

SUU SOUTHERN UTAH
UNIVERSITY

School of Business

Excellence with Perseverance and Integrity

Annual Report 2008-2009



School of Business Annual Report

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School of Business Annual Report 2008/2009

Introduction and Highlights

This report is designed to satisfy the annual reporting requirements of SUU and our two accrediting bodies. It describes our major accomplishments for the past year, including our strategic planning initiatives, goals and objectives.

Part of our vision statement is “To be nationally recognized as a quality business school” and we believe we have made great progress to achieving that goal. This year concludes our third year of accreditation by the Association to Advance Collegiate Schools of Business (AACSB-International) and our 16th year of accreditation by the Association of Collegiate Business Schools and Programs (ACBSP). The School has also been included in the Princeton Review’s Best Business Schools in the United States for the second year.

We worked on the following six major strategic goals and objectives for the past year, which are summarized here and discussed in detail in the report.

1. SUU established a Business Resource Center (with business incubators) located on Main Street in Cedar City. The Small Business Development Center relocated from the School of Business to the Main Street office.
2. We successfully provided five teams of MBA students to consult with five Iron County businesses to help them with strategic planning in conjunction with the Small Business Development Center and the newly formed Business Resource Center.
3. We completed development of an integrated business core (Marketing Principles, Operations Management and Managerial Finance) with an entrepreneurship focus and lab which is scheduled for full implementation in Fall 2009.
4. We raised just over \$444,000, the best year ever for the School of Business, but less than our \$2 million goal. This will be an ongoing initiative for next year.
 - o We developed a conceptual plan and artistic rendering of an addition to the Dixie Leavitt Business Building by conducting a student competition in CCET 3610, Architectural Design class with the winning student getting a tuition scholarship awarded by a School of Business donor.
 - o We developed a draft grant proposal 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. This will be an ongoing initiative for next year.
5. We successfully implemented new undergraduate learning objectives and initiated assurance of learning activities for them.
6. We made good progress toward establishing a culture of academic integrity in the School of Business:
 - o . Dr. Donald McCabe surveyed SUU students regarding academic integrity during Fall 2008 and found that while overall levels of self-reported cheating was about

the same as other campuses, the kinds of cheating were far less serious and that was especially true in the School of Business.

- Based on Dr. McCabe's recommendations, we changed the composition of the Academic Integrity Committee for the School of Business to include a student majority.
- Instituted an Integrity Pledge to further underscore its commitment to ethics and moral courage
- Student senators presented the integrity pledge during a special convocation on 2 April, 2009. Their presentation, "An Orientation to the Honor System at the School of Business," is posted at the School's webpage at <http://www.suu.edu/business>.

We also had several ongoing strategic initiatives upon which we focus annually. Here are the highlights:

- The 3rd 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 with over 50 imaginative and promising business ideas. Winners were:

	<i>Prize</i>	<i>Recipient</i>	<i>Description</i>
1 st Place	\$5,000	Marlon Stones & Brent Hasty	Alternative fuels development using algae
2 nd Place	\$3,000	S. Mark Florence, Lenn, Piete & Steven Florence	Classroom instruction in renewable energy technology
3 rd Place	\$1,000	Craig Corry & Scott Albrecht	Trough heater for farmers
Honorable Mention	\$500	Leesa Ricci	International freelance news network
	\$500	Elayna & Paul Wightman	Interactive calendars

- We submitted our application for AACSB-International Maintenance of Accreditation with a visit scheduled for January or February 2011 and the following established peers:

<i>Comparable Peers:</i>	<i>Aspirant Group:</i>
Emporia State University Georgia College and State Univ. Pittsburg State University Sam Houston State Shippensburg State University University of Tennessee at Martin	Central Missouri State University Eastern Illinois University Western Illinois University

- We worked to further strengthen our international partnerships achieving the following:
 - Expanded our Summer International Program to include FH Wien students from Vienna Austria

- We had two SUU students and five French students complete the Double Degree Program with the School of Business and Management, Poitiers, France
- Our Business seniors scored at the 90th percentile on the ETS Major Field Exam in Business for the three testing cycles in 2008/2009 with the following sub scores:

<i>ETS Major Field Exam in Business Undergraduate Scores</i>	<i>Year 08/09</i>
# of Students Tested	118
Overall Average %	90
Assessment Indicator 1(Accounting)	94
Assessment Indicator 2 (Economics)	95
Assessment Indicator 3 (Management)	84
Assessment Indicator 4 (Quantitative)	75
Assessment Indicator 5 (Finance)	92
Assessment Indicator 6 (Marketing)	79
Assessment Indicator 7 (Legal)	76
Assessment Indicator 8 (International)	87

- Our MBA graduates scored in the top half of the nation on the ETS MBA Exam with the following scores:

<i>ETS MBA Exam</i>	<i>SP 09</i>
# of Students Tested	29
Overall Average %	55
Assessment Indicator 1(Marketing)	50
Assessment Indicator 2 (Management)	60
Assessment Indicator 3 (Finance)	65
Assessment Indicator 4 (Managerial Acct.)	60
Assessment Indicator 5 (Strat. Integration)	55

- Our MBA program in St. George, offered on the Dixie State campus, had the largest class ever with an average of 18 students in live classes and 16 students in on-line classes.
- Our Masters of Accountancy program now has all of its courses available online.
- We had five exciting speakers as part of our ongoing Wells Fargo Business Executive Speaker Series
- **Dr. Lisa Assante**, Assistant Professor of Hotel, Resort and Hospitality Management, received SUU's Outstanding Educator Award for 2008-2009, recognizing her as the outstanding faculty member for that year. She also worked with one of our MBA students to receive an Austrian Marshall Plan Foundation award to conduct international research.

- **Dr. Joe Baker**, Professor of Economics, was selected to give the Grace A. Tanner Distinguished Faculty Lecture. He presented his lecture entitled “Class, Ability, Mobility: Is it Better to be Rich or Smart?” on September 16, 2008.
- **Dr. Gerald Calvasina**, Professor of Management, was named SUU’s Outstanding Scholar for 2008-2009.
- Professors **David Christensen** and **Robin Boneck** were recognized by the Institute of Management Accounting (IMA) for “outstanding character and excellence in contributing to the literature for the advancement of management accounting and financial management.” (IMA, Certificate of Merit, Jul 2009).
- **Dr. Alan Hamlin**, Professor of Management and Chair, Department of Management and Marketing, is past president and current board member of the Mountain Plains Management Association. He was recognized as the “Best Reviewer” for the Journal of Business Administration at the annual conference of the Academy of Business Administration in Denver, Colorado in April, 2006.
- **Dr. Amy Moore**, Associate Professor of Marketing, serves as the Associate Editor of the Applied Economics Research Bulletin.
- **The Austrian Marshal Plan Foundation** awarded SUU MBA Student Dorothy Knudson a Marshal Plan Scholarship to conduct her thesis research in Salzburg, Austria from February to July 2010 (partnership between SUU, the Salzburg University of Applied Science and the Austrian government).
- Voluntary Income Tax Assistance Program: 70 accounting students prepared over 937 federal and state income tax returns for students and low income Iron County residents.
- DEX Competition: SUU students competed at the International Career Development Conference
 - Kim Smedley took 3rd place in Travel and Tourism
 - Colleen Olsen and Beth Bosshardt , and the team of Rhett Gillins and Sharlene Witt, were finalists in International Marketing
 - Charles Busch was a finalist in Marketing Management

Major Objectives and Progress Update

The Dean and Department Chairs, with input from the Strategic Planning Committee, identified six major objectives to be addressed this year plus ongoing objectives. These were based on our updated strategic plan which was completed in 2006-2007. An updated table of all strategic initiatives is found in Appendix B.

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. The Business Resource Center (BRC), as a concept has existed for two years as a virtual entity with the following partners connected electronically through Business Expansion and Retention (BEAR) software by Executive Pulse:

- Small Business Development Center (SBDC)
- Procurement Technical Assistance Center (PTAC)
- Utah Science Technology and Research initiative (USTAR)
- Cedar City Area Chamber of Commerce
- SUU School of Business
- SUU College of Computing, Integrated Engineering & Technology
- SUU Regional Services
- Cedar City/Iron County Economic Development
- Custom Fit Training
- Manufacturing Extension Partnership

Each had separate physical locations throughout Cedar City and Iron County. Our goal was to consolidate the first four of these organizations into one location so that small businesses and entrepreneurs would have a one-stop-shopping experience to get the training and consulting they needed.

The Vice President for Regional Services, Wes Curtis, obtained grant funding from the Governor's Office of Economic Development to obtain the Main Street location. Craig Isom took on the role as BRC Director.

Originally we had planned to set up the Business Resource Center on the campus of Southern Utah University but President Benson worked with a donor to obtain space on Main Street at an affordable price and the BRC

moved there on April 15, 2009. Co-located in this building are the Small Business Development Center, the Procurement Technical Assistance Center, the USTAR Southwest Regional Outreach office, and the Cedar City Area Chamber of Commerce. There is also space available for business incubators and offices that other partners can use on a temporary



basis. The SBDC reports that it had three times more walk-in traffic than in the previous five years located in the SUU Business Building.

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.** This initiative grew out of our efforts to increase service learning courses taught in the School of Business. The Small Business Development Center partnered with the MBA capstone class (MGMT 6400 Strategic Analysis) for their Spring 2009 capstone projects. The SBDC provided six clients for the class to consult. Each group included 5 students who were all required to sign a SBDC conflict of interest/confidentiality statement. Under the direction of the SBDC along with their professor, Roy Johnson, the groups worked with the local businesses to analyze strategy, operations, environment, marketing, and financial processes. Recommendations for improvements in the operations of the companies were given both in hard-copy report format as well as in a live meeting with the businesses at the end of the semester.
3. **Complete implementation of an integrated business core with an entrepreneurship focus and lab.** This year, final planning of the integrated business core was completed under the direction of Dr. Denise Woodbury. This consists of three business core classes taught in a team teaching format combined with an entrepreneurship lab where the students will actually start up a small business. The courses provide an integration of finance, marketing and operations management with the material organized to guide the students in the startup of a small company. The core classes will teach them what they need to know at each step of the process. In the entrepreneurship lab the students practice what they learn by organizing and operating a startup company. Students will develop a business plan and present it to a panel of bankers and entrepreneurs. Funding for the ventures will be provided from the School of Business Thunderbird Venture Capital Fund.

The courses are taught during a five hour block on Monday, Wednesday and Friday as shown below:

<i>MWF</i>	<i>Course</i>	<i>Instructor</i>
8:00 am	FIN 3250 Managerial Finance I	Dr. Denise Woodbury
9:00 am	MGMT 3100 Operations Mgt.	Dr. Azmi Ahmad
10:00 am	MKTG 3010 Marketing Principles	Dr. Wayne Roberts
11:00 am	MGMT 4900 Entrepreneurship Lab (two hours)	Craig Isom (Business Resource Center)

Any business student in advanced standing who has not taken any of the three core classes is eligible to take the integrated core. Implementation of the integrated business core (entrepreneurship) will be done in the Fall 2009 semester. Seventeen students are registered for the pilot offering.

4. **Raise our first \$2 million as part of the University's overall capital campaign.** Fundraising is an ongoing strategic objective for the School of Business. However, we set a goal of raising \$2 million for this past year. We were not successful in reaching that mark,

but we did make good progress toward the goal. Our efforts were aimed primarily establishing named scholarships by firms that hire our students and alumni that work for them. We also focused on two other goals, the development of a conceptual and artist rendering of an addition to the Dixie Leavitt Business Building and the establishment of a Center for Ethics and Moral Courage.

In terms of our dollar goal, we raised nearly \$500,000, the most we have ever raised in the School of Business, and established the foundation for future fundraising efforts. The results are summarized in the following table:

<i>2008/2009 Fundraising Source</i>	<i>Amount</i>
Alumni and Friends	\$70,021.25
School of Business (77% Participation)	6,031.28
Private Grants	8,300.00
Pledges	60,000.00
Deferred Gifts	300,00.00
Total Donations	444,352.00

Most of the donations went to scholarships, although we did obtain a commitment to name a room in the Dixie Leavitt Business Building, which will occur on the opening day of classes on August 23, 2009. We also worked on two fundraising initiatives which are described below.

- a. **Develop a conceptual plan and artistic rendering of an addition to the Dixie Leavitt Business Building.** For many years, the Dixie Leavitt Business Building has needed additional space and renovation to accommodate needs for student breakout rooms, seminar classrooms and enhanced computer teaching labs which are needed for case studies, exercises and service learning. In an effort to move toward that goal, Shon Wilson agreed to lead a team to develop a conceptual design. He proposed a service-learning competition in connection with John Sargent's Architectural Design class. At the beginning of the Fall 2008 semester, the students met with the Department Chairs to ascertain needs of the School of Business. The students worked throughout the semester to design an addition to the existing Business Building that would serve our expansion needs. By the end of the semester, the Architectural Design students presented their plans to the Dean and Department Chairs, who were impressed with the final conceptual designs of these hard-working students. Winners of the competition were awarded prizes at an award luncheon, which was held on March 5, 2009. Prizes were donated by Shon Wilson as follows:

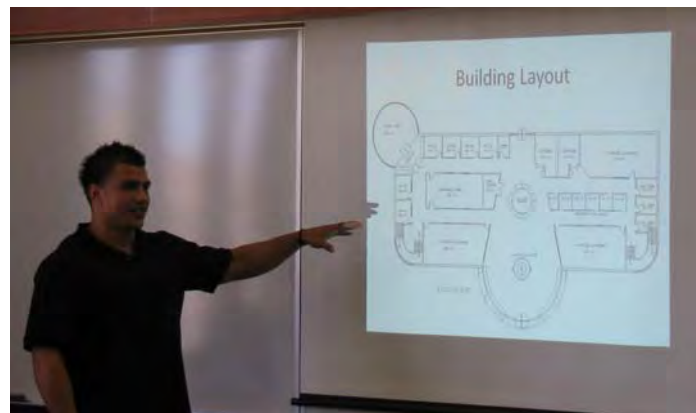
Joseph Palmer	First Place	\$3,502 Scholarship
Mitchell Grimshaw and Brianna LeBreton	Honorable Mention	\$150 each
Johnny Sanchez and Derrick Bayles	Honorable Mention	\$150 each



President Michael T. Benson, Shon Wilson (donor), Joseph Palmer, Dean Carl Templin



Mitchell Grimshaw, Brianna LeBreton, and John Sargent



Johnny Sanchez presents his design at the awards banquet

- 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.** Jeff Barnes prepared a draft grant application to establish and fund a Center for Business Ethics and

Moral Courage. An office space for the director has been designated in the Dean's suite of offices in the Dixie Leavitt Business Building and will serve as a match for the grant. The office space also has room for a small library. Administrative support will be provided by the School of Business office staff. We have also designated a classroom for ethical instruction and hall space for a hall of honor as part of the grant proposal. We have identified a target foundation and Jeff Fisher has contacted them to ensure that our proposal fits within the mission and scope of the foundation. Jeff Fisher and Carl Templin met with foundation representatives to discuss this and other opportunities regarding ethics and moral courage instruction and research. The proposal needs final editing and updating prior to submission this year. This center will also need approval from the Southern Utah University Board of Trustees and the Utah State Board of Regents, which will be done concurrently with the grant application.

5. Implement new undergraduate learning objectives and initiate assurance of learning activities. The Assurance of Learning committee accomplished the following during the past year:

- a. Refined learning goals, objectives and assessment methods for each degree program.
- b. Developed curriculum maps for each degree program.
- c. Conducted assessments on:
 - Three out of six learning goals for the BS program
 - Two out of six learning goals for the MBA program
 - Three out of four learning goals for the MAcc program
- d. Compiled data and analyzed results for each assessment conducted.
- e. Began the process of disseminating assessment results and using the information to improve the curriculum.
- f. Wrote a detailed report on assessment activities and analysis of results.

Committee goals for the coming year are to (1) close the loop on the assessments conducted last year, (2) complete assessment of the remaining learning goals, (3) continue to refine assessment processes and procedures and (4) update the assessment report.

Of the assessments conducted thus far, the primary concern regards the MBA learning goal to "use and integrate knowledge from core areas of business." The MBA ETS exam is the corresponding assessment tool for this goal and the objective is that the average score fall in the 75th percentile for each section of the exam. Last year's overall score was in the 55th percentile and all field scores were below the 75th percentile. We are currently in the process of investigating ways to improve vis-à-vis this goal and result.

All other assessments conducted to date show at least satisfactory results and indicate the need for only minor adjustments in courses, programs or assessment processes. The section below on Assurance of Learning describes how this has been accomplished.

6. **Establish a culture of academic integrity in the School of Business by expanding the Academic Integrity Committee to include more students and implementing a School honor code.** To help us understand the existing culture of academic integrity at SUU, we invited Dr. Donald McCabe to survey students and faculty at SUU regarding the level and kinds of cheating on campus in the fall 2008. Dr. McCabe has surveyed over 80,000 students at more 170 colleges and universities in the United States. As shown below, the results of his survey of SUU students showed that the level of self-reported cheating at SUU was not significantly different than cheating on other campuses. We were encouraged, however, to learn that the kinds of cheating at SUU, and especially in the School of Business, were less serious than the kinds of cheating occurring at other campuses. Dr. McCabe suggested that our emphasis on academic integrity was having a positive effect.

TABLE 7. SELF-REPORTED CHEATING - U.S. VERSUS SUU

<i>Types of Cheating</i>	<i>United States</i>		<i>SUU</i>	
	<i>Undergraduate</i>	<i>Graduate</i>	<i>Undergraduate</i>	<i>Graduate</i>
Tests	21%	10%	20%	8%
Writing	48%	31%	46%	30%
n	68,243	14,480	322	54

After several years of careful preparation and dialog among faculty and students, the School of Business established the first honor system at Southern Utah University in the spring 2009. It consists of values, honor pledges, and procedures for encouraging academic integrity at the School. Academic integrity is defined as a commitment, even in the face of adversity, to five fundamental values: honesty, trust, fairness, respect, and moral courage (Center for Academic Integrity). Consistent with these values, faculty and students have agreed to sign the following integrity pledge:

As a member of the School of Business community, I pledge, on my honor, that I will not lie, steal, cheat, or tolerate those who do.

Student senators presented the honor system in a special convocation for the School of Business on 2 April. Their presentation, “An Orientation to the Honor System at the School of Business,” is posted at the School’s webpage at <http://www.suu.edu/business>. In addition, the application for advanced standing was changed to include the integrity pledge which students sign as part of the application process to be allowed to take upper division business courses. The integrity pledge was formally included in the new School of Business Academic Integrity Policy which was put in place on March 11, 2009 and was approved by both the School of Business Faculty and Student Senators/Department Student representatives.

Based on Dr. McCabe’s recommendations, we changed our policy on Academic Integrity (located in the appendix to this report) to change the composition of the Academic Integrity Committee for the School of Business. This document defined academic dishonesty,

specified the duties of witnesses to possible violations of academic integrity and defined duties and responsibilities of instructors and Academic Integrity Committee members. The School of Business Academic Integrity Committee was changed from a six-member committee consisting of the dean, four department chairs and one student to one that included the Dean (non-voting chair), two department chairs (excluding the department chair where the alleged violation occurred), a student business senator, a student from the University's Judiciary Council and a student from a pool of Business Students/Department Representatives. Committee procedures were also formalized in the new policy.

Ongoing Strategic Initiatives and Objectives

SUU Entrepreneur Challenge. The 3rd 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. Again 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 Best Business Idea Competition as well as promoting the U of U Entrepreneur Challenge. Prize money was donated by USTAR and ADB Bank. Over 50 imaginative and promising business ideas were submitted for judging. Ten finalists presented their business ideas orally to the panel of judges. Based upon those presentations the following five winners were chosen:

	<i>Prize</i>	<i>Recipient</i>	<i>Description</i>
1 st Place	\$5,000	Marlon Stones & Brent Hasty	Alternative fuels development using algae
2 nd Place	\$3,000	S. Mark Florence, Lenn, Piete & Steven Florence	Classroom instruction in renewable energy technology
3 rd Place	\$1,000	Craig Corry & Scott Albrecht	Trough heater for farmers
Honorable Mention	\$500	Leesa Ricci	International freelance news network
	\$500	Elayna & Paul Wightman	Interactive calendars

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. Two of the five awardees were SUU students. The winners of the Best Business Idea Competition were referred to the Utah Entrepreneur Challenge. We were unable to raise the prize money for the SUU Business Plan Competition and therefore we did not hold the competition this year. We will strive to obtain funding for next year's competition.

Maintenance of Accreditation. We successfully submitted our application for maintenance of accreditation. We were informed by letter dated January 23, 2009, specifying the programs that will be included in the next accreditation review and those that will be excluded. The following chart summarizes those determinations:

	<i>Undergraduate</i>	<i>Master's</i>	<i>Doctoral</i>
Degree Program Inclusions	BA/BS Accounting BA/BS Finance BA/BS Management BA/BS Marketing	Master of Business Administration Master of Accountancy	None
Degree Program Exclusions	BA/BS Business Education BA/BS Economics BA/BS Hotel Resort & Hospitality Management BS Information Systems BIS Agriculture Science & Industry, Agribusiness Emphasis BS Construction Management	Master of Arts, Professional Communication Master of Fine Arts in Arts Administration Master of Public Administration Master of Education, Educational Leadership Emphasis	None

AACSB-International in the same letter also confirmed our comparable peer, competitive and aspirant groups as follows:

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

On May 15, 2009, the Chair of the Maintenance of Accreditation Committee proposed three individuals to participate as members of the peer Review Team which will visit us in January or February 2011. We concurred with the proposal but the names and visit dates have not yet been finalized.

Further Strengthen International Partnerships. This objective has become part of our ongoing strategic initiatives. Our aim is to increase the global awareness of both faculty and students and to improve diversity. The Dean and academic advisor, Paula Alger, continued to meet with all new students during orientation and promoted study abroad programs, ensuring all incoming students are aware of study abroad opportunities. This past year we had visits from ESCEM (Poitiers, France); INSEEC (Paris, France); Dublin Institute of Technology (Ireland); FH Wien (Vienna, Austria) and Central Queensland University (Australia) who made presentations in business classes about study abroad opportunities and also discussed important international issues. We expanded our Summer International Program which brings international students to our summer courses to include graduate and undergraduate students from FH Wien. The following chart summarizes the progress we have made:

	2006/2007	2007/2008	2008/2009
Number of Partnerships	8	12	11
SUU students studying abroad	6	14	17
Partnership students at SUU	2	7	17
SUU International Summer Prog.	12	46	23
SUU Visits. to Partner Institutions	9	9	5

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

- Dean Carl Templin traveled to Tours, France and met with ESCEM Director General Tamym Abdessemed and the director of the double degree program, Jean-Luc Castelein to review the first year of our undergraduate double degree program. Five students participated from France and four from SUU (two completed the two-semester requirement).
- We formed a consortium with our international partners to hold an annual research symposium to promote joint research with our faculty members. This will be finalized in a meeting in September 2009 in Madrid, Spain.
- We continued our efforts to provide international teaching opportunities for our faculty, primarily with INSEEC (Paris and Bordeaux, France) FH Wien (Vienna, Austria) and ESCEM School of Business and Management (Poitiers, France). We also had a faculty member visit the Universiti Teknologi Malasia.

Maintain 75th Percentile on ETS Field Exam Scores. We have an ongoing objective to maintain ETS Field Exam scores above the 75th percentile for undergraduate and graduate students. For the last year (2008/2009) 564 institutions participated in the ETS testing process. Our mean scores for Fall 2008 and Spring 2009 were 161 and 162 respectively. The mean for the 564 institutions was 151.6 with a median of 152 and a standard deviation of 7.0. That puts our seniors at the 90th percentile nationally. The following table provides annual test percentile scores for the last five years (weighted averages for the undergraduate ETS Major Field Exam in Business):

<i>ETS Major Field Exam in Business Undergraduate Scores</i>	<i>Year</i>				
	<i>08/09</i>	<i>07/08</i>	<i>06/07</i>	<i>05/06</i>	<i>04/05</i>
# of Students Tested	118	118	107	131	130
Overall Average %	90	73	83	83	89
Assessment Indicator 1 (Accounting)	94	79	89	86	86
Assessment Indicator 2 (Economics)	95	86	89	86	87
Assessment Indicator 3 (Management)	84	69	73	88	89
Assessment Indicator 4 (Quantitative)	75	61	72	65	83
Assessment Indicator 5 (Finance)	92	76	89	82	88
Assessment Indicator 6 (Marketing)	79	61	80	82	76
Assessment Indicator 7 (Legal)	76	52	43	60	83
Assessment Indicator 8 (International)	87	69	55	74	75

Our undergraduate ETS scores greatly improved in 2008 and 2009. We undertook an extensive review of our business law class and made some adjustments to the curriculum in 2006/2007 and which was thoroughly reported in the annual report of that year. We are starting to see improvement in that area and have finally achieved a 77th percentile performance. Last year we began explaining to students that these tests were an important part of our assessment program and encouraged them to do the best they could. We have also ensured that all students taking the capstone class have the required prerequisites. Those actions appear to have helped us increase our overall score and sub scores as well.

We have our MBA students take the ETS MBA Exam and are now in our fourth testing cycle. There are 199 institutions that use this exam. Our average was a score of 253 with the national mean of 249.5, median of 250 and standard deviation of 9.0. That puts us in the 55th percentile, our lowest overall score yet.

<i>ETS MBA Exam</i>	<i>SP 09</i>	<i>SP 08</i>	<i>SP 07</i>	<i>SP 06</i>
# of Students Tested	29	17	18	16
Overall Average %	55	70	60	85
Assessment Indicator 1(Marketing)	50	75	65	95
Assessment Indicator 2 (Management)	60	85	40	65
Assessment Indicator 3 (Finance)	65	60	75	80
Assessment Indicator 4 (Managerial Acct.)	60	65	70	75
Assessment Indicator 5 (Strat. Integration)	55	75	55	80

We have been unable to maintain our scores at the 75th percentile, although we have been able to stay in the top half nationally. If we cannot identify deficiencies in our curriculum, we may have to recognize that our goal of being in the top quartile is unrealistic, given that our mission is not to be highly selective, but to provide the MBA as a regional service.




Recruitment and Retention. Our recruitment and retention efforts have now become institutionalized. We decided to not continue to track activities in this area as an ongoing strategic objective.



School of Business Advisory Board Development. This board meets twice a year and consists of alumni and corporate representatives at the local, regional and national level. Glenn Bougie continued as chair. The Board met during each term. The Fall meeting occurred on October 17, 2008 in conjunction with homecoming and had four board members present. The main business of the board consisted of a School of Business update, including a discussion of the University's and School's strategic plan, the establishment of the Business Resource Center on Main Street, Donald McCabe's research results on SUU and Academic Integrity, a discussion on the establishment of a Center for Ethics and Moral Courage, Fundraising, curriculum review of the Accounting curriculum and establishment of curriculum review teams for marketing and the business core.

We held the Spring meeting on April 24, 2009 with seven members present. After an update by Dean Templin on School of Business activities, the Board interviewed three students for the National Advisory Board Scholarship and awarded the scholarship to Robyn LaLumia, a Hotel,

Resort and Hospitality Management student. Chris Munday resigned from the Board due to new responsibilities as an Area Authority for the LDS Church. The Board established the position of vice-chair and Vance Smith was elected to that position. The Board received briefings on the marketing curriculum and on the math portion of the business core in preparation for the curriculum review to be conducted in the Fall 2009 meeting.

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

	<p>Kelly Matthews, Ph.D. Wells Fargo Bank September 3, 2008 "Can Utah Survive The Housing and Crude Oil Crisis?" Wednesday, 11:00 a.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>Alan Hall Entrepreneur and Venture Capitalist "Grow America" November 19, 2008 Wednesday, 9:00 a.m. Starlight Room</p>	<p>Alan E. Hall is the founder of Ogden-based MarketStar, Salt Lake City-based Mercato Partners and Kaysville-based Grow Utah Ventures.</p> <p>Hall has aggressively evangelized entrepreneurial growth throughout Utah. He now looks to offer these insights nation-wide.</p>
	<p>Diane Dutton CEO of ESO Business Advisory Services Int'l "A Woman's Career; Leadership Beyond the Glass Ceiling" March 3, 2009 Tuesday, 11:30 a.m. SUU Auditorium</p>	<p>Ms. Dutton, author of "A Woman's Ladder To Success is Paved with Broken Glass Ceilings", has published articles and appeared on TV and radio discussing her findings in the area of gender bias in the workplace. She is CEO of ESO Business Advisory Services Int'l, an Executive Coaching and Business Accounting Advisory Company. Ms Dutton is a CPA, MBA, member of the NSCPA, and an AICPA Ambassador speaking on behalf of the CPA Profession. She has been CFO for several \$100 Million Public and Private Companies in Southern Nevada.</p>

	<p>Dick Reinhold Founder of SOS Staffing Services “The American Workforce and Changing Employment Opportunities“ April 9, 2009 Thursday, 11:30 a.m. Starlight Room</p>	<p>Richard D. Reinhold graduated with a degree in business from the University of Kansas. After early jobs as a market research analyst, commercial banker and salesman, he started in the temporary staffing business in 1965. He founded SOS Staffing Services in 1973 in Salt Lake City, Utah. In 1995, SOS became a public company and was listed on the NASDAQ stock exchange. Mr. Reinhold retired in 1998 as Chairman of the Board.</p>
	<p>Renee West President and Chief Operating Officer, Excalibur “Success In A Crisis Economy“ April 20, 2009 Monday, 11:00 a.m. Sharwan Smith Theater</p>	<p>Renee West is President and Chief Operating Officer for Excalibur. Prior to joining Excalibur, West served as President and Chief Operating Officer for Primm Valley Casino Resorts. West is a board member of the Las Vegas Chapter of the Young Presidents Organization and a trustee on the board for the Culinary Training Academy and serves as the Secretary Treasurer of the Nevada State Board of Medical Examiners.</p>

Small Business Development Center (SBDC) and its Partners

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 and up to June of 2009 included Start Smart business basics, QuickBooks, selling to the government/contracting basics, online entrepreneurship course, Fast Trac/better business techniques course, business plan training, marketing, the Garfield County Business Resource Conference, business strategies for turbulent times, strategic planning, SBA lending training, and the small business outreach 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. Since the inception of the competitions in 2006, winners have been awarded \$50,000 (prize money provided by supportive, local businesses). From 6/1/2008 – 5/31/2009, the SBDC provided free professional consulting to 153 clients. During that same time period, the SBDC trained 398 attendees.

Co-located with the SBDC is the Utah Procurement Technical Assistance Center (PTAC), which provides services under a grant from the Department of Defense and the Utah Governor’s Office of Economic Development. Services include a computerized bid notification system for companies wanting to sell goods and services to Federal, State and local governments as well as training and consulting services. Further, from 6/1/2008 – 5/31/2009, local PTAC clients

achieved over \$20 million in government and commercial contracts. This translates into over 415 jobs created or retained due to these contracts.

The SUU Business Resource Center held its grand opening on May 13, 2009. The new center is conveniently located on Main Street and the partners include:

- Small Business Development Center (SBDC)
- Procurement Technical Assistance Center (PTAC)
- USTAR
- Cedar City Area Chamber of Commerce
- SUU School of Business
- SUU College of Computing, Integrated Engineering & Technology
- SUU Regional Services
- The Governor's Office of Economic Development
- SBA
- Cedar City/Iron County Economic Development
- Custom Fit Training
- SCORE
- Manufacturing Extension Partnership

Military Science

The Department of Military Science commissioned 4 cadets as officers in the Utah National Guard, 1 in the Active Army, and 1 in the Army Nurse Corps during the past school year. The Ranger Challenge Team competed against all of the Utah institutions. 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. Our cadets also had the opportunity to participate in the dedication of the Korean War Memorial.

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 Antietam historical battleground. 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 (Source: *2008-2009 Assessment Report*).

<i>Goal</i>	<i>Result</i>
Average teaching evaluation score > 4.0	4.37 for 2008-2009
Average score on each learning objective > 3.0	All scores exceeded 3.0
ETS field exam score in accounting > 75 th percentile	95 for fall 08
ETS field exam score in bus. Law > 75 th percentile	70 for fall 08
The first-time pass rate on any part of the CPA exam > national average.	SUU 37% > National 25% for fall 07 (latest available)
Non-placement rate for BS graduates < Utah unemployment rate	Undergraduate non-placement rate = 5.1% Utah unemployment rate = 5.4%
Place all of our MAcc graduates in accounting careers	100% placement

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 937 state and federal returns prepared by 70 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>2008-2009</i>
PAC meetings	~10
Interns	20
VITA volunteers	70
Tax returns	833
Employer visits	2

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. All faculty members reported university or relevant professional service activities.

Department of Economics and Finance. The primary goals of the department are to (1) provide students with high-quality education and preparation for professional careers or graduate school; (2) make worthwhile intellectual contributions by conducting and disseminating the results of quality theoretical, applied or pedagogical research, or by developing useful instructional materials such as textbooks and case studies; and (3) provide meaningful service to

the university, profession and public. A summary of the associated assessment outcomes, methods and results is shown in the table below.

Intended Outcomes	Assessment Methods	Results
1) Business students demonstrate robust knowledge of fundamental economics/finance by scoring in the 75th percentile on the respective sections of the ETS exam.	1) Evaluate ETS field exam results.	1) SOB students scored in the 95 th and 92 nd percentiles in economics and finance, respectively.
2) Econ/Fin students achieve SOB and program learning objectives at a satisfactory level.	2) Review SOB assessment results for Econ/Fin majors. Assessment methods for achieving program learning objectives are yet to be determined (since we want to integrate with the new SOB assessment methods).	2) Assessment results collected to this point related to ethics, communication skills and functional areas of business are satisfactory for both economics and finance majors. Assessment methods for program learning objectives will be developed during 2009-10.
3) Econ/Fin graduates find suitable employment, or are accepted to quality graduate programs, and have the training required to succeed in their professional or academic endeavors.	3) Conduct and evaluate student exit interviews and post-graduation surveys. Review career services placement records. Review employer surveys conducted periodically by the SOB.	3) Based on available information, nearly all graduates find acceptable employment within 6 months, or are accepted to graduate schools. Student exit interviews indicate no clear problems. We need to improve data collection and student tracking methods for this objective.
4) Each faculty member demonstrates evidence of highly effective teaching.	4) Evaluate FAARs, including teaching portfolios, and other indicators of teaching effectiveness.	4) All faculty members except one received "Standard Professional Performance" on teaching section of FAAR. Most achieve outstanding teaching evaluations, with a departmental average on the summary effectiveness question of 4.3/5.0. All faculty member show evidence of effectiveness in distinctive ways.
5) Each faculty member meets or exceeds minimum standards to be either academically or professionally qualified to teach at the applicable level, according to AACSB criteria and SOB policies.	5) Evaluate FAARs.	5) All faculty meet minimum criteria. No immediate action required. Two faculty members near borderlines committed to increase scholarly efforts.
6) The department annually produces a portfolio of scholarly work of a nature, quantity and quality that is appropriate for our mission.	6) Evaluate department portfolio of scholarly work annually.	6) Overall portfolio is excellent. In 2008, the department produced 4 refereed journal articles and 2 other refereed publications. In 2009, the department has already produced 13 refereed journal articles. Portfolio shows an appropriate mix and good balance.
7) Each faculty member is an active contributor on department, school or university committees; each faculty member regularly makes meaningful contributions to their professions, society and/or the community.	7) Evaluate service sections of FAARs.	7) Overall performance is excellent. All faculty members serve on multiple committees; all made meaningful contributions to their professions, society and/or the community during the past year.
8) Faculty members demonstrate evidence of continuous improvement in (1) their fields and (2) teaching effectiveness.	8) Evaluate FAARs.	8) All faculty members demonstrate evidence of competence and continuous improvement. Specific weaknesses have been identified and improvement plans are in place.

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. Dr. Lisa Assante was named SUU's Outstanding Educator in 2009, and Dr. Gerry Calvasina was SUU's Outstanding Scholar. Student scores continue to be 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 100%, but the recession is making jobs much more difficult to find. 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 37% for SUU students and about 25% nationally.

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, held steady in 2008, and applications have grown again for Fall 2009.

Academic Programs Introduced, Deleted or Revised

We did not have any substantive changes to our academic offerings. We did conduct a program review and identified one program, Business Education, that would be a good candidate for deletion, since the only faculty member qualified to teach the pedagogy classes will retire at the end of 2008/2009.

Instructional Experiments and Changes in Instructional Delivery

Creating a Culture of Academic Integrity. After several years of careful preparation and dialog among faculty and students, the School of Business established the first honor system at Southern Utah University in the spring 2009. It consists of values, honor pledges, and procedures for encouraging academic integrity at the School. Academic integrity is defined as a commitment, even in the face of adversity, to five fundamental values: honesty, trust, fairness, respect, and moral courage (Center for Academic Integrity). Consistent with these values, faculty and students have agreed to sign the following integrity pledge:

As a member of the School of Business community, I pledge, on my honor, that I will not lie, steal, cheat, or tolerate those who do.

Student senators presented the honor system in a special convocation for the School of Business on 2 April. Their presentation, “An Orientation to the Honor System at the School of Business,” is posted at the School’s webpage at <http://www.suu.edu/business>.

St. George MBA Program. The following table summarizes the results of our last three years of offering MBA and MAcc courses at the Dixie State College of Utah Udvar-Hazy Business Building:

St. George Offerings	2006/07 Students	2007/2008 Students	2008/2009 Students
Fall MBA Offerings:			
ACCT 6100 Adv. Managerial Acct	Online	16 (Online)	16 (classroom) 25(online)
MGMT 6100 Adv. Org. Issues	6	11	14
ECON 6200 Managerial Econ.	3	9	15
BA 6103 Supply Chain Mgmt	--	--	15
Fall MAcc Offering:			
ACCT 6240 Estate & Gift Tax	--	7	8 (Online)
Spring MBA Offerings:			
FIN 6100 Adv. Topics in Finance	5	10	17
MKTG 6200 Adv. Topics in Mktg	4	12	17
MGMT 6400 Strategic Mgt.	6	8	16
Spring MAcc Offerings:			
ACCT 6210 Corp. Tax I	--		--
ACCT 6360, Bus. Law II	12	10	--
Summer MBA Offerings:			
MGMT 6200 Negotiations			25
BA 6103 Labor Relations			24

The demand for MBA courses has constantly grown. Our last Summer offerings of MBA courses had an average of 24.5 students enrolled. This is in spite of the fact that DSCU has partnered with the University of Utah to offer a mini-MBA certificate program in St. George in a weekend format. However, due to lack of enrollment the courses did not carry. For the 2008/2009 school year only one SUU MBA course did not achieve at least 15 students. Some of the MBA and MAcc courses have been put online to provide additional flexibility for St. George students.

Internet Courses. We have made good progress getting the MBA foundation courses and nearly all of the MAcc courses on-line, as the following table shows. By next year we should be able to offer the MAcc entirely online if we should choose to do so. As of now, the online courses provide flexibility for our students and provide relief when we exceed our capacity to offer live classes. The University is looking at the possibility of having a third-party provide the marketing, technical and administrative support for offering two graduate programs online. The MAcc is one of the two programs being considered.

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	Foundations of Economics	SU 2007	SU 2007	David Tufte to update
FIN 6000	Foundations of Finance	SP 2008	Unsuccessful	Denise Woodbury
MGMT 6000	Foundations of Management & Ops.		SU 2005	Gerald Calvasina
MKTG 6000	Foundations of Mktg/Mkt. Research	FA 2007	FA 2007	Wayne Roberts
Other Graduate				
ACCT 6320	Adv. Cost Accounting	SP 2006	SP 2006	David Christensen
ACCT 6650	Accounting Ethics Seminar	FA 2007	SU 2007	David Christensen
ACCT 6600	Theory and Practice Seminar	FA 2008	FA 2008	David Christensen
Business Core				
ACCT 2010	Accounting Principles	FA 2007	FA 2007	David Christensen
ACCT 2020	Managerial Accounting	SP 2006	SP 2006	David Christensen
ACCT 3350	Business Law I	FA 2009		Tim Lewis
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	FA 2009	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		FA 2008	Wayne Roberts
Management Major				
MGMT 3050	International Bus.	SU 2008		Alan Hamlin
MGMT 3240	Human Resource. Mgt.	SP 2008	FA 2008	Gerald Calvasina
MGMT 4100	Org. Behavior & Lead.	SU 2008	FA 2009	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.	FA 2008		Emmett Steed
FIN 3750	Investments I	FA 2008		To be determined
FIN 3110	Risk & Ins.	FA 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	Not started
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	In progress***
ACCT 4030	Advanced Accounting	Not started
ACCT 4200	Tax Research	Completed

Graduate Accounting		
ACCT 6000	Foundations of Accounting	Completed
ACCT 6100	Advanced Management Accounting	Completed
ACCT 6210	Corporate Tax I	Completed**
ACCT 6230	Tax Procedure	Completed
ACCT 6240	Estate and Gift Tax	Completed**
ACCT 6250	Estate Planning	Completed**
ACCT 6260	Taxes for Pass-through Entities	Completed**
ACCT 6290	Property Transactions	Completed**
ACCT 6320	Advanced Cost Accounting	Completed
ACCT 6360	Business Law II*	In progress***
ACCT 6400	Auditing II*	In progress***
ACCT 6450	Forensic Accounting	In progress
ACCT 6600	Practice and Theory Seminar*	Completed
ACCT 6660	Accounting Ethics Seminar*	Completed
* Required in MAcc degree		
** Ready for online delivery as soon as development funds become available		
*** Planed completion date is 24 Aug 09		
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. He made the decision to retire after Spring semester, 2008.

The second faculty member is from the Department of Accounting and has an on-going development plan to improve teaching, scholarly activity, service, and collegiality. Because he plans to retire in the spring of 2010, he has little incentive make any additional progress.

The scholarly activities for 2008 and the first half of 2009 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		Funding Source	
Activity		Business	Provost Grant
Economics and Finance			
Joe Baker	Present paper at Mountain Plains Management Conference, Pocatello, ID (Oct 8-11, 2008)	\$0	\$750

Management and Marketing			
Lisa Assante	Present paper at the 14 th Annual Graduate Education & Graduate Research Conference in Hospitality, Las Vegas, NV (Jan 4-6, 2009)	\$0	\$733
	Present paper at the 38 th Annual Conference of the Western Decision Sciences Institute, Kauai, HI (April 7-10, 2009)	\$0	\$2,494
Gerry Calvasina	Present paper at Allied Academies International Fall Meeting, Reno, NV (Oct 15-17, 2008)	\$237.66	\$852
	Present paper at American Society of Business and Behavioral Sciences, Las Vegas, NV (Feb 19-22, 2009)	\$0	\$574
	Present paper at Allied Academies International Conference, New Orleans, LA (April 8-10, 2009)	\$187.75	\$939
Alan Hamlin	Present paper at Mountain Plains Management Conference, Pocatello, ID (Oct 8-11, 2008)	\$410.70	\$287.90
	Teach classes in Vienna, Austria (May 2009)		\$618.44
Dennis Vredenburg	Present paper at the Mountain Plains Management Conference, Pocatello, ID (Oct 8-11, 2008)	\$0	\$871
Sophitmanee Sukalakamala	Attended the 14 th Annual Graduate Education & Graduate Research Conference in Hospitality, Las Vegas, NV (Jan 4-6, 2009)	\$154	\$618
	Attended the European Institute of Retailing and Service Studies (EIRASS), Toronto, Canada (Jul 6-9, 2009)	\$0	\$2,065
Total	School of Business	\$990.11	\$10,802.34

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, Assistant Professor of Hotel, Resort and Hospitality Management, received SUU's Outstanding Educator Award for 2008-2009, recognizing her as the outstanding faculty member for that year. She was also awarded the Thunderbird Award as Professor of the Year in 2008. It is remarkable that Lisa has received two significant teaching awards in her first two years of service here at SUU. She also worked with one of our MBA students to receive an Austrian Marshall Plan Foundation award to conduct international research.

Dr. Joe Baker, Professor of Economics, was selected to give the Grace A. Tanner Distinguished Faculty Lecture. He presented his lecture entitled "Class, Ability, Mobility: Is it Better to be Rich or Smart?" on September 16, 2008.

Dr. David Berri, Associate Professor of Economics, was named Professor of the Year for the Department of Economics and Finance.

Dr. Gerald Calvasina, Professor of Management, was named SUU's Outstanding Scholar for 2008-2009, as well as Outstanding Scholar for the Department of Management and Marketing in 2009.

Professors **David Christensen** and **Robin Boneck** were recognized by the Institute of Management Accounting (IMA) for "outstanding character and excellence in contributing to the

literature for the advancement of management accounting and financial management.” (IMA, Certificate of Merit, Jul 2009).

Dr. Alan Hamlin, Professor of Management and Chair, Department of Management and Marketing, is past president and current board member of the Mountain Plains Management Association. He was 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 five journal articles published since 2006.

Dr. Amy Moore, Associate Professor of Marketing, serves as the Associate Editor of the Applied Economics Research Bulletin.

Mary Pearson was named Professor of the Year for the Accounting Department.

Greg Powell, Associate Professor of Management won the SUU Outstanding Educator award in 2008, and had one journal article published in the Journal of the Academy of Business Administration in 2009.

Dr. Wayne Roberts was promoted to Professor of Marketing in 2008 and was named Professor of the Year for the Department of Management and Marketing.

Dr. Emmett Steed was promoted to Associate Professor in 2008.

Dr. Denise Woodbury was named a Fellow of the Allied Academies.

Students. We had several noteworthy events associated with students this past year. Foremost among these was an international recognition of one of our MBA students. The Austrian Marshall Plan Foundation awarded Dorothy Knudson, SUU MBA student, and Dr. Lisa Marie Assante, a School of Business Faculty Member, a Marshall Plan Scholarship grant valued at EUR 5,000. This grant is a collaborative effort between SUU, Salzburg University of Applied Science and the Austrian government. The requirements of the grant specified that the research needed to address a component of information technology and systems management, preferably within the Austrian tourism industry.

As a part of Dorothy’s MBA program, she will be completing a study abroad exchange in Salzburg, Austria from February – July, 2010. While in Austria, Dorothy will execute a study for her Master’s thesis entitled, “Tourism Stakeholder Perceptions of Austria: Strategic Implementation of the Communication Mix in the Destination Image-Creation Process.”

Exploratory research will be conducted to identify the information sources which influenced travelers’ decisions to visit the country of Austria. An adaptation of the study conducted by McCartney, Butler and Bennett (2008) will provide the framework for this research. A survey will be developed and administered. Data will be cross-tabulated to reveal travelers’ image perceptions of Austria and the degree to which various factors contributed to the collective Austria destination brand decision. These findings will be mapped on a “Communication

Effectiveness Grid” (CEG) to illustrate the effectiveness of marketing resources. From the CEG, tourism stakeholders may infer specific information and communication technologies (ICTs) and marketing methods that best suit Austria’s visitors (McCartney, Butler and Bennett, 2008)¹.

We also had seven students complete our first year of a double degree program with the ESCEM School of Business and Management, Poitiers, France.

The following students were recognized at our annual Excellence in Scholarship Banquet:

<i>Student</i>	<i>Award</i>
Amy Hancock Marshall	University Co-Valedictorian
Emmeli Bulloch	University Scholar
Christopher Empey	Wall Street Journal Award,
Trent Douglas	Outstanding MBA Student
Jana Reeves	Masters of Accountancy, CPA Key Award
Angela Templin	National Advisory Board Award, Outstanding Master’s Student in the School
Cara Wright	Outstanding Student, Accounting
Patrick Bell	Outstanding Student, Economics
Kendall Fowler	Outstanding Student, Finance
Lindsay L. Holyoak	Outstanding Student, Management
Bryan A. Allen	Outstanding Student, Marketing
Melanie Merrill	Outstanding Student, HRHM
Randon Lessing	Outstanding Student, Military Science
Melissa Johnson	Outstanding Junior, Accounting
Kelsi J. Adams	Outstanding Junior, Economics
Rhett E. Shipp	Outstanding Junior, Finance
Dennis Frandsen	Outstanding Junior, Management
Casey J. Bywater	Outstanding Junior, Marketing
Robyn L. LaLumia	Outstanding Junior, HRHM
Matthew Chase	Outstanding Junior, Military Science

VITA Program. In the spring 2009 term, 70 students prepared over 937 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. The Professional Business Leadership Club (Phi Beta Lambda) continued as part of The Academy. Dean Carl Templin was the advisor for both organizations during Fall 2008. Both clubs were inactive during Spring 2009.

DEX Marketing club. Eight students attended the International Career Development Conference in Anaheim. Tuesday, April 21 was a travel day, and the conference events were

¹ McCartney, G., Butler, R., & Bennett, M. (2008, November). A Strategic Use of the Communication Mix in the Destination Image-Formation Process. *Journal of Travel Research*, 47(2), 183-196. Retrieved April 14, 2009, from Academic Search Premier database.

held through Saturday evening, April 25th. April 26 was a travel day for attending DEX members.

With regard to the competitive events, Kim Smedley took 3rd place in Travel and Tourism. The team of Colleen Olsen and Beth Bosshardt , and the team of Rhett Gillins and Sharlene Witt, were finalists in International Marketing, and Charles Busch was a finalist in Marketing Management. Overall, 6 of our 8 students made finals or better.

With regard to other activities, there was a job fair, and I know that one or two students were seeking internships there, and we attended a session with the Director of Consumer Insights (which is, of course, a fancy term for marketing research) for Universal Studios ' park operations. Charles Busch talked with the speaker, and she said she would provide him with internship leads.

On another note, the trip was financed through a grant from the Bill Childs Foundation, funds from student government, and through 4 days' worth of hotdog sales and a raffle. The students are all very appreciative of the support from student government and Bill Childs.

Students in Free Enterprise (SIFE). The SUU Students in Free Enterprise (SIFE) team had a rewarding year. We had 28 SIFers who participated in our projects and we completed three major service-learning projects, sharing what we are learning in our classes with our community. We set up shop with a total of 74 third to fifth graders at local elementary schools and taught them about earning, saving, and the value of hard work. During each project's first six weeks, the children were able to earn SIFE bucks which they were able to save (and earn interest at a 10% rate per week) or to spend on a limited supply of products. Thanks to Wal-Mart and to Bill Child, at the end of the project we established a store where they could spend the SIFE Bucks that they had saved. This reinforced the advantages of being 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 2008 and the first half of 2009. A complete listing of journal and proceeding articles are listed in Appendices D and E. The table below summarizes the activity for CY 2009 (to June 30), CY 2008 as well as CY 2005-2008.

Faculty Publications by Department and School

Department	Type	2009 (first half)			2008			5-year Total		
		Refereed			Refereed			Refereed		
		Jour	Non-J	Other	Jour	Non-J	Other	Jour	Non-J	Other
Accounting (7 Participating Faculty)	Learning	1	0	0	1	2	0	14	8	8
	Practice	2	0	0	1	0	0	8	2	5
	Discipline	0	0	0	0	0	0	11	2	0
	All	3	0	0	2	2	0	33	12	13
Economics & Finance (7 Participating Faculty)	Learning	3	0	0	0	0	0	6	0	2
	Practice	10	0	1	4	2	1	28	20	11
	Discipline	0	0	0	0	0	0	1	0	0
	All	13	0	1	4	2	1	35	21	14
Mgt & Mktg (11 Participating Faculty)	Learning	1	0	0	1	2	0	3	7	0
	Practice	4	3	0	11	13	0	27	62	1
	Discipline	0	0	0	0	0	0	0	0	0
	All	5	3	0	12	15	0	30	69	1
School Totals	Learning	4	0	0	2	4	0	23	15	10
	Practice	16	3	1	16	15	1	63	84	17
	Discipline	0	0	0	0	0	0	12	2	0
	All	20	3	1	18	19	1	98	101	27
Ave/Faculty/year	All	.8	.1	0	.7	.8	0	.8	.8	.2

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

As the chart above shows, our faculty have average .8 journal and .8 non-journal peer-reviewed publications per year over the past five year period. Publications for the first half of 2009 have already achieved that average. Research is primarily in the areas contribution to practice and learning, in that order, which is appropriate for our mission, which focuses on teaching and the application of knowledge to solve real-world problems.

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
Lisa Assante	<ul style="list-style-type: none"> Member, Alpha Iota Delta Honorary Chapter in the Decision Sciences and Information Systems
Jeffrey Barnes	<ul style="list-style-type: none"> Member, State Board of Accountancy's Education Advisory Subcommittee (two meetings per year) Consultant to Allegiance Direct Bank Presented 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 Referee, Journal of Economic Education
David Berri	<ul style="list-style-type: none"> President-elect the North American Association of Sports Economists Editorial board, Journal of Sports Economics Editorial board, International Journal of Sports Finance Referee, Quarterly Journal of Economics, Southern Economic Journal, Economic Inquiry, Industrial Relations
Gerry Calvasina	<ul style="list-style-type: none"> President Elect of the SUU Faculty Senate – 2008-09. Member of SUU University Promotion and Tenure Committee, 2007-2008; Chair - elected chair for 2008-09. Member National Society for Human Resource Management 1990 – Present.
David S. Christensen	<ul style="list-style-type: none"> Consultant, government agencies and defense contractors Member, thesis committee, 2008 AFIT thesis Referee, <i>Mountain Plains Journal of Business and Economics</i>
Kim Craft	<ul style="list-style-type: none"> Economic consultant to a number of companies, including large national and international organizations.
Steven Evans	<ul style="list-style-type: none"> Panel discussant on financial crisis, open presentation on SUU campus
Alan R. Hamlin	<ul style="list-style-type: none"> Reviewer, Mountain Plains Journal of Business Reviewer, Journal of the Academy of Business Administration President-elect, 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 Investment Advisory Committee, Southern Utah University
Tim Lewis	<ul style="list-style-type: none"> Board Member, Constitutional Freedom Foundation
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"> NxLevel Certified. Business plan development course to entrepreneurs. Certified trainer- Achieve Global management training Certified trainer- Vital Learning management training 100+ hours management training in past year Cedar City Regional Airport, Marketing Board Member, American Society for Training and Development
Sophie Sukalakamala	<ul style="list-style-type: none"> International Council on Hotel, Restaurant and Institutional Education Membership, 2007-present Phi Beta Delta International Scholars Honor Society, 2007-present

	<ul style="list-style-type: none"> • Phi Upsilon Omicron Family and Consumer Sciences Honor Society, 2000-present • Phi Beta Delta International Scholars Honor Society, Chi Chapter, 2007
Carl Templin	<ul style="list-style-type: none"> • AACSB-International Peer Review Tem member • Member, Board of Directors, Freight-Tec Corporation.
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 • Author of popular economics blog • Panel discussant on financial crisis, open presentation on SUU campus • Gave a presentation, a number of interviews to the press and appeared on local TV, as an expert on the recession and financial crisis. • Summer teaching appointment, University of New Orleans
Denise Woodbury	<ul style="list-style-type: none"> • Editor, Academy of Accounting and Finance Studies Journal • Referee, Academy of Entrepreneurship Journal • Referee, Mountain Plains Journal of Business and Economics • Board of Directors, Valley View Medical Center • Faculty Senate President, 2008-09

Future Goals and Objectives

This year we will focus on the following strategic goals and objectives for the 2009/2010 year.

1. Further develop undergraduate consulting opportunities to support the Small Business Development Center and the newly formed Business Resource Center as a service learning initiative.
2. Raise our first \$2 million as part of the University's overall capital campaign.
 - a. Develop and initiate a campaign to raise \$3.5 million in private funding for an addition to and renovation of 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.
 - c. Obtain at least \$500,000 in funding for chairs, professorships and fellowships to support faculty teaching and research.
 - d. Obtain \$100,000 in external funding to support School of Business Entrepreneurship initiatives.
 - e. Name another room in the School of Business.
3. Fully implement the School of Business Integrity Pledge, including options for current students and alumni to sign up online.
4. Fully implement a seven week Summer MBA study abroad program in Paris for SUU MBA students to complete MBA elective coursework in an international environment.
5. Establish a research conference with our international partners to facilitate cooperative research between faculties of partner institutions with the initial conference to be held in 2010.
6. Revise the School of Business Strategic Plan to fit into the Provost's strategic planning efforts for 2009/2010.

Challenges and Opportunities

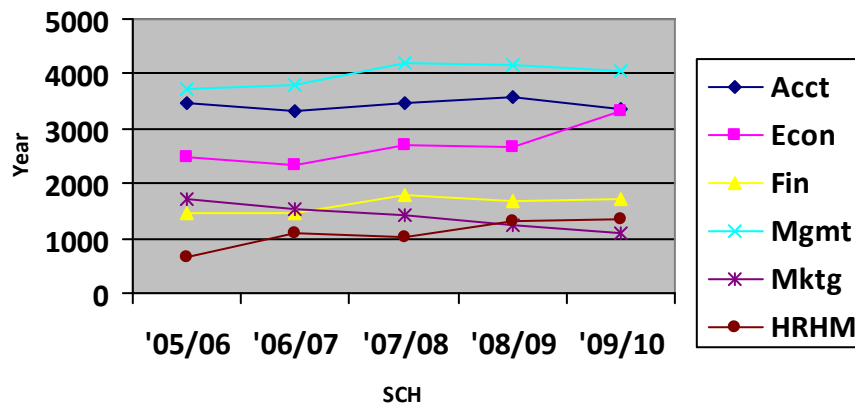
The recession and declining Utah tax revenues have prompted several major challenges. Budget cuts for last year to Southern Utah University amounted to 11.5 percent and we are facing another 5.5 percent or more this next year. The FY 2009 budget cut for the School of Business amounted to a 3.2 percent cut, reducing our operating budget by \$105,879 plus a second round of cuts the resulted in the loss of a secretarial position effective 1 Jan 2009, a marketing position for 2009/2010, an accounting tenure track position for 2010/2011. During the second round of cuts we were able to recover some of the previous cuts to our operating budget, as summarized in the table below:

Budget Area	3.2% Cut 2008/2009	2nd Round of Cuts	2 nd Round Comments
Adjunct & Overload Funds	-\$30,000	+\$43,600	Recovered \$10,000 of original cut plus \$23,600 to compensate for loss of two faculty positions.
Student Hourly	-\$5,000	+\$10,000	Recovered business student hourly plus \$5,000 for Military Science budget.
Salary & benefits	-\$51,289	-\$203,162	Loss of secretary (2009), marketing (2009/2010) and accounting (2010/2011) faculty positions.
Operating budget	-\$19,592	+\$10,000	Military Science operating budget established.
Total	-\$105,879	-\$257,762	Net ongoing budget cuts

We were able to offset some of the operating budget cuts through the use of course fees (program fees) which were used to cover administrative instructional expenses and other student related expenses. Fundraising efforts also helped alleviate some of the budget cuts by covering the costs of the School of Business Awards Banquet and room renovation costs for a named classroom for school year 2009/2010. Thus, we have tried to minimize the impact to faculty and students as much as possible.

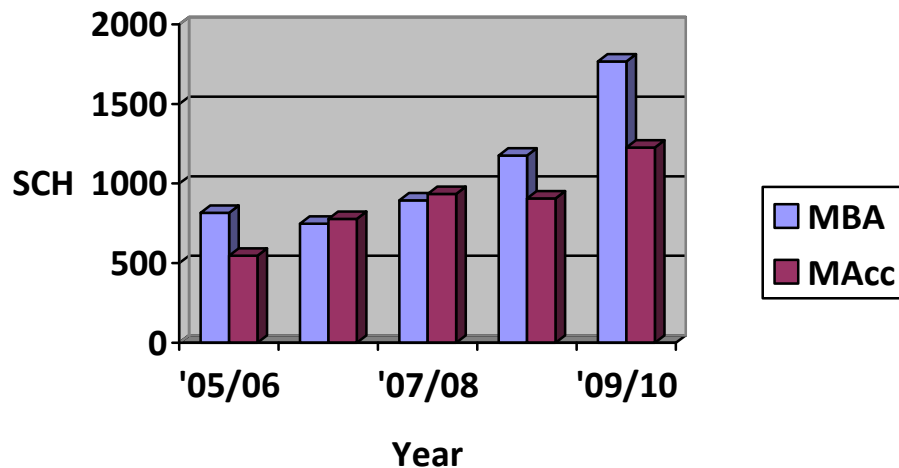
The recession has also impacted our student demand, especially for graduate programs. Undergraduate SCH generation grew from 13,541 in 2005/2006 to 14,669 in 2008/2009 and a projected 14,887 for 2009/2010, which represents a 10 percent growth over four years. However, the pattern of growth varies by major, with Hotel, Resort and Hospitality Management doubling in size over the last four years, followed by Finance, management and Economics. Marketing actually declined by nearly 30 percent. Accounting was very stable, showing a four percent growth over the four year period. The table below shows the student credit hour (SCH) history for majors offered by the School of Business:

Undergraduate SCH



The growth in demand for graduate business education has placed even greater strains on faculty. The Masters of Accountancy grew from 816 SCH (2005/2006) to 907 SCH (2008/2009) and projections based on Fall 2009 registrations indicate that the MAcc will produce 1,227 SCH in 2009/2010, which represents a 124 percent growth. The demand for the MBA is also significant, growing from 816 SCH to a projected 1766 SCH or a 116 percent growth in five years. This growth pattern is shown in the chart below:

Graduate SCH



Given the impending loss of faculty positions, this puts greater demands on the remaining faculty and results in larger class sizes. Given our commitment to relatively small class sizes and a personalized learning environment through faculty mentorship, increasing numbers of students put greater pressure on remaining faculty. This year we will need to carefully evaluate our capacity for undergraduate and graduate programs. Since our primary mission is undergraduate programs, we may need to become more selective in admitting graduate students to ensure that

we do not exceed our capacity quality education and mentoring at the undergraduate and graduate levels.

Part of the growth of the MBA program has been in St. George, in spite of the fact that the University of Utah began offering a mini-MBA certificate program and the University of Phoenix also offers an MBA in St. George. Last year we had at least 20 MBA students who took most of their courses there in St. George. Our Summer offerings of elective MBA courses in St. George yielded an average class size of 24.5 students. Since we have partnership funding that can be used to pay for professors teaching in St. George, this provides a great opportunity to meet the need for graduate business education in that region, the direction for which has come from the Board of Regents and the funding from the Utah State Legislature.

The growth in demand for undergraduate and graduate business programs have resulted in growing class sizes. That runs counter to the value SUU places on being a “public private” university, which is used in its marketing. The challenge we face is how to satisfy increasing student demand with decreasing faculty positions and still achieve the SUU values of a personalized learning environment and faculty mentorship of students. The progress we have made in creating on-line versions of our business courses have increased the flexibility provided to the students in St. George and the main campus. On-line courses may also help us with the growing class sizes. Students who value the flexibility of on-line instruction more than the face-to-face instructional experience can take the on-line classes and allow for smaller live classes for the “public private” experience. We need to carefully assess this and our scheduled offerings to take advantage of the strengths of each type of offering.

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.