**Collaborative Agreement**

**between**

**The University of South Florida Board of Trustees on behalf of the Muma College of Business**

**and**

**ENITE**

**September 2017**

**Collaborative Agreement**

**between**

The University of South Florida Board of Trustees

And

ENITE

This Collaborative Agreement (“Agreement”) is made and entered on 15 October 2017 (the “Effective Date”) by the University of South Florida Board of Trustees, a public body corporate of the State of Florida (“USF”), on behalf of its Muma College of Business (“Muma COB”), and ENITE through its new entity: the American University of Africa (“ENITE/AUA”) located in Casablanca, Morocco.

 WHEREAS, the parties agree to provide classes leading to a Master of Business Administration (M.B.A.) degree with a specialization in Digital Marketing or Finance or Analytics and Business Intelligence, (the “Program”) that is conferred by USF Tampa;

 WHEREAS, this Agreement contains the broad details that define the Program, as well as the general responsibilities, duties, obligations, and capacities of each party.

 Now, THEREFORE, the parties hereby agree to the terms and conditions set forth below:

I. MUTUAL PROVISIONS

1. USF is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSOC) to award associate, baccalaureate, master’s, specialist and doctorate degrees. ENITE/AUA are not accredited by SACSCOC and the accreditation of USF does not extend to or include ENITE, American University of Africa or its students.

2. This Agreement is subject to USF’s Substantive Change Reporting Policy (10-061) and all USF procedures regarding each party’s obligation for implementation and termination of the Agreement. Execution of this agreement will result in ENITE/AUA becoming an off-campus instructional site for USF, which is a Procedure 1 Substantive Change that requires prior approval from SACSCOC before any students can enroll in the Program.

3. USF will control the content and administration of the Program.

4. SACSCOC applicable policy statement—Member institutions are responsible for notifying and providing SACSCOC with signed final copies of Agreements governing their collaborative academic Agreements. These arrangements must address the requirements set forth in the collaborative academic arrangements policy and procedures. For all such arrangements, SACSCOC-accredited institutions assume responsibility for (1) the integrity of the collaborative academic arrangements, (2) the quality of credits recorded on their transcripts, and (3) compliance with accreditation requirements.

II. ACADEMIC STANDARDS

The academic standards of the Program will adhere to those of existing Muma COB graduate programs. Muma COB administration will oversee the Program and work with the department chairs, their staff, and ENITE/AUA to ensure the success of the Program at all levels. Specifically, Muma COB will:

* Ensure that the Program meets the standards of USF in all dimensions, including the content of the curriculum, quality of instruction, quality of faculty, evaluation of faculty performance, evaluation of student performance, admissions and student support services for off-campus students.
* Work with the leadership at ENITE/AUA to provide an ongoing evaluation of the Program during its execution.
* Ensure the program engages in meaningful student learning outcomes assessment that is comparable to the student learning outcomes assessment that is conducted on the USF campus to ensure student learning and satisfy the requirements of the state-mandated Academic Learning Compacts, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), and the Association to Advance Collegiate Schools of Business (AACSB).

III. MARKETING & PROMOTION

The development and execution of all marketing and promotional campaigns for the Program in Casablanca, Morocco shall be initiated by ENITE/AUA, who will underwrite the full cost of the following activities:

* The Muma COB and ENITE/AUA will oversee all marketing/advertising material. All marketing/advertising material will adhere to the SACSOC Policy Statement on Advertising and Student Recruitment, which is attached as Appendix D to this Agreement. Any subsequent changes or modifications to the SACSCOC Policy Statement on Advertising and Student Recruitment will be incorporated as part of this Agreement. Material/advertising developed by ENITE/AUA must receive Muma COB's approval before using. This includes, but is not limited to, any written or electronic materials, including materials placed on web sites.
* Once approved, the translation of the marketing/advertising material, to the extent necessary, and the printing and distribution of that material will be the responsibility of ENITE/AUA.
* ENITE/AUA will ensure that all agents and sub-agents used to market the Program follow specific instructions regarding Muma COB's market position and appropriate marketing strategies and tactics.Student recruitment efforts will adhere to the SACSCOC Policy Statement on Advertising and Student Recruitment (Appendix D). Any subsequent changes or modifications to the SACSCOC Policy Statement on Advertising and Student Recruitment will be incorporated as part of this Agreement.
* Faculty and staff from Muma COB may assist ENITE/AUA in marketing the Program in Casablanca, Morocco. Muma COB will cover the airline costs of any Muma COB faculty or staff member who assists in marketing the Program. ENITE/AUA will cover the costs of lodging and will provide lunch for USF faculty and/or staff on days when USF faculty and staff members are promoting the Program in Casablanca.

IV. TUITION & REVENUES

1. This is a cohort-based program with classes for each new “student” cohort beginning in August and continuing for two academic years. All M.B.A. candidates must complete all degree requirements within five (5) years of beginning the program. For each cohort with 20 or fewer students, ENITE/AUA will remit $260,000 to USF Muma COB payable in four equal installments at the beginning of each semester for the two-year period. For each cohort of students in excess of 20, ENITE/AUA will remit USD 12,500 per additional student, payable in USD 3,125 installments at the beginning of each semester for the two-year period.

2. USF students may participate in the Program at ENITE/AUA and will pay tuition and fees to USF. These students will be exempted from payment of other tuition and fees to ENITE/AUA and will not count as a participant in any ENITE/AUA cohort. All other expenses are the responsibility of the individual students. These expenses include but are not limited to: housing and food costs, living expenses during any extended academic recess, passport and visa fees, charges for excess baggage shipment and storage, travel to and from Casablanca, Morocco, independent travel while in residence at ENITE/AUA, and such personal expenses as telephone charges, books, etc.

3. USF instructors will deliver courses in a hybrid format spread over eight weeks. USF instructors will travel to Casablanca for no more than 12 days (excluding travel time) to deliver their classes face-to-face. Some class sessions (not exceeding two), may be held online. USF reserves the right to offer two courses fully online.

4. The maximum enrollment per cohort is sixty (60) students.

V. PRE-REQUISITE- BUSINESS FOUNDATION

1. Students accepted to the Program are expected to have a common body of business knowledge as demonstrated with an undergraduate degree in business from a regionally accredited program or completion of online business foundation courses at USF (see Appendix A). The tuition and fees for online business foundation courses taken at USF is in addition to any tuition and fees listed in Section IV.
2. If a student has an undergraduate degree from a regionally‐accredited institution, the student may request to waive foundation courses taken within the last 7 years, provided the grades earned in these courses are equivalent to USF grade of “B” or better. Students can take foundation courses that are not waived, at any regionally accredited institutions approved by USF.
3. The authority to grant waivers for foundation courses rests with USF.

VI. ADMISSION GUIDELINES

1. The ultimate admission decision for each student will rest with Muma COB.

2. The USF MBA admission committee uses a portfolio approach: the strength of each applicant is determined based on the entire application. The admission committee will consider the following to make admission decisions:

* Prior college-level academic performance (bachelor’s degree from a regionally accredited institution required);
* GMAT (preferred), GRE, MCAT, LSAT, and PCAT (submitted scores must be within five (5) years of the term of entry);
	+ Applicants with a USF-Tampa Bachelor’s degree and a cumulative GPA of 3.50 or greater may request waiver of GMAT;
	+ Applicants with five (5) or more years of managerial or professional experience may request a GMAT/GRE waiver;
* A statement of purpose;
* Recommendation letters;
* Optional Interview
* Relevant professional work experience;
* Any other information that helps in ensuring the potential success of the applicant in the program (e.g. community/volunteer service, etc.);
* For applicants whose native language is not English, English proficiency must be demonstrated as detailed in the USF Graduate Catalog;
	+ For applicants with a Bachelor’s Degree from a non-Bologna institution, the following requirements need to be met in addition to those listed above: Minimum GMAT score of 650 or a minimum GRE score of at least 321, and a minimum of 25 percentile in the verbal portion of the test. A transcript evaluation from a NACES member is required to confirm equivalency.

Test of English as a Foreign Language (TOEFL) scores for applicants whose native language is not English. A score of 79 or higher on TOEFL iBT is required for admission.

VII. ADMISSION APPLICATION PROCESS &FEE

1. USF Muma COB will prequalify students for the Program. ENITE/AUA will forward to Muma COB copies of all relevant academic documents needed to evaluate admissibility to the Program. Muma COB will evaluate each application using the appropriate standards for admission. Muma COB will inform ENITE/AUA regarding the disposition of each applicant. Until the student formally applies to USF, ENITE/AUA will be responsible for informing the student if they are or are not admissible and what documents, if any, are outstanding.

2. All qualified students must submit the following to be fully admitted to the USF:

* USF admission application and associated fees.
* Official copies of undergraduate transcripts and degree certificates from all postsecondary institutions attended.
* International transcript evaluation for each transcript submitted from outside the United States, if required.
* Applicants who transfer from a non-native English-speaking country must provide an official score for the Test of English as a Foreign Language (TOEFL) with a minimum TOEFL iBT score of 79.

3. The Muma COB Graduate Programs Office will provide the following student services to all students in the Program:

* Facilitate the admission process.
* Facilitate course registration.
* Conduct annual orientation of the Program.
* Provide degree advising and progression.
* Facilitate the graduation process and application.

VIII. FACULTY SELECTIONUltimate responsibility for the approval of all faculty selection rests with Muma COB. In accordance with AACSB accreditation requirements, at least 60% of the 33 credit hours needed for the degree will be delivered by faculty members holding continuing appointments with the Muma COB (see Appendix B for the list of courses).

Faculty members who are invited to teach in the Program, but are not affiliated with Muma COB must meet minimum academic qualifications of AACSB International (www.aacsb.edu http://www.aacsb.edu) and the Southern Association of Colleges and Schools Commission on Colleges (http://www.sacscoc.org/pdf/081705/faculty%20credentials.pdf ; http://www.sacs.org). The USF Muma COB requirements for academic qualifications adopted in accordance with the SACSCOC and the AACSB International are included as Appendix C to this Agreement*.* Any subsequent changes or modifications to the Muma COB academic qualification requirements will be incorporated as part of this Agreement.

IX. LOCAL ADMINISTRATION AND FACILITIESENITE/AUA shall be responsible for the following:

* Recruit qualified instructors to teach classes and present the names and all qualifying
 credentials to USF Muma COB for approval in a timely fashion.
	+ - * Recruit qualified teaching associates for every course taught by USF faculty and present
			 their names and all qualifying credentials to USF Muma COB for approval in a timely
			 fashion. Teaching associates will assist USF faculty with student interaction, grading
			 and conducting recitation sessions.
* Pay all instructors not affiliated with Muma COB in the Program as well as teaching
 associates recruited for the Program.
* Provide classroom space for students in the Program.
* Provide adequate housing for visiting USF faculty, staff and administrators with Internet
 connectivity and broadcasting cable service available within the housing provided that is
 comparable to at least a 4 star hotel accommodation in US.
* Provide office space for visiting USF faculty and/or administrators.
	+ - Provide adequate student and faculty support services that is comparable to USF Tampa
		 campus.
* Arrange for the purchase of textbooks and other required course materials.
* Administer the Program and underwriting the cost of this activity. ENITE/AUA will
 maintain a team of dedicated program coordinators for the administration of the
 Program.
* Underwrite the full cost of taxes and other regulatory requirements imposed by the
 Moroccan government on USF, Muma COB or any of its faculty.
* Meet all legal and regulatory issues of administering the Program in Casablanca,
 Morocco, and shall indemnify, defend and hold USF harmless from any and all liability
 and responsibility arising from such requirements, whether known or unknown at the
 time of this Agreement.
* ENITE/AUA will assume all business risk associated with the Program described in this
 Agreement. This responsibility shall not be extended to USF.

X. PROGRAM DELIVERY

1. This Program is intended to be delivered as a cohort. It is designed so that students may
enter at the beginning of each academic year and will run parallel to the USF academic
calendar.

2. Muma COB will provide information relative to the graduate curriculum and
specific classes to be taught in the Program. At a minimum, this will include course
syllabi and textbook selection for each class. In addition, this may also include quizzes, and examinations.

3. All instruction in the Program will be conducted in English. This includes classes, assignments, and examinations.

4. All course materials will be prepared in English. All materials prepared by Muma COB that are delivered and distributed to students will remain the property of the individual Muma COB faculty member and/or USF.

5. Pre-session reading may be part of the Program. Also, some modest amount of written work may be part of the pre-session assignments.

6. Canvas ™ (or the web-based course support system currently in use by the USF) will be the course management system that is used for courses. Each course will have a website where students can receive all of their electronic course material. The course management system will be housed on USF servers.

7. To ensure consistent and comparable quality in the delivery of the Program at ENITE/AUA and USF, the Muma COB will engage with the faculty recruited for the Program on matters related to curriculum.

XI. GENERAL PROVISIONS

1. Non-DiscriminationEach party shall be separately responsible for compliance with anti-discrimination laws that may be applicable to their respective activities under this Program. Neither party will discriminate against any student in the Program on the basis of race, national origin, color, religious belief, sex, age, marital status, affectional or associational preference, or disability.

2. Non-Competition

To ensure that the Muma COB Master of Business Administration program is clearly identified in the marketplace, ENITE/AUA will not offer any other US graduate business programs.

3. Term of Agreement

The term of this Agreement is five years commencing with the signing by both parties.

4. Renewal of AgreementFor additional cohort(s), this Agreement may be renewed 180 days before it expires by written mutual Agreement of both parties, contingent upon the continued alignment of the Program with USF’s mission and strategic plan.

5. Amendment of AgreementThis Agreement constitutes the entire understanding between the parties with respect to the subject matter of the Agreement, and supersedes any and all prior understandings and Agreements, oral or written, relating hereto. Any amendment of this Agreement must be in writing and agreed to by all parties.

6. Termination of AgreementEither ENITE/AUA or USF may terminate this Agreement with a 90-day notice. However, neither party shall terminate the Program during the course of its execution. In case a termination decision is made on the Program in progress, both ENITE/AUA and USF will make every effort to execute their respective responsibilities in good faith until the Program is completed. All students admitted to the Program will continue as students of USF. In the event that the Program terminates before its scheduled date of completion, students in good standing will be admitted to another USF Muma COB Program.

7. Trademarks

USF shall not use ENITE/AUA trademarks, trade names, service marks, service names, brand names, domain names, URL's or Logo's or any other licensed ENITE/AUA mark or intellectual property in any manner without the prior written consent from ENITE/AUA of such use. ENITE/AUA shall not use USF trademarks, trade names, service marks, brand names, domain names, URL's or Logo's or any other licensed USF mark or intellectual property in any manner without the prior written consent of USF of such use.

8. Applicable Federal and State Laws and Regulations

The parties agree to comply with all applicable federal and state laws and regulations regarding the protection of data security, including without limitation the Family Educational Rights and Privacy Act ("FERPA"), and to work together to facilitate the parties' obligations under those laws and regulations.

9. Notices

Any written notification required under this Agreement shall be mailed or e-mailed to the following:

ENITE/American University of Africa:

 Director Anass Berrada

 ENITE

 Road to El Jadida 16,
 Rue Jules Hunter
 Gros Oasis
 Casablanca, Morocco

Tel: 0522 98 77 70
Email: a-berrada@enite.ma

The University of South Florida

 Dean Moez Limayem

 Muma College of Business

 University of South Florida

 4202 E. Fowler Avenue

 Tampa, FL 33620

 Tel: 813-974-3229

 Fax: 813-974-3030

 Email: mlimayem@usf.edu

With Copy to:
Office of the General Counsel

Hilary Black

Senior Associate General Counsel

4202 E. Fowler Avenue, CGS 301

Tampa, Florida 33620

813-974-0749

813-974-5236 (facsimile)

hblack@usf.edu

10. Application of Florida Law

This Agreement, and the application or interpretation hereof, shall be governed exclusively by its terms and by the laws of the State of Florida, without giving effect to any choice of law or conflict of law provision or rule (whether of the State of Florida or any other jurisdiction) that would cause application of the laws of any jurisdiction other than the State of Florida. Each of the parties to this Agreement irrevocably submits to the exclusive jurisdiction of the state courts sitting in Hillsborough, County, Florida for the purpose of any action arising out of or relating to this Agreement. Each of the parties to this Agreement agrees that a final judgment in such jurisdiction in any action shall be conclusive and may be enforced in other jurisdictions by suit on the judgment or in any other manner provided by applicable law. Each of the parties hereto waives any right to trial by jury with respect to any action related to or arising out of this Agreement or any transaction contemplated hereby.

11. Severability

If any term or other provision of this Agreement is invalid, illegal or incapable of being enforced by any rule of law or public policy, all other conditions and provisions of this Agreement nevertheless shall remain in full force and effect so long as the economic or legal substance of the transactions contemplated hereby is not affected in any manner adverse to any party. Upon such determination that any term or other provision is invalid, illegal or incapable of being enforced, the parties shall negotiate in good faith to modify this Agreement so as to effect the original intent of the parties as closely as possible in an acceptable manner to the end that transactions contemplated hereby are fulfilled to the greatest extent possible.

12. Successors and Assigns

Each and all of the covenants, terms, provisions, and Agreements contained in this Agreement shall be binding upon and inure to the benefit of the Parties hereto and, to the extent permitted by this Agreement, their respective successors and assigns. No Party may assign this Agreement (by operation of law or otherwise) to any Person without the prior written consent of the other Party.

13. Counterparts

This Agreement may be executed in one or more counterparts, each of which shall be deemed an original but all of which shall constitute one and the same instrument and a facsimile or portable document format (PDF) document shall be deemed to be an original signature for all purposes under this Agreement.

14. Entire Agreement

This Agreement represents the entire understanding of the parties with reference to the matters set forth herein. This Agreement supersedes all prior negotiations, discussions, correspondence, communications and prior Agreements among the parties relating to the subject matter herein.

IN WITNESS THEREOF, the parties hereto have voluntarily entered into and signed this Collaborative Agreement this 1st day of September in the year 2017, the duly authorized representatives of the parties hereto signing two copies of this Agreement, each being considered a duplicate original.

For and on behalf of: For and on behalf of:

ENITE: The University of South Florida

 Muma College of Business

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name: Hassan Edderai Name: Moez Limayem, PhD

Title: Chief Academic Title: Dean

For and on behalf of: For and on behalf of:

ENITE: The University of South Florida

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name: Anass Berrada Name: Dr. Roger Brindley

Title: President Title: Vice President, USF World

For and on behalf of: For and on behalf of:

ENITE: The University of South Florida

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name: Name: Provost Ralph Wilcox
Title: Title: Provost & Exec Vice President

Appendix A

Business Foundation Prerequisites

Business Decision Making

MAN 6055 Organizational Behavior and Leadership 2 credit hours

ISM 6021 Management Information Systems 2 credit hours

Business Measurement

ACG 6026 Accounting Concepts for Managers 3 credit hours

QMB 6305 Managerial Decision Analysis 2 credit hours

FIN 6406 Financial Management 2 credit hours

Market Orientation

MAR 6815 Marketing Management 2 credit hours

ECO 6005 Introduction to Economic Concepts for Managers 3 credit hours

Appendix B

List of Courses

The courses delivered by USF and AUA to meet the requirements of USF Master of Business Administration degree with a specialization in Analytics & Business Intelligence or Finance or Digital Marketing are presented in the table below.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Course\* | Taught by\*\* | Analytics/Business Intelligence (credits) | Finance(credits) | Digital Marketing(credits) |
| GEB 6445 Social, Ethical, Legal Systems | USF | 2 | 2 | 2 |
| MAN 6147 Leadership/Management Concepts | AUA | 2 | 2 | 2 |
| QMB 6603 Operations Management and Quality Enhancement | AUA | 2 | 2 | 2 |
| FIN 6466 Financial Analysis | USF | 2 | 2 | 2 |
| MAN 6726 Strategic Business Analysis | AUA | 2 | 2 | 2 |
| QMB 6358 Data Analytics for Business | USF | 2 | 2 | 2 |
| GEB 6215 Communication Skills for Managers | USF | 2 | 2 | 2 |
| ISM 6136 Data Mining | USF | 3 | 3 | 3 |
| MAR 6936 Special Topics: Marketing Analytics | USF | 3 |  | 3 |
| ISM 6217 Database Management | AUA | 3 |  | 3 |
| ISM 6056 Web Application Development | USF | 3 |  |  |
| ISM 6123 System Analysis & Design | AUA | 3 |  |  |
| MAR 6936 Digital Marketing | USF |  |  | 3 |
| MAR 6936 Consumer Behavior Insights | AUA |  |  | 3 |
| FIN 6416 Advanced Financial Management | USF |  | 3 |  |
| FIN 6515 Investments | AUA |  | 3 |  |
| FIN 6605 International Financial Management | AUA |  | 3 |  |
| FIN 6934 Financial Modeling | USF |  | 3 |  |
| GEB 6895 Integrated Business Applications | USF | 4 | 4 | 4 |
| Total |  | 33 | 33 | 33 |

\*Course names and numbers are subject to change due to new course numbers or curriculum changes

\*\*The assignment of courses for delivery between USF and AUA could change based on the availability of faculty, subject to USF teaching at least 21 of the 33 hours for every specialization.

Appendix C

Faculty Qualifications

SACSCOC Policy

To teach at the graduate level, Muma College of Business faculty must hold a Ph.D. or equivalent degree from an accredited institution in the field in which they teach or in a related discipline as described above. In exceptional cases, for Master’s courses significant relevant experience in the field may substitute for terminal degree academic preparation. The appointment is on a temporary basis. Such exceptions must be approved by a two-thirds vote of the Graduate Policy Committee and the Dean. These exceptions are subject to college oversight regarding AACSB and SACS accreditation guidelines.

Faculty Qualification Standard for AACSB

Continuing Qualification (for Initial Qualification see Notes)

Version: August 2014

Scholarly Academica (SA) – for a faculty member to be considered SA he/she must publish in discipline-based scholarship in peer-reviewed journals. Over a five year period the faculty member must:

* Publish 1 premierb journal article (or equivalent) or be awarded a federal competitive research grant PLUS publish one other article OR
* Publish 2 top-tierc journal articles (or equivalent) or research monographs or a combination of the two OR
* Publish 3 articles in journals that are not included in the premier or top-tier journal list.
* If the faculty member meets the minimum level only of publishing activity as defined by one of the prior three bullets the faculty member MUST ALSO provide other evidence of scholarship – this includes activities such as journal editorships, editorial committee memberships, leadership positions in recognized academic organizations, research awards other than federal competitive grants, fellow status, serving as an ad hoc reviewer, published peer-reviewed proceedings, peer-reviewed presentations at conferences.

Practice Academica (PA) – for a faculty member to be considered PA he/she must meet at least one of the following criteria over a five year period:

* 3 publications that can include any combination of peer-reviewed publications, case studies, pedagogical articles, textbooks, monographs, peer-reviewed proceedings.
* Substantive and multiple linkages to practice that may include consulting, professional experience and other engagement activities (developing and presenting executive education, sustained professional work, developing and delivering professional education, sustained service on boards of directors, etc.)
* A combination of the prior two bullets may be considered.

Scholarly Practitionerd (SP) – for a faculty member to be considered SP he/she must meet the following criteria over a five year period:

* Any of the publishing criteria outlined in the first three bullets for the Scholarly Academic, or substantive and multiple publications in peer-reviewed pedagogical, practitioner or discipline-based journals or proceedings.

Instructional Practitioner (IP) – for a faculty member to be considered IP he/she must meet the following criteria over a five year period:

* Substantive and multiple linkages to practice that may include consulting, professional development, professional experience and other engagement activities (developing and presenting executive education; sustained professional work; developing and delivering professional education; editing or writing textbooks and/or cases; sustained service on boards of directors, etc.)

a For initial qualification an academic, as defined by the AACSB, must hold a doctorate degree. A faculty member is considered an academic for the first five years after earning a doctorate degree. Faculty members holding a non-research doctorate degree may be classified as SA or PA; however, the individual would be expected to demonstrate a higher level of sustained academic or professional engagement; the burden of proof is on the college/school.

b Premier journals are the four discipline specific journals identified for each department on the MCOB Journal Rankings List.

c Top-tier journals are the discipline specific journals identified for each department on the MCOB Journal Rankings List.

d A practitioner, as defined by the AACSB, holds a masters’ degree or substantial, current professional experience.

Note: The MCOB has set a goal of 50% SA qualified faculty and a goal of 80% SA, PA and SP qualified faculty.

Appendix D



*Southern Association of Colleges and Schools*

*Commission on Colleges 1866 Southern Lane*

*Decatur, Georgia 30033-4097*

ADVERTISING AND STUDENT RECRUITMENT

Policy Statement

All accredited higher education institutions, or individuals acting on their behalf, must exhibit integrity and responsibility in student advertising and recruitment. Responsible self-regulation requires rigorous attention to principles of good practice.

Advertising, Publications, Promotional Literature

1. Educational programs and services offered by the institution are the primary emphasis of all advertisements, publications, promotional literature, and recruitment activities.
2. All statements and representations are clear, factually accurate, and current. Supporting information is kept on file and readily available for review. In the case of programs that are awaiting SACSCOC's approval and inclusion in the institution’s accreditation, the institution’s communication with both external and internal constituencies clearly and consistently represent the program(s) as “pending approval by the Southern Association of Colleges and Schools Commission on Colleges.”
3. Official publications are readily available and, where appropriate, accurately depict:
	* institutional purposes and goals
	* admission and enrollment requirements and procedures for all types of students (e.g., first-year, transfer students, dual enrollment, transient, etc.) and basic information on programs and courses, with required sequences and frequency of course offerings explicitly stated
	* general education requirements
	* special programs, including international study, credit by examination or advanced placement
	* institutional facilities readily available for educational use
	* rules and regulations for conduct
	* tuition, fees, and other program costs, including any fees associated with verification of student identity related to distance or correspondence education
	* opportunities and requirements for financial aid
	* policies and procedures for refunding fees and charges to students who withdraw
	* current academic calendars and grading policies
4. In official publications describing career opportunities, clear and accurate information is provided on any unique requirements for career paths, or for employment and advancement opportunities in the profession or occupation described.

1

Student Recruitment for Admissions

1. Student recruitment is conducted by well-qualified admissions officers and trained volunteers whose credentials, purposes, and position or affiliation with the institution is clearly specified.
2. Independent contractors or agents used by the institution for recruiting purposes are governed by the same principles as institutional employees.
3. Institutions are required to follow federal guidelines regarding compensation for student recruitment and admission activities.
4. Institutions avoid the following recruitment practices in order to comply with the *Principles of Accreditation* and

U.S. Department of Education regulations:

1. assuring employment unless employment arrangements have been made and can be verified,
2. misrepresenting job placement and employment opportunities for graduates,
3. misrepresenting program costs,
4. disparaging comparisons of secondary or postsecondary institutions,
5. misrepresenting abilities required to complete intended program, and
6. offering money or inducements other than educational services of the institution in exchange for student enrollment. (Except for awards of privately endowed restricted funds, grants or scholarships are to be offered only on the basis of specific criteria related to merit or financial need.)

*Document History*

*Approved as a Guideline: Executive Council, June 1985 Edited in accordance with the Principles of Accreditation: June 2004 Updated in accord with the revised Principles: December 2006*

*Approved Revision as a Policy: SACSCOC Board of Trustees, June 2014 Revised: SACSCOC Board of Trustees, June 2017*

2