



School of Business

Annual Report 2006-2007



School of Business Annual Report
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School of Business Annual Report 2006/2007

Introduction

This year concludes our first year of accreditation by the Association to Advance Collegiate Schools of Business (AACSB-International) and our 14th year of accreditation by the Association of Collegiate Business Schools and Programs (ACBSP). We immediately embarked on the AACSB Maintenance of Accreditation process by organizing a steering committee and subcommittees tied to the new accreditation standards (we were accredited under the old standards). We became acquainted with the new standards and are in the process of ensuring that our processes and results are consistent with the new standards. Our initial review is that they are, but that we need to make ongoing improvements. This report is designed to satisfy the annual reporting requirements of SUU as well as AACSB-International.

The School of Business updated its strategic plan to better fit with the University's Strategic Plan, which was adopted last year. Our major strategic planning initiatives grew out of those promoted by the University as well as the recommendations of our AACSB Peer Review Team. Our progress in achieving these and additional initiatives is summarized in this report.

The School of Business undertook several curricular improvements this past year. First, in accordance with directions from the Utah Business Deans' Council, we incorporated a new course (CSIS 2010 Advanced Computer Applications) as a Pre-Business Core requirement for the 2007-2008 University Catalog. The objective of this requirement was to achieve higher levels of computer proficiency. We also introduced a new course BA 1000, Introduction to Business Careers and made it part of the Pre-Business Core. This was done in response to a focus group of freshmen and sophomores who indicated they needed something that would help them see the big picture in terms of business careers while they were taking the tool courses preparing them for advanced standing and upper division courses. Business undergraduate and graduate students continue to perform quite well on respective ETS Major Field Exams in Business. However, there have been a decline in some scores and we have made some curricular adjustments as a result of our analysis. That began last year and continued through this year, becoming one of our strategic initiatives.

Military Science completed its eighth year at SUU and achieved impressive accomplishments in commissioning cadets. The program is growing again as those cadets previously deployed to Iraq and Afghanistan return to school. Major Anderson, the Department Chair for Military Science was deployed to Afghanistan and Capt Robert Warden took his place. Capt Warden will be deployed to Iraq during the Summer of 2007, with Major Caldwell assuming the Department Chair duties in Fall 2007.

Major Objectives and Progress Toward Meeting Them

We established six major new initiatives to be accomplished in 2006/2007 along with five ongoing initiatives established in previous years. These are outlined in the table below:

Major Strategic Initiatives	Ongoing Strategic Initiatives
<ol style="list-style-type: none">1. Action plans for maintenance of AACSB accreditation.2. Steven D. Harrop Investment and Service Learning Lab3. Expand and strengthen international partnerships (faculty exchanges)5. Strengthen entrepreneurship focus starting with SUU Entrepreneurship Challenge.6. Increase fundraising involvement	<ol style="list-style-type: none">1. Recruitment and retention2. Advisory board development3. Wells Fargo Business Executive Speaker Series4. Maintain 75th Percentile on ETS Field Exam Scores5. Finalize strategic plan

This section reports on our efforts this past year and the results we achieved.

Major Strategic Initiatives

1. Action Plans for Maintenance of Accreditation. As consultative feedback, our Peer Review Team indicated we should “immediately move to establish action plans designed to address the recently established, new standards of AACSB accreditation, including strategic planning, assurance of learning and faculty qualifications.” We made that one of our top strategic planning initiatives and developed three objectives to work on this year:

- Create a steering committee and subcommittees to review AACSB standards, evaluate our current standing and develop action plans to satisfy all standards.
- Define and categorize faculty as participating and supporting faculty members.
- Review and reduce, if possible, the number of learning objectives for our business programs to facilitate meeting assurance of learning standards.

As will be seen, we made good progress in the first two objectives but were only able to start the process for accomplishing the third.

Establishment of Steering Committee. At the beginning of the year we established a steering committee with five subcommittees to examine the new standards and determine if our processes and results were sufficiently addressed and to develop action plans to make continuous improvement. Our organization is summarized in the table below:

Maintenance of Accreditation Steering Committee

Steering Committee	Gerald Calvasina Carl Templin Jeff Barnes (flow charts) Subcommittee chairs
Subcommittee	Chair/Members
Eligibility:	Chair: Carl Templin Members:
Strategic Management 1. Mission Statement 2. Mission Appropriateness 3. Student Mission 4. Continuous Improvement Objectives 5. Financial Strategies	Chair: Roy Johnson Members: Alan Hamlin Denise Woodbury Robin Boneck
Participants: Students 6. Student Admission 7. Student Retention 8. Staff Sufficiency—Student Support 14. Student Educational Responsibility	Chair: Greg Powell Members: Terry Chambers Paula Alger Lisa Assante (07/08) SUU Career Services rep. SUU Admissions rep. SUU Student Services rep.
Participants: Faculty & Staff 9. Faculty Sufficiency 10. Faculty Qualifications 11. Faculty Mgt and Support 12. Aggregate Faculty and Staff Educational Respons. 13. Individual Faculty Responsibility	Chair: Steve Evans Members: Tim Lewis Amy Moore Joe Baker Azmi Ahmad (07/08) Joe Merrill
Assurance of Learning 15. Management of Curricula 16. Undergraduate Learning Goals 17. Undergraduate Educational Level 18. Master's Level-General Management Learning Goals 19. Specialized Master's Degree Learning Goals 20. Master's Educational Level	Chair: Kim Craft Members: Emmett Steed (U) Mary Pearson (U) Dennis Vredenburg (U) David Tufte (G) Wayne Roberts (G) David Christensen (G)

Each member of the steering committee received a notebook containing Peer Review Team recommendations, Accreditation Standards, Maintenance of Accreditation Timeline and the Maintenance of Accreditation Handbook. Gerry Calvasina, Carl Templin and Kim Craft attended the Maintenance of Accreditation Seminar held February 7, 2007 in Las Vegas, Nevada. The objective of this training was to become more familiar with the Maintenance of Accreditation process and standards. The steering committee met on March 8, 2007 to review the information gleaned at the seminar and to establish the role of the subcommittees to meet

review the new accreditation standards and to report to the faculty the results of their efforts either in the Spring or Fall faculty retreat.

During the Spring Faculty Retreat, two subcommittees (Participants: Students and Strategic Management) presented their findings regarding the new standards. The Dean, Department Chairs and Strategic Management Subcommittee presented the following candidate peer and aspirant schools for the faculty's consideration (based on AACSB Benchmark data):

Candidate Peers	Candidate Aspirant
<ul style="list-style-type: none"> • Emporia State Univ. • U. of Tennessee at Martin • Valdosta State Univ. • Western Illinois Univ. • Pittsburg State Univ. • Shippensburg Univ. • Sam Houston State • Georgia College and State Univ. 	<ul style="list-style-type: none"> • Central Missouri State Univ. • Eastern Illinois Univ.

We will finalize this list in the upcoming year. The other two subcommittees will present their findings in the Fall 2007 term.

Designation of Participating and Supporting Faculty. Using the guidelines for Standard 9, we have defined supporting faculty as those whose responsibilities are only to teach classes. Faculty who teach and have service and research commitments are considered participating faculty. The following table summarizes Table I in Appendix A regarding faculty sufficiency and shows we are meeting AACSB standards in this area.

Field	Participating SCH	Supporting SCH	Percent of Participating
Accounting	3,660	612	86% (must be >60%)
Economics	2,280	51	98% (must be >60%)
Finance	1,764	0	100% (must be >60%)
Management	4,459	447	91% (must be >60%)
Marketing	1,558	0	100% (must be >60%)
School Total	13,721	1,110	93% (must be >75%)

Learning Objectives. We delayed looking at learning objectives until 2007/2008. Kim Craft, our subcommittee chair for Assurance of Learning will attend AACSB seminars regarding assurance of learning prior to evaluating our learning objectives. We will continue the assessment we have always conducted to show that we are attaining our learning objectives in the interim.

2. Steven D. Harrop Investment and Service-Learning Lab. The School of Business worked for two years to establish an investment and service learning lab. Due to a generous donation by alumnus Garrett Gunderson of Engenuity, the School of Business celebrated the grand opening of this lab on September 8, 2007. Serving a dual purpose, the investment lab is where students in the Finance and Master of Business Administration programs manage a

\$250,000 portfolio, and where students also apply the business skills learned in the classroom to real-world business problem solutions through service-learning.

The Lab was named in honor of SUU Professor Steve Harrop, who has more than 25 years of portfolio management experience and has earned 24 Lipper Awards for achieving top mutual fund status. Professor Harrop oversees the student portfolio management project. Students are responsible for selecting the type of investment portfolio and appropriate benchmarks, researching appropriate investments and then executing the trades. The students use the financial tools provided to them in their course of study to manage investments in the pressure cooker environment of portfolio management. They have access to computer work stations with dual monitors, research software and large LCD displays of current market conditions to make their investment decisions. Last semester, the students achieved a gain of \$8,377.10 in the four months of the Spring semester which would be an annualized return of just over 10 percent.

Accounting undergraduate and graduate students used the lab to provide free Voluntary Income Tax Assistance (VITA) for 710 Iron County community members. Students received special training from the IRS to qualify them to prepare income tax returns. Students met community members in the evening to prepare their income tax forms and submit them electronically. The value of services provided is estimated at \$145,000.

3. International Partnerships. Our overall objective is to establish international partnerships with universities in Europe and Asia, including student and faculty exchange programs, to improve the diversity available to our students. Our specific objectives for this year were:

Objective	Current Status
Strengthen relationships with the School of Applied Sciences (Olten, Switzerland) and the School of Commerce and Management (Poitiers, France) in terms of student (five exchanges for 2006/2007) and faculty exchange (two faculty exchanges for 2006/2007).	<ul style="list-style-type: none"> • Faculty exchange initiated with Olten (see below). • Student exchanges with ESCEM growing. • Working with ESCEM to establish a double degree program. • Faculty exchanges conducted with other partners (see below).
Grow the SUU faculty-led summer study abroad program in Austria.	Second faculty-led summer study abroad in Austria conducted, but with five students (one less than last year).
Make initial contacts for establishing partnerships in Ireland (especially for HRHM students), Spain and Asia.	<ul style="list-style-type: none"> • Partnership agreements in place with the Dublin Institute of Technology and the Galway Mayo Institute of Technology. First student exchanges scheduled for 2007/2008. • Visit to prospective partnership schools in Hong Kong scheduled for July 7-15, 2007. • No progress on Spain.

Student and Faculty Exchanges with International Partners. We have worked for more than three years to establish international partnerships with international business schools to afford our students additional opportunities to be exposed to a diversity of ideas as well as to increase

their awareness of international issues. The importance of this initiative was stressed by the AACSB Peer Review Team: “Consider ways to take advantage of the many students who bring a cross-cultural dimension and experiences with them to enhance international perspectives in the curricula.” The following table summarizes our efforts and results for the past year for each partner institution:

Institution	Student Exchange		Faculty Exchange	Comments
	Partner	SUU		
School of Business and Management, Poitiers, France (ESCEM)	1	3	Dr. Francois Duvergee (Director) and Vivian Bourdin (Vice Director) to SUU in Oct 2006 Jean Luc Castlain in Nov 2006.	Established scholarship to support SUU students attending ESCM. Working on undergraduate double degree program.
University of Applied Sciences Solothurn Olten, Switzerland	0	0	Bilateral exchange for 2006/07. Dr. Peter Abplanalp to SUU; Dr. Emmett Steed and Steve Harrop to Olten.	
University of Applied Sciences, Salzburg, Austria	0	0	Wayne Roberts to Salzburg Summer 2007	Five week program with 5 SUU students in Summer 2007 and 22 Salzburg students participating (second year).
INSEEC Graduate Business School, Paris, France	11	0	Dr. Gerry Calvasina to Paris, Bordeaux & Lyon. Christa Vaughn to SUU.	Exchange of visits. Agreement in place.
University of Applied Sciences of WKW Vienna, Austria	1	0	Dr. Joe Baker to Vienna. Elena Domschkina (Dir. Of Int'l Relations) to SUU	Exchange of visits. Agreement in place.
Dublin Institute of Technology, Dublin, Ireland			Carl Templin to DIT in Sep 2006.	Visit made and agreement in place. First exchange students scheduled in 2007/08.
Galway Mayo Institute of Technology Galway, Ireland			Carl Templin to GMIT in Sep 2006.	Visit made and agreement in place. First exchange students scheduled in 2007/08.

Emmett Steed and **Steve Harrop** traveled to one of our oldest international partners, the University of Applied Sciences, NW in Olten, Switzerland. Emmett presented lectures on hospitality management in April 2007 and Steve taught financial management and investment topics in May 2007. Last Fall, **Dr. Peter Abplanalp**, from the Olten School, taught classes in Strategic Management here at SUU, in addition to speaking as part of our Wells Fargo Business Executive Speaker series on “Doing Business in China.”

Wayne Roberts took five SUU students to the University of Applied Sciences, Salzburg, Austria, another of our international partners, in May 2007. He taught a graduate marketing class to 22 students from Salzburg in addition to the SUU students.

Joe Baker taught economics at the FHWien University of Applied Sciences of WKW, Vienna, Austria in June 2007. Elena Domaschkina, Head of International Relations, of FHWien, visited SUU in June as well. This is our first faculty exchange with this international partner.

Gerry Calvasina taught graduate seminars in Human Resource Management at one of our newest international partners, the INSEEC Group, which has campuses in Paris, Bordeaux and Lyon, France. Gerry taught at two of the campuses (Paris and Bordeaux).

Sven Hollensen, the University of Southern Denmark (Sonderborg) visited the School of Business in April 2007 to talk about establishing an international partnership.

4. Strengthen entrepreneurship focus. This is a multi-year initiative that will involve curricular changes, establishment of a Business Resource Center and Business Incubator, establishment of a Thunderbird Venture Capital Fund and the SUU Entrepreneur Challenge. All of this will involve both students and the regional service mission. Our objectives for this year were:

Objective	Status
Establish a Best Business Idea Competition and a Business Plan Competition feeding into the Utah Entrepreneurship Challenge and the SUU Business Incubator.	Both competitions initiated this past year (see below). The SUU Business Incubator is still in process.
Redesign MGMT 2220, Small Business Management, into an entrepreneurship class open to all majors. Redesign MGMT 3210, Entrepreneurship, for business majors and possibly into a capstone course for students interested in that area.	This objective has been rescheduled for 2007/2008, in conjunction with effort to establish an integrated core with an entrepreneurship focus.

We made major progress on the first objective but have had to delay implementation of the second one. We did make progress on the establishment of the Thunderbird Venture Capital Fund.

SUU Entrepreneur Challenge. We inaugurated our initial Entrepreneur Challenge this year, starting with a Best Business Idea Competition in the Fall Term and the Business Plan Competition in the Spring Term. The competitions are open to both students and community members. Thus, this initiative is both a service learning approach to have students apply their business skills to real problems and is also part of our regional service mission. The Small Business Development Center provides support and training for participants to hone their business ideas and translate them into a business plan. We are working to establish a Business

Resource Center, a Business Incubator and a venture fund to support student and community entrepreneurial activities. The beginning of this is the SUU Entrepreneur Challenge.

The 1st Annual Best Business Idea Competition, sponsored by the SUU Small Business Development Center and School of Business, the Cedar City Chamber of Commerce and Iron County/Cedar City Economic Development, occurred during the Fall 2007 term. Prize money was donated by the Quantum Development Group. Over 60 imaginative and promising business ideas were submitted for judging. Eleven finalists were chosen to present their business idea orally to the panel of judges. Based upon those presentations the following five winners were chosen:

	<u>Prize</u>	<u>Recipient</u>	<u>Company</u>	<u>Description</u>
1 st Place	\$5,000	Chris Culp	Dumpamatic	Dump truck insert for the bed of pickup trucks
2 nd Place	\$3,000	Laura Clinger	Haute Pursuit	Uniquely designed and functional handbags
3 rd Place	\$1,000	Christopher Empey	Waste Oil Solutions	Diesel fuel alternative and processing from waste vegetable oil
Honorable Mention	\$500	Andrew Walton	Vita-Cap	Patented water bottle cap design with vitamins
	\$500	Gary Cohu	Sort-N-Stor	Hardware storage and organizer unit

The winners' ideas covered a wide range of business possibilities. All represent very practical and innovative business ideas, with very bright prospects for the future. Three of the five awardees are students of SUU (Laura Clinger, Christopher Empey and Andrew Walton). The winner, Chris Culp and his product the Dump-A-Matic, won top investment opportunity at the Utah Economic Summit Funding Competition in March 2007.

The Best Business Plan Competition, with prize money donated by Zions Bank, had eighteen entries. Four were selected as winners of the competition.

	<u>Student Name</u>	<u>Business Name</u>	<u>Nature of Business</u>	<u>Prize Money</u>
1 st Place	Kellen Jones	Vocal Ink	Recorded voice greeting cards	\$5,000
2 nd Place	Stacee Stuart	Eecats Video Productions	Personal history/special event video production	\$2,000
2 nd Place	Melissa Singleton	Off the Cuff	Improv theatre	\$2,000
3 rd Place	Ben Langley	Eyes and Hands	Genealogical research services	\$1,000

4. Fundraising. We formed a fundraising committee and initiated plans to do a small fundraising campaign. The committee is chaired by Jeff Barnes with members Craig Isom (SBDC), Denise Woodbury (Economics and Finance), Emmett Steed (Management

and Marketing) and Tim Lewis (School of Business). We coordinated with the Development Office to coordinate our campaign efforts and with the National Business Advisory Board to establish a scholarship. We have also worked with several accounting firms to organize an alumni scholarship campaign. This year's activities resulted in the highest level of donations tied directly to the School of Business, as shown below:

Zion's Bank—SUU Entrepreneur Challenge and Thunderbird Venture Fund	\$35,000
Garrett Gunderson--Displays for Steven D. Harrop Investment and Service-Learning Lab	\$25,000
Bill Child—Business Club Support	\$20,000
Quantum Development—Best Business Idea Competition Prize Money	\$10,000
Business Faculty Donations (80% Participation Rate)	\$10,422
Francois Duverge International Scholarship	\$6,000
Alumni Donations for Scholarships	\$6,000
Wells Fargo Business Executive Speaker Series	\$4,500
Lesa Ward Scholarship	\$3,000
Business donations for Awards Banquet Sponsorships and Southern Utah Business Endowment Fund	\$3,350
National Advisory Board Scholarship	400
Total	\$123,672

We also had a \$100,000 increase in the endowment for the School of Business endowment which will be available for 2007/2008. This endowment is for a five-year fellowship for a finance faculty member and is provided by Wendell and Shirley Gardiner.

5. Ongoing Objectives.

A. Recruitment and Retention. Our objectives for this year were to continue efforts in student recruitment and retention in the following areas:

Objective	Status
High School Business Club visits to campus	Expanding club visits did not occur due to School District limits on travel. Local clubs continue to visit. Next year we will plan a business competition concurrent with the Science and Applied Technology competitions that take place here at SUU, so that school districts can make better use of their transportation funds.
Conduct efforts to improve the perception of SUU students concerning business majors and careers	We have taken the following initiatives to improve student perceptions of business: <ul style="list-style-type: none"> • Dean and faculty attendance at SUU orientation sessions for interested High School students • Dean presentations at Junior and Senior expos. • Business Focus week displays in the Sharwan Smith

	<p>Center to acquaint students with business disciplines</p> <ul style="list-style-type: none"> • Best Business Idea and Business Plan competitions to get students excited about business opportunities. • Incorporation of BA 1000 Introduction to Business Careers into Pre-Business Core. • Assigned best teachers to BA 1010 Business and Society general education class and to UNIV 1000 First Year Experience class.
Conduct e-mail contact with Dixie State College seniors to ensure they are aware of our MBA and MAcc offerings on the DSC campus	Ongoing e-mail contacts were conducted with Dixie State College business seniors.
In conjunction with Enrollment Management, advertise business graduate programs to increase out-of-state participation.	Business Dean and Enrollment Management personnel attended a graduate recruitment seminar on Feb. 8, 2007, in Las Vegas. We started the redesign of our recruitment process and improved the message conveyed in our recruitment materials. This will be an ongoing project throughout next year (2007/2008) with the help of the new graduate recruiter that is being hired.

B. School of Business Advisory Board Development. Working with our advisory boards continues to be an important objective. One of the effective practices noted by the AACSB Peer Review Team was “The curricula are practitioner and industry oriented. Inputs from appropriate stakeholders are assuring quality graduates who are readily employable.” Our National Advisory Board is a key stakeholder that helped us achieve this. This year the Alumni Advisory Board was folded into the National Advisory Board. Michael Denning agreed to take over as chair of the Alumni Advisory Board subcommittee and Glenn Bougie continued as chair of the National Advisory Board. This board now consists of two important stakeholders, our alumni and companies that hire our students.

Fall meeting. The National Advisory Board and Alumni Advisory Board met jointly on September 8, 2006, in the Hunter Conference Center. Thirteen board members were present. The Board received a briefing on the three programs that will undergo a curriculum review for this year, with a report to be received at the Spring meeting. The following assignments were made for the upcoming year’s curriculum review:

- **Hospitality:** John Clemons (Chair), Glen Bougie, Burke Wilkerson, Denise Barton,
- **Economics:** Ron Heaton, David Moody, Nef Martinez, Tom Rugh
- **Management:** Dennis Sponer (Chair), Vance Smith, Maggie Neisen Kruse, Lesa Halladay Ward,

The Board received an update on the achievement of AACSB-International accreditation and the establishment of the Beta Gamma Sigma business honor society. The Board discussed the option of maintaining two accreditations and recommended consideration of dropping ACBSP accreditation at the next renewal date. The Board also discussed the following initiatives currently underway in the School of Business:

- **Ethics and Integrity:** How can we enhance and then assess the learning of these characteristics? We are currently experimenting with lectures, real-life vignettes and exposing students to morally courageous exemplars and assessing their effectiveness through testing and essays. The Board was supportive of this initiative.
- **Entrepreneurship** – The establishment of a Best Business Idea Competition (Fall) and Business Plan Competition (Spring) leading to the U of U Entrepreneurship Challenge. We have obtained initial funding for the prizes to be awarded. The Board was supportive of this initiative and asked the following questions to be addressed prior to implementation:
 - How will the ideas be protected?
 - Will award monies be tax free?
 - Is there a process for winners to “give back”?

The Board also considered the following initiatives to support the School of Business:

- **Visit to TIAA-CREF in New York:** Tom Rugh reported on SUU Business student visit to TIAA-CREF in New York. It was a very beneficial experience for students and TIAA-CREFF. Plan to expand contact/visit list for next year’s trip.
- **Wish List Update:** Asked board members for contacts and possible additions. Suggestion to include HR contacts for each company, and to include which emphasis is desired (mkt, finance, acctg.)
- **Resumes:** Committee members expressed willingness to review student resumes for placement with contacts.
- **Merging two Boards – National Advisory and Alumni Board** – All agreed to allow the merging of the Alumni Board into the National Board.

The Board participated in the luncheon for the naming of the Steven D. Harrop Investment and Service Learning Lab and the ribbon cutting ceremony that followed.

Spring Meeting. The Second meeting of the School of Business National Advisory Board met on April 20, 2007, at the Hunter Conference Center. Twelve members were present and one joined via a conference call. Dean Templin presented a school of Business update. The following suggestions were made for the Wells Fargo Business Executive Speaker services:

- Nolan Archibald, Chairman Black & Decker (friend of Roger Reid) Maybe we could tie in with a basketball game
- Diversity: Chris Wilcox knows the Diversity Officer at MGM CFO of Overstock.com (friend of Jason Buringham)
- Building Wraps (Utah company; need to follow up with Wells Fargo)
- Shelly Gardner, CEO Stampin’ Up
- John Huntsman Sr.
- Insurance Exec. (Vance Smith—Summer Speaker)
- Dennis Sponer. (Entrepreneurship topic)
- David Neeleman, JetBlue

The following fundraising initiatives were discussed and approved:

- Inclusion of Board member bios on web site to be used by the School of Business for Recruiting and/or Fundraising opportunities. Template to be sent out from the School of Business via email for board members to send back with a picture.

- Formation of a National Advisory Board Scholarship with donations collected from Board members. Glenn Bougie to take the lead on this one and will be sending out an email to board. Board will make the decision on whom to award scholarship to at our meeting each Spring.
- Jason Burningham suggested that we look at setting up a 501C3 (used by non-profit entities)
- Dean Templin is to send to Glenn a list of what School of Business priorities are, how much money is needed, and what is being done now to fundraise by the School of Business

The next Board meeting is scheduled for September 21, the same day as President Benson's inauguration. Board members were invited to attend inauguration events and homecoming activities. The Board agreed to establish a goal of raising \$300,000 by the inauguration date and to help facilitate the fund raising.

Curriculum subcommittees presented the results of their curriculum reviews to department chairs and faculty in attendance:


- Hotel, Resort and Hospitality Mgmt – John Clemmons
- Economics – Nef Martinez and Ron Heaton
- Management – Dennis Sponer

Department chairs were tasked to look at the recommendations and implement them where possible in the upcoming year.

Steve Allen, Director of Enrollment Management, presented SUU initiatives currently underway with graduate recruiting and the Board agreed to participate in the process as follows:

- Use of the bios discussed earlier to help out with graduate recruiting.
- Board members to write letters that can be sent to prospective students about what type of students hired from SUU or the skills that you think SUU grads possess.
 - I. Glenn- MAcc letter
 - II. John Clemmons- MBA letter
 - III. Alumni undergrads--Chris Wilcox to write a letter or make phone calls.

C. Wells Fargo Business Executive Speaker's Series. This is the second year of this speaker's series, which is underwritten by a grant from Wells Fargo. The objective of the speaker series is to expose students to executives in a variety of industries and locations. Diversity is also an important objective and that is why we scheduled two female executives in the first and second years. Wells Fargo provided two of the speakers and we brought in another three using the grant money. This year's series consisted of the following speakers and topics:

	<p>Bill Child Chairman of the Board, RC Willey October 10, 2006 "Building a Business Warren Buffet Would Buy" Tuesday, 11:30 a.m. Starlight Room</p>	<p>William H "Bill" Child inherited a small, 600-square-foot appliance store in 1954 from his father-in-law, RC Willey. For 52 years, RC Willey has grown to over 3000 employees with 14 large stores in Utah, Nevada, Idaho, and California and an-nual sales of more than \$800 million. In 1995, RC Willey was acquired by Warren Buffett's Berkshire Hathaway.</p>
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	Peter Abplanalp Visting Scholar from Olten, Switzerland “Doing Business in China” October 25, 2006 Wednesday, 11:00 a.m. Starlight Room	Peter Abplanalp is an international leader from Olten, Switzerland. He first visited China in 1994 as part of the Sino-Switzerland program. Since then, he has helped develop numerous business training and education programs throughout China. Dr. Abplanalp recently received China’s Friendship Award for developing partnerships with Chinese universities and businesses.
	Lesa Ward Former eBay Executive “Playing to Your Strengths” March 8, 2007 Thursday, 11:30 a.m. Starlight Room	Lesa Ward worked in the fields of accounting, marketing, and management for companies like Multicom Publishing and Internet Shopping Network and eBay. She joined the founders of eBay as part of their executive team and spent several years managing a large number of internet crime investigators and assisted eBay in opening their Salt Lake City offices.
	Julie Tanner Wells Fargo Bank “Carpe Diem--Seize the Day “ April 4, 2007 Wednesday, 11:00 a.m. Sharwan Smith Center Theater	Julie Tanner is a private banker for the Utah Region of Wells Fargo Bank and also is the manager of Women’s Financial Services. She provides customized creative banking solutions guided by her client’s short- and long-term goals.
	Michael A. Pazzi Wells Fargo Bank “Business Ethics” April 20, 2007 Thursday, 11:30 a.m. Sharwan Smith Center Theater	Mike Pazzi is the Executive Vice President of Wells Fargo’s Business Banking and Real Estate Division. In this capacity, he manages business banking for the Greater Salt lake area and Real Estate lending for the state. He also currently chairs the Wells Fargo Salt Lake Community Board of Directors.

D. Maintain 75th Percentile on ETS Field Exam Scores. Our third objective was to maintain ETS Field Exam scores above the 75th percentile for undergraduate and graduate students, including sub-categories. We had experienced some erratic scores over the past several testing cycles in the undergraduate test and took action to assess the cause, part of which was discussed in the last annual report and part is discussed in the Assessment section of this report. Our efforts are starting to pay off, as the following chart shows:

ETS Major Field Exam in Business Undergraduate Scores	Semester		
	SP 07	FA 06	SU 06
# of Students Tested	57	32	23
Overall Average %	95	80	80
Assessment Indicator 1(Accounting)	90	95	85
Assessment Indicator 2 (Economics)	95	95	85
Assessment Indicator 3 (Management)	95	50	90
Assessment Indicator 4 (Quantitative)	95	30	60
Assessment Indicator 5 (Finance)	95	95	70
Assessment Indicator 6 (Marketing)	85	85	80
Assessment Indicator 7 (Legal)	75	10	25
Assessment Indicator 8 (International)	90	95	90

In our last test, we achieved a 75th percentile or better on all sub-scores except a new indicator, Information Systems, which we have not had as a learning objective. We definitely showed improvement in the areas we have worked on (Quantitative and Legal).

Our graduate scores slipped in the last testing cycle to below the 75th percentile. We will conduct an analysis this next year to determine if we can detect a root cause for the decline in performance.

# of Students Tested	18
Overall Average %	60
Assessment Indicator 1(Marketing)	65
Assessment Indicator 2 (Management)	40
Assessment Indicator 3 (Finance)	75
Assessment Indicator 4 (Managerial Acct.)	70
Assessment Indicator 5 (Strat. Integration)	55

E. Finalize Strategic Plan. We finalized the School of Business strategic plan input into the University's strategic plan. We updated our strategic plan and linked it to the SUU Strategic Plan objectives, the AACSB Peer Review Team Recommendations, and the new AACSB Standards. This plan, with updated status is found in Appendix B. Major initiatives for this year are summarized in the following table (some of which was more fully addressed in the first section of this report):

FACULTY COMPOSITION AND DEVELOPMENT	
Plans	Updated Status
Have a minimum of two academically qualified faculty and if possible one professionally qualified faculty for each major. (SUU 1.A.1; AACSB Std 10; SB I.A.1b)	<ul style="list-style-type: none"> • Professionally qualified marketing faculty replaced with academically qualified faculty member in 2006. • Professionally qualified management faculty member replaced with academically qualified faculty (start Aug 2007). No professionally-qualified applicants found acceptable. • Hired new hospitality professor who is both academically and professionally qualified (start Aug 2007).

	<ul style="list-style-type: none"> • Met objective for Accounting, Finance, HRHM and Management. Economics and Marketing have all academically qualified faculty with no professionally qualified.
<p>Seek internal and external funding to</p> <ul style="list-style-type: none"> ○ Address the salary compression and market equity problems. ○ Promote faculty development and renewal, including faculty exchange with our international partners. 	<ul style="list-style-type: none"> • President established a subcommittee of the Board of Trustees to deal with faculty compensation. • Provost model established to identify greatest need for market equity. • A 5% increase in base salary plus a 2% pool of discretionary funding provided for faculty and staff salary increases. The School of Business used the 2% pool for merit and faculty equity using an internal model. • A \$100,000 endowment was established to provide additional financial support for finance professors.
Fine tune the merit pay model to optimize incentives for faculty to improve in the areas of teaching, scholarship, and service.	Merit pay model discussed and fine-tuned. It was used as a partial basis for distribution of the 2% salary pool provided for 2007/2008. Faculty still in process of fine tuning merit pay model.
Maintain a supportive environment of collegiality and teamwork, especially leading to further integration of our curriculum.	Ongoing.
Further develop our use of service learning.	Service learning lab up and running. Accounting undergraduate and graduate program utilizes Voluntary Income Assistance (VITA) program as a service learning component of both curricula. Students served more than 700 clients in 2007.
Maintain a load and prep model conducive to the encouragement of scholarly endeavors.	Ongoing and in compliance for all programs except HRHM. Addition of two HRHM faculty members is allowing for improvements in that area, but we are still not fully in compliance.
Further develop our international partnerships for faculty exchanges and cooperative scholarly research efforts.	Details of this effort was reported earlier. Five faculty traveled to partnership institutions: two to Olten, Switzerland, one to Salzburg, Austria, one to Vienna, Austria and one to Paris and Bordeaux, France. Two from partner institutions visited SUU to speak to students and teach in selected classes.
Maintain 100 percent participation and increase quantity and quality of intellectual contributions, especially for graduate faculty.	Ongoing. All faculty are participating. Changed the required number of journal publications to be qualified to teach at the graduate level to three per five years and fifteen publishing points (from two in five years and 10 publishing points). Nearly all graduate faculty members are meeting that standard.

CURRICULUM CONTENT AND EVALUATION	
Plans	Updated Status
Continue to refine and use our assessment tools to improve our curricula and meet our mission.	Ongoing. Kim Craft chairs assessment subcommittee of the Maintenance of Accreditation Steering Committee. He attended training on Maintenance of Accreditation and is scheduled to attend the AACSB Assessment workshop in Fall 2007. Business Law I and II were restructured due to declining assessments of the ETS Major Field Exam in Business sub scores.
Develop course content guides to better achieve common student learning outcomes and better assess learning objectives.	Ongoing. <ul style="list-style-type: none"> • Course content guides with University, School, Program and Course learning objectives in place. • Links to assessment of learning objectives established for most courses. Analysis and assessment in process.
Create electronic student portfolios similar that done in the College of Education to assess students individually and programs.	On hold while Assessment Subcommittee of Maintenance of Accreditation Subcommittee establishes action plan for assessment standard.
Continue to (1) expand our delivery of graduate programs in the St. George market, and (2) explore the feasibility of offering an Executive MBA.	Dixie State College seniors contacted by email during 2007 to make aware of MBA and MAcc opportunities. Funds received from legislature to fund partnership programs. St. George MBA courses offered. Faculty committee examined feasibility of Executive MBA program and determined it was not feasible at this time.

INSTRUCTIONAL RESOURCES AND RESPONSIBILITIES	
Plans	Updated Status
Maintain and when possible enhance instructional resources and encourage faculty to do the same with regard to instructional responsibilities.	<ul style="list-style-type: none"> • Investment and Service Learning Laboratory officially named and opened in Sept 2006. • Additional faculty adopted the use of clickers used in rooms 208 and 203 which allow students to respond to instructor questions and computer-based analysis and feedback. • Screens replaced in five classroom.
Continue to actively participate on university- and school-wide committees that have input for classroom technology mediation, computer lab replacements, and library resource allocations and enhancements.	Ongoing.
Increase the technological integration into curriculum and use of library resources with courses.	Morningstar Ratings available to the whole university. Used extensively in Investments I and II classes. Business Week electronic database and support made available for all faculty.
Continue to provide faculty with contemporary computing hardware and software to support their continued intellectual development and contributions.	Faculty replacement of computers ahead of schedule.

STUDENTS	
Plans	Updated Status
As part of a university-wide effort, focus on improving recruitment and retention of students: <ul style="list-style-type: none"> Improving relations with high school business faculty and counselors; Hosting high school business club visits at the University; Sponsoring of high school business competitions; and Telephone contacting of interested high school juniors and seniors 	All are presently underway. <ul style="list-style-type: none"> Telephone contacting ongoing. Specialized mailers tailored to student interests developed with Enrollment Management as a pilot program. CIET cancelled applied technology competition, of which the business competition was part. The School of Business will need to take over this task for the upcoming year.
Continue excellent advisement, tutoring, and student mentoring to retain students.	Ongoing.
Organize Beta Gamma Sigma and Beta Alpha Psi student honorary societies.	Decided not to pursue Beta Alpha Psi. BGS chartered in 2006 with initial induction ceremony occurring in April 2007. Named a Premier Chapter due to high acceptance rate. Eligible for \$500 scholarship next year.
Continue to work with advisory board to improve placement opportunities for undergraduate and graduate students, including increasing internship opportunities and improving access to mentors .	Ongoing.

INTELLECTUAL CONTRIBUTIONS	
Plans	Updated Status
Continue to aggressively support, encourage, and reward faculty intellectual contributions.	Ongoing. Endowment in place to encourage scholarly activity for Finance faculty. Will be able to use the funds next year.
Increase the quantity and quality of our intellectual contributions, especially at the graduate level, by increasing the minimum IC policy requirements and Merit Pay policy.	In first transition year for increase in intellectual contributions: Graduate: 3 journal articles and 15 points in five years (from 2 articles and 10 points) Undergraduate: One journal article and 10 points in five years (up from five points). Nearly all faculty have met the new standard.
Increase budgets for professional development and travel, sabbaticals, and release time to support research activities.	Provost Development Grant funding increased from \$110,000 to \$130,000. The School of Business established a faculty development fund (non-appropriated funds) with a \$11,000 base. Fundraising efforts will focus on expanding it for future use. Funded all proposed travel for 2006/2007 using appropriated funds
Institute post-tenure review in 2005, including an evaluation of intellectual contributions.	Instituted for 2005/2006. Twelve faculty went up for post-tenure review during a two-year transition period (2005-2007). One elected to retire. Two faculty placed on developmental plans.
Build financial sponsorship for faculty awards and recognition.	Sponsors obtained for faculty awards. \$100,000 endowment established to support Finance faculty. Request made to Schulze foundation for \$50,000 to support faculty exchanges.
Publish a listing of faculty intellectual contributions and distribute to stakeholders.	Listing published annually in School of Business Annual Report.

Assessment Plans and Implementation

ETS Major Field Exam Results.

Undergraduate Scores. As the table below shows, beginning in Spring 06, undergraduate ETS scores were much lower than expected, especially in the quantitative and legal areas. This prompted an investigation into an assignable cause for this precipitous decline.

ETS Major Field Exam in Business Undergraduate Scores	Semester						
	SP 07	FA 06	SU 06	SP. 06	FA 05	SU 05	SP 05
# of Students Tested	57	32	23	65	43	26	53
Overall Average %	95	80	80	80	90	95	90
Assessment Indicator 1 (Accounting)	90	95	85	80	95	80	95
Assessment Indicator 2 (Economics)	95	95	85	80	95	95	85
Assessment Indicator 3 (Management)	95	50	90	85	90	95	95
Assessment Indicator 4 (Quantitative)	95	30	60	60	75	95	85
Assessment Indicator 5 (Finance)	95	95	70	80	90	80	90
Assessment Indicator 6 (Marketing)	85	85	80	85	80	70	90
Assessment Indicator 7 (Legal)	75	10	25	55	85	95	85
Assessment Indicator 8 (Inf. Sys.)	50						
Assessment Indicator 8 (International)	90	95	90	65	80	95	75

First, we discovered a systemic problem that impacted overall scores and specifically quantitative scores. An error occurred in the registration system which dropped all holds for the capstone course, allowing students to enroll without the required prerequisites. Second, in 2004 we changed the prerequisites for the capstone course to advanced standing and in the last year of coursework, to simplify student scheduling. However, that allowed students to take the capstone without completing all the core classes. We changed the prerequisites for the 2006/2007 year to correct this situation. We immediately saw some improvement in Fall 2006 (although the quantitative and legal area declines persisted). Spring 2007 scores improved further and all areas were at the 75th percentile or above, except a new indicator, information systems. We do not have information systems included in our core requirements.

Last year we looked at the quantitative area in depth. Numerous courses contribute to this area: Business Statistics, Operations Management and Managerial Economics. In the past we have had some problems with math professors teaching business calculus and business statistics (one left mid-term and some have resisted including business applications). In addition, a significant number of students were taking the regular statistics class, rather than the business statistics class. The math department provided a liaison to the School of Business to coordinate Business Statistics and Business Calculus requirements. We also instituted a second statistics course, ECON 2500. Plus, we tightened up requirements for Advanced Standing and prerequisites for the capstone course so that students. We have some indications that things may be improving. Spring 2007 performance improved to the 95th percentile. We will continue to monitor this situation to ensure that the problems are really solved.

After a review by the professor that teaches the business law class, he determined that a major part of the material covered in the ETS exam is covered in ACCT 6360, Business Law II, which

is a graduate course in the Masters of Accounting program. He reviewed the content of the business law classes at other USHE institutions and made adjustments to our curriculum. It is probably too soon to determine if this solved the problem, but the results for Spring 2007 are encouraging, since the scores for the legal area improved to the 75th percentile.

MBA Scores. We have been using the new ETS Exam for MBA programs since its inception. Our scores have been somewhat erratic, but have consistently been above the 70th percentile until this past year, as the table below shows.

	Semester				
	SP 07	SP 05	SU 05	SU 04	SU 03
# of Students Tested	18	16	25	15	10
Overall Average %	60	85	90	70	94
Assessment Indicator 1(Marketing)	65	95	95	90	94
Assessment Indicator 2 (Management)	40	65	95	80	75
Assessment Indicator 3 (Finance)	75	80	95	90	94
Assessment Indicator 4 (Managerial Acct.)	70	75	90	85	94
Assessment Indicator 5 (Strat. Integration)	55	80	90	70	88

Spring 2007 scores show a dramatic decline in almost all areas. It is possible that this is a one-time occurrence, although we have seen a drop in the management scores for two consecutive tests now. The MBA faculty will be tasked to evaluate this performance and see if there is an assignable cause to the dip in performance.

Department of Accounting.

To measure the effectiveness of “**providing accounting knowledge and skills needed for career development**” (*Mission Statement*), the department used assessment data from student evaluations, exit surveys, the ETS field exam, the CPA exam, placement rates, and industry trends. As shown below, the department exceeded its teaching and testing goals. Regarding the undergraduate non-placement rate, of the 41 graduating seniors who responded to the exit survey, five (12%) were undecided, ten had jobs, twenty-five plan for a MAcc, one plans for a law degree, and one plans to work at home. The survey was taken before graduation.

<i>Goal</i>	<i>Result</i>
Average teaching evaluation score > 4.0	4.35 (fall 06), 4.40 (spring 07)
Average score on each learning objective > 3.0	All scores exceeded 3.0
ETS field exam score in accounting > 75 th percentile	90 th percentile (spring 07)
ETS field exam score in bus. Law > 75 th percentile	75 th percentile (spring 07)
The first-time pass rate on any part of the CPA exam > national average.	SUU 50% > National 21%
Non-placement rate for BS graduates > Utah unemployment rate	Undergrad rate = 12.2% (spring 07) < 2.7% Utah unemployment rate
Place all of our MAcc graduates in accounting careers	100% placement

In response to a need for a renewed emphasis on accounting ethics education, we evaluated strategies for delivering ethics education across the curriculum. Results show that a values-based

ethics strategy that uses a mixture of ethics vignettes, reflective essays on personal and professional values, and stories of moral exemplars was effective in promoting ethical awareness, ethical judgment, and ethical motivation. In addition, we added Accounting Ethics Seminar (ACCT6650) as a required course in the MAcc degree, and plan to adopt a school-wide Code of Conduct this fall.

To measure the effectiveness of **“fostering career development through the professional accountancy club, internships, service learning, and visits to employers”** (*Mission Statement*), we collect an internship report from each intern, written summaries of VITA and PAC activities, and reflective essays from the VITA volunteers. The VITA program was particularly successful this year, with 670 state and federal returns prepared by 74 student volunteers. VITA participation is required in tax courses and the spring PAC seminar. The reflective essays showed that students learned basic tax preparation techniques and benefited from the service learning experience.

<i>Activity</i>	<i>2006-2007</i>
PAC meetings	~15
Interns	58
VITA volunteers	74
Tax returns	670

To measure our effectiveness of **“enriching the educational experience of students in the classroom”** (mission statement), each faculty prepares a Faculty Annual Activity Report on scholarly and service activities, including an explanation of how such activities influence teaching. Development plans are prepared for inactive faculty. All but one full-time faculty member was active. Inactive faculty members are put on development plans with publication goals, and do not receive merit pay. The part-time faculty members are writing a case study involving *QuickBooks* in ACCT2010. All faculty members reported university or relevant professional service activities.

Department of Economics and Finance.

The objectives of the economics program are in the areas of learning, placement, and satisfaction of graduates and employers. To assess these objectives, the economics program uses student evaluations, Career Center placement data, exit interviews and the ETS. In past years the program has used the Test of Understanding in Economics (TUCE) exam. It was decided by the program that TUCE would not be used every year for assessment. In the 2006-07 assessment of these items the program met or exceeded all goals.

For 2006-07, economics faculty met Department teaching standards, with scores above 4 on student evaluations. The average response on the Economics graduate exit survey for teaching objectives was 4.2; the lowest item was “the role of government with respect to business and markets” (average score of 3.5). This implies more discussion of public finance needs to be completed in theory classes. The most recent economics graduate placement numbers (for 2005-2006) indicate of 11 responses, eight graduates were employed and three were in graduate or professional school.

The objectives of the Finance program are excellence in finance education, adequate preparation for professional careers, and to provide service through committees, professional organizations, and other means. As with the economics program, the primary assessment methods consist of student evaluations, ETS field exam, Career Center data, and exit interviews. 2006-07 assessment of these items indicated the program met or exceeded all goals.

For 2006-07, finance faculty met Department teaching standards, with scores above 4 on student evaluations. The average response on the finance graduate exit survey for teaching objectives was 4.2; the lowest item was “learn of opportunities in e-business” (average score of 3.25). The most recent finance graduate placement numbers (for 2005-2006) indicate of 17 responses, 13 graduates were employed, two were in graduate or professional school, one was not in the labor force, and only one graduate was still seeking employment.

Department of Management and Marketing. Overall, the Department of Management and Marketing is growing and healthy. It is now the largest department in the School of Business, we added two new Ph.D. faculty members to the marketing program in 2006, and two new Ph.D. faculty for Management and HRHM in 2007 (one replacing Art Porter, who was a professionally qualified teacher). The quality of faculty, and their intellectual output, has grown over the past five years, and continues to be above the standards expected in teaching quality, scholarly contributions and service. Student scores continue to be very high on the ETS field exams, although there are infrequent drops in certain areas which are being analyzed and dealt with. The HRHM program is also growing rapidly, and we expect this to continue. The additions of Dr. Terry Chambers and Dr. Lisa Assante will aid in this effort.

Masters of Accountancy.

The placement rate for MAcc graduates is nearly 100%. Employers typically make job offers in the first semester of the MAcc program. Employers from Salt Lake City have begun to recruit on campus, a new development that has greatly expanded employment opportunities. As a result, MAcc enrollments are from previous years. The most recent CPA pass rate is 50% for SUU students and about 21% nationally. One of our recent graduates received the highest scores on the CPA exam in Nevada in 2007.

Masters of Business Administration. The MBA program is healthy, but growth stalled in 2006- especially in St. George. Efforts to increase enrollment have included repeated personal emails to all graduating business students at Dixie State College; the posting of a permanent poster in the business building promoting the program; and encouraging existing students to more aggressively speak out about the on-campus MBA. In addition, we are considering appearing before various civic groups to promote the degree. These efforts resulted in more applications from both sites. The St. George MBA enrollment doubled in Fall, 2007.

Academic Programs Introduced, Deleted or Revised

Two changes were made to the Business Pre-Core curriculum. The State Deans and UBAAN have agreed to incorporate a second computer course for Business Computer Proficiency. Standards have been established and the course identified (CSIS 2010 Computer Applications). Its content will conform to the standards by Fall 2007 and has been included in the Business Pre-Core requirements for the 2007/2008 school year.

The School of Business Recruitment and Retention Committee conducted a focus group interview with Freshmen and Sophomores, who indicated the need for a course to help them see the end result of a business degree (why they are taking the tools courses). The curriculum committee approved a one hour BA 1000 Introduction to Business Careers was also added to the Pre-Business Core, to meet these concerns. The course will introduce students to career options in business and help them understand how the foundation core tools courses fit in the curriculum. This will be taught for the first time in Fall 2007.

Instructional Experiments and Changes in Instructional Delivery

Moral Motivation (Resolve to have Moral Courage).

To improve student resolve to have moral courage we continued our ethics experiments. Using a pretest/posttest with control group design in the Fall 2006 Term and the Moral Competency Inventory, we measured the effect a values-based ethics education strategy (ethics vignettes, value-essays, and moral exemplars) on moral motivation. Results showed that student resolve to have moral courage improved significantly. We also added Accounting Ethics Seminar as a required course in the MAcc degree.

St. George MBA Program. The School of Business continued offering the MBA program in cooperation with Dixie State College. We offered three courses per term plus an independent study at the Udvar Hazy Business Building. The following table summarizes the results of our year of operation:

St. George MBA Offering 2005/2006	No. Students	St. George MBA Offering 2006/2007	No. Students
Fall Offerings		Fall Offerings:	
ACCT 6100 Adv. Managerial Acct	7	ACCT 6100, Adv. Managerial Acct.	On-line
MGMT 6100 Adv. Org. Issues	12	MGMT 6100, Adv. Org. Issues	6
ECON 6200 Managerial Econ.	7	ECON 6200, Managerial Econ.	3
Spring Offerings:		Spring Offerings:	
FIN 6100 Adv. Topics in Finance	9	FIN 6100, Adv. Topics in Finance	5
MKTG 6200 Adv. Topics in Mktg	12	MKTG 6200, Adv. Topics in Mktg	4
MGMT 6400 Strategic Mgt.	7	MGMT 6400, Strategic Mgt.	6
ACCT 6210 Corp. Tax I	Canx.	ACCT 6360, Bus. Law II	12
SU 2006 Offerings:		Summer Offering:	
BA 6103 Labor Relations	4	BA 6103 Labor Mgt Relations	Canx.

In spite of contacting Dixie State College of Utah students by e-mail, the enrollment dropped for 2006/2007. We will continue offering the MBA in St. George and will try to offer the Masters of Accountancy using legislative appropriated funds to foster and expand the ongoing partnership with DSCU. However, DSCU has also partnered with the University of Utah to bring its Executive MBA program to St. George, which may further erode demand.

Internet Courses. The School of Business has established a goal of getting the MBA and the Management Degree on-line. Our priorities have been to do the MBA foundation and Pre-Business Core courses first and then the Business Core, Management Major and MBA courses. This chart summarizes the progress made toward achieving those goals.

Course No.	Course Title	Scheduled Date	Completion Date	Person Responsible
MBA Foundation				
ACCT 6000	Found. Of Acct.		FA 2005	David Christensen
ACCT 6100	Adv. Mgt. Acct.		SP 2006	David Christensen
BA 6010	Legal/Soc. Environ. of Bus.			Need to find developer
ECON 6000	Found. of Econ.	SU 2007	SU 2007	David Tufte to update
FIN 6000	Found. of Fin.	SP 2008	In process	Denise Woodbury
MGMT 6000	Found. of Mgt. & Ops.		SU 2005	Gerald Calvasina
MKTG 6000	Found. of Mktg/Mkt. Research	FA 2007		Wayne Roberts
Other Graduate				
ACCT 6320	Adv. Cost Accounting		SP 2006	David Christensen
ACCT 6650	Ethics Seminar	FA2007	SU 2007	David Christensen
Business Core				
ACCT 2010	Acct Principles	2007	FA2007	
ACCT 2020	Managerial Acct		SP 2006	David Christensen
ACCT 2050	Bus. Law I	2007		Need to find developer
ECON 2010	Princ. of Microecon.	SU 2006	SU 2006	Joe Baker
ECON 2020	Princ. of Macroecon.			David Tufte
ECON 3010	Managerial Econ.		SU 2005	Joe Baker
FIN 3250	Managerial Fin I	SP 2006		
MGMT 3100	Operations Mgt.	N/A	N/A	Weber State U. Course
MGMT 3180	Mgt. and Org.	FA 2006	SU 2006	Gerald Calvasina
MGMT 4200	Govt., Bus. & Ethics	SP 2007	SP 2007	Roy Johnson
MGMT 4950	Strategic Mgt.	SP 2007	SP 2007	Roy Johnson
MKTG 3010	Mktg. Principles	N/A	N/A	Wayne Roberts
Management Major				
MGMT 3050	International Bus.	SU 2008		Alan Hamlin
MGMT 3240	Human Resource. Mgt.	SP 2008		Gerald Calvasina
MGMT 4100	Org. Behavior & Lead.	SU 2008		Greg Powell
MKTG 4100	Mkt Research & Strat.	SU 2008		Wayne Roberts
Electives				
ACCT 3300	Cost Accounting		Spring 2006	David Christensen
MGMT 3210	Entrepreneurship	SU 2008		Craig Isom
HRHM 3000	Intro. to Hosp. Mgt.	Fall 2008		Emmett Steed
FIN 3750	Investments I	Fall 2008		To be determined
FIN 3110	Risk & Ins.	Fall 2008		To be determined

Significant Faculty Development Activities

We have two faculty members on faculty developmental plans. Both had unsatisfactory post-tenure reviews. A faculty member from the Department of Management and Marketing needed to improve scholarly activity. All other areas were acceptable. He has been paired with a faculty member who is publishing. The two conducted research into efforts to improve academic integrity in the School of Business and have submitted a paper to the Journal of the Academy of Business Administration with expected publication in 2008. The second faculty member is from the Department of Accounting and has a developmental plan to improve teaching, scholarly activity and collegiality. Mentors helped the faculty member improve student feedback by incorporating a grading system using Web CT. This greatly reduced the top student complaint on teaching evaluations for this professor. The dean and department chair provided further suggestions for improving teaching performance. His teaching evaluations have improved, but have not yet reached an acceptable level. The faculty member has also enrolled in a course to increase his ability in Excel spreadsheets.

Two faculty members, Amy Moore and Jeff Barnes attended a grant writing workshop in May 2007, held at Southern Utah University. They are now working on writing two separate grants. Denise Woodbury also attended The Grant Workshop in Salt Lake City in May 2007.

The scholarly activity for 2006 and the first half of 2007 is listed in Appendices B and C respectively. The following faculty development efforts were funding from the School of Business and the Provost Faculty Development Grant:

Department/ Faculty	Activity	Funding Source	
		Business	Provost Grant
Accounting			
Jeff Barnes	Two trips to attend Education Advisory Board, State Board of Accountancy (Chair of Committee)	\$600	
	Moral Awareness survey	177	
David Rees, David Christensen Jeff Barnes	Present a paper at the Clute Institute for Education and Business, Mazatlan, Mexico (March 25-30, 2007)	409	\$1,226.00
Economics and Finance			
Joe Baker	Present paper at Western Economics Association, San Diego California (June 29-July 3, 2007)	543.00	814.00

Department/ Faculty	Activity	Funding Source	
		Business	Provost Grant
David Tufte	Present paper at Mountain Plains Conference, Orem UT (Oct 19-21, 2006)	478.00	
	Present paper at Utah Center for Ethics and Social Policy, Cedar City, UT (Oct 6, 2006)	75.00	
Denise Woodbury	Present paper at Allied Academies International	425.00	1,275.00
Management and Marketing			
Gerry Calvasina	Present paper at American Society for Business and Behavioral Sciences, Las Vegas, NV (Feb 22-25, 2007)	165	
	Present paper at Allied Academies Spring International Meeting, Jacksonville, FL (April 2007)	288	495
	Serve as discussant/moderator at Society for Human Resource Management (Jun 3, 2007)	386	
	Attendance at Southern Nevada Human Resource Administration with students.	143	
	Attendance at international days and course presentation at INSEEC Grande Ecole in Paris and Bordeaux, France		900
Terry Chambers	Present paper at Allied Academies International Conference, Jacksonville, FL (Apr 26-28, 2007). Did not attend.	321	
Alan Hamlin	Present paper at International Conference of the Academy of Business Administration, Munich, Germany (Aug 2006)	640	1,921
	Present paper at Mountain Plains Management Conference, Orem, UT (Oct 18-21, 2006)	565	
Alan Hamlin and Gerry Calvasina	Present paper at Academy of Business Administration, Denver, CO (Apr 11-15, 2007) Did not attend.	318	952
Amy Moore	Present paper at Western Economics Association International Conference, Seattle, WA (June 28-July3, 2007)	645	
Greg Powell	Present paper at Mountain Plains Management Conference, Orem, UT (Oct 18-21, 2006)	500	

Department/ Faculty	Activity	Funding Source	
		Business	Provost Grant
Wayne Roberts	Present paper at American Marketing Association Summer Educators' Conference, Washington D.C.	332	
	Attend DEX Fall Leadership Conference, Park City, UT (Oct 26-28, 2006) with students	486	
	DEX State Competitive Conference, Salt Lake City, UT (Feb 22-24, 2007) with students	638	
	DEX International Career Development Conference, Orlando, FL (Apr 20-24, 2007) with students	1,150	
	Present paper at Allied Academics Conference, Jacksonville, FL (Apr 26-28, 2007)	332	994
Emmett Steed	Present research at Utah Tourism Conference, Salt Lake City, UT (May 2007)	375	
	Utah Tourist Profile Research Project	750	
	Present paper at Allied Academies International Conference, Jacksonville, FL (Apr 11-14, 2007)	425	1275
Denise Woodbury	School of Business	\$11,604	\$9,852
Total		22,770	19,704

Special Recognitions of Faculty, Staff and Students

Faculty. Business faculty members have received recognition at the international, national, university and school levels. International, national and state awards include:

Dr. Gerald Calvasina, Distinguished Research Award, Allied Academies, April 15, 2006, for paper titled "The National Labor Relations Act and Non-Union Employers: Policy and Practice Issues in a Changing Environment", Distinguished Research Award, Allied Academies, October 19, 2006, for paper titled "Preventing Employee Identity Fraud: Policy and Practice Issues for Employers" and Best Paper Award, American Society for Business and Behavioral Sciences, February 2006, titled "Should Direct Costing or Activity Based be the Basis for Strategic Decision Making".

Dr. Alan Hamlin, Professor of Management, traveled to Oxford, England in July, 2005 to present a paper at the Oxford Round Table. His topic was "EU/US Currency Fluctuations, and the Resulting Impact on Bilateral Trade Relations, Commerce and International Lending." Past President and current Board member of the Mountain Plains Management Association. He was also recognized as the "Best Reviewer" for the

Journal of Business Administration at the annual conference of the Academy of Business Administration in Denver, Colorado in April, 2006.

Dr. Joe Baker, Professor of Economics, presented a paper at the Oxford Roundtable in Oxford, England in July 2007 entitled “Class, Ability, Mobility: Is it better to be born rich or smart?”

Dr. David Christensen, Professor of Accounting and Department Chair, received the Exemplary Use of Technology Faculty Award from the Utah System of Higher Education for his development of online accounting courses.

Dr. Amy Moore, Associate Professor of Marketing, was appointed Associate Editor of the Applied Economics Research Bulletin.

University awards, including promotion and tenure, include the following:

Dr. Wayne Roberts was awarded tenure effective July 1, 2006.

Dr. Roy Johnson was promoted to full professor to be effective July 1, 2007.

Jeffery Barnes and **Robin Boneck** received the Faculty Service-Learning Fellow Award for their work with the Voluntary Income Tax Assistance program. Graduate and undergraduate accounting students served over 710 clients, providing free income tax preparation for students and low-income residents of Iron County. This service produced a fair-market value of professional services estimated at a competitive \$145,000 from January to April 2007.

Each department selected an outstanding professor for 2006/2007 who were recognized at the Graduation Convocation for the School of Business. They are:

	Accounting	Econ and Finance	Management & Marketing	Military Science
Professor of the Year	Jeffrey N. Barnes	Denise Woodbury	Gerald Calvasina	Jeremy Williams

Students. The following students were recognized at our annual academic awards banquet:

Student	Award
Trina Lloyd Nick Gower	Co-Valedictorians
Crimson Singleton	University Scholar
Kim Patterson	Outstanding MBA Student
Caleb Miller	Masters of Accountancy, CPA Key Award
Rebecca Zitting	Wall Street Journal Award for Outstanding Academic Performance in Business
Joshua Hurst	Outstanding Student, Accounting
Shaun Vernon	Outstanding Student, Economics
Samuel Martinez	Outstanding Student, Finance
David Welsh	Outstanding Student, Management
Chris Forsythe	Outstanding Student, Marketing
Jessica Langley	Outstanding Student HRHM
Adam Ellington	Outstanding Student, Military Science
Leslie Bate	Outstanding Junior, Accounting
Kory Shipp	Outstanding Junior, Economics
Cody Hunt	Outstanding Junior, Finance
Joy Seegmiller	Outstanding Junior, Management
Cidne Christensen	Outstanding Junior, Marketing
Rex McArthur	Outstanding Junior, HRHM
Samuel King	Outstanding Junior, Military Science

VITA Program. In the spring 2007 term, 74 students prepared over 670 federal and state returns. Several of our graduate students managed this service-learning project. Jeff Barnes is the VITA advisor.

The Academy. The Academy hosted four workshops on preparing resumes, interviewing techniques, employment negotiation and financial planning/investment analysis. Students also toured several local companies including the local Wal-Mart store. Dr. Carl Templin was the club advisor.

DEX Marketing club. Several students qualify annually for national competition. Dr. Wayne Roberts and Dr. Dennis Vredenburg are club advisors.

Society of Human Resource Management. During the past two years SHRM completed a job-shadow program with the Southern Nevada Human Resource Association in Las Vegas; students attended a meeting of the professional chapter and then spent the day shadowing an HR professional. SHRM also completed corporate visitation and job-shadow programs with SMEAD Manufacturing and Circle-4 Farms and co-sponsored a Resume writing workshop and electronic job search workshop.

Students in Free Enterprise (SIFE). The SUU Students in Free Enterprise (SIFE) team had a productive year. We completed fourteen major service-learning projects, sharing what we are learning in our classes with our community. We set up shop with fifth graders and taught them about earning, saving, and the value of hard work. We taught a variety of personal financial management courses on campus and in the community. We taught first-time home buyers what to look for and helped qualify them for FHA loans. We taught 400 high school students in southeastern Utah to avoid debt and helped them develop important financial skills. Our 72 members spent more than 750 hours to help our community.

Military Science. The Department of Military Science commissioned 11 cadets this past year. Five cadets commissioned in the Active Duty Army, five in the Army National Guard and one in the Army Nurse Corps. The Ranger Challenge Team competition was revised this year and only the Utah schools competed against each other. ROTC cadets provided the cannon crew and pushup group for the home football games. The honor guard posted the flag at football, basketball and gymnastic meets and other campus functions. The university recognized the ROTC club as the organization of the year. School year 2007-2008 marks the first year of Army ROTC at Dixie State College. The Military Science Department at SUU will have responsibility to instruct classes and labs at both schools. There are 50-60 cadets anticipated for fall semester at SUU and 30-40 anticipated at DSC.

Scholarly Activity Report

This section summarizes scholarly activity for 2006 and the first half of 2007. Faculty engage in scholarly pursuits that keep them current in their field and complement their teaching experience. We track scholarly activity over a period of five years for accreditation purposes. The tracking is by calendar year. The table below summarizes the activity for CY 2006 as well as CY 2002-2006 by department and overall. As the table shows, our faculty primarily conducts applied research, followed by instructional research and then basic research, which is appropriate for our mission. For the years 2002 to 2006 our faculty have averaged 4.3 journal publications per faculty member (up nearly .5 from last year) and 4.8 non-journal refereed publications (down 1.2 from last year).

Our progress to date in 2006 looks to be on track to being equal to or better than 2005. We already have achieved .7 journal articles per faculty member (compared to .9 for all of 2005).

Faculty Publications by Department and School

Dept	Type	2007 (first half)			2006			5-year Total		
		Refereed			Refereed		Other	Refereed		Other
		Jour	Non-J	Other	Jour	Non-J		Jour	Non-J	
Acct.	Instructional	4	0	1	6	1	5	15	9	18
	Applied	2	0	0	1	1	0	22	5	19
	Basic	6	0	1	2	0	0	10	2	1
	All	12	0	2	9	2	5	47	16	38
Econ & Fin	Instructional	0	0	0	0	0		3	2	9
	Applied	1	1	0	0	1	1	12	23	13
	Basic	0	0	0	2	0	0	5	2	3
	All	1	1	0	2	1	1	20	27	25
Mgt & Mktg	Instructional	1	0	0	2	2	0	4	4	0
	Applied	14	7	2	9	10	2	37	72	3
	Basic	0	0	0	0	0	0	0	0	0
	All	15	7	2	11	12	2	41	76	3
School	Instructional	5	0	1	8	3	5	22	15	27
	Applied	17	8	2	10	12	3	71	100	35
Totals	Basic	6	0	1	4	0	1	15	4	4
	All	28	8	4	22	15	8	108	119.0	66
School	Instructional	0.2	0.0	0.0	0.3	0.1	0.2	0.9	0.6	1.1
	Applied	0.7	0.3	0.1	0.4	0.5	0.1	2.8	4.0	1.4
Ave. per part.	Basic	0.2	0.0	0.0	0.2	0.0	0.0	0.6	0.2	0.2
faculty	All	1.1	0.3	0.2	0.9	0.6	0.3	4.3	4.8	2.6

Significant Professional Service Activities

Faculty. Faculty members are involved in providing professional service in a number of ways. Business faculty provided consultation services and also served as board members or on leadership positions for professional organizations, which are summarized in the following table:

Name	Professional Service Rendered
Jeffrey Barnes	Member, State Board of Accountancy's Education Advisory Subcommittee.
Joe Baker	Advisory Panel, Parents for Choice in Education Board of Directors, Utah Council on Economic Education
Gerald E. Calvasina	Editor, <i>Mountain Plains Journal of Business and Economics</i>
David S. Christensen	<ul style="list-style-type: none"> Editor, <u>Journal of Cost Analysis and Management</u> (Society of Cost Estimating and Analysis). Provided several consultations to government agencies and defense contractors.

Alan R. Hamlin	<ul style="list-style-type: none"> • Reviewer, Mountain Plains Journal of Business • Reviewer, Journal of the Academy of Business Administration • Board Member, Mountain Plains Management Assn.
Steven Harrop	<ul style="list-style-type: none"> • Investment Advisory Board, Soltis Investment Advisors, St. George, Utah • Board of Directors, Heritage Bank, St. George, Utah • Board of Editors, <i>Money Matters Magazine</i>, St. George, Utah • Board of Directors, SmartDuct Inc., St. George Utah • Investment Advisory Committee, Southern Utah University
Craig Isom	<ul style="list-style-type: none"> • Chairman of Audit Committee/Board Member, Allegiance Direct Bank, Cedar City, Utah • President, Emerald Sunrise, Inc., Utah
Tim Lewis	Board Member, Constitutional Freedom Foundation
Amy Moore	<ul style="list-style-type: none"> • Associate Editor, Applied Economic Research Bulletin
Greg Powell	<ul style="list-style-type: none"> • NxLevel Certified. business plan development course to entrepreneurs. • Certified trainer- Achieve Global management training • Certified trainer- Vital Learning management training • 100+ hours management training in past year • Cedar City Regional Airport, Marketing Board • Member, American Society for Training and Development
David Tufte	<ul style="list-style-type: none"> • Editor, Mountain Plains Journal of Business and Economics • Referee, Mountain Plains Journal of Business and Economics • Referee, Journal of Applied Business Research • Referee, Eastern Economic Journal • Referee, World Development • Consultant for HSBC • Consultant for Citizens for Dixie's Future • Text Reviewer for Wiley • Text Reviewer for MIT Press
Dennis Vredenburg	<ul style="list-style-type: none"> • Board of Directors, Utah State DEX • Board of Directors, Western Marketing Educators
Denise Woodbury	<ul style="list-style-type: none"> • Faculty Advisory Committee Member. Students in Free Enterprise, USA • Editorial Board Member, Academy of Entrepreneurial Education

	<ul style="list-style-type: none"> • Finance Editor, <i>Academy of Accounting and Finance Studies Journal</i> • Board of Directors, Valley View Medical Center
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Small Business Development Center (SBDC). The mission of the SUU Small Business Development Center (SBDC) is to be Southern Utah's leader in facilitating small business development and entrepreneurship education. The SBDC provides low-cost training programs and consulting services for small businesses and entrepreneurs. Training topics for 2007 included Start Smart business basics, QuickBooks, contracting basics, accounting/financial tools, online entrepreneurship course, better business techniques course, and tools to help your business succeed. In addition, the SBDC created the Best Business Idea and Best Business Plan Competitions in order to promote business in our local area. Winners of the three competitions over the past two years have been awarded \$30,000. The SBDC also provided free professional consulting to over 185 clients in 2007 and trained over 130 attendees.

Co-located with the SBDC is the Utah Procurement Technical Assistance Center (PTAC), which provides services under a grant from the Department of Defense and the Utah Governor's Office of Economic Development. Services include a computerized bid notification system for companies wanting to sell goods and services to Federal, State and local governments as well as training and consulting services. Further, the PTAC clients achieved over \$15 million in government and commercial contracts in 2007. This translates into over 300 jobs created or retained due to these contracts.

Future Goals and Objectives

Our goals and objectives for the upcoming year are as follows:

1. Further strengthen our international partnerships in terms of student and faculty exchange programs to increase the global awareness of our faculty and students and improve diversity in the School of Business.
 - a. Finalize and implement Double Degree Program with ESCEM School of Business, Poitiers, France.
 - b. Develop student exchange agreements with schools in Asia, Great Britain and Australia.
 - c. Increase faculty exchanges with our international partners, especially the University of Applied Sciences, Olten Switzerland, INSEEC (Paris and Bordeaux, France) and the School of Applied Sciences, Vienna, Austria.
2. Raise \$350,000 this year in scholarships and faculty support..
 - a. Set up named scholarships in ten organizations that hire our students with alumni donations and company matches (\$50,000).
 - b. Obtain funding to support student exchanges (\$50,000)
 - c. Increase scholarships by \$50,000
 - d. Form fund raising and advisory committee to define concept for addition to business building (\$50,000)
 - e. Funding to support SUU Entrepreneur Challenge and student entrepreneurship (\$150,000)
3. Strengthen entrepreneurship focus and opportunity for students.
 - a. Develop integrated core with entrepreneurship focus to be implemented in Spring 2009.

- b. Further strengthen the SUU Entrepreneur Challenge.
 - c. Establish undergraduate and graduate consulting opportunities for small businesses.
- 4. Update Intellectual Contribution policy
 - a. Increase expectations for undergraduate faculty to two journals in five years and 10 publishing points.
 - b. Update expectations for professionally-qualified faculty.
- 5. Continue working on ongoing strategic initiatives:
 - a. Recruitment and retention
 - b. Advisory board development
 - c. Wells Fargo Business Executive Speaker Series
 - d. Maintain 75th Percentile on ETS Field Exam Scores

Challenges and Opportunities

Expanding the quantity and quality of intellectual contributions, as mentioned by the peer review team, will continue to be an important challenge. We will continue to improve in that area, while still maintaining the major thrust of our effort to achieve excellence in the classroom. Improving our assessment mechanisms to achieve assurance of learning will be a second challenge we must face in our quest for continuous improvement.

One of the ongoing challenges we face is to overcome our rural and remote location to achieve better employer recruitment for our students. We continue to work with our National Advisory Board to make contacts with desired companies for on-campus recruitment and to assist our graduating students to make connections with those companies. We continue to work with career services and clubs to promote corporate contacts through speakers, visits and club competitions at the state and national level.

We face continuing competition for business students. Dixie State College of Utah's gained approval this past year to offer an undergraduate accounting program, in addition to their business program approved several years ago. This provides an opportunity to provide the MBA and MAcc in St. George, if we can recruit their students into our programs. DSCU has partnered with the University of Utah to bring down their Executive MBA to St. George, which may further erode demand for our MBA program, which is offered in the evenings. So, recruitment and retention at both the undergraduate and graduate level is important.