

MINUTES
BOARD OF VISITORS, SCHOOL OF BUSINESS
TUESDAY, NOVEMBER 14, 1995
UC BRIDGE, USI CAMPUS

Present: Al Adams, Roxy Baas, John Bolger, Dean Bosler, Kevin Clancy, Keith Emge, Bob Griffin, David Gunn, John Lippert, Tom Magan, Allen Mounts, Jerry Newhouse, Suzie Schrecker, Ken Sendelweck, Mike Weber, Phil Fisher, Nancy Bizal

Absent: Alan Brill, Jim Dodd, John Flock, Norman Gee, Mike Hinton, Nancy Kot, Dan Leitch, Jim McKinney, Alan Newman, Larry Prybill, Ron Romain, Steve Rudolph, Dave Russell, Pete Ruthenburg, Steve Schenck, Bill Schmits, Marjorie Soyugenc, Richard Stivers, Richard Strenkowski, Al Umbach, Carolyn Georgette, Bob Swan

Visitors: President H. Ray Hoops, Vice President for Academic Affairs Robert Reid, and faculty members Larry Arp, Marie Bussing-Burks, Craig Ehlen, Morry Ghingold, Ramadan Hemaïda, Bill Henderson, Mohammed Khayum, Mehmet Kocakulah, Jill Padgett, Munir Quddus, Jong Rhim, Dan Wade, Marwan Wafa, Bob Wuerth

Welcome and Introductions

Chairman John Lippert called the meeting to order at 8:05 am and introduced the new Board of Visitors members.

Minutes

The minutes were approved as mailed.

Dean's Report - Phil Fisher

Phil Fisher presented the Dean's Report, which was included in the meeting folders or is attached.

MBA Program Report - Dan Wade

Dan Wade summarized the two MBA Program reports, included in the meeting folders or attached.

After reviewing the USI MBA Program Profile, Dan noted that new college graduates are not the students targeted for the MBA program. Students with more work experience are sought, which helps make a richer classroom experience. He also stated that the GMAT scores of incoming students have improved over the past five years. Dan completed this section of his report by reiterating that he would be happy to visit any companies that wish to encourage their employees to begin the MBA Program.

The second report, "AACSB Accreditation - A Dream Moving Ever Closer to Reality," reflects the school's status in the final stages of the accreditation process. Dan explained the four major points which would be closely examined during the accreditation

visit: Mission, Processes, Continuous Improvement, and Outcomes. Each School of Business committee has been charged with addressing specific portions of the accreditation requirements, which are listed on this report. Initial results are due to the School of Business administration by mid-November. Board members who have questions about the accreditation process or standards are welcome to contact either Phil Fisher or Dan Wade.

Chairman's Report - John Lippert

This year the Board of Visitors will pivot in its role, which is the reason today's meeting focus is on planning.

In looking at where we have been, John Lippert enumerated the following changes in the School of Business. 1) Since Phil Fisher's arrival, the composition of the faculty has changed. There are nine new faculty: three faculty retired, one departed, and five are new faculty positions (one non-tenure track). 2) The percentage of adjunct faculty teaching has reduced from 22% to 13% in this same time period. The school's ultimate goal is 10% adjunct faculty teaching load. 3) There has been a significant increase in the quality of faculty research. The average number of journal articles published annually has increased from 5 to 14 journal articles in 1994, and even more at this point in 1995. (NOTE: 1/16/96 The School of Business faculty published 17 journal articles in 1995.) 4) The MBA program has come a long way and made much progress from its beginning.

Purdue student evaluations administered from the years 1992-93, 93-94, and 94-95, using questions rated from 1-5 satisfaction responses, have provided the following results:

- 1) My instructor motivates me to do my best work.
3.5 3.7 3.87
- 2) My instructor explains difficult material clearly.
3.29 3.58 3.82
- 3) Course assignments are interesting and stimulating.
3.29 3.67 3.74
- 4) Overall, this course is among the best course I have ever taken.
2.85 3.25 3.34
- 5) Overall, this instructor is among the best teachers I have known.
3.06 3.47 3.70

In looking at the undergraduate school, the focus group participants were critical of students' oral communication skills. A proposal is in process to increase the Business Communications course from 3- to 4-credit hours, adding an oral communication component. (Phil Fisher introduced Ms. Jill Padgett, a new business communications instructor.)

Committee Reports

Phil Fisher provided the Finance Committee report. The 1995-96 fundraising goal is \$60,000. As of today \$50,000 in unrestricted funds and \$5,500 for faculty summer fellowships has been raised. One significant donor will be delayed until February; and more contributions will come in, making us very close to goal.

There were no reports from the academic or community interaction committees.

Greetings from University President

President H. Ray Hoops addressed the group, thanking them for their valuable participation and support of the School of Business. He stated that the efforts of the Board of Visitors was an important component of the School of Business' success.

Group breakouts: 9:00 - 10:30.

The general assembly meeting reconvened at 10:45.

Dave Gunn reported for the Accounting breakout group. Effective in 2000, any students sitting for the CPA exam must take 150 credit hours. Consequently, student advising is critical. The School of Business has requested approval of a master's in accounting degree which would require 154 credit hours. This would cover the 150-CPA-credit hour requirement with only 4 additional hours needed to achieve a master's. We should steer students toward the 150-hour program if they are interested in further education.

This raises the question of what the 124-credit-hour degree really means. One likely result is that there will be a separation of levels in accounting. Phil Fisher stated that there will probably need to be a special track for these students. To accommodate those students coming to the university next summer, this will need to be in place soon.

The issue of adding classes to curriculum was discussed, in particular the proposal of the extra oral communication credit hour. Care needs to be exercised to be sure that this is not already included in another course and that the additional hour requirement doesn't adversely affect total programs. Additional graduate level courses were discussed, topics including leadership and negotiation skills. It was suggested that weaving oral communication into the upper-level accounting courses instead of dedicating it to one specific course might work better. Phil Fisher explained that we have an extra undedicated hour and that 124 is the maximum number of hours approved by the Commission for Higher Education. This additional hour would take us to 124 and not above. Concern was expressed about being at the limit and the reduction in flexibility that this would bring about.

The possibility of internships counting as part of the five-year accounting program was mentioned. This is a win/win situation for students and employers from an educational and recruiting standpoint. A master's program may not be strictly for public accounting but for industry too. The CMA exam may require the 150 hours in the near future.

Dan Wade reported for the second breakout group. The key words for planning are flexible and proactive. The group focused on four major points:

The first point, evolution of a mission statement from regional to broader will probably be slow. A more diverse student body will be one likely result of the Toyota plant's arrival. To accommodate the increase in multicultural students, more dormitory-style housing will be needed, language programs will need strengthening, business/language degrees will need more emphasis, and business courses focusing on cultural diversity and international business transactions will need to be offered. Also we must adapt to the needs of the larger employers in the area.

Second, students need to be prepared for the real world. Two ways to accomplish this are 1) to strengthen our internship and co-op programs and 2) to promote faculty internships.

Third, teaching should remain a primary focus of the mission statement. The community will benefit from increased academic leadership. Some examples suggested were an MBA update program, short topical courses, and customized corporate education programs.

Fourth, a research center will provide a source of expertise and information to the community.

Phil Fisher reported for the third breakout group, whose focus was activities in which the School of Business should be involved. Their suggestions follow in prioritized order:

- 1) Lifetime learning vehicles, such as certification programs.
- 2) Communication skills, with emphasis on grammar.
- 3) Selling skills, to include such things as persuasive communication, negotiating skills, and leadership skills. These need emphasis because so many students end up in selling occupations of some sort.
- 4) Improved interaction between businesses and faculty.
- 5) Heightened interest in international business culture. USI currently offers one year of Japanese language. AACSB has a Blue Ribbon tour of Japanese businesses. If we can, we may try to send Walter Jermakowicz, who has the expertise in this area.
- 6) Work-force retention issues. It is possible that there is training needed in this area.
- 7) Social skills concerns for our graduates.
- 8) Benchmarking. Historically we have been using schools that are similar to USI. Should we move our benchmarks up to stronger, more successful schools?

- 9) Survey Courses. Perhaps we should offer reading management classics course.

Next Steps

Phil Fisher summarized the meeting by citing common themes and ideas. We need to expand our horizons in two ways: 1) move from a confined curriculum to lifetime learning; 2) expand geographic bases from Evansville to a wider world.

How do we move on to the next step? It will require a group of people, including faculty and business constituencies, charged with developing a long-range plan. This group must propose available options, taking into consideration our current resources. The proposal will then be taken back to the faculty at large. In this process we will want the Board of Visitors to act as our sounding board, reality check, and critic.

One way to proceed would be to form a special focus committee, assigning each faculty member 4-5 bullets or initiatives to focus on. Another approach would be to assign a segment to a particular special group.

In response to how to proceed, the following suggestions were made:

- 1) Alan Newman suggested circulating the Mission Statement to the members for comments, as well as a shortened list of things addressed today with the MS in Accounting. Lifetime learning, which has not been addressed previously, needs to be examined. (It was noted that Bill Henderson and Phil Fisher both stress that education is the foundation of a lifetime of learning when recruiting students.)
- 2) Mike Weber suggested that department chairs, faculty committee chairs, and current and past Board of Visitor chairs could be the starting point of a steering committee.
- 3) John Lippert cautioned that care must be taken in making changes in the School of Business Mission to be sure that it does not conflict with that of the University. He cited the open enrollment issue as one example.

Phil Fisher outlined a plan to put the three groups' ideas together, distill them into a set of issues, include the Mission Statement, and ask the Board of Visitors for their comments. A process for the same will be developed in the School of Business. Some issues will need to be addressed more quickly than others, such as the recognized need for better oral communication skills for our students. The target date of having a strategic plan to present to the Board of Visitors will be the Fall 1996 meeting.

Keith Emge asked if the public school system needs to be involved or has received feedback about this communication problem. It was noted that the general track has been eliminated and the tech prep program has been initiated. Phil Fisher responded that we have communicated the employer survey results to the Communications Department at USI. In addition, the new core curriculum places a

large emphasis on writing skills. The Communications Department has hired a new faculty member to address improving writing skills; he has also been working with public school teachers on their curriculum content.

Bill Henderson stated that new students are tested for reading, grammar and math skills. In addition, they are required to submit a writing sample and to take remedial classes rather than just be advised if their scores are below a certain level.

John Lippert closed the meeting by reiterating that the Board of Visitors is in a pivotal position and that we will be looking beyond AACSB accreditation at future meetings.

Phil Fisher added that the AACSB business consultant may wish to meet with Board of Visitor members during his visit in December.

The possible dates for the Spring 1996 Board of Visitors meeting are April 2,3,4; April 24,25. This meeting may need to be held off-campus because of University Center construction.

The meeting adjourned at 11:45 pm.

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