

MASTER PLAN

1. MISSION OF THE UNIVERSITY:

The American University of Armenia (AUA) is established in the Republic of Armenia during a time of transition from a centrally controlled economy to a system that is in the process of being defined. The University is a privately endowed institution of higher education serving an international student body. The language of instruction is English. AUA, through teaching and research, will prepare graduates that will assist in the social and economic development of Armenia. It will advance knowledge in technology and business management as well as in the humanities. Initially, instruction is at the postgraduate level. Undergraduate studies will follow in future years with emphasis on science, engineering, and business administration. Additional programs in Agricultural Sciences and Medicine will be incorporated after the University moves into its permanent campus. AUA is an equal opportunity institution, and it does not discriminate on the basis of national origin, religion, or sex.

2. MANAGEMENT AND ORGANIZATION:

The American University of Armenia is a joint undertaking of the Armenian General Benevolent Union (AGBU), the Ministry of Higher Education and Science of the Republic of Armenia, and the American University of Armenia Corporation (AUAC). AUAC is an affiliate of the University of California. An independent Board of Directors, appointed by the participating organizations, oversees the operations of the University. The University of California, through its affiliation with AUAC, provides administrative and academic guidance, and the AGBU and the Ministry of Higher Education and Science provide the operating funds.

The President is the chief executive officer. Each College (currently Engineering and Business Management) is headed by a dean to whom the President has delegated administrative and academic responsibilities and corresponding authority in his unit. An administrative staff, reporting to the President, is responsible for finance, personnel, admissions, registration, student affairs, and campus management. This initial administrative structure will be enlarged with the growth of the University, and future appointments may be made in three categories: Academic Affairs, Administration and Finance, and Planning, Research and Development.

A University Council consisting of persons representing major educational, research and governmental institutions of the Armenian Republic serves as an advisory and consultative

body .The Council advises the President and the Faculty Senate on educational matters pertaining to the needs of the Republic and other regions represented by the student body. It acts as liaison with the government and other institutions of the Republic.

3. FACULTY:

The senior members of the faculty are distinguished scholars affiliated with Universities in the United States. They have earned terminal degrees and have made major contributions in education and research. They have accepted appointments as professors at the American University of Armenia by making special arrangement for leave of absence or sabbatical leave in order to serve in Armenia. Recruitment for permanent faculty is in process. All senior and intermediate academic positions are being filled by scholars who are qualified for similar appointments in major universities in the United States. From time to time Armenian professors who are graduates of local universities with a satisfactory knowledge of the English language will be sent to the United States as visiting scholars for training as members of the academic staff. A cadre of junior faculty members will be added from among students from Armenia who are studying in the United States for post graduate academic degrees. It is the policy of the university to recruit persons who have the broader interest of assisting in the social and economic growth of Armenia and who are challenged by the difficulties that are encountered in a region that does not possess all the amenities of a country with advanced technology.

4. NON-ACADEMIC STAFF:

During the initial years, senior members of the non-academic staff will be qualified individuals from the United States. In addition to the administration of their duties, they will assume the charge of training local personnel to assume increased levels of responsibility. Qualified persons from the local Armenian community with a good knowledge of English will be hired and trained to assume the junior levels of responsibility.

5. STUDENTS:

The University will admit students without discrimination for race, sex, place of origin, or social status. Students will be selected based on their scores in entrance examinations as well as for their motivation to accomplish goals that are commensurate with the university's desire to prepare leaders of Armenia and its region. Instruction is in the English language and proficiency in English is a requirement. English as a second language instruction is provided to improve their knowledge. Graduate students must have a university degree in an appropriate field.

6. THE COLLEGE OF ENGINEERING:

The College of Engineering provides, initially, post graduate degrees in Earthquake Engineering and Industrial Engineering. Other fields that are important for the advancement of technology in Armenia and its region will be added in later years according to this master plan. These are: Environmental Engineering, Electrical Engineering and Computer Science, Mechanical Engineering and Energy, and Chemical Engineering. They will be added as post graduate programs in accordance with a schedule that is now under study.

An undergraduate program in engineering will be added after the graduate degree options are fully developed. A common group of engineering core courses as well as courses in the humanities and social sciences will be offered by adapting a typical American university curriculum to the needs of Armenia and its region. Specialization will start in the third year of the undergraduate program.

Both the graduate and the undergraduate programs are phased in a manner that the university can incorporate without taxing its resources.

The following entering enrollment model is one of several models that are now under study.

	1991-92		1992-93		1993-94		1994-95	
	UG	G	UG	G	UG	G	UG	G
Eq & Str Eng.	0	25	0	30	25	30	30	30
Ind. Eng	0	25	0	30	25	30	30	30
Env.Eng.	0	0	0	15	0	20	25	20
EE & Comp Sci.	0	0	0	0	0	25	30	30
ME & Energy	0	0	0	0	0	25	25	30
Chem Eng	0	0	0	0	0	0	0	25

TOTAL STUDENT BODY 0 50 0 125 50 205 190 295
 (based on 2 yr residence in Graduate and 4 year residence in Undergraduate programs).

As seen above, it is anticipated that the student enrollment in the College of Engineering will reach approximately 500 students during the fourth academic year. The plan here is to accommodate the larger enrollment in extended temporary facilities, because the permanent campus will not be ready until later.

Although a breakdown of the disciplines for the undergraduate students is shown in the chart, they will all be in the engineering core program during the first two years. The breakdown is for planning purposes only.

7. THE COLLEGE OF BUSINESS MANAGEMENT:

The College of Business Management offers a professional graduate program in business management leading to the degree of Master of Business Administration (M.B.A.). The curriculum follows closely the requirements and standards of the American Assembly of Collegiate Schools of Business (AACASB). The course of study provides a strong foundation in the common body of knowledge for business management.

The Master of Business Administration program is designed to meet the urgent needs of a system in transition from a centralized economy to a free market economy. Armenia is planning for a future based on advanced technology and an industry that utilizes computerized manufacturing techniques. Products will be marketed world wide, and a national economy should support the financing, production and marketing of consumer products that first serve the needs of the region and then are exported to maintain a healthy trade balance. The College of Business and Management is intended to prepare students to assume leadership positions in this emerging field.

A core program in Business and Management has been set for the 1991-92 academic year. Accounting, Management and Organization, Finance, Marketing, Business Economics and Decision Systems are included in the core program. During subsequent academic years, the MBA program evolves into several options based on the needs of Armenia and its region.

The University encourages persons in middle management in industry and government to enroll as graduate students working toward the MBA degree. Opportunities will be provided to applicants who are eligible to continue working while attending the Collège as part time students.

An undergraduate program in business administration will be initiated after the graduate program is fully established.

The following entering enrollment is one of several models under study.

	1991-92	1992-93	1993-94	1994-95
Graduate	25	30	35	50
Undergraduate	0	0	40	60
TOTAL STUDENT BODY	25	55	105	185

(based on 2 year residence in Graduate and 4 year residence in Undergraduate programs).

8. COLLEGE OF ARTS AND SCIENCES:

The College of Arts and Sciences will start as a program serving the professional schools. Master of Arts and Master

of Science programs will be added in later years. It is also planned to start an undergraduate program in conjunction with the graduate degree program.

The Arts will offer courses in social sciences and the humanities. The curriculum will include economics, geography, history, languages, literature, philosophy, political science, psychology, and sociology.

The Sciences will offer courses in biological sciences, chemistry, geological sciences, mathematics and physics.

The core courses in mathematics and physics as well as some of the courses in the Arts will be available to students in the Colleges of Engineering and Business and Management.

The following entering enrollment is anticipated:

	1993-94	1994-95	1995-96	1996-97	1997-98
	50	100	150	150	200(UG) 30(G)
TOTAL STUD BODY:	150	300	450	650(UG)	30(G)

9. TOTAL STUDENT BODY OF THE UNIVERSITY:

Allowance for attrition has not been made in the above estimates. At various academic years the above enrollment numbers will be modified to make up for attrition.

For planning purposes, the following total student body per academic year is anticipated:

	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98
UG	0	0	140	440	700	850	1050
G	75	180	310	480	550	550	580

TOT	75	180	450	920	1250	1400	1630
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10. NUMBER OF FACULTY:

As a general rule a student to faculty ratio of 30 will be maintained until a significant research program is introduced. A gradual buildup of research will not start until the university moves to its permanent campus. This move is anticipated during the 1996-97 academic year. Thus, the number of faculty, including senior as well as junior persons, will be controlled during the first three academic years by the special fields that are being introduced. During subsequent years, the student to faculty ratio will be maintained as student enrollment increases. The total number of faculty will be as follows:

	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98
Eng	.4	5	9	16	20	20	20

B & M..	3	5	6	10	12	12	14
A&Sc	6*	6*	8	9	10	15	20
* instructors for English language and computer applications.							
TOT	13	16	23	35	42	47	54

11. OPERATING BUDGET OF THE ACADEMIC PROGRAM OF THE UNIVERSITY:

A budget in dollars is proposed based on anticipated increases in faculty and the associated expenses of their salaries as well as the university needs for increased facilities. No capital expenditures are included in this operating budget. Expenditures in rubles are based on tuition income, and they are not shown here.

This preliminary budget takes into consideration the fact that the percentage of U.S. faculty to local faculty will drop every year until a 33% ratio is reached in 6 years. The estimated budget is shown below:

	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98
\$m	0.7	1.2	2.0	2.8	3.7	4.5	5.0

(Note: this budget will be revised after the first year of operation).

12. ACCOMMODATIONS FOR STAFF FROM ABROAD:

Temporary accommodations are provided in the city of Yerevan. The plans for the new campus include construction of apartment buildings and other accommodations for visiting and permanent faculty from abroad. This Master Plan for the University will include a schedule for the planning and construction of the new campus. The plan will be written after consultations with the government of Armenia.

13. ADMISSION AND GRADUATION REQUIREMENTS

1. Admission: Admission to a degree program is granted through the University Office of Admissions. Credentials for admission must include a complete record of all previous college or university work. As a supplement to other evidence of an applicant's preparation for successful graduate study, the applicant should pass a general test as an entrance requirement. For the Master of Engineering (M.Eng.) program, this examination will be either the Graduate Record Examination (GRE) or a test similar in scope and content that will be administered by the College of Engineering. For the Master of Business Administration (MBA) program, the applicant must take the Graduate Management Admission Test (GMAT) or a test similar in scope and content that will be administered by the College of Business Management. In any case, the applicants, if admitted on a provisional basis, must have the results of the examination on file before the end of the second quarter. Only a letter

from the Office of Admissions grants official admission to a degree objective in the University.

2. English Language Requirement: Academic success at the University is strongly dependent upon ability to communicate in English. Therefore, the applicant must make every effort to perfect his/her English proficiency prior to entering the University. All admitted students are required to take the English Placement test. The results of the examination determine whether or not students must take courses in English. Students whose English is limited are required to take special courses in English. Others may be required to register for part time English while they are taking one or two courses in their academic majors. Admission to graduate study does not imply admission to candidacy for an advanced degree. Candidacy is determined after the student has demonstrated by work done at this University the ability to do graduate work with originality and independence.

3. The Grading System: The following grades are used by the University: A=excellent; B= good; C=fair; D=minimum passing; F= failed. A system fo grade points is used to determine a student's general average or standing. Hrade points are assigned to grades as follows for each unit in the credit value of a course; A=4 points; A- = 3.7 points; B+ = 3.3 points; B= 3 points; B- = 2.7 points; C+ = 2.3 points; C= 2 points; C- = 1.7 points; D+ = 1.3 points; D= 1 point; D- = 0.7 point; F= 0 point.

4. Academic Standing: In order to maintain good academic standing a student must have a cumulative Grade Point Average (GPA) of at least 3.0. Whenever the GPA falls below 3.0, the student is placed on academic probation. If a student is on academic probation for two consecutive quarters and his/her GPA at the end of the second quarter is still below 3.0 he/she could be subject to dismissal from the program.

5. Graduation Requirements for the Master of Engineering degree: The M.Eng. degree is granted after successful completion of 72 credit hours of course work, including 12 credit hours in an approved minor, and the writing of a Master's thesis. Approved minor fields are Business Management, Applied Mathematics, Computer Science, or other fields of Engineering. Minors in other fields may be proposed subject to the Dean's approval. The minor courses may be taken at AUA, the State University of Yerevan or the Yerevan Polytechnic Institute. All programs of study will require the approval of the Dean.

6. Graduation Requirements for the Master of Business Administration degree: The MBA degree program can be completed in two years on a full time basis. Students will be required to complete a total of 92 quarter units

(equivalent to 61 semester units). The curriculum includes three major components: required core courses (48 credit hours); elective courses (36 credit hours); and a management project (8 credit hours).

Core courses: The core courses provide the common body of knowledge necessary for the development of basic business managerial skills needed by any manager. The core consists of 12 required courses which must be completed during the first academic year.

Elective Courses: The program offers a variety of electives in the following major areas: International Business; Marketing; and Finance. A student could specialize in any one of these areas by completing at least four courses in the field in addition to the core courses. A student need not specialize in one specific field. Each student must complete 11 elective courses during the second academic year.

Management Project: This course is devoted to managerial problem solving and decision making. Projects may be based upon field work data or cases. The course also includes participation in a management simulation exercise.

14. COURSES OF INSTRUCTION:

COLLEGE OF ENGINEERING

a. Department of Earthquake Engineering (EqE).

The major in Earthquake Engineering is open to students with undergraduate degrees in Civil Engineering, Mechanical Engineering, Applied Mechanics, Architectural Engineering or other fields with substantially equivalent course requirements. Holders of degrees in other fields of engineering, or in Mathematics and Sciences must take a number of preparatory undergraduate courses before applying for admission into this program. A list of preparatory courses available from the Yerevan State University and the Yerevan Polytechnic Institute can be obtained from the Admissions Office of AUA.

Graduate Courses:

- 210. Engineering Seismology
- 211. Strong Motion Seismology
- 215. Socioeconomic Effects of Earthquakes
- 220. Theory of Structures
- 221. Dynamic Analysis of Structures
- 223. Computer Methods of Structural Analysis
- 226. Random Vibration of Structures
- 230. Mechanics of Solids
- 235. Finite Element Methods

- 240. Concrete Technology
- 244. Behavior and Design of Reinforced Concrete Struct.
- 245. Earthquake Resistant Design of Reinf.Conc. Struct.
- 250. Advanced Soil Mechanics and Foundations
- 255. Soil Dynamics
- 260. Earthquake Engineering Analysis
- 298. Selected Topics
- 299. Individual Study

b. Industrial Engineering (InE).

Graduate Courses:

- 210. Probability Concepts in Engineering
- 211. Engineering Statistics
- 212. Applied Stochastic Processes
- 213. Technical Communications
- 215. Engineering Economics
- 220. Organization Behavior
- 225. Systems Engineering Methodology
- 226. Industrial and Commercial Data Systems
- 230. Linear programming
- 235. Human Factors Engineering
- 250. Production System Analysis
- 252. Industrial Automation
- 255. Work Methods and Measurements
- 260. Facilities Planning and Design
- 265. Decision Analysis
- 270. Forecasting Quality Control and Quality Assurance
- 275. Computer Aided Manufacturing
- 298. Selected Topics
- 299. Individual Study

COLLEGE OF BUSINESS MANAGEMENT

Core courses:

- 210. Microeconomic Analysis for Management
- 211. Management of Science/Operations research
- 215. Cost and Management Accounting
- 220. Organization Behavior
- 222. Macroeconomic Analysis for Business
- 224. Principles of Marketing
- 225. Computer Systems for Business Management
- 226. Human Resource Management
- 230. Financial Management
- 232. Production and Operations Management
- 235. Ethics in Management
- 238. Statistical Methods in Management

Elective Courses:

- 240. Marketing research
- 242. Consumer Behavior
- 245. Corporate Finance
- 247. Financial Institutions, Money and Banking

- 248. Accounting for Management Control
- 249. Management for International Business
- 250. Entrepreneurship: Small Business Management

- 251. International Marketing
- 252. New Product Introduction
- 253. International Financial Management
- 255. Entrepreneurship: Formation of New Capitals and Ventures.
- 257. Labor and Management Relations
- 258. Leadership and Group Decision Making
- 260. Business Project (Required)

- 261. Global Competitiveness
- 262. Technology Management of New Product Development
- 263. Interpersonal Dynamics/Conflict resolution
- 265. Organizational Development: Theory and Practice
- 270. Financial Investment
- 275. Business Regulations: Domestic and International
- 299. Business Project (Required)

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