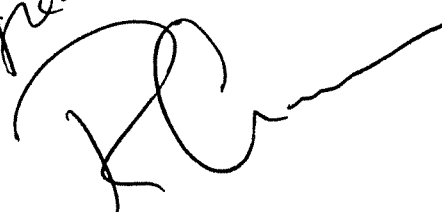
# THUNDERBIRD

AMERICAN GRADUATE SCHOOL  
OF INTERNATIONAL MANAGEMENT

David A. Ricks  
Vice President  
Academic Affairs

July 21, 1993

Dean John Kraft  
Graduate School of Business  
University of Florida  
301 Business Building  
Gainesville, FL 32611

*This looks  
great - I support it*  


Dear Dean Kraft:

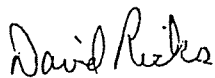
As you may know, the American Graduate School of International Management (Thunderbird) is one of the largest graduate business schools in the country (1,500 full time students). It is also the oldest international business program. What you may not know is that it has recently been selected by the U.S. Department of Education as one of the nation's 25 national Centers for International Business Education and Research. Furthermore, *Business Week* recently identified Thunderbird as one of the top 40 business schools in the country.

We are now interested in expanding our linkages with other business schools. Thunderbird, for example, currently has in place a few dual degree agreements with other business schools. These joint ventures give students at the end of their course of study both Thunderbird's Master of International (MIM) degree and the Master of Business Administration (MBA) degree from the partner institution. A sample agreement is enclosed for your study.

Thunderbird is interested in expanding this program to include other major colleges and universities in order to give students a broader base of choices for their dual degrees. We would like to know if your institution is interested in considering such an arrangement.

We look forward to hearing from you.

Sincerely,



David A. Ricks  
Vice President  
Academic Affairs

DAR/fa

Enclosure

A DUAL DEGREE GRADUATE PROGRAM (MBA/MIM)  
BETWEEN  
A GRADUATE BUSINESS SCHOOL  
AND  
AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT

A Graduate business School, hereinafter known as B-School, and American Graduate School of International Management, hereinafter known as Thunderbird, have developed a dual degree program for graduate students of business interested in the international aspects of business. The program is designed to allow qualified graduate students to earn a Master of Business Administration (MBA) degree from B-School and a Master of International Management (MIM) degree from Thunderbird.

1. Rationale

B-School and Thunderbird have entered into an agreement of educational cooperation in recognition of the increasing importance of international business education and the increasing awareness of such importance by the faculties, administrations, constituencies, governing bodies and accrediting agencies of both schools. The goal of the cooperation shall be to enhance the educational opportunities available to qualified students while making optimal use of the resources and facilities of the two institutions.

2. Both schools currently serve large graduate constituencies in distinct areas of business education. Some students may wish to broaden and deepen their education by extending the period of education to include a program of study at both institutions. The Dual Degree program will enable a student to complete both the MBA and the MIM in a shorter time than would be required for independent completion of the two degrees. The academic integrity of both degrees will be maintained.

3. Requirements

3.1 Admissions

Each institution shall maintain independent control over its admissions criteria and procedures. Students must apply to each school separately and concurrently specify interest in the dual degree program. Students must qualify for regular admission to both B-School and Thunderbird to qualify for the dual program.

Students already attending one of the regular programs may petition for admission to the dual degree program by application through the Dean at the institution of attendance and upon approval by the Dean, to the appropriate office of the other school. Such application shall not normally be approved after the student has completed the second term of a regular program. Such prior approval of the

Dean of the school of attendance shall be necessary, but shall not be sufficient for admission to the program since admission remains the sole prerogative of each school.

### 3.2 Academic Requirements

#### Thunderbird MIM Requirements

The regular MIM degree requires a minimum of 42 semester hours. Dual degree students are required to complete a minimum of 30 semester hours at Thunderbird and to satisfy the individual academic department requirements listed below. Business fundamentals courses as defined below may not be included in the required 30 credits. The shortfall of 12 semester hours may be satisfied by the transfer of 12 semester hours of advanced work from B-School.

The Department of Modern Languages has a proficiency requirement which can be met either by a three term sequence of course work or by examination or by a combination of both. Examinations are available from Thunderbird faculty members at the time of initial matriculation.

The Department of International Studies requires 12 semester hours. Three hours of this requirement may be met by examination. An additional six hours may be met by previous course work, though some must be at the graduate level for more than three credits to be satisfied in this manner. A minimum of three semester hours must be taken in the department.

The Department of World Business has a two tier requirement, expressed as the Foundation (introductory business courses) and the Core (intermediate and advanced business courses). It is anticipated that all Foundation requirements and some of the regular core requirements for students beginning at B-School would be met by studies at B-School. Dual degree students are required to take a minimum of 15 semester hours (5 courses) of advanced business course work at Thunderbird regardless of previous course work. Such courses must be approved by an appropriate counselor in advance.

#### B-School Requirements

B-School has a requirement of <sup>42</sup>X semester hours for the MBA degree. Dual degree candidates are required to complete <sup>36</sup>(X-12) semester hours at B-School with the shortfall of 12 semester hours covered by transfers from Thunderbird. *we could manage to 13 with...*

(Details must reflect the requirements of B-School degree.)

Most students will wish to begin their program at B-School so that they may take maximum advantage of the specialized international courses offered at Thunderbird. A few students may begin at Thunderbird and those students will

be given the opportunity to enroll in substitute courses at B-School where courses taken at Thunderbird essentially duplicate required B-School courses.

It may be advisable to create a joint faculty committee to establish equivalencies of courses between the two schools.

4. Tuition and Fees

Students shall pay the appropriate tuition and fees to the institution of attendance, which shall provide all student services during the time of attendance on that campus.

5. Placement Services

Students shall have access to the Placement Services of both institutions during the final semester of study, regardless of which campus is the campus of attendance.

6. Graduation Requirements

Dual degree students shall complete requirements for both degrees before either degree shall be awarded.

7. Other Transfer of Credit

Students attending both institutions, but not as approved dual degree candidates, shall not be granted the credit transfer rights specified above.

8. Either institution may notify the other that the agreement is terminated provided there is a two year notice.