Embry-Riddle Aeronautical University

Daytona Beach, Florida

Graduate Catalog 1978-1980

Personal Copy Of Phil Elliott

Teaching Aviation Sciences Since 1926

ACCREDITED BY THE SOUTHERN ASSOCIATION OF COLLEGES AND SCHOOLS

Offering Master's Degree Programs in

Aviation Management and Aeronautical Science

Miami Graduate Center—(305) 621-5203
Daytona Beach Main Campus
(toll free, outside Florida)—800—874-7014,
ext. 484 or local (904) 252-5561, ext. 484

a word from the president

In choosing a graduate school, you are about to make one of the most important decisions in your life. I hope the information in this catalog will help you make the decision which is right for you.

In its more than 50 years of service, Embry-Riddle Aeronautical University has become acknowledged as the world's leader in aviation higher education. This reputation for leadership is founded on three principal characteristics: the professional quality of our instruction, our total commitment to aviation education and our innovative programs in response to the growth of the aviation industry.

Every member of our graduate faculty who teaches aviation related courses has intensive industry experience in both public and private enterprise. This enables the faculty to provide an important link between theory and practice. A constant exposure to "real world" experience helps our students develop the critical, analytical, problem solving and decision making skills they will need to cope effectively with the dynamic challenges of the aviation industry.

Because of our total commitment to aviation education, Embry-Riddle has the active interest and support of aviation leaders on our Board of Trustees and on advisory committees. These leaders are of great assistance in formulating our curriculum so that it meets the rapidly changing needs of the aviation industry and provides a solid foundation in traditional core courses for the Master's Degree.

Embry-Riddle's innovative programs are offered at the undergraduate level on the home campus in Daytona Beach, at the Miami Education Consortium and at other consortia and Residence Centers throughout the U.S. and in England, Germany and Spain. In addition, there is Embry-Riddle/West at Prescott, Arizona. Aviation undergraduate programs (college level) and a special College Preparatory Program for 10th through 12th grade students are offered here.

If you are interested in a future in aviation and can meet the high standards set by Embry-Riddle, we invite you to apply for enrollment to become a part of the Embry-Riddle tradition of excellence in aviation higher education.

Sincerely,

Jack R. Hunt

Jack R. Hunt
President

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miami graduate center program calendar

Summer 1978

Academic Advisement/Registration—Payment of Fees ..... June 5-16
Classes Begin ..... June 19
End of Course Add Period ..... June 23
End of Course Withdrawal Period ..... July 21
End of Term ..... August 25

Fall 1978

Academic Advisement/Registration—Payment of Fees ..... September 18-29
Classes Begin ..... October 2
End of Course Add Period ..... October 6
End of Course Withdrawal Period ..... November 3
End of Term ..... December 8

Winter 1979

Academic Advisement/Registration—Payment of Fees ..... Dec. 11-Jan. 5
Classes Begin ..... January 8
End of Course Add Period ..... January 12
End of Course Withdrawal Period ..... February 9
End of Term ..... March 16

Spring 1979

Academic Advisement/Registration—Payment of Fees ..... March 12-23
Classes Begin ..... March 26
End of Course Add Period ..... March 30
End of Course Withdrawal Period ..... April 27
End of Term ..... June 1

Summer 1979

Academic Advisement/Registration—Payment of Fees ..... June 4-15
Classes Begin ..... June 18
End of Course Add Period ..... June 22
End of Course Withdrawal Period ..... July 20
End of Term ..... August 24

Fall 1979

Academic Advisement/Registration—Payment of Fees ..... September 17-28
Classes Begin ..... October 1
End of Course Add Period ..... October 5
End of Course Withdrawal Period ..... November 2
End of Term ..... December 7

Winter 1980

Academic Advisement/Registration—Payment of Fees ..... Dec. 10-Jan. 4
Classes Begin ..... January 7

End of Course Add Period ..... January 11
End of Course Withdrawal Period ..... February 8
End of Term ..... March 14

Spring 1980

Academic Advisement/Registration—Payment of Fees ..... March 10-21
Classes Begin ..... March 24
End of Course Add Period ..... March 28
End of Course Withdrawal Period ..... April 25
End of Term ..... May 30

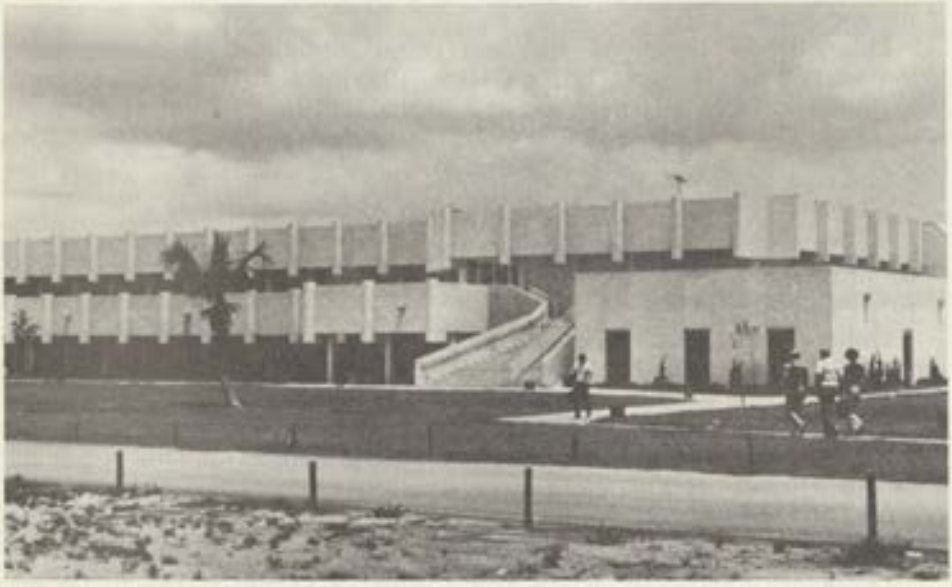
Summer 1980

Academic Advisement/Registration—Payment of Fees ..... June 2-13
Classes Begin ..... June 16
End of Course Add Period ..... June 20
End of Course Withdrawal Period ..... July 18
End of Term ..... August 22

Fall 1980

Academic Advisement/Registration—Payment of Fees ..... September 15-26
Classes Begin ..... September 29
End of Course Add Period ..... October 3
End of Course Withdrawal Period ..... October 31
End of Term ..... December 5

NOTE: Graduate Program Calendars for Locations Other than Miami will be furnished by the appropriate Center Director or the Associate Dean of Graduate Studies.



general information

A University Like No Other

Embry-Riddle Aeronautical University is unique among higher education institutions. It is the world's foremost, totally aviation oriented university. Since its founding more than a half century ago, Embry-Riddle has devoted itself to providing the finest, most professional and comprehensive aviation education leading to literally hundreds of career opportunities. Embry-Riddle alumni now are pursuing aviation careers with organizations throughout the United States and around the world.

Embry-Riddle's 86 acre home campus is located directly on the Daytona Beach, Florida Regional Airport. Today, Embry-Riddle records a main campus enrollment of more than 3,200 students. These students are enrolled in Associate, Bachelor, and Master's degree academic curricula, selected from among 22 aviation educational programs. In addition, more than 2,200 other students participate in Embry-Riddle aviation educational courses offered through an organization of civilian educational consortia and military based Residence Centers throughout the continental United States, in Hawaii, and in England, Germany and Spain.

Embry-Riddle programs also are being introduced at Embry-Riddle University/West in Prescott, Arizona. Here, 10th through 12th grade students have the opportunity to participate in a special College Preparatory Program, and college students may enroll in the University's Associate's and Bachelor's degree level Aeronautical Science program.

Miami Education Consortium/ Miami Graduate Center

Embry-Riddle, which operated in the Miami area during the 1940's through 1960's, returned to Miami in 1971. In that year, Embry-Riddle joined with Barry College to form the Miami Education Consortium (MEC). This facility, which today enjoys an enrollment of approximately 400, enables students to pursue aviation undergraduate degrees while employed full time in occupations with irregular work schedules.

Also during 1971, plans were initiated to offer aviation graduate education programs in the Miami area. The first of these, the Master of Aviation Management program, was offered at the Embry-Riddle Graduate Center on the Biscayne College campus, beginning in 1973. A second degree program, the Master of Aeronautical Science, was added to the Graduate Center curricula in 1975. Both programs have grown steadily and in 1976, a satellite educational facility for the Graduate Center was established at nearby Homestead Air Force Base. Additionally, both Embry-Riddle graduate programs are now being offered at several other locations. In the fall of 1977, the Fort Eustis, Virginia Residence Center offered graduate level courses for the first time. Similarly, graduate programs have been added to the offerings at the Fort Rucker, Alabama Center, the Embry-Riddle home campus in Daytona Beach and at the Mildenhall/Lakenheath and Bentwaters/Woodbridge locations in England. Consideration is being given to opening additional E-RAU Graduate Centers both in the United States and in Europe.

E-RAU Graduate Center alumni are now serving in various capacities with the airlines, general aviation manufacturers and fixed-base operators, and in

airport management positions including those with port authorities, governmental units and aviation education.

Embry-Riddle Aeronautical University will continue to respond to the increasing demand for new programs and to anticipate future demands of the aviation industry.

Philosophy and Purpose

We at Embry-Riddle Aeronautical University accept as our responsibility:

• The educational task of fully preparing students for professional careers in aviation.

• The industrial task of maintaining close liaison with all elements of the aviation industry.

• The personal task of providing knowledgeable well-rounded citizens and community leaders.

The University's purpose is summed up in the following six objectives:

1. To prepare students to make effective contributions to aviation, and be immediately productive.
2. To develop within each student the ability to evaluate objectively the economic, political and moral aspects of man and society.
3. To provide the facilities, faculty and staff for the professional and educational climate needed to inspire students to be inquisitive, professional and skillful in their chosen aviation fields.
4. To maintain the highest standards for professional aviation oriented educational programs.
5. To conduct a continuous and meaningful reevaluation of all educational courses and programs.
6. To support and promote research activities designed to increase understanding in all areas of aviation higher education.

Accreditation and Affiliations

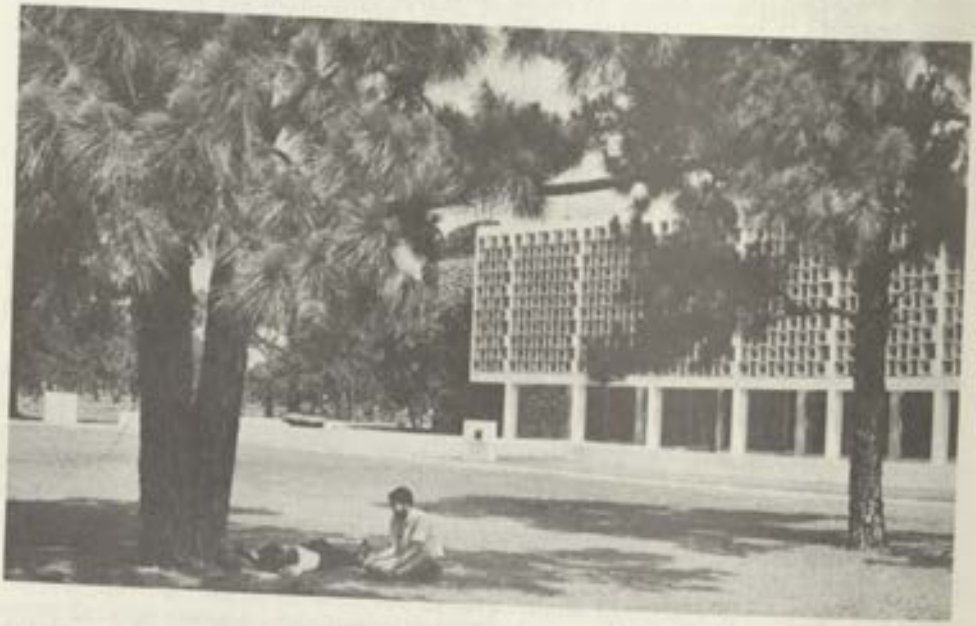
Embry-Riddle Aeronautical University is accredited by the Southern Association of Colleges and Schools. Engineering degree programs are accredited by the Engineers Council for Professional Development, the national engineering accrediting agency. Federal Aviation Administration approved programs include Maintenance Technology (Airframe and Powerplant) and Flight Technology (Private, Commercial, Instrument, Multi-Engine, Flight Instructor and Instrument Flight Instructor).

Academic programs are approved by the State of Florida and other states for Veterans training.

The University retains membership in organizations including the National Collegiate Athletic Association, American Institute of Aeronautics and Astronautics, National Business Aircraft Association, University Aviation Association, National Aerospace Education Association, National Air Transportation Association, and the American Society for Engineering Education.

Statement of Policy

Embry-Riddle Aeronautical University adheres to the principle of equal education and employment opportunity without regard to race, sex, color, creed or national origin. This policy extends to all programs and activities involving or supported by the University.



educational resources
miami

Location

The Embry-Riddle Graduate Center in Miami, Florida is situated in one of the major cosmopolitan areas of the country. Miami is a world famous year round resort and sports center, offering a perfect blend of climate and geography.

As the "Air Hub of the Americas," Miami has become the air link between North America, the Caribbean, and Latin America. Miami International Airport is second only to New York's John F. Kennedy Airport in volume of international air cargo in the United States. In addition to the domestic and international scheduled passenger-cargo airlines, there are approximately 40 non-scheduled air cargo carriers flying freight and express in and out of Miami.

Some of the country's busiest general aviation airports are located in the Dade-Broward County area, including Fort Lauderdale-Hollywood Airport, Opa-Locka and Tamiami.

Approximately 70,000 Miamians hold aviation related jobs and account for some $600 million in annual payroll.

The location of the Graduate Center offers the student a unique opportunity for exposure to the aviation environment. Some of the most knowledgeable leaders of the Miami aviation community are available to the student as graduate faculty members.

Physical Facilities

The Miami Graduate Center is located on the campus of Biscayne College, twenty minutes north of downtown Miami. The Miami expressway system provides ready access from the surrounding areas and suburbs. Adequate parking is available at the campus. The Director's office and graduate classrooms are located in Donnellon Hall on the Biscayne College campus. A lounge is available to graduate students for study and for informal visits with other graduate students.

Libraries

The Embry-Riddle library resources for advanced study and research are readily available. Subscriptions to over 100 aviation management and technical publications are maintained in the Graduate Center Reference Room. The Reference Room also houses all aviation related books. Embry-Riddle also maintains more than 600 books in the Biscayne College Library which are used for collateral reading in all courses.

In addition to the Biscayne Library, interlibrary loan service from other institutions is provided for those engaged in research. This includes resource materials from airlines in the Miami area.

It is a distinct advantage to the University to have the Graduate Center situated in a rich literary and cultural area. The University's book and periodical collections are supplemented by collections of a number of private and state colleges and universities situated in the Dade-Broward County area.

NOTE: Graduate Program Educational Resources information for locations other than Miami may be obtained from the appropriate Center Director or the Associate Dean of Graduate Studies.

Computer Facilities

A computer terminal linked with the computer facilities at the home campus in Daytona Beach is available for student use.

Research

The George R. Wallace Research Center, located on Embry-Riddle's Daytona Beach main campus, is responsible for all research and development activities of the University. Graduate students may submit worthy research papers and participate in the Research Center's activities. Students are encouraged to submit reports for publication in the Embry-Riddle Aviation Research Journal, which is published annually.

Housing

Although Embry-Riddle Aeronautical University does not maintain student dormitories on the Biscayne College campus, there are many apartments and efficiency units within ten minutes of the college. The Director's office can assist students in finding suitable accommodations. Addresses of current students and a map showing the most popular areas and price ranges for housing are available in the Director's office.

Placement Service

The Miami Graduate Center maintains a close liaison with the University's Career Center, located on the Daytona Beach home campus.

A primary effort of the Career Center is to identify the numerous career opportunities within the aviation and related industries. Continuous communication with private and government employers, as well as the University's thousands of alumni, is maintained to assist students with employment in all segments of the aviation industry. Extensive placement information files are maintained on hundreds of aviation organizations. Placement information is supplied on a regular basis to the Miami Graduate Center.

As in all important choices, individual effort is vital in an intelligent career plan. Counseling is offered to assist students in defining their career objectives and in planning for and executing an effective program to find suitable employment to satisfy those objectives. Embry-Riddle graduate students are noted for an exceptional degree of maturity and motivation and for a strong sense of direction in pursuit of their chosen careers. The Career Center coordinates the campus recruiting efforts of representatives of business and government in search of aviation personnel.

Alumni are offered the additional service of having their most current resumé kept on file at the Career Center. Available positions are matched to these resumés, and each alumnus is notified when a resumé is mailed to an inquiring company. In addition, a quarterly newsletter is sent to interested alumni, providing information on available career positions.

Alumni Association

The purpose of the Embry-Riddle Aeronautical University Alumni Association is to promote, aid, encourage and develop the aims and objectives of Embry-Riddle Aeronautical University. The Association serves as the link between the University and its former students. More than 75,000 Embry-Riddle alumni

who have graduated since 1926 take part in the growth and development of their alma mater through local chapters of the Alumni Association located in this country and in England. The regular membership of the Association is comprised of all former students of Embry-Riddle Aeronautical University or its predecessor institutions.

Graduates of the Embry-Riddle Aeronautical University Miami Graduate Center are in a good position to evaluate the objectives, facilities and effectiveness of the curriculum as preparation for careers in aviation and related industries. On the basis of their personal experience, they can answer the many questions regarding expenses, housing in the Miami area, social activities and other aspects of the program.

Many alumni have volunteered to act as counselors to prospective students. They welcome the opportunity to discuss the instruction offered and its usefulness in preparing for aviation careers. Names, addresses and titles of domestic and international alumni counselors are found on page 38.

Alpha Eta Rho-Gamma Rho Chapter

All active students enrolled at the Miami Graduate Center are invited to join Alpha Eta Rho, an international aviation fraternity founded at the University of Southern California in 1929. Meetings are held monthly and speakers from the Miami aviation community are invited to participate. Other social events are held periodically throughout the year.

admission to graduate study

General Requirements

Students should apply for admission at least 60 days prior to the start of the term in which they plan to enroll. Applicants who possess a baccalaureate degree from an accredited college or university may be admitted with *full* graduate standing providing their background evidences an understanding of the concepts of economics (macro and micro), accounting, statistics and management. Evidence may consist of completed undergraduate courses, life experiences or satisfactory scores on examinations administered by USAFI/DANTES and CLEP. The following Embry-Riddle Aeronautical University undergraduate courses fulfill Master's program prerequisites:

Economics: EC 110, Macroeconomics, and EC 210, Microeconomics.

Accounting: MS 110, Accounting I, and MS 112, Accounting II (MS 112 is not a prerequisite for the Master of Aeronautical Science degree program).

Statistics: MA 211, Statistics with Aviation Applications or MA 222, Business Statistics.

Management: MS 200, Principles of Management OR MS 205, American Business Enterprise.

In addition to these requirements, applicants for the Master of Aeronautical Science degree must possess academic training associated with a Commercial Pilot certificate with Instrument rating which meets Embry-Riddle Aeronautical University standards of quality and content. The fact that an applicant possesses a Commercial Pilot certificate with Instrument rating does not necessarily fulfill this requirement. Applicants with no pilot ratings, but with academic training equivalent to the Embry-Riddle Aeronautical Science undergraduate courses listed below, meet the aviation prerequisites for the Master of Aeronautical Science degree program.

AS 100—Foundations of Aeronautics; AS 102—Navigation I; AS 103—Flight Rules and Regulations; AS 201—Meteorology; AS 202—Navigation II; AS 203—Aircraft Engines/Reciprocating; AS 210—Aircraft Systems and Components; and AS 311—Aircraft Engines/Turbine.

U.S. Air Force, U.S. Navy and U.S. Army personnel who hold fixed-wing pilot ratings from their respective services meet the aviation requirements for entry into the Aeronautical Science degree program. Military trained rotary-wing pilots who possess a Standard Instrument Rating, or who successfully complete the fixed-wing instrument examination, also meet aviation requirements for entry into this degree program. U.S. Air Force-rated navigators must demonstrate knowledge of reciprocating and turbine engine operation and aircraft systems and components prior to admission to the Aeronautical Science degree program in *full* status. Embry-Riddle Aeronautical University undergraduate courses satisfying these requirements are AS 203—Aircraft Engines/Reciprocating; AS 210—Aircraft Systems and Components; and AS 311—Aircraft Engines/Turbine.

Certain Aeronautical Science elective courses have additional prerequisites. Insure that applicable prerequisites stated in the course descriptions are satisfied prior to enrolling in an elective course.

Holders of advanced degrees seeking admission to the program will be judged for admission primarily upon the record of their previous graduate study.

Undergraduate students in their final year of study at accredited colleges and universities may apply for admission with full graduate standing providing they have the background preparation previously described. Such admission is contingent upon approval by University officials, subsequent presentation of an undergraduate degree and a supplementary transcript of all courses not previously reported.

Graduates of accredited colleges and universities who do not present evidence of understanding of the concepts established as prerequisites for admission with full graduate status may be admitted to graduate study in *provisional* status. In such cases, applicants will be admitted to full graduate status upon providing satisfactory evidence of completion of all prerequisites. A student admitted in provisional status will be limited to enrollment in those graduate courses for which his background evidences an acceptable level of understanding of concepts. Students may take a maximum of 12 credit hours while in provisional status.

Graduates of accredited colleges and universities who do not intend to work toward a graduate degree may be admitted as *special* students at the discretion of University officials.

International Students

The credentials of applicants from foreign countries are evaluated in accordance with the general regulations governing admission. An application, application fee, photograph and detailed transcripts of undergraduate records must be submitted to the appropriate Center Director or Associate Dean of Graduate Studies at least six months in advance of the beginning of the term in which the applicant seeks admission. The six month period will allow time for the exchange of necessary correspondence and documents relative to securing passports and visas for study in the United States. Applications received from international students will not be processed without payment of the application fee.

Candidates for admission are required to consult the American Consulate or the American Embassy in their country of residence and make arrangements to take an English language examination. The results of this examination are an important factor in determining the acceptability of an applicant. Embry-Riddle must receive this information directly from the Consular Office or Testing Center before a decision concerning admission will be made.

In addition, candidates for admission must complete all arrangements for the necessary American currency to cover tuition and living expenses. The student must furnish an advance statement of financial support. The amount of financial support required will be reflected in the letter sent to the student after receipt of the application for admission. The statement of financial support also is an important factor in determining the acceptability of an applicant.

Upon approval for admission, an advance deposit in the amount of $600 U.S. currency is required. This deposit will apply toward tuition and textbook expenses during the initial term of enrollment. The $600 deposit must be received by the appropriate Center Director or Associate Dean of Graduate Studies before the letter forwarding the Certificate of Eligibility (Form I-20) is transmitted. This Certificate of Eligibility must be presented to the nearest office of the American Consulate in order to obtain the student visa and must be in the possession of all international students prior to departure from their country. A

change of immigration status from tourist visa (or other) to student visa is not possible after the student's arrival in the United States.

Transfer Students

A candidate for admission who has previously been enrolled in graduate study at another accredited institution must arrange for an official transcript to be sent directly to the appropriate Center Director or Associate Dean of Graduate Studies from the Registrar of each institution attended. If requested, the candidate must present the catalog of the institution from which he transfers, marked to indicate courses taken. Transfer credit will be accepted as indicated on page 21.

Application Procedures

To be admitted to the Miami Graduate Center, interested individuals must forward a completed application to the Director, Embry-Riddle Aeronautical University Graduate Center, 16400 N.W. 32nd Avenue, Miami, Florida 33054. The address for submitting applications to the Daytona Beach home campus is found in the back of this Catalog. The following must also be submitted to the appropriate Center Director or Associate Dean of Graduate Studies:

- An official transcript from each college or university attended.
- If applicable, certification of experience when necessary to substantiate understanding of concepts of one or more prerequisite subject areas.
- If applicable, an official test report of USAFI/DANTES and/or CLEP examinations when necessary to substantiate understanding of concepts of one or more prerequisite subject areas.
- If applicable, a copy of FAA pilot certificates or certification of military pilot qualifications.
- An application fee of $25 (non-refundable). For international students the application fee is $50 (non-refundable).

In addition to the above items, international students should follow the previously described procedures, to include furnishing a statement of financial support.

Students will be admitted to the program in a *provisional* status until official transcripts and records confirm initial counseling discussions. All official records must be received prior to the end of the first term in which the student is enrolled in order to receive credit for the courses taken.

the master's degree programs

Academic Goals

The purpose of the Master's degree programs in aviation is to produce leaders of high competence who have had meaningful learning experiences under competent guidance. It is highly desirable that the unique professional experiences of a student be acknowledged as having intrinsic value in the total professional preparation of the student. Consequently, the graduate programs capitalize upon the student's employment experiences in aviation. Embry-Riddle graduate students, in many cases, are individuals who have already established themselves in aviation careers.

The graduate programs cement the theoretical and practical experiences of the student in a meaningful fashion. In so doing, the University seeks to bring about a true synthesizing of professional preparation and experience.

Program Features

- Applicants holding a Bachelor's degree *in any area of study* may enter at the graduate level and complete a degree program with a *minimum of undergraduate prerequisites.*
- Students lacking undergraduate prerequisites may *enroll in other graduate courses* while fulfilling established prerequisites.
- Up to *twelve credit hours of relevant study may be transferred* from other accredited graduate programs.
- *Executives who are acknowledged leaders in their respective aviation fields* serve as adjunct faculty.
- Four terms are offered annually, enabling *full-time students to complete the program within one year.* Part-time students can complete the program in less than two years.
- *Most class periods are taped "live,"* and stored on cassette tapes, enabling students to make up classes they are unable to attend because of occupational commitments.
- *Classes are scheduled evenings and weekends* to meet the needs of working students.
- Instructional methodology may include *weekend seminars, independent study, traditionally scheduled class meetings or combinations of these.*
- *Individual counseling by the Center Director or Associate Dean of Graduate Studies is available to all students.*
- *Small class size* permits student-teacher interaction and maximum sharing of opinions, experience and knowledge.
- Assistance is available to students in areas such as Veteran's benefits, loans and housing.
- Opportunity for *part-time jobs in the local aviation community* is available while enrolled in the program.

degree of master of aviation management

The Master of Aviation Management is a professional degree primarily for individuals seeking to become managers in the aviation industry and for those presently serving in management positions in the industry. However, the program offers enough flexibility to permit individuals working in other industries to pursue the advanced degree specializing in non-aviation areas.

The program is not designed to provide specialists in such areas as accounting, finance, marketing, operations research, personnel, etc., but, instead, to develop a well-rounded manager who can coordinate the activities of such specialists toward the goals and objectives of the organization.

While the program provides the traditional foundation courses in management, it also emphasizes practical applications of management theory to the aviation industry. Diversity of skills and employment capability are key aims of the program. The program permits obtaining a degree in a field related to one's occupation and also presents managerial principles applicable to all industries, thereby providing a significant flexibility for the individual.

The Curriculum

Thirty six (36) trimester hours of graduate study are required. Eighteen (18) credit hours are required core courses, with the remaining eighteen (18) hours as electives. Required core courses emphasize the tools and techniques of management; electives emphasize the application of these techniques to more specific aviation problems.

CORE COURSES

MS 610 Advanced Organization Theory	(formerly MS 510)
MS 611 Quantitative Methods in Business	(formerly MS 520)
MS 612 Management Information Systems	(formerly MS 530)
MS 613 Personnel Management and Industrial Relations	(formerly MS 540)
MS 614 Marketing Management	(formerly MS 550)
MS 615 Current Problems in Aviation	(formerly MS 560)

ELECTIVE COURSES (Select 6 courses)

MS 500 Government Role in Aviation
MS 570 International Developments in Aviation
MS 590 Portfolio Theory and Capital Markets
MS 595 Small Business Management
MS 600 Transportation Principles
MS 605 Airline Operations and Management
MS 618 Corporate Finance
MS 620 Managerial Psychology
MS 625 Airline Marketing Management
MS 632 Aviation Labor Relations
MS 635 Business Policy
MS 638 Managerial Economics
MS 645 Airport Management
MS 650 Advanced Managerial Accounting

MS 655 Aviation Law and Insurance
MS 660 Money and Banking
MS 665 Public Administration
MS 695 Special Project
AS 530 Corporate Aviation Operations
AS 606 Aerospace Control/Communication Systems (formerly AS 650)
AS 607 Advanced Aircraft Systems (formerly AS 610)
AS 608 Aircraft Accident Investigation and Aviation Safety (formerly AS 508)
AS 609 Aircraft Maintenance Management (formerly AS 545)
AS 636 Advanced Aviation Planning Concepts
AS 640 Supply and Distribution in the Aviation Industry
AS 641 Production and Procurement in the Aviation Industry
AS 642 Research and Development for the Aviation Industry

All courses are non-sequential and are assigned a credit value of three trimester hours. New students may enroll and start the program with any course; however, undergraduate prerequisites must be completed before the student may enroll in a graduate course for which a prerequisite has been established.

Elective courses enable the student to select courses suited to his or her individual interests, aspirations and occupational needs.

degree of master of aeronautical science

The Master of Aeronautical Science program provides a professional degree for the student who desires to pursue a career in technically-oriented aviation activities. The program is a specially planned and integrated curriculum designed to meet the educational requirements of those students who would direct and supervise technical activities including operations, maintenance, logistics, safety, systems and meteorological functions.

This program stresses the development of both technical and managerial skills needed by current and future directors, supervisors and potential leaders. It is also concerned with the ability of these individuals to deal with problems of choice and complexity involved in the successful adaptation of functions and organizations to new requirements in an ever-changing environment.

The program provides the student with an opportunity to achieve individual fulfillment and contribute significantly to the aviation industry, which represents an extremely important national asset. Program emphasis is placed on the interaction of different facets of the aviation industry and their interrelationship with other sectors of the national economy. The student is encouraged to gain a deeper appreciation of the contributions aviation has made, is making and may be expected to make to the technological, economic, social, political and human advancement of society.

The Curriculum

Thirty six (36) trimester hours of graduate study are required. Eighteen (18) credit hours are required core courses, with the remaining eighteen (18) hours as electives. Of the six elective courses, at least three must be selected from aeronautical science courses. Required core courses emphasize technical knowledge across the broad spectrum of aviation operations, safety, communications, maintenance and aircraft systems as well as the tools and techniques of management. The electives permit a concentration or cross-sectional selection of courses concerned with various aspects of aviation operations, logistics or management.

CORE COURSES

AS 606 Aerospace Control/Communication Systems (formerly AS 650)
AS 607 Advanced Aircraft Systems (formerly AS 610)
AS 608 Aircraft Accident Investigation and Aviation Safety (formerly AS 508)
AS 609 Aircraft Maintenance Management (formerly AS 545)
MS 605 Airline Operations and Management
MS 613 Personnel Management and Industrial Relations (formerly MS 540)

ELECTIVE COURSES (Select 18 Credit hours)

AS 505 Systems of Corporate/Business Jet Aircraft
AS 509 Advanced Aerodynamics
AS 510 Advanced Aircraft Performance
AS 511 Electronic Navigation and Control Systems
AS 512 Air Carrier Operations

AS 515 Simulation in Aviation
AS 518 Systems and Regulations for Operation of the Boeing 727
AS 519 Cockpit Procedures for Operation of the Boeing 727
FA 520 Simulator Training and Flight Check on Boeing 727 Systems and Procedures
AS 530 Corporate Aviation Operations
AS 549 Pilot Requirements for Operation of the Boeing 727 (formerly AS 550)
FA 550 Pilot Flight Training in the Boeing 727
FA 551 Pilot Flight Training in a Corporate/Business Jet Aircraft
AS 601 Advanced Meteorology
AS 634 Aviation Psychology (formerly AS 560)
AS 640 Supply and Distribution in the Aviation Industry
AS 641 Production and Procurement in the Aviation Industry
AS 642 Research and Development for the Aviation Industry
AS 695 Special Project
MS 500 Government Role in Aviation
MS 570 International Developments in Aviation
MS 610 Advanced Organization Theory (formerly MS 510)
MS 612 Management Information Systems (formerly MS 530)
MS 615 Current Problems in Aviation (formerly MS 560)
MS 625 Airline Marketing Management
MS 632 Aviation Labor Relations
MS 645 Airport Management
MS 655 Aviation Law and Insurance

All courses except those specified in the course descriptions are nonsequential. All courses are assigned a credit value of three trimester hours with the following exceptions: AS 505, two credit hours; AS 519, two credit hours; FA 520, one credit hour; and FA 551, one credit hour. New students may enroll and start the program with any course except those awarded less than three credit hours; however, undergraduate prerequisites must be completed before the student may enroll in a graduate course for which prerequisites have been established.

Elective courses enable the student to select courses suited to his or her individual interests, aspirations and occupational needs. Note, however, that not all elective courses are offered at each graduate program location.

CERTIFICATE COURSES

Embry-Riddle Aeronautical University offers the following Certificate Courses at 0 academic credit for the student who desires an accelerated training program meeting Federal Aviation Administration (FAA) Certificate requirements, but who is not enrolled as a full time student in the Master of Aeronautical Science degree program. For further information on Certificate Courses contact the Associate Dean of Graduate Studies.

FT 505 Cessna Citation (Jet) Ground School
FT 551 Cessna Citation II Type Rating
FT 518 Flight Engineer, FAA Written Preparation
FT 519 Advanced Flight Engineer I
FT 520 Advanced Flight Engineer II
FT 549 Airline Transport Pilot, FAA Written Preparation
FT 550 Boeing 727 Simulator and Type Rating

regulations

general regulations

Attendance

There are no formal institutional regulations regarding class attendance in Embry-Riddle Aeronautical University graduate courses. The fact that classes are scheduled is evidence that attendance is important and students should maintain regular attendance if they are to attain maximum success in the pursuit of their studies.

It is recognized that, on occasion, it may be necessary for the student to be absent from scheduled classes for valid reasons. On such occasions, all matters related to the student's absence, including the making up of work missed, are to be arranged between the student and the professor. Where absences are anticipated, the student should confirm that the professor plans to tape the missed class.

Conduct

Students are expected to observe generally accepted standards of conduct and to assume personal responsibilities appropriate to potential business and professional leaders. The University reserves the right to exclude any student whose conduct is prejudicial or injurious to the University, the faculty, or other students.

Non-Continuous Matriculation

Normally a student may be permitted to graduate under the provisions of the catalog in effect at the time of his first enrollment. A student may choose to graduate under the provisions of a subsequent catalog. If he does so, he must meet all the provisions of the subsequent catalog.

A student who returns to one of the graduate programs after an absence of more than two years will be required to meet the degree provisions of the catalog current upon his return, along with such other re-entry provisions as may be in effect.

A student who does not wish to register for a particular term, but who intends to continue the program at some later date, should discuss his plans with his Center Director or the Associate Dean of Graduate Studies to facilitate his subsequent re-entry. Failure to comply with this request may complicate the student's re-entry in the term of his choice.

Standards of Performance

The appropriate Center Director or Associate Dean of Graduate Studies may require that a student withdraw from a particular course or courses, from a graduate program, or from the University because of unsatisfactory academic work, or for other adequate reason. To continue in a graduate program, a student must make reasonable and timely progress in terms of grades and courses toward the degree concerned. The student's progress will be reviewed each term.

As a result of the term review, any student whose scholastic performance does not indicate appropriate progress may be required to reduce his course load or may be required to withdraw from the Graduate Division.

academic regulations

Length of Term, Classes and Hours

The academic year at the Miami Graduate Center is composed of four 10 week terms. The Fall term begins in early October; the Winter term in January; the Spring term in March; and the Summer term in June. Most courses will provide for 45 hours of instruction and have a value of three trimester hours. A trimester hour is equivalent to a semester hour.

Graduate Center classes are scheduled during the evening hours and on weekends in order to accommodate the working student.

For number and length of terms per year and class schedules at locations other than Miami, contact the appropriate Center Director or Associate Dean of Graduate Studies.

Grading and Grade Reports

The following four point scale is used to document student performance:

Grade	Achievement Rating	Quality Points
A	Excellent	4
B	Good	3
C	Satisfactory	2
F	Failure	0
I	Incomplete	0
W	Withdrawal without penalty	0

Students desiring to withdraw from classes for any reason must secure the proper withdrawal forms from the Director's or Associate Dean's office, except during the published registration period for each term. During the registration period, students desiring to withdraw from a course will do so in the registration area. Withdrawal forms must be filled out completely, approved by the Center Director or Associate Dean of Graduate Studies and submitted to the Office of Registration and Records at the home campus as soon as possible. The necessary actions should be taken as soon as the decision to withdraw is made.

Students withdrawing before the end of the first five weeks of the term will receive a grade of "W". In order to receive a refund, a student must withdraw during the first week of scheduled classes in accordance with the Financial Information section of this catalog.

Students who withdraw after five weeks of each term (see Graduate Program Calendar) will not be eligible for a "W" except in cases of hardship as approved by the Center Director or Associate Dean of Graduate Studies. Normally, if a student withdraws after the specified date, a grade of "I" will be assigned.

If incomplete work resulting in an "I" grade is not completed by the end of the second term subsequent to the term in which the "I" grade was assigned, the grade will become a permanent "I" and the student will be required to re-register for the course in order to receive credit for it.

Grade reports are mailed to students as soon as possible after course grades are submitted by instructors. Information on grades is not given over the telephone nor to students inquiring in person.

Grade Point Average

The grade point average (GPA) is determined by dividing the total number of grade points earned at Embry-Riddle by the total number of trimester hours attempted. When a "W" or "I" grade is recorded for a course, the hour value does not count as hours attempted.

In calculating the GPA, a repeated course shall be considered an additional course.

The University reserves the right to withdraw the enrollment privilege of a student whose cumulative grade point average in the program falls below 2.50.

Graduation Honors

The Master of Aviation Management and/or the Master of Aeronautical Science degree will be granted "With Distinction" to students with a cumulative grade point average of 3.50 or higher for all graduate courses completed with Embry-Riddle.

Course Load

The maximum load for graduate students is nine credit hours for a ten week term, twelve credit hours for a fifteen week term and six credit hours for any term less than ten weeks. Students working in excess of 25 hours per week are limited to a maximum of six credit hours per ten or fifteen week term and three credit hours for any term less than ten weeks in length. The Center Director or Associate Dean of Graduate Studies may require a student to register for fewer hours when this is deemed advisable in view of the student's academic standing or for other reasons.

Exceptions to the maximum limits may be authorized by the Center Director or Associate Dean of Graduate Studies only when the student has demonstrated exceptional academic performance in graduate work previously completed with the University.

Degree Time Limit

A Master's degree program must be completed within seven years of the time a student initially enrolls in the program.

Residence Credit

A minimum of 24 hours of graduate work, including the last nine credit hours, must be completed with Embry-Riddle Aeronautical University for award of either the Master of Aviation Management or the Master of Aeronautical Science degree.

Transfer Credit

A maximum of twelve credit hours may be transferred from graduate programs at other accredited colleges and universities toward the Master of Aviation Management degree. Courses completed within five years of enrollment in this program in which a grade of "B," or higher, was achieved may be transferable. A course transferred to satisfy a required course must be equivalent to one of the core courses. A course transferred for elective credit must be in the management or aeronautical science area, but need not be equivalent to one of the specific elective courses offered in the program.

A maximum of twelve credit hours may be transferred from graduate programs at other accredited colleges or universities toward the Master of Aeronautical Science degree. Courses completed within five years of enrollment in this program in which a grade of "B," or higher, was achieved may be transferable. Of these, no more than six credit hours may be used to satisfy core course requirements. A course transferred to satisfy a required course must be equivalent to one of the six core courses. A course transferred for elective credit must be either in the management or aeronautical science area but need not be equivalent to one of the listed elective courses in this program.

Advanced Standing

A maximum of eight credit hours of advanced standing, applicable only toward the Master of Aeronautical Science degree, may be granted to an applicant possessing both Flight Engineer and Airline Transport Pilot certificates with appropriate aircraft type ratings. This credit will be granted only after the University conducts written, oral, and/or flight evaluation of the student's training and experience. Any credit granted will count toward the maximum of twelve transfer credit hours. If Flight Engineer and Airline Transport Pilot certificates and ratings have been used to satisfy specific undergraduate degree requirements, they may not also be used to achieve advanced standing. Eight credit hours of advanced standing may be granted as follows:

• Flight Engineer Certificate	2 Credit hours
• Type rating—Reciprocating Powered Aircraft	1 Credit hour
• Type rating—Turbine powered Aircraft	1 Credit hour
• Airline Transport Pilot Certificate	2 Credit hours
• Type rating—Reciprocating Powered Aircraft	1 Credit hour
• Type rating—Turbine Powered Aircraft	1 Credit hour

Course Availability

All required (core) courses are offered at each graduate program location. Frequency of offering will vary between locations. A schedule of the required courses and the term in which it is planned to offer them is available in the appropriate Center Director's office or from the Associate Dean of Graduate Studies. Elective course offerings depend largely upon instructor availability and student demand. Not all elective courses are offered at each graduate program location. Some are offered more frequently than others.

The University reserves the right to cancel a particular course offering in any term in which enrollment does not reach a minimum of 15 students by the end of the registration period. Students enrolled in such courses will be informed promptly of this action and will be permitted to transfer without additional charge into another course. Should his schedule not permit a student to make this transfer, tuition for the cancelled course will be refunded in full.

Examinations for Prerequisite Courses

CLEP or USAFI/DANTES examinations will be accepted where such examinations measure competency in the subject matter of prerequisite courses and a satisfactory score is attained. USAFI/DANTES and CLEP subject examination scores as recommended by the American Council on Education are accepted for prerequisites.

Credit for the subject examinations will be accepted for equivalent E-RAU courses with the approval of University officials. The credit will be awarded only

for examinations taken prior to enrolling as a degree candidate. After enrolling, a student may apply to take E-RAU administered course equivalency exams.

Application for Degree

Application for either degree must be submitted to the appropriate Center Director or Associate Dean of Graduate Studies during the registration period of the term in which the student expects to graduate. The prescribed graduation fee must be submitted with the application. A student may graduate at the end of any term.

Graduation Requirements

In order to graduate with either the Master of Aviation Management or Master of Aeronautical Science degree, a student must:

- Successfully complete all required courses.
- Have completed a minimum of 36 hours of graduate work acceptable toward the degree.
- Have completed a minimum of 24 hours of course work with Embry-Riddle.
- Have achieved a cumulative grade point average of 3.0 or higher for all graduate work completed with Embry-Riddle.
- Satisfy all financial obligations.
- Be recommended by the faculty, appropriate Center Director and the Associate Dean of Graduate Studies.

A student may pursue both degrees. A minimum of twelve additional hours, thus a minimum total of 48 hours of applicable graduate work, must be completed to be awarded both degrees. At least 18 hours must be in Aviation Management courses and 21 in Aeronautical Science courses. Additionally, core course requirements of both programs must be satisfied. Students pursuing both degrees are limited to the maximum of twelve total transfer credit hours.

Withdrawal from the University

A graduate student who withdraws from the University must apply to the appropriate Center Director or Associate Dean of Graduate Studies for permission to withdraw in good standing. All accounts must be paid in full at the time of withdrawal.

Student Rights and Privacy

Rights and privacy of students is the subject of Public Law 93-380 which became effective November 19, 1974. The law requires a student to sign individual release forms for each company, school, etc., to whom he wants information released. Any student desiring more information should contact the Center Director or Associate Dean of Graduate Studies.

Transcripts

One complete transcript of record is furnished to the student at the conclusion of his program or when requested, without charge. For each additional transcript, a fee of one dollar is required. The application for the transcript of record must be made by the student direct to the Office of Registration and Records at the home campus in Daytona Beach, either on the form supplied by the Center Director's office or by written request. No transcripts, letters of recommendation or certifications of attendance will be released for students who have not met their financial obligations to the school.

course descriptions

AS 505—Systems of Corporate/Business Jet Aircraft **2 Credits**
A comprehensive study of those subjects necessary for the Citation student. Upon successful completion, the student will be qualified to enter the flight portion of the course. The student will demonstrate his knowledge through oral and written tests about: Federal Aviation Regulations, Theory of Flight and Aerodynamics, Aircraft Performance, Aircraft Systems, Safety Procedures. These subjects will be oriented to the spc :ific operations conducted in the Citation.

AS 509—Advanced Aerodynamics **3 Credits**
A study of transonic and supersonic aerodynamics, principles of aircraft stability and control and operational strength and loading considerations. Upon completion, the student should be able to describe compressible flow characteristics and supersonic and transonic flow patterns; design supersonic airfoils; describe supersonic operating characteristics and limitations; explain general stability and control considerations; describe longitudinal, directional and lateral stability and control considerations and systems; define interaction between axes and the role of stability augmentation systems; explain general strength considerations and design requirements; describe the theory governing airframe operating limitations. Prerequisites: Understanding concepts of aerodynamics, applied physics and basic calculus—AS 309, PS 104 and MA 112 or equivalent to MA 112.

AS 510—Advanced Aircraft Performance **3 Credits**
An analysis of performance characteristics for transonic, supersonic and near space air vehicles powered by jet or rocket engines. Problems related to high speed and high altitude flight such as aeroelastic effects, compressibility drag, Reynold's Number effects, ram pressure rise and aerodynamic heating are explored in depth. Also included is a detailed treatment of drag polars and curves of available and required thrust for transonic, supersonic and near space air vehicles. Prerequisites: Understanding concepts of aircraft performance—AS 310 or equivalent, or ATP Certificate with jet type rating.

AS 511—Electronic Navigation and Control Systems **3 Credits**
An analysis of current systems used for navigation and control of aircraft and space vehicles with an outlook toward future systems. Emphasis is on the total understanding of systems from the pilot's viewpoint. After completion, a student should be able to use block diagrams in systems analysis and synthesis; explain system principles and the use of Course Line Computers, Doppler, INS and VLF systems; describe spacecraft navigation system methodology; explain operating principles of automatic flight control, flight director, autoland and go-around systems; explain spacecraft control and stability methods and systems. Prerequisites: Understanding concepts of navigation, aerodynamics, aircraft performance, applied physics and basic calculus—AS 102, AS 309, AS 310, PS 104 and MA 112 or equivalent.

AS 512—Air Carrier Operations **3 Credits**
An examination of air carrier flight operations from the standpoint of both the ground based flight dispatcher and the cockpit flight crew. Portions of Part 121 of the Federal Aviation Regulations pertaining to operations will be studied. Large aircraft loading limitations and computations will be covered. Performance considerations essential to flight planning will be analyzed using aircraft

flight manual data. Flight planning problems involving loading, performance, weather conditions and routing considerations will be dealt with using typical airline planning forms and manifests. The course constitutes adequate preparation for the FAA Aircraft Dispatcher written test. Prerequisites: Understanding Federal Aviation Regulations, concepts of navigation, and aircraft performance —AS 103, AS 201, AS 202 and AS 310 or equivalent.

AS 515—Simulation in Aviation **3 Credits**

A comprehensive examination of all aspects of simulation in modern aviation. The course includes an investigation of simulator use as a substitute for flight training and the bearing this use has on safety and training costs. The course will provide an in-depth look at the history and development of simulation, current "state of the art", research and development in simulation and the outlook for the future. Analyses of different flight training programs and methods will be made to include validation of greater emphasis on simulation, the most efficient ratio of simulator time to actual flight time in a given program and what maneuvers, if any, can be taught entirely through simulation. A study will also be made of the premise that engineering technology has exceeded our present ability to utilize simulators with maximum efficiency. Prerequisite: None.

AS 518—Systems and Regulations for Operations of the Boeing 727 **3 Credits**

A comprehensive study of government regulations that govern the Flight Engineer during his training and in the performance of his duty. Selected parts of FARs Part 25, 63 and 121 will be analyzed in detail from the Flight Engineer's viewpoint. The course will also expose the student to the operation of complex air carrier aircraft systems and components as found on the Boeing 727 aircraft. The student will be prepared for the FAA Flight Engineer Basic written examination with respect to regulations knowledge and for the FAA Flight Engineer Turbojet (727) written examination. Prerequisites: Commercial Certificate with instrument rating, and understanding concepts of aerodynamics and aircraft performance—AS 309 and AS 310 or equivalent.

AS 519—Cockpit Procedures for Operation of the Boeing 727 **2 Credits**

A comprehensive study of Boeing 727 aircraft systems and components, normal/abnormal/ and emergency procedures and coverage of B-727 avionics and performance characteristics. Included in the course is B-727 exterior/interior/cockpit familiarization. Upon successful completion of the course the student will be prepared for AS 520, Advanced Flight Engineer II. Prerequisites: Commercial Pilot Certificate with instrument rating and FAA Flight Engineer written examinations passed. (Lab fee required).

FA 520—Simulator Training and Flight Check for Boeing 727 Systems and Procedures **1 Credit**

Training in a Boeing 727-100/200 series aircraft simulator in preparation for the FAA Flight Engineer Turbo Jet aircraft check ride on the B-727 aircraft. During the simulator training the student will perform the duties of a Flight Engineer during normal/ abnormal/ and emergency conditions. He will be expected to perform cockpit preparation and an interior/exterior aircraft preflight. Crew coordination and Flight Engineer duties and responsibilities will be stressed. The student will be expected to fill out take-off and landing data cards and compute climb/cruise performance data. Prerequisite: Advanced Flight Engineer 1—AS 519.

AS 530—Corporate Aviation Operations **3 Credits**

An examination of the establishment and operation of a corporate flight department. Operational and administrative factors peculiar to corporate aviation are analyzed. The procedures and techniques generally accepted as standards by professional corporate operations are treated in relation to independent corporate experiences. The student will be presented with a practical view of the corporate aviation environment and should acquire an appreciation for its mission of management mobility and an understanding of how to use the resources available to accomplish it. FAA requirements and the contributions and limitations of aviation to the company's financial well-being are also studied. Prerequisite: None.

AS 549—Pilot Requirements for Operation of the Boeing 727 (Formerly AS 550) **3 Credits**

Preparation for the Airline Transport Pilot written examination. Upon successful completion of the course, arrangements are made for the student with sufficient flight hours to take the written examination required for the ATP Certificate. The student will receive intensive instruction in the following areas included in the FAA written exam: Federal Aviation Regulations, Airman's Information Manual, aviation weather, weight and balance, jet transport characteristics, aircraft performance, terminal instrument approach procedures and special problems involving estimated enroute flight times, required fuel, endurance, off-course procedures, wind, airspeed adjustments, cabin pressurization and Mach number. Prerequisite: Commercial Pilot Certificate with instrument rating or military equivalent.

FA 550—Pilot Training in the Boeing 727 **3 Credits**

A comprehensive preparation for the FAA practical test awarding a turbo jet type rating in the Boeing 727 aircraft. Training consists of B-727 simulator training and approximately three hours of actual aircraft in-flight training. Simulator and aircraft training sessions will be accompanied by preflight briefings and postflight critiques. Prerequisites: Commercial Pilot Certificate with multi-engine and instrument ratings and 1,500 total flight hours.

FA 551—Pilot Training in a Corporate/Business Jet Aircraft **1 Credit**

This course consists of the instruction and flight training that will enable the student to obtain the aeronautical skill, knowledge and experience required for the addition of a jet type rating to his or her existing FAA pilot certificate. The student will be instructed in such areas as: Jet Aircraft Engines and Systems, Aircraft Loading and Performance, and the Theory and Application of Standard Operating Procedures in all anticipated normal and emergency conditions, both VFR and IFR. Prerequisites: Private Pilot Certificate with multi-engine and instrument ratings. Corequisite: AS 505.

AS 601—Advanced Meteorology **3 Credits**

A strengthening of the meteorological background of the aviation professional. It includes the derivation and application of the hydrostatic equation, study of atmospheric kinematics, derivation of the equation of continuity, and development of the thermal wind. Fundamental analysis, high altitude meteorology, radar meteorology, air pollution and solar aspects are studied. Current weather is analyzed and basic forecasting is accomplished utilizing an actual weather facility. Each student will write a formal research term paper and present a seminar on meteorological/aeronautical subjects selected for their current rele-

vance. Prerequisite: Understanding concepts of meteorology, basic calculus, applied physics and a Commercial/Military Certificate with instrument pilot rating—AS 201, MA 112, PS 104.

AS 606—Aerospace Control/Communication Systems (Formerly AS 650) **3 Credits**

A detailed analysis of current and future developments and trends in the control of air traffic. Upon completion of the course, the student should be able to understand current capabilities and future requirements of ground based and airborne equipment for the control of aircraft. Problems of air traffic control and communications in an overcrowded environment will be examined, including solutions based on ground and airborne computers, satellite communications and telemetry, and the application of RNAV systems of navigation. Prerequisites: Understanding Federal Aviation Regulations and concepts of instrument navigation—AS 103 and AS 202, or equivalent or commercial or military instrument pilot rating.

AS 607—Advanced Aircraft Systems (Formerly AS 610) **3 Credits**

An examination of current "state-of-the-art" aircraft systems and a projection of current research trends to future air vehicle requirements and applications. Upon successful completion of the course, the student should be able to understand the capabilities and limitations of current aircraft propulsion, electrical, environmental, control and hydraulic systems and sub-systems, and predict their future development to meet tomorrow's requirements. Emphasis is placed on the total aircraft design and the interdependence of the aircraft system design constraints. The content of the course is both qualitative and quantitative. Prerequisite: Understanding concepts of aircraft systems—AS 210 or equivalent.

AS 608—Aircraft Accident Investigation and Aviation Safety (Formerly AS 508) **3 Credits**

A critical analysis of selected aircraft accidents including an in-depth evaluation of cause factors. Particular emphasis is placed on the human factors of the flight crew and support activities which may contribute to accidents in transport category and general aviation operations. The student will identify some of the problems confronting aviation safety and develop possible solutions to these problems. The student will research and analyze those factors that prevent aircraft accidents. He will develop a flying safety program for a flight operation that can be used as an effective tool of management in reducing aircraft accidents. Prerequisite: None.

AS 609—Aircraft Maintenance Management (Formerly AS 545) **3 Credits**

A detailed analysis of maintenance regulations, structure, capabilities and limitations of maintenance organizations, maintenance functions accomplished at depot and airport levels, and maintenance inspection and reporting requirements. The student will analyze preventive and corrective maintenance practices, maintenance scheduling, processing of reparables, and maintenance inspections conducted by commercial airlines and fixed base operators. Included are case studies on maintenance actions to be taken in typical and unique situations. A major objective is to understand the interface of maintenance functions with supply operations and training activities. The students will also review the interaction between the maintenance and flight operations functions in the day-to-day operation of commercial airlines. Management functions and

responsibilities directly related to the aircraft maintenance effort are analyzed. Prerequisite: None.

AS 634—Aviation Psychology (Formerly AS 560) **3 Credits**
An examination of relevant psychological theories and their relationship to the human factor in the structures and processes of aeronautical environments. Perception, learning, and intelligence applied to aircraft operations. Emotional and psychophysiological elements in conditions of stress. Psychomotor skills and perceptual errors in relation to self-inducement and external inducement; amelioration through human engineering. Prerequisite: Commercial or military instrument pilot rating.

AS 636—Advanced Aviation Planning Concepts **3 Credits**
Planning and decision-making for current or potential aviation managers/decision-makers. It provides the student with an understanding of the various types and sources of data which the aviation planner/decision-maker uses in carrying out his responsibilities. Data available and how it is used in aviation planning and decision-making is covered. An analysis is made of data required to reach decisions on such questions as airline route structure development and expansion, fleet modernization and anticipated markets. The student will study the application of computer technology, models, simulation, heuristics, economic analysis, value theory and payoff tables as tools to aid the aviation planner/decision-maker. The application and limitations of these tools to the factors of risk, uncertainty, experience, judgment, intuition and creativity are also discussed. Prerequisites: Understanding concepts of management and economics—MS 200 or MS 205, EC 110 and EC 210.

AS 640—Supply and Distribution in the Aviation Industry **3 Credits**
A treatment of the control and distribution of aircraft, aircraft parts and components for aviation operations ranging from the fixed base operator to worldwide commercial airline operations. The structure of aviation supply organizations, priority systems, cost categories, inventory control and the application of electronic data processing equipment to the supply and distribution functions are discussed. Supply management is analyzed from the standpoint of economy and customer satisfaction through case studies of different aviation endeavors, ranging from the typical airline operation to the aircraft supply and distribution services provided under the terms of contracts between aircraft companies and foreign governments. The student is exposed to the technical aspects of aviation supply and their application to a wide variety of circumstances under which aircraft supply and distribution services are required. Prerequisite: Understanding concepts of management—MS 200 or MS 205.

AS 641—Production and Procurement in the Aviation Industry **3 Credits**
An analysis of the relationship between, and the methods of, aircraft procurement and production. The student is exposed to different types and typical provisions of procurement contracts and what type or types would be most appropriate in a given situation. Aircraft manufacturing processes and techniques, the importance of meaningful manufacturing schedules, quality control and the role of development projects in the production process are discussed. From a given set of specifications, an analysis of procurement and production actions from contract preparation through final production and testing of the end item is made. The effects of cost overruns and contract changes are also

discussed. Prerequisites: Understanding concepts of management and economics—MS 200 or MS 205, EC 110 and EC 210.

AS 642—Research and Development for the Aviation Industry **3 Credits**
The types and sources of research for the aviation industry. Distinctions are drawn between research and development and emphasis is placed on future development to meet changing requirements. The structures of the aviation industry, educational institutions and specified corporations for basic and applied research are treated. An analysis is made of how research is funded, specifications determined, and the relationship of research and development to procurement and production. Also discussed are the factors which contribute to the lead time required between initial development and initial production. An examination is made of how aircraft and component test programs are designed to meet regulatory requirements. Prerequisites: Understanding concepts of management and economics—MS 200 or MS 205, EC 110, and EC 210.

AS 695—Special Project **3 Credits**
Students may elect, with the approval of the Graduate Program Director, to perform special directed analysis and/or independent studies. The student will develop a detailed proposal of his planned study/research and present it to the Graduate Program Director or Associate Dean of Graduate Studies for approval not less than three weeks prior to registration/enrollment in the course. Prerequisite: Approval of the Program Director or Associate Dean.

AVIATION MANAGEMENT

MS 500—Government Role in Aviation **3 Credits**
The evolution of governmental institutions and policies affecting the promotion and regulation of aviation, and the interactions between such institutions and aviation management. An evaluation of social and aviation goals, and the place of governmental bodies in their achievement. Prerequisite: None.

MS 570—International Developments in Aviation **3 Credits**
A comprehensive description and analysis of international developments in aviation today, with particular attention to the economic problems of U.S. international air services, the cooperative efforts of nations in providing safe and standardized airways and airports throughout the world. The social, economic and political goals of the U.S. and other countries as they affect aviation. The methodologies needed in resolving international disagreements. Prerequisite: None.

MS 590—Portfolio Theory and Capital Markets **3 Credits**
Concepts and principles of security analysis and portfolio management. Investment and financing decisions of the corporation, capital budgeting, diversification and portfolio selection. Application of statistical techniques to solution of financial problems. Prerequisite: Understanding concepts of statistics—MA 211 or MA 222.

MS 595—Small Business Management **3 Credits**
Critical analysis of the various stages in the life cycle of a small business to focus on the management problems which are unique to entrepreneurship. The course will enhance the students' understanding of the opportunities and pitfalls of small business ownership and will develop the quantitative and qualita-

tive skills necessary for successful entrepreneural decision-making. Prerequisite: Understanding concepts of management—MS 200 or MS 205.

MS 600—Transportation Principles **3 Credits**
An analytical survey of the several modes of cargo and passenger transportation—air, rail, motor, water, and pipeline—with emphasis on basic principles. A review of the historical development of the transport system, its impact on the economic, social and political life of the nation and the growth of an elaborate governmental regulatory system. The course will deal with the dilemmas and conflicts to be found in our current serious transportation problems: financial problems of the carriers, overtaxed facilities in some areas and overcapacity in others, overreliance on the private automobile for passenger transport and the accompanying decline in public transit, environmental impact of transportation decisions and the protection and promotion of consumer interests. Prerequisite: Understanding concepts of economics and management—EC 210 and MS 200 or MS 205.

MS 605—Airline Operations and Management **3 Credits**
An integration of the components and characteristics of the airline industry with the functions of management in airline operations. The various categories of air carriers and their particular role in serving the air transportation needs of the country will be studied. The characteristics of the airline industry as distinct from other industries will be examined. Elements of airline organization including organizational planning, line and staff responsibilities and factors influencing decisions on organizational alternatives will be explored. A complete review and analysis will be made of the departmental structure of an airline including the purpose, scope and functions of all departments. Prerequisite: Understanding concepts of management—MS 200 or MS 205.

MS 610—Advanced Organization Theory (Formerly MS 510) **3 Credits**
Dynamics of organizations: the organization seen as an open system interacting with a rapidly changing environment, as a structure of organized human cooperation, as an instrument of managerial strategy. The interactions of authority, delegation, reporting and feedback design are examined; current theory and research are applied to organization processes and design. Prerequisite: Understanding concepts of management—MS 200 or MS 205.

MS 611—Quantitative Methods in Business (Formerly MS 520) **3 Credits**
The concepts and principles of quantitative methods used in the field of management. The course is designed for students who have no previous background in quantitative methods beyond basic statistics and who intend careers as administrators, consultants, executives or managers. The course objectives are: to introduce the important ideas in quantitative methods, to give the student enough understanding and confidence to appreciate the strengths and inherent limitations of the subject and to demonstrate the cohesiveness of the methodology. Prerequisite: Understanding concepts of statistics and accounting—MA 211 or MA 222 and MS 110 and 112 (lab fee required).

MS 612—Management Information Systems (Formerly MS 530) **3 Credits**
The principles and concepts in the area of management information systems. The course objectives are: to bridge the gap between the tools and techniques and the management practitioner, and to provide a sound understanding of how these tools and techniques can be used to create viable management in-

formation systems. Prerequisite: Understanding concepts of statistics—MA 211 or MA 222 (lab fee required).

MS 613—Personnel Management and Industrial Relations (Formerly MS 540) **3 Credits**
An in-depth study of those areas which will provide managers and personnel administrators the expertise to develop and manage the human resources needed to achieve organizational goals. The impact of trade unionism on the personnel functions will be analyzed. Areas of concentration will include: recruiting, selecting, training, manpower planning, wage and salary administration, union negotiations, motivation, interpersonal and group behavior. Prerequisite: Understanding concepts of management—MS 200 or MS 205.

MS 614—Marketing Management (Formerly MS 550) **3 Credits**
Examines the role of the marketing manager and the role of marketing in the firm and in society. The development of a marketing mix: product, price, place and promotion for a specific target market is central, with particular emphasis on the relevance of these elements to the other functional areas of the firm. Prerequisite: Understanding concepts of economics—EC 110 and EC 210.

MS 615—Current Problems in Aviation (Formerly MS 560) **3 Credits**
An analysis of the major problem areas in aviation, covering all types of civil aviation with particular attention to the economic problems of airlines, the congestion problems at airports and in the airways, and the problems of the non-airline (general aviation) operator. The student should obtain an across-the-board picture of aviation problems and an insight into the conflicting interests involved. Prerequisite: None.

MS 618—Corporate Finance **3 Credits**
A critical study of current concepts in finance with major emphasis on the administrative and managerial implications. General corporate finance; financial policy, planning and management; financial accounts and statements. Prerequisite: Understanding concepts of management—MS 200 or MS 205.

MS 620—Managerial Psychology **3 Credits**
An examination into the causes and implications of human behavior in the organizational environment. This course will provide an opportunity for the student to become familiar with the methods, subject matter and literature in the field of managerial psychology in order to consider the human problems facing management, propose solutions and evaluate the comparative theories explaining and describing human behavior. In the context of the managerial environment, class discussion will be devoted to subjects concerning causation in behavior perception, personality, learning theory, behavior modification, motivation and work, systems psychology and influencing behavior. Prerequisite: None.

MS 625—Airline Marketing Management **3 Credits**
An in-depth study of the functions and basic concepts in marketing air transportation services. Passenger and cargo markets including determinants of travel demand, growth factors, seasonality, cargo traffic categories and characteristics will be analyzed. The product and service elements including equipment, inflight and ground services; methods of selling and service including the role of advertising and travel agents; airline marketing organizational structure; pricing and cost environment; and fundamental principles of schedule

planning will be examined. Prerequisite: Understanding concepts of economics—EC 110 and 210.

MS 632—Aviation Labor Relations **3 Credits**
A survey of the growth, structure, objectives and collective bargaining practices of organized labor unions and their effect on aviation management. The first part of the course gives the student a broad historical sketch of the development of labor institutions here and abroad as related to airlines. In the next part, wage and employment determination are treated, first in the abstract world devoid of trade unions, and then in a more realistic world of organized labor, strong employees and collective bargaining. The third part of the course covers the airline industry in depth with particular attention to unionization of flight personnel. Prerequisite: Understanding concepts of management—MS 200 or MS 205.

MS 635—Business Policy **3 Credits**
Problems, methods, and analytical framework for building and maintaining consistent and effective policy in the business enterprise; environmental constraints and their effect on corporate leadership in planning and policy formulation. Prerequisite: Understanding concepts of management—MS 200 or MS 205.

MS 638—Managerial Economics **3 Credits**
The interrelationships between uncertainty, profits and business decisions in standard economic analysis and in business decision theory. The content and applicability of such basic economic concepts as marginality, opportunity cost and market structure to the making of business decisions. Prerequisite: Understanding concepts of economics and management—MS 200 or MS 205 and EC 110 and EC 210.

MS 645—Airport Management **3 Credits**
An in-depth study of the major functions of airport management and the concepts underlying airport planning and construction. The course is designed to acquaint the student with the complex area of operational techniques and current problems confronting airport management. Familiarization with the methods of financing, granting rights of use, and determination of landing fees and rental fees are important areas of study in this course. Students will examine the nature of airport capital and operating costs and methods of allocating costs of users. The socio-economic effect of airports on the communities they serve will be explored. Prerequisite: Understanding concepts of management—MS 200 or MS 205.

MS 650—Advanced Managerial Accounting **3 Credits**
A study of internal accounting and its relation to management planning and control. The application of advanced accounting concepts and methodologies to today's business problems. An evaluation of the usefulness and limitation of accounting information for management decision-making. Prerequisite: Understanding concepts of accounting and management—MS 110, 112 and either MS 200 or 205.

MS 655—Aviation Law and Insurance **3 Credits**
Examination of the governmental regulatory functions affecting statutory and administrative law pertaining to aviation. Students will study the underlying legal principles pertaining to the conduct of an aviation enterprise and the im-

pact of law on business policies and operations. This portion of the course will be national and international in scope. The second part of the course will deal with the legal aspects of business contracts, negotiable instruments and the commercial code as they pertain to aviation. Thirdly, the student will be introduced to the common law and the principles of insurance and risk with respect to the aviation industry. This course is designed to provide the student an insight into the legal environment faced by an aviation firm. Prerequisite: None.

MS 660—Money and Banking **3 Credits**
The principles of money and banking with emphasis on the prevailing problems in the field. The broad concepts of monetary policy. The activities of institutions that affect the uses of money and credit as well as those that affect the supply. Prerequisite: Understanding concepts of economics—EC 110.

MS 665—Public Administration **3 Credits**
Analysis of the functions and problems of managers in the public service with emphasis upon the interaction of politics upon administrative behavior. Primary focus upon the managerial roles within the Federal bureaucracy with additional exploration of state and local government administration. Consideration of the unique processes and problems encountered in personnel management, finance, public relations, legal restraints, and accountability within the public sector. Exploration of the dynamic growth in size and complexity of governmental institutions. Prerequisite: Understanding the concepts of management—MS 200 or MS 205.

MS 695—Special Project **3 Credits**
Students may elect, with the approval of the Graduate Program Director, to perform special directed analysis and/or independent studies. The student will develop a detailed proposal of his planned study/research and present it to the Graduate Program Director or Associate Dean of Graduate Studies for approval not less than three weeks prior to registration/enrollment in the course. Prerequisite: Approval of the Program Director or Associate Dean.

financial information

Tuition and Fees

Application Fee, Degree Student (one time)	$25.00
Application Fee, Special Student (one time)	15.00
Application Fee, International Student (one time)	$50.00
Change from Special to degree Student (one time)	15.00
Tuition (per credit hour)—(Variable, depending upon program location)	
Registration Fee (per term)	10.00
Change of Registration Fee	5.00
Student Service Fee—(Variable, depending upon program location)	
Lab Fee (variable, dependent on designated course)	
Graduation Fee (payable upon application)	20.00

Payment Procedures

Registration, when accepted by the University, constitutes a financial contract between the University and the student. Failure to make payments of any amounts owed to the University when they become due is considered sufficient cause, until the debt has been satisfied, to suspend the student and withhold grades, transcripts, diplomas and degrees.

Tuition and fees are payable in full upon registration. A Deferred Payment Plan for tuition payment is available at the discretion of the Center Director. Details of the plan will be furnished by the Graduate Center Director upon request.

Refunds

Students are accepted with the understanding they will remain for the entire term unless suspended or dismissed. The University makes its commitments on a term basis, according to the number of enrolled students, and is not relieved of its obligations when students withdraw. Therefore, no refunds of tuition or fees will be made after the end of the registration period for a given term.

Financial Aid

Federally Insured Student Loans: Students who are citizens or nationals of the U.S. are eligible to borrow up to $2500 for graduate study. Under this program, the student borrows from an eligible lender, such as a bank, credit union, or savings and loan association, normally located in the state of which the student is a resident. A loan of more than $2000, or an adjusted family income of more than $15,000, requires a Financial Statement to be filed with the College Scholarship Service in order to apply for Federal interest benefits. The Financial Statement must be filed with the College Scholarship Service at least six weeks prior to submitting a loan form to the University Financial Aid Office for processing. No statement is required if the student elects to pay the 7% interest on the loan while in school. Repayment, of principal and interest, begins nine months after the student leaves school. The student should apply for the loan at least six weeks prior to the term for which the loan is to be used. Applications can be obtained from the lender or the University Financial Aid Office.

Veterans Benefits: The graduate degree programs have been approved for Veterans educational benefits. Eligible students planning to utilize VA benefits should contact the Graduate Center Director three months prior to their planned enrollment to process the required Veterans Administration forms.

counselors, faculty and administration

alumni counselors

Graduates of Embry-Riddle Aeronautical University's Miami Graduate Center are in a good position to evaluate the objectives, facilities and effectiveness of the curriculum as preparation for careers in aviation and related industries. On the basis of their personal experiences, they can answer the many questions regarding expenses, housing, social activities and other aspects of the program.

Many alumni have volunteered to act as counselors to prospective students. They welcome the opportunity to discuss the instruction offered and its usefulness in preparing for aviation careers.

Domestic Counselors

Frank Alley, First Officer, Eastern Airlines, Inc., Flight Operations, AMF, Miami, Florida 33148.

Harold Beaver, Personnel Information Operations, Personnel Department, Eastern Airlines, Inc., AMF, Miami, Florida 33148.

Lewis W. Bell, First Officer, Pan American World Airways, Inc., Flight Operations, AMF, Miami, Florida 33148.

Michael A. Bergagnini, Supervisor Payroll Accounting, National Airlines, Inc., P.O. Box 592055 AMF, Miami, Florida 33159.

Guillermo J. Bernardini, Finance Representative, Cessna Finance Corporation, Wichita, Kansas 67201.

Ralph J. Blanchard, General Manager, City of Liberal Kansas Airport Authority, Airport & Industrial Park Complex, P.O. Box 1627, Liberal, Kansas 67901.

Steven R. Bray, Airport Operations Supervisor, Aviation Department, The Port Authority of New York & New Jersey, One World Trade Center, New York, New York 10048.

Dennis H. Brooks, Second Officer, KLM Royal Dutch Airlines, New York Station, JFK International Airport, Jamaica, New York 11430.

Larry W. Carr, Senior Customer Service Agent, Delta Air Lines, Inc., Suite 606, 1201 Brickell Avenue, Miami, Florida 33131.

Charles W. Connor, First Officer, Delta Air Lines, Inc., Flight Operations, AMF, Miami, Florida 33159.

Liliane C. Dediot, Supervisor Flight Stewardess, Pan American World Airways, Inc., Miami, Florida 33148.

Michael J. Donovan, Assistant Manager Operations, Dallas/Ft. Worth Regional Airport, Drawer DFW, Dallas/Ft. Worth Airport, Texas 75261.

Thomas E. Eastland, Manager of Management Development, Training Division, Union Carbide Corporation, P.O. Box 471, Texas City, Texas 77590.

Clifford P. Fitzgerald, First Officer, Delta Air Lines, Inc., Flight Operations, AMF, Miami, Florida 33159.

Oliver E. Gagne, Jr., Airport Consultant, Landrum & Brown Airport Consultants, 1200 Central Trust Tower, Cincinnati, Ohio 45202.

John J. Gannon, Sales Representative, Emery Air Freight, 7675 N.W. 12th Street, Miami, Florida.

Leo J. Haigley, Manager—Salary Administration and Records, National Airlines, Inc., P.O. Box 592055, AMF, Miami, Florida 33159.

Walter M. Hawkins, Jr., Customer Service Agent, Delta Air Lines, Inc., Suite

606, 1201 Brickell Avenue, Miami, Florida 33131.
James W. Herman, Manager of Cargo Claims, National Airlines, Inc., P.O. Box 592055, AMF, Miami, Florida 33159.
Thomas C. Kenna, First Officer, Delta Air Lines, Inc., Freight Operations, AMF, Miami, Florida 33159.
Christopher C. Lyons, Second Lieutenant, United States Air Force, Lackland AFB, Texas.
Jack A. McAuley, Associate Professor, Aviation Department, Miami-Dade Community College, 11380 N.W. 27th Avenue, Miami, Florida 33167.
Wayne C. Mills, Pilot Center Representative, Cessna Aircraft Company, Wichita, Kansas 67201.
John Morgan, First Officer, Delta Air Lines, Inc., Flight Operations, AMF, Miami, Florida 33159.
Wayne D. Moschella, Second Officer, Braniff International, Flight Operations, P.O. Box 3500, Exchange Park, Dallas, Texas 75235.
David C. Pate, Flight Engineer, Pan American World Airways, Flight Operations, AMF, Miami, Florida 33148.
Vijay Pawar, Air Pollution Control Engineer, State of Virginia, Richmond, Virginia.
Robert H. Robillard, Oceanic Area Specialist, Federal Aviation Administration, Air Route Traffic Control Center, 7500 N.W. 58th Street, Miami, Florida 33166.
Joel F. Russell, Operations Coordinator, Pan Am/Westchester County Airport, Westchester, New York.
Neil H. Sacks, Senior Manpower Planner, Eastern Airlines, Inc., Executive Offices, Miami International Airport, Miami, Florida 33148.
Barry Smith, Sales Representative, Piper Aircraft Corporation, Lock Haven, Pennsylvania 17745.
Earl S. Smith, Marketing Zone Manager, Beech Aircraft Corporation, Wichita, Kansas 67201.
Thomas F. Walby, Flight Engineer, Eastern Airlines, Inc., Flight Operations, AMF, Miami, Florida 33148.
Scott A. Windmiller, Marketing Manager, Eastern Aero & Marine, 3850 N.W. 25th Street, Miami, Florida 33159.

International Counselors

Kingsley C. Clarke, Deputy Director of Civil Aviation, Barbados, West Indies.
Philip W. Harrison, Market Research Manager, Air Jamaica, 72-76 Harbour Street, Kingston, Jamaica.
Ghada B. Ibrahim, Director of Planning, Civil Aviation Department, Government of Jordan, Amman, Jordan.
Kaku A. Kwaw, Director, Ghana Civil Aviation Department, P.O. Box 84, Accra, Ghana.
Esam M. Wefati, Head—Flight Safety Section, Libya Department of Civil Aviation, P.O. Box 293, Tripoli, Libya.

faculty and administration

The Graduate Council

The Graduate Council serves in an advisory capacity to the Embry-Riddle Vice President of Academic Affairs. It initiates or reviews policies dealing with new and continuing degree programs, curricula, faculty qualifications, research needs, library accommodations, academic standards, instructional methods, evaluation procedures and other matters of academic concern.

Council members are selected on the basis of their unique backgrounds in education, research, aviation or management.

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B.G.S., Psychology/Education, University of Nebraska at Omaha; Ed.D., Student Personnel and Guidance, Oklahoma State University. Dr. Meehan is presently Dean, College of Continuing Education and Director, Industrial Liaison, Embry-Riddle Aeronautical University.

Bishop B. Blackwell
B.An.E., Aeronautical Engineering, University of Florida; M.Ed., University of Illinois; Ed.D., University of Florida. Dr. Blackwell is presently Associate Professor of Aeronautical Science with Embry-Riddle Aeronautical University.

Robert M. Brown
B.A., Economics, Hobart College; M.A., Personnel Administration, George Washington University. Mr. Brown is presently the Chairman of the Flight Technology Division at Embry-Riddle Aeronautical University.

E. Lowell Chrisman
B.S., Oklahoma State University; M.L., University of Pittsburgh; M.A.T., Duke University. Mr. Chrisman is presently Division Chairman, Aviation Management and a Professor of Management Science and Mathematics with Embry-Riddle Aeronautical University.

Anton DiGirolamo
B.S., History, University of Nebraska; M.Ed., Rollins College; Ed.D., Candidate, Nova University. Mr. DiGirolamo is presently an Assistant Professor of Aeronautical Science at Embry-Riddle Aeronautical University.

John P. Eberle
B.S., Public Administration, American University; M.A., Public Administration, American University; Ph.D., Public Administration, American University. Dr. Eberle is presently Professor of Management with Embry-Riddle Aeronautical University.

Harold E. Green
B.S., Education, Central Missouri State College; M.S., Education, University of Missouri; Ed.D., University of Missouri. Dr. Green is presently Director of Florida Technological University Residence Center—Daytona Beach.

Leonard G. Klingen
B.A., Economics, University of New South Wales; M.A., Economics, University of Sydney; Ph.D., Economics and Finance, University of Miami. Dr. Klingen is presently Manager of Facilities Planning for Eastern Airlines, Inc.

Norbert R. Kluga

B.S., Aeronautical Engineering, University of Notre Dame. Mr. Kluga is presently the Chairman of the Aeronautical Science Division at Embry-Riddle Aeronautical University.

R. Bruce Morrin

B.S., Military Science, U.S. Naval Academy; M.A., Education, Colgate University; M.S., Business Administration, George Washington University. Mr. Morrin is presently Associate Dean of Graduate Studies at Embry-Riddle Aeronautical University.

B. John Shinn

B.A., Electrical Engineering, University of Connecticut; M.S., Electrical Engineering, University of Connecticut; Ph.D., Electrical Engineering, Yale University. Dr. Shinn is presently Manager, Advanced Technologies Engineering with the Apollo Systems Department, General Electric Company, Daytona Beach, Florida.

Robert S. Stahr

B.M.E. (5 yr. program) Cornell University. Mr. Stahr is presently Director of Development Engineering for Eastern Airlines, Inc.

Alexander T. Wells

B.A., Economics, Hunter College of the City University of New York; M.A., Economics, DePaul University; Ed.D., Nova University. Dr. Wells is presently Director of the Miami Graduate Program.

Advisory Committee

The Industry Advisory Committee is composed of key executives in the Miami aviation community who meet with Embry-Riddle representatives to offer advice on keeping the graduate curriculum closely adapted to the needs of the aviation industry.

the graduate faculty—miami

Based on the philosophy that a balance between theoretical and practical instruction is the most beneficial, graduate faculty members have been selected on the basis of a combination of their academic qualification and their experience in the particular subject area applicable to the curriculum. Executives who are acknowledged leaders in their respective fields will also serve as adjunct faculty.

Miguel A. Acosta

B.S., Electrical Engineering, University of Havana. Mr. Acosta is presently a Flight Operations Ground Instructor with Eastern Airlines, Inc. He is a certificated ATP, Navigator, Flight Engineer, Flight Instructor—Airplane and Instrument, Advanced Ground Instructor, Flight Dispatcher and Control Tower Operator. He teaches Aerospace Control/Communication Systems.

John S.M. Albert

B.S.M.E., Mechanical Engineering, Borough Polytechnic, London, England; M.B.A., Management, New York Institute of Technology. Mr. Albert is presently Manager of Reliability Projects in the Engine Service Center of Eastern Airlines, Inc. His previous work experience includes engineering positions with the Boeing Company and the London Transport Board. He teaches Advanced Aircraft Systems.

Steven Altman

B.A., Mathematics, University of Southern California; M.B.A., University of Southern California; D.B.A., University of Southern California. Dr. Altman is currently the Chairman of the Division of Management and Assistant Professor of Management of Florida International University, Miami. He teaches Advanced Organization Theory and Quantitative Methods in Business.

Ramon G. Anton, Jr.

B.S., Industrial Engineering, University of Miami; M.B.A., Industrial Management, University of Miami. Mr. Anton is presently Manager of Aircraft Overhaul Planning, Line Maintenance Division, National Airlines, Inc. He teaches Aircraft Maintenance Management.

John M. Archibald

B.Ed., Education, University of Miami; M.S., Technical Education, Florida International University. Mr. Archibald is presently a Professor of Aeronautical Science at Miami-Dade Community College. He has extensive airline experience both in flight operations and maintenance management. He teaches Aircraft Accident Investigation and Aviation Safety.

John F. Baggaley

B.A., Psychology, University of South Dakota; M.S., Industrial Psychology, Purdue University. Mr. Baggaley is presently Manager of Management Development for National Airlines, Inc. He teaches Managerial Psychology.

Michael A. Bergagnini

B.B.A., Management, University of Miami; M.A.M., Embry-Riddle Aeronautical University. Mr. Bergagnini is presently Supervisor of Payroll, National Airlines, Inc. He teaches Airline Operations and Management.

Ivan H. Carr

B.S.I.E., Industrial Engineering, University of Florida; M.S.E., Industrial Engineering, University of Florida. Mr. Carr is currently Head—Planning Section for the Dade County Aviation Department. He teaches Airport Management.

Wayne F. Cascio

B.A., Psychology, Holy Cross University; M.A., Experimental Psychology, Emory University; Ph.D., Industrial Psychology, University of Rochester. Dr. Cascio is presently an Assistant Professor of Psychology at Florida International University. He teaches Managerial Psychology and Personnel Management and Industrial Relations.

Winston T.H. Chiao

B.A., National Taiwan University; M.B.A., Graduate School of Business, Columbia University. Mr. Chiao is presently Manager of Passenger Fares Development for Eastern Airlines, Inc. He teaches Airline Operations and Management.

Charles W. Connor

B.S., General Studies, Florida International University; M.A.M. and M.A.S., Embry-Riddle Aeronautical University. Mr. Connor is presently First Officer with Delta Air Lines, Inc. He teaches Aerospace Control/Communication Systems.

Hannibal M. Cox

B.S., Aeronautics, Tennessee State University; M.B.A., Industrial Relations, University of Chicago; Ed.S., Personnel, George Peabody College; Ph.D., Psychology, Western Colorado University. Dr. Cox is presently Director of Ground Support Equipment, Eastern Airlines, Inc. He has had over thirty years' experience in top level management positions in the military and civilian community. Dr. Cox teaches Personnel Management and Industrial Relations.

George Edwards

B.B.A., Accounting (Public), City College of New York; M.B.A., Accounting (Tax), City College of New York; LL.B., Law, New York University. Mr. Edwards is a tax consultant and teacher. He teaches Advanced Managerial Accounting and Corporate Finance.

Morton Ehrlich

B.B.A., City University of New York; Ph.D., Economics, Brown University. Dr. Ehrlich is presently Corporate Economist and Vice President of Eastern Airlines, Inc. He teaches Current Problems in Aviation, Managerial Economics, and Public Administration.

Bruce E. Golden

B.S., Biology/Chemistry, Loyola University; J.D., Loyola University School of Law. Mr. Golden is presently Director of Labor Relations for National Airlines, Inc. He teaches Government Role in Aviation and Aviation Labor Relations.

Stuart A. Goldstein

B.A., University of Maryland; LL.B., University of Maryland School of Law. Mr. Goldstein is presently Staff Attorney for the Airline Pilots Association. He teaches Government Role in Aviation.

Richard H. Gould

B.A., Economics, Hope College; M.B.A., Adelphi University. Mr. Gould is presently Sales Manager for Barkett Oil Company. He teaches Small Business Management.

Walter R. Henkel

B.S., M.S., Ph.D., Mechanical Engineering and Applied Math, Lehigh University. Dr. Henkel is in the consulting business. He teaches Quantitative Methods in Business.

Richard M. Hodgetts

B.S., Management, New York University; M.B.A., Indiana University; Ph.D., Organization and Management Theory, University of Oklahoma. Dr. Hodgetts is currently Professor of Management at Florida International University. He has written numerous books and journal articles and his text in Management Principles is widely used in many colleges and universities. He teaches Marketing Management.

Leonard G. Klingen

B.A., Economics, University of New South Wales; M.A., Economics, University of Sydney; Ph.D., Economics and Finance, University of Miami. Dr. Klingen is presently Manager of the Operations Research Department for Eastern Airlines, Inc. He has written several books on the subject of economics and operations research and is credited with numerous articles appearing in trade publications. He teaches International Developments in Aviation, Managerial Economics and Money and Banking.

Irwin Kruger

B.B.A., M.B.A., Ph.D., Educational Research and Statistical Methodology, University of Miami. Dr. Kruger is presently an Assistant Professor of Management Science at the University of Miami. He teaches Quantitative Methods in Business and Management Information Systems.

Janie T. Lawhorn

B.S., M.S., Business Education, Florida State University; M.S., Industrial Management, Georgia Institute of Technology; Ed.D., Educational Administration, University of Miami. Dr. Lawhorn is presently Chairperson, Management Studies Department, Miami-Dade Community College. Dr. Lawhorn teaches Personnel Management and Industrial Relations.

Peter W. Murray

B.A., History, University of Notre Dame; M.B.A., Transportation, Wharton School of Business Graduate School, University of Pennsylvania. Mr. Murray is presently Manager of Market Planning in the Planning Department of Eastern Airlines, Inc. He teaches Airline Marketing Management.

Salvatore J. Rapisarda

B.S., Mathematics, Suffolk University; M.A., Mathematics, Suffolk University; D. Sc., Mathematics, Calvin Coolidge University. Dr. Rapisarda was formerly Dean of Academics at New England Aeronautical Institute. He teaches Quantitative Methods in Business.

Fred T. Scharrer, Jr.

B.B.A., Management, University of Miami. Mr. Scharrer, after completing service as a Navy Carrier Pilot in WWII, has held several piloting positions in corporate aviation for over twenty-five years. He has been employed by Ryder Systems, Inc. for twenty years and is presently Director of Flight Operations and Chief Pilot. He teaches Corporate Aviation Operations.

Bernard Sprecher

B.S., Accounting, Temple University; M.B.A., Accounting, Temple University. CPA (Pennsylvania). Mr. Sprecher is presently Director of Systems and Procedures for National Airlines, Inc. He teaches Advanced Managerial Accounting.

Robert Scott Stahr

B.M.E. (5 year), Mechanical Engineering, Cornell University. Mr. Stahr is Director of Developmental Engineering, Eastern Airlines, Inc. He has over twenty years in development engineering, application, installation and sales engineering. Mr. Stahr teaches Advanced Aircraft Systems.

John W. Swiman

B.B.A., M.B.A., Management, University of Miami. Mr. Swiman is a Freight Forwarder with Union Shipping Company. He teaches Transportation Principles.

Robert H. Wiggins

B.S., Industrial Management, Georgia Institute of Technology; J.D., New York Law School. Mr. Wiggins has a private law practice, specializing in Aviation Litigation. A former Flight Engineer with Pan American World Airways, Mr. Wiggins also served as a claims attorney with the U.S. Aviation Insurance Group. He teaches Aviation Law and Insurance.

Alexander T. Wells

B.A., Economics, Hunter College; M.A., Economics, DePaul University; Ed.D., Curriculum and Instruction, Nova University. Dr. Wells is presently Director of the Miami Graduate Center. He teaches Managerial Economics.

NOTE: Graduate faculty information for locations other than Miami will be furnished on request.

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Richard H. Pierce
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L. William Motzel
Vice President—Academic Affairs. B.A., University of Notre Dame; M.S.E.E., Saint Louis University; Ph.D., Catholic University of America; Private Pilot, ASEL.

Charles R. Pirnat
College of Aviation Technology. B.S., M.S., Ph.D., Electrical Engineering, University of Illinois; ASEL, CFI-A-I, A&P, DME—Powerplant, FCC First Class.

William J. Meehan
College of Continuing Education. B.G.S., University of Nebraska; Ed.D., Oklahoma State University; Commercial Pilot ASMEL-I; H.

Ronald E. Wiley
College of Aeronautical Studies. B.S., University of Cincinnati; M.A., University of Kentucky; Ph.D., University of Kentucky.

Thomas L. Wilson
Academic Support Department. B.S., University of Maryland; M.Ed., University of Pittsburgh; Commercial Pilot, ASEL-I.

Robert W. Pihlaja
Registration and Student Records. A.A., Brainerd Community College; B.A., St. Cloud State University; M.A., Northern Illinois University.

associate deans

Russell R. Lewis
Military Support Programs, Europe. B.B.A., University of Cincinnati; M.B.A., Xavier University; ATP, ASMEL-I, CFI-ASE and ME, AGI, IGI, Gold Seal.

Wilbur A. Middleton
Military Support Programs, U.S. B.A., Park College; M.S., George Washington University; Commercial Pilot, ASMEL-I; H.

R. Bruce Morrin
Graduate Studies. B.S., U.S. Naval Academy; M.S., George Washington University; M.A., Colgate University; BGI.

Alexander T. Wells
Miami Graduate Center. B.A., Hunter College; M.A., DePaul University; Ed.D., Nova University; Private Pilot, ASEL.

division chairmen

Robert M. Brown
Associate Professor, Flight Technology. A.B., Hobart College; M.A., George Washington University. Advanced Ground Instructor, Instrument Instructor.

Roger G. Campbell
Associate Professor, Humanities/Social Sciences. A.B., Florida Southern College; B.S., Florida Southern College; M.A., Stetson University.

E. Lowell Chrisman
Professor, Aviation Management. B.S., Oklahoma State University; M.L., University of Pittsburgh; M.A.T., Duke University; Command Pilot, USAF.

Iraj Hirmanpour
Associate Professor, Mathematics & Physical Sciences. B.S., Louisiana Tech University; M.S., Louisiana Tech University; M.E., University of Florida.

Edward E. Johnson
Assistant Professor, Computer Technology. A.B., Wesleyan University.

Norbert R. Kluga
Associate Professor, Aeronautical Science. B.S., University of Notre Dame; Commercial Airplane-Single Engine Land, Multi-Engine Land; Flight Instructor—Airplane, Single Engine and Multi-Engine; Instrument; Advanced Ground Instructor; Instrument Ground Instructor.

John W. Maddox (Lt. Col. USAF)
Professor, Air Force ROTC. B.S., MBA, Florida State, ATP. Professor, Chairman of ROTC Division.

Robert E. Olson
Maintenance Technology. B.S., U.S. Military Academy; MAOM, University of Southern California; ATP-ASEL; C-ASESMEL-G; CFI-IGASEME; AGI-IGI; A&P.

Donald J. Ritchie
Professor, Aeronautical Engineering. B.S., Wayne State University; M.A., Wayne State University; D.Psy., Brantridge Forrest, England.

residence center directors

John J. Gorman
Hawaii Residence Center. B.S., U.S. Military Academy; M.A., Georgetown University; M.B.A., Pepperdine University; Commercial Pilot, ASMEL-I.

John A. Johnston
Fort Rucker Residence Center. B.A., Ohio State University; M.S., University of Arizona; Commercial Pilot, ASMEL-I; CFI.

Lawrence L. Maloney, Sr.
Fort Bragg Residence Center. B.S., Fayetteville State University; M.Ed., Fayetteville State University; Private Pilot, H.

Lawrence L. Mowery
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W. Anthony Sparks
Northern California Residence Center. B.A., University of California; M.B.A., University of California.

Leo F. Stephenson
Fort Campbell Residence Center. B.S., Abilene Christian College; M.Ed., East Texas State Teachers College; Private Pilot, ASEL; A&P; IA.

Gerson J. Subotky
Fort Knox Residence Center. B.S., Western Kentucky University; M.P.S., Western Kentucky University.

Jack W. Thompson
Fort Eustis Residence Center. B.S., University of Maryland; M.Ed., College of William and Mary; Commercial Pilot, ASMEL-I.

board of trustees

The Board of Trustees is composed of members of national, state and local prominence, plus two faculty members and two students, devoted to the education of young people in aviation skills. These members serve without remuneration and give freely of their time in establishing broad policy and providing guidance to the administration in the furtherance of the educational goals and objectives of the University.

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(305) 621-5203

or

Associate Dean of Graduate Studies
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