

MINUTES, BOARD OF VISITORS, SCHOOL OF BUSINESS, UNIVERSITY OF SOUTHERN INDIANA, APRIL 29, 1991

PRESENT: Roxy Baas, Nancy Bizal - Coordinator of External Relations, Emmet Edwards, Jr. - Acting Dean, William Fisher, Carolyn Georgette, Robert Griffin, Robert Leich, Jr. - Chairman, John Lippert, James McKinney, Richard Strenkowski - Vice Chairman, Robert Swan, Michael Weber.

ABSENT: J.C. Anderson, John Bolger, Calvin Dentino, David Gunn, John Kopacz, Paul Nolan, Phillip Schoffstall, Thomas Smythe, William Vieth.

ALSO IN ATTENDANCE: Steven Cox - Chair, Economics and Finance Department, Philip Fisher - Incoming School of Business Dean, William Henderson - Assistant Dean, Kwangok Kim - Director of Resource Management, Daniel Wade - Chair, Accounting and Business Law Department, Marwan Wafa - Chair, Administrative Decision Sciences and Business Education Department.

Robert Leich, Jr., Chairman, called the meeting to order at 8:10 a.m. in Room OC 3052. Leich welcomed everyone and introduced Dr. Philip Fisher who will become Dean of the School of Business on July 1, 1991.

Minutes from the November 13, 1990 Board of Visitors were approved as mailed.

Robert Leich explained the main purposes of the Board of Visitors.

- 1) Communication (between Board, School of Business faculty, and community.)
- 2) Counsel (sounding board for goals of the school, i.e., accreditation).
- 3) Advise (Direction of programs).
- 4) Promotion (promote faculty and students).
- 5) Speakers (help to get speakers for classrooms, etc.)
- 6) Placement of Graduates.
- 7) Support (help find financial resources).

Leich further commented that since the resignation of Glenn Pitman Emmet Edwards has held the ship on course; and we are poised to go forward.

Membership Committee Report Carolyn Georgette announced that we have several new board members: J.C. Anderson, Division Vice President of Whirlpool Corporation, Evansville; William E. Fisher, Executive Vice President and CEO of Applied Communication, Inc. Omaha, Nebraska; James R. McKinney, General Partner, Regency Associates, Inc., Evansville. The membership committee would also like the board's approval to pursue several new prospective members: Jerry Newhouse, Jerald A. Newhouse & Associates, Inc.; Craig Schnuck, President and CEO of Schnucks Markets, Inc.; and Michael K. Campbell, Hurco Company, Indianapolis. Richard Strenkowski made a motion that we authorize the committee to pursue these new members; motion passed.

Finance Committee Report John Lippert advised that the committee had met twice since the fall meeting. The first meeting was spent on the subject of accreditation. The second meeting addressed why AACSB accreditation is important and the financial resources needed. The committee will be meeting again soon. Nancy Bizal commented that we now have a beginning strategy that needs to be refined. She stated that the committee's attention and commitment is most gratifying.

Executive Committee Report Bob Leich turned the meeting over to the board's new chair, Rich Strenkowski who presented a plaque to Bob Leich for serving as the board's "charter chair".

New Chair's Report Rich Strenkowski discussed 1) Perspectives of where we are and 2) Objectives. When the board was formed, Glenn Pitman was dean and the strive for accreditation was our main focal point. Thus far we have had warming-up meetings. A vacuum was created when Pitman left. Emmet spent his time keeping the School of Business moving forward while the search for a new dean carried us through the fall and winter. We looked at 48 candidates. We met and selected Phil Fisher who made us feel encouraged and enthusiastic. He has experience in accreditation which will help. Now Phil must bring his vision of the future for the school. The fiscal situation in Indiana is negative. It would appear we must spend 5-7 years plowing toward accreditation, so we have time. I have had discussions with Phil Fisher and Bob Reid. It is realistic to expect a full six months for Phil to come up with a plan. We can expect by the end of the year to more clearly see our direction. In the meantime, the Board of Visitors must carry on with the following goals: 1) develop framework for a pro-active Board of Visitors and to work on projects that offer possibility of visual improvements, 2) support efforts of AACSB accreditation goal, 3) provide coordination between School of Business and Board of Visitors. The School needs the board's help. Our School of Business and University have financial problems, as all universities, but this is a short-term problem. Strenkowski closed his comments by thanking the board for its participation.

State of the School Emmet Edwards commented on the State of the School. Please see attachment.

Questions and general discussion followed.

Coffee Break from 9:15 to 9:45 a.m.

Rich Strenkowski introduced Bob Reid, Vice President of Academic Affairs. Dr. Reid expressed his thanks for being invited to be with the advocates for the School of Business. His comments covered the following: 1) His perspective to the review already given by Emmet Edwards 2) State of health of USI 3) Search Process, and 4) Introduction of Phil Fisher.

We've had a very good year. Enrollment is up in the University and in the School of Business. Part of the enrollment increase had to do with the MBA Program. The transition of assuming responsibility for the MBA Program appears to have gone so smoothly because of the quality of the people involved such as the faculty, staff, and Emmet Edwards. The faculty has remained enthusiastic about teaching, research, and community service. Eight of our people from the School recently attended a Chicago meeting and met with Phil Fisher there. The administration of the School over the past year has been ably handled by the two Marys, the faculty, and Emmet.

We are all excited about the new accreditation standards. The new set of standards are more "worldly-wise" and more directed toward the mission of the institution. Our mission is regionally oriented to service to the region - an "extended university." We have a wealth of "sidewalk laboratories." Another part of AACSB standards is building on the strength of the faculty, market, and strategic planning. Right now all institutions are trying to understand the new standards.

The percentage of adults in Indiana who have a bachelor degree or higher is 12.5. Vanderburgh and Warrick counties are at the Indiana average. This is a wonderful opportunity for USI. We can make education available at a cost people in the area can afford. (Rich Strenkowski asked if the tri-state is considered a lower-educated area?) Dr. Reid responded "yes". He pointed out that this was based on 1980 census, and we hope the new one coming out in the next year or so will show USI's impact on education.

Enrollment at USI in 1980 = 3,251
Enrollment at USI in 1991 = 6,800 (by Fall)

State funds for enrollment increases are normally aimed at covering 1/3 the cost of educating a student. Enrollment increases come two years later. We had a 1.5 million coming to us but that is in question now because of the state budget situation. One proposal has us getting 17% next year and 53% the following year, which means only 2/3 overall.

In addition, we were to get start-up money for nursing and MBA. Then they said maybe it's not coming.

It makes it difficult to do anything without knowing what funds are coming. How can we add new programs? It's hard to be optimistic. Searches for new faculty for new positions had to be put on hold because of budget picture.

We are already short on space, and it looks as if there could be a two year delay on the Health Professions building. (See handout)

The search committee for a new dean consisted of seven persons plus myself (Reid). There were four School of Business faculty members, Rich Strenkowski from the Board of Visitors, Nadine Coudret, Dean of the School of Nursing, and Oscar Ozete from the School of Liberal Arts. We received around 50 serious applications. The committee established four essential criteria: 1) management and leadership 2) commitment to excellence 3) commitment to the community 4) accreditation experience. In addition we also desired someone who has a sense of humor, is well-read, is interested in drama, music, arts, (hopefully would choose FM 88), keeps up, has done some writing, and has a perception of how things need to be done. We had a unanimous decision - Phil Fisher. He has been a member of the faculty at the University of South Dakota since 1969. He obtained his Ph.d. from Stanford in 1979. He is a director of the graduate business program. He has served as Associate Dean. He is currently Director of Program Development and Evaluation at the University of South Dakota School of Business. He has been active in case studies research. He has been active in extending the university out to the community. He has a high degree of integrity, honesty, and fairness and a deep sense of purpose. He has "quality" at the high end of his value system.

New Dean's Report (Phil Fisher)

I'm really excited. I really wanted the position after I visited campus. I was impressed with how far it has come in 26 years. I met and was impressed with Dr. Rice. I liked his style and values and was impressed with the School of Business - the chemistry is good, the faculty is enthusiastic, current revisions are good, hiring is good, the school is moving in the right direction. I was at South Dakota for a long time; I hope to be here a long time. When Rice hangs up his shoes, he can look back and be happy. I want to be a part of moving this school to accreditation. I'm excited at the quality of people that the School has attracted.

I'm impressed with Rich Strenkowski; he wants to get the board moving. The challenges for the committees are in the folders. Select at least one challenge and move them forward. We need to try to marry the experience of the board with our academic needs. Your knowledge will help us know what we can take on and accomplish.

I asked Susie Nicholson, Director of Development and President of the USI Foundation, to be here today and I am glad she is here.

I am chagrined at 1) 12-hour teaching loads 2) \$300 travel money 3) no personal computers in the faculty offices and 4) no faculty access to databases except library (1960's method).

Emmet Edwards will be Associate Dean. I have asked him to prepare recommendations by August on how to improve the business school. Included in this would be a resource acquisition plan to present to Drs. Rice and Reid indicating number of faculty required as well as salary required. We need a faculty salary policy and should look at peer institutions such as Ball State, Indiana State, Western Illinois, and Northern Illinois when determining these salaries as well as looking at the Evansville Cost of Living Index.

We can modify enrollments. We have more real small classes than necessary.

Some library work has been done, and we have a plan for future acquisitions.

Possible challenges to committees (attached)

Finance Committee Charges

Faculty Research keeps faculty engaged in their profession, is important in recruiting. We want ambitious people.

Priority Unfinanced Requirements (attached) - \$5,000 to \$2,500,000. Can the Finance Committee help work out an endowment plan? What will alumni support? We do not have a lot of history of fund raising. How much and who shall I ask? How do I go about it? Need introductions and perhaps board member(s) may need to accompany me. Let's decide how much we can bite off. Susie asked to work with. We don't have very many alumni. Short run must look to business community....long run to alumni.

Scholarship money is easier to get than faculty funding.

(Strenkowski commented we are under-funded in the area for attaining AACSB. McKinney said our biggest sources of MBA students are from the businesses in the area. Lippert said we need access to it - have to get people. Fisher said he needed Board to help him. If we give employees of students in the MBA Program reason, they will be more likely to give.)

Academic Affairs Charges

Four areas of concern are 1) ethics 2) international business 3) AACSB, and 4) management of people.

I would like the committee to take on a project. Maybe someone from the faculty curriculum committee should work with the Academic Affairs committee.

(Baas commented that we have three CPA's on the committee. We need other than CPA's to be more diverse. Strenkowski said the committee chairmen will meet this evening to add and delete committee members to the various committees. McKinney said the Academic Affairs committee will have to work with the Finance Committee. Lippert commented that some committees should be purged; members should be "working" members.)

Community Interaction Charges

Forty percent of our students are working students. Maybe the committee can help us set up more internship programs. Executive-in-Residence Program is very useful. We are fortunate to have someone here for a day. Perhaps retired executives would be interested and have more time to teach and work with the students. We must tie theory to actual business practices. We presently have 10-25 doing formal internships in the School of Business. Three are at GE, some at Bristol-Myers, and a couple at accounting firms. We are careful that experience is worthy of academic credit. We must make employers aware of what is necessary for an internship that will merit credit.

Henderson said we are selective in the students we place. An internship might not be a credit experience. Internships are handled through the Placement Office.

Baas said every company is unique and has unique needs. Accounting firms don't want to train seniors--they are already hired. We would rather have juniors.

Swan said it is a buyer's market now. We have only had one or two internships in the last 3-4 years; but we hire during the tax season each year.

Discussion on Program Evaluations. Standardized tests allow us to compare our students with the national level. We also use alumni and employer surveys.

We have an open admission policy but we must control the quality of admissions per Fisher. Lippert asked if this wasn't contradictory. Fisher says we can give people the opportunity but probably must face problems of low-

retention rate. Henderson said the bulk of the people who drop do so in their freshman year. An open university averages graduating 1/3 of students who start. Schools which do not have the open admission policy graduate 50-75% or more. McKinney said we owe our graduates a degree that means something. Our challenge will be to keep students in school. Fisher said open admission schools definitely have the most problems.

Baas stated that we must do something about money. Fisher said we have been satisfied with less than our fair share. Baas says it appears Dr. Rice has been successful getting bricks and mortar, but we need money for other things as well.

Wrap Up - Rich Strenkowski

I hope you have gained a perspective of Phil Fisher who isn't even "on board" yet.

Lippert asked if our plans for attaining accreditation have slowed down a bit? Fisher said that because of the economy it may have to. We need more people--perhaps 10 short - salaries are low. Strenkowski said that these are building blocks for accreditation. There are many things that we must do. Strenkowski said Fisher will offer shortcuts and does not think we are off-course at all. Fisher said things are now more clearly in focus. We have made some movement. We are moving in the right direction.

In closing Fisher commented "I have a soft voice and a non-threatening manner but have the ability to make hard decisions."

Meeting adjourned @ 12:20 pm.

Lunch followed.

Executive Committee Meeting followed lunch.

mam

STATE OF THE SCHOOL - DRAFT

GOOD MORNING AND WELCOME BACK TO CAMPUS. A SPECIAL WELCOME TO OUR NEW BOARD MEMBERS AND "THANK YOU" ON BEHALF OF ALL OUR FACULTY MEMBERS FOR ACCEPTING THE COMMITMENT TO BOARD MEMBERSHIP. BECAUSE OF THE KEY ROLE COMMUNITY BUSINESS LEADERS PLAYED IN ESTABLISHING THIS UNIVERSITY TWENTY-FIVE YEARS AGO, WE FEEL THAT OUR PARTNERSHIP WITH THIS BOARD IS A SPECIAL RELATIONSHIP WITH A CONNOTATION OF PROPRIETARY INTEREST IN OUR QUEST FOR EXCELLENCE. EACH YEAR THE SCHOOL OF BUSINESS FACULTY ELECTS A GRADUATING BUSINESS MAJOR, WHO BEST EXEMPLIFIES THOSE TRAITS AND CHARACTERISTICS WE MOST HOPE TO NURTURE IN OUR STUDENTS, TO RECEIVE THE WALL STREET JOURNAL AWARD FOR ALL AROUND ACADEMIC ACHIEVEMENT. WE WERE RIGHT ON TARGET IN 1973 WHEN THE AWARD WENT TO WILLIAM E. FISHER WHO JOINS OUR BOARD TODAY.

AT OUR NOVEMBER MEETING, I MADE A COMMITMENT TO MOVE US AGGRESSIVELY FORWARD ON THE COURSE THAT WE HAD SET.

I OUTLINED THE MANPOWER SITUATION AND ACTIONS TAKEN TO OVERCOME THE IMPACT OF OUR SEVERAL UNEXPECTED VACANCIES. I ALSO DISCUSSED THE SEARCH COMMITTEE PROCESS, COMPOSITION OF THE SEARCH COMMITTEE, AND THEIR PROGRESS TO DATE AT THAT TIME. LET ME UPDATE YOU ON ALL THREE OF THOSE IN REVERSE ORDER.

IN DISCUSSING OUR DEAN SEARCH, I MENTIONED THE NEED FOR A CAREFUL AND DELIBERATE SEARCH EFFORT TO INSURE THAT WE ACQUIRED THE BEST FIT AVAILABLE IN OUR NEW DEAN. I AM HAPPY TO BE ABLE TO SAY TO YOU THAT I AM FULLY CONVINCED THAT PHILIP FISHER IS UNIQUELY AND IDEALLY SUITED TO BE DEAN OF THE SCHOOL OF BUSINESS AT USI. MY PERCEPTION IS THAT THIS VIEW IS SHARED BY ALL OF MY FACULTY COLLEAGUES. EVERYONE WANTS A DAILY UPDATE ON " THE LATEST WORD FROM DEAN FISHER." WE ARE ALL LOOKING FORWARD TO HIS ARRIVAL IN JULY AND ARE HAPPY HE IS HERE TODAY.

OUR MANPOWER SITUATION FOR THE SPRING SEMESTER IS SHOWN ON THIS CHART: THIS IS OUR CURRENT AUTHORIZATION.

PROFESSIONAL STAFF

ADMINISTRATIVE STAFF

DEAN 1.00 (1)
ACCT & BUS LAW 7.00 (1)
ADSBE 9.50 (1)
ECON & FIN 5.75
MNGT & MKTG 6.25
29.50

SECRETARIAL
AND CLERICAL 4.25
(3FT,2PT)

LESS:

POSITION VACANCIES (3.00)
ADMIN RELEASE (2.50)
RESEARCH GRANTS (1.00)
SABBATICALS (2.00)
TEACHING STRENGTH 21.00
TEACHING LOAD 31.00
SHORTFALL 10.00

SHORTFALL OVERCOME BY:

TEMP. APPOINTMENTS 3.00
FAC TEACH OVERLOADS 2.25
ADJ INSTRUCTORS 4.75
TOTAL 10.00

POSITION VACANCIES AND NON-TEACHING COMMITMENTS REDUCE OUR PLATFORM CAPABILITY TO 21 (OVERLAY 1) OUR TEACHING LOAD IS FOR 31 FTE (OVERLAY 2) LEAVING A SHORTFALL OF 10 FT FACULTY (OVERLAY 3). THAT GAP IS BEING FILLED WITH THREE TEMPORARY FT APPOINTMENTS, NINE FACULTY TEACHING OVERLOADS, AND 19 SECTIONS TAUGHT BY ADJUNCT INSTRUCTORS.

LET ME LEAVE THIS VIEWGRAPH ON FOR A FEW MINUTES WHILE I SPEAK TO THE ISSUE OF MY COMMITMENT TO KEEPING US ON TRACK IN OUR MOVE TOWARD EXCELLENCE. IN YOUR FOLDER WE HAVE PLACED A LIST OF MORE THAN 50 FACULTY PUBLICATIONS SUCCESSES DURING THE 90-91 ACADEMIC YEAR. I WISH THAT I COULD SAY TO YOU THAT THIS LEVEL OF SCHOLARLY ACTIVITY RESULTED IN SOME WAY FROM MY INFLUENCE ON THE ORGANIZATION. IN FACT, THE RESEARCH, WRITING, REVIEW AND ACCEPTANCE PROCESS THAT BROUGHT THESE EFFORTS TO FRUITION DURING THE CURRENT YEAR WAS TYPICALLY IN ITS FINAL STAGES AS THIS YEAR BEGAN. MY HEAVY DEPENDENCE ON

FACULTY OVERLOADS TO MEET OUR TEACHING COMMITMENTS AND MY TAXING FACULTY NON TEACHING TIME FOR FORMALIZING OPERATIONAL POLICIES AND PROCEDURES AND FOR HANDLING STUDENT ADVISEMENT AFFAIRS ARE ALL LIKELY TO IMPACT NEGATIVELY ON THE FACULTY'S ABILITY TO SUSTAIN THIS LEVEL OF SCHOLARLY CONTRIBUTION OVER THE NEXT TWO YEARS. THAT WE ARE ACHIEVING RESEARCH PUBLICATIONS AT OUR LEVEL OF SUCCESS IS SURPRISING CONSIDERING THE ALMOST TOTAL LACK OF RESEARCH RELEASE TIME PROVIDED FACULTY MEMBERS IN THE PAST.

TURNING BACK TO THE MANPOWER PICTURE BRIEFLY, THERE IS BAD NEWS - GOOD NEWS IN THIS AREA. I MENTIONED IN NOVEMBER THAT WE EXPECTED THREE ENROLLMENT INCREASE POSITIONS FOR THE ACADEMIC YEAR BEGINNING NEXT AUGUST. ACTION BY THE STATE LEGISLATURE CANCELLED ENROLLMENT INCREASE FUNDING AND WE HAVE TERMINATED RECRUITMENT EFFORTS FOR THOSE THREE POSITIONS. AT THIS POINT, IT APPEARS THAT OUR BUDGET FOR THE 1991-92 ACADEMIC YEAR

WILL BE A RESTATEMENT OF OUR CURRENT OPERATING BUDGET WHICH WAS BASED ON ENROLLMENT FIGURES IN THE 1988-89 ACADEMIC YEAR. BECAUSE OF ENROLLMENT INCREASES OVER THE PAST TWO YEARS AND ANTICIPATED INCREASES NEXT YEAR, THIS AMOUNTS TO A SIZEABLE "TIGHTENING OF THE BELT". FOR THE GOOD NEWS, WE HAVE FILLED BOTH VACANT FACULTY POSITIONS AND ADDED ONE MORE FROM MBA FUND ALLOCATION SHIFTS FOR A TOTAL OF THREE NEW FACULTY MEMBERS COMING ON BOARD IN AUGUST. THESE ARE DR. MOHAMMED KHAYUM, AN ECONONMCS PROFESSOR FROM TEMPLE UNIVERSITY; JOY VANECK PELUCHETTI, CURRENTLY COMPLETING HER DOCTORAL DISSERTATION AT SOUTHERN ILLINOIS IN ORGANIZATIONAL THEORY; AND PROFESSOR CRAIG EHLEN, CURRENTLY COMPLETING HIS DOCTORAL PROGRAM COURSE WORK IN ACCOUNTING AT SOUTHERN ILLINOIS. CRAIG TAUGHT AUDITING FOR US ON A TEMPORARY APPOINTMENT BEFORE GOING TO SIU. ALL THREE OF THESE ARE EXCELLENT RECRUITS AND WILL BE WELCOME ADDITIONS TO OUR FACULTY.

IN ATTEMPTING TO PROJECT NEXT YEAR'S WORKLOAD, UNDERGRADUATE ENROLLMENT IN BUSINESS APPEARS TO HAVE LEVELED OFF AND WE ANTICIPATE APPROXIMATELY THE SAME ENROLLMENT.

ENROLLMENT PROJECTIONS

	<u>PART TIME</u>	<u>FULL TIME</u>	<u>TOTAL</u>
UNDERGRADUATE	650	880	1530
GRADUATE	<u>190</u>	—	<u>190</u>
	840	880	1720

HOWEVER, GRADUATE ENROLLMENTS ARE INCREASING AT A SIGNIFICANT RATE. WE EXPECT A 38% INCREASE NEXT FALL FROM OUR CURRENT ENROLLMENT OF 138 STUDENTS. TWO FACTORS COMPOUND THE IMPACT OF INCREASES IN THIS PROGRAM: GRADUATE COURSES ARE COUNTED AS EQUIVALENT TO TWO UNDERGRADUATE COURSES, SO FAR AS TEACHING LOAD IS CONCERNED, AND OUR COOPERATIVE AGREEMENT WITH THE UNIVERSITY OF EVANSVILLE REDUCES THE NUMBER OF CLASSES TAUGHT BY THEIR FACULTY BY ONE CLASS EACH SEMESTER. IF

OUR LOST FACULTY POSITION INCREASES ARE NOT RESTORED, IT CAN BE ANTICIPATED THAT WE WILL VERY QUICKLY REACH A POINT WHERE WE MAY BE DENYING ENROLLMENT TO GRADUATE STUDENTS. THIS IS AN UPDATE ON OUR MBA PROGRAM:

CURRENT MBA CANDIDATES	239
U OF E - 49	
USI - 190	
TOTAL APPLICANTS SINCE JUNE 13	250
ADMITTED TO PROGRAM	87
IN PROCESS	87
SPECIAL AND GUEST STUDENTS	33
PROVISIONAL	2
OTHER	41

YOU WILL RECALL THAT AT OUR NOVEMBER MEETING, THE BOARD DISCUSSED AT LENGTH THE PROCESSES OF MANAGING PURSUIT OF EXCELLENCE. FROM FREQUENT INTERACTION WITH DEAN FISHER, IT IS CLEAR THAT HE WILL BRING SUBSTANTIAL STRENGTHS IN THIS AREA. WITH HIS GUIDANCE, I HAVE

DEVELOPED A FACULTY APPRAISAL INSTRUMENT THAT IS NOW IN THE HANDS OF DEPARTMENT CHAIRS WHO WILL COMPLETE THEIR FIRST EVALUATION ON ALL FACULTY MEMBERS BY THE END OF THIS CURRENT SEMESTER. AS PART OF OUR FOCUS ON THIS PROCESS, NANCY BIZAL ATTENDED AN AACSB WORKSHOP ON MEASUREMENT OF TEACHING EFFECTIVENESS LAST WEEK IN ST. LOUIS AND WILL BE SHARING THAT INFORMATION AT OUR GENERAL SCHOOL FACULTY MEETING TOMORROW.

PERHAPS THE BEST SINGLE MEASURE OF TEACHING EXCELLENCE IS COMPARISON OF PERFORMANCE OUTCOMES OF OUR BUSINESS STUDENTS TO THEIR PEERS ON OTHER CAMPUSES AND IN OTHER SCHOOLS. THIS YEAR STUDENT PROFESSIONAL ORGANIZATIONS IN THIS SCHOOL HAVE EARNED THREE TOP NATIONAL AWARDS. THE SOCIETY FOR HUMAN RESOURCE MANAGEMENT AWARDED OUR STUDENT CHAPTER ITS SUPERIOR MERIT AWARD FOR ITS ACHIEVEMENTS AS ONE OF THE TOP STUDENT CHAPTERS IN THE NATION. THE DATA PROCESSING MANAGEMENT ASSOCIATION RECOGNIZED OUR DPMA CHAPTER AS THE OUTSTANDING STUDENT

CHAPTER, THE ADMINISTRATIVE MANAGEMENT SOCIETY AWARDED OUR AMS CLUB THEIR NATIONAL COLLEGE CHAPTER ACHIEVEMENT AWARD. AMS CHAPTER ALSO WAS RECOGNIZED AS THE USI VOLUNTEER ORGANIZATION FOR THE MONTH, AND OUR ACCOUNTING CLUB RECEIVED THE ACADEMIC ACHIEVEMENT AWARD FROM THE UNIVERSITY AS THE STUDENT ORGANIZATION WITH THE HIGHEST GPA ON CAMPUS.

SINCE OUR LAST MEETING, PROFESSOR JONG RHIM SUCCESSFULLY DEFENDED HIS DISSERTATION ON DECEMBER 7 AND RECEIVED HIS PH.D. IN FINANCE FROM UNIVERSITY OF MISSOURI-COLUMBIA. THREE OF OUR FACULTY MEMBERS RECEIVED TENURE THIS YEAR. THEY ARE DR. STEVE COX, ECONOMICS; BOB HARTL, FINANCE; AND ABBAS FOROUGH, MIS. ONE OF OUR COLLEAGUES, DR. WALTER JERMAKOWICZ, HAS BEEN INVITED TO POLAND AS AN ADVISOR IN RESTRUCTURING THEIR ECONOMY. HE WILL BE SPENDING THE FALL SEMESTER ON THAT PROJECT.

HIS WIFE, DR. EVA JERMAKOWICZ, WILL BE ON LEAVE OF ABSENCE WITHOUT PAY TO ACCOMPANY HIM. SHE WILL BE REPLACED

WITH PROFESSOR BOB WUERTH WHOSE CURRENT YEAR TEMPORARY APPOINTMENT WILL BE EXTENDED. IN ADDITION, DR. MUNIR QUDDUS WILL BE ON YEAR-LONG SABBATICAL WITH HIS TEACHING RESPONSIBILITIES SHARED BY AN ADJUNCT AND OUR NEW FACULTY MEMBER IN ECONOMICS.

ALSO OUR 1991 DEAN PITMAN AWARDS FOR TEACHING EXCELLENCE WERE AWARDED TO DR. TIM SCHIBIK (FOR A SECOND TIME) AND DR. RAMADAN HEMAIDA. THE AWARDS FOR RESEARCH EXCELLENCE WENT TO DR. MEHMET KOCAKULAH AND DR. MUNIR QUDDUS. I WISH IT WERE POSSIBLE TO AWARD OUR TOTAL FACULTY AND STAFF MERITORIOUS PERFORMANCE RECOGNITION FOR THEIR EXTENDED COMMITMENT TO THIS SCHOOL AND ITS STUDENTS. I KNOW OF NO OTHER GROUP OF PROFESSIONALS WHO SUSTAIN THEIR LEVEL OF DEDICATION AND VOLUME OF WORKLOAD.

FINALLY, I WOULD LIKE TO SAY TO EACH OF YOU THAT THIS HAS BEEN A SPECIAL YEAR FOR ME. AS YOU KNOW, TEACHING HAS BEEN A SECOND CAREER FOR ME, CHOSEN BECAUSE I BELIEVE THE

COLLEGE PROCESS IS AN ESSENTIAL PATH TO SUCCESS FOR INDIVIDUALS AND FOR SOCIETY. WITH THAT PERSPECTIVE, BEING PART OF THIS SCHOOL IS HIGH REWARD IN ITSELF. HAVING HAD THE OPPORTUNITY TO DIRECT OUR OPERATION DURING THIS YEAR IS A MATTER OF GREAT PRIDE AND A SOURCE OF HAPPINESS FOR ME. I AM THANKFUL FOR HAVING HAD THIS OPPORTUNITY. THANK YOU FOR YOUR SUPPORT AND ASSISTANCE, AND I LOOK FORWARD TO THE FUTURE WE WILL ALL BUILD TOGETHER.