

# Dr. Rob Shah

PhD, MBA, CPA, CMA

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## PROFESSIONAL SUMMARY

I am seeking an online faculty position where I can bring over 15 years of online teaching experience and 17 years of corporate leadership to inspire and educate students in business and management.

With a Ph.D. in Organizational Leadership, an MBA in Human Resources, and CPA and CMA certifications, I combine academic excellence with real-world expertise. I am also Quality Matters certified, ensuring the delivery of high-quality, student-centered online learning experiences. I have taught and developed more than 30 business courses in leadership, management, accounting, finance, operations, entrepreneurship, and HR, consistently earning outstanding student evaluations.

My motivational teaching style fosters engagement, critical thinking, and practical application. Committed to student success, I strive to create meaningful learning experiences that also increase student satisfaction, retention, and graduation.

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## EDUCATION

### PH.D., ORGANIZATIONAL LEADERSHIP, 2018

#### **Northcentral University, San Diego, CA**

Dissertation topic: The Effect of Leaders' Use of Humor on Followers: A Qualitative Phenomenological Study.

### MBA WITH CONCENTRATION IN HUMAN RESOURCES, 2007

#### **Keller Graduate School of Management, Oakbrook Terrace, IL**

### BS, ACCOUNTANCY, 1992

#### **Arizona State University, Tempe, AZ**

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## CERTIFICATIONS

**CPA**, State of Arizona, 1996, #9837-E

## ONLINE TEACHING EXPERIENCE

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### UNIVERSITY OF ARIZONA – GLOBAL CAMPUS, 06/2008 – present

#### Adjunct Online Instructor

- Instructor for Business courses - provided academic support and guidance to students on content-related resources and materials.
- Won national award by ADEIL for innovative course design of the BUS 202- Professional and Business Communication course featuring speech expert Roger Love.
- Course Development projects – served as SME for Accounting, Finance, Management, and Leadership courses.
- Created 10+ courses by collaborating with the instructional design team, assessment team, and other stakeholders.
- Created supplemental videos, learning resources, motivational announcements, standardized guidance, and rubrics to aid student success.
- Service on various committees, including Student Community Standards Committee, At-Risk Students Committee
- Reviewed courses from adjunct faculty to ensure quality standards were being met as part of the IQR process. Coached and mentored underperforming faculty.
- Created and co-facilitated Faculty Forum to share best practices and provide support/guidance on topics like technology, Power of One, Culture of Care, DEI, and program-specific information.
- Program Review committee for BA Finance program (2024)
- Program Review committee for BARES program (2015)
- Received consistently high results on student surveys, IQR, and annual performance reviews.

#### Courses Taught:

Personal Finance, International Finance, Introduction to Finance, Corporate Finance, Investments, Financial Accounting, Managerial Accounting, Advanced Accounting, Entrepreneurship, Retirement and Estate Planning, Sports Finance, Business Plan Development, Venture Capital, Leadership, Business Ventures, Group Behavior, Strategic Management.

### COLORADO STATE UNIVERSITY – GLOBAL CAMPUS, 11/2012 – present

#### Adjunct Online Instructor

- Subject Matter Expert (SME) on content-related resources and materials.
- Create engaging and interactive learning programs to increase student understanding of course materials.
- Engage with students in meaningful ways via discussion forums, webinars, videos, and feedback.
- Curriculum development projects and enhancements for 8+ business courses.
- Utilized McGraw Hill Connect Lab and various Business Simulations to enhance student engagement and interaction.

- Conducted live Zoom sessions on course topics.
- Received consistently high results on student surveys.

**Courses Taught:**

Entrepreneurship, Management, Leadership, Organizational Behavior, Business Strategy, Financial Accounting, Managerial Accounting, Advanced Accounting, International Accounting, Analyzing Financial Statements, Auditing, Cost Accounting, Government and Non-Profit Accounting, Financial Principles, Financial Management, Project Management, Human Resource Management, Economics, Operations Management, Marketing

**ADLER UNIVERSITY, 07/2020 – 9/2025**

**Adjunct Online Instructor**

- Course Instructor for Business courses - provided academic support and guidance to students on content-related resources and materials.
- Course Development projects – served as Course Writer/SME for OL 710-Agility and Resilience and DOL 709-HR Management.
- Conducted live Zoom sessions on course topics.
- Received consistently high results on student surveys.

**Courses Taught:**

Leadership, Organizational Behavior, Analyzing Research, Comprehensive Exams, Organizational Culture, Building Agility, Social Responsibility, Management Philosophy, Leadership Theory, Innovation Process, Advanced Performance Management, Fellowship, Leading High Impact Teams.

**EXCELSIOR COLLEGE, 11/2014 – 08/2024**

**Adjunct Online Instructor**

- Course Instructor for Business courses - provided academic support and guidance to students on content-related resources and materials.
- Course Development projects – served as SME for Accounting, Finance, Management, and Leadership courses.
- Utilized McGraw Hill Connect Lab and various Business Simulations to enhance student engagement and interaction.
- Conducted live Zoom sessions on course topics.
- Received consistently high results on student surveys.

**Courses Taught:**

Leadership, Organizational Behavior, Global Business, Ethics, International Management, Financial Accounting, Managerial Accounting, Entrepreneurship, Personal Finance, Financial Statement Analysis, Intermediate Accounting, Advanced Accounting, Finance, Auditing, Human Resources, Operations Planning, Strategic Planning (capstone)

**VIRGINIA COLLEGE, 3/2008 – 12/2017**

**Adjunct Online Instructor**

- Recognized as “Instructor of the Year” – January 2012 (achieved 100% student satisfaction ratings for 6 consecutive terms).
- Chaired Best Practices committee; Mentored new instructors by providing support and guidance.
- Curriculum development projects and enhancements for 7+ business courses.

- Received consistently high results on student surveys.

**Courses Taught:**

Leadership Principles, Entrepreneurship, Operations Management, Project Management, Leadership, Marketing, Advanced Accounting, Intermediate Accounting, Accounting Principles, Cost Accounting, Advanced Cost Accounting, Managerial Accounting, Financial Management Principles, Management Information Systems, Introduction to Business, Current Issues in Finance, Financial Analysis, Fundamentals of Financial Management, Economics, Organizational Behavior, International Management, Customer Service, Business Communication, Global Business

**NORTHCENTRAL UNIVERSITY, 2/2006 – 3/2008**

**Mentor and Adjunct Online Instructor**

- Mentored year 1 students and provided academic support.
- Authored learning resources to assist students in gaining competency.
- Received consistently high results on student surveys.

**Courses Taught:**

Introduction to Business, Contemporary Global Commerce, Fiscal Management and Economics

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**ENTREPRENEURSHIP EXPERIENCE**

**FLORAL CELEBRATION (2002-2007)**

**MYSTIQUE FASHIONS (1994-2000)**

**Co-founder (Both successful start-up companies)**

- Executed extensive Sales, Marketing, Finance, Customer Service, and Business Development functions.
- Increased sales between 15%-32% year over year.
- Participated in sales/marketing events to promote business and network with other professionals (trade shows, fashion shows, charity events)
- Created marketing campaigns (internet, print, TV, radio) to promote business and build brand awareness.
- Expanded product lines for both ventures that led to increased sales, broader customer base, and higher overall profit margins.
- Collaborated with vendors to ensure quality and service levels were met.
- Created and maintained company websites with support from 3rd party webmaster contractor.
- Both companies sold to investor groups as part of exit strategy.

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**PROFESSIONAL BUSINESS EXPERIENCE**

**INDEPENDENT CONSULTANT - SCOTTSDALE, AZ, 8/2017 – 6/2024**

**Business Consultant**

- Provide financial and investment advice to early-stage start-up companies.
- Provide guidance on strategic planning initiatives, training, marketing, content writing, and promote companies to high-net-worth potential investors.
- Work directly with Executive Leadership team to collaborate on market segmentation, public relations, news releases, website development, and brand building.
- Currently providing advice to 3 high potential market disruptors in technology and wellness

sectors.

#### **DIAL CORPORATION - SCOTTSDALE, AZ (\$2.3 Billion Company), 6/1999 – 4/2010**

##### **Finance Manager, Supply Chain Finance (11/08 – 4/10)**

- Enhanced Logistics transparency/reporting by introducing new trend Scorecard with key metrics.
- Implemented sophisticated Excel modeling to reduce manual input on financial close models by 90%.
- Discovered \$335,000 of duplicate rent/lease payments made in prior years and recovered funds from lessor.
- Led cross-functional team to study financial impact of fuel volatility on expenses and presented findings to Sr. Leadership.
- Influenced decision to rollout new cause of change reporting format that extracted out key variance drivers, provided meaningful explanations, and considered the impact of co-packer sourcing on costs.
- Reengineered many antiquated Operations/Logistics financial models and reports to enhance efficiency and sound decision-making.
- Partnered with IT, Supply Chain, Logistics, and Accounting to document system flow of complex transactions.
- Led efforts with IT to redesign SAP and Business Warehouse reports to better meet business needs.
- Analyzed Wal-Mart logistics opportunity for Plant-direct shipments and Customer pickup of high-velocity products.

##### **Finance Manager, Financial Planning & Analysis (7/05 – 11/08)**

- Oversaw the development of \$2.3 billion total company budget, forecasts, estimates, and LT strategic plans.
- Managed \$216 million corporate admin expense budget and scrutinized for cost saving opportunities.
- Led post-acquisition "Harmonization" projects to integrate financial reporting and SAP systems with Henkel (new parent company in Germany).
- Led HQ Finance team for worldwide SG&A benchmark study involving 35 countries and 2,000 employees.
- Reduced time to complete P&L estimates by 20% and greatly enhanced accuracy by redesigning the process.
- Provided on-going coaching and development to team of three Sr. Financial Analysts.
- Influenced decision to centralize budgets for relocation, recruiting, training, and travel representing \$25 million of expense, which led to \$2 million cost savings.
- Provided guidance to business units on budgets, forecasts, rolling estimates, admin expenses, future year outlook, target setting, and strategic plans.
- Led Activity-Based Costing/Allocations study of 220 cost centers that increased transparency and identified cost savings.
- Partnered with SVP/GM and finance support of each BU to implement new process that brought consistency and timeliness to monthly, quarterly, and 12 month rolling estimates.
- Prepared monthly management Scorecard with key financials metrics and trend analysis.
- Consolidated BU financial results and provide meaningful explanations for key variance drivers on the P&L, Balance Sheet, and Net Working Capital.

**Finance Manager, Business Analysis (3/01 – 7/05)**

- Managed development of \$520 million business unit operating budget and quarterly forecasts.
- Led team to update Accounting manual based on newly adopted internal policies, Trained over 80 employees.
- Managed preparation of monthly financial results including P&L, commentaries on financial performance, risks and opportunities, and product/customer/sales mix profitability analysis.
- Influenced decision to take price increase on margin dilutive products resulting in \$15 million revenue growth and \$3.5 million in profit improvement.
- Led cost savings team resulting in \$600,000 savings by standardizing raw materials across different products.
- Improved forecast accuracy via Sales and Operations Planning (S&OP)/Demand planning process, Quantified revenue and profit impact based on forecasted sales mix.
- Served on core SAP system implementation team – 9 month special assignment responsible for Profit Center Accounting and Business Warehouse modules.

**Sr. Financial Analyst, Business Analysis (6/99 – 3/01)**

- Conducted P&L analysis on Sales & Marketing initiatives, developed profitability studies on new and existing products, scrutinized manufacturing costs for accuracy, and evaluated cost saving opportunities.
- Developed business models for strategic planning, budgeting, forecasting, project and revenue analysis, sales mix analysis, cost allocations, capital expenditures, and market trends.
- Assessed financial impact of product growth strategies and conducted “what if” analysis.
- Enhanced integrity of financial data by driving resolution to numerous system issues.
- Created Sales and Marketing summary reports from Oracle Sales Analyzer (OSA) and Oracle Financial Analyzer (OFA) to aid decision-making.

**PEGASUS, INC. - PHOENIX, AZ (\$230 Million Software Company), 3/1998 – 6/1999****Senior Financial Analyst, Financial Planning & Reporting**

- Prepared variance analysis vs. prior year/ budget/forecasts by business unit, customer, and department.
- Led system development, implementation, maintenance and training of new budget operating system (BOS) used in the preparation of annual budget and quarterly forecasts.
- Conducted training sessions for accounting specialists to ensure accurate and timely completion of projects.

**HONEYWELL, INC. - PHOENIX, AZ (\$32 Billion Global Company), 12/1996 – 3/1998****Senior Financial Analyst, Financial Management/Pricing**

- Prepared \$180 million operating budget by using complex models and presented financials to management.
- Participated in month-end close by consolidating financial results, comparing results vs plan and prior year, resolving problems, reconciling accounts, and booking entries.
- Prepared percentage of completion analysis to ensure proper revenue recognition.
- Assisted auditors by providing reports, answering technical questions, and explaining the company's accounting systems and practices.

## APS - PHOENIX, AZ (\$3.4 Billion Company), 4/1993 - 12/1996

### Staff Accountant, Joint Venture Projects

- Maintained general ledger by analyzing and monitoring transactions, reconciling related accounts, booking month-end closing entries and accruals, and resolving problems.
- Analyzed manufacturing, operating, and construction contracts for joint venture projects.
- Prepared accurate and timely reports, studies and special projects by analyzing accounting information.
- Contributed to special Dun & Bradstreet asset conversion project for new accounting system.

### SUPPLEMENTARY TEACHING/TRAINING EXPERIENCE

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- Featured in Money Magazine article "What Works in Retirement Planning" (October 2006 issue)
- Guest Speaker/Facilitator for Professional Finance Society sessions Leading the Finance Organization
- Leadership Strategies and Technology
- Finance for the Non-Financial Manager course Understanding the Profit & Loss Statement course How You Can Impact Profitability course
- How Companies Can Regain the Public Trust Performance Management: Scorecard or Strategy Tool?
- Teaching Continuing Professional Education (CPE) courses on Business topics Change Management for Modern Leader
- Management of HR challenges in Finance Developing Tomorrow's Finance Leaders Growth Strategy: The Wal-Mart Experience
- Corporate Governance: New Roles/Responsibilities Does Your Ethical Culture Measure Up?
- Controller's Roundtable: How to Deal with Constant Change Financial Reporting: New Initiatives
- Energy Prices and the World Economy
- Tutoring for Beta Alpha Psi (honorary accounting organization) for ASU students
- Training and providing on-going instruction to Sr. Financial Analysts on financial concepts.
- Subject Matter Expert (SME) with students on content-related resources and materials
- Curriculum development projects and enhancements for 7+ business courses
- Training over 80 employees on newly adopted Accounting policies
- Teaching over 90 employees on the SAP system modules
- Volunteer for Junior Achievement – teaching grade school students about business
- Institute of Management Accountants – service as SME for CMA exam item writing project (September 2014)

### MEMBERSHIPS

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- American Management Association (AMA)
- American Institute of CPA's (AICPA)
- Institute of Management Accountants (IMA)
- Arizona Society of CPA's (ASCPA)
- Delta Mu Delta – International Honor Society in Business
- Quality Matters

## TECHNICAL SKILLS

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- Canvas, Moodle, Blackboard, D2L/Brightspace
- Zoom, Webex, Turnitin, ScreenPal, Fliki
- Adobe Connect, SalesForce

## VIDEO EXAMPLES

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To view the videos, press the “Ctrl” button and click on the video title or video image.

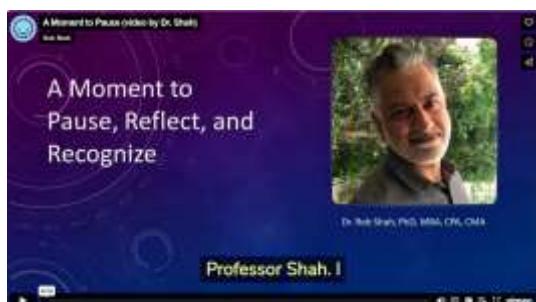
### Your Life is a Gift (video by Dr. Shah)



### Culture of Care (video by Dr. Shah)



### A Moment to Pause (video by Dr. Shah)



### MBA - Let the Journey Begin (video by Dr. Shah)



END OF COURSE SURVEY – Verbatim Student Comments (downloaded from Power BI)

University of Arizona Global Campus: July 7, 2020 to May 17, 2025

Please scroll down to see all the EOCS comments

End of Course Survey Comments Last 3 Years to Date		
College	CourseCode	Instructor
Forbes School of Business &...	BUS 215	Shah, Rob
	BUS 215	Shah, Rob
I enjoyed taking this course. I learned and discovered so much about personal finance, a lot of which I will apply to my personal finances. This course allowed me to think about my future and I would recommend this course to another student. The instructor gave clear instructions and provided great feedback on the discussion board and assignments.		
Course Code	CourseCode	Instructor
All	BUS 215	Shah, Rob
	BUS 215	Shah, Rob
	BUS 215	Shah, Rob
	BUS 215	Shah, Rob
A great course! Professor gave great feedback.		
BUS 215 Shah, Rob A well-published and engaging course. Professor Shah is an exceptional instructor.		
BUS 215 Shah, Rob Awesome class, thank you!		
BUS 215 Shah, Rob Course is very informative and allows you to be creative to make more meaning of the information		
BUS 215 Shah, Rob Course is very educational and has quality information.		
Shah, Rob Course should be mandatory for all college students to help them succeed in life and learn how to properly manage their money.		
BUS 215 Shah, Rob Do not use Bookshelf for textbooks. It is not cohesive and not user-friendly.		
BUS 215 Shah, Rob Dr. Shah was great and very helpful		
7/1/2020 5/27/2025 Shah, Rob Shah is a great professor. Provides feedback and responds within a timely manner. Learned a lot from his class.		
BUS 215 Shah, Rob Dr. Shah actively participates in the discussions with questions that require critical thinking. His feedback is timely and is helpful. I wish I could have him for all of my classes.		
BUS 215 Shah, Rob Dr. Shah created an excellent course experience for me and truly brought the online course to a new level of engagement I have not found in previous courses. He is prompt in responding and gives me confidence that I am pursuing the correct career path.		
BUS 215 Shah, Rob Dr. Shah does a great job communicating with the class and went above and beyond with his videos of encouragement.		
BUS 215 Shah, Rob Dr. Shah is a great instructor. He is encouraging and provided thought-provoking ideas to further my understanding of the content.		
BUS 215 Shah, Rob Dr. Shah is an amazing instructor!		
BUS 215 Shah, Rob Dr. Shah is an outstanding professor. He presented the lessons in a way that could be understood and completed. He always gave positive feedback and encouragement. I highly recommend him for this class.		
BUS 215 Shah, Rob Dr. Shah is great instructor, and always provided his own knowledge within discussion posts. He was motivating and		
 Business Intelligence		
Source: UA&C Business Intelligence		
<a href="#">Go back</a> <a href="#">EOCS Comments</a> <a href="#">Dashboard</a> <a href="#">Data update</a>		

End of Course Survey Comments  
Last 3 Years to Date

Filters

College  
Forbes School of Business &...Course Code  
AllInstructor  
Shah, RobCourseStart  
7/7/2020 5/27/2025

Source: UAGC Business Intelligence

CourseCode	Instructor	Answer
BUS 215	Shah, Rob	Dr. Shah is an outstanding professor. He presented the lessons in away that could be understood and completed. He always gave positive feedback and encouragement. I highly recommend him for this class.
BUS 215	Shah, Rob	Dr. Shah is great instructor and always provided his own knowledge within discussion posts. He was motivating and helpful throughout the course. The course was worth taking.
BUS 215	Shah, Rob	Dr. Shah is great. He is kind, respectful, grades all assignments incredibly fast, offers great feedback, and is encouraging. He's been my favorite professor at Ashford so far out of the eleven courses I've taken. I commend his efforts considering he's also pursuing another degree. He is an asset to the school and I was fortunate to have had him as an instructor.
BUS 215	Shah, Rob	Dr. Shah is professional, engaging, timely with grading, and does a great job of keeping the discussions interesting. I like the consistency of his class, and would absolutely recommend it to other students.
BUS 215	Shah, Rob	Dr. Shah is wonderful. He made sure to engage with everyone. I really appreciate how he encourages students to keep going.
BUS 215	Shah, Rob	Dr. Shah made an uncomfortable class feel safe and important.
BUS 215	Shah, Rob	Dr. Shah provides feedback or instructions or anything needed from him ASAP. That is important because you keep going and are not waiting for an answer. He also knows how to communicate clearly and the announcements he posts often are very helpful.
BUS 215	Shah, Rob	Dr. Shah was encouraging and helpful during this class.
BUS 215	Shah, Rob	Dr. Shah was excellent and provided critical feedback. He continuously promoted success and ensured he kept us engaged.
BUS 215	Shah, Rob	Dr. Shah was great! Always willing to lend a hand or explain something and super quick on the feedback! One of my favorite classes thus far!!
BUS 215	Shah, Rob	Dr. Shah was highly knowledgeable. I learned so much regarding personal finances. I would recommend this class to anyone who would like to learn how to get their finances on track.
BUS 215	Shah, Rob	Enjoyed this class and Professor Shah.
BUS 215	Shah, Rob	EXCELLENT COURSE, GREAT INSTRUCTOR.
BUS 215	Shah, Rob	Excellent course, wish I had taken this years ago!
BUS 215	Shah, Rob	Fastest grading of any professors that I have had since I started attending UAGC. Wonderful feedback, enjoyable class!
BUS 215	Shah, Rob	Feedback is provided in a very timely manner. Instructor is very supportive and helpful throughout the course.
BUS 215	Shah, Rob	Good

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EOCS Comments

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EOCS Dashboard

Data updated 7/...

College  
Forbes School of Business &...Course Code  
AllInstructor  
Shah, RobCourseStart  
7/7/2020 5/27/2025

Source: UAGC Business Intelligence

CourseCode	Instructor	Answer
BUS 215	Shah, Rob	Feedback is provided in a very timely manner. Instructor is very supportive and helpful throughout the course.
BUS 215	Shah, Rob	Good
BUS 215	Shah, Rob	good class
BUS 215	Shah, Rob	Good class. Very challenging. Really made me think long and hard about my own financial choices present and past.
		Thank You Dr. Shah
BUS 215	Shah, Rob	Good course
BUS 215	Shah, Rob	Good course and very engaged Professor! Learned a lot during this course.
BUS 215	Shah, Rob	good course that I would recommend to anyone
BUS 215	Shah, Rob	Grading done in timely manner, very motivational, kind and interactive.
BUS 215	Shah, Rob	Great chance to learn about personal financial planning. Definitely, recommend to a new students to take this course.
BUS 215	Shah, Rob	Great class
BUS 215	Shah, Rob	Great class and great teacher. My fellow classmates were amazing too.Â
BUS 215	Shah, Rob	Great class and helpful for everyday life.
BUS 215	Shah, Rob	great class great teacher
BUS 215	Shah, Rob	Great class that will help with my personal finances and investment. Would recommend.
BUS 215	Shah, Rob	Great class!
BUS 215	Shah, Rob	Great class, great instructor!!
BUS 215	Shah, Rob	Great class, thank you, professor.
BUS 215	Shah, Rob	Great class. I really enjoyed it, and the class made me look into other sources in order to understand the material better.
BUS 215	Shah, Rob	Great class. Just don't like the textbook online. I like the constellation textbooks.
BUS 215	Shah, Rob	Great class. Thank you!
BUS 215	Shah, Rob	Great course
BUS 215	Shah, Rob	Great course all students should take.
BUS 215	Shah, Rob	Great course for personal development
BUS 215	Shah, Rob	Great course given by a great instructor.

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EOCS Comments

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EOCS Dashboard

Data updated 7/...

End of Course Survey Comments  
Last 3 Years to Date

	CourseCode	Instructor	Answer
College	BUS 215	Shah, Rob	Great course for personal development
Forbes School of Business &...	BUS 215	Shah, Rob	Great course given by a great instructor.
	BUS 215	Shah, Rob	great course that I learned much about retirement and estate planning
	BUS 215	Shah, Rob	Great course very informative.
	BUS 215	Shah, Rob	Great course!
	BUS 215	Shah, Rob	Great course!!
	BUS 215	Shah, Rob	Great course.
	BUS 215	Shah, Rob	Great course!
	BUS 215	Shah, Rob	Great engaging course that must be an essential to every today.
	BUS 215	Shah, Rob	Great feedback from the professor.
	BUS 215	Shah, Rob	GREAT INSTRUCTOR
	BUS 215	Shah, Rob	Great instructor and knowledgeable.
	BUS 215	Shah, Rob	great instructor with excellent communication, asks questions, challenges students, and replies to email quicker than ever!
Course Code	BUS 215	Shah, Rob	Great instructor!!
All	BUS 215	Shah, Rob	Great instructor, I thoroughly enjoy his style of active participation. His engagement brought useful insight, I'd recommend his courses hands down. Thanks for listening. Have an amazing day, and feed someone along the way!
Instructor			Karen aGODthang Cumby
Shah, Rob	BUS 215	Shah, Rob	Great professor
	BUS 215	Shah, Rob	Great professor. Highly recommended.
	BUS 215	Shah, Rob	Great professor. Really communicates well with students.
	BUS 215	Shah, Rob	He is patient and workable. Great instructor!
	BUS 215	Shah, Rob	He was a great instructor and I would be happy to take another course with him if he had one
	BUS 215	Shah, Rob	I and everyone directly associated are benefitting from the information and knowledge gained from the course. The instructor supported me beyond expectations, which allowed me a chance to invest a healthy amount of time in academics and effectively manage life.
CourseStart	BUS 215	Shah, Rob	I appreciate Dr. Shah style and approach. He proactively sought to encourage the class with videos, offered guidance, promoted depth in discussion, and open to feedback on quiz and assignments. I learned a lot, this is a
7/7/2020 5/27/2025			Source: UAGC Business Intelligence

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EOCS Dashboard | Data updated 7/7/2025

End of Course Survey Comments  
Last 3 Years to Date

	CourseCode	Instructor	Answer
College	BUS 215	Shah, Rob	I appreciate Dr. Shah style and approach. He proactively sought to encourage the class with videos, offered guidance, promoted depth in discussion, and open to feedback on quiz and assignments. I learned a lot, this is a course I would not mind being a week longer since the content was very enriching. 5 stars for Dr. Shah.
Forbes School of Business &...	BUS 215	Shah, Rob	I appreciated the input and feedback from the instructor. I also enjoyed that he sent out appreciation posts to students.
	BUS 215	Shah, Rob	I enjoyed this class and felt like the professor really cared about us.
	BUS 215	Shah, Rob	I enjoyed this course including the discussion board and assignments.
	BUS 215	Shah, Rob	I enjoyed this course, what I have learned will help me immensely moving forward in my life.
	BUS 215	Shah, Rob	I enjoyed this course. It was educational and informative. However, the instructor was not timely with his response to the questions that I asked. Furthermore, I am still waiting for an answer to a question I asked.
Course Code	BUS 215	Shah, Rob	I have been taking courses from Ashford and now from UAGC, and this instructor has been one of, if not the most interactive instructor I have had. Kudos are well deserved.
All	BUS 215	Shah, Rob	I have been working on my degree for several years now and I have to say this has been by far the most helpful and relevant class to my real world. The instructor is open and communicative and provides positive as well as constructive feedback, which I have found to be a rarity. Thank you so much Professor Shah for this "classroom" experience.
Instructor			
Shah, Rob	BUS 215	Shah, Rob	I have learned so much in this class. Thank you!
	BUS 215	Shah, Rob	I hope the next course will be easier than this one.
	BUS 215	Shah, Rob	I learn a lot about managing and seeking opportunities to increase my wealth.
	BUS 215	Shah, Rob	I learned so much from this course and he is an amazing professor!
CourseStart	BUS 215	Shah, Rob	I learned valuable insights from this class and instructor that will help me in my financial acumen both personally and professionally. The instructor was engaging and enthusiastic, and I enjoyed this class tremendously. Thank you Professor Shah!
7/7/2020 5/27/2025			



Source: UAGC Business Intelligence

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EOCS Dashboard | Data updated 7/7/2025



## End of Course Survey Comments

Last 3 Years to Date



Filters

	CourseCode	Instructor	Answer
College			discussion.
Indies School of Business & ...	BUS 215	Shah, Rob	Professor Shah is an amazing instructor! If I could have him teach all my classes it would be a great educational experience. His instructions were clear, he responds promptly, and is very knowledgeable about the coursework given.
Course Code	BUS 215	Shah, Rob	Professor Shah is an amazing teacher. He is encouraging, supportive, and kind. He provides great feedback. I have learned valuable information from him. I am so glad I took this class.
All	BUS 215	Shah, Rob	Professor Shah provided an excellent learning environment that enhanced my understanding of financial planning.
Instructor	BUS 215	Shah, Rob	Professor Shah was a great teacher throughout the course and always provided positive feedback and encouragement. I would recommend students to this class as he made me feel at ease with the course that I was nervous about taking.
Shah, Rob	BUS 215	Shah, Rob	Professor Shah was amazing and the course was fun and engaging.
CourseStart	BUS 215	Shah, Rob	Professor Shah was an excellent instructor & provided timely feedback & grading. He was an excellent asset as the instructor for this course.
1/1/2019 5/27/2025	BUS 215	Shah, Rob	Professor Shah was enthusiastic and really pushed for engagement. There was just a ton on content that I would have preferred the opportunity to explore further. I purchased the textbook so I can spend more time on the chapters that interest me and are relevant to me at this time.
	BUS 215	Shah, Rob	Professor Shah was fantastic, I enjoyed the class and it really shed some light on finer details of investment and saving.
	BUS 215	Shah, Rob	Professor Shah, taking your class was a complete learning experience. While doing my assignments and reading the resources, I shared information with my fifteen-year-old grandson about why saving for unplanned expenses and saving early for retirement is essential. I recommend this class to everyone and only wish I had this much knowledge in my early years. Thank you, Kim!
	BUS 215	Shah, Rob	Really enjoyed this class.
	BUS 215	Shah, Rob	Rob is fantastic.
	BUS 215	Shah, Rob	Bob Shah is a great instructor, very thorough & left no stone unturned when it came to expanding in discussions.
	BUS 215	Shah, Rob	Bob Shah was very prompt in grading assignments. It allowed me to continue to learn while getting feedback in a timely manner. It was an encouragement knowing that I was on the right track.
	BUS 215	Shah, Rob	Textbooks are far easier to use when on constabulation. Logging in to use the other app is cumbersome.
	BUS 215	Shah, Rob	The instructor was very involved with students and I am grateful that BUS215 was my last course for my diploma. Great learning experience to end my journey.

Source: UAGC Business Intelligence

## End of Course Survey Comments

Last 3 Years to Date



Filters

	CourseCode	Instructor	Answer
College	BUS 215	Shah, Rob	Really enjoyed this class.
Indies School of Business & ...	BUS 215	Shah, Rob	Rob is fantastic.
Course Code	BUS 215	Shah, Rob	Bob Shah is a great instructor, very thorough & left no stone unturned when it came to expanding in discussions.
All	BUS 215	Shah, Rob	Bob Shah was very prompt in grading assignments. It allowed me to continue to learn while getting feedback in a timely manner - it was an encouragement knowing that I was on the right track.
Instructor	BUS 215	Shah, Rob	Textbooks are far easier to use when on constabulation. Logging in to use the other app is cumbersome.
Shah, Rob	BUS 215	Shah, Rob	The instructor was very involved with students and I am grateful that BUS215 was my last course for my diploma. Great learning experience to end my journey.
CourseStart	BUS 215	Shah, Rob	Thank You =]
1/7/2020 5/27/2025	BUS 215	Shah, Rob	Thank you for making this class fun!
	BUS 215	Shah, Rob	Thank you Prof. Shah! Well done course sir!
	BUS 215	Shah, Rob	Thank you!
	BUS 215	Shah, Rob	Thank you!
	BUS 215	Shah, Rob	Thanks!
	BUS 215	Shah, Rob	The book has a ton of information but I do not like the format of the book. It is difficult to find a chapter and it logs out quickly.
	BUS 215	Shah, Rob	The comment is that there are too many questions for the quizzes, and they should be reduced to 10-15 questions.
	BUS 215	Shah, Rob	The course and instructor was very engaging and informative.
	BUS 215	Shah, Rob	The course has plenty of valuable information to become and commit to money management and invest for retirement.
	BUS 215	Shah, Rob	The instructor and the interactions in this class were great. I wanted this particular class to have a big impact on me, and the instructor exceeded expectations.
	BUS 215	Shah, Rob	The only area that I had an issue with was the textbook. The table on contents was really difficult to manage and the limit on pages that could be printed made my study methods very challenging. The material in the book is something that I have a passion for, but the design of the book made me not look forward to reading it.
	BUS 215	Shah, Rob	The instructor is great! I just wish the school offered a recorded lecture. PLEASE WE NEED THAT! with a PowerPoint presentation full of good notes.
	BUS 215	Shah, Rob	The instructor is great. Provided great insight on the course topic that I will carry on with me even after this course. Thank you professor Shah!

Source: UAGC Business Intelligence

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## End of Course Survey Comments Last 3 Years to Date



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	CourseCode	Instructor	Answer
College	BUS 215	Shah, Rob	The instructor was awesome. Always had a positive attitude and is willing to help. The course was very knowledgeable and I personally learned more than I thought I would. I would recommend this course to anyone that would like to improve their financial plan.
Harper School of Business & ...	BUS 215	Shah, Rob	The only thing I would want this class to do is be more lenient with due dates like I have had in previous classes. Especially since we don't get breaks after each class or any for that matter. It really gets to be a lot.
Course Code	BUS 215	Shah, Rob	The only thing that I could say negative about this class is that the quizzes, once taken, did not give the right page number in the book to review after the quiz.
All	BUS 215	Shah, Rob	The percentage grade for the 4th week assignment and the final project is too much of the total course grade. It would help if discussion grade percentage counted a little more since they do require a lot of critical thinking and time reading through sources.
Instructor	BUS 215	Shah, Rob	The professor is engaging and supportive.
Shah, Rob	BUS 215	Shah, Rob	THE TEXTBOOK IS TERRIBLE... I HIGHLY SUGGEST PICKING A DIFFERENT PLATFORM, IT IS VERY HARD TO NAVIGATE AND READ. TERRIBLE TERRIBLE TERRIBLE. PLEASE CHANGE THIS. OTHER THAN THAT THE COURSE WAS GREAT, BUT PLEASE CHANGE THE TEXTBOOK!!
CourseStart	BUS 215	Shah, Rob	The title of the course is "Personal Financial Management"; therefore, I thought this class would be about my own personal finances. Instead, this class is from the perspective of being a financial advisor to someone else. Had I known this, I would have not picked this class. The professor was excellent.
7/7/2020 - 5/27/2025	BUS 215	Shah, Rob	This class has provided some valuable insight when it comes to my credit and how to go about financial planning for the future. The professor encouraged active class participation.
All	BUS 215	Shah, Rob	This class was great!
Course Code	BUS 215	Shah, Rob	This course and the insight and instruction from Dr. Shah were both engaging and beneficial to my personal development.
All	BUS 215	Shah, Rob	This course has been very interesting and it has changed my way of thinking. Instructor Rob Shah, is great he responded to my concerns as quickly as possible. I appreciate his willingness to help.
Instructor	BUS 215	Shah, Rob	This course was engaging and the topics covered were beneficial in both a professional and personal setting. The instructor provided clear feedback in a timely manner.
Shah, Rob	BUS 215	Shah, Rob	This course was extremely informative and impactful to my everyday livelihood.
Course Start	BUS 215	Shah, Rob	This course was full of great information that will be vital to a Finance degree. Professor Shah was phenomenal in his engagement and feedback.
7/7/2020 - 5/27/2025	BUS 215	Shah, Rob	This course was great not only did the instructor actually show he cared about our education but he was so clear on

Source: UAGC Business Intelligence



	CourseCode	Instructor	Answer
College	BUS 215	Shah, Rob	This course was great not only did the instructor actually show he cared about our education but he was so clear on his instructions of what needed done which helped a lot.
Harper School of Business & ...	BUS 215	Shah, Rob	This has been a great course full of information matched by a great instructor.
Course Code	BUS 215	Shah, Rob	This has been my favorite class.
All	BUS 215	Shah, Rob	This has been the best course I have taken. I have learned so much! Also the instructor was great. I can tell he enjoys teaching and was really pushing us to be better people and students.
Instructor	BUS 215	Shah, Rob	This is a great teacher.
Shah, Rob	BUS 215	Shah, Rob	This remarkably insightful course provides immense knowledge for personal financial management.
Course Start	BUS 215	Shah, Rob	This was a great class. Dr. Shah really push my learning with his questions in our discussions.
7/7/2020 - 5/27/2025	BUS 215	Shah, Rob	This was a great course I will be taking what I have learned in this class and using it the rest of my life. Dr. Shah was very interactive with the students and asked questions to encourage critical and practical thinking!
All	BUS 215	Shah, Rob	This was an amazing class. Professor Rob was a great instructor.
Course Code	BUS 215	Shah, Rob	This was great course that provided a lot of useful information that will come in handy in the future. I real enjoyed this course and the instructor was great. I would definitely recommend this course to everyone.
All	BUS 215	Shah, Rob	This was probably the most enriching class I have had so far. The only drawback is it was not long enough to learn more from it. The professor was extremely helpful and active.
Instructor	BUS 215	Shah, Rob	This was the best course I have taken so far in 18 months. The instruction was engaging and returned grades within 24 hours of assignments due date, which most do not. This allowed for a review of feedback to improve next week. I appreciate that more than anything else.
Shah, Rob	BUS 215	Shah, Rob	Truly enjoyed this class.
Course Start	BUS 215	Shah, Rob	very good class
7/7/2020 - 5/27/2025	BUS 215	Shah, Rob	Very good instructor
All	BUS 215	Shah, Rob	Very good use of my time. I learned a lot that I wish I had known when I was much younger.
Instructor	BUS 215	Shah, Rob	Wish this course was taught when I was in high school!
Shah, Rob	BUS 215	Shah, Rob	You have to put in the work, but Dr Shah is very fair in his grading. Wonderfully engaging with his students. Would highly recommend course.
Course Start	BUS 388	Shah, Rob	good class
7/7/2020 - 5/27/2025	BUS 388	Shah, Rob	Great course! Great Instructor!
All	BUS 388	Shah, Rob	Great instructor. Well done, known a lot about the subject at hand. Always pushing for better from his students as

Source: UAGC Business Intelligence



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SEARCH

CourseCode	Instructor	Answer
College		
Forbes School of Business &...		
Course Code		
All		
Course Start		
7/7/2020	5/31/2025	
Business Intelligence		
Source: UADG Business Intelligence		

CourseCode Instructor Answer

**BUS 368 Shah, Rob** Great course! Great instructor!

**BUS 368 Shah, Rob** Great instructor. Well done, knows a lot about the subject at hand. Always pushing for better from his students as he knows we can do better with our critical thinking skills.

Thank You, Instructor Rob Shah you are greatly appreciated.

**BUS 368 Shah, Rob** the best way to pass this course is with groups.

**BUS 368 Shah, Rob** The instructor is the first instructor that I have had in my 3 1/2 years at Ashford to grade our discussions and assignments as soon as he does. I do not have to wait a week to find out what my grades are. I appreciate that!

**BUS 368 Shah, Rob** This class was great and I learned so much about starting a business and getting the funding for a new business. This class was a great addition to my course load. Thanks Professor Shah!

**BUS 368 Shah, Rob** Weekly group assignments are practically useless in this sort of course. Students need to learn and understand the materials that were in the papers even more than they need the information in the discussion boards. By dividing up the work per paper I learned next to nothing of the course content since I was not forced to interact with it on my own past my small portion of each group paper. This course also should be able to be taken after Accounting I and II without the prereq of Intro to Entrepreneurship. A lot of the accounting principles apply and, since it was almost 18 months between my accounting classes and this one, a lot of time was wasted relearning basic principles.

Professor Shah was a good instructor who graded consistently and gave good feedback. I really appreciated the timely turnaround of grades at the end of a school week.

**BUS 402 Shah, Rob** Great class

**BUS 402 Shah, Rob** Great class!

**BUS 402 Shah, Rob** Instructor Rob Shah, goes the extra mile to ensure the class is motivated.. He is by far a great instructor who seems to genuinely care about what he does as an professor!

**BUS 402 Shah, Rob** Overall, I think this class was very interactive. The final exam was extremely challenging. Even the simplest questions made me second guess myself, but I think that was due to each one having a timed limit. This was something that no other quiz had so it was a bit shocking however, I know in a classroom setting it would be as such. I think everything on this course was adequate and the professor was genuinely engaged.

**BUS 402 Shah, Rob** The course is my 20th course and my last; Dr. Bob Shah was the best instructor and several others were very good as well. He promotes a great learning environment. His input and feedback helped me to perform better on the next assignment. Thank you, Jon!

**BUS 402 Shah, Rob** This was one of my favorite courses throughout my degree program. I learned a lot and the instructor was very involved in discussion posts and provided detailed feedback for each assignment,

CourseCode	Instructor	Answer
College		
Forbes School of Business &...		
Course Code		
All		
Instructor		
Shah, Rob		
Course Start		
7/7/2020	5/31/2025	
Business Intelligence		
Source: UADG Business Intelligence		

CourseCode Instructor Answer

**BUS 402 Shah, Rob** Assignment. Thank you, Jim.

This was one of my favorite courses throughout my degree program. I learned a lot and the instructor was very involved in discussion posts and provided detailed feedback for each assignment,

**BUS 405 Shah, Rob** Excellent

**BUS 405 Shah, Rob** I learned a lot in this class. Thank you professor!

**BUS 405 Shah, Rob** Rob Shah is an amazing instructor that promotes great discussions and critical thinking. This class was amazing, the best one I have taken yet. I learned so much and loved that I was able to relate to the content by creating a mock portfolio.

Thanks!

**BUS 405 Shah, Rob** The teacher graded assignments in a timely manner, which is helpful when you use the week before assignments to help with new assignments. The class is challenging, but very interesting.

**BUS 433 Shah, Rob** Awesome class and instructor

**BUS 433 Shah, Rob** Dr Shah is one of the better instructors I have had, and the class had very few issues technically. This is a good class all around.

**BUS 433 Shah, Rob** Dr Shah did a great job of leading this course.

**BUS 433 Shah, Rob** NO ADDITIONAL COMMENTS AT THIS TIME.

**BUS 433 Shah, Rob** No other comments.

**BUS 433 Shah, Rob** This instructor will go above and beyond to make sure you learn the elements of the course.

**BUS 435 Shah, Rob** Dr. Shah has been an excellent instructor and provides adequate instruction on how to complete each module.

**BUS 435 Shah, Rob** Great course and wonderful instructor

**BUS 435 Shah, Rob** I enjoyed it.

**BUS 435 Shah, Rob** No further comments at this time.

**BUS 450 Shah, Rob** Dr. Shah has been one of my favorite professors! Dr. Shah gives good follow up questions or makes relevant comments to foster further understanding of the topics. I have enjoyed international finance. The quizzes were the best quizzes I have had. My only critique would be to update the book as it is five years old and so much has happened in the international finance realm in five years, especially 2020.

**BUS 450 Shah, Rob** I appreciated how quickly assignments were graded, always knew where I stood for grades. Really appreciated Professor Shah.

**BUS 450 Shah, Rob** I really liked how quickly all the assignments were graded and feedback was provided. Most times, it was the day the week ended or right after. It was nice to have such fast feedback.

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FILES4  
SEARCH

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	CourseCode	Instructor	Answer
College	BUS 450	Shah, Rob	I appreciated how quickly assignments were graded, always knew where I stood for grades. Really appreciated Professor Shah.
Forbes School of Business &...	BUS 450	Shah, Rob	I really liked how quickly all the assignments were graded and feedback was provided. Most times, it was the day the week ended or right after. It was nice to have such fast feedback.
Course Code	BUS 450	Shah, Rob	Instructor was engaged and helpful. Enjoyed this course.
All	BUS 450	Shah, Rob	The course overall was ok, and I would like to see it expanded. What truly drove the course was Dr. Shah. He is easily one of the best professors I have had.
Instructor	BUS 450	Shah, Rob	This class and the instructor have been phenomenal!
Shah, Rob	BUS 450	Shah, Rob	This class not only taught me about the global economy but it also helped me with my personal investments.
CourseStart	BUS 450	Shah, Rob	This course was useful for a finance major. The instructor was encouraging and empowering.
7/7/2020 5/23/2025	BUS 450	Shah, Rob	This was a very enriching class and the professor was great as well.
	MGT 330	Shah, Rob	Video examples such be part of the course material to calculate formulas etc also, video examples of buying/selling forward contracts, options, and bonds.
	MGT 330	Shah, Rob	I truly enjoyed this class. It contained a lot of material that I can apply to my current job. The instructor provided great feedback and he was always very encouraging.
	MGT 330	Shah, Rob	Prof. Shah was one of the most engaging professors, from the beginning of the course to the end he made it feel like we were all connected and collaborating in a physical classroom environment though we were online. I enjoyed this course and would recommend him any day!
	MGT 330	Shah, Rob	This course was fun and engaging!
	MGT 330	Shah, Rob	This has been one of my favorite classes thus far in my journey. It made me feel like experiences I have already had and new ones that may arise in my professional journey can be tackled with the information I learned. Dr. Shah was a fantastic instructor and made me feel valued.
	MGT 435	Shah, Rob	Amazing instructor. I really enjoyed this class.
	MGT 435	Shah, Rob	Dr. Rob Shah is for certain one of the best professors since attending UAGC. He was very attentive and always responding to questions and emails in a timely fashion. He also providing good announcements and made this course interesting with his engagement under the discussion post. Dr. Rob Shah has been outstanding!
	MGT 435	Shah, Rob	Dr. Rob Shah was very timely in his communications with us. He graded all of our assignments in a very timely manner and always provided constructive feedback. His feedback helped me approach my next assignment with a better mindset and allowed me to continuously improve my grades. I loved this class and have yet to have a bad class at UAGC.

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	CourseCode	Instructor	Answer
College	MGT 435	Shah, Rob	Dr. Shah adds a nice spin to the class and sends direct messages periodically that pump you up. I felt great taking this class and felt like I could relate to my personal experience with several subjects in the text. Very refreshing to have Dr. Shah respond to each of our post.
Forbes School of Business &...	MGT 435	Shah, Rob	Dr. Shah is a phenomenal professor and this class has really changed my perspective on business and how organizations actually change. It has helped me realize that change isn't always as messy as I thought it was.
Course Code	MGT 435	Shah, Rob	Dr. Shah is an amazing professor! If only more professors were like them! (Deserves a raise.)
All	MGT 435	Shah, Rob	Enjoyed the course with Dr. Shah learned tremendously and received a lot of help towards my course.
Instructor	MGT 435	Shah, Rob	Enjoyed this class very much! Dr. Shah enjoys teaching, and it shows.
Shah, Rob	MGT 435	Shah, Rob	MGT 435: Shah, Rob: Everything in this course met my expectation.
CourseStart	MGT 435	Shah, Rob	Fantastic instructor. Feedback was always prompt and clear. The feedback never seemed like a copy and paste reply. It was always personalized and extremely helpful.
7/7/2020 5/23/2025	MGT 435	Shah, Rob	I would prefer more quizzes and less discussion posts in the first couple weeks.
	MGT 435	Shah, Rob	Good class!
	MGT 435	Shah, Rob	Great!
	MGT 435	Shah, Rob	Great course
	MGT 435	Shah, Rob	great course and great instructor
	MGT 435	Shah, Rob	Great course, I enjoyed the textbook as well. 5 chapters is the perfect amount.
	MGT 435	Shah, Rob	Great course, would recommend.
	MGT 435	Shah, Rob	GREAT INSTRUCTOR!
	MGT 435	Shah, Rob	Great instructor. Very interactive with the class and provides timely and constructive feedback and quick grading.
	MGT 435	Shah, Rob	Great Professor!
	MGT 435	Shah, Rob	Great professor, who genuinely cares about his students
	MGT 435	Shah, Rob	He is one of my favorite instructors and worked with me when I was really sick due to my pregnancy. Highly recommended course and instructor!
	MGT 435	Shah, Rob	I do not have any additional comments.
	MGT 435	Shah, Rob	I enjoyed the class with Professor Shah.
	MGT 435	Shah, Rob	I enjoyed this course and Instructor was very nice. I enjoyed reading all announcements and his concern for making sure we upload everything on time while offering support to whoever needs it. Letting us know we can send a message and explaining how to send it! Thank you for everything.

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	CourseCode	Instructor	Answer
College	MGT 435	Shah, Rob	I enjoyed this course as it aligns with my personal values and how I like to be prepared for changes in whatever environment I am in.
Fortis School of Business R...	MGT 435	Shah, Rob	I enjoyed this course, and found that it was able to tie together other information I had learned from my previous business and management courses. Thank you Professor Shah for your hard work and dedication.
Course Code	MGT 435	Shah, Rob	I have attended school here for a year now and this has been the best experience thus far. Instructor is very engaging and bring great information to the table. This course has helped me in my daily activities in my workplace and I am confident I will continue to use the knowledge gained here into the future.
All	MGT 435	Shah, Rob	I have really enjoyed this course.
Instructor	MGT 435	Shah, Rob	I have truly enjoyed this course and learning experience. Most especially, the extra messages, videos and encouragement from the Professor!
Shah, Rob	MGT 435	Shah, Rob	I learned so much from this course, I would definitely recommend this course.
CourseStart	MGT 435	Shah, Rob	I thoroughly enjoyed this course thank you.
7/7/2020 5/27/2025	MGT 435	Shah, Rob	I wanted to provide feedback. I struggle with the quizzes. It was worth a lot of points, and it was timed. The quiz questions were confusing. They made me drop a letter grade. It's very disheartening.
All	MGT 435	Shah, Rob	Instructor Shah was very engaging and encouraging. I really enjoyed this course and utilizing the Yellowdig Community for discussion posts.
Shah, Rob	MGT 435	Shah, Rob	It was a very excellent course.
Instructor	MGT 435	Shah, Rob	Loved this course, and the professor was very helpful and engaging.
Shah, Rob	MGT 435	Shah, Rob	Mr. Shah was a great professor. I enjoyed student discussions the most. Feedback was great.
Course Start	MGT 435	Shah, Rob	Mr. Shah was amazing I loved him as a teacher.
7/7/2020 5/27/2025	MGT 435	Shah, Rob	NA
All	MGT 435	Shah, Rob	Shah, Rob: NONE
Instructor	MGT 435	Shah, Rob	Shah, Rob: Not only does Professor Shah provide a great lesson and engagement throughout this course, but he also shares his compassion with his students and always wishes them the best. A genuinely great professor can teach and uplift, such as Professor Shah. Please pay him respect and praise him for the fantastic job he does.
Shah, Rob	MGT 435	Shah, Rob	Nothing
Course Start	MGT 435	Shah, Rob	Positive instructor always trying to help
7/7/2020 5/27/2025	MGT 435	Shah, Rob	Professor Shah was engaged and participated actively in discussions. I like that there was feedback provided in the grading as well.

Source: UAGC Business Intelligence

NOTE: 4.98 100% 95% Professor Shah is outstanding in his knowledge of each topic, teacher is nice and has a positive attitude towards the discussions.

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	CourseCode	Instructor	Answer
College	MGT 435	Shah, Rob	Professor Shah was engaged and participated actively in discussions. I like that there was feedback provided in the grading as well.
Fortis School of Business R...	MGT 435	Shah, Rob	Professor Shah is motivating in the beginning of each week, grades are quick and he is engaging on the discussions. Keep up the good work.
Course Code	MGT 435	Shah, Rob	really enjoyed this course.
All	MGT 435	Shah, Rob	Rob Shah is arguably one of the best instructors I have had at UAGC. He is engaging and actively participates in activities. His feedback and grading ethics are superb. Thank you for the past five weeks of instructions and all you do. MGT435 is a great class and builds upon previous classes, instructions, and knowledge.
Instructor	MGT 435	Shah, Rob	The instructor made great remarks and feedback on the assignments. He was a pleasure to have as an instructor.
Shah, Rob	MGT 435	Shah, Rob	The instructor, although firm, was encouraging and understanding that most of his students worked full time and provided ample offers of solutions as to how to complete the work on time while getting the most out of the class.
CourseStart	MGT 435	Shah, Rob	The professor was engaging and thorough, I really appreciate this course
7/7/2020 5/27/2025	MGT 435	Shah, Rob	The professor was very inspiring and provided us with constructive feedback. The professor gave me the motivation to keep working on earning my degree. The course itself was very eye opening and informative.
All	MGT 435	Shah, Rob	This class was great and it was perfectly set up for one of the last courses I am taking. I appreciated the professor understanding the brain fog while I had COVID and helped me get through the assignments.
Instructor	MGT 435	Shah, Rob	This course and instructor gave me a greater comprehension on organizational management and change. The material I learned in this course will surely help me in the beginning stages of my professional career.
Shah, Rob	MGT 435	Shah, Rob	This course has been an enlightening experience for me. Given that my company is currently undergoing a significant organizational change, this class has been instrumental in helping me understand the framework of the process. Dr. Shah has been truly exceptional. His weekly announcements and informative videos have greatly contributed to my learning. I genuinely found this class to be highly valuable and enjoyable.
Course Start	MGT 435	Shah, Rob	This has been one of my most favorite classes, instructor, and learning experience. I am sad to see it end and hope that I might have the opportunity to have Dr. Shah again in one of my final four classes that I have left or in the MBA program. Dr. Shah keeps the students engaged and has a high level of participation with the students. I am walking away having learned so much in these five weeks. Thank you so much for everything, Dr. Shah. I hope to thank you in person next May when I walk at commencement.
7/7/2020 5/27/2025	MGT 435	Shah, Rob	This was a thought provoking course. I enjoyed it.
All	MGT 435	Shah, Rob	This was a very informative course.

Source: UAGC Business Intelligence

NOTE: 4.98 100% 95% Professor Shah is outstanding in his knowledge of each topic, teacher is nice and has a positive attitude towards the discussions.

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	CourseCode	Instructor	Answer
College	MGT 435	Shah, Rob	This course and instructor gave me a greater comprehension on organizational management and change. The material I learned in this course will surely help me in the beginning stages of my professional career.
Forbes School of Business &...	MGT 435	Shah, Rob	This course has been an enlightening experience for me. Given that my company is currently undergoing a significant organizational change, this class has been instrumental in helping me understand the framework of the process. Dr. Shah has been truly exceptional. His weekly announcements and informative videos have greatly contributed to my learning. I genuinely found this class to be highly valuable and enjoyable.
Course Code	MGT 435	Shah, Rob	This has been one of my most favorite classes, instructor, and learning experience. I am sad to see it end and hope that I might have the opportunity to have Dr. Shah again in one of my final four classes that I have left, or in the M&A program. Dr. Shah keeps the students engaged and has a high level of participation with the students. I am walking away having learned so much in these five weeks. Thank you so much for everything, Dr. Shah. I hope to thank you in person next May when I walk at commencement.
Instructor	MGT 435	Shah, Rob	This was a thought provoking course. I enjoyed it.
Shah, Rob	MGT 435	Shah, Rob	This was a very informative course.
CourseStart	MGT 435	Shah, Rob	While some instructors have an &#8226;you in college now so act like it &#8226;attitude, this professor really made us feel like he was here for us. He made me feel like he understood that while we are in college and will be held to college standards he does understand that things do still come up and if we needed help, he was ready there for us.
7/7/2020 5/27/2025	SRM 401	Shah, Rob	Course Content was strong and the instructor engaged the students well.
	SRM 401	Shah, Rob	Great class! Learned a lot of useful and applicable knowledge.
	SRM 401	Shah, Rob	NONE
	SRM 401	Shah, Rob	The instructor was engaging and it allowed for room to express how we felt on a topic. He did not box us in, he allowed us to explore.
	SRM 401	Shah, Rob	To begin, education has been difficult due to the pandemic. Many students are stressed and depressed due to the changes we have encountered. Dr. Shah has made my educational journey awesome. He was understanding and helpful to me during the last five weeks of this course. Imagine being unemployed or stressed in other areas of life, smooth education and an instructor who practices humility is vital. He motivated, encouraged me, and most importantly helped me. Many instructors can take note from him, he was the best instructor I had in my program. I am thankful that I was able to learn, grow, and take away many things in relation to sports finance. This course has been engaging, fun, and a great learning experience for me. Dr. Shah is the best hands down, if you are motivated he will motivate you even more to do your best in life. He touched my heart in a way that I can't explain because while I was dealing with things outside of school, I turned to school to be my happy place. As an instructor he provided me with insight and a video link that was honed me as a student. Thank you Dr. Shah.



Source: UMGC Business Intelligence

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## Survey Comments - Please provide any additional comments regarding this course.

I enjoyed the challenge in this course, Thanks Jeremy

N/A

Great class. I have been enjoying the topic very much and learning to be able to apply for my line of business.

This was a great course, very informative.

Dr Shah was a great instructor!

Such a great class..Such an amazing professor. I enjoyed this class so much..Prof. Shah provided us with a great resources, he was very helpful and what I like the most is how professor motivated us and help us become successful in this class. Thank you professor Shah.

Dr. Shah has been very supportive and inspiring throughout this course. He genuinely cares about us as students. Aside from his natural knack for teaching, he provides information in a clear way. His responses in the discussion questions also helps us to learn more.

## Survey Comments - Please provide any additional comments regarding this course.

I love that he provided his cell number and we were able to call and ask questions when we were confused. He did a great job answering the questions and providing us with the correct information. Also, he challenged us to dig deeper in the discussions.

Dr Shahâ€™s encouragement was greatly appreciated I thank him for his determination to allow myself and other students to reach our goals and potential in completing the class. Thank yo

## Survey Comments - Please provide any additional comments regarding this course.

I enjoyed this class, the instructor provided feedback in a timely manner and encouraged group discussions that promoted learning.

**Survey Comments - Please provide any additional comments regarding this course.**

n/a

The professor was beyond awesome

.

No additional comments.

Very good class, information learned will be useful.

The information gathered in this course was relevant and concise to my professional and academic learning. The assignments were engaging, which helped me to improve my written, verbal and visual professional communication skills.

**Survey Comments - Please provide any additional comments regarding this course.**

I learned a lot of great information from Dr Shah. Very informative and educational course. Thank you

He was amazing. I enjoyed his class.

None

**Survey Comments - Please provide any additional comments regarding this course.**

I struggled with Principles of Accounting so I am going to be honest, I was dreading Sports Finance. This eventually became one of the most exciting classes that I have taken. Dr. Shah was an amazing instructor and made the class engaging even with the small class. I looked forward to each assignment and even though I only have 3 classes remaining, I hope I get the pleasure of taking another class taught by Dr. Shah.

I really enjoyed this class. Professor Shah was very helpful and gave great feedback.

**Survey Comments - Please provide any additional comments regarding this course.**

He is the perfect instructor for the course, International Finance. I would love to have him again in my future courses. I would love to be his mentee.

This was not an easy course. It required a lot of thought and research to complete the discussions and assignments. The professor was fantastic and provided great feedback and encouragement to do my best. Professor Shah has been one of the best professors I have experienced at Ashford.

This is a tough course to understand in five weeks. Professor Shah helps keep motivation going to keep moving forward.

**Survey Comments - Please provide any additional comments regarding this course.**

none

Dr. Shah provides a positive environment and truly encourages critical thinking.

Very informative and challenging course.

Dr Shah is an excellent Professor. He demonstrated kindness and care for his students.

Dr. Shah has been an amazing instructor. He is very knowledgeable on the subject and provides examples of scenarios and real world events that the course material can relate to. He is encouraging and motivating and provides us with a welcome video, a farewell video on the last week of class, and throughout the weeks on our discussion boards he would post encouraging messages and videos to keep us all motivated and pushing forward. I would highly recommend Dr. Shah to other students and wish I had him for more courses!

**Survey Comments - Please provide any additional comments regarding this course.**

I enjoyed this class, the instructor provided feedback in a timely manner and encouraged group discussions that promoted learning.

**Survey Comments - Please provide any additional comments regarding this course.**

None

I really enjoyed this course and believe it should be a required course for everyone because of the vital information. Dr. Shah is engaging and provides feedback that allows you to do additional research and thinking. The text could be more user friendly and allow for easier download to audio.

Thank You =)

**Survey Comments - Please provide any additional comments regarding this course.**

Instructor was engaged and helpful. Enjoyed this course.

I really liked how quickly all the assignments were graded and feedback was provided. Most times, it was the day the week ended or right after. It was nice to have such fast feedback.

Na

Video examples such be part of the course material to calculate formulasâ€”also, video examples of buying/selling forward contracts, options, and bonds.

This course was useful for a finance major. The instructor was encouraging and empowering.

**Survey Comments - Please provide any additional comments regarding this course.**

No further comments at this time.

N/A

Great course and wonderful instructor

Dr. Shah has been an excellent Instructor and provides adequate instruction on how to complete each module.

I enjoyed it.

**Survey Comments - Please provide any additional comments regarding this course.**

Great class and an amazing environment to learn

Great instructor, wish to have again someday.

I really learned a lot this term. Dr. Shah was always trying to provide the class guidance along the way. He is uplifting and his teaching style is very much - student-centered! I would really like to have him as an instructor again and encourage everyone to learn from him and take his wisdom beyond this one class. Thank you, Dr. Shah. Your teaching skill are top notch!! Tom

**Survey Comments - Please provide any additional comments regarding this course.**

Assignments can be lengthy, but definitely an engaging course. I wish we had more time to deepen more in the content.

The quality of my educational experience, with this course, did not receive a better rating because I had no expectations on the quality going into this course. It is not that this experience lacked quality, simply that I had no idea what the course would be or should be, so there were no expectations.

Rob Shah was the best instructor I have had the privilege of learning from since I have started with Ashford 3 1/2 years ago.

This course was very engaging and my classmates were very knowledgeable so I was able to learn from them and my instructor as well. This was a very engaging class and I have learned a lot over these past five weeks. The announcements were a great way for me to start my week to get the information to sink in a little better as they were very well written and easy to grasp before I went to the text.

N/A

**Survey Comments - Please provide any additional comments regarding this course.**

Dr Shah is one of the better instructors I have had, and the class had very few issues technically. This is a good class all around.

Dr. Shah did a great job of leading this course.

**Survey Comments - Please provide any additional comments regarding this course.**

Great course! Great instructor!

Great instructor. Well done, knows a lot about the subject at hand. Always pushing for better from his students as he knows we can do better with our critical thinking skills. Thank You, Instructor Rob Shah you are greatly appreciated.

The instructor is the first instructor that I have had in my 3 1/2 years at Ashford to grade our discussions and assignments as soon as he does. I do not have to wait a week to find out what my grades are. I appreciate that!

Weekly group assignments are practically useless in this sort of course. Students need to learn and understand the materials that were in the papers even more than they need the information in the discussion boards. By dividing up the work per paper I learned next to nothing of the course content since I was not forced to interact with it on my own past my small portion of each group paper. This course also should be able to be taken after Accounting I and II without the prereq of Intro to Entrepreneurship. A lot of the accounting principles apply and, since it was almost 18 months between my accounting classes and this one, a lot of time was wasted relearning basic principles. Professor Shah was a good instructor who graded consistently and gave good feedback. I really appreciated the timely turnaround of grades at the end of a school week.

Na

**Survey Comments - Please provide any additional comments regarding this course.**

This class not only taught me about the global economy but it also helped me with my personal investments.

The course overall was ok, and I would like to see it expanded. What truly drove the course was Dr. Shah. He is easily one of the best professors I have had.

I appreciated how quickly assignments were graded, always knew where I stood for grades. Really appreciated Professor Shah.

**Survey Comments - Please provide any additional comments regarding this course.**

Dr. Shah engages with the students if he sees that they may be fuzzy about an area of his teachings to ensure that the student is learning the idea or concept properly. He does this generally with a story or thought process (idea) and then asks the student questions accordingly in a polite way. Very fond of him and his teachings.

n/a

None

Professor Shah has set up a solid course. The assignments were engaging and required critical thinking, which I greatly appreciate because I love a challenge! Thank you, Professor!

**Survey Comments - Please provide any additional comments regarding this course.**

Great class!

Great professor. Highly recommended.

Great course

Rob Shah is a great instructor, very thorough & left no stone unturned when it came to expanding in discussions.

NA

**Survey Comments - Please provide any additional comments regarding this course.**

To begin, education has been difficult due to the pandemic. Many students are stressed and depressed due to the changes we have encountered. Dr. Shah has made my educational journey awesome. He was understanding and helpful to me during the last five weeks of this course. Imagine being unemployed or stressed in other areas of life, smooth education and an instructor who practices humility is vital. He motivated, encouraged me, and most importantly helped me. Many instructors can take note from him, he was the best instructor I had in my program. I am thankful that I was able to learn, grow, and take away many things in relation to sports finance. This course has been engaging, fun, and a great learning experience for me. Dr. Shah is the best hands down, if you are motivated he will motivate you even more to do your best in life. He touched my heart in a way that I can't explain because while I was dealing with things outside of school, I turned to school to be my happy place. As an instructor he provided me with insight and a video link that was honed me as a student. Thank you Dr. Shah

The instructor was engaging and it allowed for room to express how we felt on a topic. He did not box us in, he allowed us to explore.

Great class! Learned a lot of useful and applicable knowledge.

Course Content was strong and the instructor engaged the students well.

## ◀ | ACC 2210 (05W): Financial Accounting

[Print Reports](#)**Robin Shah**

Term: Fall 2023



18



7



38.89%



Enhanced with the IDEA system

Students Enrolled

Students Responded

Response Rate

[Summative](#)[Quantitative](#)[Qualitative](#)[Segment Comparison](#)

Responses

Comments -

- Dr. Shah was a great instructor, answered question completely and promptly. Made us use personal experiences and real business actions when answering questions and doing the class work. His knowledge and teaching style was a great benefit in helping to understand and learn the material.
- Dr. Shah is a beautiful soul. He was always attentive and encouraging me during the whole class. He took the extra time to create beautiful messages every week to make me feel important and show me that he actually cared for me. I think this class is an example of a teacher that has a real interest in the integral wellbeing of all the students far beyond the academics. Excellent instructor!
- Dr. Rob Shah is a great professor. I will recommend him to any student at all that wants to take a financial accounting class. He is professional in lecturing and patient for students. He understands students frustrations and aspirations that they are going through because he has been through it before. I'm very excited about his encouragement and video posts. Overall, I will rate him a great professor that knows his material well and a professional instructor.
- Excellent Professor, I would take a class with him again. I liked that he took the time to respond to all discussion posts and challenged us to expand on the topic.

## ◀ | ACC 2220 (08W): Managerial Accounting

[Print Reports](#)**Robin Shah**

Term: Fall 2023



17



6



35.29%



Enhanced with the IDEA System

Students Enrolled

Students Responded

Response Rate

[Summative](#)[Quantitative](#)[Qualitative](#)[Segment Comparison](#)

Responses

Comments -

- The course was very engaging and the Professor was always in communication with the class.

## MBA 5100 (01W): Managerial Accounting

[Print Reports](#)**Robin Shah**

Term: Fall 2023



Enhanced with the IDEA System



10

Students Enrolled



5

Students Responded



50%

Response Rate

[Summative](#)[Quantitative](#)[Qualitative](#)[Segment Comparison](#)

Responses

Comments -

- Best instructor so far. Very detailed feedback and great discussions with students.
- Professor Dr. Shah was a great and informative professor who was very prompt in grading our assignments and discussion posts and was very interactive with us throughout the course. Overall great professor and I would definitely like to take more courses from him.
- He is very approachable and explains the concepts very well. He is very responsive and communicates with the students.
- Dr. Shah was an amazing instructor. He responded very fast to questions. He graded our work and posted grades the following week so we were not left wondering how we were doing in the class. He engaged with each students discussion each week. He was a great instructor and I sure hope I can take some more of his classes throughout my masters program.

## ECO 2220 (04W): Principles of Macroeconomics

[Print Reports](#)**Robin Shah**

Term: Fall 2023



Enhanced with the IDEA System



34

Students Enrolled



9

Students Responded



26.47%

Response Rate

[Summative](#)[Quantitative](#)[Qualitative](#)[Segment Comparison](#)

Responses

Comments -

- The course was engaging and the professor communicated with the class frequently.
- N/A.
- The professor was excellent and motivated us to do the work.
- The course helped me get a better understanding of the things that can affect the economy. I learned a lot.
- Professor Robin Shah was very helpful with all content and detailed feedback. Professor Shah is also very inspiring and acknowledged students' hard work.
- Dr. Shah prepared an organized, easy to follow course. I had an assignment during the course that was a little confusing to me and I reached out to Dr. Shah by telephone. He called me back within 30 minutes and clarified exactly what I needed to do to complete my assignment. He repeatedly gave inspirational words and thoughts on our course page. His energy seemed to be genuine and he appears to love what he does. I appreciated his positive attitude and support. Nicole Wilbourn

## RECOMMENDATION LETTERS from Managers/Colleagues

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180 South Arizona Avenue  
Suite #301  
Chandler, AZ 85225  
1-866-711-1700  
UAGC.EDU

July, 2025

To Whom It May Concern:

It is my honor and pleasure to highly recommend Dr. Rob Shah. I have known Rob for seven years as a colleague and as his supervisor. Rob is one of the most thoughtful, engaged, and supportive professionals I have had the pleasure of working with in my 30-year career.

Throughout the time I have known Rob, he was an insightful and dedicated professional with exceptional collaboration and communication skills. Rob's dedication to his profession is evident in the high caliber of instruction he provides in his classes, providing students with supportive interaction and holding them accountable for high standards and learning achievement. Rob's passion for teaching is evident in his exemplary evaluations from both students and supervisors. Every time I enter Rob's classes, I am overwhelmed with Rob's compassion and high expectations for students. Rob conveys optimism and respect towards students and inspires their success.

In addition to excellent teaching, Rob was an outstanding contributor on numerous high-caliber initiatives in the finance department and across UAGC. Rob was instrumental in developing innovative course delivery strategies, collaborated with numerous stakeholders to support student success, and was highly sought after for team projects and institutional work teams. Rob approaches everything he does with passion, sensitivity, and a strong desire to collaborate on solutions.

In sum, I am grateful to have had Rob on my team, and I have the utmost respect for Rob's professional qualities and teaching excellence. I highly recommend Rob to you without any reservations.

If you would like further information on Rob, please contact me at 312-343-9331

Susan E. Gould, M.M., CFA

Assistant Professor

Program Chair, BA in Finance, MS in Finance

University of Arizona Global Campus

Letter of Recommendation for Dr. Rob Shah

Dear hiring committee,

I am pleased to write this letter of recommendation on behalf of Dr. Rob Shah. I had the pleasure of working very closely with Dr. Shah for more than five years as faculty members in the Department of Professional Studies at the University of Arizona Global Campus (UAGC).

During that time, I had the opportunity to collaborate with him on various academic committees, workgroups, university-wide initiatives, and student-focused programs. His dedication and commitment to service was evident in every aspect of his work. He contributed meaningfully to each endeavor, always bringing forward thoughtful perspectives that supported both faculty and student success. His efforts consistently reflected a sincere investment in the broader goals of the university and the academic success of the students we serve.

For several years, we served as faculty co-advisors on the Accounting and Finance Club, our student organization for accounting and finance majors. Dr. Shah was instrumental in the establishment and growth of the club as we planned events, met with students, and recruited club officers. He presented at multiple club meetings as a speaker and finance expert and spearheaded an effort to obtain additional career service and alumni benefit information for club members.

Dr. Shah always excelled in both online teaching and curriculum development. His engagement in the online classroom and innovative approach to course design set the standard for our department. His methodologies combine pedagogical foundations with creativity and workplace competencies to deliver a final product that support our mission of preparing students for professional advancement.

One of his most unique and valuable qualities is his strength in collaboration. Whether working with faculty from other disciplines, contributing to cross-departmental initiatives, or supporting institutional projects, he always approaches teamwork with professionalism, humility, and genuine respect for others' expertise. His ability to foster collegial relationships across departments consistently contributed to the success of group efforts.

Based on my experience, collaborations, and interactions with Dr. Rob Shah, I recommend him without reservations.

Best regards,

Brandy Havens, MBA, CPA, CGMA

Program Chair and Assistant Professor, Accounting

University of Arizona Global Campus

[brandy.havens@uagc.edu](mailto:brandy.havens@uagc.edu); 843-360-1097

June 10, 2025

**Re: Recommendation for Dr. Rob Shah**

**To Whom It May Concern,**

It's a pleasure to recommend Dr. Rob Shah, an outstanding colleague and professional. I've had the opportunity to work with Rob on numerous projects at the University of Arizona Global Campus, including course development, committee work, and collaborative initiatives. In every instance, Rob brought integrity, authenticity, and a strong service mindset. He treats others with respect and consistently supports his team and students with genuine care.

Rob combines administrative strength, curriculum expertise, and emotional intelligence. In our course development work, his contributions reflected a clear focus on student outcomes and instructional quality. He's dependable, collaborative, and always ready to help move a project forward. Rob also has a natural ability to uplift and encourage those around him—modeling professionalism and equipping others for success.

He is especially skilled in connecting with students and fostering inclusive, engaging learning experiences. Rob brings a positive, welcoming presence to any team and is highly regarded by students and colleagues alike.

In short, Dr. Shah is a top-tier professional. I've been fortunate to work alongside him and know he will continue to bring great value to any organization he joins.

Regards,



**Bill Davis, MA, CM, C.Mgr, CDM, CCTS, CTPOPL**

*Program Chair | Assistant Professor*



Forbes School of Business & Technology | Organizational Studies

The University of Arizona Global Campus

180 South Arizona Avenue, Suite #301

Chandler, AZ 85225

O: [309-314-8933](tel:309-314-8933) | C: C: | [Bill.Davis@uagc.edu](mailto:Bill.Davis@uagc.edu)

To Whom It May Concern:

My name is Kim Cowan, Manager of Student Rights and Responsibilities at the University of Arizona Global Campus, where I oversee the Office of Student Conduct and Academic Integrity. I am pleased to write this letter of recommendation for Dr. Rob Shah, a dedicated and innovative educator with whom I have had the privilege of working with for the past nine years.

Throughout our collaboration, I have consistently observed Dr. Shah's deep commitment to student success, particularly within the context of online education. He has actively contributed to university-wide committees focused on student support and development, where he engaged in meaningful coaching conversations with students navigating academic and personal challenges. His ability to connect with students in virtual settings demonstrating empathy, patience, and thoughtful guidance has been a hallmark of his approach.

Dr. Shah has also played a vital role in mentoring adult learners in the online environment. He supported students through reflective writing assignments as part of the conduct process, helping them articulate their experiences, identify obstacles, and develop actionable strategies for academic and personal growth. His efforts extended beyond academic remediation, he helped students build critical thinking and note-taking skills, boosted their confidence, and connected them with institutional resources, all within a fully online framework.

In every interaction, Dr. Shah has demonstrated exceptional skill in fostering student engagement and leveraging digital tools to create inclusive, supportive, and dynamic online learning experiences. He has been instrumental in bridging Academic and Student Affairs, collaborating across departments to enhance student success in virtual settings. I strongly recommend Dr. Shah for any online teaching opportunity that values academic excellence, student-centered mentorship, and a deep understanding of the online learning landscape.

Sincerely,

Kim Cowan

Kim Cowan

she/her/hers

*Student Rights and Responsibilities Manager*

Student Affairs

The University of Arizona Global Campus

Remote Office: [866-711-1700](tel:8667111700) Ext: 21372 | Direct Line: [619-374-3927](tel:6193743927)

Email: [kimberly.cowan@uagc.edu](mailto:kimberly.cowan@uagc.edu)



June 15, 2025

Re: Recommendation for Dr. Rob Shah

To Whom It May Concern,

It is with immense pleasure and without hesitation that I recommend Dr. Rob Shah. I had the distinct privilege of working alongside Rob for three years as part of the MS Finance and BA Finance team at the University of Arizona Global Campus (UAGC). During this time, I witnessed firsthand his profound dedication to education and his exceptional personal qualities.

My strongest impression of Rob is his remarkable thoughtfulness. When he speaks, his words are always deep, insightful, and meticulously considered, never merely speaking for the sake of it. This quality made every interaction with him incredibly valuable and enriching. He is an exceptional leader and mentor, and a good listener.

For my first year at UAGC, Rob served as my mentor. I worked closely with him on my initial courses, and we collaborated on revising a course together. His guidance during this formative period was invaluable. He is consistently calm, respectful, and possesses a genuinely approachable personality, which made him an ideal mentor and colleague.

Rob's contributions extended beyond teaching. He was with UAGC (formerly Ashford University) for 17 years, from 2008 to 2025, demonstrating a long-standing commitment to the institution. His dedication to the department and the university was evident in all his endeavors. He primarily taught Finance courses, where his expertise and thoughtful approach undoubtedly benefited countless students.

I deeply cherish the collaboration we shared on various projects over the years. Rob's integrity, authenticity, and strong service mindset are qualities I observed and greatly admired. He consistently treated others with respect and genuinely supported his team and students. Rob's intellectual depth, calm demeanor, and collaborative spirit make him a valuable asset to any team or organization. I am confident that he will continue to make significant contributions wherever he goes.

Sincerely,



Dr. Robin Dhakal  
Assistant Professor, Economics  
The University of Arizona Global Campus