

Responsible Office:

Institutional Research & Planning
The Graduate School

Contacts:

Kristin Walker

*Manager of Academic Support,
Institutional Research & Planning*

Kat Empson

*Assistant to the Dean,
The Graduate School*

ACADEMIC PROGRAM REGISTRATION

Policy Title:

Guidelines for the Approval and Registration of Dual Degree Programs

Release / Revision Date:

October 17, 2011

These guidelines apply to Cornell University:

- Undergraduate Colleges (submit to **Kristin Walker**)
- Graduate Fields (submit to **Kat Empson**)
- Professional Schools (submit to **Kristin Walker**)

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SUMMARY:

These guidelines describe the requirements for the official approval of a dual degree program by Cornell University and the official registration of a dual degree program with the State University of New York (SUNY) and/ or the New York State Education Department (NYSED).

All dual degree programs must be reviewed and approved internally by Cornell and externally by SUNY and/or NYSED.

Academic program changes may not be advertised on any web sites or in any other manner, or included in the Graduate School online application until they have been approved internally by Cornell and externally by SUNY and/or NYSED (as applicable depending on the type of program).

APPROVAL AND REGISTRATION PROCESS SEQUENCE:

UNDERGRADUATE	GRADUATE
1. Office of Institutional Research and Planning	1. Dean of the Graduate School
2. Faculty Senate	2. General Committee of the Graduate School
3. Provost	3. Faculty Senate
4. Board of Trustees	4. Provost
5. SUNY and/or NYSED	5. Board of Trustees
6. Office of the University Registrar	6. SUNY and/or NYSED
	7. Office of the University Registrar

PROPOSAL FORMAT:

The completed proposal becomes part of Cornell University's public record. Faculty and staff from across the university might have reason to read or review it.

DUAL DEGREE PROPOSAL SUBMISSION DATE AND DGS APPROVALS				
Date of Proposal Submission	August 15, 2013			
DGS Signature of Degree 1	Professor Tim Hinkin			
DGS Signature of Degree 2	Associate Dean Shimin Chen			
FACULTY CONTACT INFORMATION FOR PROPOSED DUAL DEGREE PROGRAM				
Dept / Field	Name	Dept / Field	Email	Phone
Dept / Field 1	Prof. Rohit Verma	School of Hotel Administration	rv54@cornell.edu	255.2688
Dept / Field 2	Prof. Shimin Chen	CEIBS		
PROPOSED DUAL DEGREE PROGRAM INFORMATION				
Degree	College or School	Dept / Field	Degree Title	Degree Award
Degree 1	<i>School of Hotel Administration</i>	<i>School of Hotel Administration</i>	<i>Master of Management in Hospitality</i>	<i>MMH</i>
Degree 2	<i>China Europe International Business School</i>	<i>China Europe International Business School</i>	<i>Master of Business Administration</i>	<i>MBA</i>
<i>Example:</i>	<i>Graduate School</i>	<i>Chemistry</i>	<i>Chemistry</i>	<i>MS</i>

Narrative:

Prepare a narrative that describes the rationale and advantages for creating or modifying this dual degree program. Comment on the proposed program's intellectual and pedagogical relevance to students and to the academy. Discuss the availability of faculty, facilities, and other support services; plans to recruit and retain students (especially those from historically underrepresented groups and women); and provisions to ensure that each student has adequate instructional support needed to complete the program requirements. Indicate the preferred beginning date of the proposed program (e.g., enrollment date).¹

The School of Hotel Administration (SHA) has offered the premier professional graduate degree in hospitality management since 1973. The program has undergone several enhancements over the past

¹ Please consult the current version of the [Code of Legislation of the Graduate Faculty](#) as needed when preparing your proposal. And please also note that the Graduate School cannot make additional fellowship support or stipends available as a result of this change, and does not permit pro-rated tuition.

40 years to meet the needs of an ever-changing global marketplace for specialized graduate-level business education. The most recent change to the program was the dissolving of the joint Master of Management in Hospitality (MMH) program offered with Nanyang Technological University in Singapore. This change created an opportunity to re-evaluate SHA's global presence and explore relationships with other institutions. In addition, this change will allow for additional MMH student capacity. With this in mind, the proposal below, outlines a new, coordinated dual Master of Management in Hospitality and Master of Business Administration (MBA) degree program offered by the School of Hotel Administration and China Europe International Business School (CEIBS).

Over the past year SHA has gone through an extensive exploration designed to help the School develop a robust internationalization strategy. Extensive market research was conducted and valuable input was collected from hospitality industry leaders and SHA alumni. Through this exploration one of the key areas identified as a potential growth opportunity was the Master of Management in Hospitality program. The MMH program has been successful recruiting international students as well as developing international relationships both within the hospitality industry and in academia. The current international growth in the hospitality industry and the increased MMH student capacity has created the opportunity for new international relationships. The proposed coordinated dual degree will expand the reach of the MMH, allowing for increased global recognition while providing unique access to a high-level hospitality and traditional MBA curriculum. The dual degree will create a more robust global platform for SHA to continue leading the world in graduate hospitality management education.

Partnering with CEIBS is a calculated, strategic move in a positive direction. Offering a dual degree with CEIBS will allow SHA to continue to develop a strong reputation in China and the rest of Asia while attracting some of China's most talented business students to the MMH program. CEIBS, ranked among the top ten business schools in China, consistently attracts high-quality students with solid work experience. The addition of CEIBS students will enhance the MMH student profile and bring valuable cultural and business perspectives to the classroom.

The overall impact on the current MMH administrative services, program personnel and facilities will be minimal. The program can sustain reasonable growth without negatively impacting the educational experience or student learning. In fact, strategically growing the international student enrollment, through this dual degree, will allow for increased internationalization and student diversity. There are adequate graduate faculty and professional staff already in place to ensure students compete their program requirements. Because the MMH program is a one-year, intensive program, key support elements are currently in place to ensure student success. These retention policies and programming will also be employed for the dual degree.

The projected student enrollment totals are not expected to exceed 20, with ten CEIBS students enrolling at SHA and 10 SHA students enrolling at CEIBS, each year. The anticipated start date for the first dual degree students to begin is fall 2015.

Curricular Information:

Describe requirements for program completion (e.g., credits hours in major, in a second field, in liberal arts, electives, whether undergraduate, graduate, or doctoral, and when and how often offered, etc.); indicate the number of full-time study semesters required for program completion at the undergraduate level, graduate level, or doctoral level (as applicable). Describe thesis, dissertation, or project requirements for the two separate degree programs.

Completion of the MBA/MMH Program will require successful completion of both the CEIBS MBA program and the CORNELL MMH program. Students who successfully complete the MBA program will

receive an MBA degree and diploma from CEIBS. Students who successfully complete the MMH program will receive an MMH degree and diploma from CORNELL.

Students must maintain full-time student status while enrolled in the MBA/MMH program for all terms except for the final term. During the final term students may elect to pursue an internship while taking courses on a part-time basis.

Students can choose to start the dual MBA/MMH degree from either CEIBS (MBA/MMH Option) or CORNELL (MMH/MBA Option).

For both MBA/MMH Option and MMH/MBA Option the student must complete all the requirements of the degree at both universities and any specific requirements specified in this document.

Specific Requirements for the MBA/MMH Option (CEIBS start and Cornell end)

a. MBA/MMH Option students must complete all of the required courses/terms/projects for the first 12 months of the MBA program at CEIBS.

b. During the first year of the program, a student is expected to take recommended core and elective classes approved by the Joint Steering Committee.

c. Cornell agrees to approve up to 16 credit hours of courses taken at CEIBS during the first year of MBA program towards the MMH degree pending approval of the SHA Graduate Faculty.

d. During the summer between the first year and second year of the program, the student must complete an internship at a hospitality or related service industry. The internship plan will be approved by the Joint Steering Committee.

e. During the first year of the program leading up to summer term after the first year, the student maybe asked to take one (1)-three (3) eCornell online courses as recommended by the Joint Steering Committee.

f. During the autumn and spring semester of the second year, the student must take elective courses at Cornell approved by the Joint Steering Committee.

g. CEIBS agrees to approve up to 16 credit hours of courses taken at Cornell during the second year towards its MBA degree pending approval of the CEIBS Faculty.

Specific Requirements for the MMH/MBA Option (Cornell start and CEIBS end)

a. MMH/MBA Option students must complete all of the required courses/terms/projects for the first 12 months of the MMH program at Cornell.

b. During the first year of the program, the student is expected to take recommended core and elective classes approved by the Joint Steering Committee (see Section 7.1).

c. CEIBS agrees to approve up to 16 credit hours of courses taken at Cornell during the second year towards its MBA degree pending approval of the CEIBS Faculty.

d. During the summer between the first year and second year of the program, the student must complete an internship at a service industry in China. The internship plan will be approved by the Joint Steering Committee.

e. During the summer term after first year, the student may be asked to take Chinese language or culture courses recommended by the Joint Steering Committee.

f. During the autumn and spring semester of the second year, the student must take elective courses at CEIBS approved by the Joint Steering Committee.

General Requirements for both options

a. The student must complete the minimum requirement for credit hours for both programs to get the two degrees.

b. Specific admissions requirements (e.g. GMAT, IELTS and TOEFL scores) for each program options will be clearly specified by the Joint Steering Committee prior to the start of the program.

Admission Requirements:

Describe the various admissions requirements and the administrative process for making admission decisions. Address how situations will be handled when an applicant is accepted into one of the two degree programs but not the other. Specify the type of applicants eligible to apply (e.g., Cornell undergraduates only, 4 + 0.5 program students, 4 + 1 program students or any student.) Include any special admission course requirements.

Students interested in the MBA/MMH Program must apply and be admitted to both the CEIBS MBA program ("MBA Program") and the CORNELL MMH program ("MMH Program").

Applicants to the MBA/MMH Program must submit separate applications for the MBA Program and the MMH Program to CEIBS and CORNELL, respectively. CEIBS shall have full control over the application process, admissions criteria, and admissions decisions with respect to the MBA Program, and CORNELL shall have full control over the application process, admissions criteria, and admissions decisions with respect to the MMH Program. Notwithstanding the foregoing, each Party's application materials will have a method for applicants to indicate they are applying to the MBA/MMH Program. Each Party shall inform the other Party of its admissions decisions with respect to any applicants for the MBA/MMH Program. Students indicating interest in the MBA/MMH program will be provided with instructions for applying to the other program. Students who are admitted to and enroll in both the MBA Program and the MMH Program will become MBA/MMH Program students.

Applicants for the MBA/MMH Program should clearly indicate on both the MBA and MMH applications that they are applying for the MBA/MMH program. Applicants considering the MBA/MMH Program will be encouraged to discuss their interest with representatives of both Parties.

Applicants who are not admitted to one Program may still be eligible for admission to the other program if they satisfy the individual program's admissions requirements.

Student Enrollment and Funding:

Describe the projected student enrollment over time and indicate the sources and amounts of funding for those students for the duration of their degree programs. Please address all costs associated with

student enrollment (internal and external fellowships, assistantships, stipends, and financial aid) for both domestic and international students).²

While taking courses in the MBA Program, MBA/MMH program students will be billed by, and will be required to pay, all MBA Program-related tuition and fees to CEIBS in accordance with CEIBS's published tuition and fee schedule for the MBA program, which will be approximately seventy percent (70%) of that of the full 18 month MBA program fee for students who start at CEIBS and finish at CORNELL and approximately fifty percent (50%) for students who start at CORNELL and finish at CEIBS. While taking courses in the MMH Program, MBA/MMH Program students will be billed by, and will be required to pay, all MMH Program-related tuition and fees to CORNELL in accordance with CORNELL's published tuition and fee schedule for the MMH Program, which will be approximately seventy percent (70%) of that of the full 12 month MMH program fee. Students may receive financial aid from each Party, subject to each Party's financial aid policies and procedures, for the courses they take at that Party.

The total number of CEIBS students enrolling in the coordinated degree should not surpass 10. Depending on interest, the likely enrollment will be between 5-10 total per year. We also anticipate that there will be the same number of SHA students interested in enrolling in the coordinated program. CEIBS and CORNELL will have full control over the admissions process for their respective programs.

Institutional Concerns:

Comment on the University's institutional need for this change in, or addition to, the existing curriculum. In the event the proposal does not receive University and/or State approval, how else might you accomplish the goals it represents? Describe the means by which program quality is assured given the time-shortened aspect of the program, if time-shortening is involved in the dual degree program.

Subject to their respective rules, regulations, practices, procedures, availability of funds and the other provisions of the Program Agreement, CORNELL and CEIBS agree to perform the following functions with respect to the MBA/MMH Program as follows:

- a. Establish a Joint Steering Committee to evaluate the progress of the MBA/MMH Program, and consider other opportunities for other joint activities between the parties related to the MBA/MMH Program.***
- b. Design and continuously improve the curriculum, admissions criteria and administrative processes for the MBA/MMH Program.***
- c. Ensure there are sufficient numbers of well qualified faculty members to ensure a high standard of instruction and academic advising in the MBA/MMH Program.***
- d. Contribute sufficient resources for infrastructure, equipment and personnel to meet the obligations as set forth in this Program Agreement with respect to the MBA/MMH Program.***
- e. Based on facility availability, reasonable efforts will be made to provide office and meeting space when faculty or staff from CORNELL visit CEIBS and when faculty or staff from CEIBS visit CORNELL for short periods of time regarding the dual degree program.***

² Note: Degrees conferred by dual programs, whether domestic or international, must adhere to the degree conferral dates that currently exist at Cornell (e.g., mid-January, the end of May, and the end of August).

f. Encourage the sharing of information, research, and data considered relevant to the success of the MBA/MMH Program, subject to the other provisions of this Agreement, and any future activities.

g. Act in good faith in supporting the MBA/MMH Program.

Program Format:

If your proposal requires a change in format or mode of delivery (e.g., distance learning), describe the availability of relevant courses, faculty, resources, and support services (including technical support) and address all questions related to registration, tuition and funding, and graduation. If your proposal involves a change in the program calendar (e.g., a reduction from two academic years to one calendar year), address the special needs of international students (e.g., obtaining visas and compliance with all immigration regulations). Address the resolution of grievances that might arise if, for example, an international student cannot meet the degree requirements in the allotted time because of program design.

With the exception of the 16 credit hours that will transfer between programs, the current MMH and MBA program formats will not change. The existing curriculum for both the MMH and MBA programs will stay the same. Relevant courses, faculty, resources, and support services will all remain intact and operate as normal. School and program orientation programming will be provided as will workshops to address specific international student needs. This programming is currently in place for international students who enroll in the MMH program. Likewise, CEIBS will provide the same international student services to MMH students enrolling in their MBA program.

Attachments:

1. Attach Table 1 (a-c): Curriculum of Existing Degree Programs and Proposed Dual Degree Program
2. Attach results of a faculty vote (all field faculty with voting eligibility should be polled, in both fields) and address the thinking behind negative votes or abstentions.
3. Attach copy text for eventual publication on your college/school website and on-line application.
4. Attach support letters from your college/school dean and other relevant academic and administrative staff. Support from both fields involved in the dual program should be clear.
5. Attach support letters from Department Chairs or Directors of Graduate Studies from closely related fields that may perceive some impact associated with the proposed academic program change.

CONTACTS:

To register undergraduate or professional dual degree programs, please contact [**Kristin Walker**](#), Manager of Academic Support, Institutional Research and Planning.

To register graduate or doctoral dual degree programs, please contact [**Kat Empson**](#), Assistant to the Dean, Graduate School.

AUTHORITY:

- [NYSCE, Title 8, Chapter II: Regulations of the Commissioner](#)
 - SUNY, [Office of Academic Affairs](#)
 - NYSED, [Office of College and University Evaluation](#)
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APPENDICES:

- NYSCE, Registration of Postsecondary Curricula
 - SUNY, Office of Academic Affairs, Policy on [Awarding of Two Degrees at the Same Level](#)
 - NYSED, Policy & Guidance for [Awarding Credit for Same Courses in Different Degree Programs](#)
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Table 1a: Curriculum of Existing Degree Program 1

- Indicate title and award of existing degree program 1: Master of Management in Hospitality_____
- Indicate **academic calendar** type: X Semester Quarter Trimester Other (describe)
- Label each term in sequence, consistent with the academic calendar (e.g., Fall 1, Spring 1, Fall 2, etc.); copy/expand the table as needed.

Term: Summer		Term:
Course Number & Title	Credits	Course Number & Title
HADM 7230 - Corporate Finance	3	
HADM 7240 - Managerial Accounting	3	
HADM 7030 – Operations Management	3	
HADM 7430 – Marketing Management for Services	3	
HADM 7970 – Leadership Development Program	1	
Term credit total:	13	Term credit total:
Term: Fall		Term:
Course Number & Title	Credits	Course Number & Title
HADM 6100 – MMH Deans Distinguished Lecture Series	1	
HADM 7110 – Organizational Behavior	3	
HADM 7510 – Properties Development and Planning	3	
HADM 7610 – Management Communication	3	
Concentration and Free Electives	7	
Term credit total:	17	Term credit total:
Term:		Term:
Course Number & Title	Credits	Course Number & Title
HADM 7820 – Human Resource Management	3	
HADM 7144 – Competitive Strategies for the Hospitality Industry	3	
Concentration and Fee Electives	12	
Term credit total:	18	Term credit total:
Term:		Term:
Course Number & Title	Credits	Course Number & Title
Term credit total:		Term credit total:
Program Totals:	Credits: 48	Identify any comprehensive, culminating element(s) (e.g., thesis or examination), including course number if applicable:

Table 1b: Curriculum of Existing Degree Program 2

- Indicate title and award of existing degree program 2: Master of Business Administration (CEIBS)
- Indicate **academic calendar** type: Semester Quarter Trimester X Other (18 month program, 6 required terms, 1 optional)
- Label each term in sequence, consistent with the academic calendar (e.g., Fall1, Spring 1, Fall 2, etc.); copy/expand the table as needed.

Term: Fall 1 (September – December)			Term: Fall 2 (September & October)		
Course Number & Title		Credits	Course Number & Title		Credits
Financial Accounting AND Corporate Finance		6	Electives		9
Statistics for Managerial Decision Making		3			
Microeconomics AND Macroeconomics		4			
Responsible Leadership and Sustainability		3			
Business Communications AND Marketing Management		4			
Organizational Behavior		3			
Term credit total:		23	Term credit total:		9
Term: Winter 1 (January – April)			Term: Winter 2 (October – December)		
Course Number & Title		Credits	Course Number & Title		Credits
Managerial Accounting		3	Electives		9
Strategic Management		3			
Operations Management		3			
Electives		6			
Integrated China Strategy Projects and China Discovery Week		0			
Term credit total:		15	Term credit total:		9
Term: Spring 1 (April – June)			Term: Winter 2 (January & February)		
Course Number & Title		Credits	Course Number & Title		Credits
Entrepreneurial Management		2	Leadership Workshop		1
Prospects/Challenges of Managing Business in China		3	Integration		1
Integrated China Strategy Projects		5	Electives		6
Term credit total:		10	Term credit total:		8
Term: Summer 1 (June & July)			Term:		
Course Number & Title		Credits	Course Number & Title		Credits
Electives		4			
Internship		0			
Term credit total:		4	Term credit total:		
Program Totals:		Credits: 78	Identify any comprehensive, culminating element(s) (e.g., thesis or examination), including course number if applicable:		

Table 1c: Curriculum of Proposed Dual Degree Program

- Indicate title and award of existing degree program 1: Master of Business Administration_____
- Indicate title and award of existing degree program 2: Master of Management in Hospitality_____
- Indicate **academic calendar** type: X Semester Quarter Trimester Other (describe)
- Label each term in sequence, consistent with the academic calendar (e.g., Fall 1, Spring 1, Fall 2, etc.); copy/expand the table as needed.

Term: Fall 1 (CEIBS Start Option)				Term: Fall 2 (Begin at SHA)			
		Credits				Credits	
Course Number & Title	Degree 1	Degree 2	Dual Degree	Course Number & Title	Degree 1	Degree 2	Dual Degree
Financial Accounting AND Corp. Finance	6		6	HADM 6100 Distinguished Lecture Series		1	1
Statistics for Managerial Decision Making	3		3	HADM 7510 Properties Development & Planning		3	3
Micro and Macroeconomics	4		4	HADM 7610 Management Communication		3	3
Organizational Behavior	3		3	Concentration Electives		5	5
Business Comm & Marketing Mgmt	4		4	Free Electives		2	2
Ethics and Governance	3		3				
Term credit total:	23		23	Term credit total:		14	14
Term: Winter 1				Term: Spring 2			
		Credits				Credits	
Course Number & Title	Degree 1	Degree 2	Dual Degree	Course Number & Title	Degree 1	Degree 2	Dual Degree
Managerial Accounting	3		3	HADM 7144 Competitive Strategies Hosp. Industry		3	3
Strategic Management	3		3	HADM 7820 Human Resources Management		3	3
Operations Management	3		3	Concentration Electives		10	10
Electives	6		6	Free Electives		2	2
Term credit total:	15		15	Term credit total:		18	18
Term: Spring 1				Term:			
		Credits				Credits	
Course Number & Title	Degree 1	Degree 2	Dual Degree	Course Number & Title	Degree 1	Degree 2	Dual Degree
Entrepreneurial Management	2		2				
Prospects of Managing Busi. in China	3		3				
Integrated Strategy Project	5		5				
Term credit total:	10		10	Term credit total:			
Term:				Term:			
		Credits				Credits	
Course Number & Title	Degree 1	Degree 2	Dual Degree	Course Number & Title	Degree 1	Degree 2	Dual Degree
Term credit total:				Term credit total:			
Program Totals:		Credits: 96 16 credits transferred		Identify any comprehensive, culminating element(s) (e.g., thesis or examination), including course number if applicable: Students will also complete the eCornell course, Statistical Decision Making for Hospitality Management AND complete an internship during the summer before starting MMH coursework.			

Table 1d: Curriculum of Proposed Dual Degree Program

- Indicate title and award of existing degree program 1: Master of Management in Hospitality_____
- Indicate title and award of existing degree program 2: Master of Business Administration_____
- Indicate **academic calendar** type: X Semester Quarter Trimester Other (describe)
- Label each term in sequence, consistent with the academic calendar (e.g., Fall 1, Spring 1, Fall 2, etc.); copy/expand the table as needed.

Term: Summer 1 (MMH Start Option)				Term: Fall 2 (Begin at CEIBS)			
Credits				Credits			
Course Number & Title	Degree 1	Degree 2	Dual Degree	Course Number & Title	Degree 1	Degree 2	Dual Degree
HADM 7230 Corporate Finance	3		3	Microeconomics		2	2
HADM 7240 Managerial Accounting	3		3	Macroeconomics		2	2
HADM 7030 Operations Management	3		3	Responsible Leadership and Governance		3	3
HADM 7430 Marketing Mgmt for Services	3		3	Electives		3	3
HADM 7970 Leadership Development Prgm	1		1				
Term credit total:	13		13	Term credit total:		10	10
Term: Fall 1				Term: Winter 2			
Credits				Credits			
Course Number & Title	Degree 1	Degree 2	Dual Degree	Course Number & Title	Degree 1	Degree 2	Dual Degree
HADM 6100 Distinguished Lecture Series	1		1	Strategic Management		3	3
HADM 7510 Properties Development & Plan	3		3	Electives		9	9
HADM 7610 Management Communication	3		3				
HADM 7110 Organizational Behavior	3		3				
Concentration and Free Electives	7		7				
Term credit total:	17		17	Term credit total:		12	12
Term: Spring 1				Term: Spring 2			
Credits				Credits			
Course Number & Title	Degree 1	Degree 2	Dual Degree	Course Number & Title	Degree 1	Degree 2	Dual Degree
HADM 7144 Competitive Strategies Industry	3		3	Entrepreneurial Management		2	2
HADM 7820 Human Resources Management	3		3	Prospects of Managing Busi. in China		3	3
Concentration Electives	10		10	Integrated Strategy Project		5	5
Free Electives	2		2				
Term credit total:	18		18	Term credit total:		10	10
Term:				Term: Summer 2			
Credits				Credits			
Course Number & Title	Degree 1	Degree 2	Dual Degree	Course Number & Title	Degree 1	Degree 2	Dual Degree
Term credit total:				Term credit total:			
Program Totals:		Credits: 96 16 credits transferred	Identify any comprehensive, culminating element(s) (e.g., thesis or examination), including course number if applicable: Students will also complete an internship during the summer before starting MBA coursework.				

September 5, 2013

Letter of Support

To whom it may concern,

I am writing to state our full commitment to the cooperation between Cornell University's School of Hotel Administration and China Europe International Business School (CEIBS) MBA program on the dual MBA/MMH degree program*.

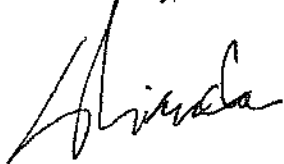
As the only Ivy League program in hospitality management, the MMH program offered by Cornell School of Hotel Administration is an AACSB-accredited, specialized business degree that covers an intensive three-semester curriculum in one year. CEIBS is a leading international business school located in China. We offer a full-time MBA program that aims to produce a new generation of responsible business leaders for China and beyond. Our program is fully accredited and highly ranked internationally.

The dual MBA/MMH degree program will provide tremendous opportunities for students of both institutions who are interested in pursuing a business career in hospitality-related industries in China and abroad. Over the past six months or so, we have worked closely with colleagues from Cornell on every detail of the dual MBA/MMH degree program. I greatly appreciate all the efforts that two partners have made to ensure a success in this cooperation.

Thank you for your consideration of this letter. Please feel free to contact me via phone at 86 21 2890 5616 or email me at csheimin@ceibs.edu if I can be of any further assistance.

** for approval reason in China, CEIBS may refer this MBA/MMH program as "Coordinated Dual Degree" program in its publicity and promotional materials, while Cornell may refer it as "Dual Degree" program.*

Sincerely,



Prof. Shimin Chen
Associate Dean and MBA Program Director
China Europe International Business School



Cornell University
School of Hotel Administration

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September 5, 2013

To whom it may concern:

Please accept this letter as a statement of support from the Office of the Dean regarding the proposed coordinated dual degree program between the School of Hotel Administration (SHA) at Cornell University and China Europe International Business School (CEIBS). This program seeks to establish a unique, innovative approach to graduate level business and hospitality education.

Over the past year, the SHA graduate faculty has explored various options to continue increasing the presence and reputation of Cornell and SHA worldwide. Led by Professor Rohit Verma, this exploration has culminated in the proposed Master of Management in Hospitality (MMH) and Master of Business Administration (MBA) coordinated dual degree program. Professor Verma has worked to identify a strong partner, and it is apparent CEIBS is an excellent choice. CEIBS, a world-class institution, is accredited by AACSB International and EQUIS and is consistently ranked as one of the top business schools in Asia.

The coordinated dual MMH/MBA program will create opportunities for increased student and faculty exposure to the hospitality industry in Asia as well as allow for a more diverse educational experience. In addition, the program utilizes existing resources while growing the size of the MMH cohort and increasing student quality.

Overall, the proposed SHA/CEIBS partnership is a strategic and innovative venture that would cultivate new, positive connections worldwide. The Office of the Dean fully supports this initiative and commits to ensuring its success.

Sincerely,

A handwritten signature in blue ink, appearing to read "S. A. Carvell".

Steven A. Carvell, Ph.D.
Associate Dean for Academic Affairs

From: Soumitra Dutta <sd599@cornell.edu>

Date: September 22, 2013 11:24:22 PM EDT

To: Graduate School Office of the Dean <dean_gradschool@cornell.edu>

Cc: "Michael D. Johnson" <mdj27@cornell.edu>, Joe Thomas <joe.thomas@cornell.edu>, "Jan E. Allen" <jan.allen@cornell.edu>, Vrinda Kadiyali <kadiyali@cornell.edu>, Johnson Dean's Assistant <DeanAssistant@johnson.cornell.edu>

Subject: RE: Seeking Johnson Comment on MMH Dual Degree Program

Thank you Barb for sharing the proposal with us.

We have reviewed the proposal within Johnson and we wish Michael and the Hotel school success with this initiative.

It would be important to note here that Johnson would not be in favor of other schools within Cornell launching MBA programs that would compete with Johnson's MBA. In this case, it was felt that the option of a dual degree program where the MBA is offered by CEIBS would not fall in this category.

Kind regards,

Soumitra

Soumitra Dutta

Anne and Elmer Lindseth Dean

and Professor of Management

Samuel Curtis Johnson Graduate School of Management

From: Graduate School Office of the Dean

Sent: Thursday, September 19, 2013 12:45 PM

To: Soumitra Dutta

Cc: Michael D. Johnson; Joe Thomas; Jan E. Allen

Subject: Seeking Johnson Comment on MMH Dual Degree Program

Importance: High

Dear Soumitra:

I am writing to solicit your comments regarding a proposal for a dual degree, submitted by the Master of Management in Hospitality (MMH) degree program, which is administered in the Graduate School and affiliated with the School of Hotel Administration. I will appreciate your response by September 26.

The graduate field of Hotel Administration is proposing to establish a MMH-MBA dual degree, with the MMH awarded by Cornell and the MBA awarded by China Europe International Business School (CEIBS). Objectives for the dual degree include enhancing the quality and

diversity of incoming MMH students, achieving additional internationalization of the MMH program, better positioning of the MMH program to prospective students in the U.S. because of the dual degree option, and increasing the size of the MMH student body. Students will be able to pursue the two degrees in either order – MBA (in China) then MMH, or MMH (in Ithaca) and then MBA (in China). They anticipate size of the program will be up to 10 students/cohort. The focus remains on hospitality.

The proposal is attached, for your information. The General Committee of the Graduate School (the governance body) approved the proposal in principle, with enthusiasm, pending your comments. If you have no objections, we will proceed with forwarding this proposal through the next steps of the approval process. If you have any concerns, please let me know what they are so that I may ask the graduate field to address them.

I look forward to hearing from you.

Best,

Barb

Dr. Barbara A. Knuth

Vice Provost and Dean of the Graduate School

Professor, Department of Natural Resources, <http://dnr.cornell.edu/>

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Past President, American Fisheries Society, www.fisheries.org