May 21, 2004

Dr. James T. Rogers
Executive Director
Commission on Colleges
Southern Association of Colleges and Schools
1866 Southern Lane
Decatur, GA 30033-4097

Dear Dr. Rogers:

Enclosed is Dalton State College's Prospectus for Substantive Change in connection with our participation in the University System's WebBAS online initiative. The WebBAS is a collaborative effort among the University System of Georgia and three of its institutions, namely Albany State University, Dalton State College, and Georgia Southwestern State University. Only the last two years of the BAS in Technology Management are included in this initiative, with the three participating institutions offering 6, 6, and 5 courses each.

I look forward to your favorable consideration of this prospectus. In the meantime, should you require additional information, please let me know.

Sincerely,

James A. Burran
President

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Enclosure

New Program Proposal

Bachelor of Applied Science

In Technology Management

Albany State University
Dalton State College
Georgia Southwestern State University

April 02, 2004

Appendices
> *Appendix A - Memorandum of Understanding*
> *Appendix B - WebBAS Curriculum Description*
> *Appendix C - Sample WebBAS Program of Study*

Bachelor of Applied Science in Technology Management

Online Program

Date: March 15, 2004

Institutions: Albany State University
                         Dalton State College
                         Georgia Southwestern State University

Schools/Divisions:

Departments:

Program Name: Bachelor of Applied Science in Technology Management

Degree: Bachelor of Applied Science

Major: Technology Management

CIP Code: 52.0299 (Business Administration and Management, Other)

A program designed to prepare students who have previously earned a two-year terminal degree
to be effective technology managers. Through a combination of business and information
science courses, the WebBAS-Technology Management program provides a solid grounding in
the skills needed to manage human and technology resources in today's business and industry
settings.

1. Program Description, Goals and Objectives

   The proposed online Georgia Bachelor of Applied Science in Technology Management
degree program (Georgia WebBAS) will be offered collaboratively by three University System
of Georgia (USG) institutions: Albany State University (ALSU), Dalton State College (DSC)
and Georgia Southwestern State University (GSSU). The program and its curriculum will be
developed and delivered collaboratively by the three participating institutions. It will be offered
online via USG's centrally supported management system, WebCT Vista.

       The proposed degree requires that students be admitted to one of the collaborating
institutions. The Georgia WebBAS requires the satisfactory completion of a terminal associate
degree (for example, an Associate of Applied Science degree, an Associate of Applied
Technology degree or equivalent), areas A through E of the University System of Georgia Core
curriculum and the WebBAS curriculum found in Appendix B. A total of 17 courses (51 credit
hours) of course work are to be offered online by the Consortium. Each of the participating
institutions, acting as the home institution for its students, will determine how its students satisfy
the requirements for the WebBAS.

The WebBAS program will create an opportunity for students with appropriate terminal, two-year degrees to continue their education to a Bachelor's degree. The program, therefore, provides a set of four lower division "bridge" courses (12 credit hours) to transition the student from a two-year degree in a non-business area to the Baccalaureate in Technology Management. In addition, the program will provide thirteen upper-division courses (39 credit hours) focusing on technology management. Courses will be marked with a designator in institutional course listings indicating they are online courses. The degree inscription for program graduates will be Bachelor of Applied Science in Technology Management.

The purposes of the Georgia WebBAS are to:

- Produce graduates recognized by employers as having a current and comprehensive background in applied technology management;

- Prepare and motivate associate level students to pursue lifelong learning and continuing education;

- Instill in such students a sense of social responsibility and ethical values appropriate to the field;

- Encourage broad participation of women, minorities, and non-traditional students in pursuing a degree past their two-year terminal degree training;

- Maximize the resources of the University System and the participating institutions by distributing course development and teaching responsibilities;

- Contribute to Georgia's workforce development by providing Department of Technical and Adult Education (DTAE) and other terminal associate-degree graduates a seamless articulation to a baccalaureate degree.

The essential goal of the program is to produce graduates with the knowledge, skills, and abilities to meet the needs of Georgia employers. BAS graduates typically use the knowledge gained in the BAS program to become managers in the technical content area studied in their two-year programs. The instructional objectives of the Georgia WebBAS program are to prepare individuals with previously obtained career associate degrees to:

1) Use and apply analytical tools of management, including fundamental management concepts and principles;

2) Demonstrate effective leadership ability and team building skills;

3) Communicate effectively both orally and in writing;

4) Effectively manage technology resources within organizations;

5) Think critically about technology management and use problem-solving skills to make sound decisions;

6) Function effectively in the global context of today's workplace;

       7) Recognize and apply appropriate standards of professionalism and ethical behavior in the workplace.

      Significantly, the program increases access to the BAS degree through a flexible, any-time, any-place learning experience. By offering the program online, the collaborating institutions provide a baccalaureate experience to the citizens of Georgia who are unable to pursue a traditionally delivered degree.

2. Need and Demand

      BAS programs are the vehicle of baccalaureate-level cooperation between institutions of the University System of Georgia (USG) and the Department of Technical and Adult Education (DTAE) technical colleges. The percentage of DTAE students graduating with two-year degrees who choose to continue their education has steadily increased over the last four years (Table 1, below). For these students the BAS is best suited to meet their needs.

Table 1. Degrees conferred and students enrolling in further education, DTAE 2000-2003[1]

Year	2000	2001	2002	2003
AAT/AAS Conferred	8481	9964	10,982	13,300
Total continuing ed	678	1248	1762	2,551
Percent continuing ed	7.99%	12.53%	16.04%	19.18%

      Dalton State College and Georgia Southwestern who are participating in this collaborative, as well as Clayton College and State University (CCSU), report increasing demand for their traditionally delivered, campus-based BAS programs, as well as increased inquires from place-bound and/or job-bound students that the campus-based programs cannot serve. For example, administrators at Georgia Southwestern State University estimate they receive five to ten calls a week from students who are interested in their BAS degree program, yet live too far from campus to take advantage of their already highly flexible course offerings. At Clayton State the number of inquires is even greater. Similarly, in a Spring 2002 Dalton State College survey of 828 students (with a 67% response rate), 43% of respondents identified conflicting work schedules and family responsibilities as major factors in their (or their friends') ability to remain in school. Currently Clayton State has 188 students enrolled in their BAS and projects an additional 30 to 35 graduates in the 2003-2004 academic year. Dalton State has 54 students currently enrolled and is projecting 10 graduates this year while Georgia Southwestern has 16 enrolled and anticipates 5 graduates this spring. The WebBAS will provide the flexibility required by these students as well as those Georgians who live too far from campus-based BAS programs. The potential of the WebBAS to increase the number of Georgians earning a four-year degree is significant.

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[1] DTAE website: http://www.dtae.org/

Currently in Georgia there are three BAS degree programs with a focus on technology management. Table 2 indicates the numbers of recent BAS degree-level graduates in Technology Management (CIP codes 52.1201, Management Information Systems/Business Data Process, General and 52.0299, Business Administration and Management, Other). Albany State's program will admit its first students in Summer 2004.

Table 2. Technology Management BAS degrees awarded in Georgia, 2000-2003[2]

	1999-2000		2000-2001		2001-2002		2002-2003	
	52.0299	52.1201	52.0299	52.1201	52.0299	52.1201	52.0299	52.1201
GSSU		6		11		18		16
Dalton*	N/A		2		1		7	
CCSU	17	16	13	13	18	16	12	13
Subtotals	17	22	15	24	19	34	19	29
Total	**39**		**39**		**53**		**48**	

*The DSC traditional BAS is only two years old, but currently has 54 enrolled.

The WebBAS program aims to increase substantially the yearly graduation totals of BAS-Technology Management students.

Additional Reasons

By collaborating to offer a BAS degree in Technology Management online, the three participating institutions are making the most efficient use of their own and System resources, thus allowing the implementation of a program, which is clearly in demand, with minimal capital expenditure. The partner schools will conserve resources by distributing the teaching load by concentrating similar enrollments and by offering the program centrally using WebCT Vista, the System supported course management software. Also, each campus-based BAS program will benefit from developing the WebBAS by sharing faculty expertise and by sharing information about curriculum and program strengths. In addition, students enrolled in campus-based programs will be allowed, on a space-available basis, to enroll in WebBAS courses when such enrollment is in the best interest of the campus-based students' program completion. The DSC 2002 retention survey suggests that this practice will improve retention and graduation rates in campus-based programs.

3. Procedures used to develop the program

USG senior administrative staff first proposed an online BAS degree program while meeting with DTAE in late September of 2002. The USG Academic Affairs staff determined which system institutions were authorized to grant the BAS degree, and of those, which would

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[2] From USG degrees conferred reports, http://www.usg.edu/admin/planning/degrees/index-old.html

be interested in participating in a joint online degree program. Early discussions focused on identifying a BAS major based on the participants' campus-based BAS programs as well as anticipated student need and demand. It was decided Technology Management would be a logical major for the first online BAS offering.

Faculty and administrators from Albany State University, Clayton College and State University, Dalton State College and Georgia Southwestern State University met periodically over the next eighteen months to define key project elements, including program administration and management, the curriculum, and course development. Senior administrative staff from USG's Academic Affairs office and from Advanced Learning Technologies (ALT) provided project planning support, as well as modest financial support to enable full-day meetings at central locations.

DSC and GSSU faculty designed the first draft of the WebBAS curriculum based on a comparison of their institutions' course offerings and program requirements. The primary goal in curriculum development was to retain the quality of the traditionally delivered, campus-based programs. The initial curriculum was fine-tuned by the entire group of participating institutions.

A draft Memorandum of Understanding (MOU), based on models provided by previous collaborative online degree projects was prepared. In full committee, administrators from the participating WebBAS institutions shaped the MOU to serve the needs of the WebBAS Collaborative. To assure that program plans supported the participants' institutional accreditation goals, the committee consulted with Association to Advance Collegiate Schools of Business (AACSB), the accrediting body relevant to the program. These discussions revealed program differences between CCSU and the other three collaborating institutions, leading to CCSU's amicable withdrawal from the collaborative in January 2004.

The remaining institutions selected WebCT Vista as the software platform for online delivery. Given its ease of use, rich tool set, stability, and user support, Vista was the obvious choice for a learning management system. ALT provided course development models, course templates, training, and financial support to create a WebBAS course in Vista at each institution. ALT also worked with the instructional design support personnel at ALSU, DSC and GSSU to create a project plan for the development of all the required courses. The initial courses will be available for student enrollment in Fall 2004 with completion of the remaining courses scheduled for enrollment in Summer 2005.

4. Curriculum

To enter the WebBAS students must have completed an AAS or AAT degree or its equivalent. They must then complete any remaining courses in Areas A-E of the University System Core. These courses are available on-line through eCore®. Students may complete an Area F from an approved business or technology major before entering the WebBAS, or they may take the WebBAS bridge courses (12 credit hours) online. They then enter the WebBAS upper division technology management core course (39 credit hours). The courses to be developed as part of the WebBAS include the WebBAS bridge and the technology management core, a total of 51 hours of coursework. The WebBAS degree will be approved by the faculty at

each partner institution in accordance with proper academic policy. Please see Appendix B for a full description of the curriculum.

5. Faculty Inventory

All faculty members currently approved to teach at consortium institutions in BAS programs will automatically be reviewed to teach in the WebBAS. This review will be conducted by the WebBAS Project Director and approved by the WebBAS Advisory committee. Faculty credentials must meet both SACS and AACSB criteria. Faculty credentials from each consortium institution will be exchanged and reviewed for acceptance as part-time faculty at each of the other consortium institutions prior to program implementation. All hires made subsequent to June 1, 2004, will be certified by the institutional BAS department chair, who will provide all relevant documentation for the faculty who will teach WebBAS courses to the WebBAS Project Director.

Albany State University:

Dr. Kathaleena E. Monds, Assistant Professor of Business Information Systems & Education
    Education
        Ph.D., Instructional Technology, Wayne State University, 1994
        M.S., Computer Science, Wayne State University, 1988
        B.S., Computer Science, Spelman College, 1986
    Courses Taught
        Fundamentals of Computer Applications
        Spreadsheet Applications
        Analysis and Applications of Integrated Software
        Advanced Computer Applications
    Expected Responsibilities in the Program
        Survey of Computer Applications

Dr. Cynthia F. Bennett, Associate Professor of Business Information Systems & Education
    Education
        Ph.D., Higher Education Administration, Ohio University, 1992
        M.A., Business Education, Ohio State University-Columbus, 1982
        B.S., Business Education, Alabama State University, 1981
    Courses Taught
        Communication for Management
        Spreadsheet Applications
        Word Processing Concepts and Technology
        Information Resource Management
    Expected Responsibilities in the Program
        Business Communcation

Dr. Alireza Dorestani, Assistant Professor of Economics
    Education
        Ph.D., Economics, University of Missouri-Columbia, 2002

M.A., Economics, University of Missouri-Columbia, 1998

M,Acc., Accounting, University of Missouri-Columbia, 1996

M.Acc., Accounting, Tehran University, 1991.

Courses Taught

Principles of Economics

Economic and Business Statistics

Money and Banking

Economics for Managers

Expected Responsibilities in the Program

Business Statistics

Dr. Chiou-Pirng Wang, Assistant Professor of Business Management

Education

Ph.D., Physics, Texas Tech University, 1990

M.S., Computer Science, Georgia Southwestern University, 1999

M.S., Physics, Texas Tech University, 1987

B.S., Physics, National Kaossiung Normal University, 1980

Certified Oracle Master of DBA, 1997

Courses Taught

Management Information Systems

Database Management

Systems Analysis and Design

Expected Responsibilities in the Program

Management Information Systems

Dr. Michael D. Rogers, Professor of Business Management and Chair of Business

Administration Department

Education

Ph.D., Labor and Manpower Economics, University of Tennessee-Knoxville, 1973

M.S., Economics from University of Tennessee-Knoxville, 1968

B.S., Economics, University of Tennessee-Knoxville, 1967

Courses Taught

Organizational Behavior

Seminar in Organizational Theory

Human Resource Management

Organizational Learning

Business Policy

Expected Responsibilities in the Program

Organizational Theory and Behavior

Dalton State College:

Dr. Don Bowen, Professor of Management

Education

Ph.D., Vocational Educational Leadership, Georgia State University, 1981

M.Ed., Distributive Education, 1975

B.S., Business Administration, Auburn University, 1972
Courses Taught
    Introduction to Business
    The Environment of Business
    Principles of Management
    Human Resource Management
    Introduction to Technology Management
    Strategic Management/Policy
    Entrepreneurship
    Leadership
    Organizational Behavior
Expected Responsibilities in the Program
    Introduction to Technology Management

Dr. Marilyn Helms, Sesquicentennial Endowed Chair and Professor of Management
Education
    D.B.A., Management, University of Memphis, 1987
    M.B.A., Management, University of Memphis, 1984
    B.B.A, Management, University of Memphis, 1982
Courses Taught
    Principles of Operations Management
    Quality Management Systems
    Entrepreneurship
Expected Responsibilities in the Program
    Quality Management Systems
    Entrepreneurship

Dr. Donna Mayo, Assistant Professor of Marketing and Chair of the Division of Business
    Administration
Education
    Ph.D., Marketing, University of Alabama, 1993
    M.B.A., Marketing, University of Southern Mississippi, 1987
    B.S., Sociology, Mississippi College, 1978
Courses Taught
    Principles of Marketing
    Advertising and Promotional Strategy
    Business-to-Business Marketing
    Marketing Management
Expected Responsibilities in the Program
    Principles of Marketing

Mrs. Nancy Tyler, Assistant Professor of Accounting
Education
    M.Acc., Accounting, University of Tennessee-Chattanooga, 1998
    B.S., Business Administration-Accounting, University of Tennessee-Chattanooga, 1985
    B.S., Elementary Education, University of Tennessee at Knoxville, 1976

Courses Taught
    Principles of Accounting I
    Principles of Accounting II
    Survey of Applied Accounting
Expected Responsibilities in the Program
    Survey of Applied Accounting

Mrs. Della Sampson, Assistant Professor of Economics
    Education
        M.B.A., Economics, University of Tennessee-Chattanooga, 1991
        B.S., Economics, University of Tennessee-Chattanooga, 1989
        B.S., Management, University of Tennessee-Chattanooga, 1989
    Courses Taught
        Introduction to Economics
        Principles of Macroeconomics
        Principles of Microeconomics
        International Economics
        Survey of Economics
    Expected Responsibilities in the Program
        Survey of Economics

Georgia Southwestern State University:

Dr. Ruth Belk, Associate Professor of Marketing
    Education
        Ph.D., Marketing, Georgia State University, 1982
        M.B.A., Marketing, Georgia State University, 1977
        B.A., Economics, Agnes Scott College, 1970
    Courses Taught
        Principles of Marketing
        Quantitative Management
        Consumer Behavior
        Graduate courses in Marketing
    Expected Responsibilities in the Program
        Principles of Marketing

Dr. Michael Fathi, Associate Professor of Management
    Education
        D.B.A., Management, Nova/Southeastern University, 1985
        M.B.A., Business Administration, University of Baltimore, 1979
        B.S., Agricultural Engineering, Jundi University, 1973
    Courses Taught
        Strategic Management
        Production Operations Management
        International Business

Expected Responsibilities in the Program
    Strategic Management
    Principles of Operations Management

Dr. Brian Heshizer, Associate Professor of Management
Education
    Ph.D., Industrial Relations, University of Wisconsin-Madison, 1978
    M.A., Labor Studies, Florida State University, 1976
    B.A., Columbus State University, 1971
Courses Taught
    Principles of Management
    Business Forecasting
    Labor Management Relations
    Organizational Theory
Expected Responsibilities in the Program
    Principles of Management
    Organizational Theory and Behavior
    Business Statistics

Dr. Curtis Howell, Associate Professor of Accounting
Education
    Ph.D., Accounting, Northern Illinois University, 1996
    M.Acc., Accounting, Northern Illinois University, 1991
    B.B.A., Accounting, Northern Illinois University, 1984
Courses Taught
    Principles of Accounting
    Intermediate Accounting
    Cost Accounting
    Taxation
Expected Responsibilities in the Program
    Survey of Applied Accounting

Dr. Rickey Madden, Assistant Professor of Marketing
Education
    Ph.D., Marketing, University of Georgia, 1995
    M.B.A., Business Administration, University of North Carolina at Chapel Hill, 1983
    B.S., Business and Economics, Erskine College, 1980
Courses Taught
    Principles of Marketing
    Marketing Communications
    Marketing Management
    Personal Sales
    Additional marketing courses
Expected Responsibilities in the Program
    Principles of Marketing

Dr. Barbara Morris, Associate Professor of Accounting
   Education
      Ph.D., Accounting, University of Georgia, 1985
      M.Acc., Accounting, University of Georgia, 1980
      B.A., Sociology, Emory University, 1970
   Courses Taught
      Principles of Accounting
      Financial Accounting
      Auditing
   Expected Responsibilities in the Program
      Survey of Applied Accounting

6. *Library Resources*

Students will have access to the libraries of their home institutions and through institutional subscriptions to GALILEO. The online courses will be generally designed so that all required references are made available to students through the course and program websites or via GALILEO.

7. *Outstanding Programs*

Currently, no online BAS programs exist in the Technology Management area. For programmatic and curricular comparison, outstanding campus-based BSIT programs include those at Boise State University http://www.selland.boisestate.edu/academic_programs/BASD.htm and Ferris State University www.ferris.edu/htmls/academics/atc/indtechmgmt.pdf.

8. *Student Populations*

Students are likely to be non-traditional students, who, in keeping with other distance education populations, will be older, working, with families and disproportionately female. For example, according to researchers tracking the eCore® program, eCore® attracts high numbers of women into its online Area A-E courses. However, judging by student survey results at DSC and the success of the University System's existing online offerings, the program will appeal directly to students who might enroll in traditional programs but prefer non-traditional delivery. The close programmatic connection with DTAE technical colleges also suggests students entering the WebBAS are likely to be older, working adults with families.

9. *Facilities*

No additional facilities will be required to deliver this program. All classes will meet online via the System-supported version of WebCT Vista.

Student home computing requirements will include:

- Internet connection at modem speeds of 56K or higher (high speed internet connection

recommended);

- Personal Computer (not WebTV) with Windows 2000 or higher or a Macintosh with an operating system of OSX 10.2 or higher;

- Sound card with speakers or headphones. A microphone is recommended, but not required;

- VGA (or equivalent) or better monitor;

- JavaScript enabled Web browser;

- Printer connected to the computer;

- CD-ROM drive;

- Virus protection software;

- Most recent versions of some plug-ins and viewers such as Adobe Acrobat, Windows Media or QuickTime.

Faculty training in WebCT Vista will be available through ALT by request, and student training materials are already available online to be used at the discretion of the Program Director and the faculty. WebBAS faculty will be responsible for choosing textbooks for their individual courses, following the same guidelines for reasonableness and expense that they would in campus-based courses.

10. Program Administration

Please see the MOU, Appendix A, for a complete description of WebBAS program administration structures.

11. Program Assessment Plan

The WebBAS Project Director, in consultation with the WebBAS Advisory Board, will collect program data on an ongoing basis and produce reports on program outcomes and assessments. Program assessment will be used to develop and implement a continuing plan for program improvement (Table 3 summarizes Program assessment). The assessment of student learning will utilize the Major Field Achievement Test (MFAT) and WBAS 4900, Strategic Management as a capstone course, in addition to the Satisfaction Surveys of students, employers and Alumni.

Table 3. Program Assessment

Objective	Location of documents	Who is Responsible?	Frequency of Assessment	Assessment Method	Results
Graduates will be able to apply analytical tools of management, including fundamental management concepts and principles	Office of the Director of WebBAS program	Director	Annual	Major Field Achievement Test (MFAT)	The results will be used to evaluate program by sharing information with faculty and the WebBAS Advisory Council in an annual basis for continuous improvement in the curriculum, faculty, and teaching methodology
Graduates will be able to demonstrate effective leadership ability and team building skills	Office of Director of the WebBAS Programs	Director	Annual	WBAS 4900 – Strategic Management	The results will be used to evaluate program by sharing information with faculty and the WebBAS Advisory Council in an annual basis for continuous improvement in the curriculum, faculty, and teaching methodology

Objective	Location of documents	Who is Responsible?	Frequency of Assessment	Assessment Method	Results
Graduates will be able to communicate effectively both orally and in writing	Office of the Director of WebBAS program	Director	Annual	WBAS 4900 – Strategic Management	The results will be used for continuous improvement in the curriculum and teaching methodology specific to developing communication ability, both oral and written.
Graduates will be able to communicate effectively both orally and in writing	Office of the Director of WebBAS program	Director	Every three years	Employer Survey	The results will be used for continuous improvement in the curriculum and teaching methodology specific to developing communication ability, both oral and written.
Graduates will be able to effectively manage technology resources within organizations	Office of the Director of the WebBAS program	Director	Every three years	Employer Survey	The results will be used for continuous improvement in the curriculum and teaching methodology specific to developing communication ability, both oral and written.

Objective	Location of documents	Who is Responsible?	Frequency of Assessment	Assessment Method	Results
Graduates will be able to think critically about technology management and use problem-solving skills to make sound decisions	Office of the Director of the WebBAS program	Director	Annual	Major Field Achievement Test (MFAT)	The results will be used to evaluate program by sharing information with faculty and the WebBAS Advisory Council in an annual basis for continuous improvement in the curriculum, faculty, and teaching methodology
Graduates will be able to function effectively in the global context of today's workplace	Office of the Director of the WebBAS program	Director	Annual/Every three years	Major Field Achievement Test (MFAT)/Employer Survey	The results will be used to evaluate program by sharing information with faculty and the WebBAS Advisory Council in an annual basis for continuous improvement in the curriculum, faculty, and teaching methodology

Objective	Location of documents	Who is Responsible?	Frequency of Assessment	Assessment Method	Results
Graduates will be able to recognize and apply appropriate standards of professionalism and ethical behavior in the workplace	Office of the Director of the WebBAS program	Director	Annual/Every three years	Major Field Achievement Test (MFAT)/Employer Survey	The results will be used to evaluate program by sharing information with faculty and the WebBAS Advisory Council in an annual basis for continuous improvement in the curriculum, faculty, and teaching methodology

Student Learning Assessment:

ETS Major Field Achievement Test (*MFST*) (a direct measure of student learning)

The student performance on the Educational Testing Service (ETS) Business Major Field Achievement Test (MFAT), which is taken as part of the Strategic Management course, will be measured each time the course is taught. The results will be reviewed annually by the Project Director and the WebBAS Advisory Committee to evaluate the need for change to course content and/or curriculum.

WBAS 4900, Strategic Management Course (*direct measure of student learning*)

In the Strategic Management course, a common body of professional knowledge is integrated into actual business situations. Students are required to demonstrate their understanding and knowledge of this common body of knowledge by making operating business decisions. It is the application of the common knowledge base that makes WBAS 4900 the program's capstone course. This knowledge is accurately assessed by the MFAT.

WebBAS Advisory Council

The WebBAS Advisory Council will meet each term to review and evaluate the program, student learning outcomes, curriculum, and accreditation based in large part on the data generated by MFAT.

Survey of Employers

This survey reviews a variety of management skills and competencies graduate demonstrate on the job. The survey is conducted every three years. This questionnaire gathers information about the employers' assessment of graduates' academic preparation and on-the-job-performance. Also, it solicits employer suggestions for improving the academic preparation and skills of the WebBAS graduates.

Alumni Survey

This annual survey will assess the WebBAS curriculum content and the academic preparation of students.

12. Accreditation

Each partner institution is accredited by the Southern Association of Colleges and Schools (SACS). The WebBAS will be presented to SACS as a substantive change. It is the intent of the Consortium to make the presentation as a group, using the experience of the University System office as a guide. Each partner institution is working to achieve AACSB accreditation (**http://www.aacsb.edu/**). The BAS will conform to all pertinent AACSB requirements.

13. Affirmative Action Impact

It is anticipated that the WebBAS program will have minimal impact on faculty or staff diversity at the institutional or departmental level. The WebBAS program planners expect any impact on student diversity to be positive due to the delivery method's appeal to non-traditional and job-bound and/or place-bound intended students; eCore® courses, with a similar delivery method, attract higher rates of minority participation than do the comparable traditional courses at collaborating eCore® institutions.

14. Degree Inscription

Bachelor of Applied Science in Technology Management

15. Fiscal and Enrollment Impact, Estimated Budget.

The WebBAS administrative group made up of Vice Presidents for Academic Affairs and the Deans and Chairs of Business carefully analyzed the budgetary requirements for the program. Their analysis is summarized in Table 4 (below) and reveals the WebBAS can be self-supporting by Year 3, given System and ALT start-up support as outlined in the Budget. No additional support is anticipated beyond what appears in the budget other than that already provided by ALT and the System and the in-kind contributions provided by the partner institutions.

Table 4. Three-year Budget Projection

EXPENSES	YEAR 1	YEAR 2	YEAR 3
COURSE DEVELOPMENT			
Number of courses developed	6	6	5
Faculty release, tech support/Course	$6,000.00	$6,000.00	$6,000.00
Faculty release, tech support subtotal	$36,000.00	$36,000.00	$30,000.00
Student tech assistant hourly rate	$8.00	$8.00	$8.00
Student tech assistant # of hours per course	200	200	200
Student Tech Assistant Subtotal	$9,600.00	$9,600.00	$8,000.00
COURSE DEVELOPMENT SUBTOTAL	$45,600.00	$45,600.00	$38,000.00
DELIVERY COSTS			
Number of course sections taught	6	11	17
Average section enrollment	21	24	30
Payments to institutions			
Faculty teaching stipend	$3,000.00	$3,000.00	$3,000.00
Avg. in-state tuition 3 cr hrs	$291.00	$291.00	$291.00
Average annual increase, teaching stipend		0.00%	0.00%
Average annual increase, in-state tuition		0.00%	0.00%
Subtotal	$54,666.00	$109,824.00	$184,569.00
Maintenance			
Student tech assistant --# hours	150	150	150
Student tech assistant hourly rate	$8.00	$8.00	$8.00
Faculty maintenance (currently in teaching fee)	$0.00	$0.00	$0.00
Subtotal	$7,200.00	$13,200.00	$20,400.00
Technology costs			
per student enrollment	$0.00	$0.00	$0.00
Subtotal	$0.00	$0.00	$0.00
COURSE DELIVERY SUBTOTAL	$61,866.00	$123,024.00	$219,810.00

WebBAS 3-YEAR BUDGET PROJECTION

EXPENSES	YEAR 1	YEAR 2	YEAR 3
ADMINISTRATIVE			
Project Director	$70,000.00	$70,000.00	$70,000.00
Administrative Assistant w/ avg. annual raise	$30,000.00	$30,000.00	$30,000.00
Average annual raise, staff		0.00%	0.00%
Fringe @ 29%	$29,000.00	$29,000.00	$29,000.00
Percent FTE	33.00%	33.00%	33.33%
Subtotal	$42,570.00	$42,570.00	$42,570.00
OSE	$6,000.00	$6,000.00	$6,000.00
Marketing	$15,000.00	$15,000.00	$15,000.00
travel	$3,000.00	$3,000.00	$3,000.00
Accreditation	$5,000.00	$5,000.00	$5,000.00
Program Expenses	$29,000.00	$29,000.00	$29,000.00
Institutional Expenses**			
Board(s) meeting 2/yr; misc admin	$21,000.00	$21,000.00	$21,000.00
Technical consultation/support	$10,000.00	$10,000.00	$10,000.00
Infrastructure	$12,000.00	$12,000.00	$12,000.00
Institutional Expenses subtotal	$43,000.00	$43,000.00	$43,000.00
ADMINISTRATIVE SUBTOTAL	$114,570.00	$114,570.00	$114,570.00
TOTAL YEARLY EXPENSES	$222,036.00	$283,194.00	$372,380.00
REVENUE			
TUITION			
Number course sections taught	6	11	17
Average section enrollment	21	24	30
WebBAS tuition, 3 cr hrs, w/ avg annual increase	$600.00	$600.00	$600.00
Average annual increase, WebBAS tuition		0.00%	0.00%
TUITION SUBTOTAL	$75,600.00	$158,400.00	$306,000.00
ALT INVESTMENT	$36,000.00	$36,000.00	$30,000.00
INSTITUTIONAL INVESTMENTS	$43,000.00	$43,000.00	$43,000.00
USG INVESTMENT	$75,000.00	$37,500.00	$0.00
TOTAL YEARLY REVENUE	$229,600.00	$274,900.00	$379,000.00
NET	YEAR 1	YEAR 2	YEAR 3
Revenues	$229,600.00	$274,900.00	$379,000.00
Expenses	-$222,036.00	-$283,194.00	-$372,380.00
GRAND TOTAL NET REVENUE	$7,564.00	-$8,294.00	$6,620.00

Appendix A

Memorandum of Understanding

Introduction

This Memorandum of Understanding (MOU) is between:
- Albany State University
- Dalton State College
- Georgia Southwestern State University

This MOU pertains to the University System of Georgia Consortium offering the Georgia Web Bachelor of Applied Science (WebBAS) degree in Technology Management. The Georgia WebBAS requires the satisfactory completion of an Associate of Applied Science, an Associate of Applied Technology degree or equivalent and the satisfactory completion of the WebBAS curriculum found in Appendix B. A total of 17 courses (51 credit hours) of course work are offered online by the Consortium. Each of the participating institutions, acting as the home institution for its students, will determine how its students satisfy the requirements for the WebBAS. In addition to the 17 courses provided on-line by the Consortium, each Consortium member will be an eCore Affiliate or will accept eCore courses in Areas A-E, thus facilitating the completion of required lower-division course work. Execution of this MOU obligates the Georgia WebBAS participating institutions to develop and offer the courses listed below on an equitable schedule agreed to by each member of the Consortium.

Bridge Courses

WBAS 2200 Survey of Economics
WBAS 2300 Survey of Applied Accounting
WBAS 2400 Survey of Computer Applications
WBAS 2600 Business Communications

Technology Management Core

WBAS 3100 Introduction to Technology Management
WBAS 3500 Business Statistics
WBAS 3700 Principles of Management
WBAS 3710 Management Information Systems
WBAS 3720 Principles of Operation Management
WBAS 3800 Principles of Finance
WBAS 3810 Principles of Marketing
WBAS 3820 International Business

WBAS 4000 Human Resources Management
WBAS 4010 Organizational Theory and Behavior
WBAS 4020 Entrepreneurship
WBAS 4030 Quality Management Systems
WBAS 4900 Strategic Management

Administration

The following administrative positions and committees will be used in the development and implementation of the Georgia WebBAS.

Campus WebBAS Advisor

This person will be the campus "point-of-contact" for all WebBAS questions and must be knowledgeable in admissions and financial-aid polices and procedures as well as a knowledgeable facilitator for eCore enrollment.

WebBAS Advisory Council

The Advisory Council is made up of the Dean or Department/Division Chair or their designee in the school, department or division where the degree is housed at each institution. The Advisory Council will provide supervision for the Project Director (see below) and will, each term (including summer), review the policies and procedures of the WebBAS. The Council will annually submit a written report to the WebBAS Governing Board. The report will contain, but not be limited to, current and projected enrollment data, assessment analyses and recommendations on tuition rate and other appropriate fees.

WebBAS Project Director

This person will be employed by the Consortium to provide support for faculty and staff developing and teaching WebBAS courses and to coordinate assigned activities between and among the participating institutions. The Project Director will report directly to the WebBAS. Advisory Council and will be responsible for the day-to-day administration of the WebBAS. Salary and benefits will be paid as a common program expense.

WebBAS Governing Board

The WebBAS Governing Board is composed of the Provost or Vice President for Academic Affairs or their designee at each participating institution. The Governing Board is responsible for the overall supervision, administration and adjudication of the Georgia WebBAS.

Curriculum Review Committee

This committee will be appointed by the WebBAS Project Director, with approval of the Advisory Council, and is composed of three discipline-specific Consortia faculty not on the initial course development team. The Committee, under the supervision of the Project Director,

will review each new course and each upgrade to an existing course assuring that each contains common interface and navigation tools consistent with WebBAS specifications.

Consortium Fiscal Institution

The Advisory Council (with approval of the Governing Board) will select one participating institution as fiscal agent to administer the expenditure of common expenses and the distribution of excess funds.

Curriculum Development and Approval

Execution of this MOU further obligates the member institutions to develop each assigned course in WebCT Vista using Advanced Learning Technologies' expertise, as needed, to achieve a "look and feel" consistent with eCore courses, enabling students familiar with eCore to move easily into the WebBAS. Each newly developed course will be approved by the Curriculum Review Committee. Once approved for inclusion in the WebBAS curriculum, the developing institution will retain responsibility for maintaining and updating course content under the supervision of the Project Director and the WebBAS Advisory Council.

Program and Faculty Approval

Each member of the Consortium agrees to obtain appropriate institutional approval for the WebBAS degree in accordance with its academic polices and procedures. This must be done prior to implementation of the program. In addition, each institution agrees to provide faculty credentialed by SACS and other appropriate accrediting bodies to teach its assigned courses. Further, each institution must approve WebBAS faculty from the other member institutions as part time faculty.

Admissions and Enrollment

Students admitted to the WebBAS will satisfy the admission requirements for the institution to which they apply. Students admitted will meet all relevant academic affairs and student affairs polices in place at their admitting institution consistent with the policies and procedures of the Board of Regents and the University System of Georgia.

Each institution may enroll up to seven students in Year 1, eight students in Year 2 and ten students in Year 3 onward in every WebBAS course offered each semester. If a participating institution does not fill its allotment by the date established by the WebBAS Advisory Council, qualified students from other institutions will be allowed to enroll. The Advisory Committee will determine the procedure for the reallocation of unfilled seats.

Tuition, Fees and FTEs

Georgia WebBAS tuition is $200 per credit hour for both Georgia residents and non-Georgia residents. Additional institutional fees may be levied by the students' home institution. The actual state tuition will remain with the students' home institution. However, because the state

tuition is not the same for each member, the Consortium Fiscal Agent will determine an average tuition for the Consortium. The differential between the WebBAS tuition and the Consortium average tuition will be pooled at the Consortium Fiscal Institution. Common agreed-upon expenses will be paid out of the pool and the remainder of the pool, if any, will be distributed to the three schools (pro rata on the number of students registered at each school) to help defray start-up and operational costs. Distribution will be at the end of each fiscal year unless delayed by the Governing Board. FTE's will remain with the home institution.

Student Services and Financial Aid

As regularly admitted students to one of the Georgia WebBAS program participating institutions, students have available all of the student services resources of the admitting institution, including financial aid services.

Effective Date

This Memorandum of Understanding is effective April 15, 2004 and will remain in effect until one of the participating institutions gives twelve-months notice of its intention to discontinue it association with the Georgia WBAS program. At that time a new Memorandum of Understanding will be required.

Portia H. Shields
President
Albany State University

_____

James A. Burran
President
Dalton State College

_____

Michael L. Hanes
President
Georgia Southwestern State University

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Appendix B

WebBAS Curriculum Description

Bridge Courses

WBAS 2200 Survey of Economics
WBAS 2300 Survey of Applied Accounting
WBAS 2400 Survey of Computer Applications
WBAS 2600 Business Communication

Technology Management Core

WBAS 3100 Introduction to Technology Management
WBAS 3500 Business Statistics
WBAS 3700 Principles of Management
WBAS 3710 Management Information Systems
WBAS 3720 Principles of Operation Management
WBAS 3800 Principles of Finance
WBAS 3810 Principles of Marketing
WBAS 3820 International Business
WBAS 4000 Human Resources Management
WBAS 4010 Organizational Theory and Behavior
WBAS 4020 Entrepreneurship
WBAS 4030 Quality Management Systems
WBAS 4900 Strategic Management

Course Descriptions:

WBAS 2200. Survey of Economics   **3-0-3**

Examines basic micro and macro economic principles used in business. This course is open only
to students enrolled in the WBAS program. **Prerequisites:** Junior Standing or higher

WBAS 2300. Survey of Applied Accounting   **3-0-3**

Provides an understanding of the pragmatic principles of accounting. Financial and managerial
accounting topics and processes are presented. This course is open only to students enrolled in
the WBAS program. **Prerequisites:** MATH 1111 (College Algebra) and Junior Standing or
higher

WBAS 2400. Survey of Computer Applications   **3-0-3**

An introductory hands-on course designed to cover word processing, spreadsheets, database,
presentations, e-mail, and world-wide-web. **Prerequisite: None**

WBAS 2600. Business Communications   **3-0-3**

Applications of principles of verbal and non-verbal communication. Management concepts of business ethics and problem analysis are integrated with communication process and theory. **Prerequisite:** ENGL 1102-English Composition II

WBAS 3100. Introduction to Technology Management   **3-0-3**

Introduces the functions to be performed by managers in the production and service sectors. Topics emphasized include ethics in decision-making, interpersonal skills, professional behavior, and other contemporary issues. This course is open only to students enrolled in the WBAS program.   **Prerequisite:** Junior Standing or higher

WBAS 3500. Business Statistics   **3-0-3**

The application of statistical techniques to economic and business problems. Topics include descriptive statistics, introduction to probability theory, confidence interval estimation, and hypothesis testing, sampling techniques, and business forecasting. **Prerequisites:** WBAS 2400 - Survey of Computer Application, WBAS 2200 - Survey of Economics and MATH 1111 - College Algebra

WBAS 3700. Principles of Management   **3-0-3**

Management principles applicable to all types of cooperative enterprises. The vital functions of the manager are studied in detail.   **Prerequisites**: None

WBAS 3710. Management Information Systems   **3-0-3**

An introduction to information systems, emphasizing concepts, components, and structures of information systems and their applications in business and managerial decision making. **Prerequisite:** WBAS 2400 - Survey of Computer Applications

WBAS 3720. Principles of Production and Operations Management   **3-0-3**

The application of management science principles to the actual management of an industrial plant. Through the application of these techniques, improved decisions are made as to hiring, firing, training, output planning and controlling, raw material acquisition, quality control budgeting, and maintenance expenditures as concerns the manufacturer of products. **Prerequisites:** WBAS 3500 - Business Statistics, WBAS 3700 - Principles of Management

WBAS 3800. Principles of Finance   **3-0-3**

An introduction to promotion and organization of the corporation, forms of securities issued, problems of financial administration, expansion, securing funds, reorganization, and liquidation. **Prerequisites:** WBAS 2300 – Survey of Accounting or Equivalent

WBAS 3810. Principles of Marketing   3-0-3

Provides a general survey of the field of marketing covering the marketing concept, product, price, promotion and marketing channels topics. In addition, this course introduces basic marketing functions and processes. **Prerequisites:** WBAS 3100 - Introduction to Technology Management

WBAS 3820. International Business   3-0-3

An introduction to the nature and environment of international business, multinational business operations, and the future of international business. **Prerequisites:** WBAS 3700 - Principles of Management

WBAS 4000. Human Resource Management   3-0-3

This course is intended as an overview of the field of human resource management for the non-major. Emphasis will be placed on management responsibilities regarding the organization's human resources. **Prerequisites:** WBAS 3700 - Principles of Management

WBAS 4010. Organizational Theory   3-0-3

An advanced course in organization design and structure and their impact on individual, group, and organization effectiveness. Focus is on the role of authentic leadership in taking action based on the relationships of mission, power, resources, structure and fulfillment. **Prerequisite:** WBAS 3700 - Principles of Management

WBAS 4020. Entrepreneurship   3-0-3

Participants explore the increasing importance of entrepreneurial activity in the world as well as obtaining an introduction to the practical aspects of starting a new business venture. Topics include: startup issues, legal forms of organization, operation planning, financing the business, budgeting, personnel issues, and developing an accounting and control system. **Prerequisites**: WBAS 3700 - Principles of Management, WBAS 3810- Principles of Marketing, and WBAS 3800 - Principles of Finance

WBAS 4030. Quality Management Systems   3-0-3

Develops the continuous quality philosophy. Strategic quality management focuses on assessment and group decisions. The role of leadership in continuous quality improvement is covered in quality profiles and cases. An overview of tools for improving quality processes as well as current theories of Six-Sigma and lean manufacturing are presented.   **Prerequisites:** WBAS 3700 - Principles of Management, WBAS 3720- Principles of Production and Operations Management, and WBAS 2400- Survey of Computer Applications

WBAS 4900. Strategic Management   **3-0-3**

A study of business strategy and strategic planning in relation to company resources, the environment, and changes which may bring opportunities or threats. An opportunity to apply one's skills through strategic case analysis and through the management of a manufacturing firm in a computer-simulated business situation. **Prerequisites:** WBAS 3700 - Principles of Management, WBAS 3810- Principles of Marketing, and WBAS 3800- Business Finance

Appendix C

Sample WebBAS Program of Study

First year:
Begin Associate in Applied Science (AAS) or Associate in Applied Technology (AAT)

Second year:
Complete AAS or AAT and begin Areas A-E of the Core Curriculum

Third year:
Be accepted into the WebBAS
Complete Areas A-E of the Core Curriculum
Complete an appropriate Area F or WebBAS bridge curriculum

Fourth year:
WBAS 3100 Introduction to Technology Management
WBAS 3500 Business Statistics
WBAS 3700 Principles of Management
WBAS 3710 Management Information Systems
WBAS 3720 Principles of Operation Management
WBAS 3800 Principles of Finance
WBAS 3810 Principles of Marketing
WBAS 3820 International Business

Fifth year:
WBAS 4000 Human Resources Management
WBAS 4010 Organizational Theory and Behavior
WBAS 4020 Entrepreneurship
WBAS 4030 Quality Management Systems
WBAS 4900 Strategic Management