THE UNIVERSITY OF WEST FLORIDA

Prospectus for Substantive Change

Proposal to Offer the University of West Florida
Master of Business Administration Degree
In Cooperation with the Transatlantic Institute
Of the University of Applied Sciences – Ludwigshafen
Ludwigshafen, Germany

Submitted to:

Commission on Colleges
Southern Association of Colleges and Schools

November 1, 2002
SUBSTANTIVE CHANGE PROSPECTUS:
ADDITIONAL OFF-CAMPUS SITE

ABSTRACT

Proposed Change
This Substantive Change Prospectus seeks approval to offer the University of West Florida Master of Business Administration (MBA) at an additional off-campus site.

The program will be delivered principally by UWF faculty on the campus of the Transatlantic Institute (TI) of the University of Applied Sciences Ludwigshafen in the City of Ludwigshafen, Germany. The program consists of 30 semester hours of course work. A capstone experience consisting of three semester hours of course work and an interactive simulation will be completed on the main campus of UWF in Pensacola, Florida. All of the courses and most (at least 80%) of the faculty are the same for the German site as for the already existing sites at Pensacola and Ft. Walton Beach. All academic aspects of the program will be administered through the UWF MBA Office.

Location
The University of West Florida (UWF) College of Business is entering into a contractual agreement with the Transatlantic Institute, University of Applied Sciences at Ludwigshafen, Germany, to provide the UWF MBA to a cohort of German business professionals.

Description of Primary Target Audience
Based on their relationships with industrial partners in Germany, the German partners will recruit a cohort of 15-25 qualified, experienced working professionals who meet the normal admission criteria for entrance into the UWF MBA Program. See Appendix A for a list of companies sponsoring students at Transatlantic Institute. The candidates will complete the same admission process as any other applicant to the UWF MBA program.

Initial Date of Implementation
The first cohort is projected to begin in fall, 2003.

Projected Life of Program/Projected Number of Students
The agreement is initially planned for three years with provisions to finish out any cohort begun during that time. Plans include beginning a new cohort once each year. Projected number of students, then, is approximately 60.

Instructional Delivery Methods
The courses will be delivered in Germany one course per term over consecutive eight-week terms beginning Fall 2003 through Spring 2005. For the final semester (Summer 2005) students will attend class on the UWF campus. Contact time for courses taught in Germany will involve direct face-to-face instruction (75-80% of the contact time) during four weekends of intensive instruction and Internet-assisted instruction (20-25% of the contact time). Instruction will be in English; students will have English language proficiency. Facilities and non-academic student services will be administered through the Transatlantic Institute of the Universities of Applied Sciences – Ludwigshafen.
BACKGROUND INFORMATION

Nature and Purpose of the Change
In November 1999, the Transatlantic Institute was established as part of the Universities of Applied Sciences in Worms and Ludwigshafen. The Institute has its own charter and by-laws; it is accredited by the Ministry for Education, Research and Culture of the Land Rheinland-Palatinate. At the same time, it is an integral part of the Universities of Applied Sciences in Ludwigshafen and Worms, and the presidents of both universities sit on the board of the Institute. The Transatlantic Institute has no permanent academic staff; instead, it relies on the faculties in Ludwigshafen and Worms or other faculties (e.g., University of North Carolina at Greensboro and University of South Alabama) (TI e-mail, September 12, 2002).

“The Transatlantic-Institute’s MBA Program assists in internationally oriented further education that is in-service, up to date, and practical. It helps dedicated participants to fulfill exactly those demands that, with their insistence on life long learning, are always encouraged within politics and business: Continuous accumulation of qualifications and experience” (Information about the Executive MBA Program at the Translantik-Institut, 2). The central emphases of the program are carrying out practice oriented project and case studies, integrating participants’ practical experience, and working in small, interactive groups.

To meet the growing needs of business professionals who are non-traditional students, TI established a cooperative arrangement with the University of North Carolina at Greensboro and the University of South Alabama in Mobile to deliver the MBA Program. Early in 2002, TI approached The University of West Florida College of Business with regard to entering a contractual association for the purpose of providing courses of instruction leading to the MBA degree.

In its mission statement, UWF acknowledges its fundamental dedication to knowledge and to the transmission and application of knowledge in the fields of study represented at the University – “to empower each individual we serve with knowledge and opportunity to contribute responsibly and creatively to a complex world” (UWF Mission and Strategic Plan, 2002). The College of Business supports this institutional mission through its own mission: “to provide an educational experience of the highest quality in business administration....” Among its imperatives to accomplish this mission, the College lists its aim to “encourage enriched instruction through the...continued professional development of faculty” (COB Mission, 1999).

The addition of an international site for the delivery of the MBA Program in Germany is consistent with all of these aspirations. Through the German experience, international students receive a high quality graduate educational experience in business administration, and UWF business faculty achieve multicultural expertise and global relationships. Expanding faculty experiences internationally allows the faculty to bring an additional
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multinational perspective to both campuses and to all of their classes, both at the graduate and the undergraduate levels.

**Evidence of Legal Authority for the Change/Sites of Program**
Because the program proposed for delivery in Germany is currently offered on campus and at Ft. Walton Beach, no additional legal authority is required for the change.

See Appendix B for Agreement between The University of West Florida, Pensacola, Florida, and Transatlantic Institute, University of Applied Sciences, Ludwigshafen and Worms, Germany.

ASSESSMENT OF NEED AND PROGRAM PLANNING/APPROVAL

**Rationale for the Change**
Both at the University level and the College level, internationalization of the curriculum is viewed as a key component of the UWF educational mission for this service area. Our German partners approached us with a need for programming in their country; by providing our MBA on site at Ludwigshafen, we meet their educational programming needs. At the same time, we enhance cultural diversity and further internationalize our program in several ways:

- faculty international experience
- first-hand international cross-cultural experiences
- internationalization of the curriculum
- potential for student exchanges
- domestic student interaction while the German cohort is on campus
- expanded educational opportunities for students in our service area
- joint events while the German cohort is on campus
- carryover into other graduate and undergraduate curriculum taught by faculty participating in the program

**Evidence of Ongoing Planning and Evaluation**
The program was first discussed among interested faculty and the MBA Director. A tentative contract was developed between UWF's continuing education division and the German partners. The program has been discussed through ongoing planning and evaluation vehicles and has support throughout the organization from the participating faculty to the president of the university. Discussion has taken place in such ongoing forums as the University Deans Council, the College of Business Chairs and Directors Meetings, and the Graduate Curriculum Committee. For details of on-going program evaluation, see EVALUATION AND ASSESSMENT, pages 16 – 19.
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Documentation of Review and Approval of New Program
The Vice President for Academic Affairs, Dean of the College, Director of the MBA Program, and appropriate faculty met with TI representatives to discuss the proposal and agreed to the arrangement. Furthermore, the Dean met with faculty to discuss the potential for the program. The Dean reported that “...various members of the MBA faculty in attendance indicated support for the program and indicated that they would like to participate in the MBA program in Germany as faculty members teaching in MBA courses onsite and online.” No formal vote was taken; however, members of the Graduate Curriculum Committee felt that conceptually the program is a good thing and international liaisons are important. They concluded the program has potential.

DESCRIPTION OF THE CHANGE

Description of the Proposed Change
The MBA program is currently delivered on the main campus in Pensacola, Florida and on the UWF campus in Ft. Walton Beach. Since the existing UWF MBA program will be delivered at the new site in Germany, the outcomes and learning objectives for the program delivered at the new site are exactly the same as the program already in delivery at the two existing sites.

The UWF MBA program consists of the following ten courses:

- ACG6309 Accounting Aspects of Business Policy Decisions
- MAN6156 Management and Organizational Behavior
- QMB6305 Quantitative Methods for Business
- GEB6895 Business and Public Policy
- ISM6026 Management Information Systems & Technology
- ECP6705 Advanced Managerial Economics
- FIN6406 Financial Management
- MAR6815 Marketing Management
- MAN6511 Operations Management Problems
- MAN6721 Strategic Management & Policy Formulation

See Table 1 for objective attributes of MBA graduates and courses wherein these objectives are covered.
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<th>MBA OBJECTIVE ATTRIBUTES AND OUTCOME ASSESSMENTS MATRIX</th>
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<th>INSTRUCTION (I) AND ASSESSMENT (A) VEHICLES</th>
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**Notes:**
- **I** = Instruction
- **A** = Assessment
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See Appendix C for representative course syllabi.

Course offerings will follow a schedule similar to the main campus courses. Expected offerings for the first cohort are identified in Table 2. Courses taught by regular UWF faculty are in bold print. MAN6511 and MAR6815 may be taught as UWF courses by German faculty with appropriate qualifications, or students may be awarded credit for an equivalent course taught in a German university. In the latter case, credit would be accepted in transfer only if the credits meet UWF’s transfer credit requirements.

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<td>ECP6705</td>
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<td>ISM6026</td>
<td>FIN6406</td>
<td>GEB6895</td>
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Course grading, transcripts and transfer policies follow the existing policies already outlined in the UWF Catalog.

Differences in Requirements
The admission, curriculum and graduation requirements for students enrolled in the German site will be the same as the requirements for UWF MBA students at presently existing sites. See Appendix D for UWF graduate and international student admission criteria and policies.

Admission shall be granted to students who show high potential for success in postgraduate studies based on a review of several indicators: academic achievement as an upper-division undergraduate student; performance on the GMAT, minimum acceptable score 450; a record of employment at increasing levels of responsibility; and leadership experience as demonstrated by resume. In this determination, primary consideration will be given to the applicant’s academic record and scores on the GMAT. The decision whether or not to admit a student will be made by UWF in its sole discretion, based upon the admission criteria.

All applicants for candidacy must achieve a minimum composite score of 550 and a listening comprehension score of 52 on the Test of English as a Foreign Language (TOEFL) examination to be eligible for admission. Although the UWF Catalog identifies an admissions option based on undergraduate GPA, the undergraduate GPA will not be an issue because a minimum 450 GMAT score is required and because international students
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typically do not have a comparable GPA based on a 4.0 scale. See C.2 in column 1 on page 19 of the University Catalog (also included in Appendix D).

TI will assume responsibility for gathering from its students all necessary application, admission, and enrollment documents. GMAT and TOEFL test scores will be part of this package. When complete, each package will be transmitted to the MBA Director. Students will have the same electronic access to their records as the students on the main campus and other already existing off-campus sites:

COMPASS is a personalized student information system which provides users with secure access to their personal student information. The COMPASS system is available to all currently enrolled students at The University of West Florida. A Social Security Number and PIN are required to gain access to the COMPASS system. Students can monitor grades, admission status, class schedules, and instructional assessment for distance learning courses; drop/add courses; register; develop trial schedules; withdraw; request certification of enrollment; search for courses; change the major; and update personal information. They can also enter the SAS audit program which identifies all graduation requirements and the student's current satisfaction of requirements.

TI students must submit original documents or signed officially certified photocopies of original documents as well as certified translations of all documents that are not in English. Grading scales, transcripts and transfer credit policies will be exactly the same as those already existing in the UWF MBA program. See Appendix E for UWF grading scale and academic policies.

In addition to the student services offered at the on-site university, students will have access to the following student services through the University of West Florida:

- **Career Services** – Students are mid-career professionals who are sponsored by an employer; thus, they are committing to three to five years with the company. However, career counseling will be available via e-mail, through the MBA Director and UWF faculty when they are on site, and through direct contact with the UWF Career Center when students are on the Pensacola Campus. The Director of TI will be accessible to students on site. The UWF Career Center online also provides excellent career guidance, and students have access to UWF Career Center personnel via e-mail.

- **Disabled Student Services** – According to the German partners, disabled students will have access to “parking, rooms, toilets, elevators...what[ever] is necessary to help disabled students....”

- **Health and Safety** – Available for students is a first aid unit and link to the Ludwigshafen clinic.
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- **Information Technology Services** – Students have free access and free use of all campus information technology systems and structures.

All students will receive the *Student Life* handbook (See Appendix F.), a referral resource divided into four major sections: student services, student activities, general information, and rights and regulations. Student rights and responsibilities are carefully delineated in this resource; these policies and regulations will apply to the students in the MBA Program at Ludwigshafen.

**Administrative Oversight**
The UWF MBA Office will monitor the quality of program delivery in the same manner as existing programs are monitored. UWF faculty will regularly be available for blocks of time to assist and interact with students. In addition, the Director and the Executive Officer of the Transatlantic Institute will monitor the quality of student services delivered at the physical site in Germany. Monitoring systems to be used include student feedback groups, anonymous student surveys, student exit interviews, student course evaluations, informal faculty interviews and contacts with student employers.

TI will provide administrative support for the program and coordinate with UWF the planning, scheduling, student advising, financial aid assistance, advising/processing, application, enrollment, and registration documents. TI will also provide a program coordinator/facilitator to work with UWF for the purpose of facilitating and coordinating all necessary activities sufficient to ensure success of the program, and TI will provide on-site support for each enrolled student, including computer equipped classrooms and other instructional media as appropriate.

**FACULTY**

See Table 3 for roster of faculty.

**Impact of Initiative**
The instructional staff assigned to this program are full-time faculty at the University of West Florida. Depending on program needs, some faculty will teach in this program as part of their regular workload; others will receive overload compensation. Faculty will travel on their own time; *TI will cover faculty travel and living expenses for the time they are on site* in Germany. Individual faculty members will arrange for main campus class coverage during their absence from Pensacola.

**Scholarship and Research Capability of Faculty**
Appendix G contains faculty curriculum vitae which document scholarship and research capability.
# TABLE 3

**ROSTER OF INSTRUCTIONAL STAFF**
**FULL-TIME AND PART-TIME FACULTY**

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<tr>
<th>Name of Institution:</th>
<th>The University of West Florida</th>
<th>Site Location:</th>
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<tr>
<td>Name of Academic Department/School:</td>
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<tr>
<th>Name</th>
<th>Most Advanced Degree and Discipline</th>
<th>Other Degrees and Academic Credit</th>
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<tr>
<td>Nestor Arguea - Full</td>
<td>Ph.D. - Economics University of Southern California</td>
<td>M.A. - Economics University of Southern California B.A. - Economics Universidad Nacional, Argentina</td>
<td>QMB 6305 Quantitative Methods for Business</td>
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<tr>
<td>Steven Conroy - Full</td>
<td>Ph.D. - Economics University of Southern California</td>
<td>M.A. - Economics University of Southern California B.A. - Economics Creighton University</td>
<td>ECP 6705 Advanced Managerial Economics</td>
</tr>
<tr>
<td>Richard Constand - Full</td>
<td>Ph.D. - Finance Florida State University</td>
<td>MBA - Finance Florida State University B.S. - Finance/Multinational Business Florida State University</td>
<td>FIN 6406 Financial Management</td>
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<td>Joseph Donelan</td>
<td>Ph.D. - Accounting/Finance</td>
<td>MBA - Business/Accounting</td>
<td>ACG 6309 Accounting Aspects of Business Policy Determination</td>
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<tr>
<td>Roger Guyette</td>
<td>LL.M. - University of Florida Law School</td>
<td>J.D. - Boston College Law School A.B. Boston College</td>
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<tr>
<td>Richard Harper</td>
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<td>M.A. - Economics</td>
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<tr>
<td>Martin Hornyak</td>
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<td>Kenneth Murrell</td>
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<td>Brian Peach</td>
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LIBRARY AND LEARNING RESOURCES

Library and Information Resources
Students will have access to the University of West Florida Library when they are in Pensacola. At other times, they will have access to the following:

- **The University of West Florida Library online.** Through the homepage, library.uwf.edu, students at all locations have access to the catalog of materials held by all UWF libraries, to a multitude of electronic reference databases and indexes, and to full-text journal articles and books. For those materials not held locally or electronically, students may use interlibrary loan or document delivery systems. Students receive access when they register with the University. Reference assistance for online users is available through the online Reference Question Form; time of response is usually within two days. For complete description of services and remote access, see Appendix H and UWF Library website. [http://library.uwf.edu/](http://library.uwf.edu/)

- **The library at Ludwigshafen University of Applied Sciences.** The onsite library provides literature in both conventional and electronic form. "The library concentrates on business administration and has over 42,000 volumes and subscribes to over 130 business related periodicals" on the following subjects:

  - Accounting
  - Banking, Insurance
  - Business Consulting and Planning, Operations Research
  - Data Processing
  - Encyclopedias, Reference Books
  - Financing, Investing
  - Foreign Trade
  - General Business Administration
  - Languages
  - Marketing
  - Materials Management, Production, Supply Management
  - Mathematics, Statistics
  - Organization
  - Personnel Management, Training, Education
  - Political Economy, Social Politics, Finance
  - Psychology, Sociology
  - Law
  - Tax
  - Trade
  - Transport

"The library catalogue (OPAC) allows online literature research by author, keywords, title etc. and gives information on availability of material."
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“All periodicals are listed on the OPAC. Additionally, an alphabetical listing of our current periodicals may be also found. Though periodicals may not be borrowed, photocopiers are available in the library” (http://www.fh-ludwigshafen.de/bibliothek/libraryinformation.htm). In addition to the main library, there is a library specializing in East-Asia and business in the East-Asia Institute. While some English-language materials may be available on site, students will be able to get any other English-language materials they need through the UWF Library system. See Appendix I and website. UWF faculty will carry selected course-related materials with them and will post them to the web.

• **The library of the University of Mannheim.** The University of Mannheim is accessible via tram. It holds the “largest resources in the fields mentioned including extensive statistical documentation from Brussels, World Bank and national statistical centers...” (TI e-mail message, September 12, 2002). See website. http://www.bib.uni-mannheim.de/

• **The library of the University of Applied Sciences at Worms and “via the NET access to most German libraries.”**

PHYSICAL RESOURCES

Description of Physical Facilities and Equipment
“The main building at Ludwigshafen was originally designed for some 600 students. A four-fold increase in the number of students has necessitated the renting of space at different locations throughout the city” (Ludwigshafen School of Business). A building for the East-Asia Institute, an extension to the main building, and rental of space in the post office are planned to consolidate the campus. See Appendix J for additional information.

Classroom facilities include network access via wireless LAN, PC equipped study (break out) rooms, seminar rooms with up-to-date presentation software and hardware, overheads and beamer. “In short, everything that is needed to run a seminar [sic] on site and to study distance learning modules” (TI e-mail message, September 12, 2002).

Impact of Proposed Change on Existing Programs and Services
Delivery will have no impact on existing programs and services.
Table 5
Projected Revenues, Expenditures and Contribution to Indirect Costs
UWF MBA – German Cohort 1
Year 1

<table>
<thead>
<tr>
<th>Student Enrollment</th>
<th>25</th>
<th>20</th>
<th>15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$80,000</td>
<td>$72,000</td>
<td>$60,000</td>
</tr>
<tr>
<td>Expenditures</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty</td>
<td>32,000</td>
<td>32,000</td>
<td>32,000</td>
</tr>
<tr>
<td>Benefits</td>
<td>10,880</td>
<td>10,880</td>
<td>10,880</td>
</tr>
<tr>
<td>Travel</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Materials and supplies</td>
<td>4,000</td>
<td>4,000</td>
<td>4,000</td>
</tr>
<tr>
<td>Communications</td>
<td>500</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>Total</td>
<td>$57,380</td>
<td>$57,380</td>
<td>$57,380</td>
</tr>
<tr>
<td>Contribution to indirect costs</td>
<td>$22,620</td>
<td>$14,620</td>
<td>$2,620</td>
</tr>
</tbody>
</table>

All main campus operational, management and physical resources needed to deliver this program are already in place because of on-going programs already in process. There are no new operational, management or physical resources needed to deliver the program.

Contingency Plans
Contingency plans, if required resources do not materialize, are spelled out in the Agreement:

2.B.ii. ...If there are fewer than 15 enrolled students, then upon notification from UWF, TI will remit payment in the amount of $1000 per student at the guaranteed enrollment of 15 students.

2.B.iii. ...Neither party will have an obligation to conduct any course with an enrollment less than 10 students but may, by mutual written agreement, deliver a course with fewer registered students.

5.B. Either party may cancel this agreement by giving ten (10) days written notice to the other party postmarked no later than April 1, 2003 or any year subsequent thereto.
EVALUATION AND ASSESSMENT

Assessment of Overall Institutional Effectiveness
The University of West Florida assesses overall institutional effectiveness and monitors and ensures the quality of its degree programs, off-campus site(s), and other changes through an ongoing strategic planning process. See Figure 1.

The strategic planning cycle, which includes the integration of planning, budgeting, evaluation, and operations, contains nine work phases which help maintain the planning focus:

Phase 1  Developing the Mission Statement.
Phase 2  Developing Strategic Goals
Phase 3  Developing Objectives
Phase 4  Translating Strategy into Action
Phase 5  Building the Budget
Phase 6  Implementing Budgeted Objectives
Phase 7  Assessing the Outcomes
Phase 8  Using Assessment Results
Phase 9  Making Planning and Evaluating a Continuous Activity
Substantive Change Prospectus:
Additional Off-Campus Site

Figure 1
The University of West Florida
Strategic Planning Cycle
The Integration of Planning, Budgeting, Evaluation, and Operations
Systematic Evaluations of Instructional Results of the Program
The procedures for systematically evaluating the instructional results, judging program effectiveness, and fostering continuous improvement of this program will follow existing institutional, college, and program processes. The processes include student feedback sessions, course evaluations, student surveys, exit interviews, portfolio reviews, alumni surveys, and employer surveys.

Student Feedback Sessions. Periodically, student representatives from the cohort will meet with the MBA Director to discuss student concerns. The meetings cover all aspects of the program including communication, program structure and organization, student services, facilities, faculty issues, content, and personal issues. These feedback sessions allow timely modifications/improvements in overall program delivery.

Course Evaluations. Students will complete standard course evaluations on all courses completed in the program. Course evaluations relate to course content and delivery as well as faculty effectiveness.

Student Surveys. All students are encouraged to complete an end-of-program survey covering all aspects of the program. The survey results are used to identify and document significant trends in student perceptions about the program. The surveys combined with other assessment vehicles allow systematic improvement in the overall quality of the program content and delivery.

Exit Interviews. The MBA Director conducts open-ended exit interviews with each individual student. The exit interviews allow a personal, interactive vehicle for gaining student/graduate feedback on the effectiveness of the program.

Portfolio Reviews. Each student prepares a portfolio of projects from five specific courses in the program. The Portfolio has a common industry specific theme and includes projects from five specific functional areas of business. The student and MBA Director review the completed Portfolio as a condition for graduating from the program.

Alumni Surveys. Periodic surveys of program alumni provide a time-lapsed perspective on the effectiveness of the MBA program. Graduates are asked to evaluate the usefulness and effectiveness of the program in their careers and personal situations after being away from the program for one to five years. We are able to determine whether the views of the effectiveness of the program that they had at graduation match up to the views of effectiveness of a more experienced working professional.

Employer Surveys. Periodic surveys of the employers of our graduates provide useful, objective information about the effectiveness of our MBA program.

Faculty and program administration use the processes described above to drive short, intermediate and long term continuous program improvement. Student feedback sessions
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are vehicles for short-term program improvement. Student feedback sessions offer the opportunity to make immediate modifications to student services, facilities, communications, and minimal content adjustments. Issues raised in the feedback sessions will customarily be addressed by program administration prior to the next feedback session.

Course evaluations are vehicles for short and intermediate term program improvement. Evaluations allow faculty to make necessary adjustments to content and delivery prior to the next offering of the particular course. In addition, evaluations in a current course can provide information that will improve the delivery of yet-to-be delivered courses in the program. Through review of course evaluations, program administration can alert faculty to delivery formats and pedagogical techniques that work well for a particular cohort of students in the program.

Student surveys, exit interviews and portfolio reviews serve as vehicles for intermediate term program improvement. Data from these three evaluation processes are used to make adjustments to program content, course content, course sequencing, pedagogical preferences, and content integration across courses. Although some adjustments/improvements take effect for cohorts in progress, most of the improvements from these three vehicles impact cohorts not yet begun.

Alumni surveys and employer surveys are long-term program improvement vehicles. Information from these surveys helps to shape major changes in program content and direction. A graduate faculty curriculum review committee will use the results of these surveys as one factor in the development of new program curricula aimed at meeting the needs of practicing business professionals and the organizations for which they work.
APPENDICES

Appendix A  Sponsoring Companies of TI Students
Appendix B  Agreement between The University of West Florida
             College of Business and Transatlantic Institute,
             Universities of Applied Sciences, Ludwigshafen and
             Worms
Appendix C  Representative Course Syllabi
Appendix D  UWF Graduate Admissions Criteria
Appendix E  UWF Academic Policies
Appendix F  Student Life 2002-03
Appendix G  Faculty Curriculum Vitae
Appendix H  UWF Library Information
Appendix I  Ludwigshafen University of Applied Sciences Library
            Information
Appendix J  Physical Resources at Ludwigshafen School of Business