



SCHOOL OF BUSINESS

EXCELLENCE WITH PERSEVERANCE AND INTEGRITY



2010-2011

Annual Report

This report satisfies the annual reporting requirements of SUU and our two accrediting bodies. It describes our major accomplishments for the past year, especially our strategic planning initiatives, goals and objectives.

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School of Business

ANNUAL REPORT

INTRODUCTION AND HIGHLIGHTS

This report satisfies the annual reporting requirements of SUU Policy 6.39 and supports the reporting requirements of our two accrediting bodies, the Association to Advance Collegiate Schools of Business (AACSB-International) and the Accreditation Council for Business Schools and Programs (ACBSP). This year was one of significant accomplishments for the School of Business. We successfully underwent maintenance of accreditation with AACSB-International and had our accreditation reaffirmed for another five years. We developed new mission and vision statements consistent with the University's Academic Roadmap and which stress our commitment to integrity, experiential education and a personalized learning environment for our students. We obtained an artistic rendering of a new business building, which is the University's top capital project using state appropriated funds. We hired new faculty members for the upcoming year in Economics, Finance and Management.

Here are some additional highlights of the past year:

- Our graduating seniors scored at the 85th percentile (top 15 percent in the nation) on the ETS Major Field Exam in Business during the 2010/2011 year.
- Our MBA students scored at the 65th percentile (top 35 percent nationally) on the ETS MBA Field Exam for the 2010/2011 year.
- Master planning efforts for the renovation and addition to the business building resulted in the decision to build a new 42,000 square foot building and an artistic rendering of the proposed building.
- Experiential and service learning achievements
 - 55 MBA students spent 714 hours providing strategic assessment and planning for 13 businesses in Iron and Washington counties.
 - Over 60 Accounting students spent more than 800 hours providing Voluntary Income Tax Assistance (VITA) for 800 low income Iron County residents. The value of this service to the community is estimated to be over \$140,000.
 - MBA and Finance students experienced the stress of managing a \$150,000 investment portfolio, netting a \$8,803 (5.9%) gain in just nine months.
 - Economics and Finance faculty supervised eight student research projects.
 - Alan Hamlin incorporated service learning in MGMT 4200, Business, Government and Ethics, yielding hundreds of hours of volunteer service to dozens of local organizations. Professor Hamlin was named a Service Learning Fellow for this effort.
 - Hospitality students taking the Quantity Food Production class, under the guidance of Professor Lisa Assante, prepared a "cruise ship buffet" fundraiser and raised \$10,000 to grant a Make-A-Wish Disney Cruise for a five-year old boy battling pancreotoblastoma cancer, where he met Mickey Mouse.

- HRHM students catered a cocktail event for the community on April 6, 2011, at “Art Food Music Wine: A Benefit for the New Downtown Cedar City” in the R. Haze Hunter Conference Center.
- Hospitality students taking the Strategic Guest Service class partnered with The Grand Lodge at Brian Head and developed a comprehensive training and development workshop on how to establish and maintain a customer service culture.
- An MBA student conducted thesis research in Austria funded by the Austrian Marshall Plan Foundation.
- We had six exciting speakers as part of our ongoing Wells Fargo Business Executive Speaker Series.
- DECA and PBL students competed at both state and national competitions, garnering second and fifth place national honors.

PROGRESS TOWARD MEETING MAJOR OBJECTIVES

In our August 2010 Retreat, the faculty and staff of the School of Business approved three major objectives for the 2010/2011 year. The first was to draft an updated strategic plan for the School of Business which fits into the Academic Strategic Plan and Roadmap, including an updated mission/vision statement, updated SWOT analysis and input from stakeholders. The second was to conduct final preparations for the Maintenance of Accreditation visit on January 23-25, 2011. The third was to finish raising our first \$2 million as part of the University's overall capital campaign, especially raising \$3.5 million funding for a new business building.

Strategic Planning

The School of Business Strategic Planning Committee developed a new mission/vision statement starting in August 2010. Their charge was to align the School of Business Mission/Vision with the new SUU Academic Strategic Plan and Roadmap developed during the 2009/2010 school year. That plan focused on providing "a personalized, integrative, and experiential learning environment designed to prepare students to become fully engaged and productive members of society." The Committee sought input from the School of Business National Advisory Board, students, faculty and the School of Business Leadership team. The following statements were finalized in October 2010:

Vision: The School of Business will offer premier programs in the intermountain west by creating an environment where faculty and staff emphasize personalized learning, student engagement, and integrity.

Mission: The School of Business offers an experiential learning environment that combines theory and practice, and is designed to prepare students to become fully engaged, productive and ethical members of the business community and society. In order to fulfill its mission, the School of Business will:

- Provide students opportunities for effective learning by emphasizing interactive experiences and individual attention both inside and outside the classroom.
- Empower students and faculty, who are both jointly and individually committed, to discover and apply knowledge for ethical leadership, innovation, and global awareness.
- Attract, reward, and retain faculty who are able to make relevant intellectual contributions to their fields through excellence in teaching and scholarship, emphasizing applied and pedagogical activity.
- Nurture personal development, and academic and professional partnerships to enhance the intellectual, cultural, social, and economic vitality of our region.
- Involve students in regional service to provide important learning opportunities and to create relationships between students, the School, and stakeholders.

The new mission and vision statements emphasize the core values of the School of Business and reflect our commitment to the new SUU Academic Vision and Mission. Experiential learning has been an essential part of business instruction since its inception. We emphasize and value both academic and professional

qualifications and make extensive use of simulations, case studies, exercises and service learning to enable students to apply their business knowledge in productive ways. We have taken the lead at the University in the application of service learning, global engagement through student and faculty exchanges, internships and other means of engaging students and preparing them for careers in business. Our competitive advantage is reflected in our School of Business motto: Excellence with Perseverance and Integrity. We build on our rural heritage of pursuing excellence through hard work, perseverance and integrity.

Maintenance of AACSB-International Accreditation

AACSB-International accreditation represents the highest standard of achievement for business schools, worldwide. Institutions that earn accreditation confirm their commitment to quality and continuous improvement through a rigorous and comprehensive peer review. AACSB-International accreditation is the hallmark of excellence in management education.

Our Maintenance of Accreditation visit occurred January 23-25, 2011. Preparations for this visit had been ongoing since our initial accreditation in April 2006. We were initially accredited under old standards and upon accreditation immediately shifted to meeting new AACSB accreditation standards, which included added emphasis on strategic planning and assurance of learning. All faculty members participated on one or more of the following committees:

Committee	Chair(s)
Steering Committee	Dean Carl Templin, Dr. Gerald Calvasina
Strategic Management Subcommittee	Dr. Alan Hamlin
Participants (Students) Subcommittee	Greg Powell
Participants (Faculty and Staff) Subcommittee	Dr. Steve Evans
Assurance of Learning Subcommittee	Dr. Kim Craft

The AACSB Maintenance of Accreditation Peer Review Team consisted of Dean Ernest Moser, University of Tennessee at Martin, who served as chair; Dean Richard Dearth, Pittsburg State University; and Dean Thomas Erikson, Western Illinois University. All were from public universities located in rural areas. The following programs were included in the accreditation review:

Bachelors of Science/Arts	Masters Degrees
<ul style="list-style-type: none"> • Accounting • Finance • Management • Marketing 	<ul style="list-style-type: none"> • Accountancy • Business Administration

At the conclusion of their review, the team recommended an extension of accreditation for an additional five years with the next maintenance review scheduled for 2015-2016. The AACSB Maintenance of Accreditation Committee concurred with the findings and the AACSB-International Board of Directors ratified the decision. The team's findings and recommendations are summarized below:

Commendations (Strengths, Unique Features)

- Scholarly productivity of faculty in spite of heavy teaching and service loads
- Successful placement of graduates in the professional workforce
- Outstanding collegiality and collaboration among the faculty supports fulfillment of mission
- Student engagement permeates the business curriculum

Effective Practices

- Student engagement opportunities and practical experience
- On-line Masters of Accountancy program provides access to a rigorous graduate program that effectively prepares students for public accounting
- The School of Business National Advisory Board is active and engaged in supporting the School in continuous improvement.

Opportunities for Improvement

- Hold a business-specific job fair at least once per year
- Increase number of business scholarships
- Formalize strategic plan based on new vision and mission statements.
- Lighten the load of the Assurance of Learning (Assessment) Committee
- Better exploit the use of international partners and international expertise of business faculty and students.

Fundraising and Business Building

We are still working to raise our first \$2 million as part of the University's overall capital campaign, in spite of the challenging economy. Including donations, pledges and deferred gifts, we have raised just over \$1 million as the following table shows:

Gift Type	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Total
Cash Donation	\$119,172	\$165,429	\$76,052	\$86,327	\$89,148	\$536,128
Private Grants	4,500	4,500	8,300	8,300	4,500	30,100
Total Donations	123,672	169,629	84,352	94,627	100,148	572,428
Pledges					160,000	160,000
Deferred Gifts			300,000			300,000
Total						\$1,085,928

Business Building

In the process of conducting master planning for an addition to and renovation of the Dixie Leavitt Business Building, the University determined it would be more cost effective to build an entirely new building and locate it north of the Sharwan Smith Center west of the Administration Building. The University contracted with the Architect Firm MHTN to prepare a rendering of a 42,000 SF business building. The exterior rendering can be seen to the right. The new building will have U-shaped seminar rooms that allow 40 students to work closely together, breakout/study rooms for students to plan and carry out team projects, advanced computer and service learning labs and a suite of advisor and faculty offices that will provide better accessibility and support for the mentoring and personalized instruction expected here at SUU.

The new building will also feature a lobby where students and faculty can gather in an informal setting. A key feature of the lobby will be a wall of honor where we will feature successful business men and women who have demonstrated a commitment to integrity. These moral exemplars will inspire our students and highlight our School of Business values:

Excellence with Perseverance and Integrity.

The next phase for the building will be the programming phase where detailed plans are prepared. We will need to raise \$200,000 to fund that phase. We have our promotional material in place and already started fund raising. The table to the right shows the donations and pledges raised this past year. This fall semester we will initiate an alumni fundraising initiative to raise the remaining amount needed to start the programming phase. In order to move to the construction phase we will need to raise an additional \$3 million. That will be our primary fundraising goal for the upcoming year.



NORTHEAST PERSPECTIVE



LOBBY

Donations as of 6/30	\$11,368
Pledges	\$165,000
Total	\$176,368
Remaining	\$23,632

Global Engagement

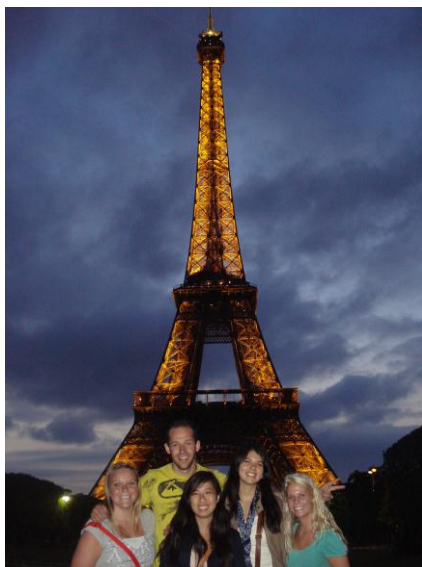
We have an ongoing objective to strengthen and build our international partnerships. Our AACSB-International Peer Review Team also emphasized that we should better exploit the exceptional international opportunities we have available for students due to our international partners and the number of faculty and students that speak a second language and have lived abroad.

A little over half of our business faculty speak a second language and have lived outside the United States for a significant time. A survey of our upper division and graduate students found that a significant proportion of our students have had international experiences. Thirty-nine percent of our upper division students have lived outside the United States and 37 percent speak a second language. That is even more pronounced with our graduate students, with 54 percent having lived outside the United States and 43 percent speaking a second language. In the last three years the number of international students studying in the School of Business has grown from 45 to over 100, making up almost 15 percent of the student population.

We now have 21 international partners and that number is growing. We develop partners one at a time with an exchange of visits. Most of our international partners teach in English, which enhances faculty and student exchange possibilities. Half of the business full-time faculty has taught at one of our partner institutions (highlighted in blue or red). That broadens their thinking in terms of global issues. Four of our international partners have sent faculty here to teach. Each has taught in the classroom and also spoken to our larger student body on international topics.

LOCATION OF INTERNATIONAL PARTNERS

- Australia (Rockhampton)
- [Austria \(Salzburg & Vienna\)](#)
- China (Changsha, Chengdu, Shanghai & Wuhan)
- Finland (Oulu)
- [France \(Paris & Poitiers\)](#)
- Germany (Mannheim)
- Greece (Athens)
- Hungary (Budapest)
- Ireland (Dublin & Galway)
- Korea (Seoul)
- [Mexico \(Monterrey\)](#)
- Netherlands (Eindhoven)
- Sweden (Jonkoping)
- Spain (Barcelona)
- [Switzerland \(Olten\)](#)



**BAILEY HAMPTON, MANAGEMENT MAJOR,
HIGHLY RECOMMENDS A STUDY ABROAD
EXPERIENCE TO HER CLASSMATES**

We have double degree programs with the institutions highlighted in red. Undergraduate business students study two semesters with our partner in Poitiers, France and they earn degrees from both institutions. We had one SUU student study in Poitiers this past year. MBA students study during the summer in Paris, France, and they earn both a SUU MBA and a European MBA. Seven MBA students comprised our inaugural class in 2010. Another seven MBA students attended the summer session in 2011. We had three French students study at SUU to earn the double degree. Students also do international projects where they apply their international knowledge and expertise to solve real problems for a business or organization. For example, one student did his project for a developer of luxury condominiums in Paris. He now works full time for that company. Another student did a study on international customer loyalty programs for MGM.

Wells Fargo Business Executive Speaker Series

We brought in executives from a variety of industries and locations to expose our students to successful business men and entrepreneurs.



Vince Rosdahl, Partner, Deloitte Tax LLP, opened our speaker series on September 16, 2010. He is the Financial Services/Real Estate Tax Lead Partner at Deloitte & Touche, San Francisco. His practice focuses on alternative investment funds—hedge, venture, and private equity funds. He became a partner in May 2002. He was previously a partner with Arthur Andersen. He graduated from SUU with a Master of Accountancy in June 1988 and a Bachelor of Science in Accounting in 1987. He spoke to the students on his career progression and how his educational experience at Southern Utah University impacted his career choices and career.



John P. Deckys is an entrepreneur, executive, author, speaker, radio talk show host, educator, mentor and motivator with more than 20 years of experience in the finance industry in companies of all sizes. He spoke to our students on October 19, 2010, as part of the convocation program of the University. He spoke about how the credit rating system works and about the process of establishing credit. He specifically addressed things that students can do to establish and improve their credit rating as well as things that students do to harm their credit.



Dwayne Nelson is a seasoned executive in the communications, internet services, and nuclear remediation industries. He spoke to the students of the School of Business on February 3, 2011 about “Utah’s Role in the Nuclear Power Renaissance.” Dwayne Nelson owns a private investment company and is the founder and President of both a public charity to assist victims of human trafficking and a private foundation. He was the President, CEO and board member of Envirocare of Utah (now Energy Solutions), and the Chief Operating Officer of STSN (Suite Technology Systems Network), now iBAHN, the world’s most reliable and respected provider of digital information and entertainment services for the hospitality industry. He was with Sprint for ten years.



Roger Clawson visited SUU on February 7, 2011, and spoke to our students about “Building a Purpose-Driven Business.” As owner and CEO for Golden Spoon Franchising, Roger has grown the chain from 22 units in 2000 to more than 130 units in four western states and three foreign countries in 2011. Golden Spoon is the third largest retailer worldwide in the frozen yogurt industry. Roger Clawson received a Bachelor of Arts degree from Southern Utah University where he also participated for two years as a member of the football team.



Lance Lehnhof practices law at Carman Lehnhof Israelsen, LLP, Salt Lake City. He presented to our students on April 8, 2011. His specialties are mergers and acquisitions, venture capital transactions, public and private securities offerings and general corporate and securities law compliance. He previously served as a law clerk to the Honorable Monroe G. McKay on the U.S. Court of Appeals for the Tenth Circuit. He received his law degree, summa cum laude, from the J. Reuben Clark Law School at BYU.



Jerry C. Atkin wrapped up an event-packed year of Wells Fargo speakers on April 14, 2011. Jerry Atkin is the Chairman and CEO of SkyWest, Inc., and its subsidiary companies SkyWest Airlines, Inc., and Atlantic Southeast Airlines, Inc., headquartered in St. George, Utah. He served as President and CEO of SkyWest Airlines from 1975 to 2005. Atkin graduated from the University of Utah, earning a Bachelor of Science Degree and Masters of Business Administration. He practiced as a Certified Public Accountant for two years prior to joining SkyWest.

ASSESSMENT ACTIVITIES

Since this past year was the year for our AACSB-International Maintenance of Accreditation review, we summarized all the activities for the past five years for our report. AACSB Accreditation Standards require that we demonstrate assurance of learning for all learning objectives. We became subject to these standards in 2006 and formed an Assurance of Learning Committee in the fall of 2006. Our Assurance of Learning plan was developed in 2007 and implemented in 2008. The process consisted of the following activities:

- (1) Define 4-8 learning goals for each degree program (i.e., BS, MBA, MAcc).
- (2) Translate each learning goal into one or more objectives—observable indicators of goal achievement.
- (3) Align the curriculum: map learning goals to specific courses to identify gaps and ensure students are acquiring the desired skills and knowledge.
- (4) Determine assessment methods and processes: design systematic processes for assessing whether goals have been achieved by measuring student performance vis-à-vis each objective.
- (5) Conduct the assessment (on a regular cycle such that each learning goal is assessed about every other year.
- (6) Analyze and disseminate assessment data.
- (7) Use assessment results to improve the curriculum.



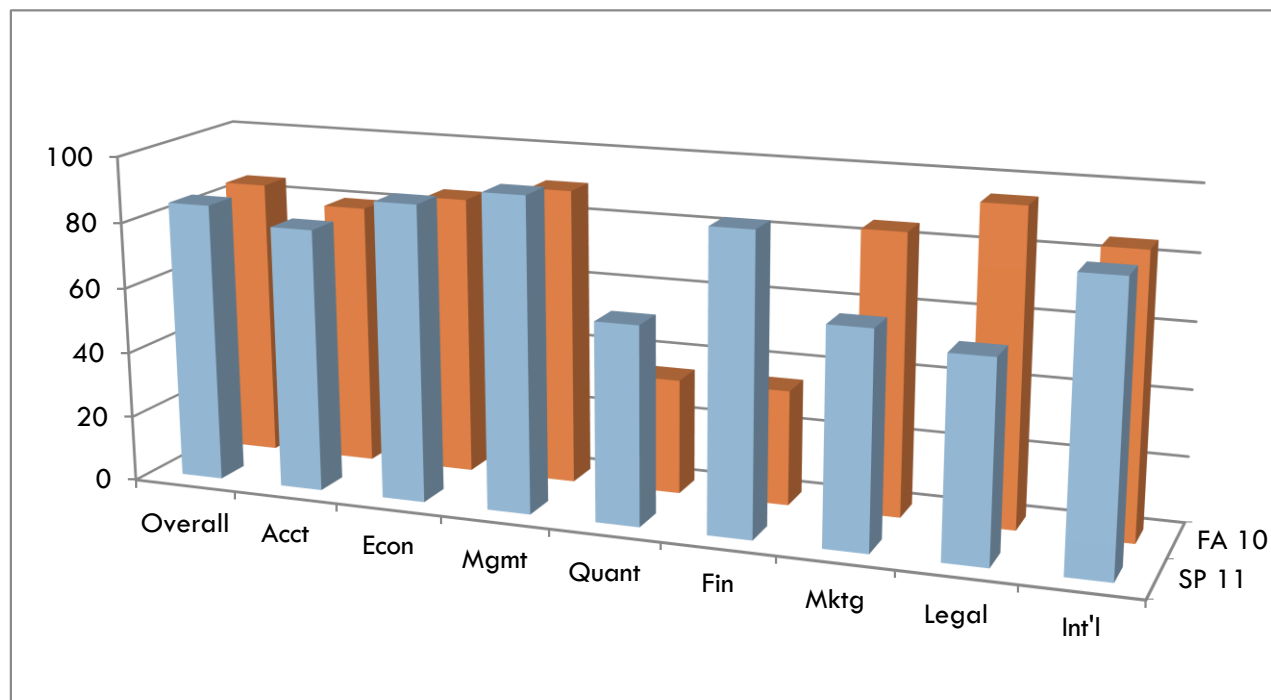
**PROF. GREG POWELL WITH GRADUATING
DAUGHTER DANICA BULLOCH, HRHM 2011**

Undergraduate Business Programs

The following table provides a summary of the learning goals, objectives, assessment method, timing and results that were presented to the AACSB Peer Review Team.

BA/BS Goals	Objectives	Assessment Method	Timing	Results/Use
1 Effective (a) written and (b) verbal communication skills	(a) Write effective and professional technical report	Assess random sample of 25 assigned papers in MGMT 4950 and/or MGMT 4200 using developed rubric.		Overall average of 4.0 (out of 5). No clear deficiencies noted. Faculty encouraged to continue assigning papers and providing coaching.
	(b) Make an effective and professional presentation	Attend and assess presentations of 25 randomly selected students in MGMT 4950 and/or MGMT 4200 using developed rubric	Spring 2009	Overall average of 4.1 (out of 5). Weakness in establishing rapport with audience. Faculty encouraged to continue assigning presentations and providing coaching.
2. Understanding of ethical issues and standards as they relate to business within society.	Achieve at the level of national norms or better on the Defining Issues Test (DIT2).	Administer DIT2 to randomly selected group of students and assess results.	Spring 2009	Females scored better than males. Scores improved as students progress. Ave. DIT2 score not significantly different than national norm. Ethics imbedded across curriculum; Integrity pledge instituted.
3. Basic knowledge of each major functional area of business.	Obtain a score of 75% or better on each section of the ETS exam.	Administer ETS exam to all students in MGMT 4950; review results and trends.	Annually	Scored at or above 75 th percentile on all areas but marketing (71 st); 85 th percentile overall. Business law low; curriculum redesigned.
4. Technical & analytical skills needed to facilitate decision making in complex environments	Conduct effective quantitative analysis of realistic business problems, using financial statements, projections, basic financial analysis, statistics and other relevant quantitative methods.	(1) Examine results and trends from the quantitative section of the ETS exam.	Annually	90 th percentile (greatly improved from 65 th in 2006. Conducted curriculum audit of quantitative courses/topics to improve coverage.
		(2) Administer a quantitative analysis test to students in one section of MGMT 4950; test developed by SUU faculty and will cover fundamental quantitative analysis at an applied level.	Fall 2011	
5. Strong critical thinking skills.	Seniors will score at the 75 th percentile nationally on the Business Critical Thinking Skills Test (BCTST); this will represent at least a 10 percentage point increase from scores of lower division students.	Administer BCTST exam to one section of MGMT 4950- and a randomly selected class in the business pre-core; compare seniors to national norms and lower-division SUU students.	Spring 2010	Sophomores scored at 63 rd percentile; seniors at 79 th percentile.

Each undergraduate business major takes the ETS Major Field Exam in Business. We have administered this field exam since 1993. The results for 2010/11 are presented in the following chart. These results are newer than the assessments reported above.



We continued to have a strong showing in most areas, which are at or above the 75% standard we have set for ourselves. However, we do see a slip in a few areas. First, we have made great progress in the legal area. However, in the last term (Spring 2011) our average slipped to the 60th percentile (whereas it was at the 95th percentile the previous semester). That same semester, the marketing scores slipped to the 60th percentile as well (from the 85th percentile the previous semester). The finance scores slipped dramatically to the 35th percentile in the fall but then rebounded to the 90th percentile in spring. The quantitative area also slipped from the 95th percentile in Spring 2010 to the 35th percentile in fall and then improved to the 60th percentile in Spring 2011. We will be looking into the root causes of those dips in performance this coming year.



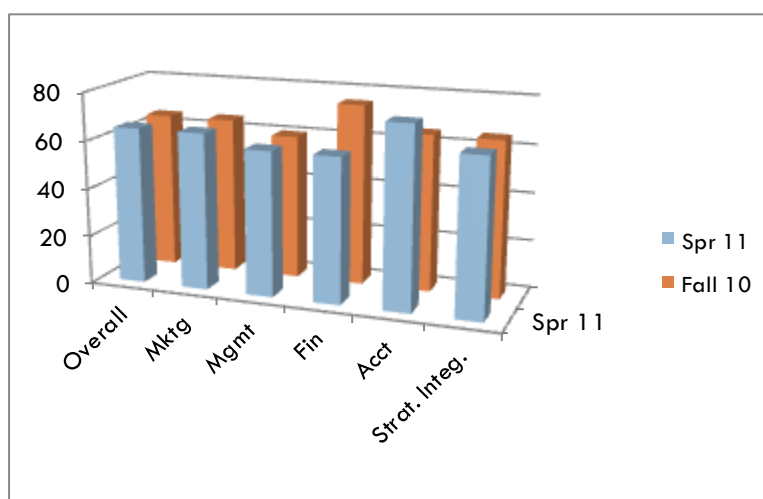
GRADUATING FINANCE STUDENTS SPRING 2011

MBA

Our assurance of learning for the MBA program is summarized in the following table.

MBA Goals	Objectives	Assessment Method	Timing	Results/Use
1 Effective (a) written and (b) verbal communication skills	(c) Write effective and professional technical report	Assess random sample of 15 assigned papers in a core class using developed rubric.	Fall	Overall average of 4.1 (out of 5); all sub scores at or above 4.0. . No clear deficiencies noted. Faculty encouraged to continue coaching.
	(d) Make an effective and professional presentation	Attend and assess presentations of 15 randomly selected students in core using developed rubric	Spring	Overall average of 3.9 (out of 5). Weakness in audience rapport, voice qualities, command of material and organization. Faculty encouraged to continue coaching.
2. Develop and understanding of the global, ethical, and socio-political context of business.	Be familiar with current global, ethical and social issues prevalent in today's business environment.	Read assigned papers for a random sample of 15 students in a core class; assess using developed rubric.	Spring 2010	Average scores of 3.7 to 3.9 (5.0 scale). Ethical assessment difficult; shift to DIT2 test in future.
3. Use and integrate knowledge from core areas of business..	Obtain a score of 75% or better on the ETS exam.	Administer ETS exam to all students in MGMT 6400; review results and trends.	Annually	Students scored at 75 th percentile overall; at or above 75 th percentile in all sub scores except finance (70 th). Prompted curriculum review. Some timing problems. Tightened admission standards.
4. Effectively use strategic analysis and decision-making skills, supported by appropriate quant. Methods & IT.	Conduct effective quantitative analysis of realistic business problems, using financial statements, projections, basic financial analysis, statistics and other relevant quantitative methods.	(3) Examine results and trends from related sections of the ETS exam.	Annually	80 th percentile for strategic integration. Substantial improvement over 5-year average of 69 th percentile.
		(4) Assess performance on selected assigned cases or problems for a random sample of approximately 15 students in MGMT 6400 using developed rubric.	Fall 2011	Reviewed 11 consulting projects. Strengths: well-written, SWOT, 5-forces, financial analysis, Excel. Weaknesses: limited actionable recommendations, lack of quantitative analysis, lack of sensitivity analysis.

We have each MBA student take the ETS MBA Field Exam in the capstone course (MGMT 6400). While our goals have been to achieve the 75th percentile here as well, we have not been able to maintain that in any consistent way. The exam scores for the past year are presented in the chart to the right. Our overall average was consistent at the 65th percentile, as were the marketing and strategic integration sub scores.



Management slipped to the 60th percentile for both tests. Finance and accounting achieved the 75th percentile benchmark for one of the testing cycles. So, while we have been able to consistently stay in the top half of the nation, we have not been able to consistently stay in the top 25 percent.

MAcc

The Masters of Accountancy is our oldest graduate program and just celebrated its 25th anniversary last year. The table below summarizes the assurance of learning for this program. As can be seen, the MAcc students do well in their communication skills, resolve to have moral courage, performing quantitative analysis and preparing for the CPA exam.



KIRK BLAKE, MBA GRAD 2011

MAcc Goals	Objectives	Assessment Method	Timing	Results/Use
1 Effective (a) written and (b) verbal communication skills	(e) Write a research paper that effectively describes an issue or concept relevant to accounting and make a formal presentation that effectively describes an accounting exemplar or ethics issue.	Randomly select papers and presentations and assess using an approved rubric (ACCT 6650, 6360 or 6100).	Fall 2010	Overall writing average of 4.3 with sub scores at or above 4.2 (5 pt scale). MAcc students have good writing skills. Overall presentation average of 4.6 (5 point scale). Only weakness identified was eye contact. Faculty encouraged to continue coaching in both areas.
2. Develop resolve to have moral courage in accounting.	Write an essay that describes the actions of a moral exemplar and the importance of moral courage in accounting.	Randomly select students and assess using the Moral Competency Inventory (ACCT 6650 or 6210)	2008/09	Pre-test post-test scores improved significantly. Most MAcc students strong in area of moral courage. Continue to emphasize.
3. Use quantitative analysis and information technology to support decision making.	Complete audit or other quantitative assignments that effectively use Excel.	Randomly select spreadsheets and assess using an approved rubric (ACCT 6400, 6320, 6100 or 6450)	Spring 2010	Average score of 4.2 (5.0) with all sub scores above 3.8. Weakness in sensitivity analysis.
4. Prepare for a professional career in accounting.	Achieve a score of at least 75% on a CPA test-preparation exam..	Review student scores on the CPA test-preparation exam (ACCT 6600 or 6270)	2008/09	Average score of 81% with 78% achieving scores above 75%. CPA pass rate above national average.

Small Business Development Center

The Small Business Development Center provides consulting and training to small businesses in Iron, Garfield and Beaver Counties. They measure their success in terms of the number of clients served (long-term and unique), the number of business starts, the amount of capital infusion into the service region, the percent of existing business clients to initial clients, the average hours per client and client's satisfaction. The Center uses a scorecard to measure its effectiveness, which is presented in the table below. Four of the metrics are above 90 percent, with the strongest being number of clients and capital infusion. The weakest areas are in business starts and the percent of existing business clients to initial clients.

SBDC - Cedar City SBDC

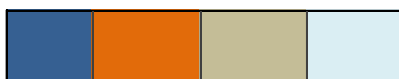
SBA Scorecard

As of June 30, 2011

	Federal Year 10/01/2010 - 09/30/2011				
Measure	Status	Annual	YTD	Year to	% Goal
Number of long term clients		21	16	21	133%
Number of business starts		10	8	6	80%
Capital infusion \$ - 000		380	285	965	339%

State Scorecard

	State Year 07/01/2010 - 06/30/2011				
Measure	Status	Annual	YTD	Year to	% Goal
Number of unique clients		125	125	155	124%
Percent of existing business clients to initial		49%	49%	39%	80%
Average hours per client		6.00	6.00	6.60	110%
Client satisfaction		95%	95%	97%	102%



110% - 90% - 75% - 0%

PROGRAM CHANGES

Hotel, Resort and Hospitality Management (HRHM)

The HRHM program made a change to its curriculum, eliminating the requirement for a minor and instead establishing two emphases, one specializing in food and beverage management and another specializing in lodging and convention management. These two new emphases will allow students to position themselves as having a specialty in the hospitality industry, making them more marketable to prospective employers. The program added two new courses to the curriculum. HRHM 3250 International Cuisine and HRHM 4100 Beverage Management serve as the core classes for the Food and Beverage Management emphasis. Two classes were moved from the required core to the Lodging and Convention Management emphasis: HRHM 4110, Meetings and Convention Management, and HRHM 4300, Resort Recreation Management. A new course, HRHM 3510 Hospitality Financial Management was added to the core curriculum. The SUU Board of Trustees approved the changes on March 16, 2011, and by the Utah State Board of Regents on July 15, 2011. The changes will be effective in the 2011/2012 catalog.

Center for Hospitality Research

This center was approved by the SUU Board of Trustees on March 16, 2011 and by the Utah State Board of Regents on May 20, 2011. The Center supports HRHM faculty/student research. Its mission and vision are:

Vision: The Hospitality Research Center provides applied research opportunities for professors, profound learning opportunities for students, and strategic support to the hospitality and tourism industry.

Mission: The mission of the Hospitality Research Center is to conduct high quality applied research that contributes to the hospitality and tourism literature, as well as supports the hospitality and tourism industries. We will assist our students in becoming successful leaders and provide strategic support for hospitality and tourism leaders to make intelligent, informed decisions.

The HRHM faculty members jointly administer the Center, which is located adjacent to the HRHM faculty offices on the third floor of the Dixie Leavitt Business Building (room 308R). A graduate assistant supports the HRHM faculty in research administration. The Center works closely with the Iron County Tourism Office and the Utah Office of Tourism, especially in conducting hospitality and tourism research addressing the needs of Southern Utah.

Hospitality Management Guild

Hospitality professors Lisa Assante and Sophi Sukalakamala served as co-advisers for a new club, the Hospitality Management Guild. This professional club provides social opportunities and networking with employers in the hospitality industry. The club was also involved in the Make-A-Wish service project.



2011 HRHM GRADUATES
MONICA YOUNG AND AMY OSBORNE

FACULTY DEVELOPMENT

Professor Jeff Barnes completed all his coursework and qualifying exams for his DBA degree, from the nationally accredited (ACBSP) School of Advanced Studies, of the University of Phoenix, in July 2010 and submitted his three-chapter dissertation proposal December 2010 for approval. He estimates completion of his dissertation in 2011.

Professor Mary Pearson attended the following conferences this year:

- Great Teachers Summit in Heber City, Utah, October 2010
- Teaching Conference for Accounting Principles in Los Angeles, California, March 2011
- Utah State University Tax School in St. George, Utah, in November 2010
- AAA Conference in San Francisco, California, August 2010
- AAA Conference in Denver, Colorado, August 2011

Dean Carl Templin attended the International Conference and Annual Meeting of the Association to Advance Collegiate Schools of Business (AACSB-International) April 28-30 in New York City. While there he received the certificate and formal recognition of our Maintenance of Accreditation for the next five years. He received updated information on changes to AACSB accreditation standards. He also was assigned to be on an AACSB Maintenance of Accreditation peer review team for the year 2012-2013.

FACULTY, STAFF AND STUDENT ACCOMPLISHMENTS

National Recognition

Several students have garnered national recognition. Undergraduate students **Rachel Hansen, Aubrey Peacock, Ryan LaPier, Nathaniel Nevins** and **Charleigh Noall** scored in the top ten percent nationally on the ETS Major Field Exam in Business. MBA student **Cody Alderson**, our student body president, scored in the top five percent nationally while **Garrett Flowers** and **Graham Cheever** scored in the top eight percent nationally on the ETS MBA Field Exam. Our Collegiate DECA club competed at the national conference and two students, **Kiley Elsberry** and **Dallen Shakespear**, took second place in the International Marketing event, and **Jared Eggett** received an award for an outstanding, top 10 test score in Hospitality. Students in Phi Beta Lambda (PBL) also compete on a national basis and **Drew Coy** took fifth place in the nation in Contemporary Sports Issues.



COLLEGIATE DECA MEMBERS.
BACK ROW: ALLISON SUPANICH, JONATHAN COLBY, DR. WAYNE ROBERTS (ADVISOR), JARED EGGETT, AND RACHEL SMITH.
SEATED: KILEY ELSBERRY AND DALLEN SHAKESPEAR.

2011 Outstanding Faculty Awards

Professor Tim Lewis was named the outstanding professor in Accounting Department. **Dr. Steve Evans** received the award as the outstanding professor in the Department of Economics and Finance. The Department of Management, Marketing and Hospitality selected **Dr. Lisa Assante** as this year's recipient.

Excellence in Scholarship

The following students were recognized at our annual Excellence in Scholarship Banquet, which was held April 1, 2011:

Organization	Student	Award
School of Business	Aubrey Peacock	School of Business Valedictorian
	Brittnie Sumko	Outstanding MBA Student
	Jonada Munk	Masters of Accountancy, CPA Key Award
	Houston Oldroyd	National Advisory Board Award, Outstanding Master's Student
Dept. of Accounting	Burke Bess Cassity Clayton	Outstanding Senior, Accounting Outstanding Junior, Accounting
Dept. of Economics and Finance	Kelsi J. Price	Outstanding Senior, Economics
	Ryan Farnsworth	Outstanding Junior, Economics
	Ryan Harward	Outstanding Senior, Finance
	Bryce Hoffman	Outstanding Junior, Finance
Dept. of Management, Marketing and Hospitality	Lindsay Holyoak Dalton	Outstanding Senior, Management
	Miles S. Wells	Outstanding Junior, Management
	Adrienne A. Hill	Outstanding Senior, Marketing
	Kiley N. Elsberry	Outstanding Junior, Marketing
	Maria Yates	Outstanding Senior, HRHM
	Beth Gingery	Outstanding Junior, HRHM
	Rebecca Zitting	Outstanding Senior in Business Education
Dept. of Military Science	Brittany Pierce	Outstanding Senior, Military Science
	Ryan Close	Outstanding Junior, Military Science

Beta Gamma Sigma

Beta Gamma Sigma is the national business honor society for Schools accredited by AACSB-International. Our induction ceremony was held in conjunction with the School of Business Excellence in Scholarship Banquet on April 1, 2011. Our chapter earned the designation as a premier chapter and we will be able to award a \$1000 scholarship to a BGS member next year. Dean Carl Templin served as president and Dr. Azmi Ahmad served as secretary/faculty advisor. Students Zachary Olsen, Burke Bess and Sydney Lewis served as vice presidents. We had 28 student members that were previously inducted. Jeff Barnes, Associate Professor of Accounting, was inducted as the faculty inductee in recognition of his teaching and scholarly excellence. Juniors and seniors are invited to join BGS if they are in the top ten percent of their class. Graduate students are inducted if they are in the top 20 percent of their class. The following students are members of Beta Gamma Sigma:



2011 BGS Student Inductees

Bryan Allen	Delores Heaton
Janelle Batty	Paul Hill
Kirk Blake	Amy Lawley
Bryce Caine	Ryan Neumann
Graham Cheaver	Breanne Noel
Cassity Clayton	Houston Oldroyd
Brady Coats	Nathan Russell
Kiley Elsberry	Kevin Sandall
Garrett Flowers	Emranda Sorensen
Kirk Friedel	Brittnie Sumko
Alex Frost	Cody Sweat
Rachel Hansen	Ryan Webb
Barbara Hanson	Miles Wells
Ryan Harward	

Previous Student Inductees

Todd D. Allen	Melissa Johnson
Scott Barney	Tyrell Jewkes
Allen Butt	Kenneth Jones
Burke Bess	Melissa L. Johnson
Kristina Combs	Julie Larmore
Paxton Catten	Sydney Lewis
Jacob DeMille	Cassidy McCullough
Lindsay Holyoak Dalton	Carly Andersen Merrill
Stephanie M. Dischbein	Jonada Munk
Jeffrey K. Felsted	Zachary M. Olsen
Blake Greenhalgh	Aubrey Peacock
Jennifer Haight	Jana Sweat
Adrienne Hill	David W. Urry
Christopher Jeffery	Aaron Wilcox

Small Business Development Center

MBA Capstone Consulting Project. Teams of four to five students completing a strategic assessment of local businesses during the Fall 2010 and Spring 2011 terms. This project gives students “real world” practice in evaluating the strengths and weaknesses of a business, assessing its opportunities and threats, and recommending a course of action to improve the long-term profitability of the company. The businesses were recruited by Craig Isom, Director of the Utah Small Business Development Center in Cedar City. In Fall 2010 semester, three teams (13 students) worked with three local businesses. The students reported spending 174 hours meeting with the businesses, analyzing information, preparing reports, and presenting the results of their analysis to the businesses. In Spring 2011 semester, ten teams (42 students) worked with ten different businesses in both Cedar City and St. George, Utah, and spent 440 hours meeting with the businesses, analyzing information, preparing reports, and presenting the results of their analysis to the businesses.

5th Annual Best Business Idea Competition. The 5th Annual Best Business Idea Competition was 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 (all partners of the SUU Business Resource Center or BRC). Prize money was donated and sponsorship provided by ADB Bank (now Allegiance Premium Finance Company), an affiliate of Leavitt Group of Associated Agencies. Twenty-five imaginative and promising business ideas were submitted for judging. Ten finalists were chosen to present their business idea orally to the panel of judges. Based upon those presentations, the five winners were chosen as follows and are pictured on the following page:

	<i>Prize</i>	<i>Recipient</i>	<i>Business Description</i>
1 st Place	\$3,000	Dan Hermansen Hyrum Mertlich (SUU students)	Wireless headphones
2 nd Place	\$1,000	Melanie Johnson	Online graphic program for realtors
3 rd Place	\$500	Mark Miller (SUU student)	Music box movements
Honorable Mention	\$250	Benjamin Howe	Timeline application
Honorable Mention	\$250	Ellen Treanor	Youth Enjoy Success – an extracurricular academic enrichment program for high school students to prepare them for college or career

The mutual purpose of each of the sponsors of this competition is to support the development of small businesses in the Tri-County area (Iron, Beaver and Garfield Counties), and to promote healthy economic development with more jobs and an increased tax revenue base. With the integration of community resources and the talent of our own successful entrepreneurs, we can help more and more small companies get started and successfully grow. The BRC provides support services, as well as help with financing alternatives (including a micro loan or connections to “angel”/venture capital funds), business partnering facilitation, marketing, legal, and human resource services.



FROM LEFT TO RIGHT: FRONT ROW - MELANIE JOHNSON, ELLEN TREANOR, BENJAMIN HOWE, DAN HERMANSEN, HYRUM MERTLICH, MARK MILLER. BACK ROW – DEAN CARL TEMPLIN, CRAIG ISOM, BRC EXECUTIVE DIRECTOR

Department of Accounting

Voluntary Income Tax Assistance: Professor Robin Boneck advised and Professor Jeff Barnes co-advised the VITA service-learning activity. The VITA program again was incredibly successful this year. **Aubrey Peacock, along with assistance from seven other accounting students serving as supervisors (Kelsie Johnson, Bryce Esplin, Erick McCarthy, Jake Moss, Alan Grimm, Zachary Bradford, and LaGrande Lauritzen)** managed the program. Approximately 800 federal and state tax returns were filed electronically and accepted by the IRS this year. Over 60 accounting students volunteered to prepare tax returns for qualifying taxpayers residing in the Cedar City area. Over 800 hours of volunteer service were provided by students from late January until April 7, 2011. All tax returns were prepared and filed at no cost to the taxpayer. It's estimated that providing this service saved the citizens in the community approximately \$140,000 in tax preparation and filing fees (January through April, 2011).



ACCOUNTING STUDENTS REVIEW PROCEDURES FOR PROPER TAX RETURN PREPARATION



DEAN CARL TEMPLIN PICTURED WITH AUBREY PEACOCK, VITA SUPERVISOR AND SCHOOL OF BUSINESS VALEDICTORIAN

Innovation in Accounting Education Award: Dr. David Christensen, Accounting Department Chair, was nominated for the 2011 Innovation in Accounting Education Award for his collection of dozens of stories of whistleblowers and other moral exemplars, for example, WorldCom internal auditor Cynthia Cooper who refused to delay her investigation of accounting irregularities when pressured by the WorldCom CFO and instead fearlessly collected evidence of fraud and submitted it to the Board of Directors. This courageous action led to the imprisonment of WorldCom's senior executives for securities fraud. As her family's breadwinner, she not only risked her career at WorldCom but also the security of her family by "doing the right thing." Research by Dr. Christensen and his fellow accounting professors shows that as students read, write about, and discuss the story of Cynthia Cooper and others like her, student resolve to have moral courage increases.

Department of Economics and Finance

Experiential Education--Investment Lab: Our Professional in Residence, **Steven D. Harrop**, oversees our investment lab and the \$250,000 portfolio that our students manage. He teaches the MBA Investments Class, which manages the portfolio each Fall term and the Investments II class for Finance seniors, who manage the portfolio in the Spring term. Students engage in real-money portfolio management, including performing the research, trading and portfolio management functions. The MBA students managed \$150,000 of the portfolio and made \$9,007.34, a six percent return in just four months. The Finance seniors did not fare as well, losing \$204.11 in the four-month period they managed the portfolio. The students experienced the stress of managing a portfolio during a highly volatile market environment.

Undergraduate and Graduate Research: **Dr. Joe Baker** supervised two undergraduate research projects: "Pay Differences between Social Scientists in the Public and Private Sectors" by **Brent Voight** and "Male-Female Wage Gaps for Never Married Lawyers" by **Jonathon Mitchell**. He also supervised a student research project by **Allen Batt** to help address the issue of enrollment capture rates for the university. This research was briefed to the President's Council and at the SUU Undergraduate Research and Scholarship Program (UGRASP) Student-Faculty Scholarship Day.

Dr. Kim Craft supervised two student research projects. MBA student **Graham Cheever** conducted research and wrote "The Value of Information in Thoroughbred Racehorse Markets," which was presented at the Western Economic Association meeting in San Diego, California in July 2011. **Dr. David Berri** was a coauthor on the paper. Dr. Craft worked with **Chenelle Gosselin**, a mathematics major, who examined School of Business assessment data for her senior project which was titled "Factors Affecting ETS Test Score Performance in SUU's School of Business." She presented her research at the SUU Faculty-Student Scholarship Conference.

Dr. Kim Craft and **Dr. David Tufte** supervised MBA student **Jake Mellor**, who developed an Excel-based inventory planning and control model for a Utah firm.

Kim Craft and **Steve Harrop** supervised a team of four students in a research experiment involving investor risk attitudes. Their efforts focused on finding ways to assess investor risk attitudes through the decisions they make. The idea for the research came from George Feiger, Chief Executive Officer of Contango Capital Advisors, Inc., who suggested that the industry needed a better way of assessing investor risk attitudes than simply asking. He provided funding for the research.

Dr. David Tufte supervised an MBA thesis "International Tax Havens" by MBA student **Jamie Childers**. Jamie used this research experience to gain admission to Purdue's Ph.D. program in Accounting.

Global Investment Research Challenge: A team of SUU students consisting of **Vince Donohue**, **Matt Keyes**, **Dustin (Del) Barnhurst** and **Eric Furtney** competed in a global competition which tested the analytic, valuation, report writing and presentation skills of university students in conducting the analysis of a designated public company. **Dr. David Tufte** served as the academic advisor and Neil Walter served as a private sector mentor for the team. This was the first year that SUU participated in the competition. The team identified red flags in the company's numbers and was the only company that made a "sell" recommendation. Although the team did not win, its recommendation turned out to be the right one in practice and continues to be best recommendation after nine months of stock performance.

Department of Management, Marketing and Hospitality

MGMT 4200 Service Learning: Alan Hamlin developed a service learning component in the required course, Management 4200, Business, Government and Ethics. These course requirements have resulted in hundreds of hours of service projects by SUU students which have benefitted dozens of companies, charitable groups, non-profit entities and other organizations in our area. As a result of these efforts, he was designated a 2011 Service Learning Fellow

Quantity Food Production Service Learning: Every semester Hotel, Resort & Hospitality Management students do a service learning project that benefits the community and is also the final exam for the Quantity Food Production class. The fall 2010 project involved a fund-raising event to help five-year-old boy fighting pancreatoblastoma cancer have his wish to visit with Mickey Mouse on a Disney cruise ship. The students created a dinner on November 17, 2010, mimicking the acclaimed cruise ship dinner buffets, compete with ice sculptures, live entertainment and gourmet cuisine. Guests dined along with costumed Disney princesses and Toy Story characters. The HRHM students were assisted all semester long by Greek organizations and athletes selling bracelets, buttons, face paintings, photos with Santa and even burritos. They met their goal of raising \$10,000 to send the young boy on his Make-A-Wish Disney Cruise.



Five-year-old David with Disney princesses at the service learning event

For Spring Semester 2011, the HRHM students catered a cocktail event for the community on April 6, 2011, at "Art Food Music Wine: A Benefit for the New Downtown Cedar City" in the R. Haze Hunter Conference Center. The event was put on by the HRHM 3110 students and Assistant Professor Lisa Assante, who prepared the food, decorations and entertainment. The event was chosen and coordinated with graphic designer Mark Baruffi, Vice President of the Downtown Alliance. The overall purpose of the event was service and learning for the students and to raise awareness for the Cedar City Downtown Alliance. Proceeds went toward the Alliance to help preserve authentic downtown Cedar City.



Participants sample food at the Art Food Music Wine fundraiser while students fill food trays in the Great Hall. Photo by [Matthew Montgomery](#).

Hospitality Consulting Project: As the final exam for HRHM 4601—Strategic Guest Service, students are required to: select a community partner and conduct a thorough customer services consulting project. The students partnered with The Grand Lodge at Brian Head located in Brian Head, Utah. The students conducted a service-learning consulting project for the resort in the southern Utah area and developed a comprehensive training and development workshop on how to establish and maintain a customer service culture in an organization. In addition, they developed a training program entitled, “The Leader’s Role in Unmatched Service” for The Grand Lodge that addressed the following initiative: “How do we change our company culture and get our team members to buy into it? Where do we begin; what types of programs need to be implemented; and how do we follow through to ensure consistency when delivering unmatched guest experiences and creating an exceptional work environment?” This afforded students the opportunity to interact on a personal basis with the executive team, management team, and team members at The Grand Lodge. The students observed actual operations, viewed facilities and equipment, and saw how the theoretical concepts discussed in class are applied to “real-life” situations.

Dorothy Knudson MBA Thesis: Lisa Assante supervised thesis research by Dorothy Knudson, which was funded by the Austrian Marshall Plan Foundation (EUR 5,000). This grant was a collaborative effort between SUU, the Salzburg University of Applied Sciences and the Austrian government. Dorothy completed a study abroad exchange in Salzburg Austria from February to July 2010 conducting 973 surveys of tourists in Austria to develop a structural equation model that determined the effects of information sources, socio-cultural preferences and travel motives on destination image visiting intentions. Dorothy’s thesis was titled: “A Structural Approach to Influencing Destination Image and the Visiting Intent Using Communication Mix: A Case Study of Austria.” The resulting model will help marketers focus on the factors that will be most influential in attracting potential visitors to Austria.

Department of Military Science

Army ROTC Commissions. Between 1 July 2010 and 30 June 2011 nine Cadets successfully completed the Leadership Development and Assessment Course at Fort Lewis Washington along with all other requirements of SUU Army ROTC to become commissioned Officers in the United States Army. Each was commissioned as a second lieutenant in the Active Duty Army, Utah National Guard or the Army Reserves. This is one of the largest commissioning classes we have ever had. The name, branch and army component are listed below:

- Anderson, Blaine - Field Artillery - Utah National Guard
- Benson, James - Medical Services - Army Reserves
- Mele, Rory - Adjutant General - Nevada National Guard
- Corey, Pickett - Field Artillery - Utah National Guard
- Brittany, Pierce - Quartermaster - Utah National Guard
- Royden, Shurtz - Military Intelligence - Utah National Guard
- Bowler, Benjamin - Field Artillery - Utah National Guard
- Hansen, Jerod - Field Artillery - Utah National Guard
- Chase, Matthew - Military Intelligence - Active Duty

SCHOLARLY ACTIVITY

All faculty members in the School of Business must be engaged in scholarly and professional development activity to maintain their currency in their discipline. Because of our teaching and regional services focus, we especially emphasize learning and pedagogical research and contributions to practice. Our goal is that all faculty research will enhance the classroom teaching and learning experience. We track these activities on a rolling five-year cycle. The table below summarizes the contributions of faculty by discipline and by type of research.

Summary of Faculty Intellectual Contributions (5-Year Period)

Discipline	No. Full-Time Faculty	% Contributing	Type of Intellectual Contribution		Type of Research		
			Peer Reviewed Journals	Other	Learning/ & Pedagogical	Contributions to Practice	Discipline-Based
Accounting	7	100%	41	46	45	26	16
Economics*	4	100%	25	46	0	70	1
Finance	3	100%	7	8	6	9	0
HRHM*	3	100%	10	37	3	41	2
Management	6	100%	32	58	15	74	1
Marketing	2	100%	14	7	1	19	1
School Total	25	100%	135	211	70	254	21

*Program does not fall under AACSB accreditation, but business students take courses and the faculty is required to meet AACSB standards for intellectual contributions.

All faculty members have contributed to the portfolio of intellectual contributions and all have met minimum standards established by the School of Business Intellectual Contributions Policy. The greatest number of intellectual contributions falls in the contributions to practice category, followed by learning and pedagogical research and then discipline-based research, which is consistent with our stated objectives and mission.

Noteworthy Scholarly Accomplishments

DEPARTMENT OF ACCOUNTING

Jeff Barnes published “Extending Traditional 21st Century Leadership Skills,” a review of the book, *Leaders Make the Future*, by Bob Johansen. San Francisco: Berrett-Koehler Publishers, Inc., in *Journal of Leadership Studies*, February 2010.

David Christensen and **Robin Boneck** published “Four Questions for Analyzing the Right-Versus-Right Dilemmas of Managers,” in the *Journal of Business Case Studies*, 2010.

David Christensen and **Robin Boneck** published “Teaching Notes to Four Questions for Analyzing the Right-Versus-Right Dilemmas of Managers” in the *Journal of Business Case Studies*, 2010.

Tim Lewis and **David Rees** published “The Fund of Funds Case Study: the Ethical Duty of Confidentiality vs. the Legal Duty to Disclose,” in the *Journal of Accounting, Ethics & Public Policy*, 2010.

DEPARTMENT OF ECONOMICS AND FINANCE

Joe G. Baker, David Tufte and **R. Kim Craft** presented a paper entitled “Job Satisfaction of Doctoral Economists: Does Degree Quality Matter?” at the Western Economics Association Meetings, Portland OR, June 2010.

Joe G. Baker, David, Tufte, and R. Kim Craft wrote a paper entitled, “What Makes Economists Happy? Job Satisfaction of Economics Baccalaureate Recipients.” The paper has been accepted for publication in *Perspectives on Economic Education Research*.

David Berri and Martin B. Schmidt published the book *Stumbling on Wins: Two Economists Explore the Pitfalls on the Road to Victory in Professional Sport* (Financial Times Press, Princeton, NJ). The book received wide acclaim from scholars, sports figures, sports journalists, and analysts alike.

David J. Berri, Rob Simmons, Jennifer Ven Gilder, and Lisle O'Neill published “What does it mean to find the Face of the Franchise? Physical Attractiveness and the Evaluation of Athletic Performance” in *Economics Letters*, 2011.

Rob Simmons and **David J. Berri** published “Mixing the Princes and the Paupers: Pay and Performance in the National Basketball Association” in *Labour Economics*, June 2011.

John Robst, Jennifer VanGilder, Corrine Coates, and **David J. Berri** published “Skin Tone and Wages: Evidence from NBA Free Agents” in the *Journal of Sports Economics*, April 2011.

John Robst, Jennifer Van Gilder, **David J. Berri**, and Coby Vance published “Defense Wins Championships? The Answer from the Gridiron,” *International Journal of Sport Finance*, 2011.

David J. Berri, Stacey L. Brook, and Aju Fenn published “From College to the Pros: Predicting the NBA Amateur Player Draft” in the *Journal of Productivity Analysis*, February 2011.

David J. Berri, and Rob Simmons published “Catching a Draft: On the Process of Selecting Quarterbacks in the National Football League Amateur Draft” in the *Journal of Productivity Analysis*, February 2011.

DEPARTMENT OF MANAGEMENT, MARKETING AND HOSPITALITY

Azmi Ahmad published an article “Dimensions of Quality in Teaching and Higher Education: Students and Faculty Perception” in the **Review of Business Research Journal** for October 2010 publication. This article incorporated the business perspective of quality and what matters the most to the customers in education. Customers in education are not only students, but also parents, employers who will be hiring the students, faculty, staff, and everyone else involved in providing the education. Identifying what matters to these customers (the dimensions of quality) and then working on continuously improving the delivery of these dimensions should be one of the objectives for higher education institutions.

Gerald E. Calvasina published six refereed journals during 2010-2011. He was the sole author on “Human Resource Management Policy and Practice Issues and Medical Marijuana,” published in the **Journal of Management and Marketing Research**, 2010.

Dr. Calvasina was the lead author on three other papers, as follows:

- “Use of Credit Checks in Employee Selection: Legal and Policy Issues for Employers,” **Business Studies Journal**, 2010.
- “Caregiver Responsibility Discrimination and the Equal Employment Opportunity Commission (EEOC) Guidelines: Policy and Practice Issues for Employers,” **Journal of Legal, Ethical and Regulatory Issues**, 2010.
- “Complying with the Fair Labor Standards Act: A Continuing Legal Challenge for Employers,” **Journal of Legal, Ethical and Regulatory Issues**, 2010.
- “Changes in Enforcement Focus Coming To The U. S. Department Of Labor: Policy And Practice Issues For Employers,” **Journal of Legal, Ethical and Regulatory Issues**, (accepted in 2010, currently in press).

The five articles listed above are related to important evolving issues related to courses Dr. Calvasina teaches at both the graduate and undergraduate level in Employment Law.

He was the second author on one paper, “The Myth that Activity Based Costing Methodology can be Used successfully to support Management Decision Making,” **E-Journal of Business and Economic Issues, Southern University and A&M College**, Spring 2011. This article is related to an important aspect of Strategic Management, another course that Dr. Calvasina teaches at the graduate level. The research has been utilized to update course materials to make sure students are receiving the most up-to-date information available.

Roy Johnson published “Hindsight Bias and the Evaluation of Strategic Performance,” in the **Mountain Plains Journal of Business and Economics**, 2010.

Amy Moore published the following papers in referred journals during the past year:

- “Waste not, even if it's free: An Experimental Explanation for Apparently Unprofitable Promotions” in **Applied Economics Letters**, 2010.
- “Why buy when you can rent? A brief investigation of differences in acquisition mode based on duration” re-published in **Applied Economics – Housing & Mortgages**, 2010.
- “Time to cut up those debit cards? Effect of payment mode on willingness to spend,” in **Journal of Consumer Policy**, 2011.
- “Non-Passive Buyers in Posted-Offer Markets” in **Applied Economics Research Bulletin Peer-Reviewed Working Series**, 2011.
- “Regulating Purchasing Alliances: An Experimental Investigation,” in **Applied Economics Research Bulletin**, 2011.

Lisa Assante and Emmett Steed published a paper entitled "Pioneering a rural hospitality research center: Examining best practices and stakeholder perceptions," for the *Journal of Management and Marketing Research*, 2010.

Lisa Assante published two more publications, listed below:

- "An empirical assessment of residents' attitudes for sustainable tourism development: a case study of O'ahu, Hawai'i" in the *Journal of Sustainability & Green Business*, 2010, and
- "A Taxonomy of Academic Quality Indicators for Four-Year US Based Undergraduate Hospitality Management Programs," in the *Journal of Hospitality and Tourism Research*, 2010.

Emmett Steed, Wayne Roberts, and Briget Eastep (College of Education and Human Development) received a \$25,324 grant from the Utah Office of Tourism to conduct a Central/Southern Utah Visitor Profile. A significant characteristic of the grant is that the Utah Office of Tourism came to SUU (Emmett Steed) to ask us to conduct the study. The results of the study will be used to promote tourism in the State of Utah. The survey instruments were translated into French, German, and Japanese. A new technology was utilized in obtaining survey responses by designing a website card with a QR code to allow smart phone users to go directly to the survey website.

Wayne Roberts also had two journal publications, listed below:

- "Public Funds versus Private Endeavors: Catalogs and Conflict in Alaska," in the *Journal of the International Academy for Case Studies*, and
- "Service Quality Dimensions and Satisfaction Determinants with the Alaska Ombudsman's Office," in the *Academy of Marketing Studies Journal – Special Issue in Services Marketing*.

Tyler Stillman published the following papers: "Personal Philosophy and Personnel Achievement: Belief in Free Will Predicts Better Job Performance" in *Social Psychological and Personality Science* (2010), and "Social Exclusion causes People to Spend and Consume Strategically in the Service of Affiliation" in the *Journal of Consumer Research*, 2011. He presented the following papers at the *Society of Consumer Psychology* in Atlanta, Georgia in 2011:

- "Fool me once, shame on me: Development of the Consumer Rumination Scale,"
- "Won't Buy Because Product Promises Are Threatening: Defensive Reactions to Self-Threat in Consumption"
- "A Double-edged sword: Materialism Moderates the Effect of Brand Rejection."

In 2010, he presented "Does a Broken Heart Lead to an Empty Wallet? The Effect of Social Exclusion on Personal Spending," at the same conference. He also presented "Brands: A Means to Social Inclusion and a Source of Social Exclusion," at the *BYU Business Management Faculty Research Seminar Series* in Provo, 2010.

Sophitmanee Sukalakamala published "Value negotiation for healthy food selection in Restaurants" in the *Journal of Culinary Science & Technology*, 2010. The study can benefit the restaurant industry by understanding healthy food choice strategies among consumers that may serve as the basis for new marketing approaches. She presented "Generation Y Perspectives towards Stadium Food" at the International Council on Hotel, Restaurant and Institutional Education Annual Conference and Exposition, 2010. This study offers several findings and implications for the managed foodservices at the sport facilities. There is plenty of opportunity for foodservice providers at professional and college sport facilities to offer healthier food and beverage options to satisfy the health concerns consumers have while still keeping profits the same.

PROFESSIONAL SERVICE

Department of Accounting

Name	Professional Service Rendered
Jeffrey Barnes	<ul style="list-style-type: none"> • Member of Utah Association of Certified Public Accountants • UACPA Faculty Advisor (Utah Association of Certified Public Accountants) • VITA co-Advisor (Voluntary Income Tax Assistance) • Presented "New Tax Legislation" and "Ethics," at the Utah State University's Jon M. Huntsman School of Business, Income Tax Schools for Practitioners Conference, held in Salt Lake City, Utah on November 18-19, 2010 and in St. George, Utah, December 2-3, 2010.
Robin Boneck	<ul style="list-style-type: none"> • Advised VITA (Voluntary Income Tax Assistance), which completed 755 tax returns and involved about 60 students in service learning
David S. Christensen	<ul style="list-style-type: none"> • Provided a paper on using EV on software development projects to Phoenix Interactive Design Inc. (2010) • Provided a suggested reading list on EV literature to Lockheed Martin Corporation (2010) • Provided source information regarding the DOD Cost Compendium to General Atomics Aeronautical Systems (2010) • Provided information on cost variance growth on defense projects to Boeing (2010) • Provided advice on the use of MR in the EAC calculation to DCMA (2011) • Provided advice on the calculation of the EAC to AFMC/ACS and Booz Allen Hamilton
Craig Isom	<ul style="list-style-type: none"> • Member of American Institute of Certified Public Accountants • Licensed C.P.A. in California and member in good standing of the California Society of CPAs • Director of SUU Business Resource Center and related Small Business Development Center • Chairman of the Board - Cedar Band Enterprises/Suh' dutsing - Cedar Band of Paiutes • Board Member/Chairman of Audit & Compliance Committee - ADB Bank
Tim Lewis	<ul style="list-style-type: none"> • Advisor, Professional Accountancy Club (PAC). The PAC met more than 10 times, including site visits with six regional employers.
Mary Pearson	<ul style="list-style-type: none"> • Numerous accounting, tax, and financial consultations as a practicing CPA in Cedar City • Member of the Utah Association of Certified Public Accountants

Department of Economics and Finance

Name	Professional Service Rendered
Joe Baker	<ul style="list-style-type: none"> • Consultant to Oak Ridge Institute for Science and Education on Ph.D. Labor Supply • Referee, <i>Journal of Economic Education</i> • Referee, <i>Mountain Plains Journal of Business and Economics</i>
David Berri	<ul style="list-style-type: none"> • Editorial board, <i>Journal of Sports Economics</i> • Editorial board, <i>International Journal of Sport and Finance</i> • Referee for the following journals: <ul style="list-style-type: none"> ○ <i>Academy of Management Journal</i> ○ <i>Applied Economics</i> ○ <i>Contemporary Economic Policy</i> ○ <i>Eastern Economic Journal</i> ○ <i>Economica</i> ○ <i>Economic Development Quarterly</i> ○ <i>Economic Inquiry</i> ○ <i>Economic Letters</i> ○ <i>European Sports Management Quarterly</i> ○ <i>Industrial Relations</i> ○ <i>International Journal of Sport and Finance</i> ○ <i>International Journal of Sport Management and Marketing</i> ○ <i>International Review for the Sociology of Sport</i> ○ <i>Journal of Labour Economics</i> ○ <i>Journal of Productivity Analysis</i> ○ <i>Journal of Sports Economics</i> ○ <i>Review of Industrial Organization</i> ○ <i>Social Science Journal</i> ○ <i>Southern Economic Journal</i>
Kim Craft	<ul style="list-style-type: none"> • Economic consultant to a number of companies, including large national and international organizations. • Referee for <i>Southern Economic Journal</i>
Steven Harrop	<ul style="list-style-type: none"> • Investment Advisory Board, Soltis Investment Advisors, St. George, Utah since 2003 • Board of Directors, Heritage Bank, St. George, Utah since 2002
David Tufte	<ul style="list-style-type: none"> • Editor, <i>Mountain Plains Journal of Business and Economics</i> • Referee, <i>Mountain Plains Journal of Business and Economics</i> • Referee, <i>Asia-Pacific Financial Markets</i> • Sole author of popular economics blog • Summer teaching appointment, University of New Orleans, Ph.D. Program in Financial Economics

Department of Management, Marketing and Hospitality

Name	Professional Service Rendered
Lisa Assante	<ul style="list-style-type: none"> • Member, Alpha Iota Delta Honorary Chapter in the Decision Sciences and Information Systems • SUU Committee for Student Engagement • Service Learning Project Coordinator • SUU Committee for Non-Discrimination • School of Business Curriculum Committee • Founder and Advisor, Hospitality Management Guild
Azmi Ahmad	<ul style="list-style-type: none"> • Advisor for Beta Gamma Sigma SUU Chapter • Advisor/Coach for SUU Men's Volleyball Club • School of Business Intellectual Contributions Committee • SUU Undergraduate Curriculum Committee • Paper reviewer/Referee for <i>Mountain Plains Journal</i> • Paper reviewer/Referee for <i>IABE Journals</i>
Gerry Calvasina	<ul style="list-style-type: none"> • Co-chair of SUU Provost Strategic Roadmap Committee 2009-1010 • SUU Academic Planning and Steering Committee • School of Business Commencement Committee • Advisor, SHRM Club • Member of Editorial Review Board for the <i>Journal of Business and Behavioral Sciences</i> • Member of Editorial Review Board for the <i>Journal of Contemporary Business Issues</i>
Alan R. Hamlin	<ul style="list-style-type: none"> • President, SUU Faculty Senate • Department Chair, Management, Marketing and Hospitality • Chair, School of Business Strategic Planning Committee • Reviewer, <i>Mountain Plains Journal of Business</i> • Reviewer, <i>Journal of the Academy of Business Administration</i> • President-elect, Mountain Plains Management Assn.
Amy Moore	<ul style="list-style-type: none"> • Associate Editor, <i>Applied Economics Research Bulletin</i> (since 2007). • Editor, <i>Applied Economics Research Bulletin</i>, Summer 2010. • School of Business LRT Committee • School of Business IC Committee • MMH Department Assessment Committee • Reviewer, <i>Management Science</i> • Reviewer, <i>Marketing Science</i> • Reviewer, <i>Marketing Research</i>
Greg Powell	<ul style="list-style-type: none"> • Chair, MMH LRT Committee • AACSB Student Engagement Committee • SUU Internship Committee • SUU Leadership Engagement Committee • NxLevel Certified. Business plan development course to entrepreneurs. • Certified trainer- Achieve Global management training • Certified trainer- Vital Learning management training

	<ul style="list-style-type: none"> • 100+ hours management training in past year • Cedar City Regional Airport, Marketing Board • Member, American Society for Training and Development
Sophitmanee Sukalakamala	<ul style="list-style-type: none"> • SUU Academic Users Committee • SUU Faculty Publication Committee • SUU Global Engagement Committee • SUU Faculty Development Support Committee • MMH Department Curriculum Committee • Guest reviewer for <i>International Journal of Culture, Tourism and Hospitality Research</i> • International Council on Hotel, Restaurant and Institutional Education Membership, 2007-present • Guest reviewer for the Annual International Council on Hotel, Restaurant, and Institutional Education Summer Conference. • Phi Beta Delta International Scholars Honor Society, Chi Chapter, 2007-present • Phi Upsilon Omicron Family and Consumer Sciences Honor Society, 2000-present
Carl Templin	<ul style="list-style-type: none"> • Member, Board of Directors, Freight-Tec Corporation. • Club Advisor, Phi Beta Lambda Professional Business Leadership (PBL) • Chair, SUU Academic Standards Committee • Member, SUU Campus Planning committee; Program Fees Committee • AACSB-International Maintenance of Accreditation Peer Review Team Member • Reviewer, North American Research and Teaching Symposium on Purchasing and Supply Chain Management

FUTURE GOALS AND OBJECTIVES

The strategic initiatives for the School of Business for this upcoming year were driven from our AACSB Peer Review Team's consultative comments and our new mission and vision statements. They are:

1. Complete the fundraising for the new business building, at least \$3 million. Then we will focus on our other fundraising objectives:
 - a. \$2 million for endowed chairs and professorships
 - b. Increasing business scholarships
2. With Career Services, conduct a Business Career Fair this fall. This has been scheduled for September 21, 2011.
3. The Strategic Planning Committee will formalize the School of Business Strategic Plan.
4. We will develop a plan to lighten the load of the Assurance of Learning Committee by hiring external reviewers to supplement faculty efforts.
5. We will develop an International Business Certificate and have it approved through the curriculum process, the Board or Trustees and the Utah Board of Regents.

CHALLENGES AND OPPORTUNITIES

Most of the challenges and opportunities we face are related to the future goals and objectives we have established in the previous section, specifically fund raising in a tough economy, connecting our graduates with good employment opportunities and continuing our efforts in global engagement.

Fund Raising

We need to raise at least \$3 million dollars for the new business building. We have nearly raised the \$200,000 required for the programming phase where we will obtain a detailed design of the new building. We still need to raise a little under \$25,000 and have fund raising initiatives to do that during Fall Semester 2011. We also hope to raise \$3 million in private funds for the building during the coming year. We will also aim to increase scholarship funds for business students and raise private funds for a culinary kitchen and to support faculty development in the upcoming year.

Student Placement

Student placement has been quite good for our students, but this tough economy poses some challenges. This coming year we will have a School of Business Career Fair in the fall semester, which we hope will become an annual event. This was a recommendation from the AACSB Peer Review Team. The Fall Career Fair actually started out as a Business Career Fair about fifteen years ago and then was taken over first by student government and then by Career Services. So this event is actually returning to its roots and we will work to make this a first class recruiting event for our Business students. We will also pursue helping students attending other career fairs, such as the hospitality fair in Las Vegas and the MBA Consortium Career Fair in Northern Utah. The student clubs in the School of Business also play an important role in helping students prepare for job interviews and networking. Our National Advisory Board will also play a prominent role in establishing new business connections for our students.

Global Engagement

We already have many elements in place to be successful in global engagement. We have a great network of international partners. Over half of the Business faculty members have taught internationally. Nearly half (48%) of the faculty speak a second language. Over a third (37%) of our undergraduate students and over half (53%) of our graduate students speak a second language. International students comprise nearly ten percent of our business students and that number is growing each year. Thus we have the tools in place to excel in global engagement. We need to better exploit our capabilities to both students and employers. This year we will establish a Certificate in International Business, taking advantage of our internal expertise as well as our global partners. We have three double degree programs in place but need to increase the number of students that participate in these incredible opportunities. The same holds true for our study abroad programs. The new Experiential Learning Requirement will help encourage students to look at global engagement opportunities as a means of satisfying that University requirement. We will work closely with the Global Engagement Center to make this happen. We also need to ensure that our international students have the advisement and support structure in place to help them succeed. We are working with the Coordinator of International Student Engagement to make that happen.