

SUU SOUTHERN UTAH
UNIVERSITY

School of Business

Excellence with Perseverance and Integrity

Annual Report 2007-2008



School of Business Annual Report

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School of Business Annual Report 2007/2008

Introduction

This year concludes our second year of accreditation by the Association to Advance Collegiate Schools of Business (AACSB-International) and our 15th year of accreditation by the Association of Collegiate Business Schools and Programs (ACBSP). This report is designed to satisfy the annual reporting requirements of SUU as well as AACSB-International Maintenance of Accreditation.

In this report we describe our major accomplishments for the past year. That includes strategic planning initiatives, goals and objectives. Our major strategic goals and objectives for the past year were as follows:

1. Further strengthen our international partnerships in terms of student and faculty exchange programs to increase the global awareness of our faculty and students and improve diversity in the School of Business.
2. Raise \$350,000 this year in scholarships and faculty support.
3. Strengthen entrepreneurship focus and opportunity for students.
4. Update Intellectual Contribution Policy
5. Continue working on ongoing strategic initiatives:
 - a. Recruitment and retention
 - b. Advisory board development
 - c. Wells Fargo Business Executive Speaker Series
 - d. Maintain 75th Percentile on ETS Field Exam Scores

In addition to the strategic planning initiatives, we also report on assessment results, curriculum initiatives and significant faculty development efforts.

We also report on the Department of Military Science and the Small Business Development Center; both are located in the School of Business. Military Science just completed its ninth year at SUU. It expanded its outreach to offer Army ROTC courses on the campus of Dixie State College of Utah in St. George. The Small Business Development Center provides training and consulting services to small businesses in its service region, often utilizing School of Business faculty and students.

Major Objectives and Progress toward Meeting Them

Based on our updated strategic plan which was completed in 2006-2007, the Dean and Department Chairs, with input from the Strategic Planning Committee, identified four major objectives plus ongoing objectives to be addressed this year. We added a fifth major objective (School of Business values and honor code) during the year. An updated table of all strategic initiatives is found in Appendix B. The major and ongoing objectives addressed here are highlighted in bold paragraph headings.

Further Strengthen International Partnerships. This objective focused on growing our international student and faculty exchange programs to increase their global awareness and to improve diversity. This is one way we address Maintenance of Accreditation eligibility requirement D, **“Consistent with your mission and within your cultural context, describe how diversity in your business programs is demonstrated.”** The importance of this initiative was also stressed by the AACSB Peer Review Team: “Consider ways to take advantage of the many students who bring a cross-cultural dimension and experiences with them to enhance international perspectives in the curricula.”

We undertook several initiatives. First, Dean Carl Templin and academic advisor Paula Alger met with all new students during orientation and promoted study abroad programs, ensuring all incoming students are aware of study abroad opportunities. During advisement sessions, Paula helped students incorporate study abroad opportunities into their four-year schedule. Second, the School of Business worked closely with the SUU International Office to advertise study abroad opportunities to our students. That included visits from four of our international partners (ESCEM from Poitiers, France; INSEEC from Paris, France; Dublin Institute of Technology from Dublin, Ireland; and Central Queensland University from Australia) who made presentations in business classes about study abroad opportunities and also discussed important international issues. We also expanded our Summer International Program which brings international students to our summer courses. Last year, we had 12 students from France. This year, we had 46 students from France. Next year we will expand the summer program to also include students from Austria. These students take classes with our own students and greatly diversify the classroom experience for our faculty and students.

This past year we focused on three major initiatives with our international partners.

1. We finalized our plans and implementation of a double degree program with ESCM School of Business, Poitiers, France. This is not a joint degree, but an opportunity for students from each institution to study abroad for a year and earn a degree from each institution. We had an exchange of visits this past year to articulate requirements so that the requirements of both degrees are met. We had one student from ESCM attending SUU during Fall 2007 who elected to stay for a second semester and complete the double degree program to prove out the articulation arrangement. This was done successfully. We undertook a selection process to pick five students from SUU to participate in the program. We are on track to have our first exchange of five students for 2008/2009.

2. Our second initiative was to develop student exchange agreements with schools in the Pacific Rim. In July, 2007, Alla Paroiatnikova (SUU Director of International Outreach) and Dean Carl Templin attended a conference in Hong Kong to explore partnerships. We met representatives from the University of Birmingham (England) and are in the process of establishing a partnership with them. We visited Hong Kong Polytechnic University and City University of Hong Kong and were able to establish a partnership agreement with each. During March 2008, Dean Templin visited the University Teknologi Malaysia, near Johor Bahru, Malaysia. The visit also was a result of contacts made at the conference in Hong Kong. The visit was very successful, resulting in an informal agreement to pursue student/faculty exchanges. During the same time, Alla Paroiatnikova and Provost Rod Decker visited Central Queensland University, Australia. That resulted in a Memorandum of Understanding for the exchange of students in several disciplines, including business.
3. Our third initiative was to increase the number of faculty exchanges especially with the University of Applied Sciences, Olten Switzerland, INSEEC (Paris and Bordeaux, France) and the School of Applied Sciences, Vienna, Austria. Our efforts have started to pay off in terms of the number of student exchanges taking place, as the following table illustrates:

	2005/2006	2006/2007	2007/2008	2008/2009 (estimated)
Number of Partnerships	6	8	12	14
SUU students studying abroad	9	6	14	17
Partnership students at SUU	2	13	47	70
SUU Profs. to Partner Institutions	3	9	9	7
Partner Profs. to SUU	2	4	3	3

During this past year, Dean Carl Templin taught a negotiation course in Paris and Bordeaux, France for INSEEC. Professors Emmett Steed and Steve Harrop taught short courses (two weeks) at the University of Applied Sciences, Olten, Switzerland. Joe Baker taught at the University of Applied Sciences, Vienna, Austria. Wayne Roberts taught a course for the University of Applied Sciences, Salzburg, Austria. As of this year, nearly half of the full-time faculty members (46%) have taught outside the U.S.

Fundraising. The School of Business Fundraising Committee is chaired by Jeff Barnes with members Craig Isom (SBDC), Steve Evans (Economics and Finance), Emmett Steed (Management and Marketing) Tim Lewis (School of Business) and department chairs David Christensen (Accounting), Alan Hamlin (Management and Marketing) and Joe Baker (Economics and Finance). This represented a change from the previous year, with the addition of department chairs. Our primary focus was on raising scholarship funds. Our goal was to raise \$350,000 in funds for student and faculty support. We visited nine companies that hire our students and established three named scholarships with firms and alumni donating. The others are still in process of organizing donations and we will work with them this year to finalize arrangements and donations. We did not accomplish the goal for this year, but did make some progress as shown below:

Fundraising Initiative	Goal	Actual
10 Named Business Scholarships	\$50,000	\$24,020
Funding for student exchanges	50,000	1,000
Increase scholarships	50,000	13,350
Form advisory committee to define concept for business building addition	50,000	0
Funding to support SUU Entrepreneur Challenge	150,000	20,000
Total	\$350,000	\$56,370
Ongoing Fundraising Initiatives		
Business Faculty and Staff Donations		6,509
Wells Fargo Business Executive Speaker Series	4,000	4,000
Business donations for Awards Banquet Sponsorships and Southern Utah Business Endowment Fund	2,750	2,750
Total	\$356,750	69,629

We are currently working to define the School of Business fund raising goals for the University's fund raising campaign.

Strengthening Entrepreneurship Focus. We had three objectives in this area: 1) develop an integrated core with an entrepreneurship focus, 2) further strengthen the SUU Entrepreneur Challenge, and 3) establish undergraduate and graduate consulting opportunities for small businesses.

Integrated Core. Our initiative to develop an integrated core with an entrepreneurship focus to be implemented in Spring 2009 is making good progress. Dr. Denise Woodbury has headed up the initiative, working with two other professors (Dr. Azmi Ahmad and Dr. Wayne Roberts) that teach core classes. She organized a similar program at BYU Hawaii. The program will consist of three core classes (MGMT 3100, Operations Management; FIN 3250, Managerial Finance; and MKTG 3010, Marketing Principles). These classes will be taught in blocks corresponding to the organization, startup and operation of a small business venture. The actual schedule of the teaching modules will be developed in Fall 2008. Students will take the three courses plus an entrepreneurship lab in which the students will organize into companies of 14-20 students, develop a business idea, conduct marketing research, develop a business plan, obtain funding approval from a panel of bankers and then execute the business plan. The schedule will be as follows:

Hour	Monday	Wednesday	Friday	Faculty
0800	Core Class Instruction	Core Class Instruction	Core Class Instruction	Dr. Denise Woodbury, FIN 3250
0900				Dr. Azmi Ahman, MGMT 3100
1000				Dr. Wayne Roberts, MKTG 3010
1100	Entrepreneurship Lab	Entrepreneurship Lab	Entrepreneurship Lab	Craig Isom, Small Business Development Center Director
1200				

SUU Entrepreneur Challenge. The School of Business and Small Business Development Center successfully conducted the 2007 Best Business Idea Competition and the 2008 Business Plan Competition. This year we partnered with the University of Utah and the Utah Entrepreneur Challenge, which provided funding for student directors and for publication materials to advertise the two competitions. The winner of the Business Plan Competition receives an automatic entry into the semifinals of the Utah Entrepreneur Challenge.

The 2nd Annual Best Business Idea Competition, sponsored by the SUU Small Business Development Center and School of Business, the Cedar City Chamber of Commerce and Iron County/Cedar City Economic Development, occurred during the Fall 2008 term. The Quantum Development Group donated the prize money. Over 30 imaginative and promising business ideas were submitted for judging. Twelve finalists presented their business ideas orally to the panel of judges. Based upon those presentations the following five winners were chosen:

	<u>Prize</u>	<u>Recipient</u>	<u>Description</u>
1 st Place	\$5,000	David Grant	Device requiring a child to work to play video games
2 nd Place	\$3,000	Rachel Grant Katie Pearson	Fiber optic technology for hair inserts
3 rd Place	\$1,000	Mike Ogden	Affordable/lightweight camping trailers – teardrop design
Honorable Mention	\$500	Tony Carlile	Farming commodity storage and distribution
	\$500	Daniel Thompson	Antler hunting professional media and apparel

The winners' ideas covered a wide range of business possibilities. All represented very practical and innovative business ideas, with very bright prospects for the future. One of the prize winners was a SUU student (Daniel Thompson).

The Best Business Plan Competition, with prize money donated by Allegiance Direct Bank and the Utah Center for Rural Life, had eight entries. Five were selected as winners.

	<u>Student Name</u>	<u>Business Name</u>	<u>Nature of Business</u>	<u>Prize</u>
1 st Place	Stephanie Nielson	Highland Energy	"Green" energy solutions for residential/consumer use	\$5,000
2 nd Place	Brent Ward	The Tracks, LLC	Wedding reception and special events center	\$3,000
3 rd Place	Chad Petty	White Smile	Professional in home teeth whitening	\$1,000
Honorable Mention	Jed Hinkins	Green Filtration	Oil filtering systems for heavy equipment/trucks	\$500
Honorable Mention	Lexie Southworth, Travis Gray, Kevin Sandall	Inspirations	Dance studio and therapy alternatives for troubled youth	\$500

Stephanie Nielson, an SUU Management major, went on to compete in the semifinals of the Utah Entrepreneur Challenge and came away with a top ten finish.

Student Consulting. We had a limited amount of small business consulting by MBA students. This initiative will be prepared during the upcoming school year with implementation in 2009/2010. Students who complete the integrated core (entrepreneurship) will be qualified to work with the SBDC/Business Resource Center to consult with SBDC clients under the Director's supervision.

Updating of Intellectual Contribution Policy. Our goal was to increase expectations for undergraduate faculty to two journals in five years and 10 publishing points, as well as to better define the expectations for professionally qualified faculty. The faculty did not support increasing the minimum expectations to two journal articles for undergraduate faculty, but we did increase the publishing points to 10 points. We also better defined what could be considered as intellectual contributions for maintaining active status for academically qualified, professionally qualified and administrators. The updated policy was approved by the faculty in general during the last meeting of the year and will be presented in detail during the faculty retreat in August 2008.

School of Business Values and Honor Code. This year we added this new major strategic initiative. Ethics has been an important element in the School of Business for many years. We established an ethics learning objective for all business programs in 2001, and ethics was imbedded in all curricula at that time. We have used the Defining Issues Test version 2 (DIT-2) to measure students' level of moral judgment and the Moral Competency Inventory (MCI) to measure student resolve to have moral courage. These measures have been used to show the effectiveness of ethics instruction in individual courses. In 2008/2009 we will begin to use these measures to baseline our organizational culture in the junior year and compare them to graduating seniors.

This year the Dean and Department Heads initiated a process to define our core values. We worked with faculty in department and school meetings and also worked with the Student Senators and Student Advisory Council. As a result of this year-long process, we established three core values: "Excellence with perseverance and integrity." We have also agreed upon an honor code (which we hope to implement in Spring 2009) which states "I will not lie, cheat or steal nor tolerate those who do." In order to prepare for this unveiling of our core values and honor code, we will host Dr. Donald McCabe of Rutgers University who will conduct a series of workshops and presentations to students and faculty regarding academic integrity. We will participate in his research which will compare the School of Business with other institutions regarding ethical behavior. That will also help to baseline our organizational culture as we work to achieve continuous improvement in this key area. The description of the three core values and what we mean by the honor code is outlined in Appendix C.

Ongoing Strategic Initiatives

Action Plans for Maintenance of Accreditation. We compiled a list of comparative peers for our Maintenance of Accreditation application. Recommendations from the Strategic Planning Committee and the department chairs were presented to the faculty for their input.

Subsequently, the dean met with the department chairs and finalized the list. The following was submitted to AACSB in our application for maintenance of accreditation:

<u>Comparable Peers</u> Emporia State University University of Tennessee at Martin Pittsburg State University Georgia College and State University Shippensburg State University Sam Houston State	<u>Competitive Peers</u> Weber State University Utah Valley University Utah State University
	<u>Aspirant Peers</u> Central Missouri State University Eastern Illinois University Western Illinois University

As part of the process of selecting the comparable peers and aspirant peers, we looked at data obtained at the AACSB-International web site. All were public institutions located in a rural community. There were only two Masters I schools in the database (SUU and Weber State University). Therefore, all of our peers are Masters II classifications. We were able to get good matches on our mission, but size of faculty, students and budget were more of a problem. To some degree, many of our comparable peers could also be aspirant peers for us. The data are partially summarized below:

Mission, Accreditation and Degrees

Institution	Peer Cat	Mission Orient.*	Scholarly Priority**	AACSB Accred.	UG	Masters	
						Gen'l	Spec
SUU		TIS	AIB	Bus	X	X	X
Emporia State	Peer	TIS	AIB	Bus	X	X	X
Tenn. at Martin	Peer	TIS	AIB	Bus	X	X	X
Pittsburg State	Peer	TIS	AIB	Bus	X	X	
GA College and State Univ.	Peer	TIS	AIB	Bus	X	X	X
Shippensburg	Peer	TIS	AIB	Bus	X	X	
Sam Houston	Peer	TIS	ABI	Bus	X	X	X
Central Missouri	Aspirant	TIS	AIB	Bus,& Acct	X	X	X
Eastern Illinois	Aspirant	TIS	AIB	Bus & Acct	X	X	
Western Illinois	Aspirant	TIS	AIB	Bus, & Acct	X	X	X

*T=teaching, I= Intellectual Contributions, S=Service. **A=Applied, I=Instruction, B=Basic

Budget Comparability

Institution	Tuition In-State		Tuition--Out of State		Budget	
	UG	MBA	UG	MBA	Total	Per Fac
SUU	\$3,060	\$6,879	2,990,013	2,990,013	2,990,013	\$119,601
Emporia State	\$3,586	\$4,162	4,071,197	4,071,197	4,071,197	\$123,370
Tenn. at Martin	\$4,660	\$10,605	3,915,762	3,915,762	3,915,762	\$126,315
Pittsburg State	\$3,790	\$4,831	4,716,534	4,716,534	4,716,534	\$142,925
GA College and State Univ.	\$4,424	\$10,140	5,082,274	5,082,274	5,082,274	\$118,192
Shippensburg	\$6,549	\$7,050	4,223,026	4,223,026	4,223,026	\$103,001
Sam Houston	\$4,896	\$7,731	9,054,707	9,054,707	9,054,707	\$117,594
Central Missouri	\$5,835	\$5,784	7,032,283	7,032,283	7,032,283	\$143,516
Eastern Illinois	\$6,660	\$7,776	5,952,520	5,952,520	5,952,520	\$141,727
Western Illinois	\$7,412	\$8,247	10,016,926	10,016,926	10,016,926	\$125,212

Institution	Assoc. Deans	Assist. Deans	Assist. to the Dean	Admin. Assist or Specialists	Other	Depts.
SUU				1		4
Emporia State	1			1		2
Tenn. at Martin				1		3
Pittsburg State				1	MBA Dir	4
GA College and State Univ.	1			1		4
Shippensburg	1			2		3
Sam Houston	1	1	2	2		4
Central Missouri	1			1	Dir of Internships	5
Eastern Illinois	1		3	2	Develop Officer	3 Schools; 1 Dept
Western Illinois	1		1	2		8

Size Comparability (Students)

Institution	Carnegie	Undergraduate				Graduate			
		FT	PT	Deg	% Host Country	FT	PT	Deg	% Host Country
SUU	Master II	560	52	159	100.00	84	54	44	100.00
Emporia State	Master I	693	181	180	91.42				
Tenn. at Martin	Master I	700	66	178	93.60	26	92	43	81.36
Pittsburg State	Master I	785	73	186	100.00	79	30	48	
GA College and State Univ.	Master I	964	138	223	96.19	38	154	76	90.10
Shippensburg	Master I	1444	51	374	100.00	294			100.00
Sam Houston	Master I	2519	474	608	99.00	71	168	77	93.31
Central Missouri	Master I	1072	170	304	94.04	80		51	
Eastern Illinois	Master I	1348	26	319	98.74	35	53	57	87.50
Western Illinois	Master I	1210	143	302	93.72	177		65	78.53

Size Comparability (Faculty)

Institution	FT	FTE	w/Doct %	ST/Fac UG	ST/Fac Grad	Partic.	Supp.
SUU	25	26.75	80.00	22.88	3.14	27	3
Emporia State	33	33	75.80	26.48		33	0
Tenn. at Martin	31	34.5	83.90	22.2	0.75	33	10
Pittsburg State	33	37.5	75.80	22.88	2.11	34	14
GA College and State Univ.	43	47	97.70	25.13	0.81	43	16
Shippensburg	41	47.5	82.90	30.4	6.19	40	8
Sam Houston	77	85.92	75.30	34.83	0.83	77	17
Central Missouri	49	51.5	89.80	24.12	1.55	49	0
Eastern Illinois	42	42	72.90	32.1	0.83	43	11
Western Illinois	80	84.75	76.30	15.96	2.09	80	17

Faculty Load Comparability

Institution	Load (semester hours)				Intellectual Contributions	
	AQ (UG)	AQ (Grad)	Non-AQ	PQ	AQ (UG)	AQ (Grad)
SUU	12/9	9/9	12/12	12/12	1 Jr / 5 yr & 10 pts.	3 Jr / 5 yr & 15 Pts.
Emporia State	9/9	9/9	9/9	9/9	2 Jr / 5 yr	2 Jr / 5 yr
Tenn. at Martin	9/9	9/9	12/12	12/12	2 Jr / 5 yr	3 Jr / 5 yr
Pittsburg State	9/9	9/9	12/12	12/12	3 Jr / 5 yr or 2 Jr + "acad experience" / 5 yr	3 Jr / 5 yr or 2 Jr + "acad experience" / 5 yr
Georgia College and State Univ.	9/9	9/9	9/9	12/12	2 Jr + 1 Oth / 5 yr	2 Jr + 1 Oth / 5 yr
Shippensburg	9/12	9/9	12/12		1 Jr / 5 yr 2 points	1 Jr / 5 yr 2 points
Sam Houston	9/9	9/9	12/12	12/12	2 Jr + 2 Oth / 5 yr	2 Jr + 2 Oth / 5 yr
Central Missouri	12/12	9/9		12/12	2 Jr + 1 Oth / 5 yr	2 Jr + 1 Oth / 5 yr
Eastern Illinois	9/9	9/9	9/9	9/9	2 Jr / 5 yr proposed	3 Jr / 5 yr proposed
Western Illinois	9/9	9/9	12/12	12/12	2 Jr + 3 Oth / 5 yr	2 Jr + 3 Oth / 5 yr

Assurance of Learning. In October, 2007, the Chair of the Assurance of Learning Subcommittee, Dr. Kim Craft, presented a summary of key assessment principles from “Learner-Centered Assessment on College Campuses, Shifting the focus from Teaching to Learning,” by Mary Huba and Jann Freed. The committee discussed objectives based on the AACSB Maintenance of Accreditation Handbook and discussed general ideas for improving assessment methods in the School of Business. The committee began work on refining school-level learning objectives and agreed to narrow the undergraduate learning objectives to the following:

1. Communication skills
2. Ethics (possibly include diversity/multicultural with this)
3. Overall business knowledge, functional areas of business
4. Analytical skills (possibly include technical skills with this)
5. Critical thinking skills

Other ideas were generated for improving assessment that will be explored in the upcoming year include:

1. Develop on-line student portfolios using Web CT and Turn-it-in.
2. Assess ethics school-wide using methods employed by the accounting department.
3. Develop procedures and rubrics for assessing the development of writing skills over time, possibly with the help of English faculty and the required writing course.

Committee goals for the upcoming year include the following:

1. Committee chair will outline an assessment plan to be presented to the committee, and subsequently to the faculty as a whole, early in the fall semester of 2008. The plan will include:
 - Revised learning goals with one or two proposed objectives for each
 - Draft of curriculum map
 - Proposed assessment method for each goal
2. Initial assessment plan will be approved and finalized by the end of 2008.
3. Implementation of new assessment processes will begin during spring semester, 2009.
4. First round of assessment data will be formally analyzed during the summer of 2009 and disseminated early in the fall of 2009.
5. Based on assessment results, the first round of indicated curriculum revisions will be determined and implemented by the end of the 2009-10 academic year.

Maintain 75th Percentile on ETS Field Exam Scores. Our third objective was to maintain ETS Field Exam scores above the 75th percentile for undergraduate and graduate students. The following table provides annual test percentile scores for the last five years (weighted averages for the undergraduate ETS Major Field Exam in Business):

ETS Major Field Exam in Business Undergraduate Scores	Year				
	07/08	06/07	05/06	04/05	03/04
# of Students Tested	118	107	131	130	106
Overall Average %	73	83	83	89	95
Assessment Indicator 1 (Accounting)	79	89	86	86	90
Assessment Indicator 2 (Economics)	86	89	86	87	93
Assessment Indicator 3 (Management)	69	73	88	89	94
Assessment Indicator 4 (Quantitative)	61	72	65	83	89
Assessment Indicator 5 (Finance)	76	89	82	88	94
Assessment Indicator 6 (Marketing)	61	80	82	76	95
Assessment Indicator 7 (Legal)	52	43	60	83	90
Assessment Indicator 8 (International)	69	55	74	75	90

Our undergraduate scores have declined and in 2007/2008 we did not achieve our goal of being at or above the 75th percentile. Sub assessments of accounting, economics and finance demonstrate solid student performance. Legal and quantitative continue to be a challenge. Changes made to the Business Law course reported last year will probably not show up until next year. Management and Marketing are starting to show some problem areas. We will be evaluating those areas in the upcoming year. We do not have an international requirement in the business core, so not all students have taken a course in that area. One thing we must always be on guard against is that the students are not taking the exam as seriously as they should. We are starting to see indications that this may be a problem for the first time since the exam was instituted here at SUU, at least 12 years ago.

ETS MBA Exam	Sp 08	SP 07	Sp 06
# of Students Tested	17	18	16
Overall Average %	70	60	85
Assessment Indicator 1(Marketing)	75	65	95
Assessment Indicator 2 (Management)	85	40	65
Assessment Indicator 3 (Finance)	60	75	80
Assessment Indicator 4 (Managerial Acct.)	65	70	75
Assessment Indicator 5 (Strat. Integration)	75	55	80

The data from the ETS MBA exam is somewhat erratic, possibly due to the newness of the exam and the growth of universities using it as an assessment tool. We have not been able to maintain a 75th percentile or better ranking overall and in the subscores. We provide the data to the department chairs and to the relevant faculty to determine if there are any assignable causes to the low scores. So far, we have not identified any.

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

Objective	Status
High School Business Club visits to campus	Local clubs from Washington and Iron Counties continue to visit. We did not execute a business competition concurrent with the Science and Applied Technology competitions that take place here at SUU. We will consider doing so for 2008/2009.
Conduct efforts to improve the perception of SUU students concerning business majors and careers	We continued with the following initiatives: <ul style="list-style-type: none"> • Dean and faculty attendance at SUU orientation sessions for interested High School students • Dean presentations at Junior and Senior expos. • Business Focus week displays in the Sharwan Smith Center to acquaint students with business disciplines • Best Business Idea and Business Plan competitions to get students excited about business opportunities.

	<ul style="list-style-type: none"> • Incorporation of BA 1000 Introduction to Business Careers into Pre-Business Core. • Assigned best teachers to BA 1010 Business and Society general education class and to UNIV 1000 First Year Experience class.
Conduct e-mail contact with Dixie State College seniors to ensure they are aware of our MBA and MAcc offerings on the DSC campus	Ongoing.
In conjunction with Enrollment Management, advertise business graduate programs to increase out-of-state participation.	Ongoing.

School of Business Advisory Board Development. Our National Advisory Board continues to be a key stakeholder in helping us with curricula review, student placement and fund raising. This board consists of two important stakeholders, our alumni and companies that hire our students. Glenn Bougie continued as chair of the National Advisory Board. The Board met during each term. The Fall meeting occurred in conjunction with President Benson's inauguration and Board members were special invited guests to the event. During the Spring 2008 meeting, the Board finalized the National Advisory Board Scholarship for full tuition and fees and selected the recipient. It also matched a \$500 Beta Gamma Sigma scholarship to provide a \$1,000 scholarship to a worthy Beta Gamma Sigma member.

Fall Meeting. The Board met on Sep 21, 2007, with 11 of 22 members present. Dean Templin gave the Board an update on the School of Business, especially focusing on strategic planning initiatives, especially international partnerships, progress toward Maintenance of Accreditation, Entrepreneurship, Ethics/Honor Code and Fund Raising for comments and suggestions. The department chairs reported back to the Board regarding the previous curriculum review on Economics, Management and Marketing, reporting on the status of every suggestion made at the previous meeting. The Board then organized for the next curriculum review input, specifically the business core, Accounting undergraduate and the Masters of Accountancy to be presented at the Spring meeting. The Board agreed to award a full scholarship with fees at the next Board meeting.


Spring Meeting. The Board met on April 25, 2008, with six of 24 members present. Dean Carl Templin briefed the Board on changes since the last Board meeting, including personnel changes, a Maintenance of Accreditation update, update in international partners and result of our entrepreneurship competition. A special presentation and discussion on teaching and assessing ethics was presented to the board, in addition to a report of academic integrity violations occurring over the past three years. The board suggested the following:

- Monitoring outside behavior (arrests, etc.) is necessary as stated in the vision statement, "...excellence with integrity and perseverance in their academic, professional, and *personal endeavors*."
- Emphasis on values & moral courage is excellent
- Increasing recognition in this area is imperative

- The board would be interested to see the assessment tool we use to measure moral integrity
- Learning experiences through the Academic Integrity committee can be valuable

The Board provided nine suggestions for future Wells Fargo Business Executive speakers for the upcoming year. Jeff Fisher updated the Board on the University's Fund Raising campaign and the School of Business' involvement. The board then interviewed two candidates for the National Advisory Board Scholarship (Chris Empey and Amy Hancock). The Board selected Chris Empey for the NAB Scholarship and State Bank of Southern Utah provided an equal scholarship for the runner-up. The Board also voted to match the Beta Gamma Sigma Scholarship (\$500) to bring the amount to \$1,000. We did not get the full curriculum review comments for the MAcc, Accounting and Business Core curricula so that was tabled until the next meeting.

Wells Fargo Business Executive Speaker's Series. This is the third year of this speaker's series, which is underwritten by a grant from Wells Fargo. The purpose is to expose students to executives in a variety of industries and locations. This is another avenue in which we expose our students to diversity. This year we had a female executive, three entrepreneurs and two international executives. This year's series consisted of the following speakers and topics:

	<p>Kelly Matthews, Ph.D. Wells Fargo Bank September 6, 2007 "Can We Survive The Housing Meltdown?" Thursday, 1:00 p.m. Starlight Room</p>	<p>Dr. Kelly Matthews is responsible for local, regional and national economic analysis and forecasting. He is also the Wells Fargo government affairs officer in Utah.</p> <p>His research opinions are widely read by the financial and business community, and he is regularly quoted in newspapers, radio and television news coverage.</p>
	<p>Shelly Gardner Co-founder and CEO of Stampin' Up September 27, 2007 Thursday, 11:00 a.m. Starlight Room</p>	<p>Stampin' Up! Is a leading international manufacturer of decorative rubber stamps and accessories.</p> <p>In 1988, Shelli invested her family's nest egg to launch Stampin' Up! Shelli oversees over 500 employees and 50,000 Stampin' Up! Demonstrators globally with annual sales exceeding \$240 million.</p> <p>In 1999, Ernst & Young awarded her with the prestigious <i>Entrepreneur of the Year</i> award.</p>

	<p>Christopher Munday Former CEO, President and Managing Director November 7, 2007 Wednesday, 11:00 a.m. Sharwan Smith Theater</p>	<p>Christopher Munday is a former CEO, President and Managing Director in the apparel and paper industries having spent majority of his career with the Scott Tissue/Kimberly Clark organization. He is currently the Chairman and CEO of Western International, a privately owned executive consulting firm and CEO of Pinnacle Security, LLC.</p>
	<p>Dennis Sponer ScripNet “Small Business is Niche Business” April 11, 2008 Friday, 11:00 a.m. Starlight Room</p>	<p>Dennis Sponer is the co-founder of ScripNet, a pharmacy management benefit company whose network reaches 46,000 pharmacies nationwide. ScripNet manages the pharmaceutical costs associated with workers' compensation claims for some of the country's largest employers and property and casualty insurers in the nation.</p> <p>He is a past President of the Las Vegas Chapter of the Southern Utah University Alumni Association and a board member of the Southern Utah University Business School Advisory Board.</p>
	<p>Brant Judy CPA and former President and CEO of Amerika Samoa Bank “The Secret to Retiring Early” April 22, 2008 Tuesday, 11:30 a.m. Starlight Room</p>	<p>Brant Judy is a retired Certified Public Accountant in California and American Samoa. He was the President and CEO of the investment holding company, GHC Reid & Co., and held the same title at Amerika Samoa Bank. His Board and Chair positions held throughout his career include serving many years as a Board Member and Investment Committee Chair for the American So-moa Government Employees Retirement Fund and Vice-Chairman of the Board for America Samoa Bank.</p>

Small Business Development Center (SBDC)

The mission of the SUU Small Business Development Center (SBDC) is to be Southern Utah's leader in facilitating small business development and entrepreneurship education. The SBDC provides low-cost training programs and consulting services for small businesses and entrepreneurs. Training topics for 2008 included Start Smart business basics, QuickBooks, contracting basics, online entrepreneurship course, better business techniques course, business plan training, and the Garfield County Business Resource Conference. In addition, the SBDC

continues to hold the Best Business Idea and Best Business Plan Competitions in order to promote business in our local area. Winners of the four competitions over the past two years have been awarded \$40,000. From 10/1/2006 – 9/30/2007, the SBDC provided free professional consulting to 129 clients and to 78 clients from 10/1/2007 – 5/31/2008. During those same time periods, the SBDC trained 185 and 157 attendees respectively.

Co-located with the SBDC is the Utah Procurement Technical Assistance Center (PTAC), which provides services under a grant from the Department of Defense and the Utah Governor's Office of Economic Development. Services include a computerized bid notification system for companies wanting to sell goods and services to Federal, State and local governments as well as training and consulting services. Further, from 10/01/2006 – 9/30/2007, local PTAC clients achieved over \$13 million in government and commercial contracts, and over \$11 million from 10/1/2007 - 5/31/2008. This translates into over 450 jobs created or retained due to these contracts.

Military Science

The Department of Military Science commissioned 2 cadets as officers in the Utah National Guard during the past school year. The Ranger Challenge Team competed against all of the Utah institutions, placing first in the hand grenade event and fourth place overall. The ROTC cadets provided the cannon crew and pushup group for the home football games. As usual, the honor guard posted the flag at football and basketball games, gymnastic meets, graduation commencement, and many other campus functions.

The Military Science Level IV students (seniors) are required to participate each year in a staff ride consisting of a battle analysis of a historic battleground. With the support of the Utah National Guard and SUU's Student Senate, our senior classmen traveled to Gettysburg, PA in March. The event was very successful. Not only were the students exposed to one of the nation's most historic battlegrounds, but there was also time to visit Arlington National Cemetery, the war memorials in Washington DC and the Battle of Bull Run in Manassas, VA. SUU's Army ROTC faculty and staff will continue to provide administrative oversight and lab support for the program at Dixie State College during the upcoming year.

Assessment Plans and Implementation

Department of Accounting. To measure the effectiveness of “**providing accounting knowledge and skills needed for career development**” (*Mission Statement*), the department used assessment data from student evaluations, exit surveys, the ETS field exam, the CPA exam, placement rates, and industry trends. As shown below, the department exceeded its teaching and testing goals. Regarding the undergraduate non-placement rate, of the 37 graduating seniors who responded to the exit survey, one was undecided, three had jobs, 18 students plan for a MAcc, one plans for a law degree, and four plan to work at home. The survey was taken before graduation.

<i>Goal</i>	<i>Result</i>
Average teaching evaluation score > 4.0	4.36 (fall 07), 4.29 (spg 08)
Average score on each learning objective > 3.0	All scores exceeded 3.0
ETS field exam score in accounting > 75 th percentile	90 (spg 07, fall 08 not available)
ETS field exam score in bus. Law > 75 th percentile	75 (spg 07, fall 98 not available)
The first-time pass rate on any part of the CPA exam > national average.	SUU 36% > National 31%
Non-placement rate for BS graduates < Utah unemployment rate	Undergrad rate = 3.7% (spg 08) > 3.3% Utah unemployment rate
Place all of our MAcc graduates in accounting careers	96.4% placement

In response to a need for a national trend indicating a renewed emphasis on accounting ethics education, we implemented a strategies to increase moral sensitivity, judgment and motivation in all accounting classes, added Accounting Ethics Seminar (ACCT6650) in the MAcc degree, plan to adopt a school-wide Code of Conduct, and have invited integrity scholar Don McCabe to speak on campus this fall. All of the students in ACCT6650 reported increased ethical awareness, judgment, and motivation.

To measure the effectiveness of “**fostering career development through the professional accountancy club, internships, service learning, and visits to employers**” (*Mission Statement*), we collect an internship report from each intern, written summaries of VITA and PAC activities, and reflective essays from the VITA volunteers. The VITA program was particularly successful this year, with 833 state and federal returns prepared by 67 student volunteers. VITA participation is required in tax courses and the spring PAC seminar. The reflective essays showed that students learned basic tax preparation techniques and benefited from the service learning experience.

<i>Activity</i>	<i>2007-2008</i>
PAC meetings	~20
Interns	27
VITA volunteers	67
Tax returns	833
Employer visits	3

To measure our effectiveness of “**enriching the educational experience of students in the classroom**” (mission statement), each faculty prepares a Faculty Annual Activity Report on scholarly and service activities, including an explanation of how such activities influence teaching. Development plans are prepared for inactive faculty. All but one full-time faculty member was active. Inactive faculty members are put on development plans with publication goals, and do not receive merit pay. The part-time faculty members are writing a case study involving *QuickBooks* in ACCT 2010. All faculty members reported university or relevant professional service activities.

Department of Economics and Finance. The objectives of the Finance program are excellence in finance education, adequate preparation for professional careers, and to provide service through committees, professional organizations, and other means. The primary assessment methods consist of student evaluations, ETS field exam, Career Center data, and exit interviews.

For 2007-08, finance faculty met Department teaching and performance standards, with scores above 4 on student evaluations and all faculty achieving “standard professional performance” in the annual Faculty Annual Activity Report. The average response on the finance graduate exit survey for teaching objectives was 4.1; the lowest item was “learn of opportunities in e-business” (average score of 3.40). This item has also been low on past exit surveys and needs attention. The most recent finance graduate placement numbers (for 2006-2007) indicate of 16 responses, 12 graduates were employed, one was attending graduate or professional school, and three were not in the labor force.

FINANCE PROGRAM	
Average teaching evaluation score > 4.0	4.6 (fall 07), 4.6 (spring 08)
Average exit interview score > 4.0	4.1 (out of 5) 2007-2008
ETS field exam score in finance > 75 th percentile	95 (spring 07, fall 08 not available)
Successful placement of graduates	All 13 2007 graduates seeking employment were placed; 1 pursuing advanced degree (spring 2008 placement not available)
Faculty receive “Standard Professional Performance” on Faculty Annual Activity Report	All faculty received “SPP”
ECONOMICS PROGRAM	
Average teaching evaluation score > 4.0	4.3 (fall 07), 4.2 (spring 08)
Average exit interview score > 4.0	4.3 (out of 5) 2007-2008
ETS field exam score in finance > 75 th percentile	95 (spring 07, fall 08 not available)
Successful placement of graduates	5 out of 6 2007 graduates placed or pursuing advanced degrees (spring 2008 placement not available)
Faculty receive “Standard Professional Performance” on Faculty Annual Activity Report	All faculty save one received “SPP” as a result of insufficient scholarship

The objectives of the economics program are in the areas of learning, placement, and satisfaction of graduates and employers. To assess these objectives, the economics program uses student evaluations, Career Center placement data, exit interviews and the ETS. In past years the

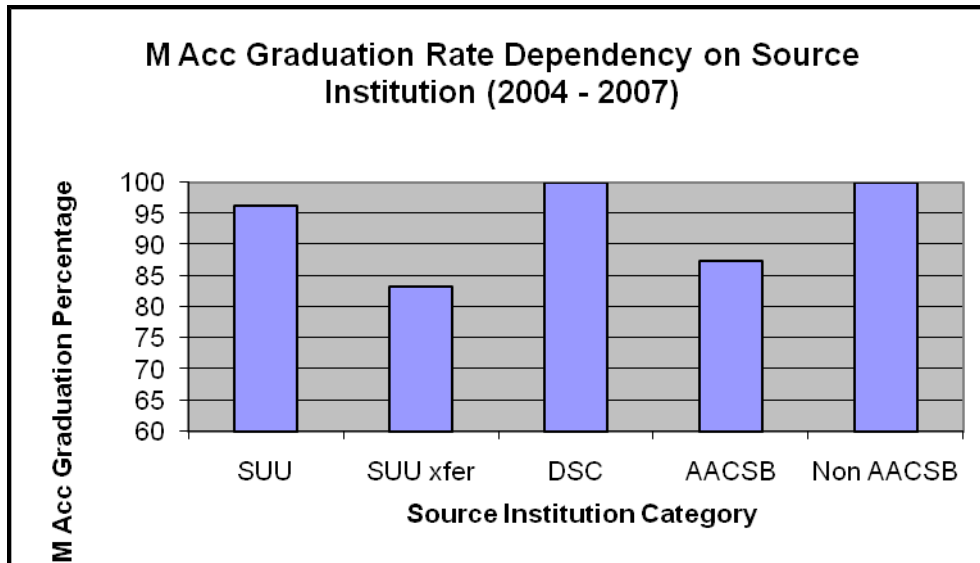
program has used the Test of Understanding in Economics (TUCE) exam. It was decided by the program that TUCE would not be used every year for assessment. In the 2007-08 assessment of these items the program met or exceeded all goals.

For 2007-08, economics faculty met Department teaching standards, with scores above 4 on student evaluations. The average response on the Economics graduate exit survey for teaching objectives was 4.3. Two items had low scores of 3.7: “help develop sufficient quantitative skills” and “understand dynamic nature of markets.” There were only three economics students who completed the exit survey; in both of these items two of the students gave a perfect score of 5 and one student gave a 1. The most recent economics graduate placement numbers (for 2006-2007) indicate of six responses, four graduates were employed, one was in graduate school, and one had yet to find employment.

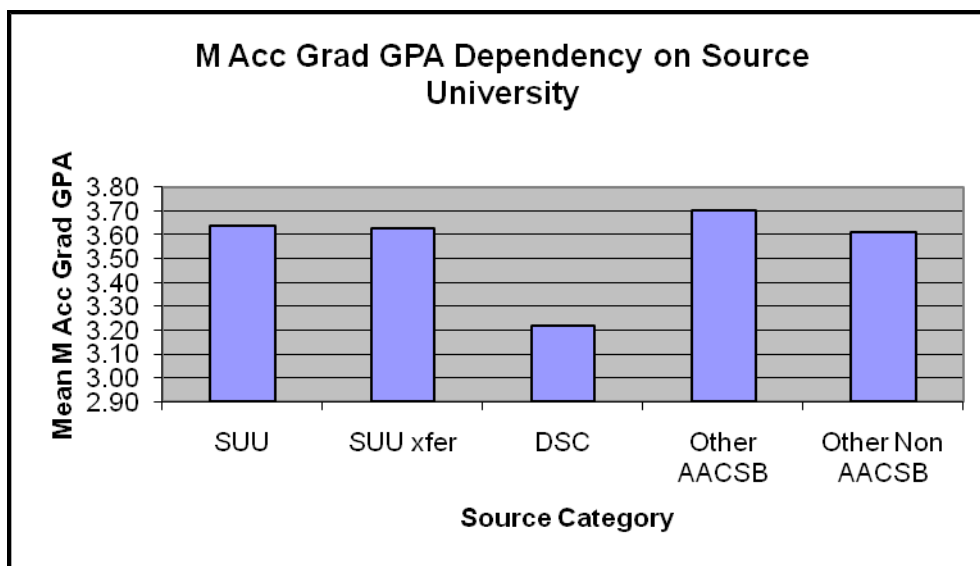
Department of Management and Marketing. Overall, the Department of Management and Marketing is growing and healthy. It is now the largest department in the School of Business. The department has added another Ph.D. faculty member to the HRHM program in 2008 (replacing Dr. Terry Chambers), in addition to a growth position hired in 2007. Also, one new Ph.D. faculty for Management (replacing Art Porter, who was a professionally qualified teacher) was brought on in 2007. The quality of faculty, and their intellectual output, has grown over the past five years, and continues to be above the standards expected in teaching quality, scholarly contributions and service. Student scores continue to be very high on the ETS field exams, although there are sometimes drops in certain areas which are being analyzed and dealt with. The HRHM program is also growing rapidly, and we expect this to continue. The additions of Dr. Lisa Assante and Dr. Sophie Sukalakamala will aid in this effort.

Masters of Accountancy. The placement rate for MAcc graduates is nearly 100%. Employers typically make job offers in the first semester of the MAcc program. Employers from Salt Lake City have begun to recruit on campus, a new development that has greatly expanded employment opportunities. The most recent CPA pass rate is 36% for SUU students and about 31% nationally.

This year we assessed our admission policies by examining the last 109 students to graduate/drop out of the Masters of Accountancy program. We looked at undergraduate GPA, GMAT score and source of undergraduate degree. The graduation rate for the MAcc program is 91 percent. The graduate rate based on source of undergraduate degree is shown below:



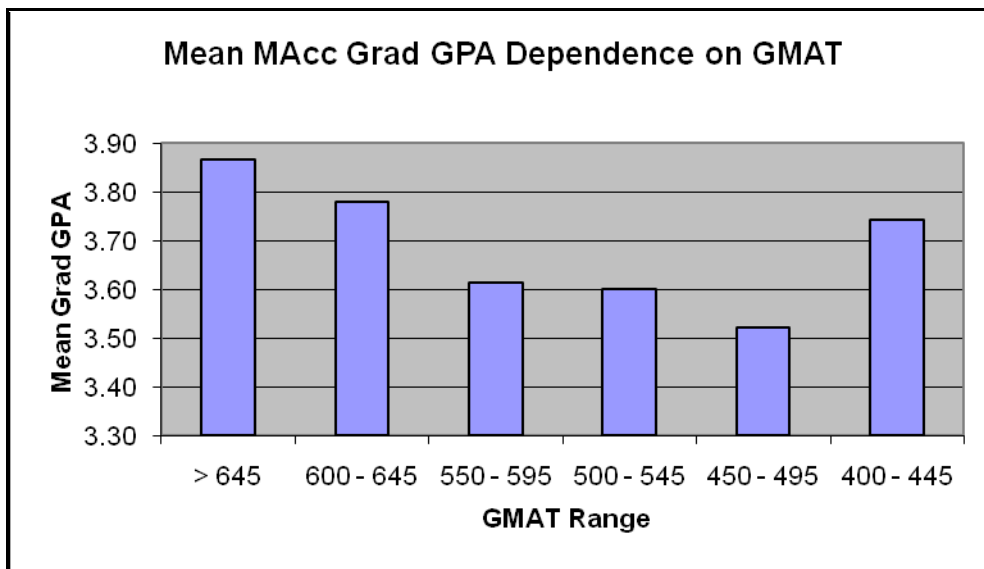
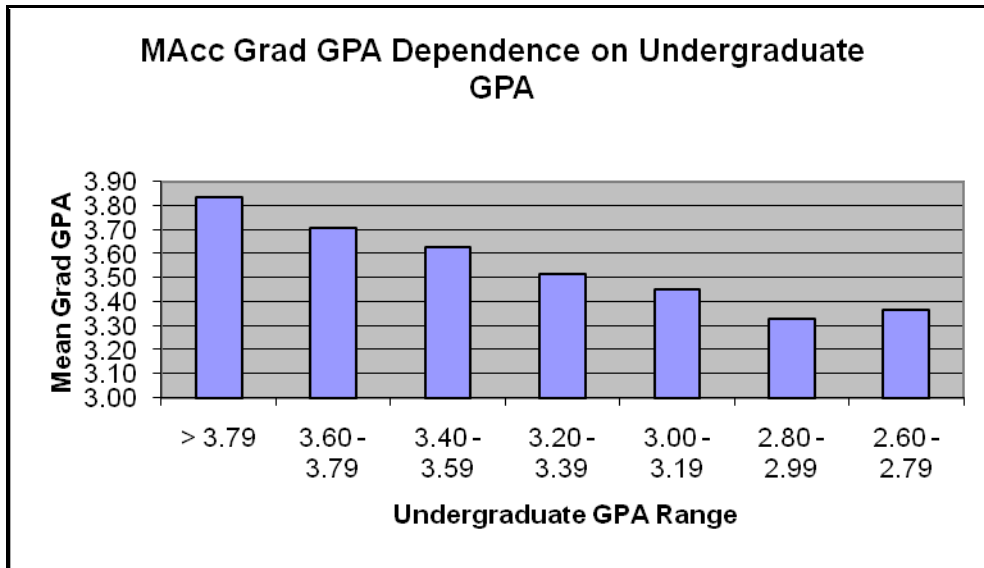
The Dixie State group consisted of only one student. T-tests did not find any statistically significant differences between the five groups. Comparing graduate GPA by source of undergraduate degree yielded the following:



The only category that stood out was Dixie State College. But that category had only one student; no significant judgments can be made at this time. We will continue to monitor our partnership with DSC. As will be shown later, DSC students have performed satisfactorily in the MBA program, which has a longer history of admitting DSC students.

Comparing graduate GPA and GMAT scores to graduate GPA, we found that using both variables yields a model that explains 42 percent of the variation in GPA. The biggest predictor is that of undergraduate GPA, which alone counts for 40 percent of the variation. We have begun to waive the GMAT for students graduating from AACSB and ACBSP accredited institutions with a GPA of 3.5 or better.

The relationship of undergraduate GPA and GMAT to graduate GPA can be seen in the following charts:



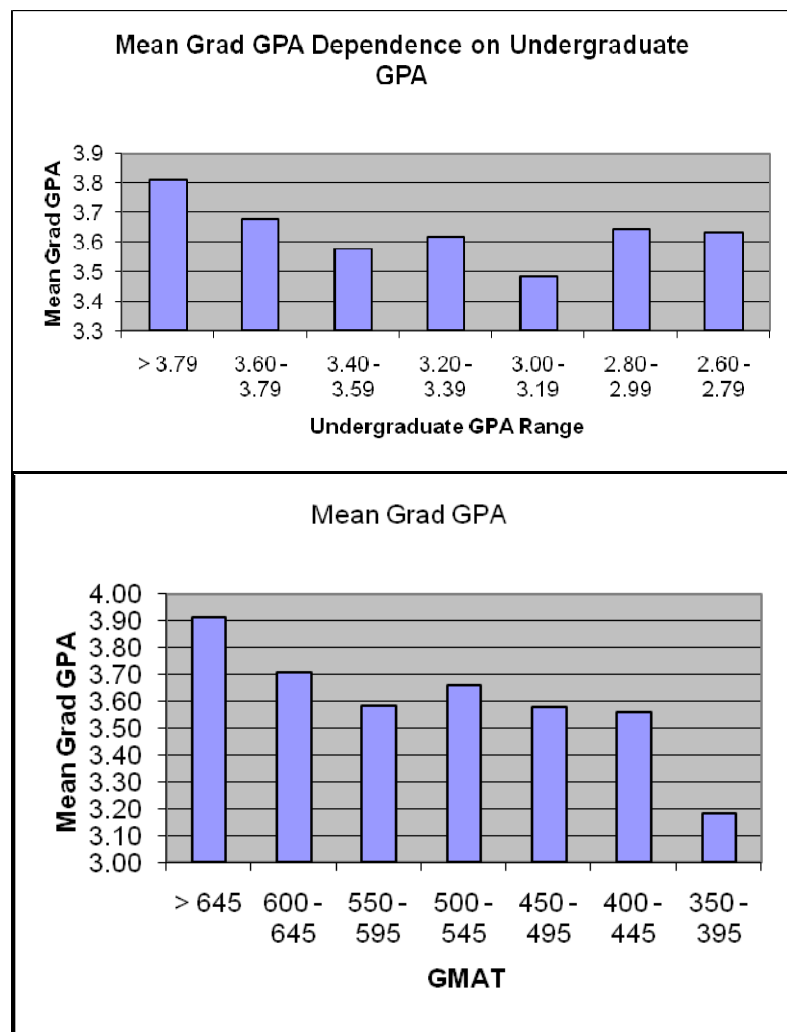
Note: The data for the 400-445 range consisted of one student.

The data generally suggests that our admission data and guidelines are appropriate, although we will need to continue to monitor DSC to determine that the students graduating from its program in accounting are as successful as those from other programs. There is insufficient data to make that judgment as of now.

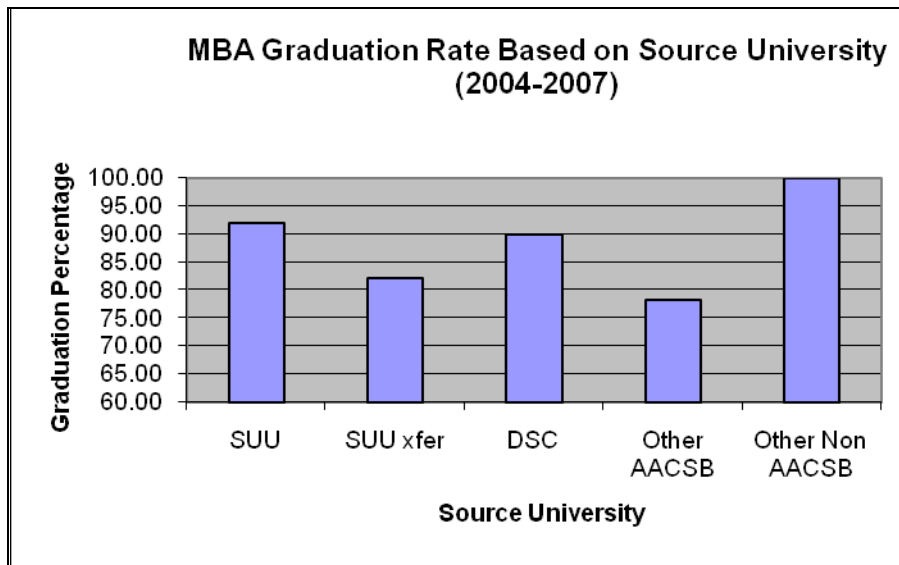
Masters of Business Administration. The MBA program is healthy, but growth stalled in 2006- especially in St. George. Efforts to increase enrollment have included repeated personal emails to all graduating business students at Dixie State College; the posting of a permanent poster in the business building promoting the program; and encouraging existing students to

more aggressively speak out about the on-campus MBA. These efforts resulted in more applications from both sites. The St. George MBA enrollment doubled in Fall 2007, and registration is holding steady for Fall 2008.

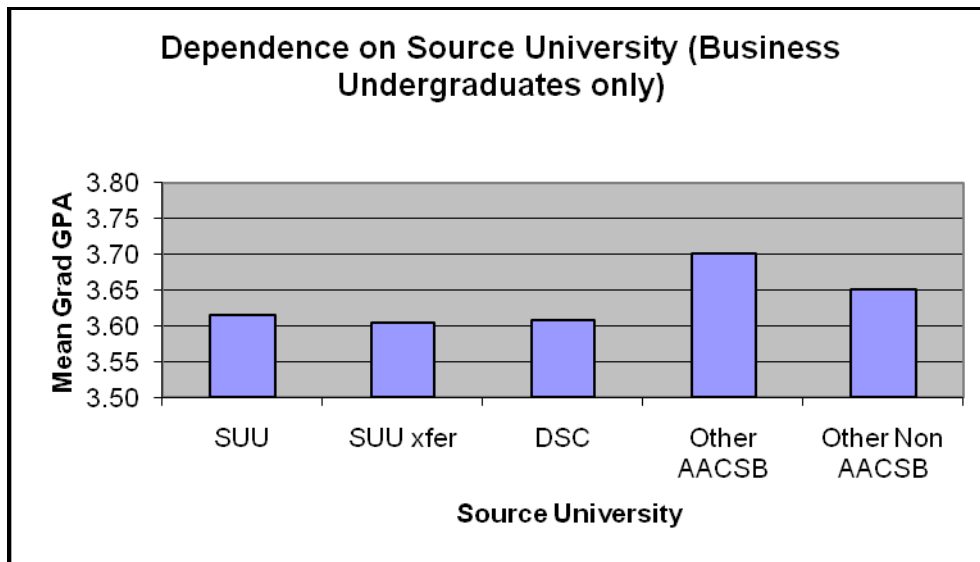
This year we conducted an assessment of MBA student performance, based on source of undergraduate degree, undergraduate major, undergraduate GPA and GMAT score, to determine if our admission standards were appropriate. We looked at the last 103 enrolled students. Statistical tests found that undergraduate GPA was the greatest predictor of success (graduate GPA) explaining about 16 percent of the variance. When GMAT score is included, it explains another 7.8 percent. Variables relating to source of degree or undergraduate major were statistically significant. We waive the GMAT requirement for students from AACSB or ACBSP accredited business schools with a 3.5 GPA or better, relying on the GPA which is the best predictor of success. The relationship between undergraduate GPA to graduate GPA and that of GMAT score to graduate GPA is shown below:



Graduation rates for five classes of students (SUU native, SUU transfer, Dixie State College of Utah, other AACSB and other non-AACSB) are shown in the table below:

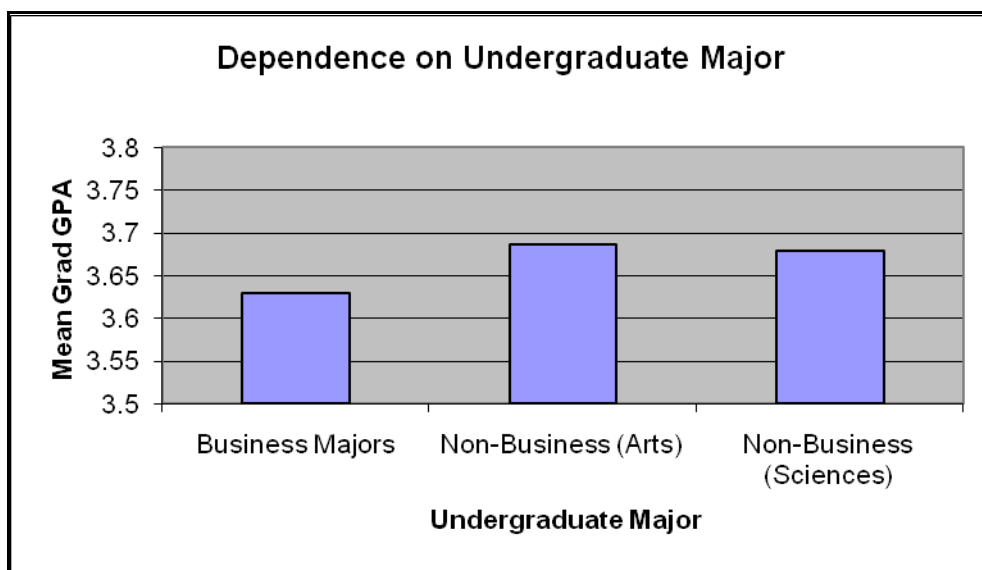


Non-AACSB undergraduates and SUU native students had the highest graduation rates. T-tests suggest that there are no statistical differences between the five categories and we conclude that the populations are essentially the same in terms of their graduation rates. Similarly, their performance in terms of GPA is shown below:



Graduates from other AACSB and non-AACSB schools had the highest GPAs although they are not statistically different from one another.

Regarding undergraduate major, non-business majors actually scored higher graduate GPAs than did business undergraduate majors, as is shown in the chart below (though the differences are not statistically significant):



Academic Programs Introduced, Deleted or Revised

Two changes were made to the Business Pre-Core curriculum in 2006/2007 and implemented in 2007/2008. All Utah Business Schools incorporated a second computer course to achieve computer proficiency. SUU's course, CSIS 2010 Computer Applications, was initiated in Fall 2007 and it was included in the Business Pre-Core requirements for the 2007/2008 school year. This year the School of Business also incorporated a one hour BA 1000 Introduction to Business Careers into the Pre-Business Core. The course introduces students to career options in business and helps them understand how the foundation core courses fit in the curriculum. Initial indications are that the course was a success. It will be formally assessed during 2008/2009.

Instructional Experiments and Changes in Instructional Delivery

Resolve to have Moral Courage.

To improve student resolve to have moral courage we implemented a values-based ethics education strategy (ethics vignettes, value-essays, and moral exemplars). All students in ACCT 6650 reported an increased resolve to have moral courage.

St. George MBA Program. We offered three MBA courses per term plus an independent study at the Udvar Hazy Business Building at Dixie State College of Utah in St. George. We have also offered one or two MAcc courses. Typically, only the MAcc courses that can serve as electives to the MBA have carried. However, our first MAcc exclusive course carried in Fall 2007, a possible indication that DSCU is starting to graduate enough accounting students to warrant the offering of the MAcc program. The following table summarizes the results of our last three years of operation:

St. George Offerings	2005/06 Students	2006/07 Students	2007/2008 Students
<u>Fall MBA Offerings:</u>			
ACCT 6100 Adv. Managerial Acct	7	On-line	16 (On-line)
MGMT 6100 Adv. Org. Issues	12	6	11
ECON 6200 Managerial Econ.	7	3	9
<u>Fall MAcc Offering:</u>			
ACCT 6240 Estate & Gift Tax	--	--	7
<u>Spring MBA Offerings:</u>			
FIN 6100 Adv. Topics in Finance	9	5	10
MKTG 6200 Adv. Topics in Mktg	12	4	12
MGMT 6400 Strategic Mgt.	7	6	8
<u>Spring MAcc Offerings:</u>			
ACCT 6210 Corp. Tax I	Canx.	--	
ACCT 6360, Bus. Law II	--	12	10

Enrolment dropped in 2006/2007 on announcements that DSCU had partnered with the University of Utah to offer its Executive MBA program. That program did not carry that year and our enrolments picked up in 2007/2008. The University of Utah again offered the Executive MBA program for 2008 and it remains to be seen if it will carry this year.

Internet Courses. The School of Business established a goal of getting the MBA and the Management Degree on-line. Our priorities have been to do the MBA foundation and Pre-Business Core courses first and then the Business Core, Management Major and MBA courses. Efforts to obtain grant funding for the MBA courses were unsuccessful and thus their development has been impeded. However, the Accounting faculty members have been working to get the MAcc graduate courses online and they made great progress this past year. This chart summarizes the progress made toward achieving those goals.

Course No.	Course Title	Scheduled Date	Completion Date	Person Responsible
MBA Foundation				
ACCT 6000	Foundations of Accounting		FA 2005	David Christensen
ACCT 6100	Advanced Management Accounting		SP 2006	David Christensen
BA 6010	Legal/Soc. Environ. Of Bus.			Need to find developer
ECON 6000	Found. Of Econ.	SU 2007	SU 2007	David Tufte to update
FIN 6000	Found. Of Fin.	SP 2008	Unsuccessful	Denise Woodbury
MGMT 6000	Found. Of Mgt. & Ops.		SU 2005	Gerald Calvasina
MKTG 6000	Found. Of Mktg/Mkt. Research	FA 2007	FA 2007	Wayne Roberts
Other Graduate				
ACCT 6320	Adv. Cost Accounting	SP2006	SP 2006	David Christensen
ACCT 6650	Accounting Ethics Seminar	Fal2007	SU 2007	David Christensen
ACCT 6600	Theory and Practice Seminar	FA 2008	FA 2008	David Christensen
Business Core				
ACCT 2010	Accounting Principles	FA2007	FA2007	David Christensen
ACCT 2020	Managerial Accounting	SP2006	SP 2006	David Christensen
ACCT 3350	Business Law I	SP2009		Robin Boneck
ECON 2010	Principles of Microeconomics	SU 2006	SU 2006	Joe Baker
ECON 2020	Principles of Macroeconomics	SU 2008	SU 2008	David Tufte
ECON 3010	Managerial Economics		SU 2005	Joe Baker

FIN 2870	Personal Finance	SU 2008	In process	Joe Baker
FIN 3250	Managerial Finance I	SP 2006		
MGMT 3100	Operations Mgt.	N/A	N/A	MGMT 6000 available
MGMT 3180	Mgt. and Org.	FA 2006	SU 2006	Gerald Calvasina
MGMT 4200	Govt., Bus. & Ethics	SP 2007	SP 2007	Roy Johnson
MGMT 4950	Strategic Mgt.	SP 2007	SP 2007	Roy Johnson
MKTG 3010	Mktg. Principles	N/A	N/A	Wayne Roberts
Management Major				
MGMT 3050	International Bus.	SU 2008		Alan Hamlin
MGMT 3240	Human Resource. Mgt.	SP 2008		Gerald Calvasina
MGMT 4100	Org. Behavior & Lead.	SU 2008		Greg Powell
MKTG 4100	Mkt Research & Strat.	SU 2008		Wayne Roberts
Other Courses				
MGMT 3210	Entrepreneurship	SU 2008		Craig Isom
HRHM 3000	Intro. to Hosp. Mgt.	Fall 2008		Emmett Steed
FIN 3750	Investments I	Fall 2008		To be determined
FIN 3110	Risk & Ins.	Fall 2008		To be determined

Undergraduate Accounting		
ACCT 2010	Accounting Principles	Completed
ACCT 2020	Management Accounting	Completed
ACCT 3010	Financial Accounting 1	Completed
ACCT 3020	Financial Accounting 2	
ACCT 3100	Accounting Information Systems	Completed
ACCT 3200	Tax I	Completed
ACCT 3300	Cost	Completed
ACCT 3350	Business Law I	In progress
ACCT 3400	Auditing I	
ACCT 4030	Advanced Accounting	
ACCT 4200	Tax Research	Completed
Graduate Accounting		
ACCT 6000	Foundations of Accounting	Completed
ACCT 6100	Advanced Management Accounting	Completed
ACCT 6210	Corporate Tax I	
ACCT 6230	Tax Procedure	
ACCT 6240	Estate and Gift Tax	Completed
ACCT 6250	Estate Planning	
ACCT 6260	Taxes for Pass-through Entities	
ACCT 6290	Property Transactions	
ACCT 6320	Advanced Cost Accounting	Completed
ACCT 6360	Business Law II*	
ACCT 6400	Auditing II*	
ACCT 6450	Forensic Accounting	
ACCT 6600	Practice and Theory Seminar*	Completed
ACCT 6660	Accounting Ethics Seminar*	Completed
* Required in MAcc degree		
Other graduate accounting classes such as Graduate Readings and Internship may be taken by students off campus.		

Significant Faculty Development Activities

We had two undergraduate faculty members on faculty developmental plans. Both had unsatisfactory post-tenure reviews. A faculty member from the Department of Management and Marketing needed to improve scholarly activity. All other areas were acceptable. He was paired with a faculty member who is publishing. The two conducted research into efforts to improve academic integrity in the School of Business and had a paper accepted by the Journal of the Academy of Business Administration with publication in 2008. He also had a paper published in a readings book in 2007. As a result, he has been taken off of a developmental plan and he has been judged to be professionally qualified to teach at the undergraduate level.

The second faculty member is from the Department of Accounting and has a developmental plan to improve teaching, scholarly activity, service, and collegiality. In 2007-2008, he completed a course in spreadsheets, increased his ability to demonstrate QuickBooks in class, made two conference presentations, had one journal article published in a peer-reviewed journal, attended more PAC activities, provided better feedback on homework, kept regular office hours, and showed greater interest in his students than he did in previous years. Unfortunately, the effect of this activity on his teaching effectiveness is unclear, with teaching evaluations showing some improvement initially (3.9 in Fall 07), followed by a significant decrease in Spring 2008 (3.5). This faculty member continues to be on a developmental plan.

The scholarly activities for 2007 and the first half of 2008 are listed in Appendices B and C respectively. The following faculty development efforts were funding from the School of Business and the Provost Faculty Development Grant:

Department/ Faculty	Activity	Funding Source	
		Business	Provost Grant
Accounting			
Jeff Barnes	Two trips to attend Education Advisory Board, State Board of Accountancy (Chair of Committee) (Aug 9-10, 2007 & Jan 17, 2008)	\$669	
	Presentation at Utah State University Tax School (Nov 14-15, 2007)	N/A	
Joe Merrill	Paper presented at Allied Academies, Reno, NV (Oct 4-5, 2007)	910	Did not apply in time
Economics and Finance			
Denise Woodbury	Present paper at Allied Academies Fall 2007 International Conference, Reno, NV (Oct 3-6, 2007)	149	\$1,039
	Present paper at Allied Academies International Conference, Tunica, MS (Apr 2-4, 2008)	50	1,288

Department/ Faculty	Activity	Funding Source	
		Business	Provost Grant
Management and Marketing			
Azmi Ahmad	Present paper at the International Academy of Business & Economics, Las Vegas, NV (Oct 14-16, 2007)	30	738
Lisa Assante	Present paper at the 13 th Annual Graduate Education & Research Conf, Orlando, FL (Jan 2, 2008)	320	1,327
	Present paper at the Western Decision Sci. Inst., San Diego, CA (Mar 18-22, 2008)	0	1,103
Gerry Calvasina	Present paper at Allied Academies International Fall Meeting, Reno, NV (Oct 3-6, 2007)	197	900
	Present paper at American Society of Business and Behavioral Sciences, Las Vegas, NV (Feb 21-24, 2008)	0	515
	Present paper at Allied Academies International Conference, (April 3-6, 2008)	109	870
Alan Hamlin	Present paper at Mountain Plains Management Conference, Kearney, Nebraska (Oct 10-14, 2007)	214	888
	Present paper at the Academy of Business Administration, Denver, CO (Apr 11-15, 2007)		1015
Wayne Roberts	Present paper at Allied Academies International Meeting, Reno, NV (Oct 18-21, 2007)	258	1,324
	Attend DEX Fall Leadership Conference, Park City, UT (Oct 26-27, 2008) with students	311	
	DEX State Competition, Salt Lake City (Feb 21-24, 2008) with students	299	223 (Bill Child Fund)
	Present paper at Allied Academics Conference, Tunica, Miss. (Apr 2-5, 2008)	0	1,324
	DEX International Career & Development Conference, Atlanta, GA (Apr 11-16, 2008) with students	1,785	
	Teach “Tourism Management” in Salzburg, Germany (May 28-Jun19, 2008)		3,062
Emmett Steed	Present research at Harrah’s International Hospitality & Convention Summit, Las Vegas (Jun 2-3, 2008)	129	
Total	School of Business	\$5,430	\$14,601

Special Recognitions of Faculty, Staff and Students

Faculty. Business faculty members have received recognition at the international, national, university and school levels.

Dr. Lisa Assante was awarded the Utah Campus Compact Engaged Scholar Award Recipient, Southern Utah University in Spring 2008 and Southern Utah University Thunderbird Awards Professor of the Year for 2008. Her paper (with coauthor H.I. Wien) “An empirical assessment of a structural equation model of residents’ attitudes for sustainable tourism development: a case study of O‘ahu, Hawaii” received the Alpha Iota Delta Honor Society Best Application Paper Award at the 37th annual conference of the Western Decision Sciences Institute, 2008, San Diego, CA. As such, she was an invited presenter to the Decision Sciences and Information Systems Conference. She has several papers and publications to her credit since 2007.

Dr. Robin Boneck was named Professor of the Year for the Accounting Department.

Dr. Gerald Calvasina, Distinguished Research Award, Allied Academies, April 15, 2006, for paper titled “The National Labor Relations Act and Non-Union Employers: Policy and Practice Issues in a Changing Environment,” Distinguished Research Award, Allied Academies, October 19, 2006, for paper titled “Preventing Employee Identity Fraud: Policy and Practice Issues for Employers” and Best Paper Award, American Society for Business and Behavioral Sciences, February 2006, titled “Should Direct Costing or Activity Based Costing be the Basis for Strategic Decision Making.” He also won the Fellow Award, the Allied Academies, October 2007. Dr. Calvasina also had five journal articles published in 2007.

Dr. Kim Craft was named Professor of the Year for the Department of Economics and Finance.

Dr. Alan Hamlin, Past President and current board member of the Mountain Plains Management Association. He was also recognized as the “Best Reviewer” for the Journal of Business Administration at the annual conference of the Academy of Business Administration in Denver, Colorado in April, 2006. He has had four journal articles published since 2006.

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

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

Professor Greg Powell received SUU’s Outstanding Educator Award for 2007-2008, and had one journal article published in the Journal of the Academy of Business Administration.

Dr. Emmett Steed was named Professor of the Year for the Department of Management and Marketing, and was promoted to Associate Professor.

Each department selected an outstanding professor for 2007/2008. Each professor was recognized at the Graduation Convocation for the School of Business. They are:

	Accounting	Econ and Finance	Management & Marketing	Military Science
Professor of the Year	Robin Boneck	Kim Craft	Emmett Steed	Michael Glad

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

Student	Award
Trevor Harbison	University Scholar
Mary Townsend-Manning	Outstanding MBA Student
Kade Hallows	Masters of Accountancy, CPA Key Award
Emmeli Bulloch	National Advisory Board Award for Outstanding Academic Performance in Business
Jana Reeves	Outstanding Student, Accounting
Trent Douglas	Outstanding Student, Economics
Michael Powers	Outstanding Student, Finance
Holli Rich	Outstanding Student, Management
Chris Forsythe	Outstanding Student, Marketing
Dorothy Knudson	Outstanding Student, HRHM
Jeramy J. Mahoney	Outstanding Student, Military Science
Amy Hancock	Outstanding Junior, Accounting
Joseph Petersen	Outstanding Junior, Economics
Chris Empey	Outstanding Junior, Finance
ShaLae Steadman	Outstanding Junior, Management
Bryan Allen	Outstanding Junior, Marketing
Preston Clark	Outstanding Junior, HRHM
Michael R. Barr	Outstanding Junior, Military Science

VITA Program. In the spring 2008 term, 67 students prepared over 833 federal and state returns. Several of our graduate students managed this service-learning project. Robin Boneck was the VITA advisor.

The Academy and PBL Clubs. At the request of several students, the Professional Business Leadership Club (Phi Beta Lambda) became part of the Academy. The Academy hosted workshops on preparing resumes/ interviewing techniques, quantitative analysis tools, and proper dress and grooming. Students also toured several local companies including the local Wal-Mart store and the State Bank of Southern Utah. Four PBL students competed at the State Competition and two qualified to compete at nationals. Dean Carl Templin was the advisor for both organizations, which met concurrently throughout the year.

DEX Marketing club. Two SUU students placed in national competition at the Delta Epsilon Chi International Career Development Conference in Atlanta, GA. Dr. Wayne Roberts is the club advisor.

Students in Free Enterprise (SIFE). The SUU Students in Free Enterprise (SIFE) team had another productive year. We had 87 SIFers who participated in our projects and we completed five major service-learning projects, sharing what we are learning in our classes with our community. We set up shop with 40 third to fifth graders at Iron Springs Elementary and taught them about earning, saving, and the value of hard work. At the end of the project we established a store where they could use the SIFE Bucks that they had earned to be smart shoppers. In addition, we taught a variety of personal financial management courses on campus and in the community.

Scholarly Activity Report

This section summarizes scholarly activity for 2007 and the first half of 2008. A complete listing of journal and proceeding articles are listed in Appendices D and E. The table below summarizes the activity for CY 2008 (to June 30), CY 2007 as well as CY 2003-2007.

Faculty Publications by Department and School

Dept	Type	2008 (first half)			2007			5-year Total		
		Refereed		Other	Refereed		Other	Refereed		Other
		Jour	Non-J		Jour	Non-J		Jour	Non-J	
Accounting (8 Part. Fac.)	Learning	0	0	0	3	0	3	15	7	8
	Practice	3	0	0	0	1	2	21	2	11
	Discipline	0	0	0	9	0	0	13	2	2
	All	3	0	0	12	1	5	49	11	21
Econ & Fin (6 Part. Fac.)	Learning	0	0	0	0	0	0	1	0	1
	Practice	1	1	0	1	1	5	12	17	33
	Discipline	0	0	0	0	0	0	1	6	1
	All	1	1	0	0	1	5	13	23	35
Mgt & Mktg (12 Part. Fac.)	Learning	10	1	0	8	4	0	17	7	0
	Practice	8	6	2	8	8	0	37	65	4
	Discipline	0	3	0	0	3	0	3	3	20
	All	18	10	2	16	15	0	48	49	24
School Totals	Learning	10	1	0	11	4	3	33	14	9
	Practice	12	7	2	8	10	7	70	84	48
	Discipline	0	3	0	9	3	0	17	11	23
	All	22	11	2	22	17	10	120	109	80
Ave/Faculty	All	0.8	.4	.07	.9	.6	.4	4.6	4.2	3.1

Note: Intellectual contributions are tracked by individual, year and type. For multiple authors, each co-author is given full credit for an IC.

Faculty members engage in scholarly pursuits to keep them current in their field and to complement their teaching experience. We track scholarly activity over a period of five years for accreditation purposes. The tracking is by calendar year. As the table shows, our primary focus is on applied research (contributions to practice), followed by learning and pedagogical research and then the research of discovery (discipline-based scholarship), which is appropriate for our mission. For the years 2003 to 2007 our faculty averaged 4.6 journal publications per faculty

member (up nearly .3 from last year) and 4.2 non-journal refereed publications (down .6 from last year). This is a pattern that has been occurring for several years. Our progress to date in 2008 seems to be on track to being equal to or better than 2007. We already have achieved .8 journal articles per faculty member (compared to .9 for all of 2007).

Significant Professional Service Activities

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

Name	Professional Service Rendered
Jeffrey Barnes	<ul style="list-style-type: none"> • Member, State Board of Accountancy's Education Advisory Subcommittee (two meetings per year) • Provided one consultation to Allegiance Direct Bank in 2008 • Made four presentations to Utah CPAs at USU Tax School in Salt Lake City and St. George
Joe Baker	<ul style="list-style-type: none"> • Advisory Panel, Parents for Choice in Education • Board of Directors, Utah Council on Economic Education
David S. Christensen	<ul style="list-style-type: none"> • Provided eight consultations to government agencies and defense contractors in 2007 and 2008 • Served as ad-hoc referee to <i>Management News Research</i>
Alan R. Hamlin	<ul style="list-style-type: none"> • Reviewer, Mountain Plains Journal of Business • Reviewer, Journal of the Academy of Business Administration • Board Member, Mountain Plains Management Assn.
Steven Harrop	<ul style="list-style-type: none"> • Investment Advisory Board, Soltis Investment Advisors, St. George, Utah • Board of Directors, Heritage Bank, St. George, Utah • Board of Editors, <i>Money Matters Magazine</i>, St. George, Utah • Board of Directors, SmartDuct Inc., St. George Utah • Investment Advisory Committee, Southern Utah University
Craig Isom	<ul style="list-style-type: none"> • Chairman of Audit Committee/Board Member, Allegiance Direct Bank, Cedar City, Utah • Director and Audit Committee Member, PowerWAN • President, Emerald Sunrise, Inc., Utah • Regional Director, Small Business Development Center, SUU
Tim Lewis	<ul style="list-style-type: none"> • Board Member, Constitutional Freedom Foundation
Joe Merrill	<ul style="list-style-type: none"> • Discussant, Acctg. Session, 2008 IABPA Conf. (Orlando, FL) • Voluntary Income Tax Preparation (Nevada, 2008)
Amy Moore	<ul style="list-style-type: none"> • Associate Editor, <i>Applied Economic Research Bulletin</i>
Mary Pearson	<ul style="list-style-type: none"> • Numerous accounting, tax, and financial consultations as a practicing CPA in Cedar City
Greg Powell	<ul style="list-style-type: none"> • NxLevelL Certified. Business plan development course to entrepreneurs.

	<ul style="list-style-type: none"> • Certified trainer- Achieve Global management training • Certified trainer- Vital Learning management training • 100+ hours management training in past year • Cedar City Regional Airport, Marketing Board • Member, American Society for Training and Development
David Tufte	<ul style="list-style-type: none"> • Editor, Mountain Plains Journal of Business and Economics • Referee, Mountain Plains Journal of Business and Economics • Referee, Journal of Applied Business Research • Referee, World Development • Consultant, City of Springdale, Utah • Consultant for Citizens for Dixie's Future • Teaching appointment, University of New Orleans
Dennis Vredenburg	<ul style="list-style-type: none"> • Board of Directors, Utah State DEX • Board of Directors, Western Marketing Educators
Denise Woodbury	<ul style="list-style-type: none"> • Editorial Board Member, Academy of Entrepreneurial Education • Finance Editor, Academy of Accounting and Finance Studies Journal • Board of Directors, Valley View Medical Center • Faculty Advisory Committee Member. Students in Free Enterprise, USA

Future Goals and Objectives

1. Work with the Vice President for Regional Services to establish a Business Resource Center with incubators for small businesses with the SBDC taking a leading role.
2. Develop undergraduate and graduate consulting opportunities to support the Small Business Development Center and the newly formed Business Resource Center as a service learning initiative.
3. Complete implementation of an integrated business core (Marketing Principles, Operations Management and Managerial Finance) with an entrepreneurship focus and lab.
4. Raise our first \$2 million as part of the University's overall capital campaign.
 - a. Develop a conceptual plan and artistic rendering of an addition to the Dixie Leavitt Business Building.
 - b. Obtain funding and approval for a Center for Business Ethics and Moral Courage to coordinate research and pedagogical efforts to improve ethical instruction and the development of moral courage.
5. Implement new undergraduate learning objectives and initiate assurance of learning activities for them.
6. Establish a culture of academic integrity in the School of Business by expanding the Academic Integrity Committee to include more students and to implement a School honor code.

Challenges and Opportunities

The ongoing housing bust with the potential for economic recession presents a major challenge to the University and the School of Business. Hard economic times can place a strain on student finances and can have a negative effect on residential campuses as students choose to stay at home to cut costs. If tax revenues in the state of Utah decline, we may face budget cuts that neighboring states and universities have experienced. External fund raising will become more and more critical, while at the same time hard economic times may adversely impact our fundraising efforts as well.

Maintenance of Accreditation continues to be a major emphasis, especially in two areas: expanding the quantity and quality of intellectual contributions and achieving assurance of learning. We will continue to improve in intellectual contributions while still maintaining the major thrust of our effort to achieve excellence in the classroom. Improving our assessment mechanisms to achieve assurance of learning will be a second challenge we must face in our quest for continuous improvement.

We face growing competition for business students. Utah Valley State College achieved university status on 1 July 2008. Dixie State College of Utah offers bachelor's degrees in business and accounting. This provides an opportunity to provide the MBA and MAcc in St. George, if we can recruit their students into our programs. DSCU has partnered with the University of Utah to offer their Executive MBA to students in St. George, which may further erode demand for our MBA program, which is offered in the evenings. So, recruitment and retention at both the undergraduate and graduate level is important.

The progress we have made in creating on-line versions of our management and accounting courses have increased the flexibility provided to our on-campus students and provided new opportunities for rural Utah students who wish to pursue a degree but need a flexible means of achieving it. This is part of our regional service mission and provides an opportunity to increase SCH generation without the costs associated with on-campus instruction. Establishing appropriate workload definitions and compensation is a challenge we need to solve as we increase our involvement in on-line instruction.

Increasing the ethical climate of the School of Business is both a challenge and an opportunity. Finding ways to engage students and faculty so that we can move from an environment of detection and punishment to a culture of integrity is a high priority for us. Our employers report that our students have a great reputation for having ethical values as well as a good work ethic. We want to strengthen that even more, as we focus on our School values "excellence with perseverance and integrity." We believe that will be a niche that will draw students and employers to our programs.

Creating a Business Resource Center and strengthening our entrepreneurship focus are opportunities that can benefit both our regional service area and our students in a very interconnected way. The Business Resource Center will provide one-stop shopping for entrepreneurs and small businesses in our service region and will help them to be successful. That provides jobs and economic growth for our region. Many of our students want to stay in

the area upon graduation and that means they will be working for small to medium companies and will need business and entrepreneurial skills. Our entrepreneurship competitions, integrated entrepreneurship core and student consulting opportunities through the Business Resource Center will help students develop the necessary skills to work for the local companies or start their own businesses. Thus, these related initiatives will benefit local businesses and students.