SUBSTANTIVE CHANGE PROPOSAL
FOR THE
MASTER OF SCIENCE IN MANAGEMENT
FORT CARSON, COLORADO

SUBMITTED BY
THE WESTERN REGION
JUNE 12, 1997
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SUBSTANTIVE CHANGE PROPOSAL
FOR THE MASTER OF SCIENCE IN MANAGEMENT
FORT CARSON, COLORADO

1. The Nature Of The Change, Including An Assessment Of Need

Troy State University (TSU) was invited on 15 May 1997 to submit a proposal to offer graduate programs on Fort Carson, Colorado Springs, Colorado. This request identified 2 graduate degrees which the Education Center had determined, through two needs assessments, that its military population desired. These degrees included business administration and management. The degree which TSU chose to administer is the Master of Science in Management (MSM). In offering this program, Troy State is the residential provider of graduate programs on Fort Carson. The only other residential graduate program is offered by Embry Riddle with an Aeronautical emphasis (Master of Aeronautical Science and Master of Business Administration in Aviation). (See APPENDIX A for the Memorandum of Understanding).

The MSM is a professional degree program designed to offer the graduates of diversified undergraduate programs an opportunity to obtain a proficiency in management skills and decision-making which will enable them to carry out managerial responsibilities in both the private and public sectors. All graduates of the MSM program will complete a five-course core, a three-course concentration, and two elective courses suitable to the individual student’s academic employment background and specific career objectives. The program will thus provide students the opportunity to gain an understanding of the subject matter to enhance their career opportunities. The curriculum leading to the degree is as follows:

MASTER OF SCIENCE IN MANAGEMENT DEGREE PROGRAM

Students graduating with the MSM degree will have successfully completed the following curriculum:

a) Program course requirements – 30 SH (10 courses)

   NOTE: MAN 5501 (Survey of Business Concepts) is a prerequisite course taught as a pass/fail grade and is not included as part of the 10 course requirement. Students completing MAN 5501 will complete an 11-course program.

b) Required core courses (5):

   MAN 6602 - Research Methods in Management
   MAN 6676 - Organizational Behavior
   IS 6679 - Management Information Systems
   MAN 6685 - Management Strategy
   MAN 6696 - Financial Analysis

c) Three (3) additional courses in one (1) concentration area:
Human Resources Management Concentration:

MAN 6678  Human Resources Management (Required)
MAN 6624  Labor Law
HRM 6601  Legal Environment of Personnel Decisions
HRM 6622  Human Resources Staffing
HRM 6623  Training and Human Resources Development
HRM 6619  Seminar in Human Resources Administration
HRM 6632  Compensation Management

International Management Concentration:

HRM 6645  International Human Resources Management
MAN 6670  Seminar in International Management (Required)
MAN 6657  International Economics
POL 6631  Intercultural Communication
POL 6632  Politics of International Marketing
POL 5552  International Law

General Management Concentration:

MAN 6624  Labor Law
MAN 6645  Quantitative Methods
MAN 6655  Managerial Economics
MAN 6656  Economic Forecasting
MAN 6657  International Economics
MAN 6665  Marketing Management
MAN 6670  Seminar in International Management
MAN 6673  Operations Management
MAN 6674  Ethics in Business
MAN 6675  Theory of Organization
MAN 6677  Systems Management
MAN 6678  Human Resources Management
MAN 6695  Accounting Analysis

d) Electives (2 courses): Electives may be selected from any appropriate graduate business administration/management degree program, MSM, PME courses approved by the TSU Graduate Council, HRM, independent study completed with a TSU faculty member, or with prior approval, selected MPA courses.

e) Successful completion of a comprehensive examination is required for graduation. Students will be examined on the ability to synthesize the content of the core courses through the administration of a comprehensive examination. Students will have also completed all other graduation requirements listed in the Graduate Bulletin.

2. Cross listing of TSU courses will be permitted as follows:

   MAN 6602  -  HRM 6602
   MAN 6624  -  HRM 6604
MAN 6657 - POL 6620
MAN 6675 - HRM 6608 or PA 6620
MAN 6676 - PA 6646
MAN 6678 - HRM 6603
IS 6679 - HRM 6679 or PA 6679

Note that students whose undergraduate career is deficient in economics, quantitative methods, and business administration must either take MAN 5501 (Survey of Business Concepts) or score 75% or better on a challenge examination. The course cannot be used as an elective.

2. The Relationship Of Distance Learning To Institutional Purpose and Mission

The proposed program is consistent with the purpose of the University as stated in the University College Policy Manual and other documents (Appendix B). The University is dedicated to the professional preparation of students in a variety of fields in the arts and sciences, fine arts, business, education, communication, applied science, nursing, and allied health science. A companion dedication exists to provide educational services for the larger community, especially adult education and advanced education for those who are in the service of the nation. The MSM program at Fort Carson is offered primarily for working adults, including military service members, their dependents and civilians living off base.

3. The Location Where Instruction Will Be Offered

The MSM program is delivered at Fort Carson, Colorado Springs, Colorado. This new program site for the University administratively falls under the Western Region of University College. The address of the new program site is the following: Troy State University, Building 1117, Fort Carson, Colorado 80913

The University delivers the program in the traditional manner, providing faculty to offer the MSM curriculum on site in a classroom setting. Students who must miss classes due to military duty or other urgent commitments may request that the classes be videotaped. Videotapes serve this auxiliary purpose to tape portions of a course when students must be absent. Videotaping is not the primary mode of course delivery.

Troy State programs at Fort Carson run on an academic calendar that consists of five 10-week terms. Forty-five hours are scheduled for each course. Courses are held either on a weeknight or weekend basis. Weeknight courses meet one evening per week for 10 weeks from 1700-2130. There are two different weekend formats:

**FORMAT A**

Weekend 1, 2 & 3  Saturday and Sunday (0800-1200, 1300-1500)

**FORMAT B**

Weekend 1 & 2  Friday (1730-2200)
Saturday and Sunday (0800-1200, 1300-1800)
In scheduling Format A or B courses, at least 2 weeks intervene between each weekend class. Scheduling format for courses is based upon student needs and the course delivery methods are determined appropriate by faculty.

4. Means Used To Monitor And Ensure The Quality Of Degree Programs

Troy State University has an institutional effectiveness system that has created organizational routines and performance measures instrumental to the pursuit of academic excellence and administrative effectiveness. Under this system, feedback about the performance of academic programs and administrative units is obtained on an annual basis. This feedback is used in both the University's planning and budgeting functions. These activities—performance measurement, planning, budgeting, and the implementation that follows—are conducted according to a well-defined calendar.

The fundamental components of this system are the "Six Points of Institutional Effectiveness" (SPIE) and the Annual Assessment Report. The SPIE is a document that identifies for each academic program or administrative unit:

a) its purpose, including how this purpose fits within the broader goals of the University;
b) how the program structure (for academic departments) or the administrative activities (for administrative units) contribute to their stated purpose;
c) the minimum expected results for the program or administrative unit;
d) the assessment instruments used to measure the performance of programs or units;
e) the procedure for administering the assessment instruments; and
f) the positions responsible for reviewing the results and proposing strategies for improvement.

Every year, all components of the University, including every site within University College, use their SPIEs to assess their programs and operations. The Annual Assessment Reports are the resulting assessments. These are completed in the fall, and are followed by planning in the spring. At a minimum, the self-studies for the MSM program must look at three program quality measures:

1. performance on the comprehensive examination,
2. responses to select items on the student exit survey, and
3. responses to items on the University College alumni survey (conducted 1 and 5 years out).

Other measures may be added to these prescribed measures. To supplement its own self-studies, the Western Region looks at computer use and responses to items on the student course critiques. Those responsible for reviewing the self-studies and the results of the other assessment instruments for the Fort Carson program are the:

- Academic Dean, University College,
- Western Regional Director, University College
- Graduate Programs Coordinator, Sorrell College of Business, and
- Dean of the Sorrell College of Business.

The SPIE for the MSM can be found in APPENDIX C. A detailed discussion of the format of both the SPIE and the Annual Assessment Report can be found in the TSU Manual for Annual Planning (October, 2000). Examples of the other evaluation instruments mentioned are contained
under APPENDIX E. Summaries of course evaluations, graduating student questionnaires and faculty surveys are available for review at the site.

It is understood that special programmatic or administrative arrangements can affect the quality of academic programs. For this reason, it must be emphasized that there are no differences in the admission or graduation requirements for students participating in the Fort Carson MSM program as compared to students enrolled in the degree at other Troy State University sites. There are no special arrangements for the entering of grades, the production of transcripts, or the evaluation of transfer credit, all of which are done at the main campus. As to the amount of transfer credit awarded, during the period of transition to TSU from other institutions, students are allowed up to 5 courses or 15 semester hours of equivalent credit earned at those institutions. This applies for one calendar year from the start of TSU programs. Thereafter, only 12 hours of equivalent credit will be accepted into the MSM program as is the case with all established MSM programs. This transfer policy is described in the Graduate Bulletin.

5. Use Of Instructional Materials Contracted or Acquired From Another Institution

The Fort Carson MSM program will be conducted entirely by TSU. No individual courses or instructional materials for courses will be contracted from another institution.

6. Faculty And Other Personnel Involved In The Development And Presentation Of Branch Campus Courses

The MSM program at Fort Carson will be supported by the following mix of faculty:

- One regional full time faculty member to support the site on Fort Carson.
- Participation by full time faculty from main campus, the Western Region, and other TSU Regions.
- Participation by adjunct faculty with the appropriate credentials.

A list of faculty available to support the program can be found in APPENDIX D. The faculty teaching in the MSM program at Fort Carson must meet the same criteria for employment as faculty teaching at the graduate level at campus, i.e., they must have a doctorate in the teaching field or a related field from a regionally accredited institution, or if not the doctorate, then some combination of a master's degree, sufficient graduate credit hours in the field, and extended senior management experience. The Fort Carson MSM program utilizes a full-time faculty member with a doctorate in business administration, management, human resources management, or other business field. Office hours are posted and counseling time may be scheduled.

Adjunct faculty (in addition to those currently used in the Western Region) have been recruited from the Western Region. The credentials of all faculty, regardless of employment status, will be evaluated by the Graduate Programs Coordinator (or his designate) at main campus and will be certified to teach specific courses as their credentials warrant.

Candidates for the full time faculty positions are interviewed within the Western Region, by the Vice President and Academic Dean of University College, by Deans and Departments at the TSU main campus, by the University Provost, and by the TSU Chancellor, prior to any appointment.
All faculty, whether annual or adjunct, are evaluated on the basis of course critiques which students complete for every course (APPENDIX E). For annual faculty, the results of these critiques are incorporated into a comprehensive annual evaluation that includes not only teaching but also professional development as well as faculty and public service (prescribed by TSU University College Policy Manual in APPENDIX F).

Adjunct faculty teaching at distance learning sites are oriented to the course format, syllabus requirements, available resources, and other information through an adjunct faculty handbook and pre-teaching communication with the Regional Director or Site coordinator. Because of their more extensive involvement in the program, faculty on annual contract are given the Faculty Handbook, strategic plans, the University College Policy Manual, and they participate in meetings with the Regional Director and Site Coordinator to discuss student and academic policy issues. Full time faculty members are required to grade comprehensive examinations as part of their duties.

At the conclusion of each course, each faculty member receives a "faculty survey" which must be completed and returned directly to the Regional Director for the Western Region. These faculty surveys were developed in the Western Region to ensure that each faculty member received the administrative support necessary to teach the course. Additionally, the survey assesses the faculty opinion about the academic utility of the weekend format (APPENDIX N).

7. Arrangements Made To Provide Learning Resources

In order to support the proposed programs, TSU Fort Carson utilizes the Fort Carson education center computer labs. Ft. Carson recently upgraded the computer labs to include Pentium computers and 30 work stations and an instructor workstation. Computer labs and classrooms are made available to TSU-Fort Carson on a reservation basis scheduled in advance to accommodate the academic schedule. Computer resources for students who need word processing capability are provided in partnership with Pikes Peak Community College, which now has a lab offering 8 PC's with a printer at each work station, and with Embry Riddle which offers Pentiums computers with Microsoft Office software. Internet access is available to students through the computer lab. TSU site pays for supplies and paper in the computer lab and a portion of the computer lab monitor salary. A copy of the agreement is attached (APPENDIX G). Students may also utilize the computers and Internet access at the Library.

TSU invested in a core selection of business and management reference books from the Harvard Core Collection to supplement the Grant Library resources. The library resources currently available on Fort Carson and in Colorado Springs were analyzed by the TSU Regional Librarian during annual on-site visits. The TSU Western Region librarian selected and ordered reference books from the Harvard Business Core (APPENDIX H). These reference books were placed in the Grant Library at Ft. Carson. Through links from the Western Region Web Site, students and faculty have access to an extensive array of bibliographic and full-text journal databases covering all facets of management science. These databases are listed in Appendix H. Many of the same databases are provided by the Grant and Evans Libraries as well, giving students local and remote access to resources.
The Regional Librarian, with proper credentials (MLS from ALA school), offers library assistance via Internet to support faculty and students in their research needs. The Western Regional Librarian visits the site at least once per year and prepares the Library Handbook. As part of library services, all students and faculty receive a library handbook (periodically updated) that is specific to the Colorado Springs area and describes in detail the resources available to students and faculty. The Handbook is distributed to every new student in the program. The Library Handbook is also available on the TSU Western Region Website at www.zianet.com/TSU/westreg.

Students are able to check out books at the U.S. Air Force Academy, and the Ft. Carson Grant Library. Students are also able to obtain books from the Peterson Air Force Base and U.S. Air Force Academy libraries through interlibrary loan services requested at the Fort Carson Grant Library. Copies of the Library Agreements are included in APPENDIX I.

Library resources available at Ft. Carson will be augmented in Fall 2001 with access to the Evans Army Community Hospital Library on Post. This library will provide on-site access to 180 medical and allied health science journals in both print and electronic full-text databases (Ovid, ProQuest, Gale systems) and to monographic resources to support health and medical administration and management research. Additional monographic titles will be added to supplement the collections at Grant and Evans Libraries to support the MSM programs of TSU.

8. Means By Which The Institution Provides Student Support Services

The site has administrative space large enough to house two staff members. Staffing is one full-time Site Coordinator and a Part-Time Assistant. Private space for faculty counseling is also available. The Site Director is required to have at least a baccalaureate degree (preferably a Master’s Degree) and some experience with academic administration (APPENDIX J). The TSU-Ft. Carson site is integrated into the command structure of the Western Region described below.

The TSU-Ft. Carson site provides all necessary services to support students in the pursuit of their degrees. These include but are not necessarily limited to:
- initial academic advisement covering all admission and degree requirements,
- providing information about student loans or veterans’ educational applications,
- advisement as needed on a term-by-term basis by full-time faculty,
- providing program brochures, term schedules, and annual projected schedules to enable students to plan their curriculum of study,
- ensuring availability of textbooks and syllabi at the time of registration,
- arranging independent studies for students going on required military or business leave,
- facilitating student requests for transcripts (bachelor’s plus or degree completion),
- providing students with a grade report identifying grade(s), GPA, hours earned;
- communicating with students by a newsletter to keep them informed of deadlines, University policies, and other matters; and
- providing critiques of student resumes, information about career transition services (APPENDIX O), and information about job placement through the main campus.

Office staff participate in the common work of the Education Center, such as planning commencements, and are as active as desired in post functions. Staff are materially supported by
one Pentium PC and printer per staff member, filing cabinets that lock, and office furniture. The Fort Carson Education Center provides the basic desks, chairs, filing cabinets, book shelves, one telephone line, and janitorial services.

9. Contractual Or Other Arrangements For The Use Of Support Services

TSU-Fort Carson, Pikes Peak Community College and Embry Riddle cooperate in the provision of a computer lab to support academic programs. This lab provides basic word processing and spreadsheet capability for students to utilize outside of class time. This arrangement, by which both institutions are satisfied, can meet their scheduling needs, is articulated in a letter of agreement. TSU-Fort Carson contributes to the cost of the computer center by furnishing paper and printer ink.

10. Organizational Structure For Administering New Site Activities

Supervision of the University’s academic extension programs involves two distinct chains of command. The University College (TSU-UC) at main campus is the organizational unit responsible for providing administrative support for all extension academic programs conducted by Troy State. The director of TSU-UC is a Vice President who reports directly to the Vice Chancellor. Control over curriculum design, evaluation of faculty, and other strictly academic matters, fall under the academic chain of command, including the Deans and Department Chairs. Within University College, the Academic Dean, is responsible for accreditation issues within the College and interfaces with the academic chain of command on academic matters (Appendix K). TSU-UC now oversees five "administrative regions" and the Distance Learning Program where academic programs are offered. Fort Carson will be one of seven sites in the TSU "Western Region". The organization of TSU-Fort Carson in particular and the region in general follows a pattern common to all UC regions. The site is staffed by a Site Coordinator who has direct administrative responsibility for TSU programs on post. This position reports to and is supported by a Regional Director who is based at Holloman AFB in New Mexico. Academic supervision of these programs (including certification of adjunct faculty) is provided most directly by the Graduate Programs Coordinator, Sorrell College of Business. The Graduate Programs Coordinator of the Sorrell College of Business conducted an initial site visit, along with the Director of the Western Region, to determine the capability of the site to maintain the required academic standards. The Graduate Programs Coordinator has visited the site at least twice each year to monitor academic performance.

11. Financial Resources Required To Support The Change

TSU will be the residential provider of the MSM graduate program on Fort Carson. Fort Carson maintains a population of over 16,642 soldiers and 3,100 civilians assigned to the Post (APPENDIX L). Over 1,731 soldiers have completed Bachelor’s Degrees but have not completed a graduate degree. TSU anticipates that the site will generate an average of 75 enrollments per term. Courses began in Winter Term, 1998. The budget detail for revenue and expenditures may be found in APPENDIX M.
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MEMORANDUM OF UNDERSTANDING

BETWEEN

THE UNITED STATES ARMY
HQ FORT CARSON
Mountain Post Training and Education Center
Fort Carson, CO 80913-5049

AND

TROY STATE UNIVERSITY
University Avenue
Troy, AL 36082

PREAMBLE

The United States Army (USA) is committed to providing high-quality education programs on all Installations. Installation programs, in widely diversified fields essential to USA's post secondary education needs, are conducted by civilian colleges and universities. These programs play a major role in support of professional development, recruiting and retaining an all volunteer Force. The purpose of post-secondary programs is to provide active duty personnel the opportunity to attain educational objectives and enhance their job skills. These objectives coincide with the purposes of Troy State University which is to provide comprehensive education programs to prepare graduates for productive careers and responsible citizenship. Advanced education provides personnel with the potential to accomplish the complex tasks associated with the management and utilization of modern, sophisticated weapons systems.
PART A

Troy State University, in consideration of promises and agreements of the Fort Carson Mountain Post Training and Education Center, agrees to:

1. Offer the Master of Science of Management (MSM) on Fort Carson. This program will fulfill all standards and requirements established by Troy State University and the Southern Association of Colleges and Schools. Troy State University agrees to maintain full regional accreditation. The University will comply with the criteria set forth in Department of Defense Directive 1322.8 for institutions providing programs on a military installation. (Attachment 1).

2. Provide the Education Services Officer (ESO) or designee with course schedules that will permit completion of degree programs in minimum time. The ESO or designee will meet with Troy State University to develop a yearly schedule. Term schedules will be available for review by the ESO or designee and Troy State University at least 45 days in advance of class start dates to permit changes, advance publication of schedules and appropriate distribution of publicity. Troy State University will provide the ESO or designee with an ASCII file of all Fort Carson classes formatted so that the schedule may be uploaded in the Fort Carson Education Management Information System (EDMIS). The format of this file is at Attachment 2.

3. Meet with the ESO or designee at least quarterly to ensure that program publicity and promotion is a coordinated effort.

4. Conduct all credit bearing courses as resident courses and award full residence credit for courses given at Fort Carson. No annotation will be made on any transcript or degree to distinguish between courses conducted at Fort Carson and those conducted on the home campus.

5. Fulfill the agreement without reassigning any of its rights or obligations hereunder to an external party and/or sub-contract any portion of the work associated with the academic program of Troy State University.

6. Provide program administrator(s), (selected in consultation with the ESO) and office staff, as required, to manage the Fort Carson program. Provide counseling and advisement services, as required to support the program. Program administrators will coordinate with the ESO when establishing office hours to ensure that participants in the Troy State University program have appropriate access to counseling and resolution of administrative problems. ESO participation in the program administrator selection process is deemed advisable because of the close coordination and cooperation required between these key personnel on a daily basis. Program administrators will be under the supervision of, and directly responsible to, the University for their daily activities. If the ESO and program administrator arrive at a conflict of duties/responsibilities that cannot be mutually agreed upon, the matter will be resolved in conference with Troy State University’s Western Region Director.
7. For each Fort Carson term, submit an invoice to the ESO or designee (in 5 copies) listing each DA Form 2171 (Request for Tuition Assistance - Army Continuing Education Program), within 30 calendar days after beginning of the course(s). The cost to the Army will be totaled on the invoice. Troy State University representatives are responsible for ensuring that DA Forms 2171 accepted for payment of courses have been approved and signed by the ESO or designated representative prior to the end of the late registration period. The University will make no changes to the tuition assistance forms without the approval of the ESO or designated representative. The invoice will be submitted in accordance with the following format:

Term ___________________________ Period of Instruction ________________

<table>
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<tr>
<th>Student Name</th>
<th>Unit</th>
<th>SSN</th>
<th>Rank</th>
<th>Course</th>
<th>Total Hours</th>
<th>Total Cost</th>
<th>Cost to Army</th>
<th>TA Form #</th>
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8. Checks for tuition assistance refunds to the United States Government arising out of termination or for other causes shall be drawn in favor of the Treasurer of the United States and shall be sent by the University to the ESO within 60 days of the collection or the tuition assistance refund.

9. Publish its institutional refund policy on all schedules. The tuition refund policy is included in this MOU at Attachment 3.

10. Maintain a complete and accurate record of all academic work completed or attempted through programs established under this agreement. Within 20 working days after the ending date of the course(s), the University will forward all course grades for individuals using tuition assistance to the ESO or designee. Course grades can be released to the ESO or designee in accordance with the instructions on each DA Form 2171. Grades for all Fort Carson classes will also be formatted in an ASCII file so that they may be uploaded into the Army's EDMIS system. The format is at Attachment 4. The University will identify "U" grades as academic or non-attendance. The University will forward changes of grades to the ESO or designee within 10 days of the grade change.

11. Provide class rosters for all Fort Carson classes within 10 days of the University's late enrollment period. This information must include the name, rank, SSN, military unit, TA Form Number (when applicable) and method of payment, i.e., TA, VA, self, or other for all active duty soldiers. The number of family members, DoD civilian employees, members of other services, Army reservists and National Guard members, and other civilians will be annotated on the rosters.

12. Provide a quarterly listing of all students completing degree requirements within the quarter. This list will include the rank, name, military unit and degree conferred for all Army members.

13. Ensure that all programs conducted on Fort Carson are VA approved.
14. Provide bulletin board space or similar system for students to purchase or sell back used textbooks.

15. Ensure that adequate library and computer resources are provided to support Installation courses and programs.

16. Provide official evaluations within sixty days after request for admission as a degree seeking student and receipt of all University required documents.

17. Provide all Army tuition assistance students with a degree plan and unofficial evaluation of previous coursework, when applicable, prior to the soldier's request for initial tuition assistance for Troy State University's courses. The degree plan is needed by Army counselors to authorize tuition assistance.

18. Use the recommendations of the American Council of Education (ACE) as published in the Guide to the Evaluation of Education Experience in the Armed Forces, as the basic guide for reviewing, evaluation and granting credit for military training and experience.

19. Troy State University agrees, in execution of this agreement, to indemnify, hold harmless, and defend the United States (including its agents, representatives, employees and members) from and against any and all claims, demands, actions, debts, liabilities, judgments, or any other costs, arising out of, claims or account of, or in any manner predicated upon the loss of, or damage to the property of, and any injuries to, or death of any and all persons which arise as a result of its authorized use, or while going to or departing from such authorized use, and to indemnify and hold harmless the United States (including its agents, representatives, employees and members) from any damage that may be suffered as the result of any acts in any manner caused or contributed to by the University, its agents, representatives, employees, or members in connection with the performance of the Agreement.

20. Troy State University will negotiate with the ESO or designee regarding proposed changes to tuition/fees, school policy or existing program format/delivery for Installation classes and/or programs and the addition or withdrawal of degree programs at least 90 days in advance of the desired implementation date.

21. Provide University policy on full-time faculty load and faculty compensation system upon request.

22. Provide academic advisement to students and prospective students for the program(s) provided.

23. Procure all necessary textbooks, related materials and equipment (other than that provided by the Government) for instructor and student use. For formal classroom instruction, the University shall ensure that textbooks and other student materials are available at the Education Center not later than the first day of the class.

24. Take the necessary steps to maintain the cleanliness and order of assigned office space and classrooms. Ensure that desks are clean after use, trash is in appropriate
receptacles, chalk boards are erased, furniture returned to its original position, windows closed, lights off, and rooms or building locked if applicable.

25. Provide supplies and equipment needed to furnish and/or equip the University's administrative office. Provide telephone service for long distance calling.

26. Participate in reviews/inspections initiated by the Department of Defense or the Department of the Army.

27. Maintain responsibility for the security and proper care of Governmental furnished property if provided.

28. Meet with the ESO, or designated representative, quarterly to identify issues of concern and ensure quality control. Additionally, on an ongoing basis, Education Center counselors and other professional personnel will actively solicit student feedback concerning the quality of instruction and student services. This information will be discussed with the University. Troy State University agrees to research complaints consistent with institutional policy and provide feedback to the Education Center.

29. Provide a yearly financial statement reflecting income and expenditures on Fort Carson. Include in the statement compliance with DoD 1322.8, Item 14, located at Attachment 1, which ensures that a "reasonable proportion of tuition income, comparable to that on the home campus, is provided for education support to Installation....".

30. Comply with pertinent regulations regarding the use of government buildings.
PART B

Fort Carson, in consideration of promises and agreements made by Troy State University, agrees to:

1. Promote Troy State University programs through available media including Education Center brochures, articles for the Installation newspaper and other means.

2. Provide classrooms to accommodate all students enrolled in the academic programs offered by Troy State University.

3. Provide office space for Troy State University’s use.

4. Authorize Troy State University’s representatives/faculty members the use of a government telephone for local calls to military personnel, family members or civilian employees enrolled in their academic programs or in direct support of their programs, subject to local Installation policy.

5. Within funding limitations, the Installation library will provide supplementary references in support of Troy State University’s programs. In addition, space will be provided, as available, for educational materials furnished by Troy State University. The Government shall not be liable for any loss, damage, destruction or depreciation in value of any Troy State University’s materials placed in the Installation library.

6. Provide tuition assistance for active duty Army personnel enrolled in Troy State University’s programs in accordance with applicable regulations and subject to the availability of funds. The University understands that the Army makes no commitments concerning the specific number of military students or the availability and amount of tuition assistance funding. Subject to availability of funds, the military services will pay 75% of the semester hour tuition, not to exceed the Army’s cap, for each active duty soldier whose application for tuition assistance has been approved by the ESO or designee in accordance with AR 621-5. All other costs associated with the University’s course enrollments will be collected from students by the University.

7. Assist in obtaining passes/ID cards for faculty, administrative personnel and students if required by the Installation.
**PART C**

Troy State University and Fort Carson mutually agree to and understand that:

1. The purpose of this MOU is to enable Troy State University to offer high quality educational degree programs which meet the needs of military personnel assigned to the Installation. This agreement will be interpreted and construed by both parties in a manner what will accomplish the requirements outline in Parts A and B of this MOU.

2. The Army can make no commitment to provide a specific number of students for a program, nor can it assure that tuition assistance will be available for all active duty soldiers who enroll in the program.

3. Admission of candidates to these programs will be at the sole discretion of Troy State University. If required because of over-enrollment in a class, the following order of priority is agreed upon:

   | First priority | active duty military personnel |
   | Second priority | DoD civilian employees |
   | Third priority | military family members |
   | Fourth priority | National Guard and Reserve military personnel |
   | Fifth priority | military retired personnel |
   | Sixth priority | members of the civilian community |

This priority enrollment system will apply only to early and regular registration only. Thereafter, registration for classes will be on a first-come, first-served basis. Within the stated order of priority, students having matriculated with the Installation shall have enrollment priority over non-matriculated students.

4. Compliance with DoD-5500-7-R, Joint Ethics Regulation, is required if active duty personnel or DoD civilian employees are considered for employment by the University. Questions regarding the applicability and interpretation of these regulations will be referred to the Staff Judge Advocate.

5. DoD regulations prohibit the payment of tuition assistance and VA education benefits to cover the cost of the same course at the same time.

6. Neither the Army nor Troy State University shall discriminate against participants because of race, religion, national origin, age, sex, or physical handicap (where the handicapped person is otherwise qualified).

7. Representatives of Troy State University will not have access to the student’s military records such as the DA Form 669, “Army Continuing Education System (ACES) Record”, nor any documents contained therein, unless the Individual Privacy Act release has been obtained from the student.

8. Tuition and fees charged by Troy State University for academic programs are specified in Attachment 5. A minimum of 90 days notice will be furnished to the ESO prior to any proposed changes to these rates by the University, to include a justification
for the proposed tuition/fee increase. The ESO or designee will advise the University of concurrence/non-concurrence within 30 days of receipt of the proposed increases.

9. This MOU may be terminated by either party, the University or the ESO, at anytime with 180 days written notice to the other party. In the event that war or other events beyond the control of the Installation temporarily prevent the Installation from complying with the provisions of the MOU and allowing Troy State University to conduct instructional programs on the Installation, this MOU may be suspended. More than 180 days notice is desirable. In the event of termination of program(s), a mutual effort will be made to ensure a smooth transitioning during the teach-out phase. Troy State University will immediately notify all concerned students and the ESO that the program(s) is/are being terminated. The University will advise its students of special provisions and options that will be exercised to ensure a smooth transition to another program or degree completion with the University, as appropriate. The teach-out transition will offer students the option of completing remaining degree requirements without loss of credit. No new students will be enrolled in the University’s program once the program has been identified for termination unless agreed upon by the University and the ESO. Each student will be individually counseled and provided with a plan for completing remaining degree requirements. Categorically, these students fall into one of the following groups:

   a. Students who complete their remaining program requirements through the University’s on-post courses offered during the teach-out.
   b. Students who can complete the remaining credits from another accredited University to earn a degree conferred by Troy State University.
   c. Students who can transfer their program requirements to a substitute school program without loss of credits previously awarded/accepted by the academic partnership member. The ESO will ensure that students have been provided follow-on guidance by Troy State University and/or the University accepting the transfer credits during the transitional teach-out.

10. This MOU defines the entire relationship between Fort Carson and Troy State University and supersedes any previous verbal or written agreements of understanding. Failure on the part of any party to comply with the provisions of this MOU may result in the elimination of these academic programs at Fort Carson. Addenda to this MOU to cover specific requirements of Troy State University may be published with the concurrence of all parties.

11. This MOU is at all times subject to the rules and regulations of the Department of the Army.

12. No change or modification of this MOU shall be valid unless it is in writing and signed by all parties.

13. This MOU is effective upon signing by both parties and will expire three (3) years after the date of execution unless extended in writing by all parties or terminated as specified in Part C, paragraph 9, of this MOU. An annual review will be jointly conducted by all parties to verify current accreditation status, update program offerings
conducted by all parties to verify current accreditation status, update program offerings and review budget data. Attachments referenced in this MOU are listed below and are sanctioned as part of this MOU.

Attachments

1. DoD 1322.8 Criteria for institutions providing courses, programs on military installations.
2. Format for downing schedules.
3. Troy State University's student policy.
4. Format for downloading grades.
5. Tuition and fee schedule.

TERRIE BRUBAKER
Acting Education Services Officer
GO/DPTM Mountain Post Training
and Education Center
Fort Carson Colorado 80913

30 Nov 2001 (date)

Dr. Andrew V. Cox
Vice President
University College
Troy State University

November 17 (Date)
ATTACHMENT 1
DoD 1322.8 CRITERIA FOR INSTITUTIONS
PROVING COURSES/PROGRAMS
ON MILITARY INSTALLATIONS

Universities providing courses and programs on military installations will meet the following criteria:

1. Be chartered or licensed by a state government or by the Federal government.

2. Provide proof of compliance with section 1775, (ref (c)), title 38 of United States Code, regarding state approving agency approval of courses, and section 1796, (ref (d)), title 38 United States Code, regarding limitations of advertising, sales, and enrollment practices.

3. Conduct programs only from those offered or authorized by the main campus in accordance with standard procedures for authorization of degree programs by the University.

4. Follow procedures used on the main campus and involve the main campus in the approval of installation programs; faculty selection, assignment, and orientation; and the teaching, monitoring, and evaluation of programs.

5. Provide adjunct or part-time faculty who possess the same or equivalent qualifications as full-time, permanent faculty on the main campus.

6. Deliver installation courses that carry identical credit values, represent the same content and experience, and contain the same student evaluation procedures as courses on the main campus.

7. Accept credit for courses given off-campus at the same value as those given on campus and include such credit in the fulfillment of residency and other degree requirements.

8. Provide or arrange for library and other reference and research resources that are appropriate for the level of the academic offerings.

9. Maintain the same admission, grading, academic, and graduation standards as those on the main campus.

10. Ensure regular and frequent contact between campus-based faculty and off-campus faculty, administrators, and other University representatives.

11. Regularly assess and evaluate program effectiveness using evaluation techniques appropriate to the level and type of program, for example, examinations scored by external norms, student course critiques, faculty monitoring of classes, and faculty review of final examinations.
12. Provide students with regular and accessible advisement services.

13. Charge tuition and fees that correspond to those charged to nonmilitary clientele except when need for variance can be documented. High enrollment courses must be used to underwrite the expense of offering small elective courses and laboratory courses.

14. Ensure a reasonable proportion of tuition income, comparable to that on the home campus, is provided for education support to the Installation (for example, library and laboratory support, computer facilities, equipment, administrative services, and student advisement).

15. Agree to participate in any independent third-party evaluation of postsecondary programs requested by DoD and the Services.
ATTACHMENT 2
FORMAT FOR DOWNLOADING SCHEDULES

An ASCII file on a 3 1/2 inch disk is needed at least 45 days prior to the start of each term. TBA and/or open entry classes cannot be loaded. Do not enter lab days or times.

Each line must contain the following fifteen data elements: FICE School Code, Term, Course Number, Line Number, Course Title, Course Level, Begin Date, End Date, Days, Hours, Credit Hour Cost, Credit Type, Credit Hours, Class Fees, Waiver Flag. The Building and Room elements are optional for each record. These elements must be order as shown separated by the pipe (|) symbol:

FICE School Code|Term|Course#|Line#|Course Title|Course Level|Begin Date|End Date|Days|Hours|Cost|Credit Hour|Credit Type|Credit Hours|Class Fees|Waiver Flag|Building|Room

*NOTE-elements should all be on ONE line, not on separate lines as displayed

Each line of the data DOES NOT start with a pipe symbol but DOES end with a pipe symbol. All 15 required elements of each record must be present and correct. Character data should be in caps and blank lines will cause an error message to be display during the loading of the data.

Description of Data Elements:

FICE School Code - Must be 6 digits (refer to additional clarification)
Term - Must be 3 digits (refer to additional clarification)
Course Number - May be up to 9 characters
Line Number - Must be 4 digits, 0 through 9, left filled with 0's as necessary
Course Title - May be up to 20 characters
Course Level - Must be “G” (graduate)
Begin Date - Standard Format: YYYY/MM/DD
End Date - Standard Format: YYYY/MM/DD
Days - Must be in the following format with no repetition (MOTUWETHFRSASU)
  for Monday m or M or mo or MO
  for Tuesday tu or TU
  for Wednesday w or W or we or WE
  for Thursday th or TH
  for Friday f or F or fr or FR
  for Saturday sa or SA
  for Sunday su or SU
ATTACHMENT 2
CONTINUED

Hours - Starting time of class in 24 hour format followed by (-) and ending time. (1200-1430) Will not allow split times, i.e. lecture and lab. Do not end lab days and times.
Credit Cost - Numeric value between 0.00 and 1000.0
Credit Type - Must be “S” (semester)
Credit Hours - Must be a numeric value in range from 1.0 to 9.9
Course Fees - Numeric Value between 0.00 and 1000.00
Cap Waived - Must be “NO” left justified
Building (Optional) - May be up to 7 characters
Room (Optional) - May be up to 7 characters

Additional Clarification:

TERM: Last digit of Government Fiscal Year followed by month (numerically) to express start of the term.
Examples:
Term starts Sep. 1997
Term is 709

Term starts Oct. 1997
Term is 810

CAP WAIVED: Always “NO” left justified

Example:
MAN 602, 14 Jan-24 Mar 1998, T,T, 5:30p-7:50p
001047|801|MAN 602|0000|Research Methods|G|1998/01/14|1998/03/24|TUTH|1730-1950|198.00|S|3|0.00|NO|
ATTACHMENT 3
TROY STATE UNIVERSITY
REFUND POLICY

Students who drop or withdraw by close of business 7 days after the term begins are entitled to 100% tuition refund. For all weekend courses, the refund period ends by close of business on Monday after the first weekend class. Students who drop or withdraw after the midterm date will have course hours charged to their GPA.
ATTACHMENT 4
FORMAT FOR DOWNLOADING GRADES

An ASCII file on a 3 1/2 disk is needed. Suspense is 20 working days after the end of each term.

Each line must contain the following seven data elements: FICE School Code, Term, Course Number, Line Number, SSN, Grade and Grade Date. These elements must be ordered as shown separated by the pipe (|) symbol:

FICE School Code|Term|Course#|Line#|SSN|Grade|Grade Date|

Note that each line of data does NOT start with a pipe symbol but does end with a pipe symbol.

Description of Data Elements:

FICE School Code - Must be 6 digits, 0 through 9
Term - Must be three digits, last digit of Government fiscal year followed by numeric month of year (i.e., 706)
Course Number - May be up to 9 characters. Must be entered the same as in class text file
Line Number - Must be 4 digits, 0 through 9, left filled with 0's as necessary (0003).

Must be entered the same as in class text file.

334 = Must be 3 digits, 0 through 9
Grade - Must be one of the following selections left justified:


Grade Date: Formatted (YYYY/MM/DD) or can be entered as T (today).

Examples:

001047801MAN 602|0000|002002222|A|19980401|
The high dollar value and security issues associated with the computerized classrooms necessitate this addendum to clarify the requirements of paragraphs 24 and 27, Part A found on Page 5.

1. To protect the automated data processing equipment contained in the rooms and to ensure that Army data security policies are met, Troy State University and its instructors using the computer classrooms will adhere to and enforce the following requirements:

a. No food or drink is allowed in computer classrooms.
b. The instructor will maintain a seating chart. The Education Center will give a blank seating chart to the Troy State University coordinator. Students will use the same workstation for the duration of the course. The instructor or college coordinator will supply a copy of the seating chart to the Education Center Distance Learning Manager after the first class session, updated as necessary.
c. Data will be saved to floppy disks only.
d. Passwords will not be published on handouts or syllabus. Instructors will not leave passwords written on whiteboards or other media when the classroom is not in use.
e. Internet usage must be directly related to the subject matter of the course.
f. Loading of any software without the consent of the Distance Learning Manager is prohibited.
g. Use of any peripheral device without the consent of the Distance Learning Manager is prohibited.
h. At the end of a class session, the instructor will have students close open files, and return the workstation computer to the Windows desktop.
i. An instructor or representative of the college must be present in the computer classroom during all hours that the classroom is under their care.
j. An instructor or representative of the college must secure the computer classroom following the completion of each class session.

2. Any violation of the above requirements may result in the Education Center barring students or instructors from using the computer classrooms.

3. Reckless or intentional damage to or misuse of government equipment may result in criminal prosecution of the responsible individual(s) by the appropriate authorities.

4. Troy State University agrees to pay for repairs or replacement of hardware or software that is destroyed due to the intentional or negligent actions of their staff or students while a computer classroom is under their care.
ATTACHMENT 5
TUITION AND FEE SCHEDULE

$233/credit hour
(after Mar 2001)

$220.00 per credit hour (semester)
50.00  admission fee
75.00  MAT fee
50.00  graduation fee

—before March 2001
APPENDIX B
TROY STATE UNIVERSITY MISSION 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.
APPENDIX C
MASTER OF SCIENCE IN
MANAGEMENT
SPIE
SPIE FOR THE MASTER OF SCIENCE IN MANAGEMENT (MSM)
DIVISION: UNIVERSITY COLLEGE, WESTERN REGION
DATE FORWARDED TO SUPERVISOR: October 8, 2000 (Rev. 5/30/01)

1. STATEMENT OF THE PURPOSE OF THE PROGRAM

A. Purpose of Program:

"The Master of Science in Management (MSM) is a professional program designed to offer the graduates of diversified undergraduate programs an opportunity to obtain a proficiency in management skills and decision making which will enable them to carry out managerial responsibilities in both the private and public sectors. All graduates from the MSM program will complete a five-course core, a three-course concentration, and two elective courses suitable to the individual student's academic and employment background and specific career objectives. The program will thus provide students the opportunity to gain an understanding of the subject matter that will enhance their career opportunities."

B. Portions of TSU's purpose statement that are applicable:

"The University offers associate, bachelor's, master's, and educational 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 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 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."
2. HOW THE PURPOSE IS ACCOMPLISHED

A. Structure:
   1. Students graduating with the MSM degree will have successfully completed the following curriculum:

   a) Program course requirements – 30 SH (10 courses)
      NOTE: MAN 5501 (Survey of Business Concepts) is a prerequisite course taught as a pass/fail grade and is not included as part of the 10 course requirement. Students completing MAN 5501 will complete an 11-course program.

   b) Required core courses (5):
      MAN 6602 - Research Methods in Management
      MAN 6676 - Organizational Behavior
      IS 6679 - Management Information Systems
      MAN 6685 - Management Strategy
      MAN 6696 - Financial Analysis

   c) Three (3) additional courses in one (1) concentration area:

      **Human Resources Management Concentration:**
      MAN 6678 Human Resources Management (Required)
      MAN 6624 Labor Law
      HRM 6601 Legal Environment of Personnel Decisions
      HRM 6622 Human Resources Staffing
      HRM 6623 Training and Human Resources Development
      HRM 6619 Seminar in Human Resources Administration
      HRM 6632 Compensation Management
      HRM 6645 International Human Resources Management

      **General Management Concentration:**
      MAN 6624 Labor Law
      MAN 6645 Quantitative Methods
      MAN 6655 Managerial Economics
      MAN 6656 Economic Forecasting
      MAN 6657 International Economics
      MAN 6665 Marketing Management
      MAN 6670 Seminar in International Management
      MAN 6673 Operations Management
      MAN 6674 Business Ethics
      MAN 6675 Organization Theory
      MAN 6677 Systems Management
MAN 6678  Human Resources Management
MAN 6695  Accounting Analysis

**International Management Concentration:**
MAN 6670  Seminar in International Management (Required)
MAN 6657  International Economics
POL 6631  Intercultural Communication
POL 6632  Politics of International Marketing
POL 5552  International Law

d) Electives (2 courses): Electives may be selected from any appropriate graduate business administration/management degree program, MSM, PME courses approved by the TSU Graduate Council, HRM, independent study completed with a TSU faculty member, or with prior approval, selected, MPA courses.

e) Successful completion of a comprehensive examination is required for graduation. Students will be examined on the ability to synthesize the content of the core courses through the administration of a comprehensive examination. Students will have also completed all other graduation requirements as listed in the Graduate Bulletin.

2. Cross listing of TSU courses will be permitted as follows:

MAN 6602  -  HRM 6602
MAN 6624  -  HRM 6604
MAN 6657  -  POL 6620
MAN 6675  -  HRM 6620 or PA 6620
MAN 6676  -  PA 6646
MAN 6678  -  HRM 6603
IS 6679  -  HRM 6679 or PA 6679

3. Graduating students will have completed a Student Exit Assessment Instrument prior to graduation.

4. MSM graduates will be sent the alumni surveys.

B. Content

The completion of the following courses supports the program’s purposes as follows:

1. The student completing the five core courses of MAN 6602, MAN 6676, IS 6679, MAN 6696, and MAN 6685 gains a proficiency in the effective management of people and other resources.

2. The student completing three courses from the accounting concentration electives of MAN 6600, MAN 6690, MAN 6691, MAN 6693, MAN 6698, and MAN 6699 gains knowledge of the relationship between accounting and management.
3. The student completing three courses from the general management concentration electives of MAN 6645, MAN 6655, MAN 6656, MAN 6665, MAN 6673, MAN 6674, MAN 6675, MAN 6677, MAN 6695 gains knowledge of the general management of organizational resources.

4. The student completing three courses from the human resources concentration electives of MAN 6678 (Required), MAN 6624, HRM 6619, HRM 6632, HRM 6601, HRM 6645, HRM 6622, HRM 6623, or PA 6623 gains a knowledge of the relationship between human resources management and the general management function.

5. The student completing three courses from the international management concentration electives of MAN 6670 (Required), MAN 6657, POL 6631, POL 6632, POL 5552 gains knowledge of the management in the international context.

3. EXPECTED RESULTS

A. At least 75% of the students will pass the end of program comprehensive exam on their first attempt. The questions and case selection will be finalized by the Troy campus faculty to insure commonality of knowledge, and will be administered and corrected by the relevant branch faculty. Comprehensive Exams will be placed in the Troy Campus student files.

B. Student Exit Assessment Instrument.
With reference to appropriate questions on the Student Exit Assessment instrument, at least 75% of students will rank the quality of education received as at least adequate to enhance their career.

C. One-and Five-Year Alumni Surveys.

1. The Alumni Survey will show that 75% of the respondents have an extremely high or high satisfaction with their selected Troy State University degree program. The survey will demonstrate this for graduates one and five years.

2. At least 75% of the students responding to the one and five year alumni survey will strongly agree or agree, or answer affirmatively:

a) The program provided useful information to their chosen careers.
b) Their courses stimulated their thinking concerning business and management.
c) The grades they received in their degree program were representative of what they learned.

4. ASSESSMENT INSTRUMENTS

A. Comprehensive examination for all graduates.
B. The Student Exit Assessment Instrument.
C. One-year-out and five-year-out alumni survey.

5. PROCEDURES FOR ADMINISTERING ASSESSMENT INSTRUMENTS

A. The Comprehensive exam may be taken by all students following the successful completion of no fewer than four of the MSM core courses and MAN 6685 (Management Strategy). A published comprehensive case study to be used as the basis for the comprehensive examination will be approved by the Troy Campus business faculty. The examination will be administered in a standardized manner (i.e., proctored, no outside references, six-hour setting, no breaks) and graded by appropriate branch faculty using common questions and standards approved by the Dean, Sorrell College of Business. Copies of the graded exams will be sent to the Dean, Sorrell College of Business.

B. Upon applying for graduation, all students will complete a Student Exit Assessment Instrument as part of the graduation process at their location. The senior TSU representative at each teaching site will ensure that each student completes the instruments. The instruments will be sent each term to the Academic Dean for University College.

C. Alumni surveys will be sent to one-year-out and five-year-out graduates annually from the office of the Dean of Academic Affairs of University College.

D. Annually, the results of these instruments, i.e., pass rate on comprehensive exams, Exit Assessment Instruments, and alumni surveys, will be distributed to University College directors and faculty and Troy campus deans, chairmen, and faculty.

6. STATEMENTS OF THE RESULTS OF ASSESSMENT

A. Persons/Positions Designated To Analyze The Results

1. Dean, College of Business
2. Department chairs, Troy campus
3. Graduate Programs Coordinator, Sorrell College of Business
4. Dean of Academic Affairs, University College
5. Director, Western Region, University College

B. Persons/Positions Designated To Formulate, If Necessary, The Means To Strengthen Or Improve The Program

1. Dean, College of Business
2. Department chairs, Troy campus
3. Graduate Committee, Sorrell College of Business
4. Graduate Programs Coordinator, Sorrell College of Business
5. Dean of Academic Affairs, University College
6. Directors, University College
C. **Persons/Positions Designated To Be Responsible For Implementing The Plan For Improvement**

1. Dean, College of Business  
2. Department chairs, Troy campus  
3. Graduate Programs Coordinator, Sorrell College of Business  
4. Dean of Academic Affairs, University College  
5. Directors, University College

D. **Date Of Implementation Of Plan For Improvement**  
Any review, discussion and plans for implementation that should be required if expected assessment results are not achieved will be documented by minutes and/or a report that is placed on file in the office of the chair and dean.
APPENDIX D
FACULTY ROSTER
<table>
<thead>
<tr>
<th>NAME/STATUS</th>
<th>HIGHEST DEGREE SCHOOL/MAJOR/GSH</th>
<th>NEXT HIGHEST DEGREE</th>
<th>TEACHING RESPONSIBILITY (CERT DATE)</th>
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<td>Werling, Steven</td>
<td>Ph.D/Business Administration University of Kentucky Total GSH: 57 Bus Admin: 27 GSH Mgt: 18 GSH Stat: 6 GSH Econ: 3 GSH Mktg: 3 GSH</td>
<td>MBA University of Dayton Total GSH: 33</td>
<td>HRM 6622 (9-1-98)</td>
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<td>Brechtel, Donald</td>
<td>DBA/Florida State University Major: Management Total GSH: 50 Management: 35 GSH QM/ECO: 15 GSH</td>
<td>MBA/Florida State University Major: Bus. Admin Total GSH: 24</td>
<td>MAN 6673 (7-8-94)</td>
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<tr>
<td>NAME/STATUS</td>
<td>HIGHEST DEGREE</td>
<td>NEXT HIGHEST DEGREE</td>
<td>TEACHING RESPONSIBILITY (CERT DATE)</td>
</tr>
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<tr>
<td>P/T</td>
<td>Major: Management</td>
<td>Inter. Business</td>
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<td>Total GSH: 29</td>
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<td>Phillips, James</td>
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<td>MS/Social Science</td>
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<td>Total GSH: 23</td>
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<td>ECON: 11 GSH</td>
<td>MAN 6602 (7-25-96)</td>
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<td>MBA/Troy State University</td>
<td>BA/Univer. of Phoenix</td>
<td>MAN 5501 (6-1-99)</td>
</tr>
<tr>
<td>P/T</td>
<td>Total GSH: 30</td>
<td>Total GSH: 0</td>
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<tr>
<td></td>
<td>Over 20 years of management and administrative responsibility.</td>
<td></td>
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</tr>
<tr>
<td>Ingram, Earl</td>
<td>Ph.D/Auburn University</td>
<td>MS/Auburn University</td>
<td>MAN 6670 (7-17-89)</td>
</tr>
<tr>
<td>F/T</td>
<td>Major: Industrial/Organ.</td>
<td>Major: Psychology</td>
<td></td>
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<tr>
<td>MC</td>
<td>Behavior</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MGT: Total GSH: 17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brandt, Fred</td>
<td>MS/Labor/University of IL</td>
<td>BA/Rutgers</td>
<td>HRM 6622 (9-1-98)</td>
</tr>
<tr>
<td>P/T</td>
<td>Labor/Industrial Relations</td>
<td>Major: Sociology</td>
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<tr>
<td></td>
<td>Total GSH: 36</td>
<td>Total GSH: 0</td>
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<tr>
<td></td>
<td>Labor/Indus/Rel: 32</td>
<td></td>
<td>More than 13 yrs. experience in HR consulting on labor and HR issues.</td>
</tr>
<tr>
<td>Hoff, Theodore</td>
<td>Ph.D/MT State University</td>
<td>MS/MT State University</td>
<td>HRM 6602 (9-1-98)</td>
</tr>
<tr>
<td>P/T</td>
<td>Economics</td>
<td>Major: Economics</td>
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<tr>
<td></td>
<td>Total GSH: 48</td>
<td>Total GSH: Degree</td>
<td>MAN 6602 (9-1-98)</td>
</tr>
<tr>
<td></td>
<td>ECON: 33 GSH</td>
<td>awarded as part of</td>
<td></td>
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<tr>
<td></td>
<td>MTH: 15 GSH</td>
<td>Doctoral Dissertation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>DISS: Credit hrs. not awarded</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parham, Ryan</td>
<td>JD/Brigham Young University</td>
<td>MBA/Brigham Young U</td>
<td>MAN 6696 (1-20-96)</td>
</tr>
<tr>
<td>P/T</td>
<td>Major: Corporate Law</td>
<td>Major: International</td>
<td></td>
</tr>
<tr>
<td></td>
<td>LAW: 48 GSH</td>
<td>Total GSH: 13.5</td>
<td>MAN 6675 (1-20-96)</td>
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<tr>
<td></td>
<td>ORG BEV: 6 GSH</td>
<td></td>
<td>MAN 6674 (1-20-96)</td>
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<td>MAN 6685 (1-20-96)</td>
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</table>

Adjunct Faculty member with over 12 years corporate law experience, experience working with corporate management, experience in general corporate law, worker’s compensation and insurance defense law.
<table>
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<tr>
<th>NAME/STATUS</th>
<th>HIGHEST DEGREE</th>
<th>NEXT HIGHEST DEGREE</th>
<th>TEACHING RESPONSIBILITY (CERT DATE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Smith, William F/T</td>
<td>M ACC/CPA NM State University Total GSH: 27 ACCT: 18 GSH FIN: 3 GSH MGT: 6 GSH CPA in Texas and New Mexico Doctoral Work in Progress: NMSU Anticipated completion: 2002 Extensive work for big 10 accounting firms, extensive speaking at professional conferences. Award winning faculty member at New Mexico State University (an AACSB accredited university).</td>
<td>B ACC NM State University GSH: 0</td>
<td>MAN 6695 MAN 6696 (12-12-96)</td>
</tr>
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</table>

Additional full-time or adjunct faculty, who are certified to teach by the main campus, may be utilized if schedule requires additional faculty.
APPENDIX E

STUDENT COURSE CRITIQUE
and
GRADUATING STUDENT QUESTIONNAIRE
TSU WESTERN REGION COURSE SURVEY

NOTE: All survey results for this course will be combined into one summary, which will be distributed to the Regional Director, the Director of Academic Affairs at main campus, and to the professor after grades are received. Your candid responses are appreciated.

Term/Academic Year
Course Title
Course Number
Professor's Name

INFORMATION THAT WILL AID STATISTICAL ANALYSIS

1. What is your degree objective?

2. How many TSU courses have you taken, including this one?

3. Have you taken graduate courses at another college or university?
   YES
   NO

STUDENT SUPPORT SERVICES

4. In general, do you feel that the Troy State office does a good job of taking care of your academic service needs:
   YES
   NO

5. Books were available for your course when you registered:
   YES
   NO

6. Syllabi were available for your course when you registered:
   YES
   NO

7. Course was announced far enough in advance to enable you to plan:
   YES
   NO

CONTINUED
EVALUATION OF THE PROFESSOR

Strongly Agree = SA
Agree = A
No Opinion = N
Disagree = D
Strongly Disagree = SD

8. If I had a choice, I would take this professor again. *(Circle appropriate response)*
<table>
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<th>SA</th>
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<td>5</td>
<td>4</td>
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9. Professor obviously took his/her obligation to thoroughly prepare for class seriously.
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<tr>
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</table>

10. Professor demonstrated a knowledge of subject matter.
    | SA | A | N | D | SD |
    |----|---|---|---|----|
    | 5  | 4 | 3 | 2 | 1  |

11. The professor presented the subject matter clearly.
    | SA | A | N | D | SD |
    |----|---|---|---|----|
    | 5  | 4 | 3 | 2 | 1  |

12. The professor clarified course material when requested.
    | SA | A | N | D | SD |
    |----|---|---|---|----|
    | 5  | 4 | 3 | 2 | 1  |

13. The professor graded fairly.
    | SA | A | N | D | SD |
    |----|---|---|---|----|
    | 5  | 4 | 3 | 2 | 1  |

14. The professor reported grades to students within a reasonable time.
    | SA | A | N | D | SD |
    |----|---|---|---|----|
    | 5  | 4 | 3 | 2 | 1  |

CONTINUED
15. The class readings were at the level of sophistication I expected of a master's course.

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Comments (more space last page):

16. The amount of work required in this class was what I expected of a master's course.

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Comments (more space last page):

17. The professor encouraged class participation.

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18. Professor was willing to meet with students out of class to provide additional help.

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19. Professor provided satisfactory feedback on written work.

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</table>

20. I would say that in this course I handed in this many pages of outside written work:

USE OF EDUCATIONAL SUPPORT FACILITIES & SERVICES

21. This course required me to use resources in the base library:

__________ YES
__________ NO

22. This course required me to use interlibrary loan at the base library:

__________ YES
__________ NO

CONTINUED
23. For this course, I found another library in the area helpful?
   YES (Please specify: ____________________________).
   NO

24. For this course, I did on-line research from my home PC:
   YES
   NO

25. Do you own or have access to a copy of the TSU Library Handbook?
   YES (Please Go To Question 26)
   NO (Please Go To Question 27)

26. If you have access to a TSU Library Handbook, how useful is it?
   Very useful.
   Somewhat useful
   It is of little or no help.
   I have not looked at it yet and have no opinion.

27. I received a "Library Alert" in this class to help me with my research. (This question refers to course-specific information prepared by the regional librarian as a class handout to identify journals, indices, CD-ROM products or other aids to facilitate student research).
   YES (Please Go To Question 28)
   NO (Please Go To Question 29)

28. If you received a "Library Alert", how useful was it to you?
   Very useful.
   Somewhat useful.
   It was of little or no help to me.
   I really did not look at it.

29. Did the Troy State librarian give your class a briefing?
   YES (Please go to Question 30)
   NO (Please go to Question 31)

30. If the librarian gave a briefing to your class, how useful was it?
   Very useful.
   Somewhat useful.
   I did not get much out of the briefing.
   I missed the briefing and cannot evaluate it.

CONTINUED
OTHER SUPPORT FACILITIES

31. The Education Center provides the classroom space fro instruction. Would you say that the classroom used for your course was at least adequate for educational purposes?

__________ YES

__________ NO

If "no", please briefly explain your answer (more space last page):

32. Some TSU courses should incorporate statistical software, spreadsheets, or computer simulations into instruction. The fact that your course may not have done so is not necessarily a negative reflection on the instructor, since not all courses lend themselves to these types of computer applications. This said, please indicate which statement best describes your course. Note that the statements are NOT concerned with word processing:

____ Instructor required extensive use of statistical software, spreadsheets, or simulations.
____ Instructor required some use of these applications but not a lot.
____ Instructor required little or no use of these applications.

33. This question concerns the Computer Lab provided jointly by Troy State University. Did you use the Lab for ANY reason this term, whether for this course or not (word processing or otherwise)?

__________ YES (Please answer Questions 34-36)

__________ NO (Please go to the questions on weekend format [Q 37 ff] if yours was a weekend class. Otherwise, please use last page for additional comments.)

34. If you used the Education Center Computer Lab, what was your level of use?

__________ I used their computers frequently.

__________ I used their computers sometimes but not a lot.

__________ I used their computers only once or a few times.

35. The Computer hardware/software that you used appeared to be in working order.

__________ YES

__________ NO

36. The printer that you used was functioning and supplied with paper:

__________ YES

__________ NO

ADDITIONAL QUESTIONS FOR WEEKEND STUDENTS

37. How many weekends did this course run?______________

CONTINUED
38. How many courses have you taken on a weekend basis? __________

39. In general, would you say that the weekend format allowed you to achieve a level of competence in this course that is comparable to what you could have achieved under a more traditional course format?

- YES
- NO

40. Do you feel that this course covered less material than if it had been offered on a more traditional format?

- YES
- NO

41. Do you feel that the weekend format is so intensive that it has adversely affected your ability to retain what you learned in this course?

- YES
- NO

42. How would you describe your professor's teaching style?

- Reliance entirely on lecture.
- Lecture, with highly structured opportunities for class or group discussion.
- Teaching primarily through class presentation or roundtable discussion.

ANY ADDITIONAL COMMENTS THAT YOU WOULD LIKE TO MAKE.

THANK YOU FOR COMPLETING THIS SURVEY
GRADUATING STUDENT QUESTIONNAIRE
University College - Troy State University

The purpose of this survey is to obtain graduating student opinions of the undergraduate or graduate programs within University College of Troy State University. Your responses will be combined with the responses of other graduating students to help determine strategic plans for the future of degree programs at Troy State. These plans will provide academic and administrative guidelines to ensure that Troy State graduates are adequately prepared to advance their civilian and/or military careers. Please answer the following questions in an honest straight-forward manner. Your responses will be kept in strictest confidence. Thank you.

Classification

1. A. Which degree program (s) will you be completing at Troy State University?

B. Campus Location (State/Country)?

C. Year Graduating?

2. Please indicate your main reason for selecting this degree program.

   _____ A. Employment Availability
   _____ B. Career Enhancement
   _____ C. Earnings Opportunity
   _____ D. Interesting Learning Experience
   _____ E. Suggested by Friends/Relatives
   _____ F. Government Financial Support
   _____ G. Other, please specify

3. What was the main reason for selecting Troy State's degree program?

   _____ A. Relatively low tuition
   _____ B. Career Enhancement
   _____ C. Earnings Opportunity

4. My level of satisfaction with my selected Troy State University degree program is:

   _____ A. Extremely High
   _____ B. High
   _____ C. Neutral
   _____ D. Low
   _____ E. Extremely Low
Comments: 

Academics

5. The grades I received in my degree program were representative of what I learned.

   ___ A. Strongly Agree
   ___ B. Agree
   ___ C. Neutral
   ___ D. Disagree
   ___ E. Strongly Disagree
   ___ F. No Opinion

6. Courses in my degree program provided useful information in my chosen career field.

   ___ A. Strongly Agree
   ___ B. Agree
   ___ C. Neutral
   ___ D. Disagree
   ___ E. Strongly Disagree
   ___ F. No Opinion

7. Troy State University's courses stimulated my intellectual thinking concerning the subject area.

   ___ A. Strongly Agree
   ___ B. Agree
   ___ C. Neutral
   ___ D. Disagree
   ___ E. Strongly Disagree
   ___ F. No Opinion

Comments: 

______________________________________________

______________________________________________
8. In your TSU degree program, do you feel the instructors were: (circle Yes, No or No Opinion)

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<tbody>
<tr>
<td>A. Knowledgeable</td>
<td>Yes</td>
<td>No</td>
<td>No Opinion</td>
</tr>
<tr>
<td>B. Well Prepared</td>
<td>Yes</td>
<td>No</td>
<td>No Opinion</td>
</tr>
<tr>
<td>C. Timely in returning graded assignments</td>
<td>Yes</td>
<td>No</td>
<td>No Opinion</td>
</tr>
<tr>
<td>D. Learning Stimulators</td>
<td>Yes</td>
<td>No</td>
<td>No Opinion</td>
</tr>
<tr>
<td>E. Good Communicators</td>
<td>Yes</td>
<td>No</td>
<td>No Opinion</td>
</tr>
<tr>
<td>F. Fair in Grading</td>
<td>Yes</td>
<td>No</td>
<td>No Opinion</td>
</tr>
<tr>
<td>G. Enthusiastic</td>
<td>Yes</td>
<td>No</td>
<td>No Opinion</td>
</tr>
<tr>
<td>H. Available for Counseling</td>
<td>Yes</td>
<td>No</td>
<td>No Opinion</td>
</tr>
<tr>
<td>I. Consistent in Keeping Classes for the scheduled time</td>
<td>Yes</td>
<td>No</td>
<td>No Opinion</td>
</tr>
<tr>
<td>J. Prompt for classes</td>
<td>Yes</td>
<td>No</td>
<td>No Opinion</td>
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Comments: ____________________________________________

9. Library reference materials were available for my research assignments.

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<td>A. Strongly Agree</td>
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<td>B. Agree</td>
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<td>C. Neutral</td>
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<td>D. Disagree</td>
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<tr>
<td>E. Strongly Disagree</td>
<td></td>
</tr>
<tr>
<td>F. No Opinion</td>
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Comments: ____________________________________________

10. Computers and computer software, beyond word processing, were incorporated into at least one TSU course in my degree program.

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<tr>
<td>A. Strongly Agree</td>
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<td>B. Agree</td>
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<td>C. Neutral</td>
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<td>D. Disagree</td>
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<tr>
<td>E. Strongly Disagree</td>
<td></td>
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<tr>
<td>F. No Opinion</td>
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</tbody>
</table>
11. Considering my total education at TSU, I feel that I have been adequately prepared to achieve my personal and professional goals?

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly Disagree
- F. No Opinion

Comments: ________________________________________________________________
________________________________________________________________________

12. What improvements in your chosen TSU degree program would you suggest?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Non-Academics

13. The following Troy State services were responsive to my education needs in a professional manner:

A. Records
   - Including transcripts, grade reports, and transfers

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly Disagree
- F. No Opinion

Comments: ________________________________________________________________
________________________________________________________________________
B. Registration

A. Strongly Agree
B. Agree
C. Neutral
D. Disagree
E. Strongly Disagree
F. No Opinion

Comments:

C. Financial Aid

A. Strongly Agree
B. Agree
C. Neutral
D. Disagree
E. Strongly Disagree
F. No Opinion

Comments:

D. Counseling

A. Strongly Agree
B. Agree
C. Neutral
D. Disagree
E. Strongly Disagree
F. No Opinion

Comments:

14. A. Are you currently employed?

1. Yes
2. No
B. If yes, what is the nature of your employer's business?

______ 1. Manufacturing
______ 2. Education
______ 3. Retail/Wholesale
______ 4. Construction
______ 5. Self Employed
______ 6. Military
______ 7. Other, Please Specify ____________________________

15. What is your age?

_____ A. 18-29
_____ B. 30-39
_____ C. 40-49
_____ D. 50-59
_____ E. 60 or above

16. Are you:

_____ A. Male
_____ B. Female

17. Your Ethnicity:

_____ A. Asian
_____ B. Native American
_____ C. Hispanic
_____ D. Afro-American
_____ E. Caucasian
_____ F. Mixed Ethnicity

18. Please indicate your current personal annual gross income range:

_____ A. Under $15,000 - $29,999
_____ B. $15,000 - $29,999
_____ C. $30,000 - $39,999
_____ D. $40,000 - $49,999
_____ E. $50,000 - $59,999
_____ F. $60,000 - $69,999
_____ G. $70,000 or above
APPENDIX F
FACULTY EVALUATION SYSTEM
COMPREHENSIVE FACULTY EVALUATION PLAN

This evaluation plan is developmental in that it emphasizes documenting progress toward goal attainment. It is tied directly to the Faculty Handbook in all of its elements and to the development of a portfolio that will serve as a basis for promotion and tenure application. It is designed to allow the Department Chair/Supervisor to guide faculty members through the promotion and tenure process in an advocacy role.

This plan is not intended to be an exhaustive or exclusive program for portfolio development. It is a framework which may also include peer evaluations, student evaluations, and other types of data. The annual cycle is defined as summer, fall, winter, and spring quarters; i.e., one complete academic year.

1. PROFESSIONAL DEVELOPMENT PLAN -- submitted annually by all Faculty Members by October 15.

2. YEAR-END SELF EVALUATION ------------ submitted annually by all Faculty Members by August 15.

3. SUPERVISOR'S REVIEW ------------------ required yearly for non-tenured Faculty; required every two years for tenured Faculty below the rank of Professor (review combined over a two-year period, cumulative with a Mid-Point Conference Required); required every three years for tenured Faculty at the rank of Professor (review combined over a three-year period, cumulative); submitted by supervisor by September 15.

4. Copies will be filed in the Dean's Office and the Provost's Office.

5. Copies will be made available to the Faculty Promotion and Tenure Committee, and other University committees, as appropriate.
PROFESSIONAL DEVELOPMENT PLAN

Name ________________________________

Highest Degree ___________ Field ____________________________

Rank ________________________________

Date of Appointment to current rank ______________

Date of initial Employment at TSU ______________

Will you be eligible for promotion in this academic year? ______

Instructions: Using the applicable portions of the Faculty Handbook Sections 3.1; 3.2; 3.3; 3.4; 3.5; and 3.6, together with the relevant items from the Supervisor’s Review, describe your goals for professional development during the academic _____________.

Part I. TEACHING (3.4.2) Weight ________ (60%-80%)

Part II. SCHOLARLY & CREATIVE ACTIVITIES (Combine 3.4.5 & 3.4.6)
Weight _______ (10%-30%)
Part III. SERVICE (Combine 3.4.4 and 3.4.7) Weight ________ (10%-30%)

Part IV. OTHER PLANS FOR PROFESSIONAL DEVELOPMENT

Faculty Member’s Signature

Date

Supervisor’s Review

I certify that I have reviewed this Professional Development Plan.

Supervisor’s Signature

Date: ________

Remarks:
YEAR-END SELF EVALUATION

Instructions: Summarize the completion of goals in each area:

I. TEACHING

II. SCHOLARLY & CREATIVE ACTIVITIES

III. SERVICE

IV. OTHER

ADDITIONAL ACTIVITIES COMPLETED (Not included on Professional Development
Plan; add additional pages as necessary)

Faculty Member's Signature __________________________ Date __________________

I certify that I have reviewed this Year-End Self Evaluation.

Supervisor's Signature ________________________________

Date: __________________

Remarks:
SUPERVISOR'S REVIEW OF FACULTY PERFORMANCE

TEACHING

Section 1: Student Evaluation

Instructions: In this section, 3.4.2 Student Evaluation, insert the average of all courses evaluated for the year using the Instructor and Course Assessment scores for item 1-9.

1. Was prepared for class

2. Demonstrated knowledge of the subject matter

3. Presented subject matter clearly

4. Encouraged class participation

5. Clarified material for the student when requested

6. Showed an interest in student achievement

7. Kept appointments with students

8. Reported grades to the students promptly

9. Graded fairly

Section 2: Supervisor's Evaluation

Instructions: Rate the Faculty member being evaluated on a scale from low to high with 1 being the lowest rank and 5 the highest rank (NA = Not Applicable).

1. demonstrates command of subject...............................NA  1 2 3 4 5

2. organizes subject matter clearly.................................NA  1 2 3 4 5

3. maintains knowledge of current developments in teaching discipline.................................NA  1 2 3 4 5

4. relates subject matter to other areas..............................NA  1 2 3 4 5

5. motivates students and broadens students interest in the subject.................................NA  1 2 3 4 5
6. uses effective teaching methods and strategies..................NA 1 2 3 4 5

7. available for and effective in academic and career advising..................NA 1 2 3 4 5

8. effective in directing students in clinical, internship, or thesis work..................NA 1 2 3 4 5

9. demonstrates integrity and objectivity in teaching........................NA 1 2 3 4 5

10. uses class time efficiently..................................................NA 1 2 3 4 5

11. creative and innovative in designing and presenting instruction................NA 1 2 3 4 5

12. demonstrates adherence to established policies and procedures of the University...........NA 1 2 3 4 5

13. works effectively with other faculty members........................NA 1 2 3 4 5

14. prepares properly and adheres to course syllabi........................NA 1 2 3 4 5

15. utilizes effectively available technology..................................NA 1 2 3 4 5

**Scholarly & Creative Activities**

*Instructions:* The supervisor will review the Faculty Member's activities and provide an explanation for appropriate items in accordance with the category items. Any exceptions will be recommended by the Supervisor and approved by the Dean. Supporting evidence will be provided for goal accomplishment.

**Section 1: Scholarship**

*Item*
1. Publications (refereed)
2. Artistic works/performance (recognized quality)

3. External research grants & projects obtained

4. Inventions & Patents

5. Publications (non-refereed)

6. Paper (refereed) presentation before learned societies

Section 2: Professional Competence

7. Receipt of awards, fellowships, internal grants, etc.

8. Advanced degree, post-doctoral education, certifications, clinical practice, etc.
9. Appointment or election in a scholarly or professional capacity to state, regional, or national post

10. Participation in conference or professional organizations

11. Creation of educational materials

12. Review of scholarly work

13. Poster sessions/presentations (non-refereed papers)

14. Submitted research grant (external to university)

15. Papers submitted & waiting publication (one/AY)
16. Participation in special programs, WAC, etc.

Exceptions:

_________________________  _______________________
Faculty Member             Supervisor

EXCEPTION: RECOMMENDED________________SUPERVISOR

EXCEPTION: APPROVED________________DEAN
Service

Instructions: The Supervisor will review the Faculty Member's activities and provide an explanation for appropriate items in accordance with the category items. Supporting evidence will be provided for goal accomplishment.

Section 1: Service to the University

Item

1. Service on and participation in the business of University-wide standing or ad-hoc committees and councils:
   a. Chairperson

   b. Member

2. Service to and participation in the business of the regular faculty.

3. Service as a sponsor of or advisor to student groups and student organizations.

4. Fulfillment of special assignments (e.g., administrative assignments, recruitment, research for the University accreditation studies).

5. Service in support of student recruitment.
6. Directing or managing an administrative unit; managing programs or projects.

Section 2: Service To The College/School

7. Service to and participation in the business of college/school standing or ad hoc committees and councils:
   a. Chairperson
   b. Member

8. Service to and participation in the business of the faculty.

9. Service as a faculty advisor for students.

10. Service as a supervisor or sponsor for student interns.

11. Attendance or participation in college/school or campus functions and activities.
Section 3: Service To The Community

12. Service in the individual’s professional area as a consultant or in a research capacity to public or private agencies.

13. Service as a resource person.

14. Speeches and lectures to community groups.

15. Active participation in community activities which enhance the image of the University.

16. Service provided to promote continuing education and professional development within the community.

17. Civic organizations:
   a. Officer
   b. Member
Exceptions:

RECOMMENDED ________________________ SUPERVISOR

APPROVED ________________________ DEAN

Documentation:

Letters of recognition, appreciation, confirmation, or appointment.

Copies of awards, grants, or fellowships.

Copies of in-house publications, books, inventions, copyrights, patents, paper presentations, conference, workshop, or seminar sessions.

Supervisor evaluations.

Peer reviews.

Student evaluations of instruction.

Nondisciplinary research or publications.

Special recognitions.
Overall Evaluation

Remarks:

1. Teaching

2. Scholarly & Creative Activities

3. Service
4. Other (add additional pages as needed)

Supervisor’s Signature

Date

Faculty Member’s Review

I certify that I have reviewed this evaluation by my supervisor.

Faculty Member’s Signature

Date

Remarks:
APPENDIX G
COMPUTER LAB AGREEMENT
July 11, 2001

Computer Lab Agreement

The purpose of this agreement is to provide adequate computer access to students of Troy State University, Ft. Carson CO. Currently, the Education Center, where Troy State University is located, does not provide computers for students to independently use to work on papers, projects, and assignments. However, Embry-Riddle Aeronautical University and Pikes Peak Community College have purchased and installed computers in Rooms 315B and 315C.

1. Embry-Riddle Aeronautical University and Pikes Peak Community College hereby agree to allow current Troy State University students, faculty, and staff to use computers located in Rooms 315B and 315C.

2. Troy State University in return agrees to supply the Common Use Lab with computer paper, printer cartridges, and other supplies when needed.

3. PPCC agrees to provide a computer lab monitor and to bill TSU and ERAU for a portion of this cost as needed.

4. PPCC agrees that the computer lab monitor will open the common use lab during scheduled hours each week. These schedules will be available to TSU and ERAU students, faculty, and staff each semester. (See attached lab hours).

[Troy State University Signature]
Troy State University

[Emory-Riddle Aeronautical University Signature]
Embry-Riddle Aeronautical University

[PPCC Signature]
Pikes Peak Community College
Computer Lab Hours
Rooms 315B and 315C

Two computer labs in the Education Center, Rooms 315B and 315C, are available for students to use. There are three Pentium computers in Room 315B and six computers in Room 315C.

During computer lab times, you need to check in with the lab monitor in Room 315C. You will need to show your Troy State University ID Card to use the computer lab.

Computer Lab times:

Monday – Wednesday: 9 a.m. – 6:00 p.m.
Thursday – Friday: 10 a.m. – 7 p.m.
Saturday: 9 a.m. – 3:00 p.m.
Sunday: Closed

Internet Access

The computers in both rooms are set up for internet use. To use the internet:

1. Check in with the computer lab monitor. Present your ID. You must read and sign the Student Guidelines For Using Software before computer usage will be permitted. The lab monitor will issue this form to you.
2. Double-click on the Internet Explorer icon.
3. The User ID and Password are already typed into the log-on window. Do not change these. If you need assistance, please see the lab monitor.

Please see “Online Library” handout or your library handbook for using the internet to access library resources.
APPENDIX H

LIBRARY BOOK ORDERS (Page 74)

TSU JOURNAL DATABASES (Page 79)
BOOK ORDERS FOR TSU-FORT CARSON

The lists that follow represent book acquisitions from the Harvard Business School Core Collection to support the Fort Carson MSM graduate program. Annually, books recommended by teaching faculty are purchased. Per TSU procedures, book orders are placed by the Western Regional Librarian through the Acquisitions Department at the TSU Wallace Library. Books are placed in the Fort Carson library for student use.
$29.95

Essays on economics and economists / Coase, R. H. (Ronald Henry) -- Chicago : Un. of Chicago Pr., 1994
$27.95.

Ethics and economic progress / Buchanan, James M. -- Norman : Un. of Oklahoma Pr., 1994
$19.95.

$29.95.

$39.95.

$29.95

$27.95

$45.00.

Managing corporate ethics : learning from America's ethical companies how to supercharge business performance / Aguilar, Francis J. (Francis Joseph) -- New York : Oxford Un. Pr., 1994
$21.00.

Mastering the dynamics of innovation : how companies can seize opportunities in the face of technological change / Utterback, James M., 1941- -- Boston, MA : Harvard Business School Pr., 1994
$24.95.

Understanding organizations: interpreting organizational communication cultures /Bantz, Charles R. — Columbia: Un. of South Carolina Pr., 1993 $34.95.
Suggested titles:


Infotrac SearchBank provides four databases: Expanded Academic, General Business File, Health Reference Center, and Books In Print. These databases cover subjects in general, business, health, and major academic journals, and magazine articles, many of which are full-text. The Books in Print database provides publishing and pricing information for books.

Encyclopedia Britannica is an award-winning encyclopedia, contains articles, images, and Related Internet Links. Also included is Britannica Book of the Year and Features (current events). Encyclopedia Britannica is provided by the Alabama Virtual Library.

ProQuest Direct delivers ABI Inform, a global database of business journals; CJPI (Criminal Justice Periodicals Index); CINAHL (Cumulative Index to Nursing & Allied Health Literature); ProQuest Nursing Journals; Career and Technical Education; Teacher's Journals; and other databases covering newspapers and children's periodicals. Most of the ProQuest Direct databases provide some full-text. [This version of CINAHL does have some full-text. Please also try ProQuest Nursing Journals for more full-text articles.] Format options vary from article to article: abstract, text only, text with image, full-image. Delivery options also vary from article to article: print, e-mail, fax.

SilverPlatter WebSPIRS delivers PsychInfo, Mental Measurements Yearbook, SportsDiscus, and Ulrich's International Periodicals. PsycINFO(R) contains citations and summaries of journal articles, book chapters, books, and technical reports, as well as citations to dissertations, all in the field of psychology and psychological aspects of related disciplines, such as medicine, psychiatry, nursing, sociology,
education, pharmacology, physiology, linguistics, anthropology, business, and law. Journal coverage, spanning 1887-present, includes international material selected from more than 1,300 periodicals written in over 25 languages. Current chapter and book coverage includes worldwide English-language material published from 1987-present. Over 55,000 references are added annually through monthly updates. MLA International Bibliography is produced by the Modern Language Association of America and consists of bibliographic records pertaining to literature, language, linguistics, and folklore. Coverage is from 1963 to the present. The MLA International Bibliography provides access to scholarly research in over 3,000 journals and series. It also covers relevant monographs, working papers, proceedings, bibliographies, and other formats. Mental Measurements Yearbook contains full-text information about and reviews of all English-language standardized tests covering educational skills, personality, vocational aptitude, psychology and related areas as included in the printed MMY. SportsDiscus is available in several languages English (SportDiscus), French (Heracles), and Spanish (Atlanates).

EBSCOhost provides access to a number of different databases. General academic: Academic Search Elite, MasterFILE Premier, Newspaper Source, MAS FullTEXT Ultra; medical information: Clinical Reference Systems, Health Source Plus, USP DI Volume II, Advice for the Patient, Alt-HealthWatch; business: Business Source Elite, and professional educator databases: ERIC, Professional Development Collection are available. Also available are Ethnic NewsWatch Complete, EBCSCO Online Citations, Vocational Search, as well as several databases for the elementary and secondary school students: Funk & Wagnalls New World Encyclopedia, Middle Search Plus, Primary Search, EBCSCO Animals. Many of the EBSCOHost databases are provided through the AVL.

netLibrary is a collection of more than 10,000 free eBooks and a specially created collection of copyrighted eBooks. The eBooks cover a broad range of subject categories. Once you access netLibrary, you must create a netLibrary account with a user name and password. You may choose to read the eBook online, or download it to your computer. First
Electric Library is a general purpose full text database, that concentrates more on magazine articles than journal articles, but that also contains newspapers, TV and radio broadcasts, maps, photos and books. A good resource for secondary students. Electric Library is provided by the Alabama Virtual Library.

SIRS Discoverer(r) on the Web, an informative database designed for children, contains full-text articles falling under one or more of 15 categories: animals, arts, countries, cultures, drugs and alcohol, environment, health & human body, history & government, just for fun, notable people, personal growth, science, social issues, sports, technology. Articles are graded by level of readability from easy to challenging. This informative reference database contains thousands of full-text articles selected from more than 1000 magazines, newspapers and government documents. IRS Knowledge Source(tm) is an online resource that provides integrated access to hundreds of full-text articles, documents and graphics from SIRS highly-acclaimed reference databases -- SIRS Researcher, SIRS Government Reporter, and SIRS Renaissance via one graphical interface. SIRS is provided by the Alabama Virtual Library.

Facts on File delivers African-American History and Culture, an electronic encyclopedia including thousands of entries, covering the entire breadth of African-American history from African beginnings through the slave trade and the civil rights movement to the present. Entries are organized into five sections: Biographies, Encyclopedia, Historical Documents, Gallery, and Maps and Charts. Each entry is cross-referenced through hyperlinks and searchable by topic, by historical era, and by keyword. African-American History and Culture is provided by the Alabama Virtual Library.

Grovier Online provided by the Alabama Virtual Library.

https://tsulib.troyst.edu/uhbtn/validate_troy.pl
The Columbia Granger's World of Poetry Online includes 13,000 poems in full text, and 250,000 poetry citations, commentaries, biographies, bibliographies, notes on form, and a glossary of prosodic terms.

Net Advantage subscription through Network of Alabama Academic Libraries (NAAL). Standard & Poor's Net Advantage combines eleven of our most popular investor information products on a single easy-to-use platform. Each Standard & Poor's Net Advantage product database has been optimized for you, the research professional, to find the information you require quickly and efficiently. In addition, a custom, detailed search screen is available for one to search on practically every field available in each database.

Access Science delivers an encyclopedia of science and technology from McGraw-Hill.

AskERIC (Educational Resources Information Center) is a well-established database that emphasizes educational and psychological coverage of articles and documents.

First Search the OCLC (Online Computer Library Center) electronic database service that provides around 60 databases in a variety of subject areas. FirstSearch is provided by the Alabama Virtual Library.

PubMed Free Access to MEDLINE with sets of related article citations pre-compiled for each article; via National Library of Medicine.

Internet Grateful Med Free access to MEDLINE, AIDSLine, HealthSTAR, etc. via National Library of Medicine.

https://tsulib.troyost.edu/uhtbin/validate_troy.pl
InterLibrary Loan students and instructors can make online requests for interlibrary loan materials.
APPENDIX I
LIBRARY AGREEMENTS
MEMORANDUM OF UNDERSTANDING
FOR COOPERATIVE LIBRARY SERVICES
BETWEEN
FORT CARSON (USA)
AND
TROY STATE UNIVERSITY

This Memorandum of Understanding (MOU) is made between the United States Army
(USA) - Fort Carson (FC)'s Grant Library (FCGL), or its agents, and Troy State University-
Western Region (TSU-WR). The purpose of the MOU is to define the academic library
support/services relationship that exists between the FTGL, or its agents, and TSU-WR and
supersedes any previous written or verbal agreements or understanding. This document is to be
revised and renewed concurrent with renewal or revision of the MOU for educational services.
It shall be in effect until terminated or amended in writing by either party. In the event that the
agreement is terminated, a mutual effort shall be made to ensure a smooth transition.

PREAMBLE

The USA and TSU are committed to the provision of quality graduate education opportunities to
provide personnel with the opportunity to attain educational objectives, expand their capability in
on-the-job training and accomplish the complex and sophisticated tasks required for modern
military operations. The USA and TSU recognize that adequate library and information
resources are an integral component of educational programs designed to meet these objectives,
and that the most efficacious results stem from the cooperative and joint efforts of military and
academic libraries involved.

TSU library and information resources and services are designed to support its academic
programs and to meet and exceed the requirements inherent in the standards and guidelines of
applicable military, regional and specialized accreditation, state licensure, and library
organizations overseeing higher education, including distance education.

RESPONSIBILITIES OF TROY STATE UNIVERSITY-WR

TSU-WR will make every effort to provide resources and services to support its academic
programs as detailed below, and in accordance with its established library policies.

RESOURCES

Collections: (Provision of materials books, journals, databases et al. conforming to
established collection development standards and guidelines, to support the academic
disciplines and level of the program(s), i.e., graduate/undergraduate offered)

Monographs: Books for the general collection (i.e., the circulating collection) or
the reference collection will be provided to support the specific research and
curricular needs of TSU-WR academic programs offered at FC. Annual
purchases shall be forwarded by the vendors used by TSU to the FCGL for
cataloging, processing, and integration into the permanent general/reference
collection(s) of the library in a timely fashion. All book orders will stipulate that
vendors supply plastic book jackets for each item purchased. Monographic
materials shall become the property of the FCGL and subject to the circulation,
interlibrary loan and other policies of the library.

TSU-WR reserves the right to review, for purposes of retention or replacement,
materials it has provided at such time these titles may be considered for weeding
or replacement.

TSU-WR requests that the FCGL maintain a series entry file, in card or electronic
format, of titles provided. This will provide a running inventory of materials
supplied by TSU-WR and will permit easy quantification, and valuation, of
materials supplied for purposes of contract fulfillment, accreditation, or MIVER
review as well as for checking against future purchases.

Journals (Print and Microform): Journals provided will be mailed directly from
the publisher to the FCGL for cataloging (including placement of holdings records
in OCLC and any AULIN union lists), display, retention, storage, and binding (if
print) in accordance with the library's established serials policies. Journals will
not circulate, except by permission of the librarian. Journals will become the
property of the FCGL (except in instances where the terms of the subscription
dictate otherwise).

Journals provided in microformat (microfilm or microfiche) should be stored
appropriately. Defective microforms should be brought to the attention of the
TSU-WR Regional Librarian, who will take the necessary steps to provide
replacements.

Missing journal issues, address changes, erratic receipt, etc. should be brought to
the attention of the TSU-WR Regional Librarian, who will make the necessary
inquiries and file claims, if required.

Journals (Electronic Databases): TSU-WR will provide access, via its parent
institution library, to electronic journal databases offering full-text and/or full
image, to a significant number of journals each year. These databases are
accessible via the WWW. Access to these journals is restricted under the terms of
the licensing agreements negotiated by TSU to use by TSU students and faculty
only. The FCGL will be provided with a list of databases accessible and with the
protocols for assisting students in accessing them from Internet
terminals in the library. On-base access will be provided from terminals in the
FCGL and elsewhere, and students will be able to access the TSU-WR/TSU Web
pages, with links to the databases, from home and workplace computers as well.
Full text articles are free to the students and faculty of TSU.
Other Materials: Other materials, such as videotapes, audiotape, CDs, maps, etc. may be provided to support TSU academic programs. These materials should be integrated into the collection according to the policies governing the format at the FCGL and be accessible under the Library's normal usage and circulation policies for the format of the item.

Course Reserves

Books, journal articles, issues of journals, or other materials selected by an instructor for supplemental or required reading for a course will be placed "on reserve" each term. Materials will consist of books or journal articles/issues drawn from the libraries' collections. Materials will come from the instructor's own collection as well. Course reserve items will generally circulate for short durations (hours or days) and some may be restricted to room use only at the instructor's direction. All course reserves activity will comply with the "fair use" guidelines for course reserves as set forth in Section 107 of the Copyright Revision Act of 1976 (17 USC) and the policy guidelines set forth by the American Library Association in their 1982 Model Policy Concerning College and University Photocopying for Classroom, Research and Library Reserve Use. TSU-WR faculty will present a signed course reserves list indicating compliance with copyright provisions. All photocopied material provided by faculty for placement on reserve will contain a notice of copyright on the first page. All course reserves materials will be withdrawn at the end of each term. Number of copies of each item placed on reserve will be commensurate with the number of students in the course. Materials derived from the WWW will bear an indication of approval from the issuing source and/or a standard notice of copyright, as appropriate.

FCGL will enter course reserve materials as temporary records for circulation purposes if the library automation system in use so permits, otherwise a printed list may be used for the convenience of the staff and students. Records will be deleted at the end of each term.

Electronic reserves will be employed if and when the TSU-WR or FCGL systems have such capability. In this instance, course materials will be available only to students enrolled in the course and the items will have temporary records only in the catalog. Electronic reserve materials will follow the same guidelines on copyright notice and will further note that further transmission or distribution is not permitted.

TSU Webcat Access: TSU Main Campus will provide access, via the Internet, to its online public access catalog containing the holdings of the five libraries comprising the TSU library system. Free access is provided to the Encyclopaedia Britannica, AskERIC, PubMed and Internet Grateful Med databases mounted on the Webcat. These are in addition to five journal databases accessible only to students and faculty of TSU: ProQuest ABI Inform Global; EdsicoHost Academic Search; Expanded Academic ASAP; General BusinessFile ASAP and Health Reference Center. Access is available via the WWW or from the TSU-WR Web page. Students have access from terminals in the FCGL or from home or workplace computers.
SERVICES

Professional Librarian Services: TSU-WR will provide students and faculty at FCGL with the services of professional librarians as follows:

**TSU-WR Regional Librarian:** A portion of the Regional Librarian's time will be allocated to the FC students and faculty. The Librarian will visit the site periodically and will be in constant communication with the FCGL Librarian by telephone and e-mail. He/she will make work collaboratively with the FTGL Librarian on collection development decisions and will oversee the purchase and delivery of all books and journals to FCGL, evaluate databases and monitor their performance and use; work with faculty on matters of course reserves and will conduct (or oversee) formal library instruction that is discipline/course-specific, Internet instruction; and library orientations. He/she provides liaison with the TSU Main Campus Library on behalf of the FC students and faculty. The Regional Librarian will prepare reports on library resource and service delivery as required to support contractual, accreditation and MIVER functions. He/she will supervise the field librarian assigned to FC, and will be accessible to students and faculty by e-mail and telephone during all working hours and by appointment at other times.

**TSU-WR Field Librarian:** TSU-WR will provide a part-time Field Librarian at FC. The Field Librarian will reside in the immediate area and will be accessible at FC according to a posted schedule each term and by telephone, e-mail, and appointment during each term. The Field Librarian will liaison with the TSU-WR Regional Librarian and the FCGL Librarian and will conduct the library instruction and orientation sessions.

**Interlibrary Loan and Document Delivery:** TSU Main Campus will provide a toll-free telephone number for faxing intercampus loan requests from the military libraries. Items owned by the TSU Main Campus Library will be forwarded by fax or first class mail within 24-48 hours if available. The telephone number and loan forms will be provided to the FCGL. ILLs may be requested directly with the TSU Main Campus Library via OCLC, which the FCGL has, or via e-mail (addresses will be provided). Interlibrary loan and intercampus loan activity will conform to ILL provisions of the Copyright Revision Act of 1976, 17 USC, Section 108(g) and the CONTU guidelines, the standard for ILL transactions in all library types.

**Records and Documentation:** The TSU-WR Regional and Field Librarian will provide records and documentation, as described below, to FC and FCGL in a timely and consistent manner and will cooperate with FC contract, education, or library staff in preparation of special reports or reasonable documentation as required.

**Library Handbook:** A Library handbook, customized for FCGL, will be provided to TSU students at FC as well as to the FCGL and Education Services Office. The handbook provides a guide to library services and resources in the immediate
geographic area; research and writing guidelines; Internet access guidelines; journal lists and sources of full-text (print or electronic) for each and database search aids for the databases accessible via TSU or at FCGL. This handbook will ultimately reside on TSU-WR's Web page.

Course Syllabi: Course syllabi, reading lists, schedules, and other course information will be provided to the FCGL each term. Such items will be provided in print or as references to a TSU-WR Web site where such information resides.

Student/Faculty Identification: TSU-WR will provide students and faculty with TSU identification cards for purposes of obtaining circulation, course reserves, database access, etc. services at FCGL (and at other military and public libraries in the area). Where access to a product or service is restricted to students enrolled in a particular class, this information will be provided to the FCGL and the appropriate access protocols will be conveyed in writing or orally by the TSU-WR Regional or Field Librarian.

TSU-WR students and faculty will observe the articulated circulation and other services policies of the FCGL as they pertain to borrowing privileges and procedures for recovery/replacement of items not returned, lost, or damaged.

TSU-WR patron records will be kept confidential, following American Library Association guidelines. Any required disclosure for cause will follow the appropriate military, civil or university procedural and legal protocols.

Other Reports: TSU-WR will provide to FC information on the annual utilization of contractual and other monies expended on library support; lists of materials being shipped to FCCL; and other reports as required to support contractual, educational or other USAF requirements.

The TSU-WR Regional Librarian will provide to the FCGL Librarian such data as are needed by the Library for periodic reports or other reasonable documentation.

Resource Recovery/Replacement: TSU-WR will assist the FCGL in recovering or replacing library materials damaged, lost or not returned by TSU-WR students. FCGL will be expected to exhaust its established procedures for recovery of materials or replacement options, after which it will provide to TSU-WR the relevant patron and materials information. TSU-WR will then assume the responsibility for recovery or replacement of the materials according to established TSU procedures.

RESPONSIBILITIES OF FORT CARSON (POST LIBRARY)

FC, through the FCGL, or its agent, will provide library and information resources and services to
support academic programs of TSU-WR as detailed below and in accordance with its established library policies.

RESOURCES

Collections: FCGL will accept and integrate collections provided by TSU-WR for the support of its academic programs.

Monographs: Books provided by TSU-WR in support of their academic programs will be sent directly to the FCGL by the vendor(s). All books purchased will have plastic jackets. Books will be cataloged in conformance with accepted library standards and records will be entered into the online public access catalog as well as OCLC. Books will be integrated into the existing collection and shelved accordingly. Monographic materials shall become the property of the FCGL and subject to the circulation, interlibrary loan and other policies of the library.

FCGL will advise TSU-WR's Regional or Field Librarian at such time as weeding, or other collection review, is planned and will afford TSU-WR the opportunity to review affected TSU-WR-provided materials for retention or replacement.

A series entry for TSU-provided titles will be developed and maintained, and access provided as needed for purposes of inventory, holdings verification, or review by military or academic bodies.

FCGL will apprise TSU-WR's Regional or Field Librarian of planned purchases that would support TSU-WR academic programs.

Journals (Print and Microform): Journal provided by TSU-WR shall be received, checked in and entered into the serials holdings records of the FCGL, and in the online catalog, OCLC, and any union list of ACLIN, following established Library policies. Retention, display, storage and binding will follow the Library's policies, which will be disclosed to TSU-WR. TSU-WR Regional Librarian will be apprised of problems associated with nonreceipt, missing or damaged print or microform serials, in order that claims or replacements may be made in a timely fashion.

FCGL will provide access to other journals held by the Library in print and microform according to the policies of the Library. Journal issues, as a rule, will circulate only by permission of the Librarian.

Journals (Electronic Databases): FCGL staff will assist TSU-WR students and faculty in accessing and using the journal databases provided, via the Internet, by TSU, and will restrict use of these databases to appropriately identified TSU-WR individuals. Problems in accessing or utilizing these databases will be brought to the attention of the TSU-WR Regional or Field Librarian.
Journal databases, and assistance in their utilization, available to patrons of the FCGL will be accessible to TSU-WR students according to the Library's policies, which shall be disclosed to TSU-WR.

Other Materials: Other materials provided by TSU-WR shall be integrated into the FCGL collection according to the collection, access, and circulation policies governing the format of the material.

Course Reserves: Course reserve materials will be placed on reserve at the Circulation/Reference Services Desk at the FCGL at the request of individual TSU-WR faculty members. It shall be the responsibility of TSU-WR faculty and the Regional and Field Librarians to ensure that material placed on course reserve complies with copyright law as set forth in 17 USC, Section 107 and interpreted by the American Library Association. FCGL will remove all course reserve material at the end of each term and return it to the individual faculty member via the TSU-WR FC Office. FCGL will bring to the immediate attention of the TSU-WR Regional Librarian any issues or concerns regarding course reserve activities or copyright compliance.

FCGL will enter course reserve materials as temporary records for circulation purposes or make available a printed list of items on course reserve for student perusal. Records will be removed at the end of each term.

Electronic course reserves capability, when and if employed by TSU-WR or FCGL, will extend only to students and faculty of the TSU-WR and will follow prevailing copyright guidelines.

TSU Webcat Access: FCGL staff will assist TSU-WR students in accessing and utilizing the free and passworded databases residing on the TSU Webcat and will immediately report any problems with access or interpretation to the TSU-WR Regional or Field Librarian.

FCGL will be provided with periodic training and updates, as well as printed guides, by the TSU-WR Regional or Field Librarians to ensure easy and facility in accessing, using, and interpreting the Webcat and its components to the students and faculty.

SERVICES

Librarians and Library Staff: FCGL will provide library staff and professional librarian assistance for public services: reference; database or online searching; library orientation; borrowing and course reserves privileges; interlibrary loans; access to copy and computer equipment maintained by the Library for public use and other standard library services commensurate with services provided to the library constituency as a whole. The FCGL Librarian and staff will work with the TSU-WR Regional and Field Librarians in meeting any special educational needs of TSU-WR students and faculty as staff and resources permit.
Circulation: Borrowing privileges as accorded to other FC military, government and civilian personnel shall be extended to TSU-WR students and faculty upon presentation of valid military or TSU-WR identification. Loan periods, renewals, holds, and use of course reserves materials will follow established circulation policies made known to the students/faculty and communicated to TSU-WR.

TSU-WR patron records will be kept confidential, following American Library Association guidelines. Any required disclosure for cause will follow the appropriate military, civil or university procedural and legal protocols.

Interlibrary Loan and Document Delivery: FCGL will place interlibrary loan requests, in a timely fashion, for materials needed by TSU-WR students and faculty, following accepted interlibrary loan guidelines and copyright guidelines. TSU-Main Campus Library will be used as the first provider if the item is owned, otherwise FCGL will follow its in-house interlibrary loan policies, using local, regional and national systems and protocols for each. TSU-WR students and faculty will be expected to observe the loan period and other requirements of the lending institution and to reimburse the lending institution for an unreturned, lost or damaged materials. FCGL will acquire journal materials from document delivery services used, when needed, up to the level of its resources and in conformance to policies which will be disclosed to TSU-WR.

Records and Documentation: The FCGL will provide statistical or narrative reports and documentation to TSU-WR as requested to comply with contractual, educational review or accreditation or library reporting purposes.

Handbooks and library guides: Handbooks and library guides available to the general public will be provided to TSU-WR students and faculty. Instructions in use of databases, the catalog, or equipment for copying or personal office use, will be made available in print, if available, or through personal assistance.

Resource Recovery/Replacement: FCGL will advise TSU-WR at such time as routine Library procedures have failed to recover nonreturned materials or compensation/replacement for lost or damaged materials from TSU-WR students or faculty. Information provided shall detail attempts, and time frame over which attempts were made, to recover materials; full citation to item(s); value (as established by current serial or book vendors); and patron information. TSU-WR is expected to follow established procedures for recovery or replacement of materials and to report back to FCGL in a timely manner.
Susan Aldridge, Ph.D.
Director, Western Region
Troy State University

Rebecca Harris
Director, Grant Library
Fort Carson

October 25, 1998
Date

November 10, 1998
Date
Susan Aldridge, Ph.D.
Director
49 MSS/DPE
596 Fourth Street
Holloman AFB, NM 88330

Dear Dr. Aldridge:

We are pleased to extend continuity of library access and services for Academic Years 2001 and 2002 to students and faculty of Troy State University (TSU) under the terms and conditions of the 1999 Memorandum of Understanding (MOU) between the Fort Carson Grant Library and TSU. Changes in policies, services, hours, monographic or serials collections, and access to the online catalog and electronic resources are noted below.

We will advise the TSU-WR Regional Librarian of impending changes or issues that may necessitate changes to the MOU.

TSU-WR is asked to indicate agreement by signing, dating, and returning a copy of this letter.

Sincerely,

[Signature]

Rebecca Harris
Director
Grant Library

Cc: TSU-WR Regional Librarian

Susan Aldridge, Ph.D.
Director, TSU-WR

[Signature] Date: June 30, 1999
MEMORANDUM OF UNDERSTANDING
BETWEEN
THE UNITED STATES AIR FORCE ACADEMY CADET LIBRARY
AND
TROY STATE UNIVERSITY-WESTERN REGION

I. STATEMENT OF PURPOSE:

This Memorandum of Understanding (MOU) details the extent to which the United States Air Force Academy-Cadet Library (USAFACL) and Troy State University-Western Region (TSU-WR) agree to the terms by which TSU-WR faculty and students enrolled in TSU-WR graduate programs at Fort Carson may utilize the resources and services of the USAFACL in accordance with access and services policies in force for military and civilian personnel in the region.

II. USAFA CADET LIBRARY SERVICES INCLUDE:

A. Borrowing privileges for general collection circulating materials in accordance with privileges granted to qualified external users and area military personnel;

B. Access, according to established policies governing in-library use of reference, nonprint materials, serials, microforms, and databases accessible to the public;

C. Access to the online public access catalog in the library and remotely, via telnet.

D. Reference services in accordance with policies governing reference assistance to the general public and to area military personnel.

III. USAFAACL SERVICES EXCLUDE:

A. Access to the online public access catalog via the WWW.

B. Remote, or other, access to databases licensed exclusively to the USAFACL. TSU-WR provides database access for its students via the TSU Main Campus Library. It is not expected that TSU-WR students would have Internet Access at USAFACL.

C. Internet Access.

D. Interlibrary loan services. ILL services will be provided by Grant Library, Fort Carson, or the TSU-WR Regional Librarian.

E. Other services, as defined by USAFACL policies.
IV. PROCEDURES FOR OBTAINING BORROWING PRIVILEGES:

A. Upon application and presentation of TSU-WR student/faculty identification, and authenticated by TSU-WR's Fort Carson Office via a term-by-term list of registered students, TSU-WR students and faculty will be issued a USAFAACL borrower's card in fourteen (14) days. Borrowing privileges are granted for one calendar/academic year assuming continuing eligibility and no outstanding obligations.

B. Materials are loaned by two (2)-week periods, with renewals permitted. Materials are subject to recall at any point during the loan period if needed by a USAFA cadet. Holds are permitted.

C. Failure to return or renew library materials on time will result in actions as indicated below:

1. Borrowing privileges are frozen at the time the first overdue notice is generated.

2. Borrowing privileges are withdrawn if items are not returned or replaced by the time the second overdue notice is generated.

3. Replacement of the lost or nonreturned item(s) or designated equivalent(s) if the original item(s) is/are no longer in print, will be requested if materials are not returned following the second overdue notice.

D. Students and faculty borrowing privileges will be blocked by both USAFAACL and TSU-WR for failure to comply with USAFAACL policies. TSU-WR further requires settlement of outstanding library obligations prior to further enrollment and issuance of student transcripts.

V: LIABILITY:

TSU-WR will replace lost books and other materials resulting from student/faculty obligations after USAFAACL determines, in accordance with its published policies, that materials cannot be recovered by them.

VI: BILLING PROCEDURES:

A. USAFAACL will prepare a full accounting, including desired replacement titles, of the lost or unreturned materials, in accordance with Paragraph IV-C-3 above and forward the documentation for replacement to:

Troy State University-Western Region
B. TSU-WR will make restitution, working with the designated USAFA CL
collection Development Librarian, of the item, or its agreed-upon substitute, as
indicated in Paragraphs IV and V above.

VII. This Memorandum of Understanding is effective upon signature of the University
representatives designated below and shall continue until termination. Termination may
be effected by either party upon 60 days written notice. Should termination of the
agreement occur, TSU-WR shall be responsible for return of all materials and the
payment of all outstanding charges within thirty (30) days from date of termination.

Edward A. Scott, Ph.D.
Director, Cadet Library
United States Air Force Academy

Date

Susan Aldridge, Ph.D.
Director, Western Region
Troy State University

Date
2 June 2000

HQ USAFA/DFSEL
2354 Fairchild Drive, Ste 3A10
USAFA Academy CO 80840-6214

Susan Aldridge, Ph.D., Director
Troy State University—Western Region
49 MSS/DPE
596 Fourth Street
Holloman AFB NM 88330

Dear Dr. Aldridge:

This is to confirm renewal of the Library Access and Services Memorandum of Understanding (MOU) between the U.S. Air Force Academy Libraries (HQ USAFA/DFSEL) and Troy State University—Western Region (TSU-WR) for the Academic Years 2000/2001 and 2001/2002, as outlined in the original MOU between the two parties. General USAFA library policies and hours are posted at http://www.usafa.af.mil/dfsel. Cancellation is subject 30 days written notification.

To summarize the earlier MOU, the memorandum applies only to the Air Force Academy Academic (Cadet) Library and provides access and direct checkout privileges for TSU-WR students in accordance with the policies for our own cadets. However, the MOU excludes interlibrary loan services, access to Academy purchased on-line electronic services, and instructional sessions by USAFA library personnel for TSU-WR faculty or students. Further, the Academy will not acquire any materials solely to support TSU-WR programs or students. Students with unreturned overdue materials will not be allowed to checkout additional items until all items are returned or replaced. If any student has items unreturned or not replaced at the end of the Academic Year, this agreement could be terminated for loss of U.S. government property.

TSU-WR is requested to sign both copies of this MOU extension and to return both copies to the Air Force Academy for final signature.

Sincerely,

Edward Alderman SCOTT, Ph.D.
Director of USAF Academy Libraries

Date: 2 June 2000

cc: Janice W. Bain-Kerr
APPENDIX J

POSITION DESCRIPTION FOR
SITE COORDINATOR
PROGRAM COORDINATOR JOB DESCRIPTION

I. Responsibilities in General

The coordinator is the designated TSU site representative. The position is responsible for the effective and efficient operation of academic programs at the site in accordance with University and Education Center regulations and policies. The position can include supervisory as well as nonsupervisory responsibilities.

II. Specific Duties

1. Student Services-Academic

A. Counsel students about degree programs, admission requirements and other university regulations (GPA, incompletes, other).
B. Evaluate student transfer credit and prepare petitions for such credit.
C. Track temporary and conditional admissions, update admission status letters, and otherwise carefully manage student files.
D. Conduct term registration, insuring that students provide all necessary paperwork, including appropriate TA forms.
E. Prepare, administer, and arrange for the grading of comprehensive exams.
F. Administer the MAT or other standardized exam according to student need.
G. Prepare and distribute to classes announcements concerning exam dates and other matters.

2. Student Services-Financial Aid

A. Counsel students about application procedures for federal student loan programs (whether Stafford loan, pell grant, or other).
B. Counsel students about application and course certification procedures for VA benefits.
C. Act as liaison between students and main campus (in the case of financial aid) and between students and the VA (in the case of those benefits).

3. Course Management

A. Create and publish annual course schedule (and changes as necessary).
B. Prepare faculty contracts.
C. Insure timely arrival of faculty syllabi for registration.
D. Prepare class/grade roster for faculty.
E. Coordinate classroom assignments with the Education Center.
F. Insure distribution of course critiques.
F. Insure that final grades arrive on time and are supported by incomplete forms, where necessary.
G. Arrange independent studies for students, where appropriate.

--CONTINUED--
4. Financial Management

A. Make timely deposits.
B. Manage petty cash fund.
C. Prepare monthly disbursement reports.
D. Prepare weekly and monthly revenue reports.
E. Maintain a budget ledger cumulating expenses by line item.
F. Prepare TA billing for Education Center every term.
G. Prepare refund memoranda for students or Education Center, as necessary.
H. Maintain accurate ledger of student accounts receivable.
I. Insuring that expense vouchers are correct and packaged properly for main campus review.

5. Office Management

A. Supervise and direct part-time office help (work study, VA student, biweekly employee).
B. Supervise night and weekend monitor.
C. Maintain accurate time sheets for office help.
D. Maintain mail/fax log.
D. Collect data necessary for institutional effectiveness or required by external agencies (summarize course critiques, student exit surveys, comp exam pass rates, etc.).
E. Maintain complete and current faculty files.
F. Understand and implement plans for improvement (whether SACS, QES, MIVR)

6. Logistical Duties

A. Order, receive, and ship books.
B. Mail faculty handbook and other information to new faculty.
C. Arrange billeting and/or gate passes for faculty.
D. Maintain office supplies, including an inventory of TSU and other forms.
E. Manage service contracts on office equipment.
F. Copy needed materials (syllabi, exams, course readings, etc.).

7. Marketing

A. Arrange for periodic advertising of academic programs in newspapers and on radio.
B. Represent TSU at functions at the site (wife's clubs luncheons, etc.)

8. Other duties as necessary.

III. Qualifications
Masters degree from regionally accredited institution preferred. Ability to work in a dynamic environment, consisting of students, faculty, Education Center personnel, and other TSU staff. Some administrative/ supervisory experience, particularly in academic setting, highly desirable. Computer literacy essential.
APPENDIX K

TSU UNIVERSITY COLLEGE
ORGANIZATION CHART
APPENDIX L

DEMOGRAPHICS AT FORT CARSON
APPENDIX M

ANNUAL BUDGET FOR SITE
### DRAFT ANNUAL BUDGET

#### TEACHING ACCOUNTS

<table>
<thead>
<tr>
<th>Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Salaries</td>
<td>78,000</td>
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<tr>
<td>Fringe Benefits</td>
<td>10,338</td>
</tr>
<tr>
<td>Instructional Supplies/Transportation</td>
<td>14,788</td>
</tr>
<tr>
<td>Library</td>
<td>9,220</td>
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#### INSTITUTIONAL SUPPORT ACCOUNTS

<table>
<thead>
<tr>
<th>Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries/Fringe Benefits for Administration</td>
<td>60,500</td>
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<tr>
<td>Other Administrative Expenses</td>
<td>41,600</td>
</tr>
<tr>
<td>Scholarships</td>
<td>3,520</td>
</tr>
<tr>
<td>Bookstore</td>
<td>3,311</td>
</tr>
<tr>
<td>SACS Fee and Accreditation Visit</td>
<td>8,000</td>
</tr>
<tr>
<td>Sub-Total</td>
<td>228,277</td>
</tr>
<tr>
<td>Indirect</td>
<td>28,787</td>
</tr>
<tr>
<td><strong>TOTAL COSTS</strong></td>
<td><strong>$258,064</strong></td>
</tr>
</tbody>
</table>

**REVENUE PROJECTED $258,700**

10/1/00
APPENDIX N
FACULTY SURVEY
TROY STATE UNIVERSITY  
Ft. Carson, Colorado  
FACULTY SURVEY

Thank you in advance for taking the time to complete this survey. The results will help the Western region better support its faculty and also assess the academic utility of the weekend format.

COURSE ____________________________

TERM

ACADEMIC YEAR

1. In general, were you provided with sufficient support by the TSU staff at your teaching site?

YES ______  NO ______

2. Which describes the access arrangements that you encountered at the site?

______ Staff assisted me with travel and lodging arrangements.

______ Each session I was given keys by a TSU representative for my classroom and/or building.

______ Each session I was met by a TSU representative who opened my classroom and/or building.

______ Each session I found the classroom and/or building already opened.

______ At least one session I found the classroom and/or building locked and had to arrange access myself.

3. Did you find in your classroom the things that you needed to teach? (dry board marker, eraser, podium, equipment in working order, etc.)

YES ______  NO ______

4. How many weeks before the first class meeting had you sent your class syllabus to the site for distribution? ______________

5. How would you describe your experience in teaching courses on a traditional format? (semester or quarter)

______ Extensive experience  ______ Moderate experience

______ Very little experience
6. Was this the first time that you had ever taught THIS course or the first time in a long time?
   YES _______  NO _______

7. Did you find that most students had received the syllabus and books in time to properly prepare for the course?
   YES _______  NO _______

8. Comments that you would like to make about the support you received.

---

WEEKEND FORMAT

9. How many weekends did your course run? _________

10. How would you describe your experience in teaching courses on an intensive weekend basis?
    _______ Extensive experience
    _______ Moderate experience
    _______ Very little experience

11. Is this the first time you taught this course on a WEEKEND format?
    YES _______  NO _______

12. Did the traveling that was necessary to reach the site have an adverse impact on your teaching?
    YES _______  NO _______

13. Did the length of the weekend meetings adversely affect your students’ capability to maintain an adequate interest level?
    YES _______  NO _______

14. Did the length of the weekend classes adversely affect your ability to present your material?
    YES _______  NO _______

15. Would you say that the format on which you taught your course allowed your graduate students to achieve a level of knowledge comparable to what could be achieved under a more traditional course schedule?
    YES _______  NO _______
16. If you answered "No" to question 15, would you say by its very nature, the subject matter of your course really cannot be adequately addressed except on a less intensive basis, such as 1 or 2 nights per week over 9 weeks?

YES ______ NO ______

17. If you think that the weekend format CAN work for your course, what changes, if any, would you make in the format so that, at least, an adequate job can be done in addressing the material? (Would you change the number of weekends? The spacing of weekends, etc.)

ADDITIONAL COMMENTS

THANK YOU FOR YOUR RESPONSES

Please mail completed survey to:
Director, Western Region
Troy State University, 49 MSS/DPE/TSU
681 Second St.
Holloman AFB, NM 88330
or FAX it to:
TSU (505) 475-3019
APPENDIX O
CAREER TRANSITION AND RESUME INFORMATION
Troy State University
Career Guide for University College

Master of Science
Business Administration

If you are beginning the process of deciding whether and where to pursue an M.B.A. degree, you are no doubt aware of the value that an M.B.A. degree offers to both prospective students and employers. In today's job market, and that of the near future, no one would consider applying for a secretarial job without having both well-honed computer and administrative skills. Likewise, the M.B.A. graduate will be expected to deliver both technical and non-technical skills in every business and industrial sector.

Organizations

- American Management Association http://www.tregistery.com/ama.htm
- National Management Association http://nma1.org/
- American Marketing Association http://www.ama.org
- American Advertising Federation College Chapters http://www.aaf.org

Careers

Human Resource Manager
Compensation Program Manager
Consultant
Business Analyst
Business Developer
Recruiter
Account Executive
Associate Director
Accounting Director

Career Opportunities

- Executive and Management Job List http://www.nationjob.com/management
- Job Web http://www.jobweb.org/
- MBA JOBS http://www.mbajob.com/searchjobs.cfm
- MBA JOBS.NET http://www.mbajobs.net/

Requirements

Today's MBA graduates can expect a competitive, but plentiful working environment. More importantly, MBA graduates will have opened doors that might have otherwise been closed to individuals with four year degrees and limited experience. An MBA is a statement that says an individual is willing to invest in his/her future.

Salary Questions?
http://www.salary.com/

Questions? !Comments!
Payne@trojan.troyst.edu
Troy State University
Career Guide for University College

Master of Science
Business Management

Business managers formulate the policies and direct the operations of corporations, nonprofit institutions, and government agencies. General managers and top executives hold over three million jobs in the US. They are found in every industry, but wholesale and retail trade, and service industries employ over six out of ten. Employment of general managers and top executives is expected to grow about as fast as average for all occupations through the year 2005 as new companies start up and established companies seek managers who can help them maintain a competitive edge in domestic and world markets. Since general business managers plan, organize, direct, control, and coordinate the operations of an organization and its major departments or programs, they are found in nearly all work settings.

Occupations
Account Executive
Bank Manager
Benefits Manager
Branch Manager-Any Industry
Budget Officer
Commodity - Industry Analyst
Communications Officer

Requirements
Leadership
Critical thinking
Problem solving
Numerical computation
Sound decision-making
Oral & written communication
Team player
Cross-cultural skills

Organizations
American Management Association
http://www.tregistry.com/ama.htm

National Management Association
http://nma1.org/

American Marketing Association http://www.ama.org

American Advertising Federation College Chapters http://www.aaaf.org

Public Relations Society of America Student Chapters http://www.prsa.org

Where to Look
Executive and Management Job List http://www.nationjob.com/management
C/NET Search - Graduate Study http://www.4work.com/
Job Web http://www.jobweb.org/

Salary Questions?
http://www.salary.com/

Questions? Comments!
Payne@trojan.troyst.edu
MEMORANDUM

May 20, 2001

TO: Troy State University Students
FROM: Pauline Tomko, Assistant to the Regional Director
RE: Career Transition and Resume Websites

Most Troy State University students in the region are currently employed. If you decide to change your position or career, attached is a list of websites that may be useful for your career search.

If you know of additional sites that we should add to our list, please let me know. My email address is pkttroyhafb@yahoo.com.
Resumes sites

Salesresumepro.com Resume Writing Service
Resume writing services for sales and marketing professionals by certified career coach and experienced professional resume writer.
http://www.salesresumepro.com

E Resume Writing
Free job resume writing examples including cover letter samples and interviewing techniques.
http://eresumewriting.com

CV and Resume writing service
Links to job sites in US and UK. Books on interview preparation, job hunting, CV's and Resume writing
http://www.pro-cv.co.uk

How to Write a Job Winning Resume
Complete information on writing the perfect resume.
http://majjig.com/writing-a-resume

Resume Writing Service - A Write Impression
Resume and cover letter writing. Resume samples, job search tips and many other free services for the job seeker.
Includes federal government applications and resumes.
http://www.awriteimpression.com

Sample Resumes
Find sample resumes, templates and resume writing tips for your career job search.
http://www.samplesresumes.com

Executive Resumes:
Executive resume writing for professionals and executives, including targeted resume mailings, interview preparation, and salary negotiation.
http://www.executiveresumes.com

Free job resume writing Certified professional resume writing and expert interview coaching techniques.
http://www.candocareer.com

Certified resume writer offering resume writing and cover letter development in ascii, scannable, electronic formats.
http://www.reswriter.com

http://www.advantage resumes.com

Resume preparation and job search support services by a Certified Professional Resume Writer/Certified Job & Transition Career Coach. Offers executive biographies and career portfolios.
http://www.expertresumes.com

Resume writing for career changing individuals specializing in cover letters and interview coaching.
http://www.careerchangeresumes.com

Wordbusters Resume and Writing Services
Professional resume writing that speak to the top employers and recruiters in your career field.
http://www.wbresumes.com
Assists professionals through the process of career exploration and transition by developing a personalized career campaign. Provides resume assistance, interview tips, career guidance, and coaching for salary negotiation.
http://www.professionalcareers.com

Executive employment, senior executive jobs, career management services, and professional job marketing services.
http://www.executetransitions.com

Transition Assistance, companies looking for ex-military, resume help, Interview prep and more.
http://www.military.com/Careers/FrontDoor

Education to Careers mission is to ensure educational opportunity for transition into meaningful careers for all students. Uniting business, labor, and education are the tools in this partnership.
http://www.educationtocareers.org

Executive search and resume development firm offering a full range of career transition services for mid to upper level individuals in all industries.
http://www.fsxrecruiters.com/amme.html

Certified Professional Resume Writer, Job and Career Transition Coach, and Credentialled Career Master specializing in management, executive and professional level resume and career services.
http://www.harveycareers.com

Offers online career development, planning and assistance.
http://www.careercartography.com

Online professional and employment resource for college students and recent college graduates.
http://www.jobadvantage.com

Access jobs in every industry and profession. Over 25,000 links to jobsites, employers, and recruiters.
http://www.worktree.com

Links sorted by topic and region. A directory of job web sites.
http://www.careers.org

Practical support and guidance for university business school graduates and students. It offers career advice, help with assignments, dissertations and research.
http://www.mbamentors.com

Matches college students and recent graduates with summer internships, part time jobs, and entry level job opportunities.
WetFeet.com.

Offers employers and job seekers a central place for job postings, job searches, employer profiles, and resumes banks. Information on job fairs, career planning, writing resumes and interviewing.
http://www.careerpath.com

A one-stop career management resource. Job search, resume management, 1200 pages of advice from career experts, plus chats and message boards on dozens of topics.
http://www.monster.com

Free career site that enables job seekers to search for jobs on dozens of the best career sites from a single URL. Features hundreds of pages of job hunting and career-related advice.
http://www.careerbuilder.com

Additional sites