

MINUTES
BOARD OF VISITORS, SCHOOL OF BUSINESS
WEDNESDAY, APRIL 3, 1996
WELBORN HOSPITAL, MULBERRY CENTER

Present: Roxy Baas, John Bolger, Dean Bosler, Alan Brill, Kevin Clancy, Jim Dodd, John Flock, Dave Gunn, Dan Leitch, John Lippert, Tom Magan, Jim McKinney, Allen Mounts, Alan Newman, Larry Prybill, Ron Romain, Pam Schrecker, Ken Sendelweck, Marjorie Soyugenc, Rick Stivers, Phil Fisher, Nancy Bizal

Absent: Al Adams, Keith Emge, Mike Hinton, Nancy Kot, Jerry Newhouse, Steve Rudolph, Dave Russell, Pete Ruthenburg, Steve Schenck, Bill Schmits, Richard Strenkowski, Al Umbach, Carolyn Georgette, Bob Swan, Mike Weber

Visitors: Craig Ehlen, Dane Partridge, Jong Rhim, Marwan Wafa, Steve Cox, Mehmet Kocckulah

Welcome and Introductions: John Lippert called the meeting to order at 8:10 and asked members to introduce themselves. Phil Fisher introduced Joyce Babillis, the new Senior Administrative Secretary in the School of Business.

Thank you: John Lippert expressed thanks to Marjorie Soyugenc and Welborn Hospital for providing the Mulberry Center for the spring meeting.

Minutes: Minutes of November 14, 1995, were approved as mailed.

Dean's Report: Phil Fisher

Phil Fisher presented the Dean's Report which was included in the meeting folders.

Additionally, Phil Fisher reported that from 1989 to 1991 the School of Business faculty had an average of five journal articles per year published; in 1995, we published nineteen journal articles. For the four-month period (December 1995 - March, 1996), nine journals have been accepted for publication.

Questions and Comments:

Alan Newman: What happens after June 1 submission of self-study?

Phil Fisher: The accreditation team reads the report and makes a recommendation to the accreditation committee, and the AACSB staff will take a look at it. By August a decision will be made to decide if a visitation is warranted. If so, arrangements for a fall visit will be made by the middle of August. During this visit, the Accreditation Committee will either turn us down for accreditation, recommend us for accreditation, or defer us for at least a year so problems can be corrected. The earliest we could be accredited is November 1996; if not then, the next possibility is January or February 1997.

Alan Newman: Is there a relationship between accreditation and tuition?

Phil Fisher: No, not really. However, some schools are charging a technology fee for computer courses.

Allen Mounts: Is the probability of deferral high?

Phil Fisher: It happens a lot. We don't want that really. Our candidacy plan went through the first time; we tried to "go to school" on other schools to learn from their processes. We're trying to do the same thing with accreditation.

Suzie Schrecker: What are the biggest issues?

Phil Fisher:

- a. Faculty composition and size-- As we age, the composition of full professors, associate professors, and assistant professors will become more balanced; and we have just enough faculty.
- b. Research output - We have recently had a surge in output. 1994 - 1995 is good enough; 1996 looks good; our five-year record does not look as good.
- c. Enforcement of prerequisites - We have to do it manually; we do not have the software capacity to check this; we will have batch-basis check in January 1997. In some cases, we have courses with a large number of prerequisites; we have kicked out people who did not have the prerequisites. Students who have been enrolled eight to ten years and have been here through a number of program changes, lots of transfer and night-only students, as well as phone registration make enforcement a problem.

Over time the University has given the School of Business what we believe we need for accreditation. The cost of teaching business courses is more expensive at USI than Science and Engineering Technology courses - they do have a large number of low-cost math courses.

Jim Dodd: Is the faculty size appropriate for the number of students in the School of Business?

Phil Fisher: Faculty to student ratio is not a problem. The harder part is meeting the constraints by day and by night. Also disciplines have to be uniformly strong.

Larry Prybil: Is validating prerequisites a software problem? Maybe the board can assist with the cost.

Phil Fisher: Yes, but it is also a hardware problem. This is a University problem.

John Lippert: What about the old concern of lack of advising?

Phil Fisher: The advising and preregistration process is what surveys tell us students are and graduates were most dissatisfied with. University wide we have instituted better freshman advising. On the School level we have also done some things. For the students who do their half, it is pretty good; but the students who decide on the last day end up being dissatisfied. Our philosophy has been to make it easy to register; our culture has been to make it easy for students to get what they want. With the emphasis on quality, we are looking at this differently.

Steve Cox: From this faculty member's perspective, we are in favor of upgrades in software and hardware. The biggest problem is the conflict between our mission to serve part-time students and accreditation standards.

Allen Mounts: Why do faculty have to advise - what about creating a resource group for advising?

Phil Fisher: Many schools have small advising offices for freshmen and sophomores, and faculty advise juniors and seniors. Our faculty think the students need to talk with faculty. For full-time students this is a good plan. Bill Henderson backstops this program. We have not really separated full-time from part-time students. The faculty have encouraged students to come in two or three times a year--only some students have availed themselves of this.

Dane Partridge: Students are very busy. Research tells us that the answer to "why didn't you register?" is "I forgot."

Larry Prybil: To be sure the prerequisites issue is not too big of an issue, could the BOV financially assist with that as a big signal to AACSB on behalf of the University and the School?

Work in Progress

Center for Economic Research - The community does not have much access to economic data; the Center could provide that kind of data. We could do quarterly surveys in conjunction with the Chamber of Commerce and Vision 2000. The Center could generate some money through fees but not enough to be self supporting. We have asked the president to budget some moneys; we want a full-time person. We need to have a commitment from the University before we go to the community; the research budget for the first year is \$70,000.

Entrepreneurship Emphasis Program - The proposal is finished and ready to be presented to the curriculum committee.

Chair's Report: John Lippert

Chairman John Lippert gave the following remarks and reflections:

For the four or five charter members who are here today, you will remember when Glenn Pitman pulled sixteen or so of us together in the fall of 1989; we sometimes did not know how we were going to get to our goals. Financially, we began with a goal of \$35,000. Thanks to all the introductions and informational lunches and breakfasts, we made it.

Several of us were in the loop to attract a new dean--he's taken off like a rocket. We have about 25% new faculty to the good; "all" faculty are involved in research; the new courses we have suggested are here (I am so pleased there is an ethics program and it needs to permeate the curriculum.); the Masters degree in Accountancy has been approved; Grandad AACSB is fast coming. The BOV has to remember there is life after AACSB, so new benchmarks need to be set to build on.

Between now and the year 2000, many changes will happen--the international influences of Toyota and Azteca will increase, the Pacific Rim will be the next boom--Evansville and the School of Business have to get ready.

Last week at a committee meeting, the idea of a BOV/SOB Book Review Group came up. I think it would be great, and I hope we go forward with it.

AACSB is not the end but the beginning.

Committee Reports

Finance - John Bolger reported that \$58,000 was raised last year. The goal for 1996 is \$60,000.

Membership - Jim McKinney reported that Steve Schenck from NBD Bank and Norm Gee from Atlas Van Lines have resigned. A suggestion was made that the BOV extend an invitation to members of their firms to fill out their terms. It was decided they should be invited to serve a full term. The recommendations of the Membership Committee were voted on and passed. The recommendations are attached.

Community Interaction - Tom Magan
No Report

Academic Affairs - Suzie Schrecker
No Report

Nominating - John Lippert

David Gunn was elected Chair of Board of Visitors
Jim McKinney was nominated and elected Vice-Chair

New Chair's Report:

Chairman Dave Gunn pledged to stay the course, to work toward documenting a five-year business plan, and to bring the business plan to fruition.

Presentation of Plaque:

Phil Fisher presented a plaque to Out-going Chair John Lippert in appreciation for his many years of service to the University and Board of Visitors. The changes have occurred because people obtained resources to make these changes. The BOV had a lot to do with making these resources available. If anyone has taken off, the faculty has taken off because others have provided the environment in which they could develop as scholars and teachers.

John has taken a key part in this, this year and through the years. I cannot express how much the BOV has been a vital part of our progress and will be for our future.

Preparation for Committee Meeting and Break-out Groups:

In preparation for the Break-out Groups, Phil Fisher reported we do have an impact on the area in several ways (we get calls to do things we do not have time to do):

- a. The economic development office in Washington, IN, asked the School of Business to do a study on the economic impact of a new manufacturing operation project regarding a tax abatement proposal. We have people who can do that, and the faculty did that gratis.
- b. We have been asked to do a feasibility study for a retirement center at the convent in Ferdinand. We are doing a preliminary marketing study--we are being compensated through funding for an adjunct faculty member.
- c. A class is doing a project for a new small business in town.

The need to help small businesses is greater than we can provide; we need a way of prioritizing the requests.

These are things we want to do--long-term goals:

- a. The School wants to be more of a partner with businesses, Chamber of Commerce, Vision 2000, etc. We already are, but we can and want to do more. This is why the university exists, and we can become more valuable.
- b. We want to be the school of choice for students in Southwest Indiana.
- c. Companies that hire most of our graduates believe our reputation is improving. We are becoming more visible; we are making inroads a little bit outside this community. We would like to be the preferred choice for the source of trained professional employees for the area.
- d. The Research Center would help us be the resource for economic information for the community. We are able and we want to perform. It is also a way for faculty development; it will help make our institution more visible.

We want more visibility and more recognition so we can attract students and more employment opportunities for our graduates. We can teach and we can find things out--we are probably better at this than anybody else in the community.

The BOV can help us

- a. to identify real needs of the community (What is in short supply? What do you or your clients need?).
- b. to identify opportunities our School could meet.
- c. to develop a short list of services we could provide that the community needs.

The bulk of the work will be done by the faculty; you can provide us with a reality check and an understanding of the community needs.

Larry Prybil: I noticed in the long-term goals no mention of scholarly activity.

Phil Fisher: Our primary reason for research and service is to nurture teaching.

Committee Meeting and Break-out Groups

Report following Break-out Groups

The following ideas were brought forth:

Develop seminar sessions using foreign faculty as leaders to provide exposure for doing business with countries in which faculty have knowledge.

Enhance the Faculty Associates Program.

Increase media recognition.

Provide summer appointments for faculty (internships, training program).

Create more aggressiveness on the parts of students and faculty for first-hand contacts--value to them and to BOV and community. Students need more self-marketing skills, better oral communication skills.

Alan Brill: When I get an interesting letter from a student that catches my attention, I will carve out some time (at least some thinking time) for that student.

John Flock: Seeing your people make presentations might be helpful. Maybe a panel of outsiders could critique or consult.

The following questions were asked:

What can we do for the community? What can we do for the School? How can we make some money? How can we utilize the assets we have?

The following suggestions were made:

Develop an international discussion for BOV and faculty.

Push harder in the classroom.

Develop graduates with better oral communication skills, more initiative and aggressiveness, etc.

Talk nuts and bolts in Executive-in-Residence program.

(A manager's job is to help people raise their expectations. A mission should be to create higher expectations. The BOV can help achieve this.)

Create a resource list for BOV and others--maybe survey faculty about what they would be willing to do. (Maybe an afternoon volunteer group.)

Use outside resources--more shoulder rubbing.

Need to put list of faculty expertise together, i.e., expertise in Poland, Russia, Bangladesh, Korea.

Provide Chamber of Commerce with faculty biographies.

Encourage faculty to be Rotary speakers.

Start a morning breakfast discussion group, i.e., topic of the month (free or for profit?).

Develop opportunities for consulting.

Survey other schools to find out what they are doing in the way of community interaction.

Do some business breakfasts with speakers.

Academic Affairs Committee Break-out Group: Suzie Schrecher
Report attached

Community Interaction Committee Break-out Group: Tom Magan
Report attached

Finance Committee: John Bolger

John Bolger reported \$58,000 was contributed to the School of Business last year. The budget for this year is \$62,500. If any of you know of someone who might be a good prospect, let me know. The goal is achievable.

Next Steps:

Phil Fisher requested the chairs of the Community Interaction Committee (Tom Magan) and Academic Affairs Committee (Susie Schrecker) furnish a written summary of their break-out sessions. (Those reports are attached as stated above.) If we are able to collect the information suggested in those reports, we will have committee meetings before the November BOV meeting.

We have never thought our business was to educate the BOV. However, we can provide a forum for idea exchange. Please let us know if you are interested. Do you have a book you would like to discuss? We have an ever-changing business book jacket display in our faculty suite, and we have access to book reviews in journals. These discussions could be held off campus in a central location; many of the libraries in Evansville have conference rooms that could be used. The Book Review group could meet about every eight weeks. Faculty or BOV members would lead the discussions.

Tom Magan: Would it be a good idea to reach broader than the BOV?

Phil Fisher: Maybe we should start small and then make a decision.

Appreciation:

Thank you again to Welborn and Marj Soyugenc for hosting our meeting in this great facility.

Fall Meeting:

Thursday, November 21, 1996, is the date for our next meeting. Tentatively, the meeting will be held at USI if the Conference Center is completed.

Adjournment:

The meeting was adjourned at 12:00 noon.

**Board of Visitors
Spring 1996 Membership Committee Report**

Membership Report

The Membership Committee recommends that the following members be invited to become associate members for the 1996-97 term: (They have served two three-year terms. Bylaws page 6 and 7.)

**John Lippert
Allen Mounts**

The Membership Committee recommends the following members be invited to serve second three-year terms:

**Alan Brill
John Flock
Mike Hinton
Ron Romain
Steve Rudolph
Suzie Schrecker**

The Membership Committee recommends the following associate members be invited to serve regular three-year terms:

**Carolyn Georgette
Robert Swan
Mike Weber**

The Membership Committee recommends the following individuals be extended invitations to serve three-year terms:

**Dave Carson -- National Labs and Consolidated Recycling
Mike Elliott -- National City Bank
Dick Eykamp -- Mid-States Rubber Products
Bill Gillenwater -- B & M Plastics
Al Holaday -- Whirlpool
Marty Imbler -- Berry Plastics
Will Koch -- Holiday World
Jim Muellenbauer -- George Koch Sons
John Shekell -- J E Shekell**

**FROM: Tom Magan
Community Interaction Committee
Board of Visitors, School of Business**

RE: Summary of Discussion

Our committee discussed community needs and School of Business opportunities at the recent Board of Visitors meeting.

1. Our first recommendation is to find out what other business schools are doing for outreach.
2. The business school faculty has expertise not only in their specialties but also in doing business abroad. The School of Business should market the professor's expertise. Many companies need the kind of information that the professors have but do not know that it is readily available at USI.
3. The School of Business should start its economic research bureau. This would establish its position as the authoritative source of information in the community and should provide favorable publicity.
4. The business community needs intellectual stimulation. The School of Business could lead forums on current business books. This should create beneficial faculty-business interactions.
5. Companies need to train people on computers. Perhaps USI's computer labs could be made available to teach short courses to groups of employees, at a fee, of course.
6. The topic continually comes up in Board of Visitors discussions: USI students need better written and oral communication skills and a broader vision of their opportunities. The local business community could assist. Perhaps you could create student business organizations who would invite outside speakers in to talk about their businesses, their expectations, and the opportunities available. The interchange between students and the business community should help the School of Business.

FROM: Suzie Schrecker
Academic Affairs Committee
Board of Visitors, School of Business

RE: Summary of Discussion

The Academic Affairs group brainstormed on how to better showcase the University's academic excellence. To focus our strategic analysis, we reviewed the Business School's strength, weaknesses, opportunities and threats (SWOT).

STRENGTHS

We identified, as a core strength, the inventory of skills and academic knowledge, as well as the physical training facility that existed at USI.

WEAKNESSES

Weaknesses centered around the failure, to date, of the University to be recognized locally as a center of business excellence and a resource to community businesses; at the core of this weakness area was the awareness of the available skill inventory at the University was low.

OPPORTUNITY

Brainstorming, regarding opportunities to establish a Business School Center of Excellence targeted: (1) continuing business education, specifically education of the business community in leading productivity, enhancing business software technologies; (2) becoming a service center, a center of excellence for answering software questions; (3) publicizing the University's CIS major and the application of that major within the business professional's portfolio. Other opportunities included providing PC/Software training using the laboratory of computers that exist at the University. Opportunities surrounding intellectual enrichment were also explored, ideas included looking for forums to encourage life-long learning and intellectual fulfillment, providing an opportunity for community and academic exchange of ideas and critical thinking. Specifically, leverage the University's teaching, discovery and research learnings by partnering with members of the community to enrich and fulfill intellectual curiosities and provide a learning oasis.

Another opportunity identified for the School of Business was the establishment of a "USI School of Business consulting group" to include faculty and students. This group would be available to assist area businesses with specific challenges. While not fully developed, the thought is that such a group would be providing visibility and awareness to market the academic capability available through the School of Business. Predictably the consulting group would provide a spring board for internships for both faculty and students.

THREATS

Although not a lot of time was spent on threats, threats focused around the need to find creative ways to partner with other "Continuing Education" efforts of the University. The Academic Affairs Group felt that Continuing Education and the School of Business could leverage their complementary skills in the area of community outreach training; and, in fact, there might be a way to transform the threat into an enhanced opportunity for both Continuing Education and the School of Business stakeholders.