**PROPOSAL SUMMARY AND ROUTING FORM**

**Proposal Title:** Close Management BS

**Initiating Unit or Individual:** Management Dept.

**Contact Person's Name:** Karen Ottobre  e-mail: ottobrek@ferris.edu  phone: 2427

**Date or Term of Proposal Implementation:** 2010Spring or Summer

- Group I - A – New degree/major or major, redirection of a current offering, or elimination of a degree, major or minor
- Group I - B – New minors or concentrations
- Group II - A – Minor curriculum clean-up and course changes
- Group II - B – New Course
- Group III - Certificates
- Group IV – Off-Campus Programs

<table>
<thead>
<tr>
<th>Group/Individual</th>
<th>Signature</th>
<th>Date</th>
<th>Vote/Action *</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Faculty</td>
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<tr>
<td>Department Faculty</td>
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<tr>
<td>Department Head</td>
<td></td>
<td>2/12/10</td>
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<tr>
<td>College Curriculum Committee</td>
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<td>Dean</td>
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<td>2/12/10</td>
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<tr>
<td>University Curriculum Committee</td>
<td></td>
<td>2/24/10</td>
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<tr>
<td>Senate</td>
<td></td>
<td>3/2/2010</td>
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<tr>
<td>Academic Affairs</td>
<td></td>
<td>4/10/10</td>
<td></td>
</tr>
</tbody>
</table>

* Support with Concerns or Not Support must include a list of specific concerns. Votes must be shown for faculty groups. Administrators check appropriate action taken.

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**To be completed by Academic Affairs**  4-9-10  4-16-10

**President (Date Approved)**  Board of Trustees (Date Approved)  President’s Council (Date Approved)
1. Proposal Summary

The Management B.S. needs to be closed. It was addressed in the last two program reviews that this program is not significantly different from Business Administration. It doesn't attract enough students and they can be taken care of with the development of a minor and certificate in management. These are both being worked on at the present time by a professor in the department. Also, students can take the few different classes from the Management degree in the Business Administration B.S. in the diversified area to achieve the same result.

2. Summary of All Course Action Required*

b. Courses to be Deleted From FSU Catalog:
No courses will be deleted.

3. Summary of All Consultations

<table>
<thead>
<tr>
<th>Form Sent (B or C)</th>
<th>Date Sent</th>
<th>Responding Dept.</th>
<th>Date Received &amp; by Whom</th>
</tr>
</thead>
</table>

4. Will External Accreditation be Sought? (For new programs or certificates only)

Yes [X] No

If yes, name the organization involved with accreditation for this program.

5. Program Checksheets affected by this proposal: Management B.S. Attached – Form D.

Below are the responses from the department head to address the faculty concerns as well as the comments from faculty who voted with concerns or abstained:

**Memo**

To: The College and University Curriculum Committees

From: David Steenstra
Management Department Head

RE: Closing of the B.S. in Management Degree

Date: 11/30/09First iteration
      01/27/10Second iteration

The Management Department faculty have submitted their votes to close the B.S. in Management Degree program. The original tally was 12 in favor, 4 support with concerns, and 1 opposed. Those faculty that issued concerns and opposition were asked for clarification statements which are included in this package. From an academic perspective, our department would concur that there is little if any difference between the B.S. in Management and the B.S. in Business Administration degree.

Should any student really want a degree in “Management”, all of the courses originally required in the Management curriculum can be accommodated in the Business Administration curriculum.

The template provide on the following page clearly presents this evidence in a comparative model.

Given that all the clarification dialog has now been completed and that there has not been any compelling cases presented for keeping this degree open, I move that this program be closed.

David Steenstra
Management Department Head
01/27/10
## Bachelor of Science in Business

### Business Administration / Management

<table>
<thead>
<tr>
<th>Bus. Adm. Major</th>
<th>Management Major</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTB310 or 335</td>
<td>* INTB335</td>
</tr>
<tr>
<td>ISYS105</td>
<td>* MGMT302</td>
</tr>
<tr>
<td>MGMT302</td>
<td>* MGMT373</td>
</tr>
<tr>
<td>MGMT373</td>
<td>* MGMT488</td>
</tr>
<tr>
<td>MGMT447</td>
<td>+ COMM421</td>
</tr>
<tr>
<td>MGMT488</td>
<td>+ ACCT205</td>
</tr>
<tr>
<td>Directed Elective</td>
<td>+ FINC323</td>
</tr>
<tr>
<td>Directed Elective</td>
<td>+ BLAW421</td>
</tr>
<tr>
<td>MGMT491 or Directed Elective</td>
<td>+ ISYS411</td>
</tr>
<tr>
<td>Accounting, Finance, or Statistics Elective</td>
<td>+ MGMT375 + MKTG466 or 472</td>
</tr>
</tbody>
</table>

### Other

12 Credits of Concentration

### Other

ISYS200
Internship or Elective
Elective
Elective

### What If: Bus. Adm. Major with Management Concentration

| INTB310 or 335  | Same |
| ISYS105         | or ISYS200 |
| MGMT302         | Same |
| MGMT373         | Same |
| MGMT447         | Same |
| MGMT488         | Same |
| Directed Elective| COMM421 |
| Directed Elective| ACCT205 |
| MGMT 491 or Directed Elective | Same |
| Act., Fin., or Stats. Elective | FINC323 |

### 12 Credit Management Concentration

BLAW421
ISYS411
MGMT375
MKYG466 or 472
Responses from faculty:

From: Mark Brandly/FSU
To: Karen M Ottobre/FSU@FERRIS
Date: 11/17/2009 08:17 PM
Subject: Closing the Mgmt BS Program

I did not understand the issues fully, so that determined my vote. Mark

From: John A Kane/FSU
To: Karen M Ottobre/FSU@FERRIS
Date: 10/20/2009 12:54 PM
Subject: vote on Management degree closure

I abstained from voting for the following reasons.

1. There was a 50% increase in enrollment in the Management program.
2. To close a program because of program review requirements makes no sense. If program review is such a burden, the review process should be changed.
3. With the general education and business core requirements being the same for all COB programs, they all overlap a lot. What are the differences between a Business Administration degree with a concentration in Human Resources and the HR degree? Very little.

I did not vote no because I thought it should be a decision of the faculty in the management seniority group.

From: Ashraf S Affi/FSU
To: Karen M Ottobre/FSU@Ferris
Date: 11/18/2009 03:34 PM
Subject: Re: Help Please

Hi Karen,

I abstained because I think that it might be more beneficial, for the future, to keep the program shelved instead of buried. Thank you.

Ashraf, Affi

From: John E Vermeer/FSU
To: Karen M Ottobre/FSU@FERRIS
Cc: David J Steenstra/FSU@FERRIS
Date: 11/24/2009 03:42 PM
Subject: Re: Rational for vote of "No"

Hi Karen,

Actually, I voted "No" on the closure.

It is difficult to quickly state, but let me a bit of history and a bullet point of rational for my "No" vote.

Historically the Management program was distinctive from Business Administration in that it was a more rigorous and demanding program. In addition to a unique combination of Business classes it required
two math classes beyond Math 115 – Math 122 and Math 132
a second Statistics class – Inferential Statistics
an additional upper level communications class – COMM 336
a foreign language

Unfortunately, during the years of lower student enrolment that began in the mid 1990’s, a lower quality of student body resulted in lower numbers of students who were willing or even capable of meeting the increased math and language requirements.

In an attempt to stem the decreasing enrolments, the math requirements were relaxed, the foreign language requirement was eliminated and the additional stats and communication classes were dropped.

The resulting Management degree, or what was left of it, lost its distinctiveness and paralleled in many ways the Business Administration degree.
The Management degree is an unused or underutilized asset.
It is an approved program.
It could be morphed into a program that might be more marketable and certainly distinctive from current offerings or even offerings at most other institutions
Example: “Management Leadership”
This would avoid the cost, hassle and time necessary to develop a program from scratch (Approval from President’s Council avoided, etc.)

Little or no cost to maintain in its current form, or even shelve, for later use
Any real costs are self imposed (program review, etc.)
No real savings by cancelling – no classes that would be dropped

The only benefit to dropping the program is an “administrative” benefit in unloading another program which will not have to be administered with continuing program reviews etc.

Please let me know if you have any other questions or concerns.

John Vermeer

From: Spencer L Tower/FSU
To: Karen M Ottobre/FSU@FERRIS
Date: 11/25/2009 01:45 PM
Subject: Fw: Management major closure and truncation stuff for MGMT 302 and BUSN 499

Hi Karen,

I voted the way I did on closing the management program because I think its title is pretty well understood by employers—at least in comparison to titles like business administration and general business—and that once it is gone it would be very hard to reconstitute.

Spence
Spence Tower, PhD
Assistant Professor

From: Lisa M Eshbach/FSU
To: Karen M Ottobre/FSU@FERRIS
Date: 11/25/2009 12:29 PM
Subject: Re: Management Closing Proposal

Hi Karen,

I abstained from voting because I didn’t have enough information on the program differences to vote "Yes/No".

Let me know if you need more information.

Lisa Eshbach, Ph.D.
Assistant Professor
College of Business
CURRICULUM CONSULTATION FORM

To be completed by each department affected by the proposed change, new degree, new program, new minor, or new course. Potential duplication of coursework is reason for consultation.

1. This completed form must be forwarded with the proposal to the chair/head of the department to be consulted.

2. The department must respond within 20 calendar days of receipt of this form to insure inclusion in the final proposal. The completed form is returned to the initiator and inserted into the proposal.

   Failure to respond is interpreted as support for the proposal.

3. The Proposing Department must address any concerns raised by the department. This response will be in writing and be included in the proposal following the consultation form.

RE: Proposal Title Close Management BS

| Initiator(s): Management Department |
| Proposal Contact: David Steenstra Date Sent: 1/22/10 |
| Department: Management Department Campus Address: Bus 212 (Please print) |

Responding Department: Accounting, Finance, Information Systems

Chair/Head/Coordinator: James Woolen Date Returned: 1/27/2010

Based upon department faculty review on (date), we [X] Support the above proposal.

☐ Support the above proposal with the modifications and concerns listed below.

☐ Do not support the proposal for the reasons listed below.

Comment regarding the impact this proposal has on scheduling, room assignments, faculty load, and prerequisites for your department. Use additional pages, if necessary.
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RE: Proposal Title  Close Management BS

Initiator(s): Management Department

Proposal Contact: David Steenstra  Date Sent: 1/22/10

Department: Management  Campus Address: Bus 212
(Please print)

Responding Department: Biological Sciences

Chair/Head/Coordinator: Karen Strasser  Date Returned: ____

Based upon department faculty review on ____ (date), we

☐ Support the above proposal.
☐ Support the above proposal with the modifications and concerns listed below.
☐ Do not support the proposal for the reasons listed below.

Comment regarding the impact this proposal has on scheduling, room assignments, faculty load, and prerequisites for your department. Use additional pages, if necessary.
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| Initiator(s): Management Department |
| Proposal Contact: David Steenstra  Date Sent: 1/22/10 |
| Department: Management  Campus Address: Bus 212 |
| (Please print) |

| Responding Department: Communications |
| Chair/Head/Coordinator: Sandra Alspach  Date Returned: |

Based upon department faculty review on _____(date), we

☐ Support the above proposal.
☐ Support the above proposal with the modifications and concerns listed below.
☐ Do not support the proposal for the reasons listed below.

Comment regarding the impact this proposal has on scheduling, room assignments, faculty load, and prerequisites for your department. Use additional pages, if necessary.
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RE: Proposal Title Close Management BS

Initiator(s): Management Department

Proposal Contact: David Steenstra Date Sent: 01/22/10

Department: Management Campus Address: Bus 212

(Please print)

Responding Department: Marketing

Chair/Head/Coordinator: Mike Cooper Date Returned: 02/09/10

Based upon department faculty review on _____(date), we

☐ Support the above proposal.
☐ Support the above proposal with the modifications and concerns listed below.
☐ Do not support the proposal for the reasons listed below.

Comment regarding the impact this proposal has on scheduling, room assignments, faculty load, and prerequisites for your department. Use additional pages, if necessary.
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<tbody>
<tr>
<td>Proposal Contact: David Steenstra  Date Sent: 1/22/10</td>
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<tr>
<td>Department: Management Campus Address: Bus 212</td>
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<td>(Please print)</td>
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<table>
<thead>
<tr>
<th>Responding Department: Humanities</th>
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<tbody>
<tr>
<td>Chair/Head/Coordinator: Grant Snider Date Returned:</td>
</tr>
</tbody>
</table>

Based upon department faculty review on ____ (date), we

☐ Support the above proposal.
☐ Support the above proposal with the modifications and concerns listed below.
☐ Do not support the proposal for the reasons listed below.

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RE: Proposal Title  Close Management BS

Initiator(s): Management Department
Proposal Contact: David Steenstra  Date Sent: 01/22/10
Department: Management  Campus Address: Bus 212
(Please print)

Responding Department: Language and Literature
Chair/Head/Coordinator: Nathan Garrels  Date Returned: 01/10/10

Based upon department faculty review on 01/10/10, we

☒ Support the above proposal.
☐ Support the above proposal with the modifications and concerns listed below.
☐ Do not support the proposal for the reasons listed below.

Comment regarding the impact this proposal has on scheduling, room assignments, faculty load, and prerequisites for your department. Use additional pages, if necessary.
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RE: Proposal Title  Close Management BS

Initiator(s): Management Department

Proposal Contact: David Steenstra  Date Sent: 01/22/10

Department: Management  Campus Address: Bus 212
(Please print)

Responding Department: Math

Chair/Head/Coordinator: Kirk Weller  Date Returned: ___

Based upon department faculty review on _____(date), we

☐ Support the above proposal.
☐ Support the above proposal with the modifications and concerns listed below.
☐ Do not support the proposal for the reasons listed below.

Comment regarding the impact this proposal has on scheduling, room assignments, faculty load, and prerequisites for your department. Use additional pages, if necessary.
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RE: Proposal Title  Close Management BS

Initiator(s): Management Department

Proposal Contact: David Steenstra  Date Sent: 01/22/10

Department: Management  Campus Address: Bus 212

(Please print)

Responding Department: Marketing

Chair/Head/Coordinator: Mike Cooper  Date Returned: _____

Based upon department faculty review on _____(date), we

☐ Support the above proposal.
☐ Support the above proposal with the modifications and concerns listed below.
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RE: Proposal Title  Close Management BS

Initiator(s): Management Department

Proposal Contact: David Steenstra  Date Sent: 01/22/10

Department: Management  Campus Address: Bus 212
(Please print)

Responding Department: Social Sciences

Chair/Head/Coordinator: Joseph Karafa  Date Returned: ______

Based upon department faculty review on _____(date), we

☐ Support the above proposal.

☐ Support the above proposal with the modifications and concerns listed below.

☐ Do not support the proposal for the reasons listed below.

Comment regarding the impact this proposal has on scheduling, room assignments, faculty load, and prerequisites for your department. Use additional pages, if necessary.
# Ferris State University-College of Business

**Bachelor of Science Degree in Business**

**MANAGEMENT – 121-122 Credits**

<table>
<thead>
<tr>
<th>REQUIRED</th>
<th>COURSE TITLE-PREREQUISITES SHOWN IN BRACKETS ()</th>
<th>S.H</th>
<th>GRAD E</th>
<th>GR PTS</th>
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</thead>
<tbody>
<tr>
<td>COMM 121</td>
<td>Fundamentals of Public Speaking (None)</td>
<td>3</td>
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<tr>
<td>ENGL 150</td>
<td>English I (ENGL 074 w/ a grade of C- or better or a minimum score of 14 on ACT or a minimum score of 370 on SAT)</td>
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<tr>
<td>ENGL 250</td>
<td>English II (ENGL 150 w/ a grade of C- or better)</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>ENGL 325</td>
<td>Advanced Business Writing (ENGL 250 or 211 both w/ C or better)</td>
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</tr>
</tbody>
</table>

## COMMUNICATION COMPETENCE - 15 Credits Required

**ADDITIONAL COMMUNICATION CLASS LISTED WITH RELATED COURSE REQUIREMENTS.**

## SCIENTIFIC UNDERSTANDING – 78 Credits

Consult the Ferris website: [www.ferris.edu/tmls/academics/gened/scicourses.html](http://www.ferris.edu/tmls/academics/gened/scicourses.html)

Select two courses from the scientific understanding subject area (one must be a lab course).

- Scientific Understanding with Lab: 4
- Scientific Understanding: 3/4

## QUANTITATIVE SKILLS – 3 Credits Required

<table>
<thead>
<tr>
<th>MATH 115</th>
<th>Intermediate Algebra (MATH 110 w/ a grade of C- or better, or 19 on ACT or 460 on SAT)</th>
</tr>
</thead>
</table>

If MATH ACT is 24 or higher, substitute a general education elective.

## CULTURAL ENRICHMENT- 9 Credits Required *

Cultural Enrichment elective, consult the General Education category of the Ferris website:

[www.ferris.edu/tmls/academics/gened/cultcourses.html](http://www.ferris.edu/tmls/academics/gened/cultcourses.html)

- Cultural Enrichment Elective: 3
- Cultural Enrichment Elective: 3
- Cultural Enrichment Elective (200 Level or above): 3

## SOCIAL AWARENESS – 9 Credits Required *

[www.ferris.edu/tmls/academics/gened/soccourses.html](http://www.ferris.edu/tmls/academics/gened/soccourses.html)

<table>
<thead>
<tr>
<th>ECON 221</th>
<th>Principles of Macroeconomics (MATH 110 with a grade of C- or better or ACT of 19 or SAT of 460)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECON 222</td>
<td>Principles of Microeconomics (ECON 221)</td>
</tr>
<tr>
<td>PSYC 150</td>
<td>Introduction to Psychology (Reading score of 17 ACT of Verbal 430 SAT or READ 106 w/ grade of C/better)</td>
</tr>
</tbody>
</table>

## COLLEGE OF BUSINESS ADDITIONAL GENERAL EDUCATION ELECTIVES – 6 Credits Required*

Consult the Ferris website: [www.ferris.edu/tmls/academics/gened/gened.html](http://www.ferris.edu/tmls/academics/gened/gened.html) for approved courses.

<table>
<thead>
<tr>
<th>COMM 221</th>
<th>Small Group Decision Making (None)</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>General Education Elective</td>
<td>3</td>
</tr>
</tbody>
</table>

## NOTICE REGARDING WITHDRAWAL, RE-ADMISSION AND INTERRUPTION OF STUDIES

Students who return to the university after interrupted enrollment (not including Summer Semester) must normally meet the requirements of the curriculum which are in effect at the time of their return, not the requirements which were in effect when they were originally admitted.

*Global Consciousness and Race/Ethnicity or Gender must be met either through Cultural Enrichment, Social Awareness or General Education courses.

### Advising Notes:
- FSUS 100 requirement satisfied by __________
- Global Consciousness requirement satisfied by __________
- Race, Ethnicity, Gender requirement satisfied by __________
### MANAGEMENT MAJOR – 33 Credits Required

<table>
<thead>
<tr>
<th>REQUIRED</th>
<th>COURSE TITLE-PREREQUISITES SHOWN IN BRACKETS ()</th>
<th>S.H.</th>
<th>GRADE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 205</td>
<td>Managerial Accounting (ACCT 202)</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>INTB 335</td>
<td>Cross-Cultural Business (None)</td>
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</tr>
<tr>
<td>COMM 421</td>
<td>Leadership in Small Group Communication (COMM 105 or COMM 121, and COMM 221)</td>
<td></td>
<td>3</td>
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<tr>
<td>FINC 323</td>
<td>FINC 323 Financial Management 2 (FINC 322)</td>
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<td>3</td>
</tr>
<tr>
<td>BLAW 421</td>
<td>Employment Law (Junior status or instructor approval)</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>ISYS 411</td>
<td>Project Management (Senior status)</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>MGMT 302</td>
<td>Team Dynamics &amp; Organizational Behavior (Sophomore Standing)</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>MGMT 373</td>
<td>Human Resource Management (Sophomore Standing)</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>MGMT 375</td>
<td>Negotiations (Junior Standing)</td>
<td></td>
<td>3</td>
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<tr>
<td>MGMT 488</td>
<td>Adv Mgmt-Cases &amp; Problems (FINC 322, MGMT 370 &amp; MKTG 321)</td>
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<tr>
<td>MKTG</td>
<td>Choose one: MKTG 466 Purchasing (MTG 321 or Instructor approval) or MKTG 472 Supply Chain Management (MKTG 321)</td>
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</tbody>
</table>

### ADDITIONAL – 12 Credits Required

| ISYS 200 | Database Design & Implementation (ISYS 105 or Demonstrated Competency in ISYS 105) | 3 |
| Internship Strongly Recommended – See advisor for assistance. | | 3 |
| Elective – See advisor for assistance. | | 3 |
| Elective – See advisor for assistance. | | 3 |

### BUSINESS CORE–30 Credits Required

<table>
<thead>
<tr>
<th>REQUIRED</th>
<th>COURSE TITLE-PREREQUISITES</th>
<th>S.H.</th>
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</thead>
<tbody>
<tr>
<td>ACCT 201</td>
<td>Principles of Accounting 1 (MATH 110 with a grade of C-or better, or 19 on ACT or 460 on SAT)</td>
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<tr>
<td>ACCT 202</td>
<td>Principles of Accounting 2 (ACCT 201 with a grade of C- or better)</td>
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<td>BLAW 321</td>
<td>Contracts and Sales (None)</td>
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<tr>
<td>FINC 322</td>
<td>Financial Management 1 (MATH 115 or ACT of 24 or SAT of 560 &amp; ACCT 202)</td>
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<tr>
<td>ISYS 321</td>
<td>Business Information Systems (ACCT 202 &amp; MKTG 321 &amp; MGMT 301)</td>
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<td>MGMT 301</td>
<td>Applied Management (None)</td>
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<tr>
<td>MGMT 370</td>
<td>Quality/Operations Management (Sophomore Standing)</td>
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<td>BUSN 499</td>
<td>Interdisciplinary Integrating Experience (FINC 322, MGMT 370, MKTG 321)</td>
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<tr>
<td>MKTG 321</td>
<td>Principles of Marketing (Sophomore status or higher)</td>
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<tr>
<td>STQM 260</td>
<td>Introduction to Statistics (MATH 115 or MATH 116 or MATH 117 or 24 on ACT or 560 on SAT)</td>
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</table>

NOTE: A 2.00 cumulative GPA is required for the major, business core and a 2.00 cumulative GPA is required for completion of the MANAGEMENT degree.
3n. Program Closure – Bachelor of Science in Management

Moved by Trustee Snead, supported by Trustee Baker, and unanimously carried that the Ferris State University Board of Trustees hereby approves the following Resolution:

RESOLUTION

WHEREAS, during the 2009-2010 academic year, faculty and administrators in the College of Business conducted a review of the Management program and enrollments in the College of Business; and,

WHEREAS, the review resulted in the recommendation to close the Bachelor of Science in Management degree program, and is supported by the Dean of the College of Business; and,

WHEREAS, the recommendation was considered and supported by the University Curriculum Committee and the Academic Senate; and,

WHEREAS, the Senate action was forwarded to the Provost and Vice President for Academic Affairs (Provost/VPAA) for consideration and was supported; and,

WHEREAS, on March 3, 2010, following review of all materials and data, the Provost/VPAA conferred with the President and recommended closure of the program; and,

WHEREAS, the President concurred with the VPAA’s recommendation and is hereby recommending the closure of the Bachelor of Science degree in Management program; and,

WHEREAS, Board of Trustees approval is required for this program closure, pursuant to Board-approved Academic Affairs – Academic Programming policy, Section 3-201, Matters Reserved to the Board, as it relates to the elimination of an existing degree program.

NOW THEREFORE BE IT RESOLVED that the Board of Trustees hereby accepts the recommendation of the University President that the Bachelor of Science degree in Management program be closed, as of the end of summer semester 2012.

BE IT FURTHER RESOLVED that the Board of Trustees directs that no additional students shall henceforth be admitted to the Bachelor of Science degree in Management program, and that arrangements shall be made for the timely completion of the program by students currently enrolled therein, all in accordance with applicable Board-approved policies and any pertinent provisions of the current collective bargaining agreement between the University and the Ferris Faculty Association, MEA/NEA.