Prospectus
For
Master of Business Administration
And
Executive Master of Business Administration
In
Sharjah, United Arab Emirates
(a branch operation of previously submitted Institute of Technological Studies (ITS)

International Region
University College

Submitted by:
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1. ABSTRACT

1. **Proposed Change:** This prospectus would expand the course offerings at the Sharjah branch of ITS to include a Master of Business Administration Degree (an MBA) and an Executive Master of Business Administration (EMBA). ITS/Sharjah is a branch location of Institute of Technological Studies (ITS) of Colombo, Sri Lanka located in Sharjah, U.A.E.,

2. **Location:** The principal location for this branch of ITS will be: in Sharjah, U.A.E. at the Sharjah Airport International Free Zone (SAIF). The Master of Business Administration and the Executive Master of Business Administration will be offered at this site. These programs will be identical to those offered at Troy University domestic sites, consistent with the 2005-2006 Graduate Bulletin.

3. **Initial Date of Implementation:** September, 2005.

4. **Projected number of Students in 2005:** 40

5. **Primary Target Audience:** Students located in the United Arab Emirates (U.A.E.) seeking graduate degrees will be the primary target audience. Within the Free Trade zone, many other international residents may also pursue this American degree. These students may desire to transfer from ITS by virtue of an approved transfer agreement. Students may seek to complete their entire degree through Troy University in Sri Lanka, U.A.E or in Troy, Alabama, which would necessitate the fulfillment of additional requirements.

6. **Projected Life of the Program:** This program is designed to be a long-term, ongoing program in the U.A.E.

7. **Instructional Delivery Methods:** The graduate degrees will be delivered in a traditional in-class format on a term basis. The schedule and programming are designed to provide maximum opportunity for students at the Troy University site in Sharjah to transfer to the campus in Troy, Alabama.

2. **BACKGROUND INFORMATION**

The purpose of the substantive change is to add a new branch location for the ITS program in the U.A.E. and to provide existing programs at the new location. The programs support the purpose of the University and include being "dedicated to the preparation of students in a variety of fields in ... business. The purpose of the business program relates specifically to the University's objectives of providing "programs that enable students to read, write, compute, speak effectively, and think critically." The program also prepares "students to demonstrate competence in their chosen field(s) of study at appropriate degree levels." The purpose of the degree program is consistent with that portion of the Troy University's purpose statement, which follows:

"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. "To provide educational programs that enhance students' ability 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 address the needs of constituencies."

The proposed degree program is consistent with the degree programs offered within the Troy University, consistent with the 2005-2006 Graduate Bulletin.
3. ASSESSMENT OF NEED AND PROGRAM PLANNING/APPROVAL

The U.A.E. offers a fully-fledged educational system for both boys and girls from primary level to university, with education for the country’s citizens being provided free through government schools, colleges and universities. There is also an extensive private education sector which now accounts for around 40 percent of the student population. Over half a million students are now at school or in college, while several thousand students, of both sexes, are pursuing courses of higher education abroad at Government expense.

Education from primary to secondary level is universal and compulsory and literacy rates are comparable to the norm in developed countries. An adult illiteracy program conducted in association with the U.A.E. Women’s Federation is helping to eradicate illiteracy among the older members of society. There is a strong focus on computer literacy and on English language teaching in higher education to equip young Emirates with the necessary skills.

State-funded educational opportunities in the U.A.E. have blossomed since the establishment of the Federation when only a tiny minority of the population had access to formal education. A comprehensive free education system is now available to all students. At the start of the 1999/2000 academic year, 336,135 students enrolled in over 640 government schools throughout the country. Substantial progress has also taken place in the private sector which accounts for nearly 40 per cent of the student population at kindergarten, primary and secondary level.

In addition the U.A.E.’s youth have ready access to higher education, both federally-funded and at the many internationally accredited private institutions that are being established throughout the U.A.E. Generous grants are also available for those wishing to study abroad.

Higher Education

More than 80 per cent of national students who graduated from secondary school in 1999 took up a place in higher education in September 1999. According to the National Admissions and Placement Office (NAPO), 90 per cent of female students and 73 per cent of their male counterparts commenced courses at the federally funded Higher Colleges of Technology (HCT), established in 1987, Zayed University for women, established in 1998, and UAE University at Al Ain, established in 1977.

In 1999, 4,944 students were granted admission to the 11 constituent colleges of the HCT network, compared with 4,154 at the beginning of the 1998–1999 academic years. Of these admissions, 1,675 were male and 3,229 were female, the latter figure being nearly doubles that for 1998. Many of these students attend internationally recognized higher educational institutions within U.A.E.

The Sharjah site will be located in an U.A.E. “Free Trade Zone (FTZ).” FTZs are an attractive option for foreign investors. To date the free zones have been successful in attracting a large number of companies and foreign direct investment, as well as expanding net non-oil exports. The share of free zones in non-oil exports increased from 22 per cent in 1999 to 57 per cent in 2000. Net exports from free zones have also risen, reaching 1.4 billion US dollars in 2000. By 2002, there were more than 3000 companies operating in free zones, with an estimated trade of around US $8 billion. The major advantage in setting up in a free zone is that you are entitled to:

- 100 per cent foreign ownership of the enterprise
- 100 per cent import and export tax exemptions
- 100 per cent repatriation of capital and profits
- No corporate taxes for 15 years, renewable for an
additional 15 years
- No personal income taxes
- Assistance with labor recruitment, and additional support services, such as sponsorship and housing.

An independent Free Zone Authority (FZA) governs each free zone, and is the agency responsible for issuing FTZ operating licenses and assisting companies with establishing their business in the FTZ. Because of its location, there is an additional pool of foreign (to the U.A.E.) nationals eager for an American degree. This branch of ITS would be perfectly situated to attract and service those individuals associated with the multinational organizations as well as individuals native to the U.A.E.

Troy University was invited in 2004 by ITS, a private university approved by the Government of the Democratic Socialist Republic of Sri Lanka to offer a series of courses in conjunction with ITS to address the limited opportunities for natives to achieve degrees in higher education. When ITS purchased Sharjah College, their mission expanded to the U.A.E. Recent restrictions on student visas granted from citizens of the U.A.E. prevent many students who desire an American degree from obtaining a degree in the US. Combined, the relationship between Troy and ITS (and its branch in Sharjah, U.A.E.) will increase overall opportunities for natives of the region and individuals living in the Free Trade Zone to obtain both a higher education graduate degree and one from an American university.

TROY will conduct its courses in a traditional education environment consistent with TROY methods of offering courses within Troy University.

4. DESCRIPTION OF THE CHANGE

The curricula for these programs, which are also described in the Six Points of Institutional Effectiveness (SPIE), under the Appendix section of this prospectus, are duplicates of the curricula in the Troy University Undergraduate Bulletin (2005-2006). The admission and graduation requirements are the same requirements as dated in the Troy University Graduate Bulletin (2005-2006).

Administrative Oversight: Supervision of the University's academic extension programs involves two distinct chains of command. The University College (TROY-UC) at the Troy campus is the organizational unit responsible for providing administrative support for all extension academic programs conducted by Troy University outside the state of Alabama. The administrator of TROY-UC is a Vice Chancellor and Provost who reports directly to the Executive Vice Chancellor for Academic Affairs. 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. TROY-UC now oversees four "administrative regions" and the Distance Learning Program where academic programs are offered. Sharjah will be one of the sites in the TROY-UC international programs. The organization of TROY-Sharjah follows a pattern common to all UC regions. The site is staffed by a site director who has direct administrative responsibility for TROY programs in Sharjah and with ITS.

Academic supervision of these programs (including certification of adjunct faculty, full-time faculty, and ITS faculty) is provided most directly by the College Program Coordinator for each academic program. The College Program Coordinator, Department Head, and/or Dean of the respective College along with the Director of International Programs for University College, determine the capability of the site to maintain the required academic standards. Sufficient funds have been budgeted for reasonable oversight of each academic program by the appropriate academic personnel. Additionally, an academic audit will be conducted each academic year by a TROY stateside representative to: (1) audit the student papers, projects and exams in the degree program, (2) observe in-class instruction, (3) meet with faculty members teaching in the degree program to assess their
needs and address academic issues, (4) review course syllabi, (5) review end of course evaluations, and (6) to provide academic advisement to students.

DEGREE PROGRAMS

TROY agrees to establish Master Programs in Business Administration to be offered at ITS/Sharjah. TROY agrees to offer the following programs at ITS/Sharjah as and when student enrollment warrant and at such time as TROY academic approval and SACS accreditation approval is granted as well as approval from the Government Agencies needed in U.A.E. Any of these programs require a minimum of six months advance notice and agreement by TROY prior to implementation.

MASTER OF BUSINESS ADMINISTRATION PROGRAM
The purpose of the Master of Business Administration program is to offer students an opportunity to acquire proficiency in general business management and decision making skills which will enable them to carry out managerial responsibilities in both the private and public sectors. As a result of successfully completing the MBA program, graduates should improve their ability to apply strong problem-solving skills to the strategic planning process in organizations and to use written and verbal communication skills effectively to communicate the results of their problem-solving analyses and recommendations. Concentrations offered in accounting and information systems provide additional specialized study related to the strategic management process in organizations.

BUSINESS FOUNDATION REQUIREMENTS FOR THE MBA.

1. The foundation course requirements to enter the MBA degree program ensure that students have acquired a common body of knowledge in business administration.

   a. Candidates for admission to the MBA degree program must have earned an undergraduate degree in business administration or accounting from a school holding ACBSP or AACSB specialized accreditation for its business degree program within eight years of enrolling in the Troy MBA program.

OR

   b. Before attempting 6000-level course work, the student will have successfully completed, within eight years of enrolling in the Troy MBA program, all courses or their equivalent in the following subject areas from a school holding ACBSP or AACSB specialized accreditation for its degree program:

      • Principles of Management
      • Principles of Marketing
      • Managerial Finance
      • Accounting (principles of financial and managerial accounting or their equivalent)
      • Legal Environment
      • Economics
      • Statistics
      • Global Business Issues
      • Information Systems (or documented completion of an MS Office workshop/certification, minimally in Word and Excel)

2. If the foundation course requirement is not satisfied by either paragraphs 1.a or 1.b above, to include the restrictions related to currency (i.e., within eight years of initial enrollment in the Troy MBA program) and
specialized accreditation, then unless specifically waived by the MBA Program Director based upon relevancy of professional business experience subsequent to the award of a four-year business degree, the following MBA foundation courses must be successfully completed through Troy prior to enrolling in 6000-level courses for which they are identified as prerequisite courses.

MBA 5502     Fundamentals of Accounting and Finance
MBA 5503     Fundamentals of Economic Analysis and Business Law
MBA 5504     Fundamentals of Management and Marketing
MBA 5505     Fundamentals of Information Systems and Quantitative Methods

3. Along with the MBA foundation courses above, students entering the accounting option must have completed a degree in accounting or, minimally, the following courses based on accounting standards, auditing standards, and tax laws that are prevalent in the United States:

ACT 3391 3 Intermediate Accounting I
ACT 3392 3 Intermediate Accounting II
ACT 3394 3 Governmental Accounting
ACT 4494 3 Income Tax Accounting I
ACT 4495 3 Income Tax Accounting II
ACT 4497 3 Auditing

ADMISSION REQUIREMENTS FOR THE MASTER OF BUSINESS ADMINISTRATION

Unconditional Admission:

1. Students applying for admission must provide official transcripts from all universities attended.

2. Applicants who have completed a master’s or higher degree from a regionally accredited university may be admitted unconditionally. (No graduate admission test scores are required.) Official transcripts from all universities attended must be submitted, to include an official transcript showing completion of a master’s or higher degree.

3. A bachelor’s degree from a regionally accredited college or university is required. (Students with a baccalaureate degree from an unaccredited or otherwise accredited institution should see Unaccredited or Otherwise Accredited Student Admissions.)

4. Applicants must have achieved at least a 2.5 GPA in all undergraduate work or at least a 3.0 GPA in the last 30 semester hours.

5. Official graduate admission exam results (GMAT, GRE (verbal and quantitative), MAT) scores must be on file (except for applicants with a previous master’s or higher degree; see #2 above).

6. A letter of recommendation is required with all applications for the MBA program. The individual’s potential for success in the MBA program, his/her professional, managerial or administrative experience, as well as his/her written and oral communication skills must be addressed.

Conditional Admission:

Students not satisfying the minimum graduate admission test score and GPA requirements for unconditional admission may be conditionally admitted to the program. After the student completes the first four graduate (6000 level) courses with a “B” or better average, the student will be granted unconditional admission.
Students not satisfying conditional admission requirements will be dropped from the program for one calendar year, after which time the student must petition for readmission. A letter of recommendation is required with all applications for the MBA program. The letter should address the individual’s potential for success in the MBA program as well as his/her written and oral communication skills.

CURRICULUM
All courses offer three semester hours credit except MBA 6625, 6626, and 6627, which may vary from one to three semester hours each.

TRANSFER CREDIT
A maximum of four courses (12 semester hours) taken at another regionally accredited institution, each with a "B" grade or better, can be applied toward the degree. Credit accepted for transfer into the MBA core, or to satisfy specified concentration courses, is limited to institutions holding ACBSP or AACSB specialized accreditation for their business programs.

These courses must be comparable in catalog description, level, and content to Troy courses and must be approved by the appropriate Troy dean/department chair. No more than two courses (six semester hours) may be transferred in from a completed master’s degree program. Professional military education courses are not accepted for credit in the MBA program.

REQUIREMENTS FOR ADMISSION TO CANDIDACY
1. To be admitted to candidacy, students must have a 3.0 GPA on all work attempted.
2. Unconditionally admitted graduate students may apply for admission to candidacy after completing six semester graduate hours and requirements as outlined for the specific degree program. A student will be admitted to candidacy the term following completion of 12 semester hours.

DEGREE REQUIREMENTS
Successful completion of the courses listed below with an overall grade point average of 3.0 (A = 4.0) is necessary to fulfill requirements for the degree. If the student makes a "D" or "F" in a core course, the course must be retaken. If the student earns a "D" or "F" in an elective course, the course may be retaken, or another elective taken in its place. The student can satisfy the research component requirement by successfully completing MBA 6610, IS 6674, or ACT 6695 with a grade of "B" or better. The capstone course, MBA 6611, must be completed with a grade of "B" or better.

The MBA degree offers three, 36-semester-hour options: accounting, information systems, and general management. All options require six core courses and six option courses as follows:

Required Core Courses:
ACT 6691 3 Managerial Accounting
MBA 6611 3 Business Strategy
MBA 6631 3 Managerial Finance
MBA 6642 3 Quantitative Methods for Business
MBA 6651 3 Managerial Economics
MBA 6661 3 Strategic Marketing Management

Accounting Option Courses:
ACT 6692 3 Advanced Accounting Problems
ACT 6694 3 Income Tax Research or ACT 6696 Accounting Information
ACT 6695 3 Accounting Research and Communication
ACT 6698 3 Advanced Auditing
ACT 6699 3 Contemporary Issues in Accounting
ACT 6600 3 Business Law for Accountants

Information Systems Option Courses:
IS 6672 3 Information Systems and Business Strategy
IS 6674 3 Information Systems Management
IS 6676 3 E-Commerce for Global Business
IS 6679 3 Management Information Systems
(Two approved electives)

General Management MBA Option Courses:
MBA 6610 3 Business Research Design
MBA 6671 3 Organizational Behavior
MBA 6673 3 Operations Management
(Three approved electives)

For options other than the accounting option, electives may be selected from the approved list of electives:
BUS 6612 3 Applied Business Research
ECO 6654 3 Labor Economics
ECO 6657 3 International Trade and Economics
HRM 6601 3 Legal Environment of Employment Decisions
HRM 6603 3 Human Resource Management (recommended for MBA-GM)
HRM 6604 3 Labor Law
HRM 6619 3 Seminar in Human Resource Administration
HRM 6622 3 Human Resource Staffing
HRM 6623 3 Training and Development of Human Resources
HRM 6632 3 Compensation Management
HRM 6645 3 International HRM
HSA 6680 3 Health Services Administration and Policy
HSA 6681 3 Legal and Social Issues in Health Administration
HSA 6682 3 Health Care Planning and Management
HSA 6683 3 Health Care Economics
HSA 6684 3 Managed Healthcare
IS 6672 3 Information Systems and Business Strategy
IS 6674 3 Information Systems Management
IS 6676 3 E-Commerce for Global Business
IS 6679 3 Management Information Systems
MBA 6601 3 Business and Professional Communication
MBA 6608, 6609 3 Thesis
MBA 6613 3 Seminar in Business
MBA 6625, 6626, 6627 1-3 Specialized Study
MBA 6632 3 Investments
MBA 6633 3 International Finance
MBA 6634 3 Derivative Securities
MBA 6652 3 Macroeconomics and Forecasting
MGT 6670 3 Seminar in International Management
MGT 6674 3 Ethics in Business
MGT 6677 3 Systems Management
MGT 6681 3 Organizational Development and Change
MGT 6682 3 Leadership and Motivation
QM 6640 3 Quantitative Analysis for Managers
QM 6641 3 Decision Theory

There are no cross-listings with other Troy graduate degree programs for this program. All transfer credits must be processed through normal academic approval procedures. All authorizations for a Troy MBA student to be a transient student at another institution must be approved before the course is attempted. Professional military education courses are not accepted for credit in the MBA program.

EXECUTIVE MBA PROGRAM

The purpose of the Executive Master of Business Administration program is to provide an advanced level of general business education to graduates of baccalaureate programs who meet a stipulated professional experience prerequisite. This opportunity enables these students to be successful in management positions in both the private and public sectors. The program is organized to support specific and general needs of professionally diverse groups of students by providing advanced study in business administration to students who have acquired a common body of knowledge through education and professional experience. Minor modifications in curriculum allow the EMBA program to meet specific corporate or other organizational needs in contractual programs. As a result of successfully completing the EMBA program, graduates should improve their ability to apply problem-solving skills to the strategic planning process in organizations and to use written and verbal communication skills effectively to communicate the results of their problem-solving analyses and recommendations.

ADMISSION REQUIREMENTS

Unconditional Admission
1. For concentrations other than those listed in (a) and (b) below, a minimum of five years professional, post-baccalaureate experience (unless modified in a contractual corporate program); or a minimum of five years managerial experience beyond first line supervision, and

   a. for the accounting concentration, a baccalaureate degree in accounting or successful completion of all accounting course prerequisites; and

   b. for the healthcare concentration, a baccalaureate degree in healthcare-related field and five years of healthcare-related professional work.

2. Students applying for admission must provide official transcripts from all universities attended.

3. Applicants who have completed a master’s or higher degree from a regionally accredited university may be admitted unconditionally. (No graduate admission test scores are required.) Official transcripts from all universities attended must be submitted, to include an official transcript showing completion of a master’s or higher degree.

4. A bachelor’s degree from a regionally accredited college or university is required. (Students with a baccalaureate degree from an unaccredited or otherwise accredited institution should see Unaccredited or Otherwise Accredited Student Admissions.)

5. Applicants must have achieved at least 2.5 GPA in all undergraduate work or at least 3.0 GPA in the last 30 semester hours.
6. Official graduate admission exam results on the GMAT (except as modified by contractual agreement with a part nering organization) must be on file (except for applicants with a previous master’s or higher degree; see #2 above).

7. A letter of recommendation using the online Professional Reference form is required with all applications for the EMBA program. The letter must address the individual’s potential for success in the EMBA program as well as his/her written and oral communication skills.

**Conditional Admission**

Students not satisfying the minimum graduate admission test score and GPA requirements for unconditional admission may be conditionally admitted to the program. After the student completes the first four graduate (6000 level) courses with a "B" or better average, the student will be granted unconditional admission. Students not satisfying conditional admission requirements will be dropped from the program for one calendar year, after which time the student must petition for readmission. A letter of recommendation is required with all applications for the MBA program. The individual’s potential for success in the MBA program as well as his/her written and oral communication skills should be addressed.

For the accounting concentration, students with a B.S. Degree in a field other than accounting must have completed the following courses or their equivalent. The prerequisite accounting courses must be based on accounting standards, auditing standards, and tax laws that are prevalent in the United States.

- ACT 3392 3 Intermediate Accounting I
- ACT 3393 3 Intermediate Accounting II
- ACT 3394 3 Governmental Accounting
- ACT 4494 3 Income Tax Accounting I
- ACT 4495 3 Income Tax Accounting II
- ACT 4497 3 Auditing

**CURRICULUM**

All courses offer three semester hours credit.

**TRANSFER CREDIT**

A maximum of two courses (six semester hours) taken at another regionally accredited institution each with a grade of "B" or better can be applied toward the degree. (This policy may be modified for contractual programs.) These courses must be comparable in bulletin description to Troy courses in the EMBA program and must be approved by the appropriate Troy campus dean/department chair. As the capstone course serves as a component of the degree requirements, it may not be transferred in to the EMBA program.

**REQUIREMENTS FOR ADMISSION TO CANDIDACY**

1. To be admitted to candidacy, students must have a 3.0 GPA on all work attempted.
2. Unconditionally admitted students may apply for admission to candidacy after completing six semester graduate hours and requirements as outlined for the specific degree program. A student will be admitted to candidacy the term following completion of 12 semester hours.

**DEGREE REQUIREMENTS**

Successful completion of the courses listed below with an overall grade point average of 3.0 (A=4.0) is necessary to fulfill requirements for the degree. The student can fulfill the research component requirement by successfully completing EMBA 6625 or ACT 6695 (or another designated course in concentrations not requiring these courses) with a grade of "B" or better.
Successful completion of the capstone course (EMBA 6611) and presentation of the applied research project are required to fulfill requirements for the degree. If a "D" or "F" is made in a core course or a restricted elective course, the course must be retaken.

The EMBA degree offers several 36-semester hour concentration options:

- Accounting
- Criminal Justice
- General Management
- Healthcare Management
- Information Systems

**Required Prerequisite Course**
EMBA 5501 3 Survey of Business Concepts

**Required Core Courses**
ACT 6691  Managerial Accounting
EMBA 6611  Business Strategy
EMBA 6631  Managerial Finance
EMBA 6661  Strategic Marketing Management
EMBA 6671  Organizational Behavior
EMBA 6674  Ethics in Business

**Required in all concentrations other than Accounting**
EMBA 6642  Quantitative Methods for Business
EMBA 6651  Managerial Economics
IS 6679 3  Management Information Systems

**Professional Concentrations (precise concentrations to be determined at a later point):**

*Accounting Concentration:*
ACT 6692  Advanced Accounting Problems
ACT 6694  Income Tax Research
ACT 6695  Accounting Research and Communication
ACT 6698  Advanced Auditing
ACT 6699  Advanced Accounting Theory
ACT 6600  Business Law for Accountants

*Criminal Justice Concentration:*
CJ 6620  Current Trends in Criminal Law
CJ 6624  Court Administration
CJ 6625  Specialized Study (in the Administration of Criminal Justice)

*General Management Concentration:*
EMBA 6603  Human Resource Management
EMBA 6625  Specialized Study in Business (with a Management focus)
EMBA 6673  Operations Management

*Healthcare Management Concentration:*
EMBA 6603  Human Resource Management
EMBA 6625  Specialized Study in Business (with a Healthcare Management focus)
IISA 6880  Health Care Administration and Policy

**Information Systems Concentration:**
IS 6672  Information Systems and Business Strategy
IS 6674  Information Systems Management
IS 6676  E-Commerce

There are no cross-listings with other Troy graduate degree programs for this program. All transfer credits must go through normal academic approval procedures. All authorizations for a Troy EMBA student to be a transient student at another institution must be approved before the course is attempted. Professional military education courses are not accepted for credit in the EMBA program.

**International Student Admission Requirements for all Graduate Programs**

1. Meet all Graduate School Admission Criteria (See Unconditional Admission section).
2. Make a satisfactory score on the Test of English as a Foreign Language (TOEFL) score of 193 (Computer based test) or 525 (Written test) or IELTS score of 6.0.

**Additional Requirements for a Student Visa**

A. International Student Admission Requirements

Only the Troy University campus in Troy, Alabama, is approved to host students on an F-1 or J-1 student visa. No other Troy University campuses within the United States of America are approved for international student attendance if the international student receives an F-1 student visa based on Troy University sponsorship.

Persons requesting U.S. Citizenship and Immigration Services (USCIS) form I-20 in order to obtain an F-1 visa or DS-2019 to obtain a J-1 visa additional information should contact the Center for International Programs, Troy, Alabama, 36082, USA, telephone number: 1 (334) 670-3736, email: intlprog@troy.edu, or visit [www.troy.edu](http://www.troy.edu) international programs.

B. International Student Submission Requirements

Students must submit the following official documents:
1. Completed Application for Admission.
2. Application fee.
3. All official transcripts and preferably an American Associate of Collegiate Registrars and Admissions Officers (AACRAO) or a World Education Services evaluation of the transcript if the institution is not an accredited United States institution. Prospective students must submit an institutionally transcribed transcript in English. Applicants who cannot obtain an institutionally translated transcript may obtain a translation utilizing the services of an approved credential evaluating service.

**AACRAO**

1 Dupont Circle, NW, Suite 520
Washington, D.C. USA 20036
Telephone 1-202-293-9161, Fax 1-202-872-8857,
[www.aacrao.org](http://www.aacrao.org)
Institutionally translated transcripts will be evaluated preferably by AACRAO or WES, or may be evaluated by Troy University using standard accreditation practices and guidelines. If the foreign school does not appear in any of these sources or if the transcript does not provide the information necessary to determine admission status based on standard criteria, the applicant must utilize the credential evaluation services of AACRAO. Whenever possible, applicants transferring credit should submit a copy of the school catalog.

4. Troy University Letter of Recommendation - The Letter of Recommendation form is located online at http://troy.troy.edu/graduatetstudies/grsform.html or a print copy will be provided in the application package. The following items must be addressed in the letter of recommendation: the recommender's name, organization, position or title, telephone or email, how long and in what capacity the recommender has known the applicant and the recommender must identify key characteristics that the candidate possesses (e.g. leadership, communication, knowledge, creativity, reliability, ability to communicate in writing, initiative, ability to get along with others, scholarly potential).

5. Satisfactory score on the graduate admission examination (Contact the Troy University International Admissions office or an International Troy University site office near you for more information).

6. Satisfactory score on the Test of English as a Foreign Language (TOEFL) score of 193 (Computer Based Test), 525 (Paper test) or a score of 6.0 on the IELTS. Note: The TOEFL is waived as an admission requirement for foreign students who hold the baccalaureate or equivalent degree from a regionally accredited United States of America university and a country whose official language is English and in which the program of study was taught English.

7. A detailed statement of financial status showing that adequate financial resources are ensured. Non U.S. citizens (and immediate family members) who are members of allied military forces or civilian agencies assigned to U.S. military installations are exempt from providing financial statements or TOEFL scores provided that their proficiency in English is certified in writing by an appropriate U.S. military official. Such a statement of financial status is required only for those international students seeking a J-1 or F-1 student visa.

• THREE-YEAR BACCALAUREATE DEGREE HOLDERS REQUESTING ADMISSION TO THE GRADUATE SCHOOL

1. Students completing a three-year baccalaureate degree will also be required to complete at least one year of a graduate program in their home country prior to applying to the Troy University Graduate School. No "Bridge Program" courses would be required.

Or

2. The dean of the discipline for which the student seeks admissions will prescribe a mandatory one-year baccalaureate equivalent course of study of at least 30 semester hours of undergraduate course work, to be completed with a cumulative grade point average of 2.50. All grades below the grade of "C" must be retaken. This prescribed course of undergraduate study shall be referred to as a "Bridge Program." Bridge program students should not repeat courses taken at the undergraduate level. Bridge program students will be enrolled as "Undergraduate" students. This course work must be successfully completed and certified by the dean of the
college prescribing the course work prior to admission to the Graduate School. Upon completion of the Bridge Program, students meeting all admission requirements may be admitted to the appropriate graduate program.

Application for admission shall be made through our partnership institution, ITS and University College. The evaluation of all documents will be done consistent with the admission policy for Troy University by a joint effort of the site Director in ITS/Sharjah and the Director of International Programs, University College.

5. FACULTY

The business programs in Sharjah will be supported by the following mix of faculty:
- One full-time faculty member will be hired in each program when 50 students have been admitted and registered for courses in each program at the same time; and one additional full-time faculty member will be added in the second year if 100 students are enrolled in each of the programs at the same time;
- Participation by visiting faculty from TROY campuses and other TROY Regions; and
- Participation by adjunct faculty with the appropriate credentials, certified by TROY.

The full-time faculty may support this site as well as other TROY-UC sites. All faculty teaching at the locations will counsel and advise students. A preliminary list of faculty available to support the program can be found in the Appendices. Advertising for additional University College full-time faculty will continue throughout the academic year to increase the pool of eligible faculty. The faculty teaching in the program must meet the same criteria for employment as faculty teaching at the graduate level at the Troy campus, i.e., they must have a terminal degree in the teaching field or a related field from a regionally accredited institution, and sufficient graduate credit hours in the field. Student counseling time may be scheduled with the Site Coordinator, the Regional Director and with faculty members via e-mail, prior to or after class time.

All faculty, whether full-time or adjunct, are evaluated on the basis of course critiques which students complete for every course. A copy of the course evaluation is attached under the Appendices. For full-time 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 public service (prescribed by TROY Faculty Handbook).

Adjunct faculty teaching at distance 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 Director of International Programs for University College or Site Coordinator. Because of their more extensive involvement in the program, faculty on full-time contracts are given the Faculty Handbook, Strategic Plans, the University College Policy Manual, and they participate in meetings or conference calls to discuss student and academic policy issues.

At the conclusion of each course, each faculty member receives a “faculty survey” which must be completed and returned directly to the Director of International Programs for University College. These faculty surveys were developed 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 schedule format.

6. LIBRARY AND LEARNING RESOURCES

Library Support: In order to support the proposed programs, TROY provides library resources to all students through online access to the TROY libraries, through library agreements with ITS and through purchased books for the libraries. Library support from Troy University is available to all Troy University students. TROY Sri Lanka students can locate the library databases through the library main page on the World Wide Web (http://TROYlib.troy.edu) and log on with their student identification number. This number is authorized to the library server by DATATEL, the Troy University System database, and is assigned when a student is registered.
into a course. Students receive printed information about the library support systems at Troy University. They will also receive an orientation briefing on the TROY library resources and a CD ROM will also be made available at the local site. The TROY Library and Information Resources SIRSI Webcat is described in the Appendices.

Online information available to students is extensive. Databases to which TROY subscribes or creates student access include: Infotrac Web or Gale Databases: Health Reference Center, Expanded Academic ASAP, General Business File ASAP, Associations Unlimited, Computer Database, General Reference Center Gold, Informe, Business Company Resource Center, Legaltrac, One File, Literature Resource Center (including MLA International Bibliography, Scribner Writer’s Series, and Twayne Author’s Series), and Biography and Genealogy Master Index; Encyclopedia Britannica: Encyclopedia Britannica, Merriam-Webster’s Collegiate Dictionary; LexisNexis: Academic Universe, Statistical Universe, Current Issues; ProQuest Direct: CINAHL (Current Index to Nursing and Allied Health Literature), ABI Inform Global, CJPI (Criminal Justice Periodical Index), ProQuest Nursing Journals, ProQuest Psychology Journals, ProQuest Newspapers, Research Library Complete; EbscoHost: Academic Search Premier, Business Source Premier, ERIC (connects to EDRS for some fulltext), MasterFile Premier, Newspaper Source, Professional Development Collection (education), Mas Ultra – Schol Edition, Vocational Search, Health Source – Consumer Edition, Health Source – Nursing/Academic Edition, Clinical Pharmacology (dictionary), Alternate Health Watch, Funk and Wagnalls New World, Encyclopedia, Searchasaurus (elementary level), Psychinfo 1887-, Psychology & Behavioral Sciences, PsychArticles, Sport Discus, Regional Business News, World History Fulltext, Military and Government Collection; NetLibrary (more than 20,000 full text electronic book titles); SIRS: SIRS Knowledge Source, SIRS Discoverer, SIRS Renaissance Humanities; LitFinder: Essay Finder, Poem Finder, Story Finder; Facts on File – African Amer. History and Culture; Columbia Granger’s World of Poetry; College Source On-Line; North American Women Letters and Diaries; Bio-One; MathSciNet; Wiley Interscience; Emerald American Chemical Society Web; AccessScience; GPO Access; Thomas; ABC-Clio: American: History and Life, Historical Abstracts; AskEric; PubMed; Grateful Med; Bowker Publishing – Books in Print with Reviews. Faculty plays a large role in determining the journals to which the library subscribes and the books purchased.

TROY has purchased a selected list of books from the Harvard Core Collection, and general business reference books, to place on reserve at the library in ITS for students to borrow and use for reference.

The budget contains sufficient funds for an annual assessment of the library agreements and library resources available to TROY students in Sharjah. The TROY Dean of Library Science or his designee will visit the TROY site in Sharjah annually, review the collection, meet with faculty and students, and conduct briefings on library databases and research.

Computer Support: Students entering the business and computer science degree programs at Troy University in Sharjah will have access to computer labs at the college. The computer agreements and facilities are described in the Appendices. Upon receipt of application and acceptance into the program, TROY will provide each student with an e-mail address.

7. PHYSICAL RESOURCES

The permanent location of the TROY – Sharjah campus is located in a developing prime area and easily accessible to students. The TROY- Sharjah campus is housed in a modern multi-storied building complex, with modern lecture halls and laboratories. The computer, electronic, biology, chemistry and physics laboratories are fully equipped with high-end computer workstations with network access to the Internet.

The site coordinator for TROY is required to have at least a Master's Degree and experience with academic administration (See appendix for position description). The TROY-Sharjah site is administratively supported by
the Director of International Programs for University College to monitor and facilitate admission, advisement and academic procedures. Duplicate student files are maintained at each location and the Director of International Programs for University College office provides timely counseling and support via e-mail and telephone.

The TROY-ITS 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 payments and application procedures,
- advisement as needed by site director and 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 or distance learning courses for students going on required 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 e-mail to keep them informed of deadlines, University policies, and other matters; and
- providing critiques of student resumes, information about career transition services and information about job placement.

8. FINANCIAL SUPPORT

Troy University will be the residential provider in ITS/ Sharjah. TROY anticipates that the site will generate 25 students for the proposed degree programs in the first year and 50 additional students in the second year. The budget detail for revenue and expenditures is found in the attached Appendices.

9. EVALUATION AND ASSESSMENT

Troy 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 Reports. The SPIE is a document that identifies for each academic program or administrative unit:
- its purpose, including how this purpose fits within the broader goals of the University;
- how the program structure (for academic departments) or the administrative activities (for administrative units) contribute to their stated purpose;
- the minimum expected results for the program or administrative unit;
- the assessment instruments used to measure the performance of programs or units;
- the procedure for administering the assessment instruments; and
- 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 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).

The SPIE can be found in the attached Appendices. A detailed discussion of the format of both the SPIE and the Annual Assessment Report (self-study) can be found in the TROY Manual for Annual Planning. Examples of the other evaluation instruments mentioned are also contained in the attached appendices. Summaries of course evaluations, graduating student questionnaires and faculty surveys will be 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 TROY-Sharjah program as compared to students enrolled in the degree at other Troy 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. This transfer policy is described in the Troy University Graduate Bulletin.
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Mission Statement of Troy University
Mission Statement of Troy University

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 ten 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, 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 programs.

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

Students are encouraged to realize their unique potential and to 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 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.
MEMORANDUM OF AGREEMENT
For collaboration
Between
INSTITUTE OF TECHNOLOGICAL STUDIES (ITS)
No.7, Kirimandala Mawatha, Colombo 5, Sri Lanka
Of the First Part
And
TROY STATE UNIVERSITY (TSU)
Troy, Alabama, USA
Of the Second Part
December 28, 2004

Both parties discussed the relevant matters with common interest and reached agreement on the following collaboration items based on equality, mutual respect and mutual benefit.

I. Introduction

1. This agreement is made and entered into on the 28th day of December 2004 by and between Troy State University (hereinafter TSU), Adams Administration Building, Troy, Alabama 36082, a public university in the State of Alabama, and Institute of Technological Studies (Pvt.) Ltd., (hereinafter ITS), No.7 Kirimandala Mawatha, Colombo 5, Sri Lanka a private University approved under the amended University Act. In Sri Lanka.
2. TSU will offer the Associate, Bachelor, and Master degrees, in specifically approved concentrations, at ITS campus in Sharjah, U.A.E. providing TSU has visited the campuses, the TSU academic committees authorize the degrees at the campus, and the campus meets TSU accreditation standards.
3. ITS assumes totally responsibility for all financial obligations at the Colombo campus and Sharjah campus.
4. In addition ITS agrees to establish a new site in Sharjah campus at Sharjah Airport International Free Zone (Saif), where TSU will co-locate its' degree program.
5. The approval of any new location shall only occur if the approval does not infringe on the conditions and terms of other previous Agreements entered into by TSU.
6. ITS must continually meet all TSU academic and administrative requirements and regulations. Failure to do so authorizes TSU to cancel this Agreement according to the terms and conditions TSU decides to impose.
7. The right to offer Troy State University programs will become effective on the date the Chancellor of Troy State University, or authorized officer approves Institute of Technological Studies campuses in Colombo Sri Lanka & Sharjah Airport International Free Zone (Saif), as a Troy State University teaching sites, however, the courses may not commence until accreditation approval is granted in the USA.
8. The approval of any new location shall only occur if any first refusal rights given under previous Agreements are waived and/or not applicable and the approval does not infringe on any of the conditions and terms of other previous Agreements entered into by TSU.
9. TSU agrees to give ITS the first right of refusal before establishing a Bachelor or Master Degree program within 50 kms of ITS locations in Sharjah and Sri Lanka. This first right of refusal is not applicable to credit transfer programs at other colleges, the Associate Degree, or University to University programs.
10. The concentrations will be subject to approval by TSU and will follow all TSU regulations and procedures.

TSU agrees to establish Associate, Bachelor, and Master Degree Programs to be offered at ITS. TSU agrees to offer the following programs at ITS as and when student enrollment warrant and at such time as TSU academic approval and SACS accreditation approval is granted as well as approval from the Government Agencies is obtained in U.A.E. Any of these programs require a minimum of six months advance notice and agreement by TSU prior to implementation.

1) Associate of Science:
   Preferred Majors:
   a) Business Administration
   b) Computer Systems
c) General Education

2) **Associate of Arts in Social Science***

3) **Bachelor of Science in Business Administration***
   Preferred Majors:
   a) Information Systems
   b) General Management
   c) Finance
   d) Marketing
   e) International Business
   f) Human Resource
   g) Risk Management and Insurance
   h) Business Economics
   i) General Business

4) **Bachelor of Science***
   Preferred Majors:
   a) Computer Science
   b) Psychology
   c) Social Science

5) **Master Degrees***
   Preferred Degrees:
   a) EMBA
   b) MBA
   c) Master of Science Degrees
      i) Human Resource Management
      ii) International Relations
      iii) Management
   d) Master of Public Administration
   e) Master in Computer Science

* These programs may be modified or changed on a year to year basis by TSU at the discretion of TSU.

II. Contents

In consideration of the mutual covenants and agreements herein contained the sufficiency of which is hereby acknowledged, the parties do hereby agree as follows:

1. Troy State University is prepared to establish a Troy State University (TSU) U.A.E. teaching site at Sharjah - UAE and in Sri Lanka at ITS
   1.1 TSU will establish a TSU teaching site, at Sharjah, U.A.E. and ITS for the completion of the residency requirements in order for a student to receive a TSU degree.
   1.2 ITS is responsible for all student recruitment.
   1.3 ITS is responsible for the process of recognition of the TSU programs by the appropriate Government agencies in U.A.E.
      TSU is responsible for providing all necessary documents and the guidance required to obtain accreditation. ITS recognizes that TSU must verify that ITS is an government approved Educational Institution based in Sri Lanka. (and is in a position to seek SACS accreditation standards for foreign university accreditation approval and ITS is responsible for supplying all the required necessary documentation for this to occur.
1.4 ITS is responsible for all financial obligations and the establishment of the new site at the Sharjah Airport International Free Zone on the advice of TSU.

1.5 ITS guarantees the minimum number of students required to be enrolled for the program(s) to be successful. This number must be approved by TSU.

1.6 The first intake will be January 1st 2005 subject to TSU approval and for Colombo will be September 1st, 2005 subject to TSU approval.

2. Content of the cooperation for undergraduate program:

2.1 Upon meeting TSU admission requirements, ITS students may transfer to TSU (Troy), or other TSU sites and may have individual ITS courses taken accepted as transfer credit providing they meet the requirements of TSU (Troy). ITS will supply their syllabi to TSU so a judgment can be made on the applicable transfer subjects.

2.2 If ITS cannot provide equivalent transfer courses, diploma and/or degrees then additional TSU courses may need to be taken, to meet TSU graduation requirements.

2.3 Students must meet all TSU admission requirements, regulations and procedures in effect at the time of enrollment with TSU. ITS must also provide certified evidence from the appropriate U.A.E. Government Agencies that they are an approved and accredited educational institution licensed to offer the subjects that are to be transferred. TSU guarantees that upon successful completion of the TSU program and meeting all TSU graduation requirements students will be conferred the TSU Degree.

2.4 ITS will modify the present course plan and the curriculum of ITS in line with the TSU during the coming four years after signing the agreement.

3. Both parties will try and settle unsolved matters in this agreement through consultation.

4. ITS agrees to follow all academic and administrative rules, regulations and procedures of TSU.

5. The Associate, Bachelor and Master's Degree Diplomas will be from TSU, providing all the regulations and procedures of TSU are adhered to, by both Parties, according to TSU Bulletins and Policy.

III. Special Notes:

1) For the Bachelor Degree, ITS will be responsible for a maximum of 90 transfer credits to be delivered at ITS sites and a student must complete a minimum of 30 TSU credits in residence at the TSU/ITS campuses or another TSU campus. The 30 credits may be taken from the approved TSU courses in the Business, Business Core, Computer Science, and/or other subject areas. Some specialized programs may require more than 30 credits. At least 50 percent of the degree program must be 3300 or 4400 level credit.

2) For the Associate Degree, ITS will be responsible for 45 transfer credits and a student must complete a minimum of 15 TSU credits in residence at TSU/ITS campus. The 15 credits may be taken from the TSU courses in the Business, Business Core, Computer, and/or other subject areas.

3) In order to earn residency requirements a student must be enrolled for a minimum of two semesters with TSU.

4) All students enrolled in the programs at ITS must take a minimum of 15 TSU credits within their first three or four semesters of attendance. Students enrolled in the Bachelor Program with TSU will be required to take a minimum of 30 credit hours to complete the Bachelor degree. The TSU courses taken in the Associate Degree may apply toward the 30 credit hour minimum to complete the Bachelor Degree.

5) The Associate, Bachelor, and Master Degrees awarded will be Troy State University Degrees. Degrees and the certificates awarded will be identical in every aspect with the degrees normally awarded by TSU to students who satisfactorily complete the similar courses at the TSU campus.

6) Students who satisfactorily complete degree requirements will be awarded the Associate Degree, and/or the Bachelor Degree. In addition, students who meet TSU regulations and requirements may enroll in Master's Degree Programs. After
completion of the Bachelor of Business Administration Degree from TSU, students may enroll in the MBA program if all admission requirements are met.

7) Faculty teaching TSU courses must be approved by TSU and will have to meet TSU and SACS accreditation standards.

8) ITS will appoint a TSU Degree Site Coordinator to work directly with the TSU-Representative(s) and TSU faculty.

9) TSU shall notify ITS, in writing, by the end of a three-week period from the date of the submission of a completed student's application, whether the student's application has been accepted or rejected.

10) TSU reserves the right to select or change its' representative(s), faculty and/or other personnel by notifying ITS in writing.

11) All syllabi used in the TSU Degree Programs for transfer credit must be approved by TSU.

12) TSU retains full and complete authority on the admission requirements of all students into any and all TSU programs. ITS agrees to enroll and accept transfer students from all other educational institutions that are approved and recommended by TSU.

13) TSU will issue student transcripts each semester through the TSU (Troy) student records office. Courses will be transferred each semester. Subject to TSU verification and approval student grades for ITS courses may be recorded on the transcripts.

14) ITS guarantees they will provide the necessary faculty to teach all the Associate, Bachelor, and Master Degree courses including all supervisory responsibilities. These faculty members will be appointed as adjunct faculty by TSU and must meet TSU and SACS accreditation standards. In the event that ITS is unable to provide the faculty that meet TSU accreditation standards TSU will provide within four (4) weeks such faculty and ITS guarantees that they will pay TSU for all incidental costs travel (economy), living and the portion of the teaching salary incurred by TSU if Troy State University is required to supply these faculty.

15) TSU adjunct faculty must have a minimum of a Master’s Degree from an accredited university and a minimum of eighteen (18) graduate credit hours in the undergraduate subject area they are to teach. If TSU rejects a recommended ITS faculty with these qualifications, TSU will show reasonable written cause for the rejection.

16) Appointed lecturers of ITS and Adjunct Professors appointed by TSU shall be responsible for the grading of all student assignments and exams. They shall have final authority on the final grade assigned to students. Faculty teaching TSU courses must follow TSU’s academic policies.

17) ITS will pay all ITS faculty salaries and benefits. The faculty must meet TSU and SACS Accreditation standards. TSU must approve all faculty teaching in the TSU programs.

18) ITS will provide to TSU, upon a written request from TSU, a realistic projection of student enrollment and marketing plans for each program and site.

19) TSU will accept the institutional TOEFL. Undergraduate students must achieve a TOEFL score of 500 (173 computer based). Graduate Admission will require a TOEFL score of 525 (197 computer based).

20) All students enrolled in ITS-TSU programs will be required to complete a capstone type and/or a comprehensive examination established and controlled by TSU.

21) The TSU-Representative(s) will monitor the general academic aspects of the program. ITS recognizes that the TSU Vice-Chancellor, University College or Designee is responsible to ensure academic and administrative compliance and retaining budget authority for TSU.
22) Any advertisement/promotional materials that carry Troy State University’s name, seal, and/or logo has to be approved by TSU prior to publication and/or release to the public within five (5) working days after submission of said materials to TSU. ITS, upon approval, will be able to produce joint promotional products that jointly use TSU and ITS name, seal, and/or logo.

23) ITS students may transfer to TSU at any time, according to TSU’s admission criteria, after their first semester at ITS providing they meet TSU entrance criteria. However, it is expected that most transfers will begin after the second or third year at ITS.

24) Troy State University will be the only American University offering programs at the ITS Campuses.

25) TSU will allow the use of the name “Troy State University” with the name Sharjah Campus underneath the TSU name to designate the site. The Sharjah site will be named as Troy State University Sharjah Campus. The Colombo site will be named as Troy State University Colombo Campus.

26) ITS and TSU will operate on a Partnership basis.

27) Any academic program changes will only apply to the incoming group/cohort of students upon expiry of four months after date of submission to ITS (of written notification stating the proposed changes) and not the outgoing and continuing group of students, unless specifically required by the Ministry of Education, SACS or the US accreditation agencies.

28) Specific Master Degree Programs will be negotiated on a program-by-program basis. Master Degree Programs will require a specific financial guarantee for each program offered. The financial guarantee (s) will be separate and in addition to the guarantees stipulated for the Associate and Bachelor Degrees.

29) Any changes or additions to this Agreement will be in writing and added as Appendices.

IV. Budget Factors- This section has been removed. Information about the financial arrangements can be obtained by contacting the Vice Chancellor for University College or the Director of International Programs for University College.

V. Additional Provisions

1. Termination

1.1 If either party breaks the terms and conditions included in this Agreement, this Memorandum of Agreement may be terminated with 30 days notice. All financial obligations resulting from the actions of the party breaking the term and conditions will be immediately due and payable.

1.2 Both parties may terminate this Agreement by mutual consent. Activities already in process may be completed. Either party shall be reimbursed costs incurred in concluding the work in progress.

1.3 All funds due either party for the balance of any and all contractual relationships will be immediately due and payable within 30 days upon termination. All costs associated with the termination shall be allowable including all costs or non-cancelable commitments incurred prior to the receipt of the notice of termination, all legal costs, and other costs.

1.4 ITS or TSU may terminate this Agreement, with immediate effect, if the other party participates in or is a party to illegal activities.

1.5 In the event of termination both parties agree to carry out commitments to ensure the students enrolled in joint programs have the opportunity to finish and complete the appropriate certificate or degree program within three years.

2. Indemnification

ITS hereby waives and agrees to indemnify, defend, and hold harmless TSU its trustees, directors, employees, agents, and other associates from any claim arising out of or connected with this Agreement or the activities undertaken under this Agreement, except to the extent that such claim is due to the negligence of TSU or TSU’s failure to comply with the terms of this Agreement. TSU shall promptly notify ITS of any such claim and shall cooperate with ITS in the defense of the claim. TSU likewise hereby waives and agrees to defend and hold harmless ITS, its trustees, directors, employees, agents, and associates from any claim arising out of or connected with this Agreement or the activities undertaken under this Agreement, except to the extent that such claim is due to the negligence of ITS or ITS’S failure to comply with the terms of this
Agreement and/or activities undertaken. ITS shall promptly notify TSU of any such claims and shall cooperate with TSU in the defense of such claim.

3. Force Majeure
   No failure or omission by either party to carry out or observe any of the stipulations, conditions or obligations to be performed hereunder shall give rise to any claim against the party deemed to be in breach of this Agreement if such failure or omission arises from any cause reasonably beyond the control of that party. The term “Force Majeure” shall refer to: (i) acts of God or nature such as earthquakes, typhoons, and floods; (ii) acts of government; and (iii) unusual events such as declared war, strikes, and other.

4. Assignment
   Neither party shall assign this Agreement to another without the prior written consent of the other party.

5. Severability
   In the event a court of competent jurisdiction holds any provision of this Agreement to be invalid, such holding shall have no effect on the remaining provisions of this Agreement, and they shall continue in full force and effect.

6. Headings
   The paragraph headings in this Agreement are for convenience and shall not affect its’ construction or interpretation.

7. Non Compete
   ITS agrees not to offer the same degree programs, as those offered under contract with TSU, by any other American University or College on the same campus or location as TSU.

8. Entire Memorandum of Agreement; Changes
   This Memorandum of Agreement represents the understanding between the parties with respect to its subject matter and supersedes any prior and/or contemporaneous discussions, representations, or agreements, whether written or oral, of the parties regarding this subject matter. Any other activities that are undertaken will be incorporated as “Appendices”. Purported amendments or changes shall be of no force or effect unless they are in writing and signed by duly authorized representatives of the parties. Both parties acknowledge having read the terms and conditions set forth in this Memorandum of Agreement, understand all terms and conditions, and agree to be bound thereby.

9. Arbitration
   This Agreement is made and entered into under International Arbitration standards. In the event of any dispute, controversy or difference arising under or in connection with this Agreement, the parties hereby agree to submit and finally resolve such dispute through arbitration procedure in accordance with the following procedure:
   - It shall take place under the Rules of Arbitration of the International Chamber of Commerce (the “ICC-Rules”) in force when the controversy is submitted thereto. The arbitration tribunal shall be composed of three (3) individuals, who shall be appointed in accordance to the ICC-Rules, provided, however, that at least one of the arbitrators is an independent technical expert in the field of university education with direct knowledge of the technical issues to be resolved.
   - The arbitration shall be conducted in the city of Paris, France and any award, regardless of the place where the arbitrators deliberate, shall be deemed to be made in such place. The arbitration shall be conducted in the English language. Both parties agree that (i) the obligations and relationships under this Agreement are commercial, (ii) the arbitral award shall be final and binding on the parties, and (iii) that the Convention on Recognition and Enforcement of Foreign Arbitral Awards is applicable. The prevailing party shall be entitled to recover from the other party (as part of the arbitral award or order) its or their reasonable attorney’s fees and other costs directly or indirectly associated with the arbitration.
   - The enforcement of the arbitral award may be requested to any court having jurisdiction over the assets of the non-prevailing party, and any such court may order enforcement of the award against such party and their respective successors and permitted assignees.
   - If any provision of this Agreement be adjudicated invalid or against public policy for any reason by a Court of competent jurisdiction it is specifically intended that each and every provision not so invalidated shall remain in full force and effect. In the event it is necessary for TSU to initiate action to enforce this agreement, ITS agrees to pay attorney fees, court costs, and any other expenses in addition to the compensation specified herein. Likewise, in the event it is necessary for ITS to initiate action to enforce this agreement, TSU agrees to pay attorney fees, court costs, and any other expenses in addition to the compensation specified herein.

10. English
   This Agreement is written in English.
11. Successors and Assigns
This Agreement shall be binding upon the parties hereto; their successors and assigns, and the parties hereto do covenant and agree that they themselves and their assigns will execute any and all instruments, releases, assignments and consents that may be required of them in accordance with the provisions of this Agreement.

12. Notice: Any notice required or permitted hereunder, when reasonably calculated to give actual notice, may be made:
- by any form of mail addressed to the party to be given notice at their known address and requiring a signed receipt; or
- by personal delivery in the manner prescribed for service of legal process within the State of Alabama.

For purposes of this agreement, notice shall be given to Troy State University at the following two addresses simultaneously:

Dr. Jack Hawkins, Jr.
Chancellor
Troy State University
Adams Administration Building
Troy, Alabama 36082
USA

Dr. Susan C. Aldridge, Vice Chancellor
University College
Troy State University
Adams Administration Building
Troy, Alabama 36082
USA

For purposes of this agreement, notice shall be given to ITS at the following address:

Dr. E.M.S. Edirisinehe
President
Institute of Technological Studies (ITS)
No.7, Kirimandala Mawatha,
Colombo 5,
Sri Lanka

(THE REST OF THIS PAGE IS LEFT INTENTIONALLY BLANK.)

Signatures:
Witnesses:

Dr. Samir Odeh  
Vice President  
Sharjah College  
Sharjah  
United Arab Emirates

Dr. Susan C. Aldridge  
Vice Chancellor, University College  
Troy State University  
Troy  
Alabama, USA

Dated this December 28th, 2004
SIX POINTS OF INSTITUTIONAL EFFECTIVENESS
SIX POINTS OF INSTITUTIONAL EFFECTIVENESS (SPIE)

NAME OF PROGRAM: MASTER OF BUSINESS ADMINISTRATION
COLLEGE: SORRELL COLLEGE OF BUSINESS
LOCATIONS: TROY, PHENIX CITY, TDLC, and UNIVERSITY COLLEGE
COMPLETED BY: E. Ingram DATE OF SPIE: 3.30.04
APPROVED BY: DEAN: T. Ratcliffe PROVOST: H.Fulmer

Point #1: Purpose Statement

Master of Business Administration-Accounting Option is a professional program organized to provide advanced study to students who have already acquired a common body of knowledge in accounting along with a common body of knowledge in business administration. It is designed to offer students an opportunity to obtain advanced proficiency in accounting and decision making skills, as well as business management skills. Those skills will enable them to carry out managerial responsibilities in public accounting as well as government, business, and industry. The MBA program is offered both in traditional classroom settings and online through the Troy Distance Learning Center (TDLC) on the Troy Campus and at approved University College teaching sites around the world.

Master of Business Administration -General Management Option is a professional degree program organized to provide advanced study to students who have already acquired a common body of knowledge in business administration. It is designed to offer students an opportunity to obtain a graduate-level proficiency in business and management skills, and decision-making which would enable them to carry out managerial responsibilities in both the private and public sectors at middle and higher levels of organizational responsibility in private and public sector organizations.

Master of Business Administration-Information Systems Management Option is a professional program organized to provide advanced study to students who have already acquired a common body of knowledge in business administration. It is designed to offer students an opportunity to obtain a graduate-level proficiency in information systems management, business and management skills, and decision making which would enable them to carry out managerial responsibilities requiring a basic understanding of the IS concepts in both the private and public sector organizations.

The MBA is designed and implemented to contribute to the achievement of the University’s purpose and objectives as follows:

"The University offers associate, bachelor's, master's, and educational specialist degrees. The purpose of the University includes being "dedicated to the preparation of students in a variety of fields in ... business ...." The purpose of the MBA relates specifically to the University's objectives of providing "programs that enable students to read, write, compute, speak effectively, and think critically." The program also serves to prepare "students to demonstrate competence in their chosen field(s) of study at appropriate degree levels..." The MBA helps accomplish the University's purpose to "develop programs to meet the needs of constituencies" and "to provide graduate and continuing educational programs for both professional advancement and personal enrichment." By offering the program both in traditional classroom settings and
online through the TDLC, as well as at approved University College teaching sites throughout the U.S., and overseas, the MBA addresses the institutional purpose of being “Global in perspective, the University is committed to providing ... graduate education for regional, national, and international communities for both traditional and non-traditional students. Education programs are delivered by traditional as well as technological means.”

Point #2: Objectives

A. Program Objectives
The Master of Business Administration (MBA) program is designed to offer the graduates of undergraduate programs in accounting and business, (or graduates of other degree programs who have acquired a common body of knowledge in business administration), an opportunity to obtain a higher proficiency in business concepts, skills, and decision making which will enable them to carry out managerial and professional responsibilities in the private and public sectors. The objectives of the MBA program, whether applied to general management or within specialized fields of business such as accounting or information systems management, are to develop in students the ability to:

1. develop problem solving skills required in a dynamic and uncertain business environment
2. synthesize and apply knowledge, theories and concepts from various business disciplines in their problem solving analysis,
3. identify and develop alternative problem solutions,
4. evaluate and choose from among the alternatives identified, and
5. effectively communicate the results of their analyses.

B. Structure:
Students graduating with the MBA Degree will have completed six (6) core courses common for all MBA students. In addition, graduates from the MBA-Accounting Option will complete six (6) courses in the areas of Contemporary Issues in Accounting, Advanced Accounting Problems, Income Tax Research, Advanced Auditing, Law for Accountants, and Accounting Research & Communication (Research component). Graduates from the MBA-General Management Option will complete three (4) courses in the areas of Operations Management, Organizational Behavior, and Business Research (Research component), and three (3) additional graduate business courses of interest to the individual student's academic, employment background and/or specific career objectives. Graduates from the MBA-Information Systems Option will complete three additional courses in Information Systems and Business Strategy, Information Systems Management (Research component), E-Commerce for Global Business, and three elective graduate business courses. All options within the MBA degree program will provide students the opportunity to gain an understanding of the subject matter and develop analytical skills that will enhance their career opportunities. The total credit hours required for completion of the degree is 36 SH.

1. Degree requirements include:
   a. completion of the required courses (36 SH) with an overall grade point average of 3.0 on a 4.0 scale; and
   b. successful completion of the research component designated for each Option (MBA 6610, ACT 6695, or IS 6674, respectively) with a grade of "B" or better.
   c. successful completion of the capstone course (MBA 6611) with a grade of “B” or better.

C. Content:
1. Foundation Courses: Candidates for admission to the MBA degree program must hold an undergraduate degree in business administration or accounting from a school holding ACBSP or AACSB specialized
accreditation for their business degree program. If not, then the following foundation courses must be successfully completed.

MBA 5502 Fundamentals of Accounting and Finance
MBA 5503 Fundamentals of Economic Analysis and Business Law
MBA 5504 Fundamentals of Management and Marketing
MBA 5505 Fundamentals of Information Systems and Quantitative Methods

OR

2. Have successfully completed the coursework or their equivalent in the following subject areas from a school holding ACBSP or AACSB specialized accreditation for their degree program before attempting 6000-level course work:

Principles of Management and Organizational Behavior
Principles of Marketing
Managerial Finance
Accounting (principles 1 and 2 or equivalent)
Legal Environment
Economics
Statistics
Global Issues
Information Systems (or documented completion of a MS Office workshop/certification, minimally in Word & Excel)

These foundation requirements to enter the MBA degree program ensure that students have acquired a common body of knowledge in business administration.

Along with the courses above, students entering the Accounting Option must have completed a degree in Accounting or minimally, the following courses, based on accounting standards, auditing standards, and tax laws that are prevalent in the United States:

ACT 3392 Intermediate Accounting I
ACT 3393 Intermediate Accounting II
ACT 3394 Governmental Accounting
ACT 4494 Income Tax Accounting I
ACT 4495 Income Tax Accounting II
ACT 4497 Auditing

3. The MBA degree offers three, 36 semester-hour Options: Accounting, Information Systems, and General Management. All Options require six (6) core courses and six (6) option courses as follows:

Required Core Courses:
ACT 6691 Managerial Accounting
MBA 6611 Business Strategy
MBA 6631 Managerial Finance
MBA 6642 Quantitative Methods for Business
MBA 6651 Managerial Economics
MBA 6661 Strategic Marketing Management
Accounting Option Courses:
ACT 6692  Advanced Accounting Problems
ACT 6694  Income Tax Research or ACT 6696 Accounting Information
ACT 6695  Accounting Research & Communication
ACT 6698  Advanced Auditing
ACT 6699  Contemporary Issues in Accounting
LAW 6600  Business Law for Accountants

Information Systems Option Courses:
IS 6672  Information Systems and Business Strategy
IS 6674  Information Systems Management
IS 6676  E-Commerce for Global Business
IS 6679  Management Information Systems
(Two approved electives)

General Management MBA Option Courses:
MBA 6610  Business Research
MBA 6671  Organizational Behavior
MBA 6673  Operations Management
(Three approved electives)

For Options other than the Accounting Option, electives may be selected from the approved list of electives:

BUS 6612  Applied Business Research
ECO 6654  Labor Economics
ECO 6657  International Trade and Economics
HRM 6601  Legal Environment of Employment Decisions
HRM 6603  Human Resource Management (recommended for MBA-GM)
HRM 6604  Labor Law
HRM 6619  Seminar in Human Resource Administration
HRM 6622  Human Resource Staffing
HRM 6623  Training and Development of Human Resources
HRM 6632  Compensation Management
HRM 6645  International HRM
HSA 6680  Health Services Administration and Policy
HSA 6681  Legal and Social Issues in Health Administration
HSA 6682  Health Care Planning and Management
HSA 6683  Health Care Economics
HSA 6684  Managed Healthcare
IS 6672  Information Systems and Business Strategy
IS 6674  Information Systems Management
IS 6676  E-Commerce for Global Business
IS 6679  Management Information Systems
MBA 6601  Business and Professional Communication
MBA 6608, 6609  Thesis
MBA 6613  Seminar in Business
MBA 6625, 6626, 6627  Specialized Study
MBA 6632  Investments
MBA 6633  International Finance
MBA 6634  Derivative Securities
MBA 6652  Macroeconomics and Forecasting
MGT 6670  Seminar in International Management
MGT 6674  Ethics in Business
MGT 6677  Systems Management
MGT 6681  Organizational Development and Change
MGT 6682  Leadership and Motivation
QM 6640  Quantitative Analysis for Managers
QM 6641  Decision Theory

4. A graduate level proficiency in business and management skills is gained by the student completing ACT 6691, MBA 6610, MBA 6611, MBA 6651, MBA 6631, MBA 6673, MBA 6642, MBA 6671, and MBA 6661.

5. The student completing MBA 6610, MBA 6631, MBA 6651, MBA 6673 and ACT 6691 gains a proficiency in decision-making techniques.

6. Knowledge of the concepts, processes, and institutions in marketing, distribution, production, and finance functions of business enterprise is gained by the student completing MBA 6661, MBA 6651, MBA 6691, MBA 6673 and MBA 6631.

7. The student completing MBA 6611 and MBA 6651 gains an understanding of the economic and legal environment of business enterprise along with consideration of the social and political influence of business.

8. The student completing ACT 6691, MBA 6610, MBA 6631 and MBA 6651 gains an understanding of the concepts and methods of accounting, quantitative techniques, and information systems. The application of information systems will supplement these courses where appropriate.

9. The student completing MBA 6671 and MBA 6611 gains knowledge of organization design, organizational behavior, organizational development, interpersonal relationships, control and motivation systems, and communication.

10. The student completing MBA 6611 gains an understanding of administration processes under conditions of uncertainty including interpretive analysis and policy determination at the overall management level.

11. A graduate level proficiency in public accounting related knowledge and skills is gained by the Accounting Option student completing ACT 6691, ACT 6692, ACT 6694, ACT 6695, ACT 6698, ACT 6699, and LAW 6600.
12. Knowledge of the concepts and processes involved in the development and implementation of management information systems to support the financial, marketing, operational functions of business is gained through completing IS 6672, IS 6674, IS 6676, and MBA 6679.

13. The student completing IS 6672 gains an understanding of how information system strategies support the overall strategies of the enterprise or organization.

14. The student completing MBA 6673 gains an understanding of the constraints, information requirements, and issues involved in managing production processes.

15. A graduate level proficiency in business and management skills is gained by the student completing ACT 6691, MBA 6611, MBA 6651, and MBA 6631.

16. With the approval of the student’s faculty advisor, each subject area can be supplemented with MBA 6608/6609, MBA 6613, or MBA 6625-6-7 if the student seeks to engage in in-depth research in a particular topic of interest. The student also has a wide choice of elective courses from the MS in Management and/or the MS in Human Resource Management degree. This allows the student to tailor the program to his/her academic, employment background and/or specific program objective.

17. Professional Military Education courses are not accepted for credit in the MBA program.

18. Credit accepted for transfer into the MBA core is limited to institutions holding ACBSP or AACSB specialized accreditation for their business programs.

Thus, this program will provide students the opportunity to gain an understanding of the subject matter of business that will enhance their career opportunities.

Point #3: Expected Results

A. Annually, at least 85 percent of the students will achieve a Pass score on the end of program comprehensive exam (a comprehensive final exam based on case analysis, administered as part of the capstone course, MBA 6611).

B. Annually, at least 90 percent of the students will achieve a B grade or better in the MBA 6611 capstone course.

C. On the Graduating Student Exit Assessment Instrument at least 80% of respondents will rate the preparation in their major as Good or Excellent in the following areas:
   1. Subject matter and processes;
   2. Strategies for applying skills in my field;
   3. Management and organizational skills;
   4. Overall perception that the MBA program has prepared the student for work or continued education.

D. The alumni one-year and five-year-out surveys will show that at least 80% percent of alumni will:
   1. In retrospect, rate their perception of the educational experience they had at TSU at that time as Good or Excellent;
   2. Currently rate the graduate educational experience they had at TSU as Good or Excellent;
   3. Rate their overall experience at TSU as Good or Excellent;
   4. Rate their abilities and skills necessary to obtain employment in their field as Good or Excellent;
   5. Rate their academic experience at TSU as Good or Excellent.
Point #4: Assessment Instruments

A. Comprehensive case analysis examination administered as the final examination in the capstone course, MBA 6611.

B. The Graduating Student Exit Assessment Instrument.

C. One-year-out and five-year-out alumni survey.

Point #5: Procedure For Administering Assessment Instruments

A. All students will take a comprehensive case analysis examination as part of their MBA 6611 course. This exam tests the students' competence to integrate and synthesize the business functions in the decision making process. The exam will constitute no less than 30% of the course grade, and students must achieve at least a B grade in the course. Each term, a committee of graduate faculty selects and submits a case study that is administered by the instructor of the MBA 6611 course. Subsequent to the student completing BUS 6611, the case analysis will be evaluated using standardized assessment criteria by at least two graduate faculty members.

B. All students will complete a Student Exit Assessment Instrument as part of the graduation process at their location. Registrars at all locations will ensure that each student completes the instrument. Summaries of the Exit Assessment Instruments will be sent to the Dean, College of Business.

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 for branch and TDLC students, and by the OIRPE for Troy and Phenix City graduates.

D. Annually the results of these instruments, i.e., pass rate on comprehensive case analysis, Graduating Student Exit Assessment Instrument, and Alumni surveys of one-year-out and five-year-out graduates will be distributed to University College directors and faculty and the Troy campus dean, department chairs, and faculty in the College of Business.

Point #6: Statement of Responsibility For Annual Assessment

A. Persons/Positions Designated To Analyze The Results

1. Dean, College of Business
2. Associate Dean (Graduate Programs), Sorrell College of Business
3. Dean of Academic Affairs, University College (for out-of-state offerings)
4. Directors, Phenix City, University College (for the TSU-PC offering)
5. Program Quality Committee (and other faculty committees when appropriate)

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

1. Dean, College of Business
2. Graduate Committee, College of Business
3. Associate Dean (Graduate Programs), College of Business
4. Dean of Academic Affairs, University College (for out-of-state offerings)
5. Directors, Phenix City or University College, or Dean, TDLC, as appropriate
6. Program Quality Committee (and other faculty committees when appropriate)

C. Persons/Positions Designated To Be Responsible For Implementing The Plan For Improvement

1. Dean, College of Business
2. Associate Dean (Graduate Programs), College of Business
3. Dean of Academic Affairs, University College (for out-of-state offerings) or Dean, TDLC, as appropriate
4. Directors, Phenix City or University College, as appropriate

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 Dean and the Associate Dean.

SIX POINTS OF INSTITUTIONAL EFFECTIVENESS (SPIE)

NAME OF PROGRAM: EXECUTIVE MBA [TROY-PUBLIC]

COLLEGE: SORRELL COLLEGE OF BUSINESS

LOCATION: TROY, UNIVERSITY COLLEGE

DATE OF COMPLETED BY: SPIE:

APPROVED BY:

DEAN: PROVOST:

Point #1: Purpose Statement

The purpose of the Executive Master of Business Administration is to provide a master’s level program offering graduates of baccalaureate programs who meet a stipulated professional experience prerequisite an opportunity to enable them to be successful in management positions in both the private and public sectors. The program is organized to support specific and general needs of professionally diverse groups of students. It provides advanced study in business administration to students who have acquired a common body of knowledge through education and professional experience. Through its Accounting Concentration the program is designed to qualify business graduates who have the prerequisite knowledge in accounting to sit for the CPA Exam. Minor modifications in curriculum allow the EMBA program to meet specific corporate or other organizational needs in contractual programs.

A. General Objectives

The objectives of the EMBA program are to further prepare students to:

K. develop problem solving skills required in a dynamic, and uncertain business environment
L. synthesize and apply knowledge, theories and concepts from various business disciplines in their problem solving analysis,
M. identify and develop alternative problem solutions,
N. evaluate and choose from among the alternatives identified, and
O. effectively communicate the results of their analyses.
B. General Business Knowledge:

EMBA graduates should have an understanding and be able to integrate and apply to organizational issues:

1. methods and concepts of financial reporting, analysis and markets;
2. the context of domestic and global economic environments of organizations;
3. concepts and practices related to the creation and distribution of goods and services;
4. concepts, processes, and institutions in marketing and distribution, operations management, and the financial functions of business enterprises;
5. consideration of the social and political influences of business;
6. concepts and methods of accounting, quantitative methods, and information systems;
7. how organizations can increase their effectiveness through design, facilitating interpersonal relationships, control and motivational systems, and communications; and
8. administrative processes under conditions of uncertainty including integrating analysis and policy determination at the overall management level.

C. Skills. EMBA graduates should be able to:

1. demonstrate how to perform in-depth research analysis regarding general business issues;
2. demonstrate an ability to use computer software for analysis and communication of business information;
3. demonstrate the ability to present the results and implications of applied research both orally and in a written format; and
4. demonstrate the ability to function effectively in work teams.

The MBA Executive Option is designed and implemented to fulfill the University’s purpose as follows:

“The University offers associate, bachelor’s, master’s, and educational specialist degrees. The purpose of the University includes being “dedicated to the preparation of students in a variety of fields in ... business....” The purpose of the EMBA relates specifically to the University’s objectives of providing “programs that enable students to read, write, compute, speak effectively, and think critically.” The program also prepares “students to demonstrate competence in their chosen field(s) of study at appropriate degree levels.... A major commitment exists to provide educational services for the larger community, especially adult education and graduate education for mature students.” The EMBA accomplishes the University’s purpose to “develop programs to meet the needs of constituencies” and “to provide graduate and continuing educational programs for both professional advancement and personal enrichment.”

Point #2: Objectives

A. Structure:
1. Students graduating with the EMBA [other than with the Accounting Concentration] will have completed core courses common for MBA students. In addition, graduates from the EMBA will complete a graduate course in the areas of Information Systems, Ethics, and three courses of interest to the individual student’s academic, employment background and/or specific career objectives selected from a restricted group of electives. The program will provide students the opportunity to gain and demonstrate an understanding of the subject matter that will enhance their career opportunities. The total graduate credit hours required for completion of the degree is 36 semester hours.

2. All students in the EMBA degree program will demonstrate the acquisition of the perspectives underlying the context for business through meeting a minimum of five year’s professional experience and the successful completion of a comprehensive prerequisite course, EMBA 5501, Survey of Business Concepts.

3. Degree requirements include:
   1. completion of the required courses with an overall grade point average of 3.0 on a 4.0 scale;
   2. successful completion of the research component [BUS 6625] with a grade of “B” or better; and
   3. completion of the assessment exit instrument.

B. Content:

1. Candidates for admission to the EMBA must meet the following requirements:

   Unconditional Admission
   a. A minimum of five years professional experience;
   b. For the Accounting Concentration, a baccalaureate degree in accounting or successful completion of all accounting course prerequisites;
   c. Letter of recommendation from current employer;
   d. In the case of a contractual degree program, full-time employees of the designated company or organization;
   e. Bachelor’s or graduate degree from an accredited program; and
   f. Successfully Complete EMBA 5501 Survey of Business Concepts [Pass/Fail];
   g. Minimum undergraduate cumulative grade point average of 2.5 on a 4.0 scale, or 3.0 on the last 30 semester hours [50 quarter hours]; and
   h. Score at least 450 on GMAT.

   Conditional Admission

Student not satisfying both the GMAT test score and GPA requirements [(g) & (h) above] for unconditional admission may be conditionally admitted to the program. After the student completes the first four graduate courses with a “B” or better average, the student will be granted unconditional admission. Students not satisfying conditional admission requirements will be dropped from the program for one calendar year at which time they must petition for readmission. The petition must be accompanied with a letter of recommendation from the student’s organization and three members
of the TSU graduate faculty from whom the student has completed graduate work in the EMBA program.

For the Accounting Concentration, students with a B.S. Degree in a field other than accounting must have completed the following courses or their equivalent:

ACT 3392    Intermediate Accounting I
ACT 3393    Intermediate Accounting II
ACT 3394    Governmental Accounting
ACT 4494    Income Tax Accounting I
ACT 4495    Income Tax Accounting II
ACT 4497    Auditing

The prerequisite accounting courses must be based on accounting standards, auditing standards, and tax laws that are prevalent in the United States.

These prerequisite requirements to enter the EMBA Program ensure that students have acquired a common body of knowledge in business administration.

2. All students graduating with an EMBA degree will have completed 36 semester hours of courses according to the concentration in which they are enrolled. The EMBA degree offers several 36 semester hour concentration options:
   a. Accounting
   b. Criminal Justice
   c. General Management
   d. Healthcare Management
   e. Information Systems

**Required Prerequisite Course**
EMBA 5501    Survey of Business Concepts

**Required Core Courses**
ACT 6691    Managerial Accounting
EMBA 6611    Business Strategy
EMBA 6631    Managerial Finance
EMBA 6661    Strategic Marketing Management
EMBA 6671    Organizational Behavior
EMBA 6674    Ethics in Business

**Required in all concentrations other than Accounting**
EMBA 66QM    Quantitative Methods for Business
EMBA 6651    Managerial Economics
IS 6679    Management Information Systems

**Professional Concentrations:**

Accounting Concentration:
ACT 6692    Advanced Accounting Problems
ACT 6694    Income Tax Research
ACT 6695    Accounting Research & Communication
ACT 6698  Advanced Auditing  
ACT 6699  Advanced Accounting Theory  
LAW 6600  Business Law for Accountants

Criminal Justice Concentration:  
    CJ 6620  Current Trends In Criminal Law  
    CJ 6624  Court Administration  
    CJ 6625  Specialized Study (in the Administration of Criminal Justice)

General Management Concentration:  
    EMBA 6673  Operations Management  
    EMBA 6625  Specialized Study in Business (with a Management focus)  
    EMBA 6603  Human Resource Management

Healthcare Management Concentration:  
    EMBA 6603  Human Resource Management  
    EMBA 6625  Specialized Study in Business (with a Healthcare Management focus)  
    EMBA 6880  Health Care Administration and Policy

Information Systems Concentration:  
    IS 6672  Information Systems and Business Strategy  
    IS 6674  Information Systems Management  
    IS 6676  E-Commerce For Global Business

3. Knowledge gained:  
a. The student completing ACT 6691, EMBA 6611, EMBA 6651, EMBA 6631, EMBA 6671, 
   EMBA 6603, and EMBA 6625 gains a graduate level proficiency in business and management 
   skills.

b. The student completing EMBA 6673, EMBA 6631, EMBA 6651, and ACT 6691 gains a 
   proficiency in decision-making techniques.

c. A knowledge of the concepts, processes and institutions in marketing, distribution, production, 
   and finance functions of business enterprise is gained by the student completing IS 6679, EMBA 
   6651, ACT 6691, and EMBA 6631.

d. The student completing EMBA 6611, EMBA 6651, EMBA 6603, and EMBA 6674 gains an 
   understanding of the economic, social, and legal environment of a business enterprise, along with 
   consideration of the social and political influence of business.

e. The student completing ACT 6691, EMBA 6673, EMBA 6651, IS 6679, and EMBA 6631 gains 
   an understanding of the concepts and methods of accounting, quantitative techniques, and 
   information systems.

f. The student completing EMBA 6671 and EMBA 6611 gains knowledge of theory of 
   organizations and organizational behavior, interpersonal relationships, control and motivation 
   systems, and communication.
g. The student completing EMBA 6611 and EMBA 6625 gains an understanding of administration processes under conditions of uncertainty including interpretive analysis and policy determination at the overall management level.

h. The student completing the Accounting Concentration [ACT 6692, 6694, 6695, 6698, 6699, and LAW 6600], gains an understanding of the accounting concepts, principles and methods in accounting needed to enter the field of professional accounting.

Point #3: Expected Results

At least 90 percent of the students will satisfy the requirements of the capstone course and the applied research project with a grade of B or better. A panel of Sorrell College of Business faculty members will review final exams in the capstone course, once completed and graded by the instructor, to ensure standardization. The applied research project will be presented to a panel of faculty and practitioner subject matter experts.

On the Graduating Student Exit Assessment Instrument at least 80% of respondents will rate the preparation in their major as Good or Excellent in the following areas:
1. Subject matter and processes;
2. Strategies for applying skills in my field;
3. Management and organizational skills;
4. Overall perception that the EMBA program has prepared the student for work or continued education.

The alumni one-year and five-year-out surveys will show that at least 80% percent of alumni will:
6. In retrospect, rate their perception of the educational experience they had at TSU at that time, as Good or Excellent.
7. Currently rate the graduate educational experience they had at TSU as Good or Excellent.
8. Rate their overall experience at TSU as Good or Excellent.
9. Rate their abilities and skills necessary to obtain employment in their field as Good or Excellent.
10. Rate their academic experience at TSU as Good or Excellent.

Point #4: Assessment Instruments

A. Capstone course and applied research project

B. The Graduating Student Exit Assessment Instrument.

C. One-year-out and five-year-out alumni survey.

Point #5: Procedure For Administering Assessment Instruments

A. All students complete a capstone course [EMBA 6611] and an applied research project that is evaluated at the end of the program.

B. All students will complete a Student Exit Assessment Instrument. The summaries will be submitted to the Dean of the Sorrell College of Business.
C. Alumni surveys will be forwarded to one-year-out and five-year-out graduates annually from the Dean of the Sorrell College of Business.

D. Annually the results of these instruments, [i.e., performance in the capstone course and applied research project, Graduating Student Exit Assessment Instrument, and alumni surveys of one-year-out and five-year-out graduates] will be distributed to the Dean, Chairpersons, and faculty in the Sorrell College of Business.

**Point #6: Statement of Responsibility For Annual Assessment**

E. **Persons/Positions Designated To Analyze The Results**

1. Dean, College of Business
2. Assistant Dean, Sorrell College of Business
3. Dean of Academic Affairs, University College (for out-of-state offerings)
4. Directors, University College (for out-of-state offerings)
5. Program Quality Committee (and other faculty committees when appropriate)

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

7. Dean, College of Business
8. Graduate Committee, Sorrell College of Business
9. Assistant Dean, Sorrell College of Business
10. Dean of Academic Affairs, University College (for out-of-state offerings)
11. Directors, University College, (for out-of-state offerings)
12. Program Quality Committee (and other faculty committees when appropriate)

G. **Persons/Positions Designated To Be Responsible For Implementing The Plan For Improvement**

5. Dean, College of Business
6. Assistant Dean, Sorrell College of Business
7. Dean of Academic Affairs, University College (for out-of-state offerings)
8. Directors, University College, (for out-of-state offerings)

H. **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 Dean and the Assistant Dean.
STUDENT COURSE CRITIQUE
NOTE: All survey results for this course will be combined into one summary, which will be distributed to the site Principal/President, TSU University College, and to the Lecturer/Professor AFTER grades are received. Your candid responses are appreciated.

Semester/Academic Year : ________________________________
Course Title : _______________________________________
Course Number : _____________________________________
Lecturer/Professor’s Name : ____________________________

INFORMATION THAT WILL AID STATISTICAL ANALYSIS

1. What is your degree objective?
   Master : _______________________
   Bachelor : _____________________
   Associate : ____________________

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

3. Have you taken courses at another college or university?
   Yes : ________________
   No : ________________

STUDENT SUPPORT SERVICES

4. In general, do you feel that the College or Institute does a good job of taking care of your academic service needs?
   Yes : ________________
   No : ________________

5. Text books were available, if applicable, for this subject before the first class?
   Yes : ________________
   No : ________________

6. Syllabus was available for this subject before the first class?
   Yes : ________________
   No : ________________

7. This subject was announced far enough in advance to enable you to plan:
   Yes : ________________
   No : ________________
EVALUATION OF THE LECTURER/PROFESSOR

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

Circle appropriate response.

8. If I had a choice, I would take this Lecturer/Professor again.
   SA  A  N  D  SD

9. The Lecturer/Professor obviously took their obligation to thoroughly prepare for class seriously.
   SA  A  N  D  SD

10. Lecturer/Professor demonstrated knowledge of subject matter.
    SA  A  N  D  SD

11. The Lecturer/Professor presented the subject matter clearly.
    SA  A  N  D  SD

12. The Lecturer/Professor clarified course material when requested.
    SA  A  N  D  SD

13. The Lecturer/Professor graded fairly.
    SA  A  N  D  SD

14. The Lecturer/Professor reported grades to student within a reasonable time.
    SA  A  N  D  SD

15. The Lecturer/Professor showed an interest in student achievement.
    SA  A  N  D  SD
    Comments (more space last page)

16. The amount of work required in this class was what I expected for this course.
    SA  A  N  D  SD
    Comments (more space last page)

17. The Lecturer/Professor encouraged class participation.
    SA  A  N  D  SD

18. The Lecturer/Professor kept appointments with you (answer "N" if not applicable).
    SA  A  N  D  SD

19. The Lecturer/Professor provided satisfactory feedback on written work.
    SA  A  N  D  SD

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 visit a library, or to use research resources that I could find on the Internet.
   Yes : ________________
   No : ________________

22. If you answered YES to Question 21, please respond to the following items:
   a. This course required me to make one or more trips to the library:
      Yes : ________________
      No : ________________
   b. This course required me to use an interlibrary loan:
      Yes : ________________
      No : ________________
   c. This course required me to use other resources within the library:
      Yes : ________________
      No : ________________
   d. For this course, I did on-line research from a PC:
      Yes : ________________
      No : ________________
   e. Other: (please specify comments with space available on the last page)

23. I received "library briefing and library assistance" in this class to help me with my research. (This question refers to course-specific information prepared by the librarian as a class handout to identify journals, indices, CD-ROM products or other aids to facilitate student research).
    Yes : ________________ (Please go to question 26)
    No : ________________ (Please go to question 27)

24. If you received "library briefing and library assistance", 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: ______

25. Did the Librarian give your class a briefing?
    Yes : ________________
    No : ________________

26. 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: ______

OTHER SUPPORT FACILITIES
27. The College provides classroom space and does room scheduling. 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 with space available on last page.

28. Some 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: ______

29. This question concerns the College Computer Lab(s). Did you use the Lab for any reason this term, whether for this course or not, word processing or otherwise?
   Yes: ________________ (Please answer questions 32-34)
   No: ________________ (Please go to the questions on weekend format, question 35, if yours was a weekend class. Otherwise, please use last page for additional comments).

30. If you used the College Computer Lab(s), 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: ______

31. The computer hardware/software that you used appeared to be in working order:
   Yes: ________________
   No: ________________

32. The printer that you used was functioning and supplied with paper:
   Yes: ________________
   No: ________________

**ADDITIONAL QUESTIONS FOR WEEKEND STUDENTS** (Reply Only If The Course Was Conducted On Weekends)

33. How many weekends did this course run? ______

34. How many courses have you taken on a weekend basis: ______

35. 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: ________________

36. Do you feel that this course covered less material than if it had been offered on a more traditional format?
Yes : ______________
No : ______________

37. 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 : ______________

38. How would you describe your Lecturer/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: _____

THANK YOU FOR COMPLETING THIS SURVEY, PLEASE ADD ANY ADDITION COMMENTS THAT YOU WOULD LIKE TO MAKE.
* Please refer to the question number your comment is coming from, if any.
Graduating Student Questionnaire
GRADUATING STUDENT QUESTIONNAIRE  
University College – Troy University

The purpose of this survey is to obtain graduating student opinions of the undergraduate or graduate programs within University College of Troy 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. These plans will provide academic and administrative guidelines to ensure that 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 response will be held in strictest confidence. Thank you.

Classification

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

B. Campus Location (City/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 University for my degree program?

   ___ A. Quality of the Academic Program
   ___ B. Relatively low tuition
   ___ C. Career Enhancement
   ___ D. Earnings Opportunity

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

   ___ A. Extremely High
   ___ B. High
   ___ C. Neutral
   ___ D. Low
   ___ E. Extremely Low

Comments: ________________________________________________________________

_________________________________________________________________________

Academics

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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 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 TROY degree program, do you feel the instructors were: (circle Yes, No or No Opinion)

A. Knowledgeable
B. Well Prepared
C. Timely in returning graded assignments
D. Learning Stimulators
E. Good Communicators
F. Fair in Grading
G. Enthusiastic
H. Available for Counseling
I. Consistent in keeping Classes for the scheduled time
J. Prompt for classes

   1  2  3
   Yes No No Opinion
   Yes No No Opinion
   Yes No No Opinion
   Yes No No Opinion
   Yes No No Opinion
   Yes No No Opinion
   Yes No No Opinion
   Yes No No Opinion
   Yes No No Opinion

Comments: ____________________________________________________________

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

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

Comments:

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

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

Comments:

11. Considering my total education at TROY, 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 TROY degree program would you suggest?
Non-academic

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

A. Records
   _______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

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E. $50,000 - $59,999
F. $60,000 - $69,999
G. $70,000 or above
FACULTY ROSTER
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<tr>
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| FT                 | HRM 6645<br>MBA 6671 | Ph.D. I/O Psychology & MGT Auburn University M.S., Auburn University B.S., Auburn University | Gordon College |}

| Lovik, Lawrence    | MBA 6651             | Ph.D. in Economics<br>Georgia State University M.A., University of Georgia B.S., Mercer University | Gordon College |
| FT                 | MBA 6651             | Ph.D. in Economics<br>Georgia State University M.A., University of Georgia B.S., Mercer University | Gordon College |

| Matuszek, Tish     | MBA 6611, 6673<br>MBA 6613 | Ph.D. in MGT & Research Statistics<br>University of Texas-Arlington M.S., University of Texas-Arlington M.B.A., East Texas State University B.A., University of Texas-Arlington | Gordon College |

| Bibbins, Wilfred   | MBA 6631             | Ph.D. in Finance<br>University of Arkansas M.A., Southern Illinois University B.S., Auburn University-Montgomery | Gordon College |

<p>| Glennie, John      | MBA 6601&lt;br&gt;MBA 6613&lt;br&gt;MGT 6674&lt;br&gt;MBA 6661&lt;br&gt;MBA/ EMBA 6651&lt;br&gt;MBA 6652 | DBA&lt;br&gt;George Washington University MBA, Indiana University BA, Denison University | Gordon College |</p>
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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, and spring terms; 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 ALL Faculty; 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 year ____________________

Part I. TEACHING (3.4.2) Weight: ___________ (60% - 80%)
NOTE: Include Academic Advisement.

Part II. SCHOLARLY & CREATIVE ACTIVITIES (Combine 3.4.5 & 3.4.6) Weight: ___________ (10% 0 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 (INCLUDING ACADEMIC ADVISEMENT)

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:
FACULTY SURVEY
FACULTY SURVEY

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

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<th>COURSE</th>
<th>ACADEMIC YEAR</th>
<th>TERM</th>
<th>SITES</th>
</tr>
</thead>
</table>

1. In general were you provided with sufficient support by the TROY 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 TROY representative for classroom and/or building.
   
   ____ Each session I was met by a TROY 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? ________ weeks.

5. How would you describe your overall teaching experience at this location?
   
   Excellent__________  Fair__________
   
   Good__________  Poor__________  Very Poor__________
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 this course?

   YES_________     NO_________

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

   ______________________________________________________
   ______________________________________________________
   ______________________________________________________

9. Would you say the format for this course allowed your students to achieve the level of knowledge comparable to what you would be achieved under a more traditional course schedule?

   YES_________     NO_________

10. Did you use a computer lab for your instructions?

    YES_________     NO_________

    If yes was it working properly? YES_________     NO_________

    If No why not? ___________________________________________

    ADDITIONAL COMMENTS:

THANK YOU FOR YOUR RESPONSES
Please mail completed survey to:
International Programs,
University College
Troy University
Adams Administration Building
Troy, AL 36082
Phone: 334-670-3616  Fax: 334-670-3770
TROY LIBRARY RESOURCES
Troy State University Library
Troy Campus

Additional Internet Resources

<table>
<thead>
<tr>
<th>Business</th>
<th>Education / Psychology</th>
<th>Humanities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Science / Medical</td>
<td>Social Science</td>
<td>Sports Medicine / Athletic Training</td>
</tr>
<tr>
<td>International Business</td>
<td>Small Business Resources</td>
<td>Children's Literature</td>
</tr>
</tbody>
</table>

TSU Distance Education

<table>
<thead>
<tr>
<th>General Resources</th>
<th>Reference Shelf</th>
<th>Search Engines</th>
</tr>
</thead>
<tbody>
<tr>
<td>TSU Faculty Web Pages</td>
<td>Government Information</td>
<td>Citation and Style Manuals</td>
</tr>
<tr>
<td>Library Catalogs</td>
<td>Newspapers</td>
<td>Internet Tutorials</td>
</tr>
</tbody>
</table>

TSU Troy Library      TSU Libraries      Troy State University
Business Internet Links

Accounting        Computer Science        Economics        Management
Marketing        International Business    Small Business Resources

Accounting

- **The Accountant's Home Page** (http://www.computercpa.com)
  A collection of Web resources for certified public accountants and financial accountants.

- **American Accounting Association** (http://www.aaa-edu.org/)
  Features the American Accounting Association (AAA), a professional research and education association based in Sarasota, Florida. Posts research papers, committee reports, meeting notes and a directory of accounting firms. Also includes links to other accounting related resources on the web.

- **Tax and Accounting Sites Directory** (http://www.taxisites.com)
  Includes resources federal tax law, state taxes, international tax, tax forms, tax tips, Internal Revenue Service (IRS) sites, policy groups, associations, software, government, finance and law.

Computer Science

- **Ask the Dummies Answer Network** (http://answer.dummies.com)
  Ask Jeeves (Ask.com) and Hungry Minds (publisher of the for Dummies series) have teamed up to provide answers to your computer and technology questions.

- **C/NET The Computer Network** (http://www.cnet.com/)
  Computer and information science resources and links.

- **Online Dictionary of Computing**
Dictionary of computer and technology terminology.

- **TechTV** (http://www.techtv.com)
  Formerly ZD-TV, this site provides useful information for computer users of varying technical ability, and information from each of its television shows.

**Economics and Finance**

- **CompaniesOnline3** (http://www.companiesonline.com/)
  Information on over 75,000 public and private companies in the U.S. on the Web. Detailed information available after (free) registration.

- **CNNfn** (http://www.cnnfn.com/)
  Financial news, U.S. and world stock market indexes, stock, mutual, and money market quotes.

- **EDGAR, the Electronic Data Gathering, Analysis, and Retrieval System** (http://www.sec.gov/edgarhp.htm)
  Consists of electronic filings by corporations to the U.S. Securities and Exchange Commission.

- **FinWeb** (http://www.finweb.com/)
  A meta-resource for financial and economic resources collected all over the Internet.

- **Public Register Annual Reports Service** (http://www.prars.com/)
  A source to order annual reports for free, registration is not required.

- **Resources for Economists on the Internet** (http://econwpa.wustl.edu/EconFAQ/EconFAQ.html)
  A useful guide to economics resources produced by Bill Goffe at the University of Southern Mississippi.

  Up-to-the-minute quotes of major markets and indexes from CNN. Fifteen-minute delay with automatic updates.

**Management**

- **American Management Association International**
Includes Association information and publications information plus an electronic newsletter, *Trend Watch*.

- **Institute of Management and Administration**
  (http://www.ioma.com)
  "A leading source of business and management information on the Internet."

**Marketing**

- **BigBook** (http://www.bigbook.com)
  Search for 16 million business in the U.S. by name, category, and location.
- **Background Notes** (http://www.state.gov/r/pa/bgn/)
  "U.S. Department of State Background Notes provide information on geographic entities and international organizations."

  "Country Commercial Guides are prepared annually by U.S. embassies with the assistance of several U.S. government agencies. These reports present a comprehensive look at countries' commercial environments, using economic, political and market analysis."

  Back files from 1996 to 2001 are permanently archived at this site.
  "Country Commercial Guides are prepared annually by U.S. embassies with the assistance of several U.S. government agencies. These reports present a comprehensive look at countries' commercial environments, using economic, political and market analysis."

- **Country Studies/Area Handbooks** (http://lcweb2.loc.gov/frd/cs/ceshome.html)
  "A continuing series of books prepared by the Federal Research Division of the Library of Congress under the Country Studies/Area Handbook Program sponsored by the Department of the Army. Most books in the series deal with a particular foreign country, describing and analyzing its political, economic, social, and national security systems and institutions, and examining the interrelations of those systems and the ways they are shaped by cultural factors." Also available in print in the TSU Library, check the catalog for holdings.

- **Department of State** (http://www.state.gov/)
Contains links to information on international travel and business, country and regional information and international topics and issues such as terrorism, human rights and corruption.

- **U.S. Commercial Service** (http://www.usatrade.gov/)
  "The U.S. Commercial Service offers valuable assistance to help your business export goods and services to markets worldwide. From this site you can access a global listing of trade events, international market research, and practical tools to help with every step of the export process.

- **Virtual International Business and Economic Sources** (http://libweb.uncc.edu/ref-bus/vibehome.htm)
  "Virtual International Business and Economic Sources (VIBES) provides links to sources of international business information. These include links to full-text files in English, statistical tables, and graphs on topics related to international business available on gophersites and websites. VIBES does not include telnet sites, fee-based services, or business directories."
SEARCH ENGINES

- **HotBot**
  (http://www.hotbot.com)
  Recent winner of PC Magazine Search contest

- **Excite**
  (http://www.excite.com/)
  Uses keywords or concepts to search Web pages and latest 2 weeks of Usenet articles

- **Alta Vista**
  (http://www.altavista.digital.com)
  Searches full-text of both Web pages and Usenet articles

- **Infoseek**
  (http://www.infoseek.com)
  Keyword and phrase searching of Web sites, Usenet, directory of companies

- **WebCrawler**
  (http://www.webcrawler.com)
  Indexes the content of Web pages, URLs, and titles

- **MetaCrawler**
  (http://www.metacrawler.com)
  Searches some other search engines, Excite, Infoseek, Yahoo, etc. simultaneously

- **Yahoo**
  (http://www.yahoo.com)
  Considered the largest and most popular directory, the sites are cataloged manually

- **Dogpile**
  (http://www.dogpile.com)
  Searches some other search engines, Lycos, Thunderston, Excite, Infoseek, Yahoo, etc. simultaneously

- **Google**
  (http://www.google.com)
  An award winning search engine offering consumers direct access to 3 billion web documents - the world's largest and most comprehensive search engine. Google's diverse collection of documents includes web pages, images, and newsgroup messages.
<table>
<thead>
<tr>
<th>Library Catalogs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TSU Libraries Catalog</strong></td>
</tr>
<tr>
<td>(<a href="http://tsulib.troyst.edu/">http://tsulib.troyst.edu/</a>)</td>
</tr>
<tr>
<td>Services, books, and other materials in</td>
</tr>
<tr>
<td>the</td>
</tr>
<tr>
<td>Troy State University Library</td>
</tr>
<tr>
<td><strong>Troy Public Library</strong></td>
</tr>
<tr>
<td>(<a href="http://publiclibrary.troy.al.us:81/">http://publiclibrary.troy.al.us:81/</a>)</td>
</tr>
<tr>
<td>Books and other materials in the</td>
</tr>
<tr>
<td>Troy Public Library</td>
</tr>
<tr>
<td><strong>World Catalog</strong></td>
</tr>
<tr>
<td>Books and other materials in</td>
</tr>
<tr>
<td>libraries worldwide</td>
</tr>
<tr>
<td><strong>Alabama Public Library Service Catalog</strong></td>
</tr>
<tr>
<td>(<a href="http://sirsi.apls.state.al.us/">http://sirsi.apls.state.al.us/</a>)</td>
</tr>
<tr>
<td>Books and other materials</td>
</tr>
<tr>
<td><strong>Auburn University Libraries</strong></td>
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<tr>
<td>(<a href="http://www.lib.auburn.edu/">http://www.lib.auburn.edu/</a>)</td>
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<tr>
<td>Books and other materials</td>
</tr>
<tr>
<td><strong>University of Alabama Libraries</strong></td>
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<tr>
<td>(<a href="http://www.lib.ua.edu">http://www.lib.ua.edu</a>)</td>
</tr>
<tr>
<td>Books and other materials</td>
</tr>
</tbody>
</table>

Library Servers via WWW (Libweb)
(http://sunsite.berkeley.edu/Libweb)
U.S. academic, public, national, state, regional, special, and school libraries worldwide.
Dictionaries

- **English Dictionary** (http://www.m-w.com/mw/netdict.htm)  
  "Based on Merriam-Webster's Collegiate(R) Dictionary, Tenth Edition."

- **Acronyms and Abbreviations** (http://www.ucc.ie/cgi-bin/acronym)  
  Look up the meaning of an acronym or abbreviation.

- **Roget's Thesaurus**  
  (http://web.cs.city.ac.uk/text/roget/thesaurus.html)  
  Distributed by Project Gutenberg.

- **Dictionaries and Translators**  
  (http://rivendel.com/~ric/resources/dictionary.html)  
  Current dictionaries of different languages and free online translation.

Directories

- **AT&T 800 Directory** (http://att.net/dir800)  
  Allows searching for businesses in locations, not a comprehensive listing.

- **Switchboard Telephone Directories**  
  (http://www.switchboard.com)  
  Separate directories for over 90 million residential and 10 million commercial listings.

- **United States Postal Service ZIP Code Lookup**  
  (http://www.usps.gov/ncsc/)  
  Sponsored by the United States Postal Service, this site offers an easy and convenient way to look up ZIP+4 codes, cities, and state abbreviations.

Geographical and Statistical Sources

- **MapQuest** (http://www.mapquest.com/)
A great resource for finding streets anywhere in the U.S.

- **Statistical Abstract** ([http://www.census.gov/stat_abstract](http://www.census.gov/stat_abstract))
  Statistical information on a broad range of topics from the U.S. Bureau of the Census.

**Biographical and Quotation Sources**

- **A & E Biography** ([http://www.biography.com/find/find.html](http://www.biography.com/find/find.html))
  Biographical sketches of 15,000 prominent figures past and present.

  Thousands of quotations from a site intended as a place for enjoyment, and general reference.

**Consumer Information**

- **CompareNet Interactive Buyers Guide** ([http://www.comparenet.com](http://www.comparenet.com))
  According to *Money Magazine*, "this site has a database with thousands of different models in 41 categories. It is not always up to date, but it is a terrific starting point for product research."

- **Edmunds Automobile Buyer's Guide** ([http://www.edmunds.com](http://www.edmunds.com))
  Free consumer advice, prices, ratings and safety information.

- **Kelley Blue Book** ([http://www.kbb.com](http://www.kbb.com))
  Provides custom report on new and used automobile prices with purchasing tips.

**Publishers Information**

- **American Association of University Publishers Directory** ([http://aaup.princeton.edu/members.html](http://aaup.princeton.edu/members.html))
  Addresses, phone, fax and e-mail for nearly 100 university and academic publishers.
POSITION DESCRIPTION
FOR
SITE COORDINATOR
**Program Coordinator Job Description**

**Responsibilities in General**

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

**Specific Duties**

**Student Services-Academic**

- Counsel students about degree programs, admission requirements and other university regulations (GPA, incompletes, other).
- Evaluate student transfer credit and prepare petitions for such credit.
- Track temporary and conditional admissions, update admission status letters, and otherwise carefully manage student files.
- Conduct term registration, insuring that students provide all the necessary paperwork.
- Prepare, proctor, and arrange for the grading of exams.
- Prepare and distribute to classes announcements concerning exam dates and other matters.

**Course Management**

- Create and publish annual course schedule (and changes as necessary).
- Insure timely arrival of faculty syllabi for registration.
- Prepare class/grade roster for faculty.
- Coordinate classroom assignments with the university.
- Insure distribution of course critiques.
- Insure that final grades arrive on time and are supported by incomplete forms, where necessary.

**Financial Management**

- Ensure timely transfer of funds to TROY main campus.
- Prepare revenue reports.
- Maintain a budget ledger cumulating expense by line item.
- Maintain accurate ledger of student accounts receivable.
Office Management

Maintain mail/fax log.
Collect data necessary for institutional effectiveness or required by external agencies (summarize course critiques, student exit surveys, comp exam pass rates, etc.)
Copy needed materials (syllabi, exams, course readings, etc.)

Logistical Duties

Order, receive, and ship books.
Arrange lodging and confirmation for faculty.
Maintain office supplies, including an inventory of TROY and other forms.
Copy needed materials (syllabi, exams, course readings, etc.).
Provide staff support for faculty during their visits (e.g., assistance with equipment and logistics).

Other Duties as Necessary

Qualifications

Master’s degree from regionally accredited institutions preferred. Ability to work in a dynamic environment, consisting of students, faculty, university personnel, and other TROY staff. Some administrative/ supervisory experience, particularly in an academic setting, highly desirable. Ability to maintain academic standards and confidentiality of academic records. Computer literacy required. Written and verbal fluency in English required.
ORGANIZATIONAL CHARTS
ANNUAL SITE BUDGET
<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>340,000</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
</tr>
<tr>
<td>Faculty Salary</td>
<td>110,000</td>
</tr>
<tr>
<td>Administrative Salary</td>
<td>75,000</td>
</tr>
<tr>
<td>Library Resources</td>
<td>3,000</td>
</tr>
<tr>
<td>Travel Expenses</td>
<td>33,000</td>
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<tr>
<td>Postage/Shipping/Telephone</td>
<td>4,000</td>
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<tr>
<td>Marketing/Advertising</td>
<td>20,000</td>
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<tr>
<td>Rent &amp; Utilities</td>
<td>20,000</td>
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<tr>
<td>Official Entertainment</td>
<td>1,400</td>
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<tr>
<td>License/Taxes</td>
<td>1,900</td>
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<tr>
<td><strong>Sub Total</strong></td>
<td>268,000</td>
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<tr>
<td>Indirect Expenses (15%)</td>
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<tr>
<td>Contingencies(5%)(6054)</td>
<td>13,400</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>321,645</td>
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</tbody>
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