

**SUBSTANTIVE CHANGE PROPOSAL
FOR**

**EXPANSION OF DISTANCE LEARNING
TROY STATE UNIVERSITY, PHENIX CITY AND UNIVERSITY COLLEGE**



June 2001 Update

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**SUBSTANTIVE CHANGE PROPOSAL
EXPANSION OF DISTANCE LEARNING
TROY-STATE UNIVERSITY, PHENIX CITY AND UNIVERSITY COLLEGE**

THE NATURE OF THE CHANGE, INCLUDING AN ASSESSMENT OF NEED

This change prospectus is submitted because Troy State University, with its Phenix City and University College locations, plans to expand its distance learning program. This expansion includes courses utilizing asynchronous methods of delivery that is different from current methodologies. The impetus behind this change is due to the increased demand from working adult students for courses delivered on an "any time-any place" basis. The chief academic and administrative officers of the University have identified the need for this change.

Troy State University has been involved in some form of distance learning since 1955 when the University established its first branch campus at Ft. Rucker, Alabama. Early distance learning programs simply consisted of classes at remote locations, sometimes using innovative scheduling, that met the needs of working professionals in military and civilian communities. Over the years, Troy State has expanded its offerings through University College, Phenix City, and other special programs throughout the world.

During the past decade, Troy State departments have offered individual courses in electronic classrooms using its microwave system. Recently with the widespread demand from students for an increased number of classes offered at System sites, TSU decided to expand its offerings to include the Master of Science in Nursing degree program courses via this medium. In August 1995, a substantive change prospectus for the MSN to be delivered via microwave was submitted. In April 1998, TSU submitted a substantive change prospectus for offering the Executive Master of Business Administration (EMBA) using partial Internet delivery. It was also anticipated that Troy State University would expand other degree programs beyond 25% delivery through distance learning methodologies. These programs may use interactive videoconferencing, cable television, videotapes, Internet, and other alternative delivery systems.

In the Fall of 1998, Troy State University began to centralize all distance learning activity with the support of a new Distance Learning Center (DLC) created on the Troy campus (<http://www.tsulearn.net>). An academic dean heads the DLC and supports the evolving distance learning methodologies throughout Troy State University. The Dean of Distance Learning reports to the Vice President of University College and serves as a member of the Troy State University Council of Deans. This department will not be solely responsible for the creation of any degree

programs. The Distance Learning Center will work with the Office of Institutional Research, Planning and Effectiveness and the Academic Deans of each College to support the development and assessment of distance learning programs in departments throughout the University. Faculty development, technology training, and course development are also key functions of the Distance Learning Center.

In the Fall of 2000, Troy State University initiated the Southeast Alabama Technology Network (SEAL). The SEAL Project origination began with two USDA funded grants by which partnerships with 19 high schools, two junior colleges, one business/industry, and one veterinary diagnostic lab, were formed. The course delivery system for the SEAL Network has been designed using two different mediums: #1 Internet and Blackboard Software & #2 - V-Tel Videoconferencing equipment as the main interface between students and course content, students and instructors, and students and other students. The Internet allows students to access course information and exchange asynchronous communications with their teachers and/or other students at any time for the day or night, from any place that the student may access the Internet. The V-Tel Videoconferencing equipment allows for real-time synchronous communication, 2-way audio and 2-way video. While the Blackboard system and the V-Tel System are the major tools used to deliver SEAL courses, other devices such as the telephone, fax, stand-alone software, print-based material, websites and guest subject matter experts are used to deliver content to and enhance communications for SEAL students.

Because of the centralization of distance learning, this substantive change includes expanded delivery methodologies which are utilized by Troy State University, including its Phenix City and University College extended programs. These methodologies include:

- **Online/Web-Based:** Web-based courses utilize the Worldwide Web to present textual materials, graphics, audio, video, faculty/students interactions to students. Specialized software is utilized to support students and faculty/student interaction. Currently, BlackBoard® 5.0 is in use. Additional materials may be forwarded to students to enhance course work. Some courses have practical or monitored learning activities at student locations. University College and the Distance Learning Center utilize the Online/Web-Based methodologies.
- **Live Interactive:** Live interactive courses are offered to students at their choice of TSU sites via the Troy microwave network, satellite or digital telecommunications (Vtel) transmission to other locations. These live interactive classes use multimedia technology in each site's electronic classroom. TSU System sites with permanent electronic classrooms are in Troy, Phenix City, Dothan and Montgomery. Classes may also utilize off campus locations and alternative transmission networks. An instructor teaches classes from the host classroom.

Students in distance learning classrooms see and talk with the instructor and other students at all class sites through two-way audio and video transmission that permits open communication throughout the class sessions.

- **Live-into-Cable:** Live-into-cable courses are transmitted into cable systems from distance learning classrooms. One section of students is present with the faculty member in class while another section watches the live class as it is broadcast on cable television at home or in the workplace. Faculty members integrate the video presentations with the curriculum, student activities, and other course requirements.
- **Live Class on Tape:** These courses utilize live classes which are taped for viewing at a later time. These tapes are forwarded to the student within 48 hours after the class session is held. Campus-based faculty members integrate the video presentations with the curriculum, student activities and other course requirements. Phenix City offers courses via this methodology.
- **Telecourses:** Telecourses are campus-based or licensed video courses transmitted via television to external sites and/or distributed through the VHS tape medium. Campus-based faculty members integrate the video presentations with the curriculum, student activities and other course requirements. Currently, several of our University College locations, as well as our two separately accredited institutions, Troy State University Dothan and Troy State University Montgomery, offer this format.

The Troy State University plan provides the organizational flexibility necessary to successfully meet student needs in higher education. The underlying strategy is to create a stronger centralized management/support core for the University to permit the flattening of administrative organizations and increased direct support to the distance-learning student. The net result of this strategy is the increased ability to meet student needs and accelerated growth.

Because of rapid change in current technologies, Troy State University (TSU) has founded its academic distance learning approach upon proven pedagogical theories. The standard of excellence guidelines for distance learning at Troy State University are based on the Western Cooperative for Educational Telecommunications (WCET) guidelines for electronically offered degree and certificate programs, and guidelines for the evaluation of Electronically offered degree and certificate programs is the underlying foundation for course development and technology use.

These pedagogical foundations, standards, and guidelines further advance the TSU vision of academic quality, student service excellence and centralized standards/controls. They not only provide additional impetus to the current implementation of the strategic plan, but also expand opportunities for both traditional and non-traditional students.

RELATIONSHIP OF DISTANCE LEARNING TO THE INSTITUTIONAL PURPOSE & MISSION

The programs utilizing distance-learning methodologies are consistent with the mission of the University as stated in the Troy State University Mission and Institutional Objectives (See Appendix A). The University "is dedicated to the preparation of students in a variety of fields in the arts and sciences, fine arts, business, communication, applied science, counseling, nursing, and allied health sciences, as well as to its historic role in the preparation of teachers and its outreach partnership with public education."

The following are quotations from the newest Troy State University Mission and Institutional Objectives statement (2001-2003):

1. Global in perspective, the university is committed to providing undergraduate and graduate education in regional, national, and international communities for both traditional and non-traditional students.
2. Educational programs are delivered by traditional as well as technological means.
3. Moreover, the University is responsive to the needs of its diverse student population and the larger community through administrative services, utilization of staff and facilities, teaching, scholarship, creative activities, research, and public service.

Very important to Troy State distance learning initiatives is the change in mission adopted by the TSU Board of Trustees on June 3, 1998. This change deleted:

"A major commitment exists to provide educational services for the larger community, especially adult education and graduate education for mature students. The university also provides selected educational programs to the United States military service throughout the country and abroad."

And the following was added:

"A major commitment exists to provide undergraduate and graduate education for the national and international community, especially for mature students, not only by traditional means of delivery but also by technological means."

This change in mission makes clear the TSU commitment to technology-supported programs in distance learning and amplifies the planning statements that previously existed in the TSU Strategic Plan.

The newest Institutional Objectives for Troy State University (2001-2003 Bulletin) include:

1. To develop programs to meet the needs of constituencies.
2. To provide graduate and continuing educational programs....

Troy State University has published Strategic Directions to the Year 2001. Appropriate strategic directions that apply to distance learning activity at TSU include the following:

Strategic Direction # 1 -- Address the Changing Needs of the Educational Market- place Through Innovation, Life Long Learning, and Service to a More Diverse Population. In the elaboration of this strategic direction is found "This information will allow Troy State University to continue to be a leader in innovative approaches to education..."

Strategic Direction # 2 -- Enhance Program Quality and Cost Effectiveness. Within the description is found "TSU will assess the effectiveness of each program and will expand or add productive programs...."

Strategic Direction # 4 -- Develop Technology as a Comprehensive Teaching and Learning Tool. "TSU will seek preeminence in utilizing technology across the curriculum and will become one of the major distance learning providers in the nation."

Strategic Direction # 6 -- Provide Facilities to Meet the Needs of Students, Faculty, Staff and Community. "The mix of space and facilities will be a function of both residential growths, distance learning needs, and...."

Troy State University at Phenix City and University College exist as divisions of Troy State University primarily to serve adult, non-traditional students through delivery systems that best meet the needs of these mature learners. The DLC, Phenix City and University College programs are listed in Appendix B. A contract distance-learning program (EMBA) by the Business College was started in the 1998-99 academic year, but a separate substantive change proposal was previously submitted because of the unique contract nature of this program. Distance learning is one of the leading delivery methods for addressing non-traditional students and is required by the mission, objectives and strategic directions of Troy State University.

LOCATION/SITE INFORMATION

Presently, Troy State University has designated three centers of distance learning activity.

Troy State University

Troy Alabama 36082

Delivery systems:

- Live Interactive
- Online/Web-Based
- Alternative new technologies

RESPONSIBLE ADMINISTRATOR:

Dean

Distance Learning Center

Wallace Hall

Troy State University 36082

(334) 670-3974

Troy State University-Phenix City

Phenix City, Alabama 36869

Delivery systems:

- Live Class on Tape
- Alternative new technologies

RESPONSIBLE ADMINISTRATOR:

Distance Learning Director

Troy State University-Phenix City

One University Place

Phenix City, AL 36869

(334) 448-5129

Troy State University - University College

1) Ft. Walton Beach, FL 32549

Delivery systems:

- Telecourses
- Online/Web-Based Internet
- Alternative new technologies

RESPONSIBLE ADMINISTRATOR:

Distance Learning Coordinator

Distance Learning Site

P.O. Box 2829

Troy State University Florida Region

Ft. Walton Beach, FL 32549

(850) 301-2151

2) Ft. Benning, GA 31995

Delivery systems:

- Telecourses
- Online/Web-Based Internet
- Alternative new technologies

RESPONSIBLE ADMINISTRATOR:

Distance Learning Coordinator

Fort Benning Campus

P.O. Box 52456

Fort Benning, Georgia 31995

MEANS USED TO MONITOR AND ENSURE QUALITY OF ACADEMIC PROGRAMS

Although the delivery methodology may vary for a given course or program in distance learning, a definite development process is followed to ensure course outcome consistency with curriculum requirements and goals. Phenix City and University College courses that are offered follow a prescribed process of collaboration outlined by the Deans Council Ad Hoc Committee on Distance Learning in its Distance Education Quality Control Program (see Appendix C). This procedure ensures collaboration and quality control between the Phenix City/University College Academic Dean, the Department Chairs, the Director/Coordinator of Distance Learning at the location, the appropriate School Dean at TSU, and the faculty member responsible for the course. The Deans and Department Chairs determine the courses that are needed, the number of students who are ready for courses being planned, and the location of those students. The Academic Deans and Department Chairs identify faculty, regular or adjunct, appropriate for the methodology. Individual organizational units have directors/coordinators of distance learning that support the scheduling and the logistics for delivery of a course. The faculty member develops the course content, support materials, and the syllabus that must be approved by those involved in the planning procedure including the Dean of the appropriate College. Included in Appendix D are outlines of the course development processes in Phenix City, at Ft. Benning, and the process the Florida Region uses to support course development throughout University College. Courses are developed in Troy directly under the supervision of the College Dean and Department Chair and follow the same procedures/committee review as Troy Campus courses.

The newly created Distance Learning Center's role in quality assurance will be to facilitate and help coordinate the review process on the Troy Campus. It will not independently develop any degree program, but may be involved in some non-degree/professional education activities. The Distance Learning Center will largely

assume a fundamental role in the development of standardized quality criteria and assessment for distance learning courses along with faculty training and course development support. As with all other academic programs, the final approval authority and accountability for the academic degree development process resides with the appropriate College Dean and the Provost.

1. The Planning Process

Distance learning activities are included in the same planning process used by all Troy State University units (Manual for Annual Planning, October, 2001). The Institutional Effectiveness Plan is followed to assess and ensure the quality of individual performance, academic programs and nonacademic operations. Six Points of Institutional Effectiveness (SPIE) have been prepared for each administrator, academic program/major, and non-academic operation (See Appendix I). With this SPIE, the unit reviews:

- a. Its purpose and how that purpose supports the purpose of the University,
- b. to what extent its objectives achieve its purpose,
- c. the appropriateness of its expected results,
- d. assessment instruments,
- e. the procedures for administering the assessment instruments, and
- f. the appropriateness of the person(s) assigned to analyze the results of assessment, to formulate the means to strengthen or improve the performance, program, or operation, and to be responsible for implementation of the plan for improvement.

2. Systematic Evaluation of Instructional Results

The evaluation of all off-campus degree programs is the primary responsibility of the Dean of Academic Affairs and the Vice President of University College. They are assisted in those responsibilities by not only the appropriate Troy Campus Deans, but also local faculty and academic administrators with the final accountability resting with the Provost. In the case of Troy Campus programs, the Dean of the College assumes the primary responsibility for evaluation. The Distance Learning Center will assume a fundamental role in the development of standardized quality criteria and assessment for distance learning courses. The following instruments are used in the evaluation of the programs:

- a. Student End-of-Course Critiques
 - b. Student Exit Assessment form (completed by all students filing an Intent to Graduate)
 - c. One-Year-Out and Five-Year-Out Alumni Surveys
 - d. Major Field Achievement Test - Undergraduate only or other appropriate exit examinations in disciplines where other examinations are available
 - e. Academic Profile Test - Undergraduate only
 - f. Comprehensive Exams - Graduate Only
 - g. The Graduating Student Survey
 - h. Special Comparison Studies and Research Projects
3. Process for Monitoring and Evaluating Expanded Activities
 - a. Troy State collects student statistics, headcount and enrollment data every term. This data is provided to location administrators and to TSU Troy for monitoring and evaluating the programs.
 - b. All of the processes described in "2" above are used to monitor the academic quality of any new or expanded distance learning activities.
 4. Proctored Tests are required for at least one exam in all courses.
 5. There are no differences in admission or graduation requirements for students participating through distance learning.
 6. There are no special arrangements for grading, transcripts or transfer credit policies for distance learning students.

INSTRUCTIONAL MATERIALS

Troy State University internally produces the majority of materials used for its courses. Selected supplementary materials to support courses are cleared for appropriate copyright usage and clearance documentation is kept on file at the faculty location.

1. The instructor selects, develops and evaluates all instructional materials needed for a class. Once he/she has made a selection, these are submitted to the appropriate academic department chair for approval.
2. All instructional materials to be edited or adapted are submitted to the appropriate academic department chair for approval.
3. The following resources are available at the Troy State University Campus: qualified distance learning and technology experts who assist faculty with the development and delivery of DL courses, a fully operational "Electronic Classroom", computer labs, graphics workstation, video and audio equipment, software, and other resources that become available as

technology advances. Adequate funds are budgeted for distance learning course development. Independent development activities at Phenix City or within University College are supported by the budgets of these individual units (See Appendix H).

4. Troy State Phenix City and University College are jointly accredited with the Troy State University campus at Troy, Alabama. There is currently limited use of videotapes produced and licensed by PBS as well as some internally produced videos. Licenses/contracts are available at the originating locations.

INFORMATION CONCERNING THE INSTITUTION'S FACULTY AND PERSONNEL INVOLVED IN THE DEVELOPMENT AND PRESENTATION OF DISTANCE LEARNING COURSES.

1. Courses offered via distance learning are selected from courses already offered using traditional classroom delivery methods. TSU faculty determined the course content these courses and TSU faculty determine the courses offered via distance learning.
2. All faculty involved in distance learning courses must meet the same qualifications as all other faculty who teach at TSU. A roster of instructional distance-learning staff is attached for the Distance Learning Center in Troy, Phenix City, the Florida Region and Ft. Benning sites of University College (See Appendix E).
3. Procedures for the evaluation of faculty involved in distance learning classes identical for faculty in regular classes. The results of student evaluations are reviewed by the Academic Dean and Department Chairs, and are discussed with the respective faculty members. The Dean of Distance Learning also reviews these evaluations to insure the best practices of distance learning are being utilized.
4. Deans of the respective academic units or Colleges incorporating distance learning programs set the faculty workload specifications for their courses. Faculty who teach via distance learning may be provided release time from other teaching duties and/or given stipends to prepare for distance learning courses. Because enrollment in a distance learning course is sometimes greater than in a regular course, faculty may be provided additional assistance in the form of assistants and overload adjunct compensation if excessive enrollment occurs. Faculty load considerations remain the decision of the Dean of the appropriate College.

LEARNING RESOURCES

Support services provide learning resources and services of an appropriate breadth and quality to students enrolled in distance learning activities.

Students enrolled in distance learning classes have services available equivalent to those of other students. The services include class materials, access to TSU library via the Internet or other electronic means, access to TSU library/computer laboratory, e-mail, telephone communication, and campus records. The syllabus and other course materials may be more comprehensive than those used in traditional classrooms. Classroom materials are mailed or distributed by other electronic means to the students who do not physically attend class. Students may order materials by mail or other electronic means.

A directory of library support is expanded in the individual attachments for Troy State University Troy, Phenix City and University College (see Appendix F).

THE MEANS BY WHICH THE INSTITUTION PROVIDES SUPPORT SERVICES FOR STUDENTS ENROLLED IN DISTANCE LEARNING ACTIVITIES.

Students who enroll in distance learning courses follow equivalent procedures for admission, financial aid, registration, and academic advising as students enrolled in traditional courses.

Graduate students apply for admissions online at the Website <http://www.tsulearn.net> utilizing the online Application for Admissions Form. When the form is submitted, it is sent electronically to the distance learning admissions staff. The admissions process entails the same requirements and procedures as listed in the 2001-2003 Graduate Bulletin on pages 11 through 21. The Distance Learning Center's admissions staff completes the process for all distance learning graduate admission applications. The Florida Region Distance Learning admissions staff completes the admissions process for all undergraduate distance learning admission applications online through <http://www.tsufl.edu>. The Admissions and Records office processes admission applications for all Phenix City distance learning students.

Processing of financial aid, veteran administration students, tuition assistance and credit card payments are handled through the Distance Learning Center's business manager and Troy State University campus's Financial Aid / Vet Services Director for all distance learning graduate students. Undergraduate distance learning students are processed through the Florida Region and the Financial Aid / Vet Services Director on the Troy Campus. Phenix City students are processed through Phenix City's business manager and Troy State University

campus's Financial Aid / Vet Services Director for students attending distance learning courses at their campus.

During registration, graduate students register Online at the Website <http://www.tsulearn.net> and undergraduate students register Online at <http://www.tsufl.edu> utilizing the online registration form. When the form is submitted, it is sent to the distance learning registration staff. Registered students are entered into the Troy State University System's Datatel student database, are entered into the BlackBoard® educational course software, and are given a library pin number to access the electronic library. Phenix City distance learning students register through the traditional registration at the Phenix City campus.

Academic advising for each distance learning student is accomplished through designated distance learning faculty. Most times the corresponding Chair is the academic advisor for distance learning students. If the appropriate Chair is not designated as the distance learning students' academic advisor, then the Chair designates an approved faculty member.

CONTRACTUAL ARRANGEMENT OR OTHER ARRANGEMENTS FOR THE USE OF SUPPORT SERVICES PROVIDED BY OTHER INSTITUTIONS OR ORGANIZATIONS.

The following is a list of contractual agreements between Troy State University and other entities that were made to provide or receive services to enhance the distance learning process and delivery of degree programs.

1. Price Waterhouse Coopers LLP Participating Education Institution Subcontract Agreement for the e-Army University program.
2. Blackboard 5 Licensing and Hosting Agreement
3. Department of the Navy Educational Service Agreement for the EMBA degree program
4. Health South agreement for the EMBA degree program
5. Alabama Society of CPAs agreement for the EMBA degree program
6. Jacksonville State University's memorandum of understanding for the MSN degree program.

INSTITUTION'S ORGANIZATIONAL STRUCTURE FOR ADMINISTRATION.

Troy State University has an administrative staff at selected locations to administer the distance learning operations. Course development and planning are conducted by faculty in the academic departments under the supervision of Department Chairs, the Academic Deans, and the Provost at TSU.

- Phenix City: TSU-PC has an administrative staff to administer the distance learning operations. Effective with the 1998-99 academic year, the staff includes a Director of Distance Learning, two part-time technicians, one full-time technician, a part-time secretary, and a part-time coordinator (Organization Chart in Appendix G).
- Troy State University: The newly created Distance Learning Center on the Troy Campus includes a Dean, Secretary, Coordinator of Admissions/Student Services, Web Coordinator and course design/technology Distance Learning Coordinator (Organization Chart in Appendix G).
- University College: A Distance Learning Site has been created in Florida and at Ft. Benning to administer the unique marketing and processing requirements of distance education. This site is initially structured with an Advisor, Student Services Specialist, and Account Clerk. This is a slightly different Regional site structure because of the more administrative-intensive processing, coordinating of faculty/library support, and technology training/support. Responsibilities for these personnel include normal site functions performed via technology (Organization Chart in Appendix G).

EVIDENCE OF FINANCIAL VIABILITY TO SUPPORT THE CHANGE.

Financial resources supporting this change are provided through the existing Troy State University System and from tuition and fees derived from students enrolled in distance learning courses. Just as with other degree programs, TSU supports distance learning by a web site/E-mail, Internet access, computer servers, PBX phone system, Datatel system, Online/on-demand library resources, office support, financial aid/VA processing, textbook support, marketing, etc. Full-time staff positions are being added in the Distance Learning Center on the Troy Campus to support Troy State University efforts and provide prescribed support to other locations in University College and to Phenix City. The goal is to expand the staff in this central organization as the number of distance learning offerings expands. Locations delivering distance-learning programs currently have budgeted personnel including distance-learning coordinators/directors that support distance-learning activities.

The budget outlines the expense estimates for the last year of operation (See Appendix H). Categories for teaching salaries, stipends, instructional supplies, subscriptions and contract services have been identified to provide resources for contractual instruction and support services.

APPENDIX - A

Troy State University Mission and Goals Statement

UNIVERSITY MISSION STATEMENT (2001-2003 Bulletin)

Troy State University is a publicly assisted institution of higher education. The university operates under the direction of a board of trustees composed of the governor, the state superintendent of education, and nine members appointed by the governor with the advice and consent of the Alabama Senate. Administrators, faculty, and students are committed to excellence in education through a shared system of governance.

The university offers associate, bachelor's, master's, and education specialist degrees. It is dedicated to the preparation of students in a variety of fields in the arts and sciences, fine arts, business, communication, applied science, counseling, nursing, and allied health sciences, as well as to its historic role in the preparation of teachers and its outreach partnership with public education. A strong liberal arts core is integral to all undergraduate programs.

Global in perspective, the university is committed to providing undergraduate and graduate education in regional, national, and international communities for both traditional and nontraditional students. Educational programs are delivered by traditional as well as technological means.

Students are encouraged to realize their unique potential and become productive members of society; to this end, the university provides an appropriate academic, cultural, and social environment. Moreover, the university is responsive to the needs of its diverse student population and the larger community through administrative services, utilization of staff and facilities, teaching, scholarship, creative activities, research, and public service.

Institutional Objectives

1. To provide educational programs that enhance students' ability to read, write, compute, speak effectively and think critically.
2. To prepare students to demonstrate competence in their chosen field(s) of study at appropriate degree levels and to encourage excellence in student learning.
3. To develop programs to address the needs of constituencies.
4. To provide undergraduate, graduate and continuing educational programs for both professional advancement and personal enrichment.
5. To encourage and reward excellence in teaching.
6. To encourage and provide essential resources for creative activities and research.
7. To provide a variety of public services to enhance the well-being of the university and its community.
8. To provide leadership and planning for future development.
9. To provide equitable opportunities for all students, staff, and faculty, including women, minorities, and individuals with disabilities.

UNIVERSITY MISSION STATEMENT (2000-2001 Bulletin)

Troy State University, a publicly assisted coeducational institution of higher education, operates under the direction of a board of trustees composed of the governor, the state superintendent of education, and nine members appointed by the governor with the advice and consent of the Alabama Senate. The administrators, faculty, staff and students of the university, through a system of shared governance, are committed to excellence in education.

The university offers associate, bachelor's, master's and education specialist degrees. It is dedicated to the preparation of students in a variety of fields in the arts and sciences, fine arts, business, communication, applied science, nursing, and allied health sciences, as well as to its historic role in the preparation of teachers. A strong liberal arts core is an integral part of all programs.

A major commitment exists to provide undergraduate and graduate education for the national and international community, especially for mature students, not only by traditional means of delivery but also by technological means.

To encourage each student to develop his/her unique potential and to become a productive member of society, the university seeks to provide an appropriate academic, cultural and social environment. Moreover, the university attempts to respond to the needs of its students and the larger community through administrative services, utilization of staff and facilities, teaching, scholarship, creative activities, research and public service.

Institutional Objectives

- To provide educational programs that enable students to read, write, compute, speak effectively and think critically.
- To prepare students to demonstrate competence in their chosen field(s) of study at appropriate degree levels and to encourage excellence in student learning.
- To develop programs to meet the needs of constituencies.
- To provide graduate and continuing educational programs for both professional advancement and personal enrichment.
- To encourage and reward excellence in teaching.
- To encourage and provide essential support services for creative activities and research.
- To provide a variety of public services to enhance the well-being of the university and its community.
- To provide leadership and planning for future development.
- To provide equitable opportunities for all students, staff, and faculty, including women and other minorities.

On June 3, 1998, the TSU Board of Trustees made the following changes to the mission statement:

This change deleted:

“A major commitment exists to provide educational services for the larger community, especially adult education and graduate education for mature students. The university also provides selected educational programs to the United States military services throughout the country and abroad.”

And the following was added:

“A major commitment exists to provide undergraduate and graduate education for the national and international community, especially for mature students, not only by traditional means of delivery but also by technological means.”

UNIVERSITY MISSION STATEMENT (1998 Bulletin)

Troy State University, a publicly assisted coeducational institution of higher education, operates under the direction of a board of trustees composed of the governor, the state superintendent of education, and nine members appointed by the governor with the advice and consent of the Alabama Senate. The administrators, faculty, staff and students of the university, through a system of shared governance, are committed to excellence in education.

The university offers associate, bachelor's, master's and education specialist degrees. It is dedicated to the preparation of students in a variety of fields in the arts and sciences, fine arts, business, communication, applied science, nursing, and allied health sciences, as well as to its historic role in the preparation of teachers. A strong liberal arts core is an integral part of all programs.

*A major commitment exists to provide undergraduate and graduate education for the national and international community, especially for mature students, not only by traditional means of delivery but also by technological means.

To encourage each student to develop his/her unique potential and to become a productive member of society, the university seeks to provide an appropriate academic, cultural and social environment. Moreover, the university attempts to respond to the needs of its students and the larger community through administrative services, utilization of staff and facilities, teaching, scholarship, creative activities, research and public service.

*Amendment: A major commitment exists to provide undergraduate and graduate education for the national and international community, especially for mature students, act only by traditional means of delivery but also by technological means.

APPENDIX - B

Degree Programs Currently Scheduled

DISTANCE LEARNING

TROY STATE UNIVERSITY, PHENIX CITY AND UNIVERSITY COLLEGE

Programs and Delivery Methodologies

Troy State University's Distance Learning Center (DLC) was established as a comprehensive, educational unit of Troy State University to allow and encourage any student, regardless of age or location, the opportunity to earn a fully accredited college education via Distance Learning. Since the inception, the DLC has expanded to include different programs and methodologies to reach local students, working adults, and the military. The increased programs and methodologies offered through Distance Learning at Troy State University, Phenix City, and University College, are due to the increased demand from working adult students for courses delivered on an "any time-any place" basis. These programs and methodologies are described below.

Online/Web-Based

Web-based courses utilize the worldwide Web to present textual materials, graphics, audio, video, faculty/students interactions to students. Specialized software is utilized to support students and faculty/student interaction. Currently, BlackBoard® 5.0 is in use. Additional materials may be forwarded to students to enhance course work. Some courses have practical or monitored learning activities at student locations. University College and the Distance Learning Center utilize the Online/Web-Based methodologies.

Complete degree programs with specializations (concentrations) that are offered are:

Master of Science in Management

- International management
- Human resource management

Master of Public Administration

- Public Personnel Management
- National Security Affairs
- Management Information Systems
- Justice Administration
- Public Personnel Management

Master of Science in Human Resource Management

Master of Science in Criminal Justice

Master of Science International Relations

- International Affairs
- National Security Affairs
- International Political Economics
- International Organizational Management
- International Public Administration
- Regional Affairs

Executive Master in Business Administration

(offered to Cohort groups only)

Associate of Arts in Social Sciences
Associate of Science in General Education
Associate of Science in Business Administration

Bachelor of Applied Science Resources Management
Bachelor of Science in Criminal Justice
Bachelor of Science in Management

Occasional course offerings without full degree program delivery as of this date include those in:

Master of Science in Nursing
Master of Education
- Technology

The Southeast Alabama Technology Network (SEAL) selected High School courses
-subject areas include arts, mathematics, sciences, social sciences, and fine arts courses

Live Interactive

Live Interactive courses are offered through distance Learning to students at their choice of TSU sites via the Troy microwave network, satellite or digital telecommunication transmission other locations. These live interactive classes use multimedia technology in each site's electronic classroom through current teleconferencing systems. Sites with permanent electronic classrooms are Troy, Phenix City, Dothan and Montgomery. An instructor teaches classes from the host classroom. Students in distance classrooms see and talk with the instructor and other students at all class sites through two-way audio and video microwave transmission that permits open communication throughout the class sessions.

Course offerings without full degree program delivery as of this date include those in:

Bachelor of Science in Nursing degree program
(RN to BSN/MSN track)
The Master of Science in Nursing degree program
The Nurse Practitioner certificate program
The Master of Business Administration program courses
The Southeast Alabama Network (SEAL) high school courses
-subject areas include arts and sciences and mathematic courses

Live Class on Tape

Live classes-on-tape courses are classes taped live for viewing at a later time. These tapes are forwarded to the student within 48 hours after the class session is held. Campus-based faculty members integrate the video presentations with the curriculum, student activities and other course requirements. Phenix City is offering courses via this methodology.

Course offerings without full degree program delivery as of this date include those in:

Master of Education and Education Specialist (Ed.S.) courses

Telecourses

Telecourses are campus-based or licensed video courses transmitted via television to external sites and/or distributed through the VHS tape medium. Campus-based faculty members integrate the video presentations with the curriculum, student activities and other course requirements. Troy State University Dothan and Troy State University Montgomery, two separately accredited institutions in the Troy State University System as well as several locations in University College offer this methodology format.

Courses offered over this medium are from selected general education courses that can be used in associate and bachelor degree programs.

Live-into-Cable

Live-into-cable courses are transmitted into cable systems from distance learning studios. One section of students is presented with the faculty member in class while another section watches the live class as it is broadcast on cable television at home or in the workplace. Campus-based faculty integrate the video presentations with the curriculum, student activities and other course requirements. At the present time only Troy State University Montgomery, a separately accredited institution in the Troy State University System, offers this methodology format.

Contractual Agreements

The following is a list of contractual agreements between Troy State University and other entities that were made to provide or receive services to enhance the distance learning process and delivery of degree programs.

Price Waterhouse Coopers LLP Participating Education Institution Subcontract Agreement for the e-Army University program.

Blackboard 5 Licensing and Hosting Agreement

Department of the Navy Educational Service Agreement for the EMBA degree program

Health South agreement for the EMBA degree program

Alabama Society of CPAs agreement for the EMBA degree program

Jacksonville State University's memorandum of understanding for the MSN degree program

TROY STATE UNIVERSITY



Master of Public Administration

(MPA)

The Master of Public Administration program is designed to offer graduates of various undergraduate programs an opportunity to obtain high levels of proficiency in public management as the basis for an application of technical and managerial skills to enhance public service work. It aims at a broad-level understanding of the goals and problems of public administration, and the relationship of these to more specialized aspects of planning, organization, and the relationship of these to more specialized aspects of planning, organization, management, and analysis in the public sector at the national, state, and local levels. The degree program, while designed to provide advanced study and prepare current and future government employees for management positions in government at all levels, because of its focus on management, and the expanding role of the private sector in providing traditional governmental services, is also applicable industry and the non-profit sector. The degree is comprised of the following areas:

1. General background on the administration of government in the United States at national, state, and local levels, and the interrelationships between these levels of government.
2. An understanding of the concepts, theories, and methodologies to conduct research in the public sector.
3. Study of organizational theory and behavior in organizations, particularly governmental organizations.
4. A basic understanding of the civil service system and general personnel management in Government.
5. A study of understanding of the relationships between the national economy and governmental budgeting, the implications of managing the national debt, and the practical and economic implications of funding government programs.
6. An understanding of governmental regulation of the private sector and other aspects of administrative law.
7. A study of analysis processes and concept in developing national, state and local policies to operate the vast array of governmental programs and organizations.
8. A detailed understanding of one area of public sector specialization available from a list including Public Management, Public Personnel Management, Financial Management, Justice Administration, Education, Governmental Contracting, Health Care Administration, National Security Affairs, Information Management and Environmental Management.

Prerequisite Requirements

Candidates for admission must have a baccalaureate degree in any subject area from a regionally accredited college or university. There are no prerequisite requirements.



Master Of Science In Criminal Justice

(MSCJ)

The Master of Science in Criminal Justice is designed to provide qualified students with an interdisciplinary graduate level education in criminal justice. It provides the student with knowledge for professional entry, advancement or enhancement in the Criminal Justice career field, or entry into advanced studies. Specifically, the program is designed to:

1. Fulfill a need in American society by helping to upgrade the criminal justice system through education.
2. Provide students seeking managerial or supervisory positions in law enforcement, with a means to qualify for such positions.
3. Assist qualified persons in the criminal justice system in professionalizing themselves through a graduate study program in criminal justice.
4. Provide a planned program of graduate study for those students interested in research in the areas of law enforcement, court and corrections.
5. Provide academic preparation for teaching criminal justice at the college level.
6. Provide the foundation for advanced graduate study leading to terminal degrees.
7. Provide opportunities for interdisciplinary study and research.

PREREQUISITE REQUIREMENTS

The minimum requirement for admission to the Master of Science Program in Criminal Justice is a baccalaureate degree from a regionally accredited four-year institution. Students who desire to enter this program, but do not have a degree in Criminal Justice, Police Administration, Law Enforcement, or Corrections may be required to meet other criteria such as additional coursework regarding undergraduate or professional preparation. Significant professional experience may be considered. However, admission to the program does not imply official admission for the degree.



Master of Science in International Relations

(MSIR)

The Master of Science in International Relations degree program is designed to offer the graduates of diversified undergraduate programs an opportunity to obtain proficiency in international relations. Topics include: foreign policy analysis, defense and security policy, comparative politics, regional and state specific studies, international economics, and specific instruments of international affairs such as international organizations and international law.

Prerequisite Requirements

Candidates for admission must have a baccalaureate degree in any subject area from a regionally accredited college or university. There are no prerequisite requirements.



Executive MBA

(EMBA)

The Troy State University Executive Master of Business Administration degree program is available to cohort students with contractual agreements made with the Sorrell College of Business. Eligible EMBA students must have a four-year bachelors degree from a regionally accredited university, and a minimum of 5 years post bachelors work experience. Most of the classes are in the distance-learning format and our taught via the Internet. However, TSU does require that EMBA students come to campus to study in three 8-day residential sessions (one each year during the late spring). TSU provides room and board to the students during the residential sessions for no additional charge. Also, all texts and course materials are provided throughout the program of study at no additional charge. Students may be able to transfer as many as two graduate courses from other accredited institutions. In all, the degree program can be completed in 25 months. There are 12 courses and one prerequisite course required (13 courses) for all students in the EMBA program.

The program is organized to provide advanced study to students who have acquired a common body of knowledge in business and administration and is comprised of the following areas:

1. A background of the concepts, processes, and institutions in marketing and distribution, production, and financing functions of business enterprise;
2. A background of the economic and legal environment of business enterprise along with consideration of the social and political influences of business;
3. A basic understanding of the concepts and methods of accounting, quantitative methods, and information systems;
4. A study of organization theory, interpersonal relationships, control and motivation systems, and communications; and
5. A study of administrative processes under conditions of uncertainty including integrating analysis and policy determination at the overall management level. The advanced study is intended to be broad in nature and aimed at general competence for overall management.

Prerequisite Requirements

Candidates for admission must hold an undergraduate degree in business administration or have successfully completed all of the following coursework or their equivalent:

ECO 2251 & 2252 Principles of Economics I & II
ACT 2291 & 2292 Principles of Accounting I & II
IS 2241 Business Information Systems
PHI 2204 Ethics and the Modern World
QM 2241 Business Statistics - one course
LAW 3321 Legal Environment, or LAW 3322 Business Law I
FIN 3331 Corporate Finance
MKT 3361 Principles of Marketing
MGT 3371 Principles of Management
MGT 3373 Operations Management
Select one
MAN 4478 International Management
MKT 4468 International Marketing
ECO 4451 International Trade
FIN 4435 International Banking and Finance

This is the prescribed body of knowledge established by the AACSB/ACBSP.



Master of Science in Human Resources Management (MSHRM)

The Master of Science in Human Resources Management (MSHRM) is a professional program designed to offer graduates of diversified undergraduate programs an opportunity to obtain a proficiency in human resources management skills. The MSHRM is an online interactive degree program available to students throughout the world. You are not required to come to the Troy State University campus at any time.

This degree program stresses fundamental problem-solving, technical, and decision-making skills, communication and interpersonal competencies, and knowledge critical for success in today's, and tomorrow's, entrepreneurial and business organizations.

Contemporary organizations are increasingly complex and knowledge-driven. An organization's knowledge resides in its people. Training, development, retention, motivation and evaluation hold the keys to the success of management. TSU graduates are successfully employed in a vast range of regional, national, global and entrepreneurial organizations.

Prerequisite Requirements

The MSHRM degree program requires no prerequisite courses; however, the HRM 6670, Advanced Concepts and Topics in Management course must be taken for graduate credit if the student does not have an undergraduate major in business. If the student has an undergraduate major in business, an elective course will be substituted.

Troy State University Florida Region

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- **BS** Bachelor of Science in Computer Science

Special Programs: For many years, TSU has focused on educational solutions for military personnel. We have long seen the need for flexible education that could be completed either locally, or around the world. Flexibility is the foundation of our Distance Learning program—instructor flexibility and delivery flexibility. The Navy College Partners Program (NCP), the partnership with the United States Army National Guard (ARNG), the United States Coast Guard (USCG) and the eARMY University are ways we at TSU feel we can serve our military. The goal: to provide an educational plan leading to a degree for military personnel.

TSU uses emerging technologies coupled with traditional methodology to create an optimal learning environment: The Virtual Classroom.

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 - ✦ [Management](#)

PHENIX CITY

Troy State University
Distance Education at Phenix City

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Distance education courses offer classes to students at their choice of locations. Distance education at TSU is delivered through live interactive classes, cable television, and live class on tape.

Live interactive classes using multimedia technology in each site's electronic classroom link students and faculty throughout the system. **Select Master of Nursing courses** are available through this method. Sites with electronic classrooms are Troy, Phenix City, Dothan and Montgomery. An instructor teaches classes from a host classroom. Students in distance classrooms see and talk with the instructor and other students at all sites through two-way audio and two-way video microwave transmission.

Live Class on Tape courses are live classes taped for viewing at a later time and are intended as substitute for required class attendance. These tapes are mailed to the student soon after the class session is held, a service for which the student pays an additional fee. **Select Master of Education courses** are available through this method.

Students not registered specifically for the Live Class on Tape course, section number PT, are not eligible to receive these tapes. Campus-based faculty integrates the Live Class on Tape presentations with the curriculum, student activities and other course requirements. Unless otherwise stated, all Troy State University Policies and Procedures apply to Live Class on Tape courses just as they do to resident courses. The instructor conducts orientation on the first day of class.