

Walker College of Business
Appalachian State University

Accreditation Maintenance
Annual Report

Academic Year 2006-07

1. Introduction

The Walker College of Business continued its tradition of striving for excellence in teaching, research and service at the regional, national and international levels. Strong commitment from the faculty and staff, and a focus on continual improvement remains critical to the success of the college.

2. Progress Update

The following table provides a summary of the progress and/or outcome achieved for the annual action plan items of the College.

Progress Summary of Action Plan for Academic Year 2006-2007

	2006-07 Action Item	Progress or Outcome for Action Item
1.	Establish the two new COB Centers approved last year – a Center for Entrepreneurship and a Center for Applied Research on Emerging Technologies – and obtain funding to support their efforts (Linked to Strategic Plan (SP) Goals 1, 5, & 6)	<u>Completed</u> . Both centers are operational, with Mr. Bryan Toney as Director of the Center for Entrepreneurship, and Drs. Carol Pollard and Scott Schneberger as Co-Directors of CARET.
2.	Implement an Executive-In-Residence program focused on Ethics in Business, hosting the first executive for the program (Linked to SP Goals 2 & 3)	<u>Completed</u> . Held first Wachovia Ethics program November 15-17, 2006, with Mr. Bud Baker as Executive-in-Residence. Plan to continue program annually.
3.	Obtain funding and conduct search to fill the Holshouser Ethics Chair (Linked to SP Goals 1, 2 & 7)	<u>Completed</u> . Dr. Alan Singer has been hired to begin as Holshouser Ethics Professor in January 2008.
4.	Fill an additional faculty position in Economics Dept focused on Economic Development (Linked to SP Goals 1, 5 & 6)	<u>Completed</u> . Dr. Michael McKee hired in Economics Dept beginning in Fall 2007.
5.	Develop new graduate business courses to support Professional Sciences Masters programs (Linked to SP Goals 2 & 5)	<u>In Process</u> (1 course developed; 1 in process; 1 more to develop)
6.	Develop a COB Young Alumni Council (and/or some similar external board) to support COB activities. (Linked to SP Goals 6 & 7)	<u>Not done</u> due to turnover in COB Director of Development position. Will be reconsidered later.
7.	Redesign the College of Business website (Linked to SP Goal 4)	<u>In Process</u> . Redesign is approximately 90% complete. New site to be in place by early fall 07. Delayed due to turnover in Webmaster position.

	2006-07 Action Item	Progress or Outcome for Action Item
8.	Investigate and report on effectiveness and desirability of double business majors, business majors earning business minors, a supply chain minor, and development of a general business major (Linked to SP Goals 2 & 5)	A supply chain minor was proposed, but not approved by the college. Alternatively, two new courses related to supply chain management are being proposed to AP&P this fall, to be available as upper-level electives. Also, seeking an undergraduate certificate program in supply chain area. Other portions of this item are on hold pending Univ. Gen Ed changes and accreditation visit.
9.	Explore and report on establishment of an international exchange program with a university in India (Linked to SP Goals 2, 3 & 5)	<u>Completed</u> two trips to India to visit schools and businesses – identified several potential partners. Received \$164,000 matching grant from US Dept. of Education that will help with development of programs in India.
10.	Explore and report on establishment of a international finance program to London (Linked to SP Goals 2 & 3)	<u>Completed</u> a second Lloyd's of London trip; Plan for another trip this coming year and on an ongoing basis; funding mostly provided by private sources.
11.	Establish Task Force to study and report on methods for increased internationalization of the COB curriculum (including our current approach to study abroad trips) (Linked to SP Goals 2 & 3)	<u>In Process</u> . Task Force was created and met throughout year. Studied international content in business core and reviewed the IB major. Plan is for task force to continue with work.
12.	Investigate and report on the development of alternative teaching delivery methods (web-based, two-way audio/video remote teaching, etc.) for some business courses (Linked to SP Goals 2 & 4)	<u>In Process</u> . Three COB faculty members (Guy, Harris, & Kowalczyk) participated in Univ. program to develop web-based classes. Course development to be completed in Fall 2007.
13.	Review and revise performance evaluation method for department chairs (Linked to SP Goal 1)	<u>On Hold</u> . College effort placed on hold due to item being studied by Univ. Task Force. Task Force has studied and developed draft proposal, with work to be continued at the university level in Fall 2007.
14.	Finalize and implement written guidelines for AQ and PQ faculty status (Linked to SP Goal 1)	<u>Completed</u> and implemented “ <i>Standards for Faculty Sufficiency & Faculty Qualifications</i> ” in January 2007
15.	Hold an “open house” event for all ASU students to publicize business careers and business education (majors & minors) (Linked to SP Goals 3 & 5)	<u>Completed</u> in October 2006 via cooperative effort with University-wide Majors Fair. In addition, plan to hold Senior Career Symposium in fall 2007.
16.	Obtain funding to support international programs for business students (Linked to SP Goals 2, 3 & 7)	<u>Obtained</u> \$190,000 from various sources for Holland Fellows program, plus obtained approval for use of donated BB&T funds -- \$1,000,000. Also, obtained funding to subsidize MBA China trip.
17.	Obtain funding to support increased faculty professional activities (Linked to SP Goals 1 & 7)	<u>Funded</u> . Provided 2-year summer research stipend for all new faculty hires in COB.

	2006-07 Action Item	Progress or Outcome for Action Item
18.	Obtain funding to increase support for faculty professorships (Linked to SP Goals 1 & 7)	<u>Obtained</u> donations and/or pledges to fully fund Kenneth E. Peacock Accounting Professorship (\$500,000 minimum) and Duane Daggett Professorship (\$100,000 minimum). Also received current funding for stipends for Baker, Beroth, and Boyles professorships.
19.	Obtain funding for and hire another Computer Consultant for the COB (Linked to SP Goals 1, 4 & 7)	<u>Partially Accomplished.</u> Did not receive University approval for additional position; hired temp consultant with operating funds and have also utilized Computer Science graduate student. Plan to continue with part-time/temporary support as operating funds allow.

In addition to the Action Plan progress noted above, some of the other general accomplishments and progress items from the 2006-07 academic year that relate to each college goal (from the college strategic plan) are summarized below.

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

- The College encountered mostly positive results in recruiting new tenure-track faculty across the College. A total of seven new tenure-track faculty members were hired during the year with a breakdown as follows: Accounting – 1, Economics – 2, Management – 3, and Marketing - 1. All are academically qualified. The following table summarizes the group of new faculty hires:

Dept	Name	Degree	Rank	Degree From
ACC	Toni Amoruso	Ph.D.	Assistant Professor	University of Georgia
ECO	Mike McKee	Ph.D.	Full Professor	Carleton University
ECO	David McEvoy	Ph.D.	Assistant Professor	University of Massachusetts
MGT	Martin Meznar	Ph.D.	Associate Professor	University of South Carolina
MGT	Ben Powell	Ph.D.	Assistant Professor	University of Pennsylvania
MGT	Alan Singer	Ph.D.	Full Professor	University of Canterbury
MKT	Neel Das	Ph.D.	Assistant Professor	Louisiana State University

- The College recognized three faculty members for their contributions in teaching, research, and service. Dr. Ivan Roten (Department of Finance, Banking & Insurance), Dr. John Whitehead (Department of Economics), and Dr. Ron Marden (Department of Accounting) were presented College of Business Faculty Awards in the areas of teaching, research, and service, respectively. In addition, the College recognized a nontenure-track faculty member for excellence with Mr. Bryan Toney (Department of Management) receiving this year's award.
- At the university level, Dr. Steve Millsaps received a University of North Carolina Board of Governors' Award for Excellence in Teaching.

- The COB hosted a new faculty orientation session on August 14, 2006 to acquaint new faculty members with the available resources, expectations, policies and procedures in the COB. This is in addition to the university's new faculty orientation process.
- Four College faculty members currently serve as editors of scholarly journals. Dr. Al Harris is the editor of the Journal of Information Systems Education. Dr. David Marlett is the editor of the CPCU e-journal. Drs. Dave and Dotson are co-editors of the International Journal of Electronic Marketing & Retailing.
- For the 2006-07 academic year, 79% of our COB faculty member resources were deemed Academically Qualified (AQ), and 90% were deemed to be either Academically or Professionally Qualified (AQ+PQ). In addition, 97% of faculty member resources met the definition of being Participating faculty members.

Goal 2: Prepare undergraduate and graduate students for careers in business and foster their professional growth and advancement by developing and maintaining relevant curriculum and activities that support the learning goals of each degree program in the college.

- The College of Business continues to move forward in its efforts to implement and utilize an assurance of learning (assessment) program. Significant activities in this area include:
 - Beginning in Fall 2006, all graduating seniors in the College of Business were required to take the ETS Major Field Exam in Business.
 - For the MS in Accounting program, new assessment methods developed in May 2006 were implemented during the 2006-07 academic year. Following the Fall 2006 semester and the Spring 2007 semester, the graduate faculty in the Accounting Department held a series of meetings to discuss and evaluate the assessment results.
 - For the MBA program, new assessment methods developed in summer 2006 were implemented during the 2006-07 academic year.
 - In January 2007, Dr. Kathryn Martell was hired as an assessment consultant. After Dr. Martell's review of our existing assessment methods and results, and extensive discussion with the college Assessment Committee and Executive Committee, a decision was made to significantly revamp the assessment efforts related to the BSBA degree program. New assessment tools and rubrics were designed and implemented.
 - For all degree programs (BSBA, MBA, and MS in Acct.) assessment activity results were compiled and discussed, and recommendations were developed for consideration by the appropriate college committees and departments.

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, and (d) Opportunities to interact with business leaders.

- The internship program within the College of Business experienced another successful year with 167 students participating.
- Special events of an educational and extracurricular nature that provided opportunities for students to interact with business leaders included the Lewis L. Mack Alumni Day, the Carole Moore McLeod Entrepreneur Summit, and fall and spring editions of the Harlan E. Boyles Distinguished CEO Lecture Series. In addition, the College held its first Ethics in Residence program in the Fall of 2006.

- Study Abroad participation and support continued to be a successful opportunity in the College for faculty and students alike. There are five trips planned for the summer of 2007: China, Germany, Japan/Taiwan, Spain, and Scandinavia. In additional international opportunities during the academic year, Dr. Dave Wood took 14 students to London to study the operations of Lloyd's of London, and Drs. Witmer and Coffey took 12 MBA students to China.
- The College of Business Honors Program had 9 seniors complete the requirements of the program this year. The program accepted 17 new students for the coming year.
- There were 80 students inducted into Beta Gamma Sigma, the highest national honorary society in business. Our chapter again earned designation as an "Exemplary" chapter, providing us with a \$1,000 Beta Gamma Sigma Scholarship award.
- The College continues to support a variety of business-related student organizations to enhance the extracurricular opportunities for students. Currently, there are 20 active professional or honorary organizations affiliated with the College of Business.
- During the 2006-07 year, 165 students in the COB received a total of \$206,750 in scholarships. Awards for the coming 2007-08 year are expected to also exceed \$200,000.

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, and (e) class size conducive to a high level of faculty student interaction.

- For the academic year, the overall mean for all undergraduate business course grades given was equivalent to a Grade Point Average of 2.72. Over the past five years, the average college GPA across all undergraduate courses has remained virtually unchanged – each year within the range of 2.70 to 2.73.
- During the year approximately \$205,000 from the college budget was spent in the COB on technology infrastructure (especially classroom technology) and support. Additional university resources and funds also favorably impact the instructional environment and overall technology infrastructure.
- The college continues to try to maintain moderate class sizes that encourage greater faculty-student interaction. In fall 2006, the mean class size in the required undergraduate core business courses was 40 students (up from the prior year level of 36 students) and the mean class size in all undergraduate business courses was 32 students (up from the prior year level of 29 students).
- The College of Business continued with its assessment program during the current academic year. Related information was noted under the summary related to Goal 2.

Goal 5: Support the programs and activities of the broader University community.

- Faculty, staff and administrators consistently participate in university events such as fall and spring Open House, spring Admission Receptions, fall Convocation, Honors Day, Foundation Board meetings, Trustee Board meetings, etc.
- There is also broad and consistent participation by college faculty and staff on university committees, task forces, and search committees.
- The college continues to offer multiple minors (Business, Marketing, CIS, Economics, and International Business) that are available to non-business majors. In addition, a new minor in Health Care Management (for non-business majors) was approved this year. A proposal for a minor in Entrepreneurship is in the planning stage.

- The college has continued to offer two lower-level business courses (BUS 1050 – Introduction to Business, and CIS 2025 – Computer Skills for Business) that no longer fulfill requirements for business majors, primarily as service courses for non-business majors.

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

- Two one-day meetings with the College of Business Advisory Council (BAC) were held this year, on October 13, 2006, and on March 30, 2007. The BAC continues to be a valuable resource of information and ideas for the College.
- The Harlan E. Boyles Distinguished CEO Lecture Series brought two outstanding business leaders to campus this year to speak and interact with faculty, students, and members of the community. Mr. Edward R. “Bobby” Ginn, President of The Ginn Company, was the featured speaker in the fall lecture. Mr. Erskine Bowles, President of the North Carolina University System, was the luncheon speaker. For the spring lecture, Ms. Susan H. Freeman, President of Carolinas Medical Center Carolinas Healthcare System, was the featured lecture speaker. Dr. John Silvia, Chief Economist of Wachovia Corporation, was the luncheon speaker.
- Executive education activities of the college included:
 - The Accounting Department sponsored the tenth annual Accounting Alumni CPE Conference with over 200 participants.
 - The Brantley Risk and Insurance Center sponsored a session of its Insurance Executive Program with a total of 18 participants this year.
 - The Financial Planning Center continued to manage an executive certificate program in the area of financial planning that is registered with Certified Financial Planner Board of Standards Inc. (CFP Board). The programs provide executives with a comprehensive study of the financial planning field, completing the education requirement for taking the CFP® Certification Examination.

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

- During the 2006-07 year, total private gifts received by the College of Business were \$1.302 million, reflecting an increase of 25% from the prior year. Of this, approximately \$677,450 was for endowed/capital purposes, approximately \$568,000 was for specific (restricted) spending in current operations, and approximately \$56,200 was for unrestricted current operations.
- As of the end of the fiscal year (June 2007), the market value of endowment assets for the College of Business totaled \$11.89 million.
- Donations and/or pledges were received to fully fund the Kenneth E. Peacock Accounting Professorship (\$500,000 minimum) and a Duane Daggett Professorship (\$100,000 minimum). Both of these will be new professorships for the College.
- Beroth Oil/4 Brothers Stores sponsored its 14th annual golf event (Appalachian State Scholarship Golf Classic), raising \$40,000 for the Walker College of Business. These funds go to support students, faculty, and programs of the College. Over \$750,000 has been raised through this event over the last fourteen years.
- Efforts continue to foster the maintenance and growth of the Dean’s Club, an annual giving society that raises current, unrestricted funds for the College of Business. Solicitation and renewal letters were mailed in the fall and \$43,000 was raised this year.

3. Priority Update

The 7 primary goals reported on above will continue to guide the broad efforts of the Walker College of Business. More specifically however, the list of Action Items beginning on the following page has been adopted by the administration team of the college as near-term objectives that support the broader goals of the college. We will seek to achieve these Action Items during the 2007-08 academic year.

Walker College of Business Action Plan for Academic Year 2007-2008

	Action Item	Responsibility	Expected Completion
1.	Successfully complete AACSB Maintenance of Accreditation process culminating with official peer review team visit in January 2008. (Linked to Strategic Plan (SP) Goals 1-7)	Dean, Associate Dean for Accreditation, and College Faculty & Staff	Spring 2008
2.	Obtain approval for and establish a Center for Economic Research & Policy Analysis (CERPA) (Linked to SP Goals 1, 5 & 6)	Economics Department Chair, Dean	Fall 2007 for approval Spring 2008 for start-up
3.	Establish Experimental Economics Lab (Linked to SP Goals 1 & 2)	Economics Department Chair	Spring 2008
4.	Obtain and renovate physical space for offices for Financial Planning Center, CARET, and CIS Security/Networking Lab (Linked to SP Goals 2 & 6)	Assistant Dean for Instructional Programs	Spring 2008
5.	Develop and implement enhanced campaign to promote existing MBA program (Linked to SP Goal 2)	Assistant Dean for Graduate and International Programs	Spring 2008
6.	Explore and report on feasibility of a Global MBA program with partner universities in Europe and Asia (Linked to SP Goals 2, 3 & 6)	Assistant Dean for Graduate and International Programs	Spring 2008
7.	Hire a new Development Officer to fill currently vacant position (Linked to SP Goal 7)	Dean	September 2007
8.	Hire a part-time Advancement Specialist to fill newly-created position (Linked to SP Goal 7)	Dean	September 2007
9.	Analyze the Assessment Committee findings and recommendations from Spring 2007 assessment efforts. Report on and/or implement changes that address findings. (Linked to SP Goals 2, 3 & 4)	Curriculum Committee, Associate Dean for Accreditation, Executive Committee, Relevant COB Departments	Spring 2008
10.	Each COB department to develop key learning goals and outcomes for each major in college, as required by the university administration (Linked to SP Goals 2 & 5)	Department Chairs, Associate Dean for Accreditation	End of Fall 2007
11.	Complete the development of new graduate business courses to support Professional Sciences Masters programs (Linked to SP Goals 2 & 5)	Assistant Dean for Graduate and International Programs	Spring 2008 (courses to begin in Fall 2008)

	Action Item	Responsibility	Expected Completion
12.	Develop, obtain approval for, and implement a Minor in Entrepreneurship for non-business majors (Linked to SP Goals 2 & 5)	Management Department Chair, Director of Center for Entrepreneurship, & Assistant Dean for Instructional Programs	Spring 2008
13.	Add additional “international experience” core business courses. Develop a minimum of 1 new course this year. (Linked to SP Goal 2)	Assistant Dean for Graduate and Intl Programs, Assistant Dean for Instructional Programs & Relevant Faculty Member(s)	Spring 2008
14.	Continue to develop a number of on-line business courses as part of the UNC on-line education initiative. In particular, focus on upper-level undergraduate core courses. (Linked to SP Goals 5 & 6)	Assistant Dean for Instructional Programs & Assistant Dean for Graduate and Intl Programs	Spring 2008
15.	Investigate and seek to implement additional international opportunities for faculty members (international faculty exchanges, short-term international teaching opportunities, etc.) (Linked to SP Goal 1)	Assistant Dean for Graduate and International Programs, Dean	Spring 2008
16.	Obtain funding to support international programs for business students and faculty (Linked to SP Goals 1, 2, 3 & 7)	Dean, Development Officer, and Advancement Specialist	Spring 2008
17.	Obtain funding to support increased faculty professional activities (Linked to SP Goals 1, 2 & 7)	Dean, Development Officer, and Advancement Specialist	Spring 2008
18.	Obtain funding to increase support for faculty professorships (in particular, to increase the NCBA chair endowment to \$1-million) (Linked to SP Goals 1 & 7)	Dean, Development Officer, Advancement Specialist, and NCBA Professor	Spring 2008
19.	Increase ethics education support to COB faculty (Linked to SP Goals 1, 2 & 7)	Holshouser Ethics Professor, Dean, Associate Dean for Accreditation	Spring 2008