

MINUTES, BOARD OF VISITORS, SCHOOL OF BUSINESS, UNIVERSITY OF SOUTHERN INDIANA, NOVEMBER 18, 1991

PRESENT: Roxy Baas, Calvin Dentino, Robert Griffin, David Gunn, Robert Leich, John Lippert, James McKinney, Thomas Magan, Richard Strenkowski, Robert Swan, Michael Weber, Nancy Bizal, Phil Fisher

ABSENT: J.C. Anderson, John Bolger, William Fisher, Carolyn Georgette, Mark Kerney, John Kopacz, Jerald Newhouse, Paul Nolan, Phillip Schoffstall, Thomas Smythe, Richard Stivers, William Vieth

GUESTS IN ATTENDANCE: Larry Arp - Chair, Administrative Decision Sciences and Business Education Department, Steven Cox - Chair, Economics and Finance Department, Emmet Edwards - Associate Dean, Bill Henderson - Assistant Dean, Mehmet Kocakulah - Chair, Accounting and Business Law Department, Barbara Marting - Chair, Management and Marketing Department, Suzanne Nicholson - Director of Development/President of USI Foundation, Dan Wade - MBA Director

Richard Strenkowski, Chairman, called the meeting to order at 8:10 a.m. in UC 350. He welcomed members and asked each member to introduce themselves. He reflected on the reasons why the Board of Visitors was assembled: 1) to provide counsel and advice on goals and plans of the school, 2) to encourage communication between the Board, School of Business faculty, and community, 3) to promote faculty and students, 4) to lend support by helping to get speakers for classrooms, 5) to provide counsel in the direction of programs, and 6) to help find financial resources. He then spoke of the short-term goals of the Board such as 1) formation of a framework for proactive participation, 2) provision of visual support, 3) acquisition of awareness of issues and need for AACSB and 4) development of a financial support system. He also gave an overview of the committee activities since Spring 1991 meeting.

The minutes were approved as mailed.

Dean Phil Fisher introduced faculty and administrative staff who were present. The enclosed USI School of Business Fact Sheet was distributed and Fisher made comments and explanations: RESOURCES: 1) A big change has occurred since last April - the School of Business has acquired 22 new computers which have been installed in the faculty offices and are now networked. This will make research much easier. 2) The library collection is a major concern; we need to acquire more books and journals to meet AACSB accreditation requirements. We plan to accomplish this by private fundraising. WHAT IS NEEDED?: We will get an additional faculty member from the MBA funds next year and we still have an unfilled vacancy this year (previously delayed because of budget uncertainty); this vacancy will be filled. Also, we have prepared a "progress improvement request" which we hope will be submitted for state funding that would allow the hiring of four additional faculty members (this is

the minimum number needed to become accredited with the programs we have). Dean Fisher discussed the handout, "Steps in the Accreditation Process." (See attached.) By the Spring of 1992 a decision to postpone or move ahead with accreditation will be made.

The general assembly temporarily adjourned to Roundtable discussions for the purpose of exchange of ideas with faculty members about the topics the Board of Visitor's committees are considering and have adopted as their short-term projects. The Academic Affairs Committee met with the following faculty: Larry Bohleber, Sang Choe, Peggy Shields Hildebrand, Tim Mahoney, Barbara Marting, and Joy Peluchette. The Community Interaction Committee met with the following faculty: Nancy Bizal, Abbas Foroughi, Ed Marting, Tim Schibik, and Greg Valentine. Bob Leich also met with this committee. The Finance Committee met with the following faculty: Larry Arp, Steve Cox Emmet Edwards, Bill Henderson, Mehmet Kocakulah, and Dan Wade. Rich Strenkowski met with the Finance Committee.

Coffee and soft drink break.

The Board of Visitor's Committees met.

Group picture.

The general assembly reconvened.

Rich Strenkowski requested that each chair prepare a written progress report as well as a six-month committee plan. He then called for the committee reports.

Roxy Baas, Chair of Academic Affairs, gave the Academic Affairs report. Since spring, the committee has reviewed topics such as ethics, international concerns, diversity, and management of people. The committee chose to work on management of people as they saw this as a need for success as well as an ability lacking in School of Business graduates. Graduates need good interpersonal skills; they need to be able to deliver a message and develop team making. This interpersonal skill element needs to be woven into the mission statement of the school. The need for writing effectively needs to be a thread that runs throughout the curriculum. We need to be more specific about writing expectations. Instructors need to be taking off for grammar. Baas said "People do not read past grammatical errors; they stop reading at an error because they think the person doesn't know what the writer is talking about." Minimum writing and math skills are needed before upper level--i.e. students have to take 098 as opposed to a choice or just a recommendation. This committee would like to meet with all faculty. Phil Fisher suggested the Curriculum Standing Committee would be appropriate for discussing threads across the curriculum. Bass stated that visitors to the classroom could assist in giving visible threads across the

curriculum in regard to interpersonal skills. Students need transforming experiences--hands on, and not necessarily with notice, as this is the way it is in business. This refers to immediate need to communicate--i.e. phone calls or someone walking into the office. Fisher stated that some faculty use experiential learning. Lecture is a common way of delivering information, but students often also need experiential techniques--opportunities to practice--to develop. Strenkowski talked about three steps that were the value in experiential techniques--1) curriculum committee awareness of value of hands-on, 2) value to faculty who are lecturers, and 3) student value.

Tom Magan gave copies of Getting to Yes by Roger Fisher and William Ury to Board of Visitor's members. Roxy Baas' favorite interpersonal book is Managing for Excellence.

Mike Weber, Chair of Community Interaction Committee, gave the report. The committee reviewed suggestions from Phil Fisher. The following five areas need support: 1) Internships, 2) Executive-in-Residence, 3) speakers, 4) faculty internships, 5) faculty consulting opportunities. The committee chose classroom speakers as the first project. The committee surveyed Summer I and Summer II students and faculty and members of the Board of Visitors to determine speaker topics. A list of speakers will be developed to discuss topics that seem to accomplish the desires of the students, faculty, and Board. The Board will try to get specific speakers on 1) government regulation, 2) spiraling health care costs, and 3) globalization--all critical issues businesses are facing in the 90's.

John Lippert, Chair of School of Business Finance Committee, gave the report. As shown on the Fact Sheet, we require \$60,500 to meet our needs. A list of employers of graduates have helped us identify ten businesses as potential sources of revenue. The committee has asked faculty to list needs for 6 months, 12 months, 5 years, and 10 years. Capital items, rather than expense items, are to be listed. AACSB is considered a capital item. The plan is to raise \$60,000 by the spring meeting. The committee recommended and the Board agreed 1992 dues for the Board of Visitors will be established at \$100 and up. The fundamental need is intangible but tangibles are easier to sell. We should solicit for both expense and capital items. Board members acting as a lobbying influence to assist USI funding was mentioned again.

Robert Leich gave the Membership Committee Report. The committee recommended that Allen Mounts, Vice President of Human Resources at Keller Crescent, be appointed to fill Tom Smythe's unexpired term which expires in Fall 1992. The committee recommended offering a new three-year appointment to the following members whose terms expire Fall 1991: Carolyn Georgette, Bob Leich, Bob Swan, and Mike Weber. The committee recommended not offering reappointment to the following members whose terms expire Fall 1991: John Kopacz and

Phil Schoffstall. Tom Magan made a motion to accept the committee recommendations; John Lippert seconded. The motion carried. Leich reported Allen Brill of Brill Communications has been invited to join the Board. The Membership Committee asked for and received approval to invite an Old National Bank senior executive to join the board. The committee asked for suggestions for new members. Two types of candidates will be considered: Those who will take an active role and those who will lend their names and support. Nancy Bizal was asked to send a copy of employers of graduates to Carolyn Georgette and Bob Leich for membership committee consideration.

The date for the Spring 1992 Board of Visitors meeting was set for Monday, April 20.

The meeting temporarily adjourned to lunch. Guests at the luncheon were President David L. Rice, Vice President Robert L. Reid, Vice President Sherrienne M. Standley, and Director of Development and President of USI Foundation Suzanne A. Nicholson,.

President Rice gave remarks and expressed appreciation for the Board's involvement.

Dean Fisher made closing remarks and expressed appreciation for the Board's efforts and commitment of valuable time.

Meeting was adjourned at 1:10 p.m.

STEPS IN THE ACCREDITATION PROCESS

A. INTERNAL TASKS

1. Review and revise mission statement
RESP.: Faculty Affairs Committee and Dean
TIMELINE: Spring mid-term, 1992.
2. Review and revise MBA curriculum
RESP.: Graduate Committee and MBA Director
TIMELINE: Spring mid-term, 1992
3. Review and revise undergraduate curriculum
RESP.: Curriculum Committee and Associate Dean
TIMELINE: Fall, 1992
4. Develop appropriate management processes
RESP.: Dean, Assist. Dean and Department chairs
TIMELINE: End of Spring, 1992
5. Revise self study
RESP.: Dean and ad hoc task force
TIMELINE: Summer, 1992
6. Pre-candidacy consultation
RESP.: Dean and Faculty
TIMELINE: Fall, 1992
7. Apply for candidacy status
RESP.: Dean
TIMELINE: Spring semester, 1993
8. Do accreditation self study
RESP.: Dean and Task Force
TIMELINE: Spring, 1994
9. Visitation
RESP.: Dean and faculty
TIMELINE: Fall, 1994

B. DEVELOPMENTAL REQUIREMENTS

1. Library and data resources
RESP.: Dean and Library Committee
TIMELINE: Ongoing
2. Faculty size
RESP.: Dean and Central Administration
TIMELINE: Fall, 1993
(Fall back option is to simplify; that is, cut programs.
reorganize responsibility for classes)
3. Faculty research:
Define policy with respect to promotion, tenure, merit
increases
RESP.: Dean, Assoc. Dean, Department Chairs, Faculty
Affairs Committee, Personnel Committee)
TIMELINE: Spring, 1992
Increase in activity and refereed publications:
RESP: Faculty
TIMELINE: Ongoing
4. Research resources
RESP.: Dean, Director of External Relations
TIMELINE: Ongoing

USI SCHOOL OF BUSINESS FACT SHEET

GOALS

- Affordable opportunities for young people of Southern Indiana and the Tri-State region
- Service to the needs of business and non-profit organizations
- Quality of preparation equal to or better than other state universities in the region
- Accreditation by the American Assembly of Collegiate Schools of Business

ACHIEVEMENT

- 1530 undergraduate business majors, September, 1991 (22.5%)
- 1114 undergraduate degrees awarded in the past 5 years (32.6%)
- 175 enrolled in the MBA program, September, 1991
- 79 organizations in the Evansville area employ 3 or more USI School of Business Graduates
- 2/3 of all USI alumni live within 50 miles of Evansville

FACULTY

33 full time faculty - 25 have doctoral degrees - an excellent ratio - but class loads are near maximum permissible level

Adjunct professors teach 29 classes, the equivalent of 7.25 faculty members - in terms of students taught, we are near the permissible limit of 25%

STUDENTS

Open admissions - many require remedial courses before doing college level work

MBA program is selective

Our task is to bring all students to competitive standards

Students have excellent work ethic - 70% also have part-time or full-time jobs

CURRICULUM

Meets accepted standards of coverage in most areas

International topics and ethics require attention

Coverage in statistics and economics are at the minimum

Leadership and communications skills are getting emphasis - methods are traditional

RESOURCES

Computer labs, most classrooms, and faculty offices are in the Robert D. Orr Center - a first class facility

Students and faculty have excellent access to IBM PS 2 personal computers with mainframe networks - state-of-the-art

Library collection contains only 31% of the Harvard Business School core collection - the standard for an MBA awarding business school is 60% - we are short 540 books

Library contains 242 business journals - Our faculty estimate that an additional \$2 are needed

Additional electronic data bases found in many libraries serving business schools are not available

Travel expenditures for 33 faculty last year totaled \$30,006.32
State funds provided for \$9,446.62

INSTITUTIONAL SUPPORT

Attitudes are good - money is short

State Funds per full-time equivalent student
1991-1992

Indiana State	6,704
Ball State	5,558
IU - Northeast	3,988
IU - South Bend	3,565
IUFU - Fort Wayne	3,364
University of Southern Indiana	3,281

WHAT IS NEEDED?

More full-time faculty - 5 - Source: state funds

More competitive salaries - Source: state funds

Library resources - Source: private now, eventually state funds
\$ 6,500 per year for ABI/INFORM
\$ 5,000 per year for books
\$20,000 per year for PERIODICALS ON DISC
\$10,000 per year for COMPUSTAT

Faculty Development - Source: private now, eventually both
\$ 3,000 per year more for travel
\$10,000 per year for research support

Student Development - Source: private
\$ 6,000 per year for achievement scholarships

ABI/INFORM provides access by keyword search to abstracts of over 800 business journals. The system includes a terminal and the data base is on site so no incremental charge is required for a search.

Periodicals on Disc provides access to the full text of over 300 business journals. Data access is through a set of CD ROMs. A charge of 10 cents per page will cover the library's copying costs and copyright charges.

COMPUSTAT provides access to detailed quarterly financial information on all publicly traded corporations. It is a standard research tool in finance and accounting and has many applications in management research.