

ADAMS STATE COLLEGE

Masters of Business Administration



GRADUATE STUDENT HANDBOOK



www.adams.edu

TABLE OF CONTENTS

Program Overview..... 2

Program Components..... 2

 Mission 2

 Program Goals 3

 Admission Criteria—Master of Business Administration..... 4

 Master of Business Administration Requirements 5

 Registering for Classes..... 10

 Ordering 10

Academic Instructional Technology Center10

 WebCT & Class Format 11

 WebCT System Requirements..... 11

 How WebCT Functions 12

Nielson Library14

Financial Support.....14

Satisfactory Academic Progress & Appeals Procedures.....15

 Academic Integrity 15

 Academic Standing/Probation 17

 Academic Appeals Procedure..... 17

 Terms of Enrollment or Required Withdrawal..... 28

Contact Information19

College Resources.....20

Faculty Bios21

PROGRAM OVERVIEW

Welcome to Adams State College (ASC) and the Master of Business Administration (MBA) Program. You should become familiar with the MBA Program Student Handbook as well as ASC's Graduate Student Handbook. These provide a wealth of information that will assist you during your time as a graduate student at ASC. A CD-Rom of the ASC Graduate Student Handbook is included in your Orientation packet.

The MBA program was developed in 2008 and started its first cohort in 2009.

The Curriculum Committee developed all components of the program including the mission statement, admission criteria, program goals, program requirements and curriculum. After the Curriculum Summit, the program went through a rigorous, four-month long review and approval process. It was approved at several levels, including—School of Business Faculty, ASC Graduate Council, ASC Cabinet, ASC Board of Trustees, and Colorado Department of Higher Education/Colorado Commission on Higher Education.

Following is important information regarding components of the program including admissions, requirements, resources, etc.

PROGRAM COMPONENTS

Program Mission Statement

Adams State College Masters of Business Administration will provide access and opportunity for local, national and international students to further their education by improving their professional management, leadership, and analytical skills, thus enhancing their career and earning potential.

Our mission works with the mission and goals of Adams State College and the Graduate School. The Masters of Business Administration program will provide high quality courses that are rigorous, transferable at the graduate level, and provided at a reasonable cost.

Program Goals

Program Goals, often referred to as Competencies or Learning Outcomes, are what a student will know after completing the program.

Masters of Business Administration (MBA) Outcomes

An Adams State College MBA Graduate will be able to:

1. **Identify and diagnose organizational opportunities and threats globally and locally using the disciplines of** management practices, accounting, financial management, operations, marketing, and strategy.
2. **Accurately assess and analyze the performance of an organization** across a wide range of criteria including organizational budgeting, marketing effectiveness finance, operations, and ethics.
3. **Apply quantitative and qualitative methods** to identify and solve practical problems within various disciplines.
4. **Design and formulate plans for the implementation of strategies** including resource acquisition and allocation across a wide range of organizational domains and levels.
5. **Demonstrate professional skills**, including presentation of analysis, justification of recommended actions, and activities intended to impact the behavior of others.
6. **Negotiate and collaborate with others** in situations with differing interests and objectives.
7. **Assess and act upon the ethical, social, and policy implications** of situations, proposals and actions.
8. **Contribute to your professional area by sharing knowledge and skills** with clients, peers, and other professionals through effective oral and written communication at a professional level.
9. **Acquire the knowledge and skills appropriate** for professional success in your discipline.

Admission Criteria—Master of Business Administration (MBA)

The MBA program begins a new cohort every semester. Students may apply for admission throughout the year. Application deadline is **30 days** prior to the first day of the semester. Applications may be accepted after that date on an individual basis and if there are more than five slots still available. The cohort caps at 35.

Students may wish to consider an earlier application, as scholarship application deadlines are **March 1** of every year. For more information about scholarship and financial aid information, see “Financial Support Options” below or visit the Office of Financial Aid website at www.adams.edu/finaid

To be considered for admission to the MBA, students will:

- Fill out the online application: <http://www.adams.edu/academics/business/mba/>
 - Click on “Apply Now”
 - Select “Apply Online Now” under step one
 - Click on “Apply Online (not extended studies)” in the center of page
- Hold a **Baccalaureate Degree** from an accredited institution of higher education.
- Have a **G.P.A. of 3.0** in the most recent 30 credit hours (undergraduate and graduate hours acceptable).
 - Those with a G.P.A. lower than 3.0 may be conditionally admitted until after the first semester at which time evidence is provided as to the ability to do graduate level work.
- Write a **Letter of Intent** (statement of purpose) describing interests, background, the emphasis of interest, and professional goals. The letter will be used to assess writing skills for eligibility into the program.
- Resume which includes academic, volunteer, and work experience.
- One semester of undergraduate or graduate level courses is required in accounting and finance. Candidates in the Health Administration emphasis need one undergraduate semester course in Health Administration. This criterion can be filled through ASC Extended Studies or any other accredited institution while enrolled in the MBA program.
- Send in a **Complete Resume** including academic, volunteer and work experience.
- Pay an **Application Fee** of \$30.
- Send **Unofficial Transcripts** (official after acceptance).
- Include **2 Letters of Reference** with contact information for those references.

- **Letters of Reference** must outline the student's strengths and weaknesses; likely success in a graduate program; and what they will bring to the field of higher education.

All application materials are to be sent as an email attachment in PDF to:

ascmba@adams.edu

Or via U.S. Postal Service to:

Liz Thomas, MBA Director
School of Business
Adams State College
208 Edgemont Blvd B-233
Alamosa, CO 81102

Students must maintain a 3.0 during graduate school

- One semester below 3.0 results in academic probation.
- Two semesters below a 3.0 results in removal from the program.
- Three C's during the course of the program results in removal from the program.

Transfer Credit

Due to the accelerated program (36 credit hours) there will be no transfer credits accepted.

Master of Business Administration Requirements

The Master of Business Administration program is a cohort-based, online program. There is one residency requirement prior to the beginning of the program. This innovative curriculum and format provides experiential based learning as well as flexibility and access. Students take two courses per semester for six semesters. Each course is 3 semester hours long, for a total of 36 hours.

Courses and Schedule:

Class Schedule for the Masters of Business Administration Program

	Leadership	Public Administration	Healthcare Administration
Semester 1	Leadership Skills for Managers	Leadership Skills for Managers	Leadership Skills for Managers
	Consumer Value (2/1)	Consumer Value (2/1)	Consumer Value (2/1)
Semester 2	Global Perspectives	Global Perspectives	Global Perspectives
	Managerial Statistics	Managerial Statistics	Managerial Statistics
Semester 3	Leading for Results	Public/ Nonprofit Management	Elderly and Managed Care
	Managerial Economics	Managerial Economics	Managerial Economics
Semester 4	Technology and Innovation	Public Budgeting and Finance	Public Health
	Managerial Accounting	Managerial Accounting	Managerial Accounting
Semester 5	Leading Entrepreneurial Organizations	Policy Analysis	Health Policy
	Financial Analysis	Financial Analysis	Financial Analysis
Semester 6	Strategy	Strategy	Strategy
	Capstone	Capstone	Capstone

Residency Requirement

There is one residency requirement for the MBA students. This residency is an Orientation Residency. It is a three-day residency where students learn about ASC and the online environment in which they will be studying. In addition, it is an opportunity to meet program faculty as well as other students in the program

E-Portfolio Requirements

Program coherence and student learning are demonstrated through a public exhibition and faculty assessment of an e-portfolio. The e-portfolio will begin during the first course and finalized during the capstone course. The e-portfolio serves as a formative and summative evaluation of student learning. Students are encouraged to design the e-portfolio to use as a tool for their continued professional development.

Student e-portfolios are assessed using a rubric designed to provide students with a clear understanding of the required and recommended elements. E-portfolios help students to focus on work that enhances professional development, education practice, and career aspirations.

The MBA program uses LiveText for e-portfolio development and completion. Students are required to purchase LiveText. To purchase LiveText go to www.livetext.com

- On the right hand side of the screen click “Buy Online” student membership option, standard edition. This is a one-time purchase, good for 5 years.
- On the registration page enter your credit card information.
- Fill in the Key Fields to match you to the appropriate institution and program.
 - Adams State Email Address
 - Student ID or 900 Number
 - Birthdate
- Create Account

During the final semester students will work with their capstone instructor to ensure all requirements have been met. Portfolio guidelines follow.

MBA Portfolio—A Capstone Experience

The Master of Business Administration program requires an e-portfolio experience for graduation. Below you will find instructions for portfolio development. This will be reviewed with the MBA students during the first residency. At the conclusion of each class for which there is a paper required for the portfolio, professors will work with the students on revisions and edits. It is the student’s responsibility to ensure that all revisions and edits are completed and the portfolio is submitted by the beginning of

the final track course (HCA 590 or HCA 595 or BUS 560 or BUS 595).

Students will also complete an oral defense of their portfolio, scheduled prior to the end of the semester in which they take the Practicum. Live Chat, Wimba, will be used for the oral defense.

The portfolio should be completed and available to your committee members by the middle of track course. It will contain the following contents:

1. **Preface**—The portfolio should begin with a 5-6 page introduction (double spaced) where you reflect on your academic/professional growth and development over the course of the program. Points upon which you should reflect:
 - What does the work compiled in your portfolio say about you and what competencies you have learned over the course of the program?
 - Drawing on the portfolio's contents, discuss the disciplinary knowledge you have gained about business, specifically in track areas of your program.
 - Discuss any consistent themes, values, ideas, or concerns your portfolio develops or represents.
 - How will these competencies be used by you in a professional setting?
 - How has the MBA program come to shape your understanding of business and track area?
2. **Resume and Professional Statement**
3. **Qualitative Analysis Paper**—This is the final paper students produce for the Leadership Skills for Managers, BUS 500. Include the original and revised copies.
4. **Quantitative Analysis Paper**—This is the paper produced from the Managerial Accounting Course, BUS 520. Include the original and revised copies.
5. **Additional Papers Needed** —These include: a paper from the Strategy Course, BUS 540; two papers from your track emphasis course, one must e from Public Administration Capstone, BUS 595, or Leadership Capstone, BUS 560, or Practicum, HCA 590, or Thesis, HCA 595. Include the original and revised copies.

Portfolio Preparation:

1. All papers should be fully edited and cleaned up of all mistakes, typos, errors etc. The papers should be revised and polished in light of the professor's original comments. Include both the original copy of your paper and the revised copy.
2. An original and final copy of each paper along with other required documentation is to be turned in via LiveText.
3. The portfolio must include a table of contents.
4. Feel free to add an addendum to a paper if you want to make additions, add explanations etc. since the time the paper was originally written.
5. After the review is completed, an oral defense to be completed in an online environment using a Live Chat. Final corrections may be suggested by faculty.

Advisement

Graduate education, research and creative activities take place within a community of scholars. Constructive relationships between graduate students and their advisors and mentors are critical for the promotion of excellence in graduate education and for adherence to the highest standards of scholarship, ethics, and professional integrity. Advising and mentoring of graduate students is the responsibility of all faculty and mentors.

The program director, Liz Thomas, serves as the primary academic advisor for the program. All academic questions should be directed to the program director.

The capstone instructor serves as the primary advisor for all issues related to the e-portfolio. All questions regarding e-portfolios should be directed to the e-portfolio coordinator.

Individual faculty members advise on matters related to their specific courses. All questions related to courses should be directed to the instructor of record for each course.

MBA Common Classroom

We have established a MBA Common Classroom in WebCT in an effort to promote communication among all faculty, staff and students associated with the MBA program. The Common Classroom looks like a regular MBA course in WebCT. Information, FAQs, Q&As will be shared here (e.g., required readings for future semesters). Be sure to check it regularly for program updates, opportunities, etc. See “WebCT and Class Format” section Below for more information about how WebCT works.

MBA Program Completion—Graduation

Students who successfully complete the program requirements are eligible to apply for graduation. Applications for graduation are available at the Registrar website <http://www.adams.edu/records/graduation/>. Applications must be submitted the semester prior to that of intended graduation with the Graduate School. Dates vary, please check with the Graduate School Office for exact dates.

Successful program requirement completion includes maintaining a minimum GPA of 3.0 throughout the program. Students who fall below a 3.0 will be placed on academic probation for one semester. Any student with a GPA below a 3.0 for more than one semester will be dismissed from the program.

Track Program Completion (Leadership, Public Administration, or Healthcare Administration)

After successful completion of the required coursework for the track course, students will receive a Certificate of Completion.

Successful program requirement completion includes maintaining a minimum GPA of 3.0 throughout the program. Students who fall below a 3.0 will be placed on academic probation for one semester. Any student with a GPA below a 3.0 for more than one semester will be dismissed from the program..

Registering for Classes

Program staff will register students for courses.

Ordering Books

Students may order books in one of two ways a) from an online source such as Amazon or Barnes and Noble or b) from the ASC bookstore. All book titles and ISBN numbers will be provided in the WebCT Common Classroom in the semester prior to when the books are needed. **Do NOT order books any more than 5 weeks in advance.** Faculty reserve the right to change course textbooks until 5 weeks prior to the start of their courses. If you are uncertain, check with the program director.

To order books from ASC's online bookstore, go to

<https://www.bkstr.com/CategoryDisplay/10001-9604-17028-1?demoKey=d>

- Select the Term from the drop down tab.
- Select the Department—BUS, ECON, or HCA—from the drop down tab.
- Select the Course Number from the drop down tab.
- Select the CRN from the drop down tab.
- Click Submit.
- Follow the ordering instructions from there.

ACADEMIC INSTRUCTION TECHNOLOGY CENTER (AITC)

Adams State College's Academic Instructional Technology Center (AITC) offers support for faculty developing online courses, technology assistance for students and faculty using WebCT (Blackboard Learning System), and campus instructional technology support.

The instructional training section of Academic Instructional Technology (AIT) provides instructional training expertise for the development and support of instructional technology including online courses and specialized educational programs.

For more information, contact:

Academic Instructional Technology Center
Adams State College
208 Edgemont Blvd
Alamosa, CO 81102
1.866.407.0013
1.719.587.7371
<http://ait.adams.edu>
Email: ascwebct@adams.edu

WebCT and Class Format

Courses in the MBA program are delivered in an online format using WebCT. WebCT is an online virtual learning environment system used at Adams State College for e-learning. WebCT serves in lieu of the traditional classroom for the MBA program. Courses are organized around Modules. Modules vary in their lengths, but typically last for either one or two weeks. Modules begin on Mondays at 12:01 am and end on Sundays at 11:59 pm.

Courses offered in the Fall and Spring Semesters are 15 weeks in length, beginning one week after the start of the regular semester. Summer courses are 10 weeks in length, beginning one week after the start of the regular semester. Online courses do not recognize regularly scheduled institutional breaks. Thus, courses continue during fall break, Thanksgiving break, snow days, and spring break.

WebCT System Requirements

In general, the system requirements for WebCT 6.0 are the system requirements for a 56K or better Internet connection and a supported Web browser such as Netscape, Internet Explorer, Firefox or Safari.

Client (Student) Hardware -Minimum Pentium II 750 MHz processor -Minimum 128 MB RAM (128 required for Windows XP users) -Sound card & speakers/headphones -CD-ROM drive - Internet connection System Requirements: Client (Student) Software -Windows 98 SE, Windows ME, Windows 2000, Windows XP (Home or Professional) -Internet Explorer 6.0 or higher - Windows Media Player 7.0 or higher

Windows

If you are a Windows user, you should use Windows 98, ME, NT, 4.0, 2000, XP, 7.0 or VISTA and a 56k V.90 modem or better Internet connection. Depending on the media used in individual course sites, you may need a sound card and speakers.

Macintosh

If you are a Macintosh user, you need a machine that can support Mac OS X and a 56k V.90 modem or better Internet connection.

Software

- Word Processor, presentation software. ASC uses Microsoft Office which includes -MS Word, PowerPoint and Excel. Other software that is used and is free:
 - Adobe Acrobat Reader (Free at www.adobe.com)
 - Macromedia Flash (Free at www.adobe.com)
 - QuickTime (Free at www.quicktime.com)
- OpenOffice is an open source provider of a package equivalent to Microsoft Office. It includes a word processor, presentation software and spreadsheet. You can get this package by going to openoffice.org/. It is free and works with Word.

How WebCT Functions

How to Turn in Written Assignments

All written assignments, **except discussion assignments**, will be submitted through the assignment link in each module or by clicking assignment and submitting it through the correct link. Use the following process to prepare and submit assignments:

- Prepare your project using Microsoft Word. Name your assignment with the following convention: last name, first name, project title (ex. lastnamefirstnamemini1.rtf) **You will have to choose the .rtf file type from the drop down menu in your save window. (Under the name of the document.)**
- Click on the assignment link in the Learning Modules overview area or on the assignment in the Assignment tab.
 - At the top of the page, you will see the assignment instructions and any attached instructions.
 - Under Submissions is the text box that you will paste your assignment in if instructed to, otherwise you will attach your completed assignment by clicking "Add Attachments".
 - Under Comments is where you can make a comment about your assignment to the instructor.
 - Click submit.

Be advised that your papers are subject to plagiarism detection programs.

How to Send E-mails

All electronic mail communication related to this course will utilize the Mail tab. To communicate by E-mail within the course with other participants or all participants, click the Mail tab link on the left. Click Create Message to send a message. You are able to send messages to All Users or Select Users in the course, including the instructor. Be sure to only check the recipients that you want to receive the E-mail.

Do Not Submit Assignments through the Mail Tab

Submit them through the Assignments tab, Assessment tab or Discussions tab, as directed. You will receive quick responses to any E-mail you send during instructor office hours.

How to Post in the Discussions

The Discussions feature in WebCT is an online discussion forum in which students and faculty can communicate asynchronously (anytime) via message postings. This tool will be used frequently throughout the program. When you click the Discussions tab located on the left or in the Learning Modules, a listing of subject categories, called forums, will appear in a table format.

All threads (topics) pertinent to a category will appear as links under that subject's forum. The instructor has control of what general subject categories are available for discussion in the course. At the instructor's discretion, students may or may not have the option of starting a new thread under the general subject categories and may or may not be able to edit their comments after they have been posted. Students can (and will be required to) respond to threads in the course discussions. To respond to a thread:

- Click the Discussions tab located in the left-hand navigation bar or click on the Discussion Assignment link in the Learning Module.
- Click on a topic link to open it and view the contents within.
- Click "Create a Message" to post your initial comments or click "Reply" to respond to any existing posts.
- Be sure to click submit to add your posting.

Your response will now appear in the table, along with your name as author and date/time of posting. Check the Discussions often. Since the discussion is asynchronous, other responses will be submitted after your post. Be sure to check the Discussions area each time you log into the course, to view any added material.

For more information about how WebCT functions please visit:

<http://www.adams.edu/academics/ait/howto/howto.php>

NIELSEN LIBRARY

Adams State College Nielsen Library is home to extensive digital library databases providing research and reference services to all Adams State students and faculty of, regardless of location or schedules. To accommodate the busy lives of our students and faculty, Adams State College offers library services online, 24 hours a day.

The online distribution of information is not only optimally matched to the needs of students today, but also allows for equitable sharing of library resources among students and faculty members across Adams State College and in distance education programs.

For specific questions or concerns contact:

Paul Mascareñas Public Services-Reference Librarian
Nielsen Library at Adams State College
(719) 587-7173 Office | (719) 587-7879 Reference
<http://www.adams.edu/library/>

FINANCIAL SUPPORT

There are a limited number of financial support options available to graduate students at ASC. These include federal loans, student employment, scholarships, and tuition remission.

Federal Loans

Federal student loans are available to U.S. citizens and permanent residents. Check with the ASC Financial Aid Office about information on loan programs for graduate students
www.adams.edu/finaid

Student Employment

If you are interested in potential student employment with a department on ASC's campus, please be sure to provide an updated resume/curriculum vita to the program director. Information about potential student employment opportunities will be advertised on the WebCT Common Classroom site.

Scholarships

Out-of-State Student Scholarships

Out of state students in the MBA program receive a Department Scholarship which offsets the out-of-state tuition rate. As such out-of-state students pay the in-state tuition rate. For more information contact the MBA Program Director.

ASC Scholarships

All MBA students are eligible to apply for the following scholarship opportunities. Check with the ASC Financial Aid Office for deadlines and application procedures www.adams.edu/finaid. Please check your MBA Common Classroom periodically for scholarship updates.

- William and Lenora Gilmore Memorial (Business) Scholarship
- L& M Auto Scholarship
- Robert Ellard Wright Memorial Scholarship

Tuition Remission

Adams State College provides tuition remission for employees on a first come, first serve basis. Please check with Human Resources about tuition remission information.

Students who work at an institution of higher education other than ASC should check with their Human Resources department about tuition remission. Please inform the program director of any required paperwork for your tuition remission.

SATISFACTORY ACADEMIC PROGRESS AND APPEALS PROCEDURES

Academic Integrity

Every student is required to practice and adhere to the principle of academic integrity while undertaking studies at the College. Maintaining academic integrity is considered an essential academic standard of every graduate course and program. The College does not tolerate academic dishonesty. The term academic dishonesty includes but is not limited to:

1. Cheating by using unauthorized sources of information and providing or receiving unauthorized assistance on any form of academic work or engaging in any behavior specifically prohibited by the faculty member in the course syllabus or class presentation;
2. Plagiarism includes the copying of language, structure, ideas, or thoughts of another, and representing them as one's own without proper acknowledgement;

3. Unauthorized Possession or Disposition of Academic Materials includes the unauthorized selling or purchasing of examinations, term papers, or other academic work; stealing another student's work; using information from or possessing exams that a faculty member did not authorize for release to students;
4. Falsification encompasses any untruth, either verbal or written, in one's academic work;
5. Facilitation of any act of academic dishonesty includes knowingly assisting another to commit an act of dishonesty.

Academic dishonesty may be an academic issue or a disciplinary issue, or both depending on its pervasiveness and/or severity. Any student engaged in academic dishonesty may face reprimand, disciplinary warning, a lowered or failing grade(s), and/or probation or suspension from the course, academic program, or College; or expulsion from the College. The list that follows includes examples, although not all-inclusive, of academic dishonesty:

- Copying from another student's exam
- Purchase of term papers turned in as one's own
- "Padding" items on a bibliography
- Feigned illness to avoid an exam
- Submission of same term paper to another class without permission
- Study of a copy of an exam prior to taking make-up exam
- Providing another student answers during an exam
- Use of notes or book during the exam when prohibited
- Sabotage of someone else's work (e.g., on disk, in lab, etc.)
- Collaboration on homework or take-home exams when instruction called for independent work
- Providing test questions to another student(s)
- Plagiarism: appropriating or passing off as one's work the writings, ideas, etc. of another (e.g., copying without giving credit due, forgery, literary theft, and expropriation of some other's work)
- Writing of term paper(s) for another student
- Alteration or forging of an official College document
- Submission of tutor or other resource work assignments as one's own
- Violation of copyright(s)
- Cheating on exams, papers, assignments, etc.

All incidents of academic dishonesty shall be documented and submitted to the chair of the academic department and the Assistant Vice President of Graduate Studies (AVPGS). The AVPGS will create a confidential file concerning the matter. In the unfortunate event that a student is reported for violating the academic integrity policy on more than one occasion, the file will reflect all additional episodes.

As an academic matter, instances of academic dishonesty are ordinarily handled by the faculty member responsible for grading the test, paper, assignment or course in question, by lowering the student's grade in the course or assessing an F in the course ("grade adjustment"). A faculty member who lowers a student's grade or assesses an F for academic dishonesty will give the student written notice of the reasons for taking such action. Grades assigned by an instructor, including grade adjustments, are academic, not disciplinary in nature. A student wishing to appeal a grade adjustment should follow the Grade Appeals Procedure in this Handbook.

When academic dishonesty is pervasive or severe, the AVPGS, the department chair or the faculty member may file a complaint of academic misconduct in accordance with the disciplinary procedures in this handbook for violations of the Code of Conduct in addition to, or in lieu of a grade adjustment. If a complaint of misconduct is filed in addition to a grade adjustment, any appeal of the grade adjustment will not be considered until after the complaint of academic misconduct is resolved. Records pertaining to the misconduct complaint will be considered in determining the academic appeal.

Academic Standing/Probation

College policy states that, "Graduate students must maintain a cumulative grade point average of 3.0 or better for all coursework—graduate and undergraduate—taken in pursuit of a master's degree, initial teaching license, or endorsement. Students are subject to dismissal if their cumulative GPA falls below 3.0. Students earning a grade of D or F in any course will not be able to count the course toward degree completion and must retake the course. Students earning a grade of C may be required to repeat the course depending on department requirements. All grades earned in graduate study will be included in the calculation of the cumulative grade point average. Graduate study does not permit grade forgiveness."

The MBA program does not require students to retake a course in which a C was earned. Any student who falls below 3.0 may be placed on academic probation. Students are only allowed to be on academic probation for one semester. Any student with a GPA that falls below a 3.0 for more than one semester will be dismissed from the program.

Students who are conditionally admitted due to GPA, must earn a minimum 3.0 GPA in their first semester of attendance in order to remain in the program.

Academic Appeals Procedure

An appeal regarding grades and other academic actions requires the following steps: If a student disagrees with a grade or other academic determination, the student, within three (3) school days of receiving the grade or other academic determination, shall make a written request to discuss the grade or other academic determination with the instructor. The request must be hand-delivered or emailed to the instructor, with a copy to the AVPGS. The instructor will arrange to discuss the grade with the student. If the instructor and/or the department chair

are absent from campus and unavailable or no longer employed by the College, the AVPGS will arrange for the student to skip the discussion with the instructor and/or the appeal to the department chair and move directly to the next level of appeal as outlined below.

- After the discussion with the instructor, if the student is not satisfied with the course grade, the student must, within three (3) school days of the discussion with the instructor, provide a written appeal to the instructor detailing the basis for the appeal and the specific remedy sought by the student. The instructor will respond to the student in writing detailing the reasons for accepting or denying the appeal.
- If the student is still not satisfied, within three (3) school days of receiving the instructor's response, the student must provide a written appeal to the department chair detailing the basis for the appeal and the specific remedy sought by the student. The department chair will respond to the student in writing detailing the reasons for accepting or denying the appeal.
- If the student is still not satisfied with the department chair's decision, within three (3) school days, the student must provide a written appeal to the AVPGS detailing the basis for the appeal and the specific remedy sought by the student. The associate provost for the Graduate School will forward the appeal to the Graduate Council Appeals Committee for review. The Graduate Council Appeals Committee decision is final.

Terms of Enrollment or Required Withdrawal

A student who enrolls in the College or in any College program, organization, or activity voluntarily assumes the responsibility for meeting the requirements involved for continued participation. Termination or suspension of continued enrollment may take the following forms:

- Academic suspension or expulsion for failure to maintain minimum academic standards.
- Disciplinary suspensions or expulsion for violation of College policies.
- Temporary suspension during the pendency of disciplinary or criminal actions.
- Cancellation of registration when admission is found to have been based upon incomplete or false information provided by a student.
- Cancellation of registration or denial of registration when a student fails to meet financial obligations to the College.
- Denial of re-enrollment, diplomas, and transcripts to a student for failure to fulfill all College obligations: Any student who has an unpaid financial obligation (of any nature) to the College or who has any other unresolved obligations or requirements may not be allowed to register for classes, graduate, or receive an academic transcript of credits. Such action shall not preclude the College from pursuing any other lawful means to obtain satisfaction of the obligation.

- Suspension for being in such condition of physical or mental illness that, even with reasonable accommodation, the student cannot safely satisfy College programmatic requirements.
- Dismissal pursuant to procedures specific to each graduate program.
- Voluntary withdrawal or leave of absence. (Initiated by the student and approved by the dean of students).

Required withdrawal or denial of registration may be imposed at any time during a semester or prior to registration for any semester. Denial of re-admission following suspension, required withdrawal, or denial of registration may be enforced permanently or for a specific period of time.

Please see the ASC Graduate Student Handbook for further information about Student Code of Conduct, Disciplinary Actions, and other relevant policies and student services.

CONTACT INFORMATION

Liz Thomas, MBA
Program Director
lthomas@adams.edu
719-587-7477

Gina Shiba
ginashiba@adams.edu
Program Assistant
719-587-8269

Kurt Keiser, Ph.D.
Department Chair
kjkeiser@adams.edu

Dolly Maestas
Administrative Assistant
damaesta@adams.edu
719-587-7161

COLLEGE RESOURCES

Resource	Website	Phone
ASC Forms	http://www.adams.edu/records/forms/forms.php	n/a
Academic Calendar	http://www.adams.edu/calendar/academic-cal.php	n/a
Course Catalog	https://bannerweb.adams.edu/pls/prod/bwskfcls.p_disp_dyn_ctlg	n/a
Financial Aid	http://www.adams.edu/finaid/	866-344-1687
Graduate Studies	http://www.adams.edu/gradschool/	719-587-8173
MBA Program	http://www.adams.edu/academics/business/mba/	719-587-7477 719-587-8269
Library	http://www.adams.edu/library/	719-587-7173
One Stop Student Services	http://www.adams.edu/onestop/	866-344-1687
School of Business	http://www.adams.edu/academics/business	719-587-7161
Registrar	http://www.adams.edu/records/	719 587 7321
Technical Support	http://www.adams.edu/academics/ait/	719-587-7371
WebCT	https://adams.blackboard.com/webct/entryPageIns.dowebct	n/a

Master of Business Administration Program

Faculty Biographies



Dr. Melissa L. Freeman is an assistant professor of higher education, business, & public administration: Director of the Higher Education Administration & Leadership program, Director of the School of Business Survey Research Center, and Track Chair for the public administration emphasis in the MBA program at Adams State College. Dr. Freeman teaches courses on higher education, public administration and nonprofit management, survey/marketing research and public opinion, and public policy.

She specializes in quantitative applications for policy and research drawing upon her experience as a researcher with the Center for Higher Education at Ohio University and her experience working with national datasets at the U.S. Department of Education's National Center for Education Statistics (NCES). Her research interests include access issues to higher education, particularly for rural and first generation students. In 2000 she was awarded the Department of Political Science, Outstanding Public Administration Scholar Award. In 2006, she received a national fellowship for dissertation study from the National Center for Education Statistics/Association for Institutional Research (NCES/AIR), one of only two awarded that year.

Before coming to Adams State College, Freeman spent 22 years working for the State of Ohio, 18 of which were at Ohio University. There she served in several capacities including, research administration, legislative liaison, special projects, grant and budget management, research associate, and adjunct instructor.



Dr. Rob Gilchrist recently completed his first year of teaching at Salida High School in Salida, CO. There he developed and taught AP Economics and AP Calculus courses as well as three sections of geometry.

Prior to teaching at Salida High School, Rob was an Assistant Professor of Mathematics at Adams State College. Tiring of the 160 mile round trip from Salida to Alamosa and missing too many family activities, he decided to look for another fulfilling teaching position a little closer to home.

Rob retired from the US Air Force in 2006 after 20 years of service. The highlight of his career were the eight years he spent teaching at the US Air Force Academy; five years in the Department of Mathematical Sciences and three years in the Department of Economics and Geosciences. He taught a

variety of courses within the interdepartmental Operations Research major including economics, mathematics, operations research, and even an engineering mechanics course!

He holds a Ph.D. in Mineral Economics with an emphasis in Operations Research and a minor in Mathematics from the Colorado School of Mines. Other degrees include a MS in Physics from the University of Colorado, a MS in Systems Management from the University of Southern California, and a BSE in Electrical Engineering from the University of Pennsylvania.

By far, Rob's favorite activity is backpacking. Having completed the 2,100 mile Appalachian Trail and the 470 mile Colorado Trail, Rob is now working on the 2,600 mile Pacific Crest Trail.



Dr. Thomas Gilmore is a long time faculty member at Adams State College where he served as Dean of the School of Business for many years. He taught management and finance in the School of Business and holds a Ph.D. in Economics. He served as Vice President of External Affairs and Vice President of Administration for two years and eight years as President prior to retirement. He was one of the founders and a board member of ACBSP, a national collegiate business accrediting agency. Following retirement, he serves on several community groups including El Pomar Regional Council and as Chairman of the Board of Directors of San Luis Valley Federal Bank where he previously served as Chair of the Audit and Loan Committees.



Dr. Dave Hughes

University of Oregon Community Health; Minor Gerontology
MA Arnold School of Public Health University of South Carolina
BS Health Education University of South Carolina
15 years of public health and health care delivery experience in Eastern Europe and the Middle East. Responsible for project design and evaluation
Faculty Member:

- Graduate School University of Virginia
- University of Wisconsin – Steven Point
- Chapman University Graduate Program Healthcare Administration
- Currently, QI manager for 350 physician member IPA; the goal is to transition to an EMR platform and evolve into an Accountable Care Organization (ACO)



Dr. Jesse Justice brings to the online classroom over 32 years of experience in the healthcare industry including State and Federal government program management, Mental Health Agency and Long Term Care and Hospital Management experience. His broad based experience, also, covers 12 years of face to face and online classroom instruction.



Dr. Craig Ernest Maddron has spent the majority of my life in the international arena, proving myself to possess the capacity for international operational and intellectual leadership, both through formal education and the experience of international cultures.

He has combined experience of Engineering, Technology and Defense industries and is the author of two books and many papers published in various professional magazines, which have presented in symposiums and conferences. He has been an adjunct faculty professor for over 10 years.

- Professor
- Senior Scientist with NOAA
- United Nations/ NATO experience- UNHCR Officer, Kosovo
- Ph.D. (2005) Organizational Management, Capella University
- C.A.S. (1993) International Management, American Graduate School of International Management
- M.B.A. (1989) Financial Management, Southeastern University



Dr. Michael H. McGivern is an organizational change management specialist who possesses 30 years professional experience with recognized excellence in managing and consulting on Organizational Development/Redesign, Operations Management and Human Resource issues. Michael's main focus is to work with organizations to develop and implement strategies to measure the effectiveness of change and continuous processes by linking organizational capabilities with bottom-line business objectives. His

technical expertise includes:

- High Performance Work Team Strategies

- Lean Manufacturing Strategies and Techniques
- Strategic Planning
- Organizational Competency Development
- Balanced Scorecards
- Socio-Technical System Redesigns
- Search Conference Techniques
- Retention Strategies

Michael held the position of Executive Consultant for a Worldwide-consulting firm and he has also held the positions in Manufacturing Organizations as Manager of Organizational Effectiveness, Manager of Manufacturing, Plant Manager, Superintendent, Manufacturing & Quality Engineer and Human Resource Manager.

Michael's adjunct professor experience focuses on the design and delivery of Master's and Doctorate level courses on the following: Ethics, Organizational Development, Leadership, Technology & Innovation, Entrepreneurship, Organizational Behavior, Operations Management, Coaching, Quality Management and Dissertation/Thesis research.

Michael holds a Ph. D. in Organizational Development, a Master's degree in Manufacturing Management and a Bachelor's degree in Industrial Engineering. Michael has also presented at numerous conferences including Industry Week's America's Best Plants, Clemson University Teams, University of North Texas Teams Conference, ASTD, SHRM and the American Society for Quality. He also contributes articles to a variety of professional journals including Management Decisions, American Management Association International, Journal of High-Performance Teams and Futurics. Conference and presentation topics include leadership, organizational change, teams, lean manufacturing, and measurements for organizational success.



Dr. Michael Mumper is a 1976 graduate of Adams State College. He has a masters degree in Political Science from Arizona State University and a Ph.D. in Government and Politics from the University of Maryland. He is the author of the book Removing College Price Barriers: What Government Has Done and Why It Hasn't Worked as well as more than 50 articles and papers. His academic specialization is American higher education - especially issues of finance, affordability, and access.

He spent 20 years on the faculty of Ohio University where he taught courses in public administration, policy analysis, and American politics. He also served as chair of the political science department and as associate provost for graduate studies. In 1996-97, he was a Fulbright scholar at the American University in Bulgaria.

He returned to Adams State in 2007. He is currently ASC's Senior Vice President for Enrollment Management and Program Development. In this position, he oversees all of the campus's admissions and retention initiatives. His direct reports include Admissions, Financial Aid, Records, Student Engagement and Success, Student Support Services, Institutional Research, and the Neilson Library.

Dr. Randy Newell, CPA is an Associate Professor of Accounting in the Graduate School of Business at Saint Leo University, a selective liberal arts university in retired Professor Emeritus after 25 years of service.

Dr. Newell holds an undergraduate degree in Accounting from the University of Colorado, a Masters in Taxation from Denver University Law School and a Doctorate in Management from Nova Southeastern University. Additionally Dr. Newell is an active Certified Public Accountant with licenses in both Colorado and Florida.

His teaching experience includes MBA online and ground, as well as undergraduate classes. Additionally, Dr. Newell has been active in teaching continuing professional education courses to CPAs through national and state CPA societies and regional CPA firms.

Randall's professional experience include six years with the Big Four accounting firms and more than 20 years as a sole practitioner performing certified audits, fraud examinations, tax preparation and consulting and as an expert witness in valuation cases.

His recent research interests include the convergence of International Financial Reporting Standards and US-GAAP, and recently published "SFAS No. 133 and its Impact on Earnings Volatility" in the [Business Journal for Entrepreneurs](#).

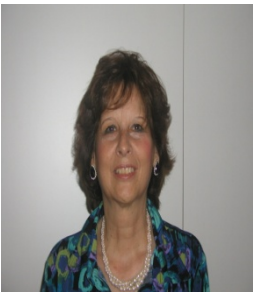


Dr. Jeanie O'Laughlin has been with Adams State College since August, 2009. Before coming to Alamosa, O'Laughlin was a full-time professor at Northwest Christian University (NCU) for two years and Dakota Wesleyan University (DWU) for three years. In that time, she started a forensic accounting minor, taught accounting and business classes and served as the Assistant Vice President of Academic Affairs at NCU and the part-time Assistant Dean for one year at DWU. She had taught as and adjunct professor for nearly 13 years prior, spending time at San Bernardino Valley College, Riverside Community College, and Embry-Riddle Aeronautical University.

Dr. O'Laughlin has a 20-year background in accounting. She worked as an accountant for Pacific Lighting Energy Systems in California. She was also the controller for a filter manufacture, a finance

direct at a non-profit corporation and was the Director of Budgeting and the Acting Treasurer for Scripps College in Southern California.

Dr. O’Laughlin was born in California but went to school in Oklahoma, California and Germany as her dad was an officer in the Army. She was the first person in her family to earn a four-year degree, graduating from Cal State San Bernardino in 1983 with a Bachelor of Science degree in accounting. She had previously earned her AA degree in math from San Bernardino Valley College. Dr. O’Laughlin continued at CSUSB, where she earned her MBA in 1986. She was later awarded with a Ph.D in Higher Education Administration from Claremont Graduate University in 2003. Her dissertation was on the Financing of Tribal Colleges, for which she visited tribal colleges in Montana and North Dakota. Jeanie has been married to her husband Randy for 33 years and they have two sons, Andrew (17) and Joey (16). In her spare time, she enjoys quilting, knitting, and crocheting. She is an avid reader and enjoys trying out new recipes on her family.



Dr. Linda Reid is a tenured professor of Business at Adams State College where she teaches a variety of business and health care classes. Dr. Reid received her D.B.A. from Nova Southeastern University and her M.B.A. degree from Wake Forest University. Dr. Reid is a Certified Public Accountant and has been licensed in the state of Colorado since 1999. In 1996, Dr. Reid joined the ASC faculty and has served on a variety of committees and subcommittees. Dr. Reid’s business experience was in the brewing industry, where she was a certified brew master, and in the alcohol fuel industry as a consultant.

Personal Information:

- Skiing, hot rods, motorcycles, and playing “Guitar Hero”
- Sport teams are the Denver Broncos, Avalanche, and ASC sports teams
- Two children and five grandchildren
- My passion is teaching



Dr. Steven Stewart is an educator, researcher and economic consultant. Steven does research at the interface of economics, public policy, and water resources and teaches managerial, production, water, environmental, micro and natural resource economics. His specialties include non-market valuation including conjoint analysis, choice modeling, contingent valuation, and the travel cost method, using economic experiments to address the provision of public goods, behavioral economics approaches to risk and uncertainty, and scenario development for public agencies. He earned his Ph.D. in Economics from the University of New Mexico in 1998.