

# Management and Accounting

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## The Jesse H. Jones Graduate School of Management

### Dean

Gilbert R. Whitaker, Jr.

### Professors

Richard P. Bagozzi  
 Bala G. Dharan  
 Jennifer M. George  
 G. Anthony Gorry  
 George Kanatas  
 H. Albert Napier  
 Ronald N. Taylor  
 Wilfred C. Uecker  
 Robert A. Westbrook  
 Gilbert R. Whitaker, Jr.  
 Edward E. Williams  
 Duane Windsor  
 Stephen A. Zeff

### Research Professors

Bob Bixby  
 Marc J. Epstein

### Associate Professors

Shannon Anderson  
 Richard R. Batsell  
 Steven C. Currall  
 Jeff Fleming  
 Trichy Krishnan  
 Karen Nelson  
 Barbara Ostdiek  
 Douglas A. Schuler  
 D. Brent Smith  
 Jing Zhou

### Assistant Professors

Sharad Borle  
 Maragret Cording  
 Utpal Dholakia  
 Jill Foote  
 Gustavo Grullon  
 Michael B. Heeley

Lisa R. Klein  
 Sharon F. Matusik  
 Thomas Moeller  
 Andrew Perkins  
 Larry Robinson  
 Francisco Roman  
 Brian R. Roundtree  
 Siddharta Singh  
 Christodoulos Stefanadis  
 Fu-Kuo Albert Wang  
 Masahiro Watanabe  
 Carmen Wigelt  
 James P. Weston  
 Sally Widener  
 Yuhang Xing  
 Yeosun Yoon  
 Yan Anthea Zhang  
 Rui Zhu

### Instructor

Deborah J. Barrett

### Adjunct Professors

Roberto Abib  
 Anne Marie Ainsworth  
 Paul S. Allen  
 Stephen J. Banks  
 Marc Boom  
 Cheyenne Currall  
 Rodney Eads  
 Jerry E. Finger  
 Robert N. Flatt  
 Joseph R. Gagliardi  
 Jack M. Gill  
 Terry Hemeyer  
 Vincent Kaminski  
 Robert Lesnick

Leo Linbeck III  
 Dennis Loughridge  
 Shahid Malik  
 Upendra Marathi  
 Timothy Nash  
 Robert B. Parke, Jr.  
 Nicholas R. Rasmussen  
 David Ross, III  
 Armand Shapiro  
 Joan E. Shook  
 Robert B. Stobaugh  
 Laurence Stuart  
 Stephen Whitney

### Lecturers

Shahid Ansari  
 W. Clifford Atherton  
 David M. Austgen  
 John A. Baker  
 Lovett Baker  
 E. Scott Crist  
 Lawrence Hampton  
 John Kehoe  
 Pamela Kennedy  
 Steven F. Koch  
 Pilar Llusa  
 James P. Mandel  
 Dennis E. Murphree  
 Elizabeth O'Sullivan  
 Phaedon Papadopoulos  
 Elizabeth A. Peters  
 James R. Sowers  
 V. Richard Viebig, Jr.  
 Stuart Wagner  
 Alan Westheimer  
 Gale Wiley

*Degrees Offered:* M.B.A., M.B.A./Master of Engineering

The Jesse H. Jones Graduate School of Management was established in 1974 through a gift from Houston Endowment, Inc. The school provides its highly select graduate students with unique opportunities for professional training in management. The master of business administration (M.B.A.) program includes elective offerings in accounting, entrepreneurship, finance, international business, information technology, marketing, operations management, organizational behavior and human resource management, healthcare management, and strategic management and planning.

The M.B.A. is also offered in a format designed for executives who do not wish to interrupt their careers while they pursue their degrees. Meeting every other weekend, the M.B.A. for Executives Program features the same content and faculty as the traditional two-year M.B.A. program, and is completed in 21 months. This general management program offers no tracks for specialization; however, much of the content of elective courses in the two-year M.B.A. has been incorporated into the course modules for the executive format. The M.B.A. for Executives Program offers 4 electives at the end of the 21-month period.

A joint M.B.A./master of engineering degree offered by the Jones Graduate School and the George R. Brown School of Engineering, in any of the departments of engineering or in statistics, prepares students to become managers in organizations requiring a high level of technical expertise and management skills.

A joint M.B.A./M.D. offered by the Jones Graduate School and Baylor College of Medicine prepares students to become both physicians and managers in institutions involved in the delivery of high-quality health care, as well as biotechnology-focused industries, health insurance/managed healthcare firms, and pharmaceutical and medical supply and equipment companies.

Although no undergraduate major is offered, undergraduate accounting courses are available.

### **Admission Requirements for Jones Graduate School**

For general information, see Admission to Graduate Study (pages 64–65). Applicants to the M.B.A. program must submit scores on the Graduate Management Admission Test (GMAT) rather than the Graduate Record Examination (GRE), and, unless they received an undergraduate degree from a U.S. college or university, foreign nationals whose native language is not English must submit recent scores on the Test of English as a Foreign Language (TOEFL). Admission to the Jones Graduate School is open to students regardless of their undergraduate major, but it is highly selective and limited to those who have performed with distinction in their previous academic work and on the GMAT.

**M.B.A. Program.** Although the M.B.A. program has not established specific prerequisite courses for admission, students may find it beneficial to have a background that includes undergraduate course work in principles of accounting, principles of microeconomics, and mathematics. Because spreadsheet and word-processing software are used extensively in course work, students should have a thorough understanding of these types of software packages before enrolling.

**M.B.A. for Executives.** In addition to meeting the standards for admission to the M.B.A. program, students admitted to the executive program typically have at least 10 years of relevant work experience.

**Joint M.B.A./Master of Engineering Program.** To enter the joint degree program, applicants must be accepted by both the Jones Graduate School and the engineering department in which they wish to enroll. The program requires the Jones Graduate School

application and the GRE, rather than the GMAT. Some engineering departments require advanced tests as well.

**Joint M.B.A./M.D. Program.** To enter this joint degree program, applicants must first be accepted by Baylor College of Medicine and then apply separately to the Jones Graduate School. The MCAT is accepted rather than the GMAT. Two years of medical school are required before starting M.B.A. classes.

### **Degree Requirements for M.B.A.**

For the M.B.A degree, students must:

- Spend at least 2 academic years in residence at Rice
- Complete at least 60 semester hours in course work
- Register for no fewer than 15 hours and no more than 18 hours each semester (any other registration requires special permission)

All registration and drop/add forms require the signature of the M.B.A. program director or a designee. The school, which must approve all courses, specifies the sequence of required first-year courses at registration for each entering class.

**Waivers and Transfers of Credit.** At its sole discretion, the school may allow students to transfer credits (up to 6 hours). This does not necessarily reduce the residence requirement, but it does make additional elective courses available. Students otherwise must follow the prescribed curriculum of study and are not allowed to waive any core requirements.

**First-Year Courses.** Students must complete at least 32 approved credit hours. The modular core curriculum includes financial accounting, data analysis, business ethics, information technology, marketing, finance, managerial economics, organization behavior, competitive strategy, managerial and leadership skills, managerial communication, economic environment of business, globalization of business, cost management, operations management, business-government relations, organization theory and change management, and 2 electives. During the second semester, teams of students participate in an action learning project in which they work at a company to solve a specific problem. This project allows them to integrate the business disciplines they studied and to turn knowledge into action. The core courses serve as prerequisites for required and elective courses taken in the second year.

**Second-Year Courses.** Students must complete at least 28 credit hours that include required courses in entrepreneurship and strategy formulation and implementation, and 25 credit hours of electives.

**Areas of Interest.** Although M.B.A. students are not required to select a formal elective concentration for degree purposes, they may wish to choose 1 or more areas of interest from among the following: accounting, entrepreneurship, finance, general management, international business, information technology, marketing, operations management, organizational behavior and human resource management, healthcare management, and strategic management and planning. The M.B.A. program director and individual faculty members offer students advice on course selection. Students may also take upper-level or graduate courses from other departments at Rice. Students may not credit basic foreign language courses toward the M.B.A. degree, but advanced language courses may qualify with approval from the M.B.A. program director.

### **Degree Requirements for M.B.A. for Executives**

This degree requires completion of 11 mini-semesters totaling 56 credits, including Extended Learning Labs. The program is a lock-step progression in which all students take required courses in an identical sequence, except for the 4 elective courses at the end of the 21-month period.

### **Degree Requirements for Joint M.B.A./Master of Engineering**

Students may earn this nonthesis engineering degree in the fields of chemical engineering, civil engineering, computational and applied mathematics, computer science, electrical and computer engineering, environmental science and engineering, mechanical engineering and materials science, and statistics. Ordinarily, the engineering degree takes one academic year to complete, whereas the M.B.A. requires two. Joint-degree candidates, however, can fulfill requirements for both degrees in two academic years.

For the joint M.B.A./master of engineering degree, students must complete:

- At least two academic years in residence at Rice
- 63 semester hours in approved course work:
  - 24 hours in an engineering discipline
  - 39 hours in business administration

Students plan their course schedules in consultation with the engineering department in which they are enrolled and with the M.B.A. program director.

### **Degree Requirements for the Joint M.B.A./M.D. Program**

Students may earn both M.B.A. and M.D. degrees in five years. They divide their time as follows:

- Years one and two—medical training at Baylor College of Medicine
- Year three—core M.B.A. courses at Rice
- Year four—M.B.A. courses at Rice, including 3 semester hours of required courses and 12 semester hours of healthcare electives during the fall semester, and medical training at Baylor College of Medicine during the spring semester
- Year five—medical training at Baylor College of Medicine

Students use the summer between the third and fourth years to perform healthcare research programs or externships. Students receive their M.B.A. degree from Rice after they have completed 47 hours of approved management course work; they receive their M.D. degree after they have completed the requirements specified by Baylor College of Medicine.

### **Academic and Professional Standards**

Students must meet both academic and professional standards to continue academic work and to graduate. In accepting admission to the M.B.A. degree program, all students agree to be governed by the standards and procedures for dismissal or disciplinary action stated below.

**Academic Standards.** A minimum cumulative grade point average of 3.00 (B) is required for graduation. All courses taken for the M.B.A. degree (including approved courses taken at the university but outside the Jones Graduate School) are counted in the cumulative grade point average calculation.

Students with a cumulative grade point average lower than 3.00 at the end of any

semester will be notified of dismissal and may no longer register for courses. A student who has been notified of dismissal may appeal to the Academic Standards Committee of the Jones Graduate School. The committee will decide, based on the circumstances of the appeal, whether the student (1) may resume studies on probation, (2) is to be suspended for one semester or an academic year, or (3) is to be dismissed from the M.B.A. program.

Students proposing to return after a period of academic suspension must apply to the Academic Standards Committee and receive permission to be readmitted.

Only grades of C and higher are counted for credit toward graduation. If students receive a grade lower than C in a course required for graduation, they must repeat the course. If students receive a grade lower than C in an elective course, they need not repeat the specific course, but they must make up the hours.

Students may retake a failed course only once and then only if their cumulative grade point average is 3.00 or higher, or they have received the permission of the Academic Standards Committee to do so. Students who fail a course twice will be notified of dismissal. (Students may not take any course for which the failed course is a prerequisite until they pass the prerequisite course.)

Students on academic probation cannot be candidates for student offices, cannot graduate or drop courses, and must complete all future courses with a grade of C or above. Students are removed from probation only upon achieving a cumulative grade point average of at least 3.00 at the end of the following semester of work.

Students who have completed the required number of hours for the M.B.A. degree, the joint M.B.A./master of engineering degrees, or the joint M.B.A./M.D. degree, but who have a cumulative grade point average lower than 3.00, are dismissed without graduation. If, in an appeal to the Academic Standards Committee, a student can substantiate a claim of extenuating circumstances, i.e., those beyond the student's control, the student will be permitted to take additional course work at the university within the next year to raise his or her grade point average to 3.00.

**Professional Standards.** M.B.A. students are held to the high standards of professional conduct expected of managers—standards substantially exceeding those expected of them simply as students. Students may be dismissed or suspended for failure to meet professional standards, as defined in the University Code of Conduct. The dean may place a student on disciplinary probation for unacceptable conduct, giving oral and written notice that future misconduct will lead to filing of specific charges. (This probationary notice, however, is not required as a precondition for filing specific charges.)

## Academic Regulations

### Grading Policy

#### *For All Courses:*

- The grade of A+ should be given only as an exceptional grade reflecting extraordinary achievement by a student.
- Only grades of C and higher are counted for credit toward graduation. If students receive a grade lower than C in a (core) course required for graduation, they must repeat the course. If students receive a grade lower than C in an elective course, they need not repeat the specific course, but they must make up the hours.
- Grades are considered final and are rarely, if ever, changed for any reason other than calculation errors.

- Jones School students may not take courses pass/fail to count toward their degree requirements.
- Jones School students may audit course with departmental approval. The course will not count towards the M.B.A. or appear on the transcript.

***For Core Courses:***

- No more than half of all grades assigned by an instructor may be an A- or above.
- A course GPA (combining multiple sections where necessary) between 3.30 and 3.50 should be used as a “target” for assigning grades.
- Instructors in multi-section courses should coordinate the assignment of final grades such that they reflect a consistent grading philosophy for the overall course.

***For Elective Courses:***

- Regardless of class size, instructors “target” the course GPA (combining multiple sections where necessary) to fall between 3.50 and 3.80.
- To the extent that such course exists, instructors in multi-section electives should coordinate the assignment of final grades such that grades reflect a consistent grading philosophy for the overall course.

**Guidelines for Appealing Academic Dismissal**

***The Process.*** A student who wishes to appeal a dismissal should address the following issues in a letter to the Academic Standards Committee. The student must send the letter to the chairman of the Academic Standards Committee. The following questions should be answered in the appeal letter.

1. What circumstances led to your academic performance last semester and to what degree were those circumstances beyond your control?
2. If your performance in a particular course(s) last semester was below par, describe any circumstances specific to that course that explain your performance.
3. Do you expect the circumstances that created the problems for you last semester to change next semester? If so, how?

You may include any other information that you deem relevant in your appeal letter.

***Timing.*** Timing is critical in the appeals process because classes start immediately after the grades are distributed in January. The student must inform the director of the M.B.A./E. program (by email or written note) immediately of the intention to appeal. The appeal letter to the committee must be filed expediently, within or sooner than the first week of classes. If a student plans to appeal, he/she should attend classes in January without registering. It is important to keep up in his/her studies during the appeal process. If his/her appeal is accepted, the student may register later with a letter from the M.B.A. program office.

Grades are considered final, and are rarely changed for any reason other than calculation errors.

***Appeals.*** Appeals beyond the Academic Standards committee must go to the dean of the Jones Graduate School, who may seek guidance from the Dean’s Advisory Council. All decisions rendered by the dean are final.

***Confidentiality.*** The Family Educational Rights and Privacy Act of 1974 and amendments govern the records of actions related to appeals.

## Grade Appeal Process

The procedure below outlines the process by which a student may appeal a grade in a course.

1. The student should first pursue any grading question with the professor following whatever formal or informal process the professor has outlined for the course.
2. If the matter is not resolved in step 1 above, the student must file a written appeal to the professor and send a copy to the director of the M.B.A./E. program. This written appeal must be filed no later than 45 days after the last day of finals for the module (mini-semester) in which the course was offered.
3. The professor must schedule a meeting with the student within two weeks of receiving the written appeal to further discuss the appeal with the student. Notice of the appeal time and date will be provided by the professor to the director of the M.B.A./E. program.
4. If step 3 does not resolve the issue to the satisfaction of both parties, the student may appeal to the Dean's Advisory Committee by sending a written notice describing the grounds for the appeal within 2 weeks of the date of the scheduled meeting in step 3.
5. The Dean's Advisory Committee will seek out information on the appeal from the professor and the student and, at its discretion, hold a hearing to further consider the matter. The decision of the Dean's Advisory Committee will be rendered within 6 weeks of receiving a written notice of appeal (step 4).
6. In the event that the protested grade is necessary for the student to graduate, an accelerated schedule will be followed.
7. All decisions rendered by the Dean's Advisory Committee are final.
8. The Family Educational Rights and Privacy Act of 1974 and amendments govern records of these actions.

## ALP Grade Appeal Policy for Individual Student

The procedure below outlines the process by which an individual student may appeal a grade in the ALP course.

1. The student must send a letter of intent to appeal the grade to the director of ALP. This written appeal must be filed no later than 30 days after the last day of module 6. A copy of the letter must be sent to the director of the M.B.A. program.
2. The director of ALP must schedule a meeting with the student and director of the M.B.A. program by the end of module 1 during the following year to discuss the appeal with the student further. The purpose of the meeting is to review with the student the basis for the individual grade. The director of ALP will provide the meeting time to the director of the M.B.A. program.

- 2a. Up until this time, all information relevant to the case is confidential. If the student desires to talk with the ALP faculty or ALP team members about the matter, this will require the student to waive confidentiality with respect to the matter of the downgrade status. The student must notify the director of ALP about his/her preference to waive confidentiality. Upon receiving the request to waive confidentiality from the student, the director of ALP will apprise all related parties that an appeal is underway, that they are not obligated to discuss the matter with the appealing student, and that their confidential peer evaluations have not been shared with the appealing student. The student must wait for permission from the director of ALP before contacting team members and/or faculty liaisons.
3. If step 2 does not resolve the issue to the satisfaction of both parties, the student may appeal to the director of ALP by sending a written notice describing the grounds for the appeal within 2 weeks of the date of the scheduled meeting in step 2. A copy of the letter must be sent to the director of the M.B.A. program. The director of ALP will render a decision within 3 weeks of receiving the written notice.
4. If step 3 does not resolve the issue to the satisfaction of both parties, the student may appeal to the Dean's Advisory Committee by sending a written notice describing the grounds for the appeal within 2 weeks of the decision rendered by the director of ALP in step 3. A copy of the letter must be sent to the director of ALP and the director of the M.B.A. program.
5. The Dean's Advisory committee will seek out information on the appeal from the professor and the student and at its discretion hold a hearing to further consider the matter. The decision of the Dean's Advisory Committee will be rendered within 6 weeks of receiving a written notice of appeal (step 4).
6. All decisions rendered by the Dean's Advisory Committee are final.
7. In the event that the protested grade is necessary for the student to graduate, an accelerated schedule will be followed.
8. The Family Educational Rights and Privacy Act of 1974 and amendments govern records of these actions.

### **ALP Grade Appeal Policy for Student Team**

The procedure below outlines the process by which an individual student may appeal a grade in the ALP course.

1. The student team must send a letter of intent to appeal the grade to all members of the faculty team. This written appeal must be filed no later than 30 days after the last day of module 6. All team members must sign the letter. A copy of the letter must be sent to the director of ALP and to the director of the M.B.A. program.
2. The faculty team must schedule a meeting with the student team by the end of module 1 during the following year to further discuss the appeal with the student team. The professors will provide the meeting time to the director of ALP and to the director of the M.B.A. program.

3. If the matter is not resolved in step 2 above, the student team must file a written appeal to the director of ALP within 2 weeks of the date of the scheduled meeting in step 2. All team members must sign the letter. The director of ALP must schedule a meeting with the student team within 2 weeks of receiving the written appeal to further discuss the appeal with the student team. The director of ALP will provide the meeting date to the director of the M.B.A. program.
4. If step 3 does not resolve the issue to the satisfaction of both parties, the student team may appeal to the Dean's Advisory Committee by sending a written notice describing the grounds for the appeal within 2 weeks of the date of the scheduled meeting in step 3. All team members must sign the letter. A copy of the letter must be sent to the director of ALP and to the director of the M.B.A. program.
5. The Dean's Advisory committee will seek out information on the appeal from the professors, the director of ALP, and the student team and, at its discretion, hold a hearing to further consider the matter. The decision of the Dean's Advisory Committee will be rendered within 6 weeks of receiving a written notice of appeal (step 4). A copy of the decision must be sent to the director of ALP and to the director of the M.B.A. program.
6. All decisions rendered by the Dean's Advisory Committee are final.
7. In the event that the protested grade is necessary for the student to graduate, an accelerated schedule will be followed.
8. The Family Educational Rights and Privacy Act of 1974 and amendments govern records of these actions.

## Drop/Add Policy

### *If student is taking a ONE-MODULE class:*

- May drop/add a class without penalty during the **first week** of class with director of M.B.A. program's approval
- Must attend first class, and may not miss more than **one class** during the first week of class
- Must obtain director of M.B.A. program and instructors' permission to add class after the first week
- May not drop courses after the first week of class

### *If student is taking a TWO-MODULE class:*

- May drop/add a class without penalty during the **first week** of class with director of M.B.A. program's approval
- Must attend first class, and may not miss more than **two classes** during the first two weeks of class
- Must obtain director of M.B.A. program and instructors' permission to add class after the second week
- May not drop courses after the second week of class
- Students may not drop courses where the honor council has ruled a loss of credit

***If student is taking a THREE-MODULE class:***

- May drop/add a class without penalty during the **first week** of class with director of M.B.A. program's approval
- Must attend first class, and may not miss more than **three classes** during the first two weeks of class
- Must obtain director of M.B.A. program and instructors' permission to add class after the second week
- May not drop courses after the third week of class
- Students may not drop courses where the honor council has ruled a loss of credit

**Independent Study**

**Minimum Hours Requirement.** Each 1-unit credit for independent study should contain approximately as much time content as a 1-module course at JGSM, which is 12 hours of class time, plus an average of at least 24–36 outside-class hours, for a minimum total of 36–48 hours of work. Most independent study projects can probably be accommodated in a 1- or 2-unit independent study; 3-unit independent study projects should be less frequent. Occasionally, a group independent study project may arise, though most independent studies will be undertaken by individual students.

The number of credits for an independent study should be negotiated at the beginning of a project. Increases to the number of project credit hours after the project overview has been filed with the M.B.A. program office must be approved by the Academic Standards Committee. The committee will rely on input from sponsoring faculty in making its decision about ex post credit increases. Requests to increase the number of project credit hours must be made before the end of the second week of classes in the module in which the project begins, except when a student is in their last semester, in which case such requests must be made before the end of the second week of the semester.

**Restrictions.** No student may take more than 3 credit hours of independent study without the approval of the Academic Standards Committee.

Independent study projects are work for academic credit, not for hire. Students may not earn credit for paid research assistance.

Independent study projects may not duplicate existing courses, or portions thereof. Independent study projects may not focus on topics or projects available to the student through the established curriculum. Questions regarding whether an independent study duplicates existing coursework available to a specific student should be addressed to the M.B.A./E. program director; appeals to the program director's decision will be sent to the Academic Standards Committee.

**Faculty Sponsorship.** Independent study projects are normally sponsored only by full-time JGSM faculty. Students wishing for sponsorship by an adjunct faculty member must submit a project overview to the Academic Standards Committee and obtain the committee's approval, before the module(s) in which the project is to begin.

**Common Requirements.** The goal of independent study projects is to advance or deepen a student's knowledge or competency in a business discipline or activity.

To facilitate these goals, independent study projects generally fall into two broad categories: (1) directed reading and study resulting in a research paper, or (2) an experiential or hands-on project resulting in an outcome such as an empirical analysis or a webpage/site with an executive summary of the "deliverable."

While the content of individual independent study projects are at the discretion of a student and the sponsoring faculty member, JGSM would like to ensure relatively equal workloads per unit of independent study credit, and some common requirements between independent study projects. To that end, students and/or sponsoring faculty should:

1. Prepare and submit to the M.B.A. program office an overview of the independent study project with number of project credits, anticipated final results and a broad timeline of anticipated project milestones.
2. Meet to discuss the project, after the initial agreement on the project scope, at least once every 2–3 weeks.
3. Prepare a final paper (in the case of directed reading and research projects), or complete a concrete deliverable (for example, a completed webpage, computer program, survey results, empirical analyses, etc.) together with an executive summary of the project (in the case of experiential projects).
4. File a copy of each student's final paper, or executive summary, with the M.B.A. program office.

### **Class Attendance Policy**

Students are expected to be in class on the first day of each module. The faculty reserves the right to exclude students from their courses who do not show up on the first day. For special circumstances, see faculty and/or director of M.B.A. program immediately.

### **Withdrawal Policy**

A Jones School student may voluntarily withdraw from school at any time. Rice University applies a sliding scale to tuition and fees, so early action to withdraw saves money.

### **Jones School Student Handbook**

Generally, the Jones School adheres to the academic regulations of Rice University. However, the Jones School has unique policies and procedures that vary from the Office of Graduate Studies regarding, but not limited to, leave of absence, withdrawals and readmission, drop/add, academic discipline, dismissal, procedures for resolution of problems, and appeal of academic regulations. All Jones School students are responsible for adhering to policies and procedures listed in the *Jones School Student Handbook* given to students during pre-term. A copy of the handbook may also be obtained from the M.B.A. program office.

### **Financial Aid**

Financial assistance by the Jones Graduate School is awarded only for a given semester or year. Continuation of assistance depends upon satisfactory academic performance, professional behavior, and availability of funds. Academic or disciplinary probation, suspension, or more than three grades below B- result in the removal of all forms of school financial assistance, whether scholarship, loan, or employment. Scholarships are awarded for a combination of need and academic merit.

**See ACCO and MGMT in the Courses of Instruction section.**