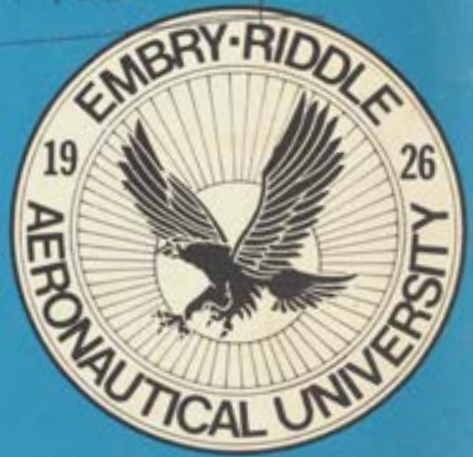


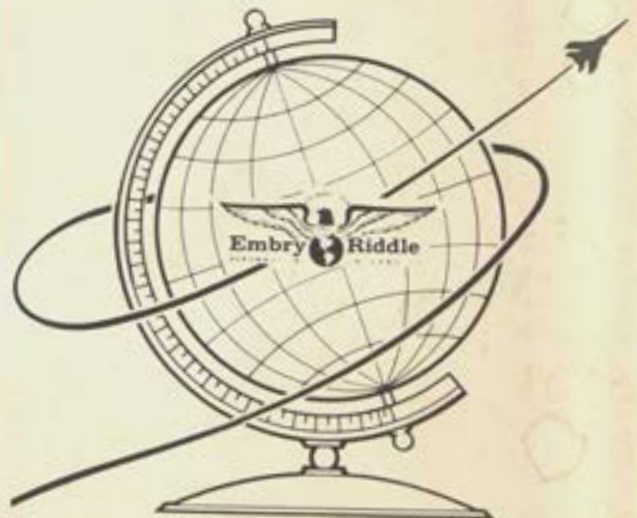
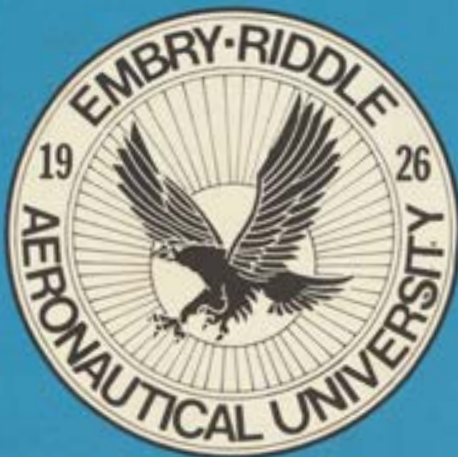
Education & Training

**MASTER
OF
AVIATION
MANAGEMENT**



Embry-Riddle Aeronautical University

1973-74 Graduate Bulletin



GRADUATE PROGRAM CALENDAR

Fall 1973

Counseling/Registration-Payment of Fees	September 21-28
Classes Begin	October 8
End of Course Add Period	October 12
End of Course Withdrawal Period	November 9
Pre-Registration for Subsequent Term	November 26-30
End of Term	December 14

Winter 1974

Counseling/Registration-Payment of Fees	Dec. 27 - Jan. 4
Classes Begin	January 7
End of Course Add Period	January 11
End of Course Withdrawal Period	February 8
Pre-Registration for Subsequent Term	Feb. 25 - Mar. 1
End of Term	March 15

Spring 1974

Counseling/Registration-Payment of Fees	March 11-22
Classes Begin	March 25
End of Course Add Period	March 29
End of Course Withdrawal Period	April 26
Pre-Registration for Subsequent Term	May 13-17
End of Term	May 31

Summer 1974

Counseling/Registration-Payment of Fees	June 10-21
Classes Begin	June 24
End of Course Add Period	June 28
End of Course Withdrawal Period	July 26
Pre-Registration for Subsequent Term	August 12-16
End of Term	August 30

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GENERAL INFORMATION

Historical Notes

Embry-Riddle originated in 1926. Because of the recognized excellence of its instruction it was soon participating nationally and internationally as a leader in aeronautical education and so its name was changed to Embry-Riddle International School of Aviation.

In September, 1961, Embry-Riddle Aeronautical Institute, a non-profit, co-educational college, replaced the International School of Aviation. Embry-Riddle offered curricula in aeronautical engineering, aeronautical engineering technology, aviation management, aeronautical science, aircraft maintenance engineering technology, airframe and power-plant mechanic training to include jet engines, and professional pilot training complete with ground and synthetic trainers.

In 1965 Embry-Riddle moved to its permanent location at the Daytona Beach Regional Airport with 259 students. It was Accredited in 1968 by the Southern Association of Colleges and Schools. The en-

suing years have witnessed a steady growth in student body and physical plant, plus an expansion of the Curriculum to include aviation maintenance management and aeronautical studies. Currently, over 1,800 students from all fifty states and over sixty foreign countries are enrolled in Aviation Career Programs. The most recent addition to the physical plant is the \$1.5 million Gill Robb Wilson Memorial Aeronautical Science Center which became operational in 1972. The entire campus is planned for completion in the early 1980's with an estimated cost of \$25,000,000.

In the Summer of 1970, the name was changed to EMBRY-RIDDLE AERONAUTICAL UNIVERSITY.

In 1970, E-RAU opened a Residence Center at Fort Rucker, Alabama. In addition to Fort Rucker, Residence Centers at Fort Benning, Georgia; Fort Eustis, Virginia; and in Europe are now in operation. E-RAU is also one of eight universities participating in Eagle University Consortium at Fort Campbell, Kentucky.



It started here. (Left to Right) J. Paul Riddle, Richard R. Blythe, T. Higby Embry, Charles Myers, John Wood and Harry E. Sherwin.

E-RAU returned to the Miami area in 1971, joining with Barry College, Miami, Florida to form the Miami Education Consortium (MEC). The MEC enables students to acquire undergraduate college degrees while employed full-time in occupations with irregular schedules.

During the same year, plans were initiated to offer aviation oriented graduate programs in the Miami area.

The next chapters of Embry-Riddle's history remain to be written. It is clear, however, that its future is bright. To borrow a quotation from Rudyard Kipling, who said of aviation: "We are at the opening verse of the opening page of the chapter of endless possibilities."

PHILOSOPHY

Embry-Riddle Aeronautical University accepts as a responsibility:

The personal task of preparing students for responsible citizenship in every sense of that term.

The educational task of adequately preparing students for productive occupational and professional careers in aviation.

The industrial task of maintaining the closest liaison with the aviation community and of maintaining a continuing dialogue with all elements of aviation.

GRADUATE STUDY

The Leadership Challenge

Let us consider the situation: since the Wright Brothers first flew at Kitty Hawk a short 70 years ago, aviation has evolved into the dominant intercity and international public carrier. Last year, commercial carriers moved more than 175 million passengers and more than 5 billion ton



miles of freight. Our general aviation fleet, numbering some 135,000 aircraft, accounted for the intercity movement of another 50 million passengers while logging upwards of 26.5 million flying hours.

This, however, is just a beginning. In terms of where we are and where we are going, we are on the low part of the growth curve with airline travel expanding at the rate of 9,000 new passengers a day. It is estimated that by 1985, airlines will carry 580 million passengers. It is predicted that within the next ten years, the general aviation fleet will have grown to more than 200,000 aircraft and will be hauling two to three times as many passengers as the 50 million last year. The domestic fleet grows at the rate of 200 new aircraft per week. It is predicted that air cargo, which has been

growing steadily at about 15 percent per year, will have reached 34 million tons annually by 1985, or about 12 times the current volume.

In other words, we are looking at a truly fantastic rate of growth. Although it is already a tremendous national enterprise, the U.S. aviation industry stands poised for a new surge of still greater growth. As large as the industry is now, we are only now entering the true air age. The first American commercial jet, the 707, entered service in 1958 — a relatively short time ago in the history of civilization progress.

Now the Leadership Challenge arises: How are we going to prepare leaders for this new air age?



The Academic Response

The potential for leadership exists in many; it will be developed in only a few. A graduate program in aviation management must provide the leader with a broad understanding of organizational structure. It must give him an easy grasp of informational systems. It must provide a sense of responsibility to the entire political, economic, and cultural environment. However, this is just a part of one's overall educational experience. In order to provide the graduate student of aviation management with a real-life experience of importance, there must also be a link between the aviation industry and the academic community.

The purpose of a graduate program in aviation management should be to produce leaders of high competence who have had real experience under guidance — not merely games — and who have the seeds of profundity planted in them. It should be recognized that 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 E-RAU graduate program most significantly capitalizes upon the student's own employment experiences in the field of aviation. E-RAU graduate students, in large part, are personnel who have already established themselves in aviation careers.

While the program provides the traditional foundation courses in management, it also emphasizes practical applications of management theory to the aviation industry. Executives who are acknowledged leaders in their respective fields of aviation management will serve as adjunct faculty for selected applications oriented courses.



It is the function of the graduate program at E-RAU to 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.

MASTER OF AVIATION MANAGEMENT

The Embry-Riddle Aeronautical University Master of Aviation Management degree provides an advanced practical program of studies for the student who is pursuing or desires to pursue a career in the management of aviation activities. This degree is a specially planned and integrated curriculum tailored to meet the needs of individuals desirous of acquiring a compre-

hensive knowledge of the functions, skills, tools, controls and techniques required for effective management. The graduate of the program will be prepared to perform directed and discretionary work required at various levels of management.

Special recognition is given in the program to the need for individual student discretion in the selection of electives and the formulation of a program which best suits his or her goals. In addition, the program recognizes the problems and constraints of full-time working persons who desire to further their education. The program blends innovative concepts of education into a flexible program designed for the benefit of students engaged in full-time occupations while pursuing graduate study.

Thirty-six (36) semester/trimester hours of graduate study are required in this program. Eighteen (18) credit hours are required courses, with the remaining eighteen (18) hours to be completed as electives. The required core courses will emphasize the tools and techniques of management; the electives emphasize the application of these techniques in the context of aviation management problems.

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

The basic core of six required courses and the elective courses enable the student to select courses suited to his or her individual interests, aspirations, and occupational needs.

Features of the program include:

- Four terms per year, enabling part-time students to complete the program in less than two years.
- All class periods are taped "live", and stored on cassette tapes, enabling students to make up classes they are unable to attend because of work commitments.
- Classes are scheduled evenings and weekends to meet the needs of students.
- Instructional methodology includes weekend seminars, independent study, traditionally scheduled class meetings, and combinations of these methods.
- Students lacking undergraduate prerequisites may enroll in other graduate courses while fulfilling established prerequisites.
- Realistic transfer of credit policies and providing for Special Project credit allow the mature, working student maximum flexibility.

Following is a listing of courses to be offered in this program:

CORE COURSES

Advanced Organization Theory
Quantitative Methods in Business
Management Information Systems
Personnel Management
Marketing Management
Current Problems in Aviation

ELECTIVE COURSES

Government Role in Aviation
International Developments in Aviation
Industrial Relations
Portfolio Theory and Capital Markets
Small Business Management
Transportation Principles
Airline Operations and Management
Current Problems in Airline Management
Airline Financial Management
Managerial Psychology
Airline Marketing Management
Airline Management and Labor Relations
Business Policy
Advanced Economic Analysis
Airport Management
Advanced Managerial Accounting
Special Project

ADMISSIONS REQUIREMENTS

Applicants who possess a baccalaureate degree from an accredited college or university may be admitted with full graduate standing providing the student's background evidences an understanding of the concepts of economics (macro and micro), accounting, statistics, and management. Evidence may consist of completed undergraduate courses, experience, or satisfactory scores on examinations administered by USAFI or CLEP. The following Embry-Riddle Aeronautical University undergraduate courses fulfill the Masters program prerequisites:

Economics: EC 110, Economics I and EC 210, Economics II
Accounting: MS 110, Accounting I and MS 212, Management Accounting
Statistics: MA 211, Introduction to Statistics or MA 212, Business Statistics
Management: MS 200, Principles of Management

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



Mary Kennedy Hall - Biscayne Campus

Undergraduate students in their final term of study at accredited colleges and universities may apply for admission with full graduate standing providing they have the background preparation described above. Such admission is contingent upon the recommendation of the Graduate Program Committee, 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 this 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 the Graduate Program Committee.

APPLICATION PROCEDURES

In order to be admitted to study in the Master of Aviation Management degree program, interested individuals must forward a completed application to the Graduate Program Director, Embry-Riddle Aeronautical University, P.O. Box 786, Opa Locka, Florida 33054. The following must also be submitted to the Graduate Program Director:

- An official transcript from each college or university attended.
- If applicable, an official test report of USAFI and/or CLEP examinations when necessary to substantiate understanding of concepts of one or more prerequisite subject areas.
- If applicable, certification of experience when necessary to substantiate understanding of concepts of one or more prerequisite subject areas.
- A non-refundable application fee of \$25 must accompany the completed application.
- Students will be admitted to the program on a probationary 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 or no credit will be granted for the courses taken.

ACADEMIC STANDARDS AND REGULATIONS

Embry-Riddle uses the following grading system 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

A grade of "W" will be issued to a student withdrawing prior to the date indicated in the Graduate studies calendar (p. 3). Withdrawal must have prior approval of the Graduate Program Director. If a student withdraws from a course after the

specified date, the grade is "F". Unauthorized withdrawal from a course results in failure, a grade of "F", and the phrase "left without proper clearance" will be entered on the permanent transcript.

If incomplete work, resulting in an "I" grade, is not completed by the end of the next term, 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.

HONORS

The Master of Aviation Management degree will be granted "with distinction" to students with a grade point average of 3.50 or higher. The grade point average is determined by dividing the sum of the products of quality points times credit hours for Embry-Riddle courses, by the total number of Embry-Riddle credit hours attempted.

PROGRAM LOAD

Students working in outside occupations more than 25 hours per week will be classified as part-time students. The maximum program load of a part-time student



is six hours. Courses will be taught on the basis of four ten-week terms per year; each course will provide for 45 hours of instruction and carry three credit hours. A part-time student carrying a maximum load may accumulate 24 credit hours in one year. The maximum load of a full-time student is 12 credit hours.

PROFICIENCY EXAMINATIONS

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

GRADUATION REQUIREMENTS AND TIME LIMIT

Four months prior to the estimated time of completion of the program, the student must file a degree candidacy application and pay the graduation fee as outlined in the fee schedule. A student may graduate at the end of any term.

In the best interests of the student and the institution, a maximum of seven years from date of enrollment in the program is allowed for the completion of the program. The institution reserves the right to withdraw the matriculation status of a student who does not fulfill this time requirement and it also reserves the right to withdraw the enrollment privilege of a student whose grade point average in the Master of Aviation Management program falls below 2.50.

A minimum of 24 credits of graduate work must be completed in residence for the award of the degree.

TRANSFER CREDIT

A maximum of twelve credit hours may be transferred from graduate programs at other colleges and universities. Courses completed within five years of enrollment in this program in which a final 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 six specific core courses. A course transferred for elective credit, must be in the management area, but need not be equivalent to one of the specific elective courses offered in this program. Transferability of credit will be determined by the Graduate Program Committee.

COURSE AVAILABILITY

Course offerings in any one term will be in direct proportion to the total enrollment within the program and the degree demands of students. Certain courses may be offered for several consecutive terms and then not be available again for several terms. However, every attempt will be made to provide sufficient offerings each term so that students may carry a normal (six credit hours) part-time load on a continuing basis.

COURSE CANCELLATION

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.

COURSE DESCRIPTIONS

MS 500 – Government

Role In Aviation 3 Credits

The course will set forth both the regulatory and promotional roles of federal and state governments toward all aspects of aviation, both airline service and general aviation. Particular attention will be paid to the detailed federal regulation of safety and the economic life of the airlines, as well as to both civil and military research and development. Prerequisite: None.

MS 510 – Advanced Organization

Theory 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 applied to organization processes and design. Prerequisite: Understanding of concepts of management.

MS 520 – Quantitative Methods

In Business 3 Credits

A comprehensive study of 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 in the aviation industry. 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 of concepts of statistics.

MS 530 – Management Information

Systems 3 Credits

A comprehensive study of the principles and concepts in the area of management information systems. The course objec-

tives 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 information systems. Prerequisite: Understanding of concepts of statistics.

MS 540 – Personnel

Management 3 Credits

An investigation of personnel practices and interpersonal relationships involved in managing employees; principles and methods of recruiting, interviewing, selecting, training, evaluating, motivating and rewarding personnel; internal problems of labor control and the utilization of human resources. Prerequisite: Understanding of concepts of management.

MS 550 – Marketing

Management 3 Credits

Analysis of marketing problems and determination of marketing policies in product development, promotion, pricing, channel selection; marketing management problems such as: marketing objectives, developing the marketing plan, implementation, appraisal and control. Prerequisite: None.



MS 560 – Current Problems

In Aviation 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: Understanding of concepts of management.

MS 570 – International Developments

In Aviation 3 Credits

An analysis of the major problem areas in international aviation, with a focus on United States policies with respect to these areas. The scope of the course will cover international airline service, the world network of airways and airports, the aircraft manufacturing industry, and the political climate in which international actions take place. Prerequisite: None.

MS 580 – Industrial

Relations 3 Credits

The impact of trade unionism on industrial relations; the development of management – labor relations in selected developed nations as reflections of the cultural history of those nations; the development of managerial approaches to achieve labor – management cooperation. Prerequisite: None.

MS 590 – Portfolio Theory And

Capital Markets 3 Credits

Concepts and principles of security analysis and portfolio management, suitable for either the individual investor, the financial officer of a firm, or an owner of a firm. The objective is to enable the student to determine the likely or possible outcome from investing in particular securities or capital goods, and to use quantitative techniques of selection and surveillance of a bundle of securities appropriate to the status of an individual or firm. Prerequisite: Understanding of concepts of statistics.





MS 595 – Small Business Management 3 Credits
 Isolates and examines for solution the significant problems encountered by men who desire to manage their own small business. Studies in depth and identifies the factors of small concerns that are distinct in nature or scope from those of big business management. The objective is to develop the students understanding of the economic and social environment within which the small concern functions, and which both aids and restricts freedom of entrepreneur decision. Prerequisite: Understanding of concepts of management.

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 of concepts of economics and management.

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 organization 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 operations departments and staff. Prerequisite: Understanding of concepts of management.

MS 610 – Current Problems In Airline Management 3 Credits
Provides an analysis of selected contemporary problems facing airline management today, stemming from broad social, economic, and political developments. Individually directed problem oriented research projects will be presented by students for class discussion. In this course, the student applies previously learned principles and procedures to practical problems facing airline management to develop increased understanding and to demonstrate knowledge of the subject. Prerequisite: Understanding of concepts of management.

MS 615 – Airline Financial Management 3 Credits
A critical study of current concepts in airline finance with major emphasis on the administrative and managerial implications. The course will be divided into three parts, the first part dealing with general corporate finance applicable to any large business organization. The second part covers airline financial policy, planning and management specifically. Included in this part are problems of profitability peculiar to the airline industry, airlines financial requirements and projections, sources of funds for airlines, airline cash management and financial planning, price elasticity and fare levels, industry competition and its financial implications and the future and its financial challenges. The third part deals specifically with airline financial accounts and statements. Prerequisite: Understanding of concepts of management.

MS 620 – Managerial Psychology 3 Credits
Survey of individual and social psychology and organization theory interpreted in the context of the managerial environment, analysis of human behavior in organizations in terms of the individual, small groups, and intergroup relationships. Prerequisite: None.



MS 625 – Airline Marketing Management 3 Credits
Provides 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, in-flight and ground services; methods of selling the 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: None.

MS 630 – Airline Management And Labor Relations 3 Credits

A survey of the growth, structure, objectives and collective bargaining practices of organized labor unions and their effect on airline 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 employers 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 of concepts of management.

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 of concepts of management.

MS 640 – Advanced Economic Analysis 3 Credits

This course develops some of the more sophisticated tools of analysis in the fields of both macro and micro economics. In the area of aggregate economics, the applications of economic theory to current

problems are stressed; in the area of pricing, emphasis is on those situations which are characteristic of the actual market – where an admixture of the competitive and monopolistic elements is the rule, rather than the exception. Prerequisite: Understanding of concepts of micro and macro economics.

MS 645 – Airport Management 3 Credits

Provides 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 rates are important areas of study in this course. Students will examine the nature of airport capital and operating costs and meth-



ods of allocating costs to users. The socio-economic effect of airports on the communities they serve will be explored. Prerequisite: Understanding of concepts of management.

MS 650 – Advanced Managerial Accounting 3 Credits

The objective of this course is to explain how accounting data can be interpreted and used by management in planning and controlling business activity. In this course the student will acquire a knowledge of the usefulness and limitation of accounting and how it can help managers operate more effectively. This course informs man-

agers and future managers concerning the potential and the limitations of the accounting function. Prerequisite: Understanding of concepts of accounting.

MS 695 – Special Project
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 for approval not less than three weeks prior to registration/enrollment in the course. Prerequisite: Approval of Program Director.





FINANCIAL INFORMATION

GRADUATE STUDENT TUITION AND FEES

Application Fee, one time	\$25.00
Tuition, per credit hour	\$65.00
Registration Fee, per term	\$10.00
Late Registration Fee	\$10.00
Change of Registration Fee	\$ 5.00
Graduation Fee, one time	\$20.00

SPECIAL STUDENT (non-degree) TUITION AND FEES

Application Fee, one time	\$15.00
Tuition per credit hour	\$65.00
Registration Fee, per term	\$10.00
Late Registration Fee	\$10.00
Change from Special to Graduate Student (one time only)	\$15.00

Eligible students planning to utilize VA benefits should contact the Graduate Program Director to initiate correspondence with the Veterans Administration to obtain a certificate of eligibility.

REFUNDS

No refunds of tuition or fees will be made after the end of the registration period for a given term, except for course cancellations as specified on Page 11. Refunds for students enrolled under certification provisions of the Veterans Administration will be processed in accordance with Section 1654, Chapter 34, or Section 1776, Chapter 35, Title 38, United States Code.

OFFICERS OF E-RAU

Jack R. Hunt

President. A. A., Compton Jr. College; B.S., Pepperdine College; M.S., Barry College; Commercial Pilot, LTA and HTA.

Hugh B. Manson

Executive Vice President. B.S., University of Florida; B.S.A.E., Georgia Institute of Technology; Commercial Pilot ASMEL-I.

Frank G. Forrest

Vice President - Plans. B.S., U.S. Military Academy; M.A., Stetson University; Commercial Pilot with Instructor and Instrument Rating.

Herbert V. Mansfield

Vice President - Student Affairs. B.A., M.A., Stetson University; Private Pilot, ASEL.

Harry D. Ness

Vice President - Admissions. B.S., U.S. Navy Postgraduate School, Monterey, California; Commercial Pilot, ASMEL-I.

Richard H. Pierce

Treasurer - Controller. B.S., University of Maine; M.B.A., George Washington University; Commercial Pilot, Rotary and Fixed Wing, Instrument Rating.

Ethel V. Cornelius

Corporate Secretary. B.S., Carnegie Institute of Technology.

GRADUATE FACULTY

Graduate faculty 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. It is considered that a balance between theoretical and practical instruction can be achieved in this manner.

GRADUATE COUNCIL EXECUTIVE COMMITTEE

John P. Eberle, Chairman

B.S., Public Administration, American University, M.A., Public Administration, American University, Ph.D., Public Administration, American University.

Dr. Eberle is presently Coordinator of Graduate Programs and Professor of Management with Embry-Riddle Aeronautical University.

Harold E. Green

B.S., Education, Central Missouri State College, M.S., Education, University of Missouri, B.E.D., Dr. of Education, University of Missouri.

Dr. Green is presently Director of Florida Technological University Residence Center - Daytona Beach.

William E. O'Connor

A.B., English and International Relations, Brown University, M.A., Foreign Affairs, George Washington University, Ph.D., International Studies, American University.

Dr. O'Connor is presently Professor of Aviation Management with 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.

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, Associate Professor of Management Science and Mathematics with Embry-Riddle Aeronautical University.

Alexander T. Wells

B.A., Economics, Hunter College of the City University of New York, M.A., Economics, DePaul University, Additional graduate study - Northern Illinois University.

Mr. Wells is presently a Professor of Aviation Management and Economics with Embry-Riddle Aeronautical University.

ADVISORY COMMITTEE

This committee will be composed of key executives in aviation related management positions to include representation from the major airlines and the Federal Aviation Administration.

E-RAU 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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