

Walker College of Business
Appalachian State University

Accreditation Maintenance
Annual Report

Academic Year 2003-04

Introduction

The 2003-04 academic year is the first year of the current five-year maintenance of accreditation period for the Walker College of Business. This report is the first accreditation maintenance annual report prepared by the Walker College.

The beginning of this academic year saw the departure of the previous Dean and Associate Dean (taking new assignments as the University's Interim Provost and Interim Vice-Chancellor of Academic Affairs). Lyle Schoenfeldt (formerly Chairperson of the Department of Management) was selected as the Interim Dean of the College of Business, and Don Cox (formerly Associate Professor in the Department of Finance, Banking & Insurance) was selected as the Interim Associate Dean of the College.

Progress Update

- ***Mission & Strategic Plan*** – Following the approval of a revised Mission Statement in May, 2002 (prior academic year), the Mission Committee led the development of a set of goals and strategies for accomplishing the mission of the College (see Attachment A for Mission and Goals & Strategies). The Goals & Strategies were approved by the College faculty in April, 2004.
- ***Curriculum*** – three significant areas of curriculum revision occurred. These include:
 - ***Changes to the BSBA degree requirements*** – obtained College and University approval for curriculum and degree requirements that had been in development for the previous two years. Key changes include: (a) instituting writing and computer skills exams as admission requirements to the College, (b) adding a required course in business writing and communications, (c) allowing an additional business elective, and (d) removing two freshman-level business courses (BUS 1050 and CIS 1025) as required courses.
 - ***Development of Financial Planning program*** – received approval from the Certified Financial Planner Board of Standards (CFP® Board), and College and University to offer programs in the area of financial planning through the BSBA degree in finance and a certificate program in financial planning.
 - ***Review and revision of Health Care Management curriculum*** – received College and University approval for a revised curriculum for the Health Care Management major. Revisions were consistent with changing knowledge and trends in the health care management field.
- ***Assessment*** – the Assessment Committee, with input from appropriate faculty and administrators accomplished the following items: (a) learning outcomes for the BSBA degree program core courses were finalized, (b) work was begun on the development of course-embedded assessment tools and methods for the BSBA core courses, (c) an on-line undergraduate alumni survey was conducted in the Spring 2004 semester, (d) all academic departments conducted senior surveys during the Spring 2004 semester, and (e) an employer survey was conducted at the ASU Job Fest in the Spring 2004 semester.

- **Faculty & Staff Hiring**
 - **ITOM Department Chairperson** – After several years of interim chairpersons and failed chairperson searches, a new highly-qualified chairperson was hired for the Department of Information Technology and Operations Management. Dr. Donald Amoroso, formerly of San Diego State University, was hired and will begin service at the beginning of the 2004-05 academic year.
 - **New Faculty Hires** – In addition to the ITOM chair, nine other new tenure-track faculty were hired during the year with a breakdown as follows: Accounting - 1, Economics - 3, Finance Banking and Insurance - 1, Information Technology and Operations Management - 2, Management - 1, and Marketing -1. All of these new hires are Academically Qualified.
 - **Key Staff Positions** – (a) Conducted a search and filled position for COB Computer Consultant. This position is critical to maintaining the technology needs for the faculty, staff and students of the College. (b) The Development Officer for the COB departed for a development position in the University Chancellor’s office. A search is underway to refill this key position. (c) Conducted a search and filled a new position for the Director of the Martha Guy Summer Institute.

- **Review of Faculty Qualifications** – The Dean, Associate Dean and Department Chairs conducted a review of existing faculty to assess their current status with regard to being Academically and/or Professionally Qualified (AQ and/or PQ). Approximately 85% of faculty (on an FTE basis), were judged to be either AQ or PQ. Almost 70% were deemed to be AQ. We will be seeking to: (a) increase our standing in this area with additional new tenure-track hires that are AQ, (b) develop a support plan to improve and/or maintain PQ status for appropriate faculty, (c) develop a support plan to regain AQ status for appropriate faculty that have not maintained this status, but have the initial educational requirements that are needed.

- **Faculty Recognition & Honors** – Key items include:
 - The College recognized three faculty members for their contributions in teaching, research, and service. Dr. John Dawson (Department of Economics), Dr. Todd Cherry (Department of Economics), and Dr. Dawn Medlin (Department of Information Technology and Operations Management) were presented College of Business Faculty Awards in the areas of teaching, research, and service, respectively. In addition, the College recognized a non-tenure-track faculty member for excellence with Mr. Bob McMahon (Department of Marketing) receiving this year’s award.
 - Dr. Betty Coffey received a Fulbright Scholar grant to teach and conduct research at Sichuan University in Chengdu, China.
 - Dr. Eva Hyatt and Dr. Don Cox each received a University of North Carolina Board of Governors’ Award for Excellence. Two of the three awards at ASU this year were presented to College of Business faculty.

- **Martha Guy Summer Institute** – A substantial gift from Martha Guy, of Avery County, was received to establish a summer program through the College for high school seniors interested in business and economics (The Martha Guy Summer Institute). Deanne Smith was hired as the director of the institute and the first summer institute program, with 26 high-school students, was developed for July 2004.

- ***Development Activities*** – The College received \$1.46 million in current and deferred gifts and commitments during the 2003-04 year. Included in this total is funding for 3 new scholarships/endowments. In addition to the gift from Martha Guy noted above, key items include (a) Beroth Oil/4 Brothers Stores sponsored its 11th annual golf event for which proceeds go to support students, faculty, and programs of the College. Nearly \$500,000 has been raised through this event over the last eleven years. (b) the ‘Dean’s Club’, a fund raising initiative for current-spending gifts that was launched in January 2003, had achieved a balance of \$108,155 by the end of the current (03-04) academic year.
- ***Extra Student Activities and Business Community Interaction*** – During the 2003-04 academic year, continued efforts to provide student learning experiences outside of the classroom and interaction with the business community include:
 - A college-sponsored Entrepreneur Summit held on October 15, 2003. Thirty-four entrepreneurs, 50 percent of whom were alumni, spoke to nearly 70 classes. In addition, the event contained a student business plan competition, entitled “Sell Your Idea in 90 Seconds.”
 - The fifth annual Walker College of Business Lewis L. Mack Alumni Day was held on April 1, 2004. The event brought to campus 39 business graduates who taught approximately 75 classes with each academic department having some participation.
 - The Harlan E. Boyles Distinguished CEO Lecture Series brought two outstanding North Carolina leaders to campus this year to speak and interact with faculty, students, and members of the community. Mr. Robert S. Stec, CEO and Chairman of Lexington Home Brands, was the featured speaker in the fall lecture. For the spring lecture, Mr. Robert Ingram, vice chairman for GlaxoSmithKline was the featured lecture speaker.
 - The Internship Program within the College of Business experienced another successful year with 139 students participating.
 - Study Abroad participation and support continued to be a successful opportunity in the College for faculty and students alike. There were five trips planned for the summer of 2004: China, Italy, Germany, Japan/Taiwan, and Scandinavia. Participating in the five trips was a total of 8 faculty and 84 students. In an additional international opportunity during the academic year, Dr. Bonnie Guy took 12 students in an international marketing class to Denmark (for the eighth year).

Priority Update

- ***COB Dean Search*** – a search committee is to be formed that will conduct a search for a permanent College of Business Dean during the 2004-05 academic year. The goal of the search is to have a permanent Dean hired and in place no later than the beginning of the 2005-06 academic year.
- ***MBA Curriculum Review and Program*** – the MBA Curriculum Committee will continue their efforts to lead the review and development of a new MBA curriculum. The goal of this effort is to obtain College and University approval for a new curriculum by the end of the Fall 2004 semester, for implementation beginning in the Fall 2005 semester. Additional MBA student

recruitment and promotional efforts are needed. Also, a new off-campus MBA program is to be developed, to be offered in Hickory, NC.

- ***Faculty Sufficiency and Support*** – efforts are to include:
 - Recruiting and hiring of additional tenure-track academically qualified faculty. Part to be as replacement/conversion of existing non-tenure track positions and part to be incremental new positions.
 - Development of initiatives to better support the maintenance/achievement of AQ and/or PQ status for faculty.
 - Completion of a review and revision of the *Guidelines for Faculty Performance Appraisal and Workload Assignment* document for the College. This is assigned to the COB Faculty Composition and Development Committee.

- ***Consultant Review of Maintenance of Accreditation Efforts*** – Given the revised standards for AACSB accreditation, a relatively new administrative team in the College, and the challenges encountered due to several years of severe state funding problems, an experienced consultant will be engaged to review and advise the College about our current standing and efforts initiated towards maintaining AACSB accreditation.

- ***Implementation of New Data Management System*** – In order to improve the collection and management of data related to the College of Business, the *Sedona* data system is to be licensed and implemented during the year.

- ***Assessment*** – The coming academic year has been earmarked as the implementation year for specific assessment of learning outcomes that have been developed – putting into place direct and course-embedded assessment tools. Assessment development efforts directed towards the MBA and MSA programs will also be an area of focus. Finally, improvement/change strategies should be developed from information obtained in previous assessment efforts (primarily from indirect measures such as alumni, employer, and graduating senior surveys).

- ***Student Support*** – The College needs to add additional staff to the Undergraduate Advising Center due to the number of students processed by the Center with the centralized advising system employed by the College. The goal for this year is to add one staff member before the end of the academic year.

- ***Review and Revise Comparison Groups List*** – During the 2004-05 academic year, the Mission and Strategic Planning Committee is to review and consider revision to the schools that make up the Comparison Groups (Peer, Competitive, and Aspirant) for the Walker College of Business. This effort should be completed before the end of the academic year.

ATTACHMENT A

The Walker College of Business Mission Statement

MISSION

The mission of the John A. Walker College of Business is to offer the highest quality educational experiences preparing our students for life-long learning and leadership responsibilities in a dynamic, global environment. To accomplish this, our focus is on academic excellence, technological competencies, and the practical application of business principles. Through research and service, the Walker College contributes to the growth and progress of the business discipline and the broader community.

VISION

The Walker College of Business will cultivate and maintain a broadly recognized reputation as providing exemplary service to multiple constituencies in an effort to achieve excellence.

VALUES

In fulfilling this mission and pursuing our vision, the college will:

- Champion a continuing commitment to honesty, integrity, and ethical behavior;
- Cultivate meaningful student-faculty relationships so that each can learn, grow, and be fulfilled in their work;
- Foster a willingness to share ideas and efforts with others in a spirit of teamwork;
- Maintain a supportive, collegial learning environment that respects individuals and their uniqueness, preserves academic freedom, and promotes interdisciplinary efforts;
- Provide opportunities for multicultural learning and exchange;
- Fulfill our social responsibility by pursuing quality, innovation, and efficiency in all that we do.

DISTINCTIVE COMPETENCIES

The Walker College of Business has a number of distinctive competencies with some of the most important being:

1. Individual attention for students through a high level of student-faculty collaboration;
2. Student success;
3. Global perspective;
4. Involvement of business leaders in instruction;
5. Infusion of technology in instruction;
6. Practical experience.

Approved unanimously by the College of Business faculty on May 10, 2002

Goals and Strategies – Walker College of Business

GOAL

- 1) To attract, develop, and retain a diverse faculty highly qualified in teaching, scholarship, and service.

STRATEGIES

- A. Reward faculty members with pay that is based on the merit of the faculty member's accomplishments and is commensurate with the market pay of similarly accomplished faculty members in similar institutions.
- B. Provide reassigned time for research to productive faculty.
- C. Provide resources for faculty research presentations at conferences and for journal article submissions.
- D. Ensure that offers for new hires are competitive.
- E. Develop a plan to make summer research funds available for new hires.
- F. Make available a mentoring program for new faculty members within each department to supplement the University mentoring program.
- G. Foster a work environment that is accommodating of diverse faculty members with different backgrounds and different strengths.

GOAL

- 2) Prepare undergraduate and graduate students for careers in business and foster their professional growth and advancement by developing:
 - a) Critical thinking, analytical and problem-solving skills.
 - b) Interpersonal, team work, leadership and communication skills.
 - c) An understanding of ethical issues and responsibilities.
 - d) Functional business knowledge.
 - e) An awareness of global and multicultural issues.
 - f) Technology skills.
 - g) An understanding of domestic and international institutions and markets.

STRATEGIES

- A. Continually assess the development of these skills and understandings in College of Business students and use assessment results to improve the program.
- B. Provide a breadth of course offerings within a comprehensive program that consistently demand students develop these understandings and learn these skills.
- C. Encourage the use of a variety of teaching methods that are appropriate for the development of these skills and understandings.

- D. Continually review the curriculum, at the department and the college level, for adequate coverage of these skills and understandings.

GOAL

3) Provide students:

- a) Career planning, internship, and placement assistance.
- b) Support, advising, and relevant extracurricular activities.
- c) Opportunities for study abroad and international exchange.
- d) Opportunities to interact with business leaders.

STRATEGIES

- A. Determine and provide the resources necessary to continue and strengthen the existing career planning and placement efforts of the COB to ensure that it is the best possible program.
- B. Develop a more defined structure, with additional resources and a database, for locating and administering internships, especially international internships.
- C. Make available academically meaningful study abroad programs and develop additional regular semester class related international opportunities
- D. Sustain and build upon the existing strengths of the Boyles CEO Lecture series, Alumni Day, and Entrepreneur Day
- E. Ensure that all recognized COB student organizations are provided with faculty advisors and sufficient resources.

GOAL

4) Support excellence in teaching and learning by maintaining:

- a) Academic rigor.
- b) A program of assessment.
- c) An up-to-date technology infrastructure.
- d) A well-equipped instructional environment.
- e) Class size conducive to a high level of faculty student interaction.

STRATEGIES

- A. Utilize feedback from learning outcome assessments to strengthen courses.
- B. Encourage instructors to challenge students and assure appropriate grade assignments.
- C. Continue to generate average grade reports, both current and historical, for courses and instructors for instructional development purposes.
- D. Strengthen teaching performance by utilizing multiple measures of performance.
- E. Strive to improve methods of providing student feedback of the learning environment.

- F. Review each instructor's use of technology in the classroom during the annual conference.
- G. Provide adequate resources to ensure class sizes appropriate for the material and that meet the University guidelines for Writing and Speaking designated courses.
- H. Provide a structure for the ongoing assessment of the achievement of program objectives.

GOAL

5) Support the programs and activities of the broader University community.

STRATEGIES

- A. Recognize and reward service to the University.
- B. Offer courses that would be of benefit and interest to students outside the College of Business.
- C. Cooperate with other Appalachian State University units in sustaining and developing mutually beneficial courses and programs.

GOAL

6) Develop strategic alliances and partnerships with businesses, governments, non-profit communities, and professional organizations.

STRATEGIES

- A. Broaden the participation in programs such as the Boyles CEO Lecture Series, Alumni Day, and Entrepreneur Day to encourage leaders in the business community to be a presence in the COB and have contact with our students. Continually explore opportunities for other such programs.
- B. Support the Small Business and Technology Development Center in developing opportunities for students to have exposure to real-world problems.
- C. Recognize and reward service to the discipline in such activities as editorships, editorial review board memberships, organizational offices, and research reviews.
- D. Encourage participation in faculty internships.

GOAL

7) Secure sufficient funding to accomplish the goals of the Walker College of Business.

ONGOING ASSESSMENT IS REQUIRED TO EVALUATE THE ACHIEVEMENT OF THESE SEVEN GOALS AND THE EFFECTIVENESS OF THEIR ASSOCIATED STRATEGIES.

Approved by Walker College of Business Faculty, April 29, 2004