BACHELOR OF SCIENCE IN BUSINESS

Since its founding in 1924, the School of Business at the University of Kansas has been committed to shaping tomorrow’s business leaders. The business school holds the gold standard of accreditation in business education, the Association to Advance Collegiate Schools of Business (http://www.aacsb.edu), for both the school and its accounting programs. With its focus on teaching and research, the KU School of Business bridges theory and practice to know where business is going. Learn more at business.ku.edu.

Undergraduate Admission to the School of Business

There are two paths for admission to the School of Business:

1. Freshman admission
2. Competitive admission (standard process)

Freshman Admission

Incoming freshmen are eligible for direct entry to the School of Business. Students must meet all three of the following requirements:

- Achieve 25 or higher ACT composite score (or 1130 or higher SAT in critical reading and math),
- Earn 3.25 or higher high school GPA, and
- Indicate a business major on the application to KU.

In order to maintain the business school freshman admission status, students must fulfill the following requirements:

- Maintain a 3.0 or higher KU overall GPA at the end of the spring semester following admission to the business school,
- Have a passing grade in BUS 110, BUS 120, and BUS 210.

Students who do not fulfill these two requirements will be dismissed from the business school and will need to fulfill the competitive admission requirements to be re-admitted to the business school.

As an admitted freshman, you are required to complete BUS 110, BUS 120 and BUS 210. These courses are designed to connect students to life at KU and to opportunities within the School of Business. Students will learn academic success, personal success in the transition to college, opportunities for leadership development, problem solving, decision making, and business professionalism. Students will also be provided opportunities to create lasting connections with School of Business staff, advisors, and faculty. Experiential learning activities outside of the classroom will be integrated into the course.

Note: Freshman admission is not an option for students who change their major to business or pre-business after the start of their first semester. Students admitted as freshmen must complete the same degree requirements as students who go through the competitive admission process.

Competitive Admission

Students going through the competitive admission process should apply during the semester in which they will complete the minimum requirements for admission. Applicants satisfying these requirements are ranked by academic merit, then considered for admission to the School of Business based on rank and available space.

Apply online (http://www.business.ku.edu/admission). The deadline is September 15 for spring admission or February 15 for fall admission. Applicants who are not currently KU students must first apply to KU and submit official transcripts for all previous colleges and universities attended to the Office of Admissions (http://admissions.ku.edu) along with the application.

Visit the Office of International Student and Scholar Services (http://www.iss.ku.edu) for information about international admissions.

Prebusiness Preparation

Students planning to enter the School of Business as juniors should work toward completing pre-admission requirements during the first two years. Every student contemplating a major in the school should enroll in a mathematics course during the first semester at KU. It is highly recommended that students complete PSYC 104. Students must take the following courses before admission to the school:

- ACCT 200 Fundamentals of Financial Accounting 4
- ACCT 201 Managerial Accounting I 3
- IST 202 Introduction to Information Systems 3
- DSCI 202 Statistics 3
- ECON 142 Principles of Microeconomics 3
- ECON 144 Principles of Macroeconomics 3

See the Office of Admissions (http://admissions.ku.edu) for more information.

Minimum Requirements

To satisfy minimum standards for admission to the School of Business, a student must

1. Complete 60 college credit hours including ACCT 200, ACCT 201, IST 202, DSCI 202, ECON 142, and ECON 144 (or their equivalents). It is strongly recommended that PSYC 104 be completed.

2. Achieve a minimum grade-point average of 2.5 in
   a. all course work,
   b. all professional course work (business and economics),
   c. all KU course work, and
   d. all KU professional course work.

Because admission is competitive, students who meet the minimum admission standards may not be admitted.

Guaranteed admission to the School of Business is possible when achievement of a grade-point average of 3.0 in all professional course work (business and economics) has been met at the time of application (in addition to the minimum requirements listed above).

TOEFL Policy

During the Spring 2016 semester, the School of Business Assembly voted to change admission standards for international students to the
several B.S. in Business majors. Effective with the admissions cycle that starts September 15, 2017, international students for whom English is not the native language (in other words, all international students except those completing high school in Australia, Canada, England, Ireland, New Zealand, and the U.S.) are required to take the TOEFL iBT (www.ets.org/toefl/ibt/about (http://www.ets.org/toefl/ibt/about)) in the United States. KU Testing Services (www.testing.ku.edu) offers the TOEFL iBT frequently. A minimum total score of 92 is required, as are minimum sub-scores of 23 on the written and speaking parts of the test.

International students applying to the School who have satisfied all requirements other than the TOEFL iBT minimums will be provisionally admitted. Such provisionally admitted students will have until the first day of classes of the subsequent semester to satisfy the TOEFL iBT minimums. Failing to complete this requirement will result in the student having their admission revoked to the School of Business.

Transfer Students
Transfer students may find it to their advantage to enter KU before the junior year, because some required courses may be available only at KU. Students attending Kansas community colleges should consult their advisors and a KU School of Business advisor about course equivalents and articulation agreements to ensure progress toward the degree. The Office of Admissions provides a guide (http://credittransfer.ku.edu) to how classes at your current or former school transfer to KU. You must submit official transcripts of course work completed to the Office of Admissions (http://admissions.ku.edu) before a final determination can be made.

At least 30 hours of junior/senior professional course work must be completed at KU (courses in residence) for the student to be eligible for graduation. As of fall 2008, only transfer grades of C- or higher apply toward graduation from the KU School of Business.

64-Hour Rule
A maximum of 64 hours of community college course work can be applied toward a KU business degree. All subsequent credit hours earned at a community college or other 2-year institution add an equivalent number of hours to the 120-hour minimum required to graduate.

10-Year Rule
Transfer business credits are limited to a 10-year span in which they can be considered equivalent to a KU School of Business course and satisfy any corresponding requirement. This 10-year limit begins on the date of completion of the credit. After 10 years, transfer business credits are treated as elective business credit, and a course repeat or update may be necessary.

Tentative Evaluation of Credit
Students are advised to work with an academic advisor if they are considering enrolling in a class outside of KU. Before enrolling in any non-KU courses, students should confirm the course transfers over properly in Credtran (http://admissions.ku.edu/staff/credtran) or submit course syllabi for approval by using the transfer credit evaluation form for business classes located here (http://www.business.ku.edu/transfercreditevaluation).

Readmission
Students must submit an application for readmission to KU if their lapse in attendance is one semester or more. See the Office of Admissions for more information. Students may be readmitted to the School of Business if they left the school in good standing and it has been less than 5 years since they last attended.

5-Year Rule
If a student does not complete the business degree within 5 years of last attendance, the student must reapply through the competitive admission process. Students also must complete degree requirements in effect at the time of readmission to the business school regardless of the initial program.

Dismissal
Students who have been dismissed from the school must reapply through the competitive admission process.

Bachelor of Science in Business Degree Requirements
The School of Business offers a Bachelor of Science in Business (B.S.B.) with majors in accounting, business administration, business analytics, finance, information systems, management and leadership, marketing, and supply chain management. Each major consists of the following components: general education courses, business foundation classes, international dimension requirement, major courses, and advanced business electives. Degree requirements are subject to change. It is the student’s responsibility to stay informed of requirements. To receive the B.S. in business degree, a student must complete the degree requirements in effect at the time he or she is admitted to the school.

General Education Requirements
In addition to the university’s Core requirements, all business majors are required to take:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMS 322</td>
<td>Audience Centered Public Speaking in the Workplace</td>
<td>3</td>
</tr>
<tr>
<td>MATH 115</td>
<td>Calculus I</td>
<td>3</td>
</tr>
<tr>
<td>or MATH 121</td>
<td>Calculus I</td>
<td></td>
</tr>
<tr>
<td>PSYC 104</td>
<td>General Psychology</td>
<td>3</td>
</tr>
<tr>
<td>Natural Science with lab</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Requirements for All Majors

International Dimension Requirement
The International Dimension Requirement (IDR) is required of all students graduating from the KU School of Business. To complete the IDR, students must choose one of the following options:

Option 1. Foreign Language
Complete through the fourth level (intermediate II) of courses in a modern foreign language or earn equivalent proficiency as determined by the appropriate language department. International students who have completed the English proficiency requirement through the Applied English Center (http://www.aec.ku.edu) or receive passing TOEFL score according to business school TOEFL Policy may use this to fulfill Option 1.

Option 2. International Studies
6 credit hours of courses completed in one or a combination of the following categories:
1. (a) Study abroad credit hours from any study abroad program approved by KU.
2. (b) Contemporary regional/international studies/international business courses must be selected from a list available online (http://www.business.ku.edu) and may be double-counted to meet General Education requirements. Courses in this category may be double-counted toward the corresponding business major and/or concentration.

Core Courses and Capstone Course

In addition to the business foundation courses, all majors must complete the following courses:

Core Courses (24)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BE 301</td>
<td>Managerial Economics</td>
<td>3</td>
</tr>
<tr>
<td>BLAW 301</td>
<td>Legal Aspects of Business</td>
<td>3</td>
</tr>
<tr>
<td>BUS 305</td>
<td>Business Writing</td>
<td>3</td>
</tr>
<tr>
<td>DSCI 302</td>
<td>Quantitative Methods and Data Analysis</td>
<td>3</td>
</tr>
<tr>
<td>FIN 310</td>
<td>Finance</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 310</td>
<td>Organizational Behavior</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 310</td>
<td>Marketing</td>
<td>3</td>
</tr>
<tr>
<td>SCM 310</td>
<td>Management Science and Operations Management</td>
<td>3</td>
</tr>
</tbody>
</table>

Capstone Course (3)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGMT 498</td>
<td>Business Policy and Strategy</td>
<td>3</td>
</tr>
</tbody>
</table>

Majors

Within the Bachelor of Science in Business degree, students may earn major(s) in accounting, business administration, business analytics, finance, information systems, management and leadership, marketing, or supply chain management. Each major has core and elective major courses which must be completed.

Program guides are available on the school’s website (http://www.business.ku.edu/academics).

Accounting Major

The KU accounting program develops students with superior management and accounting skills and a well-rounded education in the liberal arts. This program produces qualified graduates who are responsive to the needs of the profession in academia, government, industry, and public accounting. The primary objectives are to produce entrepreneurs with a fundamental understanding of accounting, provide an adequate foundation for graduate study in accounting, and provide an adequate foundation for securing positions in private accounting and industry. Those seeking positions in public accounting may need 150 hours of college credit (state requirements vary) and should consider the Master of Accounting program.

All accounting majors must complete 6 hours of advanced business electives. ABE courses are numbered 320 and higher and have prerequisites.

The accounting major must complete the following core courses with a grade-point average of at least 2.5:

Accounting (25)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 303</td>
<td>Introduction to the Accounting Profession</td>
<td>1</td>
</tr>
<tr>
<td>ACCT 311</td>
<td>Information Systems for Accountants</td>
<td>3</td>
</tr>
</tbody>
</table>

Business Administration Major

This major offers a broad interdisciplinary approach. Discovering solutions to complex problems in a globalized marketplace requires a multidisciplinary and integrated approach. The major prepares students for a variety of job markets and career paths. The program is flexible, allowing students to develop in-depth skills in such areas as accounting, business law, finance, information systems, management and leadership, marketing, and supply chain management.

This major changes the way students learn by shifting the emphasis from the traditional, discipline-based approach to a more comprehensive, integrative approach to business problems and opportunities. Students acquire the skills, attitudes, and flexibility needed to be competitive in a global marketplace. Students can expect to live in a dynamic world where a series of career changes over a lifetime is probable and where change and the unknown are inevitable. In such a world, proficiency in a number of related disciplines becomes a survival tool.

Creativity is enhanced by knowledge of related disciplines, and new insights are gained by applying the methods of one discipline to another. This program offers students the academic tools and interdisciplinary perspective that allow them to prosper in a business environment. Concentrations in entrepreneurship, human resource management, information systems, international business, and supply chain management are available.

The major requires 21 hours of advanced business credit from courses numbered 320 or above. The 21 hours must be distributed across at least three of the following prefixes, with a minimum of 3 hours in each of the three prefixes selected: ACCT, BE, BLAW, DSCI, ENTR, FIN, IBUS, IST, MGMT, MKTG, and SCM.

The student must satisfy all business graduation requirements for the B.S. and have a grade-point average of at least 2.2 in the 21 advanced business credit hours selected for the major.

Business Analytics Major

The goal of the Business Analytics program is to prepare students with the requisite knowledge to implement data gathering, cleansing, integration, and modeling tasks as well as data asset analysis for business applications. The program will build on the basic business core courses by adding the necessary courses in the Statistics, Data Domain, and Business Analytics Domain. These courses will cover statistical methods, data warehousing, dimensional modeling, big-data analytical methods, and visualization tools and techniques and will introduce topics such as data mining and predictive analytics. Students will have the skills and experience to create and manage big data initiatives as well as associated business processes facilitating large-scale business data analytics in organizations. Graduates will be able to serve as architects, change agents and analytics tool suite operators for business and government.

In addition to providing students with fundamental big data resource and infrastructure management skills, the program is also designed to provide graduates with exposure to applied areas (specifically
Information Systems, Marketing or Supply Chain Management) through specific electives. Graduates will work as applied business analysts, data architects, data visualization experts, big data analysts, and data change agents. The areas of healthcare, public administration, mobile services, retail, manufacturing, and consulting service industries are all areas where analytics talent will provide significant business value.

The Business Analytics major must complete the following core courses with a grade-point average of at least 2.5:

**Business Analytics (21)**
- BSAN 326 Database Management Systems 3
- BSAN 415 Data Analysis and Forecasting 3
- BSAN 440 Foundations in Business Analytics 3
- BSAN 450 Data Mining and Predictive Analytics 3
- BSAN 480 Business Analytics Capstone 3
- Two additional Business Analytics approved electives 6

**Finance Major**
Students with finance majors often pursue careers in commercial or investment banking or become internal financial managers for corporations or government entities. The program is concerned with such areas as

1. Investments and asset pricing—the behavior and determinants of security prices, including stocks, bonds, options, and futures;
2. Corporate finance—the financing and investment decisions of firms;
3. Corporate governance—how best to govern corporations while enhancing both corporate accountability and the creation of wealth;
4. The management and regulation of financial institutions; and
5. International finance.

Majors also take courses in accounting, economics, and the liberal arts. The finance major must complete the following core courses with a grade-point average of at least 2.5:

**Finance (21)**
- Accountancy 321 Intermediate Accounting for Finance 3
- or Accountancy 410 Intermediate Accounting II 3
- FIN 410 Investment Theory and Applications 3
- FIN 413 Financial Markets and Intermediaries 3
- FIN 415 Corporate Finance 3
- FIN 400 or higher electives 9

**Information Systems Major**
The information systems major exposes students to a range of studies focused on the effective use of information technologies in settings typical of business, governmental, and not-for-profit organizations. Students gain a comprehensive understanding of specific technologies as well as an appreciation of challenges involved with the application of such technologies in dynamic environments. The major equips graduates with both technical and managerial skill sets needed to begin careers in major business and governmental entities or with major information systems consulting firms.

The information systems major must complete the following core courses with a grade-point average of at least 2.5:

**Information Systems (21)**
- IST 320 Fundamentals of Software Development 3
- IST 325 Systems Analysis and Design 3
- IST 326 Database Management Systems 3
- IST 330 Fundamentals of Business Computer Networking 3
- IST 410 IT Project Management 3
- IST 320 or higher electives 6

**Management and Leadership Major**
The management and leadership major gives students the knowledge and skills to be successful leaders and managers of people and organizations. Students learn to design and modify organizational structure, strategy, and processes to enhance organization performance in a socially and ethically responsible manner. They learn how to influence and direct change through a better understanding of organization politics, vision, and values. Students learn to influence and lead others effectively through skill development in communication, motivation, and conflict resolution. They develop self-awareness and an appreciation for individual differences, leading to more successful work relations. They learn to lead and follow in team settings and to use team-based problem-solving skills. Students learn to create competent and committed teams and organizations through the use of effective systems for employee hiring, development, compensation, and performance management. They also learn about the challenges of competing globally, including how to adapt organizational structures, processes, and functions such as production, marketing, finance, and human resources so that they function more effectively cross-culturally. Student learning is enhanced through supporting activities such as clubs, consulting projects, case competitions, and study abroad opportunities.

The management and leadership major must complete the following core courses with a grade-point average of at least 2.5:

**Management and Leadership (21)**
- MGMT 410 Human Resources Management 3
- MGMT 437 Developing Management Skills 3
- MGMT 455 The Role of the General Manager: Leadership and Management 3
- IBUS 480 International Management 3
- Select three of the following: 9
  - Courses at the 400 level or above with ENTR, MGMT, or IBUS as a prefix
  - BLAW 505 Legal Aspects of the Management Process

**Marketing Major**
The marketing major gives students the concepts and tools needed to succeed as marketing managers skilled in the creation, evaluation, and refinement of marketing programs that lead to valuable exchanges between channel partners, firms, and customers. Core concepts and tools are primarily provided through four required foundation courses: Marketing Management, Consumer Behavior, Marketing Research, and Marketing Strategy. The major offers numerous electives to reflect the breadth of the marketing function and to allow students to tailor their programs to individual preferences and career goals. Such opportunities as the marketing club, consulting projects, case competitions, and study abroad further enhance the learning experience.

The marketing major must complete the following core courses with a grade-point average of at least 2.5:

**Marketing (21)**
- MGMT 410 Human Resources Management 3
- MGMT 437 Developing Management Skills 3
- MGMT 455 The Role of the General Manager: Leadership and Management 3
- IBUS 480 International Management 3
- Select three of the following: 9
  - Courses at the 400 level or above with ENTR, MGMT, or IBUS as a prefix
  - BLAW 505 Legal Aspects of the Management Process
Bachelor of Science in Business

Marketing (21)
MKTG 411 Introduction to Consumer Behavior 3
MKTG 415 Marketing Research for Managers 3
MKTG 435 Marketing Strategy 3
MKTG 400 or higher electives 12

Supply Chain Management Major
Supply chain management professionals integrate the flow of materials, finances, and information from suppliers, manufacturers, wholesalers, distributors, and retailers to the final consumer and back again. The major gives students the basic skills to do this work. The demand for professionals in the field is rapidly growing as firms realize improved efficiency from good SCM practices. The field continues to evolve to become a proactive, strategic enterprise, often with global partners. Students typically have opportunities for internships and other experiential activities with businesses while they are in the program. The major offers a set of required core courses and electives.

The supply chain management major must complete the following core courses with a grade-point average of at least 2.5:

Supply Chain Management (21)
SCM 401 Introduction to Supply Chain Management 3
SCM 402 Procurement and Supplier Management 3
SCM 403 Logistics, Transportation and Warehouse Management 3
SCM 404 Management of Integrated Information System/ERP 3
SCM-related electives 9

Business Concentrations
Students may choose to complete a business concentration. Concentrations require a minimum of 12 hours and are available in business analytics, entrepreneurship, information systems, international business, human resources and supply chain management. For specific concentration requirements, see the school’s website (http://www.business.ku.edu).

C.P.A. Certification
For more information on requirements to sit for the C.P.A. examination and to qualify for the certificate and permit to practice with reduced experience, visit the CPA Requirements page (http://business.ku.edu/degrees/accounting/macc/cpa). See also the Master of Accounting (http://catalog.ku.edu/business/master-accounting) section of the online catalog.

School of Business Undergraduate Program
Freshman Year
KU Core Requirements
BUS 305 Business Writing 3
COMS 322 Audience Centered Public Speaking in the Workplace 3
PSYC 104 General Psychology (Social Science) 3
Natural Science: one course and one lab science
Mathematics: through calculus I

Sophomore Year
ACCT 200 Fundamentals of Financial Accounting 4
ACCT 201 Managerial Accounting I 3
ACCT 303 Introduction to the Accounting Profession (Accounting Majors Only) 1
DSCI 202 Statistics 3
IST 202 Introduction to Information Systems 3
ECON 142 Principles of Microeconomics 3
ECON 144 Principles of Macroeconomics 3

Junior/Senior Year
BE 301 Managerial Economics 3
BLAW 301 Legal Aspects of Business 3
DSCI 302 Quantitative Methods and Data Analysis 3
FIN 310 Finance 3
MGMT 310 Organizational Behavior 3
MKTG 310 Marketing 3
SCM 310 Management Science and Operations Management 3

Accounting Major:
ACCT 320 Intermediate Accounting I 3
ACCT 325 Managerial Accounting II 3
ACCT 330 Introduction to Taxation 3
ACCT 410 Intermediate Accounting II 3
ACCT 543 Introduction to Auditing 3
ACCT 311 Information Systems for Accountants 3
and 6 hours of advanced business electives

Business Administration Major:
21 hours of advanced business courses numbered 320 or above distributed across three of the following prefixes with a minimum of 3 hours in each: ACCT, BLAW, BSAN, DSCI, ENTR, FIN, IBUS, IST, MGMT, MKTG, SCM

Business Analytics Major:
BSAN 326 Database Management Systems 3
BSAN 415 Data Analysis and Forecasting 3
BSAN 440 Foundations in Business Analytics 3
BSAN 450 Data Mining and Predictive Analytics 3
BSAN 480 Business Analytics Capstone 3
and 6 hours of BSAN 320 and above

Finance Major:
ACCT 321 Intermediate Accounting for Finance 3
or ACCT 410 Intermediate Accounting II
FIN 410 Investment Theory and Applications 3
FIN 413 Financial Markets and Intermediaries 3
FIN 415 Corporate Finance 3
and 9 hours numbered FIN 400 and above

Information Systems Major:
IST 320 Fundamentals of Software Development 3
IST 325 Systems Analysis and Design 3
IST 326 Database Management Systems 3
IST 410 IT Project Management 3
IST 330 Fundamentals of Business Computer Networking 3
and 6 hours numbered IST 320 and above
Management and Leadership Major:
MGMT 410 Human Resources Management 3
MGMT 437 Developing Management Skills 3
MGMT 455 The Role of the General Manager: Leadership and Management 3
IBUS 480 International Management 3
and 9 hours numbered 400 or higher with MGMT, ENTR, or IBUS as a prefix, or BLAW 505

Marketing Major:
MKTG 411 Introduction to Consumer Behavior 3
MKTG 415 Marketing Research for Managers 3
MKTG 435 Marketing Strategy 3
and 12 hours numbered MKTG 400 and above

Supply Chain Management Major:
SCM 401 Introduction to Supply Chain Management 3
SCM 402 Procurement and Supplier Management 3
SCM 403 Logistics, Transportation and Warehouse Management 3
SCM 404 Management of Integrated Information System/ERP 3
and 9 hours of SCM-related electives

Residence Requirement: 30 hours of professional course work (i.e. business school classes) numbered 300 or higher must be completed within the KU School of Business.

Graduation Requirements
Hours Required for Graduation
A minimum of 120 credit hours is required for graduation. Of the 120 hours, a student must earn at least 45 junior/senior hours and 30 residency hours (business courses numbered 300 or higher) completed within the KU School of Business.

3. Total hours attempted at KU, and
4. All professional (business courses including macro and micro economics) hours attempted at KU.

Accounting, business analytics, finance, information systems, management and leadership, marketing, and supply chain management majors also must earn minimum grade-point averages of 2.5 in their respective core courses.

Independent Study Through KU Continuing Education
After admission to the school, students may complete up to 30 hours of Independent Study through KU Continuing Education. Prior approval from the school is recommended.

University Honors Program
Prebusiness majors who meet admission requirements for the University Honors Program (http://www.honors.ku.edu) are strongly encouraged to participate in it. Its small, challenging classes provide an excellent opportunity for business majors to develop a strong base in liberal arts and sciences. Because its requirements fit well with the school’s distribution requirements, the program fits easily into the normal 4-year program.

Undergraduate Business Honors Program
The Business Honors Program allows an elite cadre of undergraduate business school students to participate in a special set of enrichments. Graduating with business honors requires that the students admitted to the program complete at least 12 hours of business honors classes. They will also be expected to be deeply involved in the life of the school, routinely assuming leadership positions and taking advantage of experiential learning opportunities.