Dr. MacGregor M. Stephenson  
Assistant Commissioner for  
Academic Affairs and Research  
Texas Higher Education Coordinating Board  
1200 East Anderson Lane  
Interagency Mail

Dear Dr. Stephenson:

The University of Texas at Austin proposes to add an undergraduate certificate in Real Estate, add an upper-division certificate in Supply Logistics Optimization and make changes to the BBA degree requirements in the McCombs School of Business.

Because of the nonsubstantive nature of the request, we are approving this administrative change under authority delegated by the Board of Regents. By copy of this letter, I am notifying the General Counsel to the Board of our approval.

Sincerely,

Pedro Reyes  
Ashbel Smith Professor of  
Education Policy  
Executive Vice Chancellor,  
ad interim

PR/smr
Attachments

c  President William Powers  
Dr. Steven Leslie  
Dr. Gretchen Ritter  
General Counsel to the Board of Regents Francie A. Frederick
March 2, 2012

Dr. Pedro Reyes
Executive Vice Chancellor, ad interim
Academic Affairs
The University of Texas System
OHH 304 (P4300)

Dear Dr. Reyes:

Enclosed for your approval are proposed non-substantive changes from the School of Business. These changes follow the guidelines outlined in the "Recognition of Undergraduate Academic Certificate Programs on Official University Transcripts" (D 6128-30), approved by UT System in a letter dated October 29, 2008. They were approved by the Faculty Council on a no-protest basis on December 12, 2011 and was subsequently approved by the Office of the Executive Vice President and Provost.

- Request to Add a Real Estate Certificate (D 9242-9247)
- Request to Add a Supply Logistics Optimization Certificate Program (D 9248-9251)
- Proposed Changes to the BBA Degree Requirements (D 9252-9256)

It is my understanding that the Texas Higher Education Coordinating Board requests notification of the approval of new University transcript recognized certificate programs for tracking purposes. I have enclosed the New Certificate Request Forms for your review and signature. Your help in forwarding the forms, once approved, to the Texas Higher Education Coordinating Board is appreciated.

Please let me know if you have any questions or need other information concerning these changes.

Sincerely,

Gretchen Ritter, Ph.D
Vice Provost for Undergraduate Education and Faculty Governance
Professor of Government

GR:ars, enclosures

xc (letter only):
 - William Powers, Jr., President of the University
 - Charles Rookle, Deputy to the President
 - Kristi Fisher, Associate Vice Provost and Director, IMA
 - Brenda Schumann, Associate Registrar
 - Sue Greninger, Secretary, Office of General Faculty
 - Debbie Roberts, Office of General Faculty
 - Thomas Gilligan, Dean, School of Business
December 14, 2011

Steven Leslie
Executive Vice President and Provost
The University of Texas at Austin
MAI 201
Campus Mail Code: G1000

Dear Dr. Leslie:

Enclosed for your consideration and action are proposed changes to the School of Business chapter in the Undergraduate Catalog, 2012-2014, which were approved by the Faculty Council on a no-protest basis on December 12, 2011. The included proposals were classified as being of general interest to more than one college or school (but not for submission to the General Faculty). The authority to grant final approval on these changes resides with UT System with notification to the Texas Higher Education Coordinating Board.

- Request to Add a Real Estate Certificate (D 9242-9247)
- Request to Add a Supply Logistics Optimization Certificate Program (D 9248-9251)
- Proposed Changes to the BBA Degree Requirements (D 9252-9256)

Please let me know if you have questions or if I can provide other information concerning these items of legislation.

Sincerely,

[Signature]
Sue Alexander Greninger, Secretary
The General Faculty and Faculty Council

Enclosures
SAG:asa

cc: William Powers Jr., President
Charles Roeckle, Deputy to the President

cc (letter only): Thomas Gilligan, Dean, School of Business
Kristi Fisher, Associate Vice Provost, IMA
Brenda Schumann, Associate Registrar
Gretchen Ritter, Vice Provost, via Amelia Rey-Shannon, Assistant
Certification Form for New Certificate Programs
at Universities and Health-Related Institutions
Texas Higher Education Coordinating Board

Directions: An institution shall use this form to notify the Coordinating Board of a new certificate program that meets all criteria for automatic approval in Coordinating Board Rules, Chapter 5, Subchapter C, Section 5.44: (a) The certificate program has institutional and board of regents approval, (b) the institution certifies that adequate funds are available to cover the costs of the new certificate program, and (c) the certificate program meets all other criteria in Section 5.48 of Board Rules (relating to Criteria for Certificate Programs at Universities and Health-Related Institutions).

Information: Contact the Division of Academic Affairs and Research at 512/427-6200 for more information.

Administrative Information

1. **Institution:** The University of Texas at Austin

2. **Program Name:** Upper-division Certificate in Supply Logistics Optimization

3. **Proposed CIP Code:** 52.0205 – Operations Management and Supplies

4. **Number of Semester Credit Hours Required:** 21

5. **Administrative Unit:** The Department of Information, Risk, and Operations Management within the McCombs School of Business.

6. **Implementation Date:** Fall 2012

7. **Contact Person:** Provide contact information for the person who can answer specific questions about the program.

   **Name:** Doug Morrice

   **Title:** Professor, Information Risk, and Operations Mgmt. Chair of certificate committee

   **E-mail:** morrice@mail.utexas.edu

   **Phone:** 512.471.7857
Certification Form for New Certificate Programs

Signature Page

I hereby certify that all of the following criteria have been met in accordance with the procedures outlined in Coordinating Board Rules, Chapter 5, Subchapter C, Section 5.44:

(a) The certificate program has institutional approval.

(b) The certificate program meets all other criteria in Section 5.48 of this title (relating to Criteria for Certificate Programs at Universities and Health-Related Institutions):

1) Certificate programs for which academic credit is granted at universities and health-related institutions must meet the following criteria:
   a) They must meet identified workforce needs or provide the student with skills and/or knowledge that shall be useful for their lives or careers.
   b) They must be consistent with the standards of the Commission on Colleges of the Southern Association of Colleges and Schools.
   c) They must meet the standards of all relevant state agencies or licensing bodies which have oversight over the certificate program or graduate.
   d) Adequate financing must be available to cover all new costs to the institution five years after the implementation of the program.

2) The following certificate programs do not require Board approval:
   a) certificate programs for which no collegiate academic credit is given,
   b) certificate programs in areas and at levels authorized by the table of programs of the institution with curricula of the following length:
      i) at the undergraduate level of 20 semester credit hours or less,
      ii) at the graduate and professional level of 15 semester credit hours or less.

3) The following certificate programs require only Board notification and are automatically approved, subject to review:
   a) upper-level undergraduate certificates of 21-35 hours in disciplinary areas where the institution already offers an undergraduate degree program.
   b) graduate-level and professional certificates of 15 - 29 hours in disciplinary areas where the institution already offers a graduate program at the same level as the certificate.

I understand that the Coordinating Board will update the program inventory for the institution if no objections to the proposed certificate program are received during the 30-day public comment period:

[Signature]
Chief Executive Officer
Date

[Signature]
Board of Regents (or Designee)
Date

I hereby certify that the Board of Regents has approved this program.

Date of Board of Regents approval: 3/12/12
Certification Form for New Certificate Programs
at Universities and Health-Related Institutions
Texas Higher Education Coordinating Board

Directions: An institution shall use this form to notify the Coordinating Board of a new certificate program that meets all criteria for automatic approval in Coordinating Board Rules, Chapter 5, Subchapter C, Section 5.44: (a) The certificate program has institutional and board of regents approval, (b) the institution certifies that adequate funds are available to cover the costs of the new certificate program, and (c) the certificate program meets all other criteria in Section 5.48 of Board Rules (relating to Criteria for Certificate Programs at Universities and Health-Related Institutions).

Information: Contact the Division of Academic Affairs and Research at 512/427-6200 for more information.

Administrative Information

1. Institution:
The University of Texas at Austin

2. Program Name: Undergraduate Certificate in Real Estate

3. Proposed CIP Code: 52.1501 Real Estate

4. Number of Semester Credit Hours Required: including prerequisite courses 21 for undergraduate business majors; 24 for undergraduate

5. Administrative Unit: Identify where the certificate program would fit within the organizational structure of the university The Department of Finance within the McCombs School of Business.

6. Implementation Date: Report the first semester and year that students would enter the program.
   Fall 2012

7. Contact Person: Provide contact information for the person who can answer specific questions about the program.
   Name: Jay Hartzell
   Title: Department Chair, Finance
   E-mail: jay.hartzell@mccombs.utexas.edu
   Phone: 512.471.6779
Certification Form for New Certificate Programs

Signature Page

I hereby certify that all of the following criteria have been met in accordance with the procedures outlined in Coordinating Board Rules, Chapter 5, Subchapter C, Section 5.44:

(a) The certificate program has institutional approval.

(b) The certificate program meets all other criteria in Section 5.48 of this title (relating to Criteria for Certificate Programs at Universities and Health-Related Institutions):

1) Certificate programs for which academic credit is granted at universities and health-related institutions must meet the following criteria:
   a) They must meet identified workforce needs or provide the student with skills and/or knowledge that shall be useful for their lives or careers.
   b) They must be consistent with the standards of the Commission on Colleges of the Southern Association of Colleges and Schools.
   c) They must meet the standards of all relevant state agencies or licensing bodies which have oversight over the certificate program or graduate.
   d) Adequate financing must be available to cover all new costs to the institution five years after the implementation of the program.

2) The following certificate programs do not require Board approval:
   a) Certificate programs for which no collegiate academic credit is given,
   b) Certificate programs in areas and at levels authorized by the table of programs of the institution with curricula of the following length:
      i) at the undergraduate level of 20 semester credit hours or less,
      ii) at the graduate and professional level of 15 semester credit hours or less.

3) The following certificate programs require only Board notification and are automatically approved, subject to review:
   a) Upper-level undergraduate certificates of 21-36 hours in disciplinary areas where the institution already offers an undergraduate degree program.
   b) Graduate-level and professional certificates of 16-29 hours in disciplinary areas where the institution already offers a graduate program at the same level as the certificate.

I understand that the Coordinating Board will update the program inventory for the institution if no objections to the proposed certificate program are received during the 30-day public comment period.

[Signature]
Chief Executive Officer
[Date]

I hereby certify that the Board of Regents has approved this program.

Date of Board of Regents approval: [3/12/12]

[Signature]
Board of Regents (or Designee)
[Date]
REQUEST TO ADD A REAL ESTATE CERTIFICATE PROGRAM TO THE MCCOMBS SCHOOL OF BUSINESS CHAPTER IN THE UNDERGRADUATE CATALOG, 2012-2014 AND/OR REQUEST FOR RECOGNITION ON THE UNIVERSITY TRANSCRIPTS

Dean Thomas Gilligan of the McCombs School of Business has filed with the secretary of the Faculty Council the following changes to the McCombs School of Business Chapter in the Undergraduate Catalog, 2012-2014. The faculty and the dean of the college approved the changes on April 29, 2011. The secretary has classified this proposal as legislation of general interest to more than one college or school.

The Committee on Undergraduate Degree Program Review recommended approval of the change on October 12, 2011, and forwarded the proposed changes to the Office of the General Faculty. The Faculty Council has the authority to approve this legislation on behalf of the General Faculty. The authority to grant final approval on this legislation resides with UT System with notification to the Texas Higher Education Coordinating Board.

If no objection is filed with the Office of the General Faculty by the date specified below, the legislation will be held to have been approved by the Faculty Council. If an objection is filed within the prescribed period, the legislation will be presented to the Faculty Council at its next meeting. The objection, with reasons, must be signed by a member of the Faculty Council.

To be counted, a protest must be received in the Office of the General Faculty by December 15, 2011.

Sue Alexander Greninger
Secretary
General Faculty and Faculty Council

This legislation was posted on the Faculty Council website http://www.utexas.edu/faculty/council/ on December 1, 2011.
REQUEST TO ADD A REAL ESTATE CERTIFICATE PROGRAM TO THE McCOMBS SCHOOL OF BUSINESS CHAPTER IN THE UNDERGRADUATE CATALOG, 2012-2014 AND/OR REQUEST FOR RECOGNITION ON THE UNIVERSITY TRANSCRIPTS

1. Type of Proposal: X New Certificate Program

2. Official Certificate Name: Real Estate Certificate Program

3. Proposed Implementation Date: Fall 2012

4. Administrative Unit Awarding the Certificate: Department of Finance in the McCombs School of Business

5. Statement of Objective:
The change will be made on page 51. The Real Estate Certificate Program within the McCombs School of Business provides undergraduate students both within and outside the McCombs School the opportunity to earn an officially recognized concentration in the study of real estate. While housed within the McCombs School, the certificate will be truly multidisciplinary in nature by drawing upon coursework from across the University that is real estate related.

6. Number of students expected to receive the certificate each semester: 30

7. Number of hours required for completion: Eighteen hours are required. Prerequisite courses add three hours for McCombs students and six hours for non-business students.

8. List faculty who are on the certificate program faculty committee. Note with an asterisk those faculty who are tenured or tenure-track. Please also note the program chair who will be responsible for authorizing the students’ certificates. Specify changes to the committee membership by noting those no longer on the committee and those added to the committee. (Add and delete rows as needed.)

<table>
<thead>
<tr>
<th>Name of Faculty Member</th>
<th>College/Department</th>
<th>Title at UT Austin</th>
<th>Highest Degree and Awarding Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>*Jay Hardell</td>
<td>McCombs/Finance</td>
<td>Program Chair/ Professor/ Finance Dept. Chair/REFIC Director/</td>
<td>Ph.D., University of Texas at Austin</td>
</tr>
<tr>
<td>*Paula Murray</td>
<td>McCombs</td>
<td>Professor/Associate Undergraduate Dean</td>
<td>J.D., University of Texas at Austin</td>
</tr>
<tr>
<td>Joseph Calhoon</td>
<td>McCombs/Finance</td>
<td>Lecturer/REFIC Associate Director</td>
<td>M.B.A., University of Texas at Austin</td>
</tr>
<tr>
<td>*Terry Kahn</td>
<td>Architecture</td>
<td>Professor/Associate Dean of Graduate Studies</td>
<td>Ph.D., University of California, Berkeley</td>
</tr>
<tr>
<td>*Paul Adams</td>
<td>Liberal Arts/Geography</td>
<td>Associate Professor/Director, Urban Studies Program</td>
<td>Ph.D., University of Wisconsin-Madison</td>
</tr>
</tbody>
</table>

9. Academic course requirements: Use this table to identify the courses that qualify for this certificate program. Note with an asterisk (*) courses that would be added if the certificate program is approved.

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1 For inclusion on transcripts, the faculty committee must have a minimum of five members and at least 2/3 of the committee must be tenured or tenure-track.

2 If the course numbers and titles change on a regular basis, please indicate the types of courses and number of hours for required for each.
Specify changes to the qualifying courses by noting those no longer qualifying and those now qualifying. (Add and delete rows as needed.)

<table>
<thead>
<tr>
<th>Course Abbreviation and Number</th>
<th>Course Title</th>
<th>SCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-requisite for McCombs students</td>
<td>Business Finance</td>
<td>3</td>
</tr>
<tr>
<td>FIN 357</td>
<td>Foundation of Accounting</td>
<td>3</td>
</tr>
<tr>
<td>Pre-requisites for non-business students</td>
<td>Foundations of Finance</td>
<td>3</td>
</tr>
<tr>
<td>ACC 310F</td>
<td>Foundation of Accounting</td>
<td>3</td>
</tr>
<tr>
<td>FIN 320F</td>
<td>Foundation of Finance</td>
<td>3</td>
</tr>
<tr>
<td>Required courses for all:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>R E 358</td>
<td>Intro to Real Estate and Urban Land</td>
<td>3</td>
</tr>
<tr>
<td>R E 378K</td>
<td>Real Estate Finance &amp; Syndication</td>
<td>3</td>
</tr>
<tr>
<td>Additional for McCombs finance majors: one of the following:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACC 326</td>
<td>Intermediate Financial Accounting OR</td>
<td>3</td>
</tr>
<tr>
<td>ACC 378</td>
<td>Topics in Real Estate Accounting</td>
<td>3</td>
</tr>
<tr>
<td>Choose one of the following:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>R E 376G</td>
<td>Real Estate Investments</td>
<td>3</td>
</tr>
<tr>
<td>LEB 363</td>
<td>Real Estate Law</td>
<td>3</td>
</tr>
<tr>
<td>Non-business majors and McCombs non-finance majors choose three of the following: finance majors choose two:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACC 378</td>
<td>Topics in Real Estate Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ARC 308</td>
<td>Architecture &amp; Society</td>
<td>3</td>
</tr>
<tr>
<td>ARC 318K</td>
<td>World Architecture: Origins to 1750</td>
<td>3</td>
</tr>
<tr>
<td>ARC 318L</td>
<td>World Architecture: Industrial Revolution to Present</td>
<td>3</td>
</tr>
<tr>
<td>ARC 350R</td>
<td>Alternative Real Estate Action</td>
<td>3</td>
</tr>
<tr>
<td>ARC 350R</td>
<td>Housing America</td>
<td>3</td>
</tr>
<tr>
<td>ARC 350R</td>
<td>Garden City to New Community</td>
<td>3</td>
</tr>
<tr>
<td>ARC 350R</td>
<td>Case Studies: Concept to Construction</td>
<td>3</td>
</tr>
<tr>
<td>ARC 350R</td>
<td>Global Housing Challenge</td>
<td>3</td>
</tr>
<tr>
<td>ARC 350R</td>
<td>Sustainable Architecture</td>
<td>3</td>
</tr>
<tr>
<td>ARC 350R</td>
<td>Urban Design History/Theory/Criticism</td>
<td>3</td>
</tr>
<tr>
<td>ARC 350R</td>
<td>Urban Landscapes &amp; Place Making</td>
<td>3</td>
</tr>
<tr>
<td>ARC 350R</td>
<td>City as Form and Idea</td>
<td>3</td>
</tr>
<tr>
<td>ARC 368R</td>
<td>History/Theory of Landscape Architecture I</td>
<td>3</td>
</tr>
<tr>
<td>ARC 368R</td>
<td>History/Theory of Landscape Architecture II</td>
<td>3</td>
</tr>
<tr>
<td>CRP 369K</td>
<td>Principles of Physical Planning</td>
<td>3</td>
</tr>
<tr>
<td>ECO 330T</td>
<td>Topics in Urban &amp; Regional Economics (may be repeated for credit as topics change)</td>
<td>3</td>
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<tr>
<td>ECO 334K</td>
<td>Urban Economics</td>
<td>3</td>
</tr>
<tr>
<td>ECO 334L</td>
<td>Regional Economics</td>
<td>3</td>
</tr>
<tr>
<td>URB 301</td>
<td>Introduction to Urban Studies (open only to Urban Studies majors)</td>
<td>3</td>
</tr>
<tr>
<td>URB 305</td>
<td>Experiencing the City</td>
<td>3</td>
</tr>
<tr>
<td>GRG 310C</td>
<td>Spatial Data &amp; Analysis</td>
<td>3</td>
</tr>
<tr>
<td>GRG 360G</td>
<td>Environmental Geographic Information Systems</td>
<td>3</td>
</tr>
<tr>
<td>Course Code</td>
<td>Course Title</td>
<td>Credits</td>
</tr>
<tr>
<td>------------</td>
<td>------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>GRG 337</td>
<td>Modern American City</td>
<td>3</td>
</tr>
<tr>
<td>GRG 356T</td>
<td>The Culture of Cities</td>
<td>3</td>
</tr>
<tr>
<td>ARE 323K</td>
<td>Project Management &amp; Economics</td>
<td>3</td>
</tr>
<tr>
<td>ARE 358</td>
<td>Cost Estimating in Construction</td>
<td>3</td>
</tr>
<tr>
<td>ARE 366</td>
<td>Contracts, Liabilities and Ethics</td>
<td>3</td>
</tr>
<tr>
<td>B E 376G</td>
<td>Real Estate Investments</td>
<td>3</td>
</tr>
<tr>
<td>LEB 365</td>
<td>Real Estate Law</td>
<td>3</td>
</tr>
</tbody>
</table>

Restricted to McCombs finance majors

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIN 377.3</td>
<td>REIT Fund FAP (requires selection to fund – separate application process)</td>
<td>3</td>
</tr>
</tbody>
</table>

10. Other certificate requirements: Upper-division standing; application by April 1 or November 1 for the following semester.

11. Give a detailed rationale for change(s):

The University of Texas at Austin Real Estate Certificate Program within the McCombs School of Business will provide both McCombs and non-McCombs undergraduate students with the opportunity to have an officially recognized concentration in the study of real estate. While housed within the McCombs School, the certificate will be truly multidisciplinary in nature by drawing upon the best resources across the University. The combination of the rigor of the certificate’s proposed prerequisites with the requirement for certificate students to venture beyond their primary major to see real estate from a different perspective will not only improve the learning experience of our current students, but will also allow the University to attract more top talent into the real estate industry. Our due diligence has led us to believe that there is significant demand from students both from within and outside of McCombs to enter and fulfill the requirements of this program. Equally, employers have indicated their desire to hire students who approach the industry from a well-rounded, interdisciplinary perspective. The certificate would be the first true program of its kind among McCombs’ competitive set and will further distinguish the school as one the nation’s leading business schools.

SCOPE OF PROPOSED CHANGE

Does this proposal impact other colleges/schools? If yes, then how? Yes.

A key component of the program is to enable program students to take real estate related courses in various departments across campus. Those departments with relevant coursework have agreed in term to open seats in certain courses to program students.

If yes, impacted schools must be contacted and their response(s) included:
Person communicated with: School of Architecture – Dean Fritz Steiner, Professor Terry Kahn, and Associate Undergraduate Dean Nichole Wiedemann.

Date of communication: 11/17/10 meeting; various emails from November 2010 through August 2011.

Response: The School of Architecture is very enthusiastic about being a partner in this program. They provided a provisional list of 15 courses that they would be open to allowing program students to enroll in based on seating availability. Additionally, they felt that between 15-20 students/year may desire to enter the program from the School of Architecture. Lastly, Professor Terry Kahn has agreed to serve on the faculty committee for the program.

Person communicated with: Geography Department, Urban Studies Program – Professor Kenneth Young (Department Chair), Professor Paul Adams (Urban Studies Program Director), and Professor Ipsita Chatterjee.

Date of communication: 1/11/11 meeting; various emails from December 2010 through August 2011.

Response: The Urban Studies Program within the Department of Geography is very enthusiastic about being a partner in the program. They provided a provisional list of 6 Urban Studies and Geography courses that they would be open to allowing program students to enroll in based on seating availability. Additionally, they felt that likely 20 students/year may desire to enter the program from the Department. Lastly, Professor Paul Adams has agreed to serve on the faculty committee for the program.
Person communicated with: Economics Department – Professor Dale Stahl (then Department Chair) and Valerie Benavenga (Senior Lecturer and Director of Undergraduate Studies).

Date of communication: 11/17/11 meeting.

Response: The department met the proposed program with strong approval and encouragement. The department currently does not have an urban economist and is not currently offering any urban economics courses due to budget constraints. That said, they would like to see the course reintroduced, which is a goal of the program’s fundraising efforts. They felt that between 10-15 students may desire to enter the program from the department.

Person communicated with: Civil, Architectural and Environmental Engineering Department – Department Chair Sharon Wood, Professor Jim O’Connor.

Date of communication: 4/21/11 meeting, 6/30/11 e-mail; 9/13/11 follow-up meeting.

Response: The department met the proposed program with encouragement and believes there will be interest among its students. Concerning the three proposed ARE courses, non-engineering students will have good access to ARE 323K, Project Management and Economics, and some access to the others, ARE 358, Cost Estimating in Construction, and ARE 366, Contracts, Liabilities and Ethics, when they are offered. At a future point, more ARE classes may be added to the list of classes to facilitate greater participation among ARE majors.

COLLEGE/SCHOOL APPROVAL PROCESS:

Approver: Beverly Hadaway, Chair, UPC

Approver: Faculty of the Red McCombs School of Business

Approver: Tom Gilligan, Dean, McCombs School of Business

Date: March 21, 2011

Date: April 29, 2011

Date: April 29, 2011

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CERTIFICATE PROGRAMS

Certificate programs in the McCombs School are designed to allow all undergraduate students to develop an area of expertise in addition to their major program. The required number of hours to earn any certificate may vary but may not be fewer than 18 and may not exceed 24. Undergraduates who complete certificate requirements in conjunction with their degree requirements or within one year after earning the degree receive recognition on the University transcript. At least half of the required certificate coursework must be completed in residence at the University.

A student may not earn any transcript-recognized certificate in the same field as his or her major, and at least one certificate course must not be outside the requirements of the major. However, certificate courses outside the major may be counted toward other degree requirements.

Students should apply for the certificate when they apply for graduation or when they complete the certificate program, whichever is later. Transcript recognition is awarded at the end of that semester or summer session.

BUSINESS FOUNDATIONS CERTIFICATE

[no changes]

REAL ESTATE CERTIFICATE

The Real Estate Certificate Program requires eighteen semester hours of coursework as described below; students must also complete the following prerequisite courses: Accounting 310F and Finance 320F for non-business students. Finance 357 for business students. Non-business students are, furthermore, strongly urged to complete ECO 301, Micro/Macro Combination, or ECO 304K, Microeconomics, and ECO 304L, Macroeconomics. Upon completion of the designated prerequisite course(s), a student with upper-division standing may formally apply to the Certificate Program. Admission to the program is based on students’ overall academic record and their performance in the required prerequisite course(s). To gain admission the following semester students must apply by April 1 for fall and by November 1 for spring.

Required courses for all:
• RB 358, Intro to Real Estate and Urban Land
• RB 378K, Real Estate Finance & Syndication

Additional for McCombs finance majors:
• ACC 326, Intermediate Financial Accounting or ACC 378, Topics in Real Estate Accounting

Choose one of the following:
• RB 376G, Real Estate Investments
• LEB 363, Real Estate Law

Non-McCombs and McCombs non-finance majors choose three of the following; McCombs finance majors choose two:
• ACC 378, Topics in Real Estate Accounting
• ARC 308, Architecture & Society
• ARC 318K, World Architecture: Origins to 1250
• ARC 318L, World Architecture: Industrial Revolution to Present
• ARC 350R, Alternative Real Estate Action
• ARC 350R, Housing America
• ARC 350R, Garden City to New Community
• ARC 350R, Case Studies: Concept to Construction
• ARC 350R, Global Housing Challenge
• ARC 350R, Sustainable Architecture
• ARC 350R, Urban Design History/Theory/Criticism
• ARC 350R, Urban Landscapes & Place Making
• ARC 350R, City as Form and Idea
• ARC 368R, History/Theory of Landscape Architecture I
• ARC 368R, History/Theory of Landscape Architecture II
• CRP 369K, Principles of Physical Planning
• ECO 330T, Topics in Urban & Regional Economics (may be repeated for credit as topics change)
• ECO 334K, Urban Economics
• ECO 334L, Regional Economics
• URB 301, Introduction to Urban Studies (open only to urban studies majors)
• URB 305, Experiencing the City
• GRG 310C, Spatial Data & Analysis
• GRG 360G, Environmental Geographic Information Systems (required pre-requisite: GRG 310C)
• GRG 337, Modern American City
• GRG 356T, The Culture of Cities
• ARE 323K, Project Management & Economics
• ARE 358, Cost Estimating in Construction
• ARE 366, Contracts, Liabilities and Ethics
• RE 376G, Real Estate Investments
• LEB 363, Real Estate Law

[Restricted to McCombs finance majors]

• FIN 377J, REIT Fund FAP (requires selection to fund – separate application process)

SUPPLY LOGISTICS OPTIMIZATION CERTIFICATE:
[in separate proposal]
REQUEST TO ADD A SUPPLY LOGISTICS OPTIMIZATION CERTIFICATE PROGRAM TO THE MCCOMBS SCHOOL OF BUSINESS CHAPTER IN THE UNDERGRADUATE CATALOG, 2012-2014 AND/OR REQUEST FOR RECOGNITION ON THE UNIVERSITY TRANSCRIPTS

Dean Thomas Gilligan of the McCombs School of Business has filed with the secretary of the Faculty Council the following changes to the McCombs School of Business Chapter in the Undergraduate Catalog, 2012-2014. The faculty and the dean of the college approved the changes on September 23, 2011. The secretary has classified this proposal as legislation of general interest to more than one college or school.

The Committee on Undergraduate Degree Program Review recommended approval of the change on October 12, 2011, and forwarded the proposed changes to the Office of the General Faculty. The Faculty Council has the authority to approve this legislation on behalf of the General Faculty. The authority to grant final approval on this legislation resides with UT System with notification to the Texas Higher Education Coordinating Board.

If no objection is filed with the Office of the General Faculty by the date specified below, the legislation will be held to have been approved by the Faculty Council. If an objection is filed within the prescribed period, the legislation will be presented to the Faculty Council at its next meeting. The objection, with reasons, must be signed by a member of the Faculty Council.

To be counted, a protest must be received in the Office of the General Faculty by December 12, 2011.

Sue Alexander Greninger, Secretary
General Faculty and Faculty Council

This legislation was posted on the Faculty Council website http://www.utexas.edu/faculty/council/ on December 1, 2011.
REQUEST TO ADD A SUPPLY LOGISTICS OPTIMIZATION CERTIFICATE PROGRAM TO THE MCCOMBS SCHOOL OF BUSINESS CHAPTER IN THE UNDERGRADUATE CATALOG, 2012-2014 AND/OR REQUEST FOR RECOGNITION ON THE UNIVERSITY TRANSCRIPTS

1. Type of Proposal: New Certificate Program

2. Official Certificate Name: Supply Logistics Optimization

3. Proposed Implementation Date: Fall 2012

4. Administrative Unit Awarding the Certificate: The Department of Information, Risk and Operations Management Undergraduate Program Office in the McCombs School of Business

5. Statement of Objective: The certificate will be added on page 51. The certificate in Supply Logistics Optimization is designed to develop supply chain and logistics business managers who have the technical expertise to interface with industrial and manufacturing engineers. For engineering students, the certificate provides supply chain and logistics management expertise, particularly for those involved in product development, process innovation, and manufacturing systems engineering.

6. Number of students expected to receive the certificate each semester: 5

7. Number of hours required for completion: 21 hours minimum for completion

8. List faculty who are on the certificate program faculty committee. Note with an asterisk those faculty who are tenured or tenure-track.

<table>
<thead>
<tr>
<th>Name of Faculty Member</th>
<th>College/Department</th>
<th>Title at UT Austin</th>
<th>Highest Degree and Awarding Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prabhudev Konam*</td>
<td>McCombs/Information, Risk, Operations Man.</td>
<td>Program Chair/Professor/Department Chair IROM</td>
<td>Ph.D., University of Arizona</td>
</tr>
<tr>
<td>Mike Hasler</td>
<td>McCombs/Information, Risk, Operations Man.</td>
<td>Lectured/Associate Director SCM Center</td>
<td>Ph.D., Texas A&amp;M University</td>
</tr>
<tr>
<td>Doug Morrice*</td>
<td>McCombs/Information, Risk, Operations Man.</td>
<td>Professor</td>
<td>Ph.D., Cornell University</td>
</tr>
<tr>
<td>Ed Anderson*</td>
<td>McCombs/Information, Risk, Operations Man.</td>
<td>Associate Professor</td>
<td>PhD, MIT</td>
</tr>
<tr>
<td>Paula Murray*</td>
<td>McCombs/Business, Government and Society</td>
<td>Professor/ Assoc. Dean/Chair Certificate Program</td>
<td>J.D., University of Texas at Austin</td>
</tr>
<tr>
<td>Jonathan Bard</td>
<td>Cockrell School of Engineering/Mechanical Engineering</td>
<td>Professor</td>
<td>D.Sc., George Washington University</td>
</tr>
</tbody>
</table>

9. Academic course requirements: Use this table to identify the courses that qualify for this certificate program. Note with an asterisk (*) courses that would be added if the certificate program is approved. Specify changes to the qualifying courses by noting those no longer qualifying and those now qualifying.

---

1 For inclusion on transcripts, the faculty committee must have a minimum of five members and at least 2/3 of the committee must be tenured or tenure-track.

2 If the course numbers and titles change on a regular basis, please indicate the types of courses and number of hours for required for each.
<table>
<thead>
<tr>
<th>Course Abbreviation and Number</th>
<th>Course Title</th>
<th>SCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Required for all:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OM 335</td>
<td>Operations Management</td>
<td>3</td>
</tr>
<tr>
<td>OM 368</td>
<td>Logistics and Inventory Management</td>
<td>3</td>
</tr>
<tr>
<td>OM 337.3</td>
<td>Procurement and Supplier Management</td>
<td>3</td>
</tr>
<tr>
<td>Nine hours to be chosen from:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ME 366L</td>
<td>Operations Research Models</td>
<td>3</td>
</tr>
<tr>
<td>ME 367S</td>
<td>Simulation Modeling</td>
<td>3</td>
</tr>
<tr>
<td>ME 373K</td>
<td>Basic Industrial Engineering</td>
<td>3</td>
</tr>
<tr>
<td>ME 375K</td>
<td>Production Engineering Management</td>
<td>3</td>
</tr>
<tr>
<td>Three hours to be chosen from:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OM 337.1</td>
<td>Total Quality Management</td>
<td>3</td>
</tr>
<tr>
<td>OM 337.2</td>
<td>Supply Chain Modeling and Optimization</td>
<td>3</td>
</tr>
<tr>
<td>OM 337.4</td>
<td>Supply Chain Design, Planning, and Control</td>
<td>3</td>
</tr>
<tr>
<td>OM 337.5</td>
<td>Project Management</td>
<td>3</td>
</tr>
<tr>
<td>OM 366P</td>
<td>Operations Management Practicum</td>
<td>3</td>
</tr>
</tbody>
</table>

10. Other certificate requirements: Upper-division standing; application by April 1 or November 1 for the following semester.

11. Give a detailed rationale for change(s):
The University of Texas at Austin Supply Logistics Optimization Program within the McCombs School of Business will provide both McCombs and non-McCombs undergraduate students with the opportunity to have an officially recognized concentration in the study of supply logistics. While housed within the McCombs School, the certificate will be interdisciplinary in nature by drawing on resources from the Cockrell School of Engineering and the McCombs School. The combination of the rigor of the certificate's proposed prerequisites with the requirement for certificate students to venture beyond their primary major to see supply logistics from a different perspective will not only improve the learning experience of our current students, but will also allow the University to attract more top talent into engineering and business joint ventures. The certificate in Supply and Logistics Optimization is designed to develop supply chain and logistics business managers who have the technical expertise to interface with industrial and manufacturing engineers. For engineering students, the certificate provides supply chain and logistics management expertise, particularly for those involved in product development, process innovation, and manufacturing systems engineering. Science and engineering technology enterprises have a great demand for managers and engineers who understand business as well as the underlying science, technology, and engineering principles. Employers have indicated their desire to hire students who approach the industry from a more well-rounded, interdisciplinary perspective.

SCOPE OF PROPOSED CHANGE
Does this proposal impact other colleges/schools? If yes, then how? Yes
It impacts the Mechanical Engineering Department in the Cockrell School of Engineering, as none of the required hours for the certificate are offered by this group.
If yes, impacted schools must be contacted and their response(s) included:
Person communicated with:
John Bard, Faculty, Mechanical Engineering Department
Harvel Wheat, Chair, Mechanical Engineering Department
Terrie Presse, Undergraduate Coordinator, Mechanical Engineering Department
Tricia Gore, Assistant Dean, Cockrell School Office of Students Affairs
Pam Vrabel, Executive Assistant, Cockrell School Office of Students Affairs
Date of communication: August 11, 2011
Response: The proposed changes were collaboratively proposed, reviewed, and accepted by representatives of both the McCombs and the Cockrell Schools.

COLLEGE/SCHOOL APPROVAL PROCESS:
Approver: Beverly Hadaway, Chair, Undergraduate Programs Committee  Date: September 9, 2011
Approver: Faculty of the Red McCombs School of Business  Date: September 23, 2011
Approver: Tom Gilligan, Dean, McCombs School of Business  Date: September 23, 2011

[PAGE 51]

CERTIFICATE PROGRAMS

Certificate programs in the McCombs School are designed to allow all undergraduate students to develop an area of expertise in addition to their major program. The required number of hours to earn any certificate may vary but may not be fewer than 18 and may not exceed 24. Undergraduates who complete certificate requirements in conjunction with their degree requirements or within one year after earning the degree receive recognition on the University transcript. At least half of the required certificate coursework must be completed in residence at the University.

A student may not earn any transcript-recognized certificate in the same field as his or her major, and at least one certificate course must be outside the requirements of the major. However, certificate courses outside the major may be counted toward other degree requirements.

Students should apply for the certificate when they apply for graduation or when they complete the certificate program, whichever is later. Transcript recognition is awarded at the end of that semester or summer session.

BUSINESS FOUNDATIONS CERTIFICATE
[no change]

REAL ESTATE CERTIFICATE
[in separate proposal]

SUPPLY LOGISTICS OPTIMIZATION CERTIFICATE
The Supply Logistics Optimization Certificate Program requires twenty-one semester hours of coursework as described below. Students must also complete the following prerequisite courses: Math 408C and Math 408D, Mechanical Engineering 205 and 335 or the equivalent for non-business students, Statistics 309 and MIS 301 for business students. Upon completion of the designated prerequisite course(s), a student with upper-division standing may formally apply to the certificate program. Admission to the program is based on students' overall academic record and their performance in the four required prerequisite course(s). To gain admission the following semester students must apply by April 1 for fall and by November 1 for spring.

The certification requirements are:
OM 335, Operations Management
OM 368, Logistics and Inventory Management
OM 337.3, Procurement and Supplier Management
Nine hours to be chosen from:
ME 366L, Operations Research Models
ME 367S, Simulation Modeling
ME 372K, Basic Industrial Engineering
ME 375K, Production Engineering Management
Three hours to be chosen from:
OM 337.1, Total Quality Management
OM 337.2, Supply Chain Modeling and Optimization
OM 337.4, Supply Chain Design, Planning, and Control
OM 337.5, Project Management
OM 366P, Operations Management Practicum
DOCUMENTS OF THE GENERAL FACULTY

PROPOSED CHANGES TO THE BBA DEGREE REQUIREMENTS IN THE MCCOMBS SCHOOL OF BUSINESS CHAPTER IN THE UNDERGRADUATE CATALOG, 2012-2014

Dean Thomas Gilligan of the McCombs School of Business has filed with the secretary of the Faculty Council the following changes to the McCombs School of Business Chapter in the Undergraduate Catalog, 2012-2014. The faculty and the dean of the college approved the changes on September 23, 2011. The secretary has classified this proposal as legislation of general interest to more than one college or school.

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To be counted, a protest must be received in the Office of the General Faculty by December 12, 2011.

Sue Alexander Greninger, Secretary
The Faculty Council

This legislation was posted on the Faculty Council website http://www.utexas.edu/faculty/council/ on December 1, 2011.
PROPOSED CHANGES TO THE BBA DEGREE REQUIREMENTS IN THE MCCOMBS SCHOOL OF BUSINESS CHAPTER IN THE UNDERGRADUATE CATALOG, 2012-2014

Type of Change: X Academic Change

1. NAME OF DEGREE PROGRAM: BBA Degree Requirements – all majors

2. IF THE ANSWER TO ANY OF THE FOLLOWING QUESTIONS IS YES, THE COLLEGE MUST CONSULT NEAL ARMSTRONG WHO WILL DETERMINE WHETHER SACS-COC APPROVAL IS NEEDED:
   • Is this a new degree program? No
   • Does the program offer courses that will be taught off campus? No
   • Will courses in this program be delivered electronically? No

3. EXPLAIN CHANGE TO DEGREE PROGRAM:
   1. Require the cultural diversity flag.
   2. Remove requirement 6c three hours of coursework in public speaking generally satisfied by CMS 306 or an equivalent course.
   3. Remove requirement 5e that requires “three additional hours” in approved areas.
   4. Allow students to seek admission for summer.

3a. Indicate pages in the undergraduate catalog where changes will be made. Pages 49, 54

4. GIVE A DETAILED RATIONALE FOR CHANGE. INDIVIDUAL CHANGES SHOULD BE LISTED SEPARATELY.
   1. We propose introducing this requirement to advance the University’s goals of incorporating flags into all areas of study.
   2. Since the requirement was established, changes to degree plans and courses including the introduction and fine-tuning of McCombs’ own required core course, BA 324, Business Communications, have led the Undergraduate Program Committee (UPC) to recommend removing CMS 306M from the list of degree requirements. The consensus among committee members was that while the CMS course offers value, BA 324 is more targeted to the specific presentation and communication needs of business students. Furthermore, as a co- or prerequisite to all upper-division coursework at McCombs, students often take BA 324, before they fit CMS 306M into their schedules, and thus move in reverse from the more specific, upper-division course to the more general, lower-division course. Feedback from students suggests they find a high degree of redundancy. With space in undergraduate plans at a premium, the UPC reasoned that removing the CMS requirement would open space for electives for some BBA students and reduce overall required hours for others. A chart under 5c shows the impact and resulting action for each major program as a result of the changes proposed here and in point 3 below.
   3. Originally a required second course in fine arts, over time this requirement has grown amorphous. Rather than continue to allow some courses and not others, the requirement will be replaced by a free elective where possible, a non business elective where necessary to maintain a balance of 60 non-business hours with six at the upper-division level, and reduce overall hours to 120 for others. A chart under 5c shows the impact and resulting action for each major program as a result of the changes proposed here and in point 2 above.
   4. Currently students may only seek admission to the fall semester. This move will allow students greater flexibility and more time within the four-year window to complete degree requirements.

5. SCOPE OF PROPOSED CHANGE
   5a. Does this proposal impact other colleges/schools? Yes
      1. Person communicated with: Jeanette Hermann, UGS
         Date of communication: May 19, 2011
         Response: there is sufficient capacity in US history and performing arts courses bearing the cultural diversity flag to accommodate this change.
      2. The number of business students taking CMS 306 is expected to drop significantly.
Person communicated with: Roderick Hart, Dean, College of Communication
Date of communication: April 14, 2011
Response: The Dean did not contest the proposal.

4. Persons communicated with:
   Darrell Rocha, Assistant Dean, College of Communication
   Richard Mattingly, Assistant Dean, College of Education
   Rachel Martin, Assistant Dean, College of Fine Arts
   Kim Krieg, Assistant Dean, College of Liberal Arts
   Mike Raney, Assistant Dean, College of Natural Sciences
   David Spight, Assistant Dean, College of Undergraduate Studies
Date of communication: September 15, 2011
Response: There was no protest raised by those contacted and most expressed enthusiasm for the proposed summer admissions.

5b. Does this proposal involve changes to the core curriculum or other basic education requirements (42-hour core, signature courses, flags)? If yes, explain:
   Yes
   The McCombs School will be incorporating an additional flag into the requirements for the BBA degree, with a goal of adding the remaining flags in the next catalog.
   If yes, undergraduate studies must be informed of the proposed changes and their response included:
   Person communicated with: Jeanette Herman, UGS
   Date of communication: May 19, 2011
   Response: Jeanette provided a schematic that showed which flags we have implemented, which we could add with ease, and those that need further changes to our degrees and/or capacity in other university courses before they could be added. The cultural diversity flag was in the easy category, and Jeanette encouraged Paula Murray to consider adding it for 2012-2014.

5c. Will this proposal change the number of hours required for degree completion? If yes, explain:
   Yes
   It will reduce the number required by the International Business major to 120 hours, and in conjunction with other curricular changes, it will reduce the hours required for the renamed Management of Science and Technology (known in earlier catalogs as Engineering Route to the BBA) to 120.

<table>
<thead>
<tr>
<th>Major</th>
<th>Remaining Overall Hours</th>
<th>Remaining Business Hours</th>
<th>Remaining Non-business Hours (NB)</th>
<th>Remaining Upper-division NB Hours</th>
<th>Change to Major</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting (BBA)</td>
<td>115</td>
<td>55</td>
<td>60</td>
<td>6</td>
<td>add 5 hrs free elective</td>
</tr>
<tr>
<td>Accounting (MPA)</td>
<td>114</td>
<td>57</td>
<td>57</td>
<td>7</td>
<td>add 3hrs NB elective, 3hrs free</td>
</tr>
<tr>
<td>Business Honors</td>
<td>115</td>
<td>50</td>
<td>65</td>
<td>6</td>
<td>increase free electives from 9 to 14</td>
</tr>
<tr>
<td>BBA in Science and Technology</td>
<td>117</td>
<td>48</td>
<td>69</td>
<td>6</td>
<td>add 3 hrs free elective</td>
</tr>
<tr>
<td>Management</td>
<td>114</td>
<td>55</td>
<td>59</td>
<td>6</td>
<td>add 3 hrs NB elective and 3hrs free elective</td>
</tr>
<tr>
<td>Management Information Systems</td>
<td>114</td>
<td>55</td>
<td>59</td>
<td>6</td>
<td>add 3 hrs NB elective, 3hrs free</td>
</tr>
<tr>
<td>Marketing</td>
<td>115</td>
<td>53</td>
<td>62</td>
<td>6</td>
<td>add 5hrs free elective</td>
</tr>
<tr>
<td>Supply Chain Management</td>
<td>114</td>
<td>52</td>
<td>62</td>
<td>6</td>
<td>add 6 hrs free elective</td>
</tr>
</tbody>
</table>
6. COLLEGE/SCHOOL APPROVAL PROCESS
Undergraduate Program Committee approval date: September 9, 2011
College approval date: September 23, 2011
Dean approval date: September 23, 2011

REQUIREMENTS FOR ADMISSION TO THE MCCOMBS SCHOOL OF BUSINESS
Admission and readmission of undergraduate students to the University is the responsibility of the University director of admissions. Information about admission to the University is given in General Information.

Each year there are more qualified applicants to the McCombs School than can adequately be instructed by the faculty or accommodated within existing facilities. To provide students with the best educational experience possible, the school must limit undergraduate admission. Therefore, admission to the school is extremely competitive and admission requirements are more stringent than those of the University. As a result, a student may be admitted to the University but denied admission to the school. The student must be admitted to the school to pursue a degree program described in this chapter.

Admission to the school is granted for the fall and summer semesters only. Admitted students for the fall are expected to attend Orientation the summer before they enter the school.

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BBA DEGREE REQUIREMENTS
Each student must complete the University's core curriculum described in chapter 2. In the process of completing core curriculum and BBA degree requirements, students must earn credit for one flag in cultural diversity in the United States, one flag in ethics and leadership, one flag in quantitative reasoning, and two flags in writing. Courses may simultaneously satisfy flag and other degree requirements. Except for the cultural diversity in the United States flag, all other required flags are attached to the business core and major courses students must complete to earn a BBA degree. As applicable, students are advised to fulfill the cultural diversity flag requirement with a course that meets another requirement of the core curriculum such as the first-year signature course, American history, or visual and performing arts requirements of the core curriculum. Courses with flags are identified in the Course Schedule. More information about flags is given in chapter 2.

1. A grade point average of at least 2.00 is required on all work undertaken at the University for which a grade or symbol other than Q, W, X, or CR is recorded. In addition, a grade point average of at least 2.00 in business courses is required.

The official grade in a course is the last one made; however, if a student repeats a course and has two or more grades, all grades and all semester hours are used to calculate the University grade point average and to determine the student’s scholastic eligibility to remain in the University and his or her academic standing in the McCombs School of Business.

A student may not repeat for credit or grade points any course in which he or she has earned a grade of C or higher (or the symbol CR, if the course was taken on the pass/fail basis).

2. A candidate for the Bachelor of Business Administration degree must be enrolled in the McCombs School in the semester or summer session in which the degree is awarded.

3. Each student is expected to complete the courses required for his or her major and to meet the curriculum requirements described in items 4 through 7 below in the year specified.

4. During their freshman and sophomore years, students must complete the University’s core curriculum, described in chapter 2.

5. Students must complete the following BBA degree requirements during the freshman year:
   a. Mathematics 408C and 408D, or 408K and 408L, or the equivalent. This coursework may also be used to fulfill the mathematics requirement of the core curriculum.
   b. Economics 304K and 304L. Economics 304K may also be used to fulfill the social and behavioral sciences requirement of the core curriculum.
   c. Management Information Systems 301.
   d. Three hours of coursework in anthropology, psychology, or sociology, chosen from approved courses; courses dealing primarily with statistics or data processing may not be used to fulfill this requirement.
   e. One of the following: