



2012-2013

Annual Report

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

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School of Business

ANNUAL REPORT

INTRODUCTION AND HIGHLIGHTS

This report summarizes the strategic initiatives and major accomplishments of the School of Business for the 2012-13 school year. It satisfies the annual reporting requirements of SUU Policy 6.39 and supports the reporting requirements of our accrediting body, the Association to Advance Collegiate Schools of Business (AACSB-International). Last year we developed a new strategic plan, consistent with the University's Academic Roadmap, which will guide us for the next five years. This report will report on the progress made on the strategic initiatives we set out to accomplish this year.

Here are some additional highlights of the past year:

- Our graduating seniors scored at the 84th percentile (top 16 percent in the nation) on the ETS Major Field Exam in Business during the 2012/2013 academic year.
- Dr. David Berri was named the Board of Trustees Scholar for 2013.
- Professor Mary Pearson was named SUU's Outstanding Educator for 2013.
- Dr. David Rees was named the Beta Gamma Sigma Outstanding Business Educator for 2013.
- Experiential and service learning achievements:
 - 49 accounting students provided free Voluntary Income Tax Assistance (VITA) for 801 Iron County residents and SUU students.
 - The accounting faculty advised 21 accounting internships.
 - Economics and Finance faculty supervised 5 student research projects and several internships.
 - The Phi Beta Lambda/Professional Business Leaders club's March of Dimes Teddy Bear Den community service project won fourth place at the national competition.
 - Hospitality students partnered with Brian Ski Head Resort to assess the resort's customer service performance.
 - 84 business students logged over 1,680 hours of community service as part of the Service Learning component of the senior-level required course MGMT 4200.
- We had ten exciting speakers in our Wells Fargo Business Executive Speaker Series and convocation.

PROGRESS TOWARD MEETING MAJOR OBJECTIVES

This section reports on four strategic initiatives that were our focus for the past year. It includes eight ongoing goals/objectives that are part of our strategic plan and progress regarding the consultative

comments provided by our peer review team during our last Maintenance of Accreditation visit (January 2011).

Strategic Initiatives for 2012-2013

These initiatives represent opportunities identified by the Dean, department heads and faculty during the 2011/2012 school year and implemented this past school year. They include two initiatives that arose from the Utah Cluster Acceleration Partnership (UCAP), a partnership between businesses and universities with the objective of stimulating growth in strategic industry sectors. SUU has chosen to focus its UCAP initiatives on accelerating the growth of small business in its regional service area. Small businesses with less than 50 employees account for nearly 60 percent of all employment in the region (compared to 40 percent for the state of Utah). A year-long process of gathering input regarding business needs, challenges and opportunities, resulted in six acceleration strategies designed to align, augment and utilize SUU's resources and programs to respond and support small business workforce needs. Two of the strategic initiatives directly involve the School of Business and have become the first two of our strategic initiatives for this year.

Develop a Certificate Program in Entrepreneurship and Small Business Management. UCAP funded initiative with \$16,000. Dean Carl Templin, the three business department chairs and the School of Business Curriculum Committee developed a Certificate of Proficiency in Entrepreneurship and Small Business Management. It consists of five undergraduate courses (15 semester hours) which would be available to any major. It involves the establishment of one new course and four currently offered courses which provide a foundation in accounting, marketing, entrepreneurship and small business management as summarized in the table below:

Course Prefix	Course Title	Credit Hours	Description
ACCT 2000	Survey of Accounting	3	New Course. An overview of financial and managerial accounting principles for non-business majors wanting this certificate.
MKTG 3010	Marketing Principles	3	An analysis of marketing concepts including a survey of market research, product planning, pricing, channels of distribution and promotion.
MGMT 2220	Small Business Management	3	Covers fundamentals necessary to run a small business, including financing, franchises, forecasting, ethics, management teams, leadership, insurance, pricing, personnel, planning, E-business opportunities, family businesses and exit strategies.
MGMT 3210	Entrepreneurship	3	Students gain a sense of the opportunities, risk-taking, innovation, and creativity demanded in starting a new business. Students develop an idea for a new business and write a business plan based on that idea.
MGMT 4900	Special Topics: Entrepreneurship Lab	3	Students form small companies of 8-10 students, developing a business idea and then write and present a business plan to a panel of bankers and entrepreneurs. Approved plans receive a micro-loan from the Thunderbird Venture Capital Fund (up to \$5,000) to start up and run the business for one semester. Student companies receive coaching and support from the Small Business Development Center.

The certificate lays the groundwork for providing SUU graduates (any major) with the knowledge, skills and experience to effectively work in a small business, entrepreneurial environment. The School of Business

Undergraduate Curriculum Committee and the University Curriculum Committee both approved the certificate. The SUU Board of Trustees approved by the Certificate on December 7, 2012 to be effective for the 2013/2014 academic year. The UCAP Oversight Board approved an extension of the grant funding to cover the cost of offering the courses for the 2013/2014 academic year.

Provide a Region-Specific Economic Data Service. Dr. Kim Craft, Department Chair of Economics and Finance, took the lead on this strategic initiative, which also was funded by UCAP grant funds. The Department of Economics and Finance partnered with the Utah Department of Workforce Services to electronically deliver a monthly economic update to small businesses throughout the region. It will highlight key economic data and trends, and provide analysis for the rural counties in the southwest region of the state in a concise, easy-to-understand format.

Develop a Center for Executive Development. Due to our success in providing executive development training for Questar, we initiated steps to develop a center here at SUU for executive development. Professor Greg Powell took the lead on this strategic initiative which was funded out of the President's Office. Professor Powell developed a business plan for the Center, which will be submitted for approval in Fall 2013.

Incorporate Enterprise Resource Planning into business curricula and corporate training. Azmi Ahmad and Jeff Barnes developed the SAP ERP curricula that will lead to a SAP Recognition. This recognition is available to business majors who complete the following courses with at least 30 percent SAP content:

MGMT 2900 Introduction to MIS-ERP (substitute for CSIS 2010 Computer Applications). This course introduces the students to Enterprise Resource Planning and the use of the SAP ERP information system to effectively manage a company's operations. Students will practice their skills in a simulation.

MGMT 3100 Operations Management. Azmi Ahmad incorporated SAP into this course, focusing on the use of ERP to effectively manage operations, supply chain and logistics operations. This represents 30 percent of the course content.

ACCT 3100 Accounting Information Systems. Jeff Barnes incorporated SAP ERP into this course, which will use ERP in the analysis of transaction cycles. This course also has 30 percent ERP content.

SUU is a member of the SAP Academic Consortium. SAP is the market leader in ERP systems. Students who complete the above three classes will be eligible to receive a SAP recognition award, certifying their ability to use SAP ERP to make important business decisions. Brandon Armstrong, our Career Coach and Employer Outreach Coordinator, has communicated with companies that use SAP and assessed their interest in hiring business graduates with the SAP recognition. Interest is high among such employers and we expect this will be another good employment route for our graduates. This upcoming year we will be looking at expanding ERP content into other SUU courses.

Strategic Planning Goals

At our concluding faculty meeting in May 2012, the School of Business Strategic Planning Committee presented an updated strategic plan, which is aligned with the University's Five-Year Roadmap and

Strategic Plan. The faculty voted to accept the strategic plan at that time. The plan has eight on-going goals. Progress toward achieving the goals is summarized here.

Students will be exposed to effective and competent teaching. The outcome for this goal is to maintain an average teaching effectiveness score equal to or exceeding 4.0 for the average composite median score of both student and peer teaching evaluations. All departments and most faculty members exceeded the goal by a large margin for student evaluations. The following table summarizes our progress toward this goal for the composite average score of ten questions on student evaluations (average and median):

Student Evaluation Scores	2011		2012		2013	
Unit	Average	Median	Average	Median	Average	Median
Accounting	4.56	4.81	4.58	4.81	4.62	4.80
Economics and Finance	4.36	4.50	4.45	4.58	4.39	4.61
Management, Marketing & Hospitality	4.41	4.62	4.42	4.63	4.35	4.58
School of Business	4.43	4.64	4.47	4.67	4.44	4.66

Students and faculty will have relevant technology necessary for effective teaching and learning. The objective/outcome for this goal is to maintain a rating of satisfactory or higher for all technology measured items through an annual technology survey and report. The survey has been developed and will be administered in Fall 2013. We conducted the following initiatives this past year related to technology:

- New computers in both business computer labs (SU 2012)
- New computers in Investment and Service Learning Lab (SU 2012)
- New computers in all business building class rooms (SU 2013)
- New computers for 12 faculty/staff (three-year rotation cycle (SU 2013))
- Began evaluation of Telemet Orion Professional Investment Platform to replace Morningstar (SU 2013 continuing into FA 2013)
- Became a member of SAP University Alliance and funded SAP use for SUU business classes. First classes to incorporate SAP in Fall 2013.

Students will demonstrate critical thinking and ethical reasoning skills. The desired outcome is to achieve at least the 75th percentile on the Business Critical Thinking Survey and the 50th percentile nationally on the Defining Issues Test 2. This is part of our assurance of learning program and will be discussed in the outcomes assessment section of this report.

Students will be exposed to and demonstrate competency in the core business areas. There are two desired outcomes in this area. The first is for business seniors to maintain or exceed the 75th percentile on the ETS Major Field Exam and subscores. This is part of our assurance of learning program and we have been able to maintain that objective for most of the areas evaluated. See the outcomes assessment section of this report. The second objective is that at least half of the required junior, senior and graduate courses will have a substantive case/experiential learning approach. As the tables below show, we have met this objective for all disciplines in the School of Business.

Accounting: 77% have case/experiential learning content

Required Course	Case or Experiential Learning Activity
ACCT3010 (Financial Acctg 1)	Extended moral exemplar case
ACCT3020 (Financial Acctg 2)	None
ACCT3100 (AIS)	Quick Books case
ACCT3200 (Income Tax)	Tax return cases and VITA experiential learning
ACCT3300 (Cost Accounting)	Regression analysis
ACCT3350 (Bus Law 1)	Discrimination, Burden of Proof, and Consumer Product cases
ACCT3400 (Audit 1)	None
ACCT4030 (Advanced Fin Acctg)	None
ACCT4200 (Tax Research)	Tax planning case and VITA experiential learning
ACCT6360 (Bus Law 2)	Accountant Legal Liability, and Client Confidentiality cases
ACCT6400 (Audit 2)	Four audit sampling cases
ACCT6600 (Practice and Theory)	Financial accounting simulations
ACCT6650 (Ethics Seminar)	Numerous ethics case studies

Economics: All classes have case/experiential learning content

Required Course	Case or Experiential Learning Activity
ECON 3010, Managerial Economics	Regression analysis project
ECON 3020, Macro for Business Decisions	Case and data analysis
ECON 3170, Decision Modeling	Quantitative modeling cases
ECON 4260, Econometrics	Applied research project
ECON 4950, Senior Seminar	Applied research project

Finance: 50% of classes have case/experiential learning content

Required Course	Case or Experiential Learning Activity
ECON 3170, Decision Modeling	Quantitative modeling cases
FIN 3260, Managerial Finance II	NONE
FIN 3770, Financial Institutions & Markets	NONE
FIN 4250, Advanced Managerial Finance	Extensive case analysis
FIN 3750, Investments	NONE
FIN 4760, Investments II	Management of investment portfolio

MBA: 50% of classes have case/experiential learning content

Required Course	Case or Experiential Learning Activity
ACCT 6100, Acct for Decision Making & Control	Budgetary slack; Moral courage cases
FIN 6100, Advanced Topics in Finance	Case analysis, data gathering and analysis
MKTG 6200, Advanced Marketing Management	NONE
ECON 6200, Advanced Managerial Economics	Case analysis
MGMT 6100, Advanced Organizational Issues	NONE
MGMT 6400, Strategic Analysis	NONE

Management: 83% of classes have case/experiential learning content

Required Course	Case or Experiential Learning Activity
MGMT 3050, International Business	Case analysis
MGMT 4100, Organizational Behavior &	Case analysis

Leadership	
MKTG 4100, Market Research & Strategy	Field research and data analysis
MGMT 3240, Human Resource Management	NONE
MGMT 3340, Employment Law	Case analysis
MGMT 3210, Entrepreneurship	Field assignments and data analysis

Marketing: 66% of classes have case/experiential learning content

Required Course	Case or Experiential Learning Activity
MKTG 3030, Buyer Behavior	NONE
MKTG 4950, Marketing Management	Case analysis
MKTG 4100, Market Research and Strategy	Field research and data analysis

Hotel, Resort & Hospitality Management: 55% of classes have case/experiential learning content

Required Course	Case or Experiential Learning Activity
HRHM 3010, Tourism Management	NONE
HRHM 3020, Hospitality Safety & Sanitation Mgmt.	NONE
HRHM 3110, Quantity Food Production	Designated Service Learning Course
HRHM 3300, Facilities Management	NONE
HRHM 3400, Hotel Operations	Tours of a variety of hotels and resorts
HRHM 3510, Hospitality Managerial Finance	NONE
HRHM 4200, Restaurant Management	Tours of a variety of restaurant operations
HRHM 4400, Hospitality Management Systems	NONE
HRHM 4500, Hospitality Work Requirement	Work 800 hours in a hospitality industry position
HRHM 4600, Strategic Leadership in HRHM	Case analysis
HRHM 4601, Strategic Guest Service	Designated Service Learning Course

The School of Business will increase the number of employers recruiting and hiring students from all programs. The School hired a career coach and employer outreach coordinator (Brandon Armstrong) to increase student hiring opportunities at the beginning of Fall 2012. The first year of this initiative proved to be very successful.

Outreach Activities. During the fall and spring semesters, the coordinator made over 20 specific site visits and connections to companies in southern Idaho, northern and southern Utah, and southern Nevada. Some of these companies were Clearwater Analytics, Grainger, insidesales.com, Marketstar, MGM Resorts International, MSC Aerospace, Northrop Grumman, Now CFO, and Xi3 Corporation. The coordinator also participated in four career exploration trips with students. Three were to Las Vegas, including visiting the SEMA show with marketing and management students; five accounting firms with Professional Accounting Club students; and local companies with Professional Business Leaders club students. The fourth was to Salt Lake City, where the coordinator participated in company tours with students of multiple business disciplines to Xi3 Corporation, Café Zupas, and GE Capital. As companies actively engaged SUU students and alumni over the academic year, the coordinator made connections with recruiters by attending and/or facilitating networking events (multiple accounting firms) and information sessions for students (Allegiant

Air, Target, and Xi3 Corporation), as well as classroom visits (GE Capital and CED). Many connections with employers were made at career events such as the SUU Fall and Spring Career Fairs, other career fairs within the state, Recruit Salt Lake, and the Intermountain MBA Consortium. Examples of companies that began or renewed efforts to recruit SUU students include Allegiant Air; Now CFO; Savas, Greene, & White, LLP; Target; Wisan, Smith, Racker, & Prescott, LLP; and Xi3 Corporation. Over the year the coordinator worked closely with employers, alumni, faculty, and Career and Professional Development staff to post and promote internship and full-time job opportunities through Hire a T Bird, Facebook, and via email. By doing so, students and alumni were made aware of these opportunities and received information about info sessions/open houses, application requirements, and deadlines.

Career Planning and Coaching Activities. The coordinator coached students and alumni in individual appointments through the Career Cafe, as well as connecting with online students to assist in their job search efforts. In addition, he contributed to the Career and Professional Development's "Don't Cancel Class" campaign by presenting career planning topics in 9 business class/club meetings, reaching over 170 students. Covered topics included career planning, job search strategies, interview tips, self-promotion and networking techniques, and resume writing. The coordinator also took over the instruction and development of BA 1000, a business careers exploration class, which included over 90 enrolled students between two sections during Spring semester.

The School of Business will continue to be professionally and nationally recognized as a quality academic program. The objective for this goal is to maintain AACSB-International accreditation. Our next Maintenance of Accreditation visit will be in 2015/2016. We applied for that visit by the 1 July 2013 deadline. Faculty voted in the Spring 2013 Faculty Retreat to use the new accreditation standards and we are in the process of reorganizing our AACSB-International Accreditation committees.

The School of Business will secure resources for academic programs and faculty support. We have been part of the University's Campaign for the last seven years. The following table summarizes the donations fiscal year 2013 and a seven-year total:

Gift Type	FY2013	7-Year Total
Cash Donation	230,186	1,367,085
Private Grants	9,000	55,100
Total	239,186	1,422,185
Pledges		3,988,125
Deferred Gifts		300,000



Most of the cash donations went to either the new business building or for scholarships. We have raised all the funds (\$200,000) that will be required to start the programming phase of the building but are waiting for approval to begin that effort. The pledges are for the business building construction that will be received in the future, when the building is closer to approval. The business building remains as SUU's top capital facilities request.

The faculty will conduct discipline-relevant research. The desired outcome for this goal is that all faculty members will be engaged in scholarly and professional development activity to maintain their currency in their discipline. Because of our teaching and regional services focus, we especially emphasize learning and pedagogical research and contributions to practice. Our goal is that all faculty research will enhance the classroom teaching and learning experience. In addition, the School of Business has established intellectual contribution (IC) standards for academically qualified faculty and professionally qualified faculty to demonstrate currency in their field. Each year faculty report on their IC accomplishments and department chairs determine IC points for the activities conducted over the preceding five years. The following table shows the Intellectual Contributions by department for the past five years.

Summary of Faculty Intellectual Contributions (5-Year Period)

<i>Discipline</i>	<i>No. Full-Time Faculty</i>	<i>% Contributing</i>	<i>Type of Intellectual Contribution</i>		<i>Type of Research</i>		
			<i>Peer Reviewed Journals</i>	<i>Other</i>	<i>Learning/ & Pedagogical</i>	<i>Contributions to Practice</i>	<i>Discipline-Based</i>
Accounting	7	100%	38	45	37	29	17
Economics*	5	100%	27	49	1	74	1
Finance	3	100%	3	18	0	21	0
HRHM*	2	100%	7	12	0	19	0
Management	6	100%	33	49	6	72	0
Marketing	2	100%	8	9	0	17	0
School Total	25		116	182	44	232	18

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

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

All economics faculty are academically qualified. In finance, one faculty member is academically qualified, one is professionally qualified, and one has failed to maintain academically qualified status. We believe this deficiency in finance is temporary since the unqualified finance professor has several papers under review with journals or in the revise-and-resubmit stage. All management, marketing and accounting faculty are academically or professionally qualified at either the graduate or undergraduate level as appropriate.

Progress Regarding Consultative Comments from Last Maintenance of Accreditation Visit

The consultative report of the Maintenance of Accreditation Peer Review Team provided five suggestions. We took action on three of them in 2011/2013 and either completed them or incorporated them into our

strategic plan. For example, we tried a business-specific career fair, but decided to enlarge that initiative to hiring a career coach and employer outreach coordinator. That was accomplished this past year and has been made a part of our ongoing strategic objective to increase career opportunities for our students. The suggestion of transforming the informal strategic plan into a formal one was completed and incorporated into our strategic planning process. That leaves three suggestions that are still ongoing.

Increase Business Scholarships. The suggestion to increase business scholarships was incorporated into our strategic plan goal seven, our ongoing fund-raising effort. Our progress to date is summarized in the following table and shows that our focus on scholarships is paying off. We have nearly doubled the amount of business scholarships available in two years. This will continue to be a priority in our fund-raising efforts.

Business Scholarship Awards

Academic Year:	2011/12	2012/13	2013/14
Scholarships Awarded	\$57,375	\$89,618	\$105,655

Lighten Load of Assurance of Learning Committee. We continued to make progress on one of the consultative recommendations of our AACSB-International peer review team, to develop a plan to lighten the load of the Assurance of Learning Committee. The SUU Speech and Presentation Center will evaluate student presentations. The SUU Writing Lab will evaluate written materials. The use of external reviewers will lighten the load of the committee, since these are the most time consuming assessments, and will produce assessments by trained specialists. This initiative will not be complete until we can obtain approval to hire an associate dean to oversee assurance of learning.

Effectively Exploit International Capabilities of the School of Business. In 2011/2012 we developed and approved a Certificate of International Business. We implemented the Certificate this past year. We also strengthened and improved the double degree MBA program with the INSEEC School of Business in Paris, France, this past year, including a renewal of the agreement. We are in the process of renewing our double degree with the ESCEM Business School in Poitiers, France. However, that school is part of the new consortium called the France Business School and we will be working with that new organization to renew the double degree program in January 2013. We established a new partnership with Robert Gordon University in Aberdeen, Scotland, and will have our first student exchanges in Fall 2013. We have agreements in process with Punjab Technical University, India, and with two universities in Shanghai, China. The SUU Enrollment Management Office uses the international experience of the School of Business faculty to recruit international students and has been successful in increasing incoming international students, most of which study business disciplines.

STUDENT ENGAGEMENT

As emphasized in both our mission and vision statements, student engagement and experiential learning plays an integral role in the School of Business. Our last AACSB-International peer review team commended the School of Business for having student engagement embedded throughout the curriculum and named it as a best/effective practice. This section reports on some of the student engagement practices during the past year.

Voluntary Income Tax Assistance (VITA). Professors Robin Boneck and Jeff Barnes advised the VITA service-learning activity. Andrea Decker and seven other accounting students managed the program with a total of 49 student volunteers. A total of 801 federal and 838 state tax returns were filed electronically and accepted by the IRS this year for qualifying taxpayers residing in the Cedar City area. The students volunteered a total of 1,584 hours. The total federal and state refund was \$1.3 million.



ACCOUNTING STUDENTS REVIEW PROCEDURES FOR PROPER TAX RETURN PREPARATION

Experiential Education--Investment Lab. Both MBA and Finance seniors manage a portfolio of real money in our investment lab. Professor Steven D. Harrop, oversees the investment lab and the \$100,000 portfolio that our students managed this past year. This year the MBA students lost \$8,378.53 during the Fall 2012 semester. The Finance seniors did a little better in the Spring, losing \$2,725.83 in the four-month period they managed the portfolio. The previous year the students generated \$11,125 in gains. The students experienced the stress of managing a portfolio during a highly volatile market environment.

Undergraduate and Graduate Research. Faculty members in the Department of Economics and Finance have been actively involved in student research activities. Kim Craft supervised a math student's senior thesis (Jessica Lindow), which was presented at the Festival of Excellence. Kim Craft, Steve Harrop, Tyler Stillman, and two students (Tyler Melling and Jonathan Mitchell) completed a research project investigating ways to assess investor risk attitudes, with the students playing an integral role in the research and analysis. David Tuft supervised a math student's senior thesis (Merly Cruz), which was presented at the Festival of Excellence. Bruce Haslem involved a student (Hunter King) on a research project analyzing the market's response to the assigning of an institutional plaintiff vs. a private individual in shareholder litigation.

Service Learning. Several classes and one business club have service learning components in which students use their business knowledge and skills to provide service to the community.

Management 4200, Business, Government, and Ethics, taught by Dr. Alan Hamlin and Dr. Roy Johnson, requires students to do a minimum of 20 hours of relevant service in the local community. The students determine the projects they will be involved with. Seventy four students generated over 1,400 hours of

service which have benefitted dozens of companies, charitable groups, non-profit entities and other organizations in the Iron County area.

HRHM 3110 Quantity Food Production students partnered with Chartwells Foodservice during Fall semester to provide the Clue Murder Mystery Dinner Food and Frights on Halloween Night for SUU students and the SUU community; serving approximately 450 guests. For the Spring semester, the students partnered with BeeHive Homes of Southern Utah to provide the Spring is in the Air off-premise catering event for residents, employees, and their respective families; serving approximately 100 people. For both service learning projects the students created recipe books and activities; organized facility layout and design; developed and tested theme menus; procured all necessary food and smallwares; devised comment cards, advertising, and invitations; directed and managed the overall operation; and composed reflection pieces for each event.

HRHM 4601 Strategic Guest Service capstone class partnered with Brian Head Ski Resort in Spring 2013 to give students the opportunity to interact on a personal basis with the executive team and line level team members. Students conducted a service-learning consulting project for the Navajo Lodge and developed a comprehensive report and presentation on how to establish and maintain a customer service culture via process improvement in an organization. Chris Brown, Internal Operations Manager, initiated our partnership with his executive team at Brian Head Resort's Navajo Lodge operation. Chris provided the students with initiatives to improve various service related operational aspects of Brian Head Resort. Students observed the service provided; interviewed team members; developed and executed a team member satisfaction survey; determined areas for process improvement; and suggested industry-proven ways for Brian Head Resort to streamline operations and its ability to consistently deliver excellent service. The initiatives addressed included: Reservations and Ticketing; Food and Beverage; Winter Sports School Communication and Flow; Winter Sports School Instructor Scheduling; and Brian Head Resort's Company Culture. This capstone project enabled the students to see an actual operation, view facilities and equipment, and see how the theoretical concepts discussed in class are applied. The semester long service-learning consulting project benefits are immeasurable to the students. As of June 2013, Brian Head Ski Resort had invested \$300,000 to operationalize some of the recommendations our students made; with more funds committed to future improvements.

PBL Club Sponsored Teddy Bear Den. The School of Business' Phi Beta Lambda (PBL) chapter operated a March of Dimes Teddy Bear Den (TBD) in Cedar City. The TBD is a prenatal health promotion program for low-income pregnant women in Iron County. It promotes prenatal care during pregnancy by providing free baby care products as incentives to practice healthy behaviors throughout pregnancy. The Teddy Bear Den is housed in the SUU Community Engagement Center and is open Thursdays from 1:00 to 6:00 pm. This year PBL and the Cedar High Future Business Leaders of America established a second location at the Valley View Medical Center operating before and after prenatal classes. Jessica Coats



managed both Dens, which were staffed entirely by student volunteers. The PBL club oversees its operation and works with local organizations to conduct community baby showers to stock the Den. There are currently five Cedar City medical clinics with ten doctors participating in the program. PBL presented this community service project at the State Leadership Conference, winning first place, and at the National Leadership Conference, garnering fourth place honors this year.

7th Annual Best Business Idea Competition. The 7th Annual Best Business Idea Competition was sponsored by the SUU Small Business Development Center and School of Business, the Southwest Applied Technology College, Cedar City Chamber of Commerce USTAR, Cedar Band Enterprises and Hughes and Associates, Inc. Sixteen imaginative and promising business ideas were submitted for judging. Eleven finalists were chosen to present their business idea orally to the panel of judges. Based upon those presentations, the following winners were chosen:

<i>Place</i>	<i>Prize</i>	<i>Recipient</i>	<i>Business Description</i>
1 st Place	\$3,000	Melissa and Nathaniel LeBaron	All-Tie Anchor Post – all purpose, easily moved anchor post.
2 nd Place	\$1,000	Eric Moses, Adam Riback	Good Game Consoles – innovative method for repairing computer and electronic devices.
3 rd Place	\$500	Benjamin Howe	History database of events maintained by curated community. Easily searched and displayed as a timeline.
Honorable Mention	\$250	Brian Cameron (SUU student), Colton Brockbank	Mayhem Entertainment – an exhilarating, once in a lifetime event experience that makes the guest the center of the show.
Honorable Mention	\$250	Mark Sherratt	H ² No – locally manufactured cleaning products using patent pending technology will effectively replace hazardous and ineffective cleaning products.



BEST BUSINESS IDEA COMPETITION PRIZE WINNERS

From left to right: Craig Isom, SBDC Director, Eric Moses, Adam Riback, Mark Sherratt, Nathaniel LeBaron, Melissa LeBaron, Benjamin Howe

Opportunity Quest Competition. Zions Bank sponsors Opportunity Quest Competition (students-only). The winners of that competition are as follows:

<i>Place</i>	<i>Prize</i>	<i>Recipient</i>	<i>Business Description</i>
1 st Place	\$1,200	Brian Cameron, (SUU student), Colton Brockbank	Mayhem Entertainment – an exhilarating, once in a lifetime event experience that makes the guest the center of the show.
2 nd Place (Tied)	\$800	Kari Louthan (SUU student)	Tiny Tumblers – children’s instructional video collection for teaching beginner gymnastics.
2 nd Place (Tied)	\$800	Patrick Henrie, Brett Christensen (SUU students)	Outlaw Action Sports – a professional “pro shop” environment and brand dedicated to providing superior service and support for outdoor sportsmen.
3 rd Place	\$500	Fas Lebbie, Johnny Graham, Lance Lowry, Nick Jones, Josh Dutson, T.J. Nelson, Brittany Holland (SUU students)	FAS Clothing Company and The FAS Project – high quality, fashionable clothing supporting introducing focus sports to underprivileged individuals world-wide.



OPPORTUNITY QUEST COMPETITION PRIZE WINNERS

From left to right: Craig Isom, SBDC Director, Brian Cameron, Fas Lebbie, Johnny Graham, Kari Louthan, Patrick Henrie, Brett Christensen, Jared Lovaas

As can be seen, the winners' ideas covered a wide range of business possibilities. All represent very practical and innovative business ideas, with very bright prospects for the future. Many of the winning ideas were submitted by SUU students.

The mutual purpose of each of the sponsors of this competition is to support the development of small businesses in the Tri-County area (Iron, Beaver and Garfield Counties), and to promote healthy economic development with more jobs and an increased tax revenue base. With the integration of community resources and the talent of our own successful entrepreneurs, we can help more and more small companies get started and successfully grow.

Global Engagement. The School of Business continues to place heavy emphasis in this area because of the great opportunities it affords faculty and students. Alan Hamlin taught classes at partner institutions in Vienna, Austria and Poitiers, France. Academic advisor Paula Alger attended the European Association for International Education (EAIE) in Dublin, Ireland and met with many of our international partners. She also paid visits to Robert Gordon University, Aberdeen, Scotland, which resulted in an exchange agreement; and to Hatfield, England, which did not. Dean Carl Templin visited the INSEEC School of Business in Paris, France, to sign a new exchange agreement and to strengthen our MBA double degree program. We had two students attend INSEEC during the summer of 2013 and will have two INSEEC students attend SUU MBA program during the 2013/2014 school year. He also visited with ISC and established a faculty exchange program with them which will be implemented in 2013/14. He also visited Robert Gordon University in Aberdeen, Scotland to strengthen our relationship and discuss several partnership initiatives, including some with other Colleges at SUU. We have 23 international partners in 15 countries, mostly in Europe and the Pacific Rim. We currently have initiatives in place to establish additional partnerships with universities in Korea, India and China.

MBA Consortium in Layton, Utah. Three SUU MBA students participated in the Intermountain MBA Consortium held in Layton, Utah, on November 8, 2012. The networking event featured over 40 employers, ranging from federal agencies to small businesses to major corporations. Leading up to the consortium, the School of Business Career Coach and Employment Outreach Coordinator worked with the Career and Professional Development office helping the students polish resumes, prepare elevator pitches, and strategically plan for the event. All participants felt the experience was invaluable in making connections and preparing in general for future career opportunities.

Student Tours. In November of 2012, **Dr. Roberts** led a group of 10 students to the Specialty Equipment Market Association (SEMA) Convention in Las Vegas, NV. In February of 2013, **Dr. Roberts and Dr. Azmi Ahmad** led a group of ten students to Las Vegas on an explorative journey in business and marketing in today's world. The group began at The MAGIC Marketplace held at the Las Vegas Convention Center. This marketplace is where wholesalers/suppliers and retailers in the fashion industry meet. Professor Ahmad was hoping the students would gain a better understanding of the relationships and interactions between the two parties. Attending the convention were entrepreneurs from all around the globe and a combination of large and small companies.

After the convention, the group travelled to Zappos Headquarters where they took a tour of this innovative business. Zappos has been on Fortune Magazine's Top 100 Companies to Work For since 2009, debuting

this year as number 11. Zappos is known for their amazing benefits and fun workplace atmosphere. Free healthcare, lunches, and vending machines coupled with on-site “laughing yoga”, a nap room, and spur of the moment parades are a few of the things that set them apart. Ahmad thought it would be good to show the students a different type of business culture that makes Zappos so unique.

Hotel, Resort & Hospitality Management students toured a variety of different properties throughout the academic year, enriching their educational experience. Hospitality employers highly value industry knowledge and experience. To increase HRHM student knowledge of industry operations, and to provide students with industry contacts for internships and career opportunities, many visits to hospitality operations were conducted. School of Business professors and administrators are grateful to employers for sharing their time, insights, and hospitality with HRHM students. The following chart describes the trips to industry operations in the Fall 2012 and Spring 2013 semesters.

2012/2013	Facilities Visited	Accomplishments
September & October	Springhill Suites, Hampton Inn, Holiday Inn Express, Best Western Town & Country	Tour local lodging properties for the facilities management course to see various hotel systems
October	Café Zupas (SLC, Provo, Sandy)	Site visits to Café Zupas focusing on restaurant operations. Tour of corporate offices and discussions with Eric Gordon, COO and his executive team. A customized leadership seminar was also provided.
November	Grand America Hotel (SLC)	Tour front and back-of-the-house facilities to see design, structure, and systems
	Control 4 (SLC)	Teach students the in-room electronic technology possibilities
	Red Rock Casino (Las Vegas)	Hear from Sr. VP of Operations, Glen Bashore
	Le Cordon Bleu (Las Vegas)	Expose students to premier culinary training center
	Stratosphere (Las Vegas)	Hear from advisory board member Phyllis Gilland and other managers, especially about food & beverage operations
January	Salt Palace	Tour Utah’s premier convention facility and hear from meeting planners, including alumni
	Hilton Salt Lake City Center	Hear from GM and catering and sales managers with a property tour
	Salt Lake Marriott Downtown	
	Brian Head Ski Resort	Tour of Brian Head Ski Resort. John Grissman, Co-Owner, Chris Brown, Internal Operations Manager, and Burke Wilkerson, Chief financial Officer made presentations to the class and interacted with students.
	BeeHive Homes of Southern Utah	The Owner and Director, Bob Montgomery, provided a presentation and a question and answer session for the students.
February	Amangiri (Canyon Point)	Tour Utah’s most luxurious resort
	Lake Powell Resort & Marina	Tour Southern Utah’s most complex resort (both resorts employ SUU students)
March	St. Regis, Stein Eriksen Lodge, Montage, Waldorf Astoria (Deer Valley/Park City)	Tour Utah’s luxury ski resorts and hear from GMs and key managers (SUU graduates have worked at various properties)



HRHM Students visiting the Stein Ericksen Lodge in Deer Valley, Utah

Student Clubs

Student Clubs are an important element of student engagement in the School of Business. This section summarizes the activities of the five active student clubs sponsored by the School of Business.

Collegiate DECA. DECA is a business club that helps students integrate skills learned in the classroom into real world experiences. It is open to all students. Dr. Wayne Roberts is the faculty advisor. There were 18 members last year that registered with the national DECA office. Three students attended the Fall Leadership Conference in Park City and competed in team events. Sixteen students attended the state Career Development Conference in St. George, with eleven placing at the state level in individual and competitive events. Ten students competed at the International Career Development Conference at Anaheim, California with four earning national recognition. Details can be found in the student recognition section of this report.



Finance Club. This is a new business club just started in the Spring Semester. It is open to all students with an interest in finance. Dr. Stephen Evans is the faculty advisor and the club started with a nucleus of ten students. The club had a meet and greet social to kick off the new club and resulted in a total of 25 registered members. At the club's spring social, Finance alumnus Sam Martinez spoke to the students about his experience as Executive Director of Special Projects for Vanguard and as an MBA student at the Wharton School of the University of Pennsylvania. Forty students attended the spring social.

Hospitality Management Guild. The Hospitality Management Guild (HMG), is a professional on-campus club providing social and networking opportunities with employers in the hospitality industry. The club sponsors a variety of hospitality related excursions and service projects. On an annual basis, the Hospitality Management Guild brings together HRHM alumni and current students to discuss leadership skills,

interviewing hints, social media tips, and job opportunities. HMG sponsored the Café Zupas recruitment information session and subsequent interviews. Eric Gordon, COO of Café Zupas and Honorary HRHM Alumnus, generously donated three scholarships to the HRHM program; allowing HMG to promote and coordinate the scholarship application process whereby three HRHM students were selected by Café Zupas and awarded scholarships for \$1000. Additionally, in Spring 2013, the Hospitality Management Guild conceptualized and hosted the first annual Etiquette Dinner focusing on manners, appropriate attire, and professionalism.

Phi Beta Lambda/Professional Business Leaders (PBL). PBL is the collegiate version of Future Business Leaders of America (FBLA), the largest and oldest student business organization in the world. Dean Carl Templin is the faculty advisor. The club sponsors professional development programs, tours of businesses, community service and competes in business topics at the state and national level. We had fifteen registered members. This year PBL partnered with Cedar High School FBLA in the operation of a community service project, the March of Dimes Teddy Bear Den to promote and reward healthy behaviors for low income pregnant women in Iron County. That service project won first place in the state and fourth place nationally. The club toured Luxor/Excalibur properties, the Shelby Manufacturing Plant, Zappos Headquarters, the Las Vegas Convention center and the MAGIC conference in Las Vegas on Feb 18-19, 2013. Students also attended the Utah State Fall and Spring Leadership Conferences. The club promoted several professional workshops on résumé writing and interviewing skills. At state competition, six students competed and all qualified for nationals by scoring in the top three on tests or the top two on presentations. Four students competed at the Fall National Leadership Conference with three scoring top ten honors. This is reported in greater detail in the student accomplishment section of this report.

Professional Accountancy Club. The purpose of the Professional Accountancy Club is professional development and job placement. It is one of our largest clubs, with 78 members last year. Professor Tim Lewis is the faculty advisor. During the fall of 2012, Deloitte, McGladrey, Tanner, Squire, and Hinton Burdick sponsored PAC events on campus to allow our students to network with them. We took the PAC to northern Utah to visit the offices of 4 firms (Squire, Hawkins Cloward, HJ and Associates, and Tanner. In the Spring we visited the Las Vegas offices of Bradshaw Smith, Stewart Archibald & Barney, PBTK, McGladrey, and Deloitte. We had the student representative for 3 CPA review companies spend an evening telling our members about their various products and about the CPA exam in general. On another evening, we had our SUU Controller, Michael Beach, give our members some advice about approaching their future careers in accounting. We sponsored mock interviews where both Craig Isom and Michael Beach individually interviewed our members and gave them advice on how they could improve their future interviewing skills/techniques when job prospects will really be on the line. We took another trip to northern Utah to try to expand our employment opportunities to non-CPA firms where we visited GE Capital, Café Zuppas, and Xi3 Corporation. We finished the year with a PAC-CPA golf tournament where 8 different firms sponsored student teams. After every three holes, the student teams rotated to play with a CPA from a different firm. This was a very fun and effective networking event after school was out and after the CPAs' busy seasons were over. This is the second year we have done this event and we have a traveling trophy for the winning CPA firm. To the dismay of the 7 firms from Las Vegas, for the second year in a row, it was won by Hinton Burdick out of St. George.

Wells Fargo Business Executive Speaker Series

This year we brought in nine executives from a variety of industries and locations to expose our students to successful business men and women and entrepreneurs. We taped all presentations to make them available to students as well as for viewing on SUU TV. Each speaker also had lunch with a small group of students and faculty.



Ryan Smith, “Riding the Biggest Wave,” September 6, 2012. Ryan Smith co-founded Qualtrics in 2002 with the goal of making sophisticated research simple. As CEO, he has led the company from a basement startup to one of the fastest-growing technology companies, experiencing triple-digit growth in the past four years. Qualtrics has more than 4,000 enterprise customers including 600 universities worldwide, all of the top business schools, and half the Fortune 100. Ryan has been featured in Forbes, TechCrunch and The Wall Street Journal and is popular speaker at the nation’s top business schools. Before Qualtrics, Ryan worked at HP and Ford Motor Company and studied at the Marriott School of Management.



Karl Zehetner, “Exploring Ethical Role Models for Business Schools,” September 20, 2012. Karl Zehetner has been a Professor for Financial Leadership at FH Wien University of Applied Sciences in Vienna since 2011 and Director of the Graduate Program “Financial Management & Controlling”. From 2004 until 2011 he was Professor for General Business Management at PEF Private University for Management Vienna and Director of the Executive MBA Program. He has continuous consulting and international project management experience since 1995 and lectures at various universities since 1992. He holds a master degree in mechanical engineering and a doctoral degree with a focus on management from University of

Technology Graz.



Rees Peterson, “Principles for Successful Investing,” September 27, 2012. Mr. Petersen is primarily responsible for the investment management of trust, agency and foundation accounts. With over 24 years of investment management experience, he specializes in full discretion portfolio management with expertise in balanced portfolios for the high net worth investor. Prior to joining Wells Fargo, he assisted large tax-exempt institutional clients with asset allocation, investment selection and record keeping for retirement plans. Mr. Petersen has a Baccalaureate Degree in Finance with an Investment Management emphasis and an MBA from the Eccles School of Business at the University of Utah.



Tom Rugh, “How do the Humanities Contribute to a Successful Business Career,” November 1, 2012. Thomas F. Rugh is National Director for the Client Leader Services (CLS) Strategy Group for TIAA-CREF. In this role, he is responsible for long term strategic planning, training and development, and initiatives with key college and university clients to chart new relationship opportunities. He was Director of Client Relationships for TIAA-CREF in the western United States, providing investment and fiduciary services for CFOs and other leader services. Currently he is chair of the College of Fine Arts National Advisory Board at the University of Utah, as well as member of the National Advisory Board for the SUU Business

School. He received his B.A. and M.A. in Humanities from BYU, and did graduate work in Art History at the University of Chicago.



Kevin Hadlock, "[The New Generation of Leadership](#)," February 7, 2013. As Questar's CFO, Mr. Hadlock is a member of the corporation's Management Committee and is responsible for the accounting, treasury, investor relations, tax, and corporate strategy functions. Mr. Hadlock was recognized by Treasury & Risk magazine as one of America's outstanding financial executives under the age of 40 in October 2009 and October 2011. Before joining Questar, Mr. Hadlock held several financial positions at Constellation Energy including Senior Vice President and Chief Financial Officer of Baltimore Gas & Electric Co. and Vice President, Investor Relations and Financial Planning & Analysis. Mr. Hadlock earned his master's degree in business administration from the Kellogg School of Management at Northwestern University and graduated magna cum laude with a BS degree from BYU.



Hudson Gunn, "[What I Wish I had Known as a Student Entrepreneur](#)," March 28, 2013. Hudson is a young entrepreneur with a passion for business and driving success through technology. He started Code_IT Barcodes, a company that provides QR codes for tracking/analytics for businesses to use in print advertising. This led to his most recent company called My Legacy Memorial which provides families the option of placing QR codes on headstones that link the viewer to online memorials and genealogy information. He is also the founder of WildTrax outdoors, Legacy Mobile, and Legacy Tec. He is now the VP and partner of Otter Creek Holdings, LLC and American Granite and Memorials Inc. He has been awarded Student Entrepreneur of the Year (2011) and Best Small Business in 2012.



Trent and Janell Brown, "[One Sweet Slice: Building a Hobby into a Business](#)," April 4, 2013. Trent and Janell Brown are proud SUU graduates: Trent graduated in Business Marketing ('06) and Janell graduated in Interpersonal Communications ('03). One Sweet Slice was founded in 2004 in Cedar City. Their business has grown from an 'at-home' hobby to a full-blown custom cake and cupcake shoppe. They have appeared in numerous magazines and newspapers, including SUU Magazine, Zion's Bank Community Magazine, Deseret News, Salt Lake Tribune, Huffington Post, Utah Business Magazine, Utah Bride and Groom, Park City/Salt Lake Bride and Groom, and other national blogs. In addition, Janell is the KUTV Channel 2 baking expert and appears each month on the "Fresh Living" program.



David Grant, "[How to Create Value: Individual and Corporate Principles](#)," April 18, 2013. David J. Grant is Chairman and CEO of MSC Aerospace, a business holding company and Cedar Building Associates. Prior to moving to Cedar City, he served in an appointed position as Director of Economic Development for the State of Utah under Governor Norman Bangerter. Mr. Grant served twelve years as a member of the Utah Board of Regents. He has started more than a dozen successful business ventures and was selected by the Small Business Administration as Utah's 1998 Small Business person of the year. Mr. Grant holds a bachelors degree in mathematics and masters degree in finance from the University of Utah. Following his graduation, he taught real estate and corporate finance courses at Brigham Young University's Business School.



Samuel Martinez, “Beyond Beta: Experience of Recent SUU Grad,” April 25, 2013. Samuel Martinez is the Executive Director of Special Projects and a member of the Executive Council of the Wharton Graduate Association, the school’s student government organization. Prior to beginning his MBA, Sam worked for Vanguard, the nation’s largest mutual fund manager. He began his career at Vanguard in an accelerated rotational program for high-potential, recent grads. Sam spent most of his five years at Vanguard as a trader in the Investment Management division. Sam graduated from SUU’s School of Business with a B.S. in Finance in 2007 and is a CFA charterholder. Outside of his professional activities, Sam spends his time among family and friends. Sam is an outdoor enthusiast and loves mountain biking and climbing.

ASSESSMENT ACTIVITIES

Undergraduate Business Programs

Our primary undergraduate assessment for this year was the ETS major Field Exam in Business, which each undergraduate business major takes as part of our capstone class. We have administered this field exam since 1993. The results for 2012-13 are presented in the following table:

Percentile ETS Scores on ETS Major Field Exam in Business

	2012/13	2011/12	2010/11	2009/10	2008/09
Students Tested	85	108	128	117	135
Overall	83	80	86	85	90
Accounting	84	88	81	88	94
Economics	90	86	89	93	95
Management	94	90	94	88	84
Quantitative	62	49	54	90	75
Finance	83	82	72	88	92
Marketing	54	45	72	71	79
Legal	77	71	74	78	76
International	82	75	86	81	87

The average overall score for SUU Business students continues to be above our 75th percentile target (highlighted in yellow). This is also the case for the Accounting, Economics, Management, Finance, Legal and International sub-scores. Our quantitative sub-scores continue to be erratic. Students take the Business Statistics class from the Math Department and then have the choice of taking Business Calculus from the Math Department or ECON 2500 Quantitative Business Methods from the Economics and Finance Department. That class has had limited capacity in the past, but in 2011-12 we obtained an additional faculty member and have been able to offer more sections. We think this will be a better option for our business students and expect to see quantitative scores improve in two years when a great number of our graduates have had the ECON 2500 class. The Marketing score which dropped dramatically in 2011/12

showed some improvement, and the Marketing faculty will continue to monitor and work to improve the scores.

Masters of Business Administration

MBA students take the ETS MBA Exam in the capstone class. We have administered this exam since its inception in 2002. The results for 2012/13 and the previous four years are presented in the table below:

ETS Field Exam-MBA					
	2012/2013	2011/12	2010/11	2009/10	2008/09
Students Tested	38	38	50	66	35
Overall Score	22	75	65	66	65
Marketing	14	62	65	64	70
Management	12	48	60	71	62
Finance	35	67	64	68	68
Accounting	35	90	72	71	68
Strategic Integration	15	70	65	69	65

Prior to 2012/13 the MBA students have consistently scored in the top half of the nation on the overall score and sub-scores. They have occasionally reached the top 25 percent (highlighted in yellow). This past year, scores across the board dropped dramatically below the 50th percentile (highlighted in red). Preliminary reviews found that seven of 38 students taking the exam achieved the lowest possible score on the exam. It may be they did not take the exam seriously and that skewed the results. Another possibility is that nearly 20 percent of the graduating students were international students (an unusually large proportion) and they achieved the lowest scores on the test (which is given in English). Graduate faculty members are examining the results in more detail to determine what action needs to be taken, especially in the management foundation and core classes.

Masters of Accountancy

The primary assessment activity for the Masters of Accountancy for the past year was graduate performance on the CPA exam. The following table shows the pass rate by section by our graduates compared to national averages:

	CPA Section Performance				
	AUD	BEC	FAR	REG	ALL
Southern Utah University	54.6%	50%	56.9%	51%	53.3%
National Average	46.9%	52.8%	48%	48.1%	48.96%

These scores are increased over last year in all areas but REG, which declined from 57% to 51%. MAcc graduates scored just below the national average in Business Environment and Concepts (BEC) and above the national average in all other areas.

Another important annual assessment metric is placement. Based on exit surveys of MAcc graduates, 71 percent of the MAcc students were placed in career positions.

Small Business Development Center

The Small Business Development Center provides consulting and training to small businesses in SUU's service region (Iron, Garfield and Beaver Counties). Their SBA and State Scorecards are shown below:

SBA Scorecard

	Calendar Year 1/1/2013 – 12/31/2013 (data as of June 30, 2013)				
Measure	Status	Annual Target	YTD Target	Year to Date	% Goal
Number of Long Term Clients		27	14	6	44%
Number of Business Starts		10	5	2	40%
Capital Infusion		\$750,000	\$375,000	\$167,550	45%

State Scorecard

	Calendar Year 1/1/2013 – 12/31/2013 (data as of June 30, 2013)				
Measure	Status	Annual Target	YTD Target	Year to Date	% Goal
Number of Unique Clients		150	75	71	95%
Percent of existing business clients to initial		50%	50%	46%	93%
Average Hours per Client		7.1	7.1	2.06	29%
Satisfy Client Needs		95%	95%	100%	105%

Status Key

	>110%		>75%
	>90%		<74%

PROGRAM CHANGES

This past year we introduced a new certificate program in entrepreneurship, which mostly packaged together courses already offered. We also made a few minor curricular changes. The biggest change was the approval through the Board of Regents of the Associate of Applied Science in Aviation/Aircraft Technology—Professional Pilot Program which was placed in the School of Business. The program was approved May 8, 2013 for a Fall 2013 start. This program is in partnership with Upper Limits Aviation, which will provide the aircraft and the flight training. We did a search in June for a program director and hired an experienced pilot and flight instructor, Sean Heiner, to run the program. We assigned the academic advisement duties to a business academic advisor, Melanee Mariner. Demand for the program is higher than expected, with a Fall class of over fifty students is expected.

Certificate in Entrepreneurship and Small Business Management

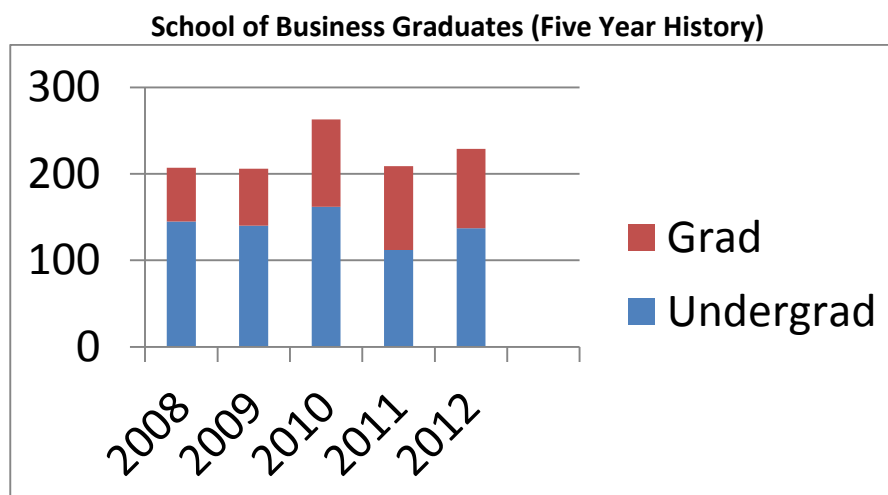
Developing this certificate was one of our strategic objectives and was reported previously. The SUU Board of Trustees approved by the Certificate on December 7, 2012 to be effective for the 2013/2014 academic year.

Curricular Changes

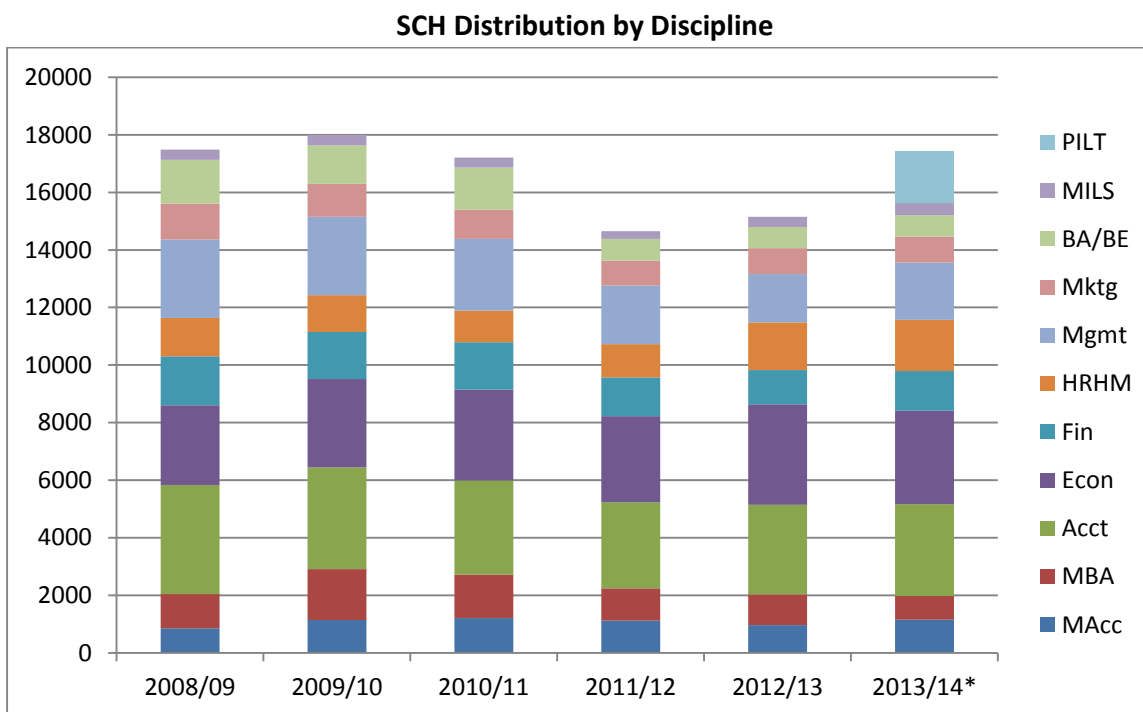
Every year two of our programs receive a curriculum review conducted by members of the School of Business National Advisory Board. This year we incorporated many of the recommendations. The table below summarizes the changes.

Prefix and Number	Course Title	Change Requested
MGMT 2900	Introduction to MIS-ERP	New Course to modify requirement: MGMT 2900, MIS-ERP, 3 credits OR CSIS 2010, Computer Applications, 3 credits
HRHM 3110	Quality Food Production	Change from Prerequisite to Co-Requisite: HRHM 3110 and HRHM 3020
MGMT 4950	Strategic Management	Change prerequisite to include FIN 3250, MGMT 3180, and MKTG 3010
MGMT 3240	Human Resource Management	Move from “selective” section to a required course along with MGMT 3050, MGMT 4100, and MKTG 4100
MGMT 3210	Entrepreneurship	Move from being an elective to the “selective” section
ACCT 2000	Survey of Accounting	New Course to support Certificate in Entrepreneurship and Small Business Management
HRHM 4700	Special Topic in Hospitality Management	Change credit hours to 3-6 and allow courses to be repeatable

There has been a growing shift in the balance of graduate versus undergraduate programs in the School of Business. Since 2009 the proportion of graduate students has grown. The growth was particularly strong in 2010, most likely due to the recession. The following chart shows a five year history of graduates (undergraduate and graduate) in the School of Business:

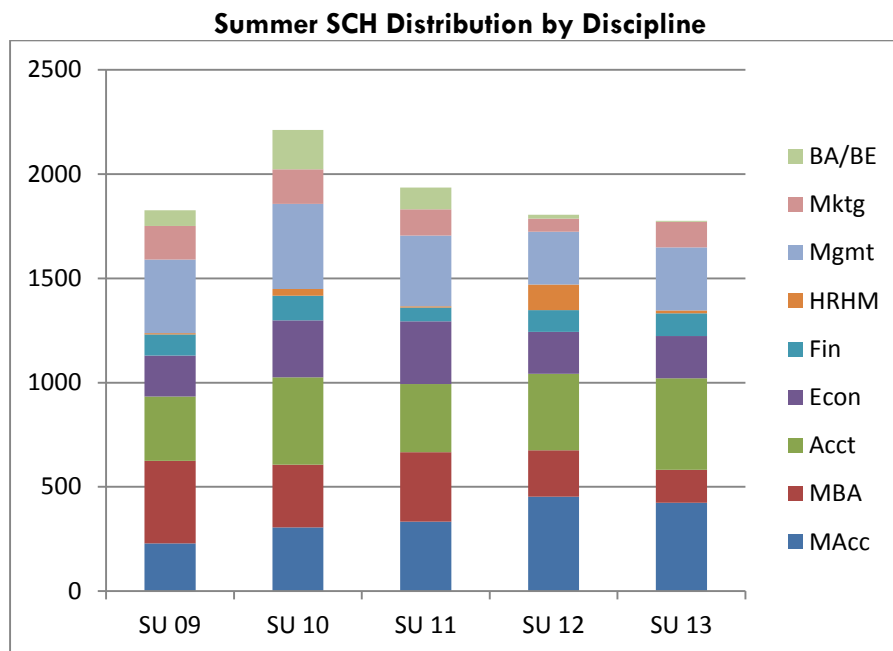


The following chart shows the changes in distribution of Student Credit Hours (SCH) by program for the regular academic year (Fall and Spring) as reported in the Fact Books. The 2013/14 data is an estimate based on Fall 2013 registration and a forecast of the Professional Pilot numbers based on enrollments.



A decline in SCH production occurred between 2010-2012. Part of that decline was due to the elimination of the interdisciplinary general education requirement, which dramatically cut the demand for BA 1010, Business and Society. Management and MBA classes also experienced a decline in demand. MBA programs across the country have experienced such declines. Growth in Economics is due in part to

increased capacity to teach ECON 1740, Economic History of the United States and ECON 2500 Quantitative Methods for Business and Economics. Growth in SCH began in 2012 and accelerated with the introduction of the Professional Pilot Program. The HRHM program has also experienced solid growth. The decline in MAcc and Accounting SCH is most likely due to a growth in SCH offerings in the Summer, primarily online, as the following chart shows.



As can be seen in the chart, there has been a significant increase in undergraduate and graduate SCH produced by the Department of Accounting. Most of these are on-line courses. The mix of summer courses has consistently shifted toward online offerings. BA 1010 offerings have tapered to nothing with the elimination of the general education interdisciplinary requirement.

FACULTY DEVELOPMENT

Dr. Jeff Barnes completed his dissertation and his DBA degree from the University of Phoenix, a nationally accredited (ACBSP) School of Advanced Studies, in February 2013. His dissertation, "Organizational Leadership and Ethical Climate in Utah's Public Accounting Profession," was published in Pro Quest Dissertation Database in April 2013.

Assistant Professor Mary Pearson continued work on a DBA from North-Central University at Prescott, Arizona.

Dean Carl Templin served as a member of a peer review team for a Maintenance of Accreditation visit this year. He also attended the AACSB-International International Conference and Annual Meeting of the April 7-9 in Chicago, Illinois where he received updated information on changes to AACSB accreditation

standards which will be in place for the School's next Maintenance of Accreditation visit in 2015-2016. While there he met with the dean of a school he will visit in Fall 2013 and the chair of the team.

Professor Azmi Ahmad attended the SAP University Alliance Summer workshop that was held at the University of Wisconsin, Milwaukee from July 15th until July 18th 2013. The workshop was mainly a venue for faculty members from universities all over the United States to meet and discuss various teaching methods and curriculum strategies for their SAP program. During the first two day, we attended a workshop called "Design Thinking", taught by Dr. Christopher Hans, an expert of Design Thinking Program and Director for Mobile Apps at SAP. The course invites us to think about the future of curriculum and education in general. The last few days of the workshop were spent on discussion on how to use SAP in Supply Chain Management courses at the graduate and undergraduate level.

FACULTY, STAFF AND STUDENT ACCOMPLISHMENTS

Associate Professor Robin Boneck won the "Red-handed Award", for quality service to the community in the VITA program.

Assistant Professor Mary Pearson was selected as SUU's Outstanding Educator.

Dr. David Rees was designated the 2013 Beta Gamma Sigma Outstanding Business Educator.

Dr. David Berri was named the Board of Trustees Scholar for his journal and book publications in the area of Sports Economics.

Several graduating students achieved impressive scores on the ETS Major Field Exams. Undergraduate students **Brandon Wignall, Richard Ashby, Rachel Beckahm, Brady Coats and Eric Hendricks** scored in the top **4%** nationally on the ETS Major Field Exam in Business. Student Ryan Horlacher scored in the top **1%**. MBA students **Daniel Johnson, Martin Judd, Trevor Linderman, and Michael Beach** scored in the top ten percent nationally on the ETS MBA Field Exam. Graduate student Tyler Lewis scored in the top **2%**.

Phi Beta Lambda (Professional Business Leaders). Six PBL students competed at the state competition. Students competed in individual and team events, usually consisting of tests and/or presentations. All six students qualified to compete at the national competition. The following list gives the student names and their qualifying events (and state placement):

PBL Individual Events:

Jared Colledge qualified in Business Law (3rd Place), Justice Administration (1st Place)

David Tyler qualified in Business Presentation (2nd Place), Client Service (1st Place), Public Speaking (2nd Place)

Drew Coy (SUU PBL President and PBL State Secretary) qualified in Contemporary Sports Issues (1st Place), Management Analysis and Decision Making (2nd Place), Management Concepts (2nd Place) and Sports Management and Marketing (1st Place).

Ashly Hardy qualified in Management Concepts (3rd Place), Marketing Concepts (3rd Place), Future Business Educator (2nd Place).

Ashley Christensen (SUU PBL Vice President; State Vice President) qualified in Future Business Executive (1st Place) and was reelected as a State Vice President.

Kelsey Haddox (newly elected state PBL Secretary) qualified in Word Processing (2nd Place).

PBL Team Events:

Ashly Hardy and Kelsey Haddox took first place in Community Service Project (Cedar City March of Dimes Teddy Bear Den).

David Tyler and Kelsey Haddox qualified in Integrated Marketing Campaign (1st Place).

Four students competed at the 2013 PBL National Leadership Conference in Santa Ana, California. Three students earned national honors. **Ashley Hardy and Kelsey Haddox** competed in the Community Service Project event and brought home fourth place. The SUU PBL Chapter's service project was the Cedar City Teddy Bear Den, a project done in cooperation with the Utah Chapter of the March of Dimes, the Valley View Medical Center and the Cedar High School FBLA club.

Ashley Hardy and David Tyler competed in the Integrated Marketing Campaign event and brought home ninth place. They met with a real client to determine the client's marketing needs and then designed and conducted appropriate marketing research for a marketing campaign. They developed and presented an integrated marketing campaign, consisting of print, radio, TV and internet advertisements for the client.



KELSEY HADDOX AND ASHLEY HARDY WITH FOURTH PLACE AWARD

Collegiate DECA. Students competed at two state competitions and at the national level. Three students participated at the **Fall Leadership Conference** in Park City. The students worked on a real-world case where personnel from the companies being evaluated provided students with the situation and judged them on their advice to the company.

Madison (Madi) Day and **Jason Laughlin** were on a 6-member team that took second place in a competition regarding Snap Daddy BBQ sauce.

Allison Supanich was on an 8-member team that took 2nd place regarding Real Salt Lake.

Sixteen students competed at the **State Career Development Conference (SCDC)** held in St. George with the following results:

Jaclyn Kraft took 5th place in Accounting

Kristin Hadden and **Allison Supanich** took 1st place in Advertising Campaign and 2nd place in International Marketing.

Kelly McGowan and **Joshua Walter** took 2nd place in Business Ethics

Kelly McGowan and **Gunnar Lindstrom** took 6th and 7th place in Hotel and Lodging

Gunnar Lindstrom took 6th and **Jason Laughlin** took 8th place in Marketing Management.
Madison Day took 3rd, and **Caleb White** took 4th, in Restaurant and Food Service Management.
Courtney Brinkerhoff took 2nd place in Retail Management
Madison Day and **Tana Park** took 5th place in Sports & Entertainment Marketing.

Ten students competed at the International Career Development Conference (ICDC) held in Anaheim with the following results:

The team of **Kristin Hadden** and **Allison Supanich** were **finalists** in the **Advertising Campaign** prepared event.

Madison Day received a medal for her role play and subsequently took **1st place** in **Restaurant and Food Service Management**.

Jason Laughlin was in the **top 10 finalists** in the **Travel and Tourism event**.

Excellence in Scholarship Awards Banquet

The following students were recognized at our annual Excellence in Scholarship Banquet, which was held April 19, 2013:

Organization	Student	Award
School of Business	Brandon Wignall	School of Business Valedictorian
	Trevor B. Linderman	Outstanding MBA Student
	Scott Barney	Masters of Accountancy, CPA Key Award
Dept. of Accounting	Paul A. Burnett	Outstanding Senior, Accounting
	Gregory Acton	Outstanding Junior, Accounting
Dept. of Economics and Finance	Sydnee Pearson	Outstanding Senior, Economics
	Sammy Cole	Outstanding Junior, Economics
	Austin Cunliffe	Outstanding Senior, Finance
	Brittany Laurel Mason	Outstanding Junior, Finance
Dept. of Management, Marketing and Hospitality	Megan S. Weissberg	Outstanding Senior, Management
	Kelby Flinders	Outstanding Junior, Management
	LaDonna M. Zitting	Outstanding Senior, Marketing
	Kelsey Nicole Willingham	Outstanding Junior, Marketing
	Kaohi Loo	Outstanding Senior, HRHM
Dept. of Military Science	Angela Johnson	Outstanding Junior, HRHM
	Gregory Barnes	Outstanding Senior, Military Science
	Levi E. Roundy	Outstanding Junior, Military Science

Beta Gamma Sigma

Beta Gamma Sigma is the national business honor society for Schools accredited by AACSB-International. Our induction ceremony was held in conjunction with the School of Business Excellence in Scholarship Banquet on April 19, 2013. Our chapter earned the designation as a premier chapter and we will be able to award a \$1000 scholarship to a BGS member next year. Dean Carl Templin served as president and Dr. Azmi Ahmad served as secretary/faculty advisor. Students Brady Coats, Joy Hardin, and Jason Mayer served as vice presidents. We had 25 student members that were previously inducted. Mary Pearson,

School of Business

Assistant Professor of Accounting, was inducted as the faculty inductee in recognition of her teaching excellence. Dixie Leavitt and David J. Grant, were inducted as an honorary members of Beta Gamma Sigma as a way to recognize their distinction in business and outstanding contributions to the School of Business and to the community. Juniors and seniors are invited to join BGS if they are in the top ten percent of their class. Graduate students are inducted if they are in the top 20 percent of their class. The following students are members of Beta Gamma Sigma:

2013 BGS Student Inductees			Previous Student Inductees
Gregory Action Rakan Alhawski Kyle Allen Heather Austin Michael Beach Rachel Beckham Nathan Bruce Chance Burrows Trisha Christensen Austin Cunliffe Kelby Flinders Jeffrey Hertig Daniel Johnson	Suk Ha Kang Hunter King Tyler Lewis Trevor Linderman Malinda Luke Brittany Mason Gregory McArthur Anthony Morris Megan Weissburg Gregory Whitehead Tayson Whittaker Erik Woodbury	Jason Aiken Amanda Bagley Ryan Barrus Paul Burnett Brady Coats Jessica Coats Skyler Crofts Kiley Elsberry Kirk Friedel Blake Greenhalgh Joy Hardin	Brent Heaton Cassidy Johnson Jason Kreitzer Amy Lawley Jared Lovaas Jason Mayer Shad Terrlink Caleb White Miles Wells Brandon Wignall Camille Werner



2013 Beta Gamma Student Inductees

Department of Military Science

Army ROTC Commissions. Between 1 July 2012 and 30 June 2013, six Cadets successfully completed the Leadership Development and Assessment Course at Fort Lewis, Washington, with two receiving an overall "Excellent" rating. We were also able to send one of our cadets to Air Assault Course at Fort Benning, Georgia and one to the coveted Airborne Course at Fort Benning, Georgia. The name, branch, and army component are listed below, along with all other requirements of SUU Army ROTC to become commissioned Officers in the United States Army. Each was commissioned as a second lieutenant in the Active Duty Army, Utah National Guard or Army Reserves.

Bloomer, Jessica- Quartermaster- Utah National Guard

Fowles, Jared- Adjutant General- Utah National Guard

Housley, Trenton- Medical Service- Active Duty

SCHOLARLY ACTIVITY

Noteworthy Scholarly Accomplishments

DEPARTMENT OF ACCOUNTING

Barnes. 2013. "Organizational Leadership and Ethical Climate in Utah's Public Accounting Profession." (Dissertation published in Pro Quest Dissertation Database (April).

Barnes, Christensen, and Stillman. 2013. "Organizational leadership and subordinate effect in the CPA Profession." Journal of Applied Business Research 29/5 (Sep/Oct): 1567-1582.

Barnes, Christensen, and Stillman. 2013. "Organizational leadership and Subordinate Effect in a Western State's CPA Profession." 2013 Proceedings of the Leadership Engagement Conference (Cedar City, 28 Feb).

Christensen and Boneck. 2013. "Escalating Commitment to a Failing Project: The Case of the A-12 Stealth Bomber." IMA Educational Case Journal 6/3 (Sep).

Christensen and Boneck. 2013. "Teaching Notes to Escalating Commitment to a Failing Project: The Case of the A-12 Stealth Bomber." IMA Educational Case Journal 6/3 (Sep).

Gordon and Wilford. 2012. An analysis of multiple consecutive years of material weaknesses in internal control. The Accounting Review 87/6 (November): 2027-2060.

DEPARTMENT OF ECONOMICS AND FINANCE

Steven Evans published "A Comparison of the Greek and American Financial Crises: Another Perspective" in the *Journal of Economics and Economic Education Research*, Volume 14, Number 2, 2012.

The following paper by **David Tufte** was accepted for publication: “What Happens Next? What Economics Reveals about the Endgame of a Zombie Apocalypse,” forthcoming in *The Economics of the Undead*, Craig Whitman and James P. Dow eds, Rowman and Littlefield.

The following paper by **David Berri** was accepted for publication: “On the Evaluation of Kickers in the National Football League.” *International Journal of Sport Finance*, forthcoming.

DEPARTMENT OF MANAGEMENT, MARKETING AND HOSPITALITY

Dr. Azmi Ahmad published one journal article “Determinants of Service Quality in Higher Education: Underlying Structure of Students and Teachers’ Perceptions” in the *European Journal of Management* in 2013. He also presented two papers at academic conferences, “Determinants of Service Quality in Higher Education” at the IABE Winter Conference in March of 2013 and “Dimensions of Service Quality in Higher Education: Underlying Structure of Students and Faculty Perception” at the March 2012 MAA Regional Meeting.

Dr. Lisa Assante published one journal article “Identifying Optimal Communication Mix for Strategic Destination Image Formation: A Case Study of Austria” in the *Journal of Management and Marketing Research*. She also presented a paper “Transformative Peer Group Projects through Artifact and Visual Media” and the Utah Campus Compact 2013 Moab Faculty Retreat.

Gerald E. Calvasina published two refereed journals during 2012-2013 “**Smokin in the Boys (Girls) Room” – Regulating Employee Lifestyle: Legal, Policy, And Employee relations Issues for Employers**”. *Journal of Business and Behavioral Sciences* and “Protected Concerted Activity Under The National Labor Relations Act And Employer Use of Social Media”, *Business Studies Journal*. He also had three papers presented at National and International meetings published in proceedings. Proceedings papers included “Protected Concerted Activity under the National Labor Relations act and Employer use of Social Media “ at the Allied Academy meeting in October of 2012, “Information Technology Driven Restructuring of Financial/Managerial Accounting Reports” at the IAACIS International Conference in October of 2012, and “Recent National Labor Relations Board (NLRB) Decisions and Non-union Employers” at the American Society of Business and Behavioral Sciences in February 2013.

Alan Hamlin and Greg Powell published an article, “A Comparison of University Efforts to Contain Academic Dishonesty” in the *Journal of Legal, Ethical and Regulatory Issues* in January of 2013. He also presented a paper at the October 2012 meeting of the Mountain Plains Management Association, “A Cross-Cultural Comparison of Student Attitudes about What Constitutes Academic Dishonesty”.

Roy Johnson published “Cable TV, Public Education, AZT, and A Shared Pond: Three Case Incidents in Government, Business and Ethics” in the *Journal of Business Case Studies* in the summer of 2013. He also presented two papers “Ethical Leadership at the Top” at the SUU Leadership Conference in 2013 and “Teaching Business Ethics in Management Education: The Link between Moral Theory and Pedagogy” at the International Federation of Scholarly Associations of Management, World Congress in 2012. The latter also was published in the conference proceedings.

Amy Moore presented two papers in April of 2013, “Health Interventions for Native Americans: Results from a Priming Experiment” and “Lessons from an Experimental Approach to Native American Health Care” at the Northeast Native Health Network Conference at Northeastern University in Boston, MA.

Greg Powell published two articles, “A Comparison of University Efforts to Contain Academic Dishonesty” in the *Journal of Legal, Ethical and Regulatory Issues* with **Alan Hamlin** in January of 2013, and “Small Things First Things—A Pedagogical Tool for Accounting Students” with **David Christensen** and **David Rees** in the *Mountain Plains Journal of Business and Economics* in April of 2012.

Emmett Steed and Wayne Roberts presented a paper “Differences in Data Collection and Destination: The Southern Utah Visitor Study” at the International Academy of Business and Public Administration Disciplines (IABPAD) Conference in October of 2012. He also presented two papers as the lead researcher, “Central/Southern Utah Visitor Profile Study” and “Differences in Data Collection and Destination: The Southern Utah Visitor Study” at the Festival of Excellence at SUU in April 2013.

Tyler Stillman, with Jeff Barnes and David Christensen published “Organizational Leadership and Subordinate Effect in the Certified Public Accounting Profession” in *The Journal of Applied Business Research*, September/October 2013. He also presented a paper at the Southern Utah University Leadership Conference, “Organizational leadership and Subordinate effect in Utah’s Certified Public Accounting Profession.”

PROFESSIONAL SERVICE

Department of Accounting

Name	Professional Service Rendered
Jeffrey Barnes	<ul style="list-style-type: none"> Member of Utah Association of Certified Public Accountants Utah Association of Certified Public Accountants Faculty Advisor Co-advisor to Voluntary Income Tax Assistance (VITA) Presented to members of the UACPA on tax and ethics topics.
Robin Boneck	<ul style="list-style-type: none"> Advised Voluntary Income Tax Assistance (VITA) program, which completed 801 federal tax returns and involved 49 students in service learning. Provided estate planning and income tax advice to executor of estate, individuals and business owners Ad hoc referee, Mountain Plains Management Conference
David Christensen	<ul style="list-style-type: none"> Provided information on cost estimating techniques the DOE. Member of the Institute of Management Accounting and a Certified Management Accountant. Advised 21 internships. Served on master’s thesis committee at AFIT. Ad hoc referee, Mountain Plains Management Conference.
Tim Lewis	<ul style="list-style-type: none"> Advisor, Professional Accountancy Club (PAC). The PAC met 10 times, including site visits to 9 regional employers. Track Chair, Mountain Plains Management Conference
Mary Pearson	<ul style="list-style-type: none"> Numerous accounting, tax, and financial consultations as a practicing member of the

	<ul style="list-style-type: none">Utah Association of Certified Public AccountantsPresident's Board Member, Regional Parent Teacher Association, Southern Utah.Beaver County School District Audit Committee (provided advice on accounting methods used and necessary to comply with state standards).Presented at four LDS Conferences on money management.Presented to SUU faculty and staff about personal income tax.Vice President, SUU Learning Circle.Panel Discussion Participant, an interfaith dialogue with other faculty members of various religions.Coordinated a Career Night activity for students interested in accounting.
Amanda Wilford	<ul style="list-style-type: none">Ad hoc referee for the <u>Journal of Public Policy</u>

Department of Economics and Finance

Name	Professional Service Rendered
Joe Baker	<ul style="list-style-type: none">Referee, <i>Journal of Economic Education</i>.
David Berri	<ul style="list-style-type: none">Organized multiple sessions for the North American Association of Sports Economists at the Western Economic Association Meetings.Referee for the following journals: <i>Economic Bulletin</i>, <i>Southern Economic Journal</i>, <i>Journal of Sports Economics</i>, <i>International Journal of Sport Finance</i>, <i>Managerial and Decision Economics</i>, and the <i>Eastern Economic Journal</i>.
Steven Harrop	<ul style="list-style-type: none">Investment Advisory Board, Soltis Investment Advisors, St. George, Utah since 2003.Board of Directors, Heritage Bank, St. George, Utah since 2002
David Tufte	<ul style="list-style-type: none">Editor, <i>Mountain Plains Journal of Business and Economics</i>Referee, <i>Mountain Plains Journal of Business and Economics</i>Co-chair of the Mountain Plains Management ConferenceSole author of popular economics blog
Bruce Haslem	<ul style="list-style-type: none">Referee, <i>Journal of Legal Studies</i>

Department of Management, Marketing and Hospitality

Name	Professional Service Rendered
Azmi Ahmad	<ul style="list-style-type: none">Paper reviewer/Referee for <i>Mountain Plains Journal</i>Paper reviewer/Referee for <i>IABE Journals</i>
Lisa Assante	<ul style="list-style-type: none">Member, Alpha Iota Delta Honorary Chapter in the Decision Sciences and Information Systems
Gerry Calvasina	<ul style="list-style-type: none">Track Chair for American Society for business and Behavioral Sciences Summer International Conference, Summer 2012, 2013Session Chair at 2012 Fall Allied Academies MeetingSession Chair at American Society for Business and Behavioral Sciences Annual Conference, February 2013.Member of the Editorial Review Board for the <i>Journal of Business and Behavioral Sciences</i>

Alan R. Hamlin	<ul style="list-style-type: none"> • President, Mountain Plains Management Association • Conference Chair, 2013 Mountain Plains Management Conference • Reviewer, <i>Mountain Plains Journal of Business</i> • Reviewer, <i>Journal of the Academy of Business Administration</i>
Roy B. Johnson	<ul style="list-style-type: none"> • Track Chair Mountain Plains Management Conference 2013
Amy Moore	<ul style="list-style-type: none"> • Associate Editor, <i>Applied Economics Research Bulletin</i> (since 2007). • Reviewer for <i>Management Science</i>, <i>Marketing Science</i>, and <i>Marketing Research</i>
Greg Powell	<ul style="list-style-type: none"> • NxLevel Certified. Business plan development course to entrepreneurs. • 100+ hours management training and consulting in past year • Cedar City Regional Airport, Marketing Board • Member, American Society for Training and Development • Questar Leadership Conference
Wayne Roberts	<ul style="list-style-type: none"> • State DEX Board of Directors
Tyler Stillman	<ul style="list-style-type: none"> • Designed, published, distributed, and analyzed the SUU campus wellness survey
Emmett Steed	<ul style="list-style-type: none"> • Reviewer for the International Journal of Contemporary Hospitality Management (IJCHM)
Carl R. Templin	<ul style="list-style-type: none"> • Reviewer, North American Research and Teaching Symposium on Purchasing and Supply Chain Management; <i>Mountain Plains Journal</i> • Member, Institute of Supply Management

FUTURE GOALS AND OBJECTIVES

- 1. Reorganize School of Business Accreditation Committees and ensure compliance with 2013 AACSB-International Standards.** In our closing faculty meeting in May 2013, the faculty voted to pursue our Maintenance of Accreditation under the new standards (2013). This will require reorganization of our standing accreditation committees and to redefine faculty qualifications in accordance with the new standards. The organization and chairs of the new committees are:

AACSB 2013 Standards	Chair(s)	Members (to date)
Strategic Mgt & Innovation (1-3)	Carl Templin & Jeff Barnes	Al Hamlin, Emmett Steed, Bruce Haslem
Participants (4-7)	Gerry Calvasina	Paula Alger
Learning and Teaching (8-12)	David Christensen	Kim Craft
Academic and Professional Engagement (13-15)	Kim Craft	Greg Powell

2. **Establish a Center for Executive Development.** Greg Powell and Dean Carl Templin will take the lead in getting this proposed center approved by the Board of Trustees. The Business Plan was approved by the President of SUU last year and by the Interim President. This year we will prepare approval documents for the Board of Trustees and the Board of Regents. The goal is to have the Center operating this year with clients served in Summer of 2014.
3. **Establish Full Operation of the Southern Utah Economic Data Service.** Kim Craft and Joe Baker will take the lead in getting this operation up and running as one of the strategic initiatives of the Utah Cluster Acceleration Partnership. Funding is in place.
4. **Establish Third Named Classroom in the Dixie Leavitt Business Building.** Mark Davis and Dean Carl Templin will take the lead in having this in place in October 2014.
5. **Fund raising.** Mark Davis and Carl Templin will take the lead in building business scholarship donations and obtain donations from three major donors to support the mission of the School of Business.

CHALLENGES AND OPPORTUNITIES

As we look forward to the upcoming year, we face several challenges. First, we had two faculty depart on relatively short notice, during the early summer. Dr. Griffin Edwards, Assistant Professor of Economics, left for a position in Alabama. We conducted a faculty search and hired a wonderful replacement, Dr. Joshua Price who has a Ph.D. from Cornell and is coming to us from the University of Texas, Arlington where he has taught for three years. He will come in January. In addition, health problems of another Economics professor restricted his ability to teach in Fall semester. Therefore, we are down two Economics professors for the Fall semester. The faculty members in the Department of Economics and Finance have increased their workloads for that semester so that we can offer all the planned courses so as not to adversely impact the students. Dr. Sophi Sukalakamala, Assistant Professor of Hotel, Resort and Hospitality Management also tendered her resignation to go to Johnson and Wales University. The HRHM faculty rescheduled, taking on additional loads themselves and using two adjuncts so that we would be able to offer all HRHM courses scheduled. We tried to hire a replacement in the Summer but were unsuccessful. We will be conducting a full search this year to find a replacement.

Another challenge and opportunity we will face in the upcoming year(s) will be implementation of the recently approved AAS in Aerospace/Aviation Technology—Professional Pilot program. The Utah Board of Regents approved the program May 8, 2013 for a Fall 2013 start. The program has been assigned to the School of Business. This program is in partnership with Upper Limits Aviation, which will provide the aircraft and the flight training. We did a search in June for a program director and hired an experienced pilot and flight instructor, Sean Heiner, to run the program. We assigned the academic advisement duties to a business academic advisor, Melanee Mariner. The challenge will be to get VA approval prior to the

start of Fall semester, admit and enroll students into the program and hire instructors to teach the ground school portion of the program for the Rotor option starting in Fall 2013 and Fixed Wing starting in Spring 2014. Demand for the program has proven to be above original estimates. So, there appears to be opportunities for program growth.

The other challenges we face result from our rural location, which impacts both the need and the ability to raise money and to connect students to potential employers.

Fund Raising

As our AACSB Peer Review Team noted, we need to greatly increase scholarship support to our students. Many of our students come from rural Utah and Nevada, with limited financial resources. Plus, it costs more to attend a residential campus. We also want our students to be able to have international study abroad experiences but the cost is prohibitive for many students. We believe we add great value to the students' education by being a residential campus with a focus on student engagement and experiential learning. Providing a private school experience is great for learning and student development, but it requires resources. Due to our isolated location, we often have to travel to Las Vegas or Salt Lake City to visit businesses. When consulting in Southern Utah, students still may have to travel some distance to visit the companies. Therefore, we need to greatly increase the scholarship funds available to support students in the School of Business and to obtain external funding to support our student engagement and experiential learning initiatives. This is critical to the mission and vision of the School of Business.

Student Placement

Even though student placement continues to be quite good for business students, this is an important area that needs constant attention. Our Career Coach and Employment Outreach Coordinator has made great progress in connecting our students to employers, through career fairs, company tours, and on-line recruiting. Student business clubs also play an important role in helping students develop leadership skills, prepare for job interviews, and network through club sponsors, invited guests, and alumni. Our National Advisory Board also plays a prominent role in establishing new business connections for our students. Connecting students with employers is a significant part of our strategic plan for the next five years.