

Memorandum of Understanding (MoU)  
Shanghai University of Finance and Economics and Webster University  
Joint Program  
October 10, 2005

Administrative members of Shanghai University of Finance and Economics (SUFE) and Webster University (Webster) met at the administration building at Guoding Lu. The meeting was called jointly by the parties to review and plan the start of the third-five year agreement. Meeting topics included:

1. The review of current methods of operations
2. Discussion of changes to better meet student education needs
3. Plans for growth and expansion of the program
4. Discussion of administrative and financial matters
5. Plans for joint-signing of the start of third-five year agreement

Wang Hong Wei, Vice-President for SUFE, greeted the SUFE and Webster participants started the meeting and reviewed the progress of the last ten years of SUFE/Webster cooperation. VP Wang asked the working members from both SUFE and Webster to move ahead with plans for the next five-year agreement. He asked Luo Zu Wang, Dean of the SUFE/Webster Joint MBA Program, to start the review and planning method.

The joint planning sessions included:

1. Dr. Neil George, Senior Vice-President, Webster
2. David Garafola, Vice-President, Webster
3. Luo Zu Wang, Dean, Webster
4. Yu Yan, Assistant Dean, SUFE
5. Richard Foristel, Director, Webster
6. Wu Yunzhen, Administrator, SUFE

The SUFE/Webster planning participants agreed:

1. The Joint MBA Program has been one of the most successful programs in the PRC during the first ten years of operation. These successes include instructional methods, smooth operation of the program, and more than 1000 graduates.
2. During the same ten-year period, the PRC generally developed and accelerated. Other educational institutions, PRC and foreign, opened and provided a rich variety of business and technological offerings. The SUFE/Webster Joint has had to change and compete in that environment.
3. The SUFE/Webster Joint MBA Program must continue to be effective in terms of student satisfaction and success, and the overall marketing of the program.
4. Administrative and legal matters have become more complex during the past ten years requiring new methods of operation and legal relationships.

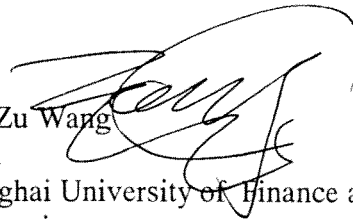
5. Move the SUFE/Webster Joint Program in to the future by making need changes, and sign the new five-year agreement between May and July, 2006 in St. Louis.

The SUFE/Webster agreed on these actions:

1. Write the new five-year agreement primarily based on the agreement for the past five years. Submit it to the PRC Ministry of Education.
2. Write a supplementary detailed agreement for a much improved marketing program, additional business education offerings, quarterly joint operations meetings that will include – marketing, budgeting, financial and academics.
3. Webster will provide to SUFE the new Webster WOFE credentials from the Shanghai government, and provided an agreement and invoicing, so that Webster can accept agreed upon fees and consultations from SUFE.
4. Work together to effectively and efficiently review costs, and channel resources to student instruction, including instructors, resources and technological equipment. This process includes the October new-year plan, and budget, and also the quarterly planning sessions.
5. Continue, with additional marketing effort, to market and operated the Shen Zhen operations.
6. Open a new SUFE/Webster Program in Beijing with facilities that are now being used by the SUFE EMBA Program.
7. Jointly review scholarships to allow government officials to join in the program in any place where SUFE/Webster operates. Each case will be reviewed individually.
8. Establish a SUFE/Webster marketing office, without an outside consultant, for recruiting. This recruiting will cover all SUFE/Webster operations, including Shanghai, Shen Zhen and Beijing.
9. Jointly establish a date for the third-five year agreement, signing and celebration to be signed in St. Louis. Sides will consult on officials who can be available to attend, including both presidents, and vice-presidents.
10. Mr. Garafola and Dr. Neil George will meet with SUFE officials to assist in moving the program forward in January 2006.



Dr. Neil George  
Senior Vice-President  
Webster University



Luo Zu Wang  
Dean  
Shanghai University of Finance and  
Economics

# 中国上海财经大学—美国韦伯斯特大学

## 工商管理硕士合作培养项目

### 会议备忘录

2005年10月10日

中国上海财经大学与美国韦伯斯特大学两校领导在上海市国定路 777 号行政楼 4 楼会议室进行了会谈，回顾中美合作 MBA 培养项目过去十年的发展进程并计划签订第三个五年合作协议。

会议的主题包括：

- 1、项目现行管理方法的有效性
- 2、为适应教育市场需求项目采取的变革措施
- 3、项目在未来的发展与扩大
- 4、行政及财务问题
- 5、计划签订第三个五年合作协议

上海财经大学副校长王洪卫教授对美国韦伯斯特大学副校长们的来访表示欢迎，并回顾了与韦伯斯特大学过去十年合作关系的发展，认为应制定出相应计划以安排签订两校的第三个五年合作协议，本次会谈的具体内容由上海财经大学 MBA 学院骆祖望院长代表上海财经大学与韦伯斯特大学进行。

参与会谈的主要人员包括：

- 1、韦伯斯特大学副校长 尼尔乔治先生
- 2、韦伯斯特大学副校长 大卫加瑞佛拉先生
- 3、上海财经大学 MBA 学院院长 骆祖望先生

- 4、上海财经大学 MBA 学院副院长 于研女士
- 5、中美合作 MBA 培养项目美方主任 范瑞科先生
- 6、中美合作 MBA 培养项目管理人员 吴云珍女士

经会谈，两校达成如下一致：

1、在过去的十年中，本项目是中国运作最为成功的合作培养项目之一。主要体现在先进的教学方法、顺利的项目运营以及拥有超过 1000 名的毕业学员上。

2、在过去的十年中，中国发展显著。越来越多的国内和国外教育机构进入 MBA 教学领域，提供多种商业和技术服务。本项目因此而进行了变革，迎接了更多的竞争。

3、本项目须持续追求学员的满意度和成就，并保持项目市场营销的有效性。

4、在过去十年中，所遇行政及法律问题更为复杂，本项目需采用新的运营方法，建立新的法律关系。

5、拟定于 2006 年 5 月或 6 月，在美国圣路易斯签订两校新的五年合作协议。

上海财经大学和韦伯斯特大学一致同意采取以下措施：

1、起草新的五年合作协议，并提交中国教育部审核。

2、进一步加强市场营销的力度，并考虑拓展商业培训等新项目；拟定每季度召开一次管理层会议，讨论项目营销、项目预算以及学术研究等内容。

3、韦伯斯特大学向上海市政府申请成立独资企业，并向上海财经大学提供上海市政府的批复，以便解决两校在财务分配中的技术性问题。

4、共同商讨项目成本、授课渠道等事宜，包括任课教师，教学资源，教学设备；共同商讨 2005 年 10 月的新一年计划、预算，召开季度工作计划会议。

- 5、加大市场营销举措，努力搞好深圳教学点的招生及运行。
- 6、增开中美合作 MBA 培养项目北京教学点，借鉴 EMBA 教学管理模式，开拓北京市场。
- 7、向报读中美合作 MBA 培养项目的政府官员提供奖学金。具体金额根据学员个人情况制定。
- 8、成立中美合作 MBA 培养项目市场部，在不采用外部咨询的情况下，主管上海、深圳、北京三地招生。
- 9、两校第三个五年合作协议将在美国圣路易斯签署，两校须确定签署协议的具体时间，参加仪式的人员名单，包括参加仪式的校长及副校长名单。
- 10、2006 年 1 月尼尔乔治先生和加瑞佛拉先生将与上海财经大学工作人员会谈以协助本项目顺利运营。

尼尔 乔治

美国韦伯斯特大学

副校长



骆祖望

中国上海财经大学

院长

