The meeting was called to order at 8:30 a.m. by Dean Garrey Carruthers.

Dean Carruthers introduced and welcomed incoming provost, Waded Cruzado-Salas, who indicated that the College of Business would be high on her agenda and that the College has been making progress in every area. She noted that she believes in change and transformation as well as culture and tradition and will have an open door policy.

**Highlights of 2006-07**

Dean Carruthers began his report on highlights of 2006-07 by reporting that he had happened upon a group of leaders from the Anderson Schools the day before in Albuquerque and offered his assistance in their team-building activities. Notable developments affecting the College during 2006-07 include:

- Four National Merit Finalists in the College (up from zero several years ago);
- Funding based on student credit hours: Business (because of growth in graduate programs) was one of two colleges which exceeded 3% growth last year;
- Success in defending faculty positions (two in accounting, one in business law and one in management);
- Student managed investment fund continues to beat the market;
- Construction of the stock ticker in BC 115;
- Move of the Western States School of Banking from UNM to NMSU;
- Success of the New Mexico Business Outlook;
- Approval of the Doctorate in Economic Development;
- Modification of the University Research Park Act;
- $2.5 million in fund raising;
- Receipt of the Westhafer Award by Nina Compton;
- All candidates for promotion and tenure approved without a negative vote.
- Reorganization of the Business Advisory Council
- Substantial intellectual contributions by faculty

**Introductions of New Faculty:**

New faculty this fall are Gerson Goldberg in Finance and Kevin Melendrez in Accounting. In addition, Bill Smith is moving to a tenure track line in Accounting.

**Allocation of Faculty Positions**

Jennifer Taylor, Vice President for Business, Finance and Human Resources, announced that NMSU and Highlands will receive growth money this year as will DACC and NMSU-Grants. On the main campus the growth in funding reflects growth in upper division and graduate SCH at the same time that head count has declined.

Work continues as well on reforming the formula which determines the allocation of funding in the state. Dean Carruthers pointed out that business disciplines suffer from the fact that most courses are classified as tier 1, earning the lowest level of funding. In response, Jennifer Taylor noted that the funding tiers are determined through the state and that a cost study is currently being conducted which may result in some realignment of the tiers.

Higher Education Department data on SCH were presented by Natalie Kellner who briefly described the COGNOS tool which is being used at NMSU.
The model for the red/yellow/green designations of departments classifies departments based on three year trends in SCH (not trends in funding). While the College of Business has asked for reassignment of some courses to reflect the departments that normally teach the courses, such reassignment is pending decisions by the new provost. It is hoped that this issue can be addressed within a month following corrections made at the registrar's level. Jennifer Taylor pointed out, however, that the model is advisory and not the sole basis for decisions on the allocation of faculty positions. She emphasized that regardless of funding brought in by departments, some minimal staffing levels are necessary.

NMSU has been relatively successful in getting funding for utility costs and is making some progress with respect to insurance and library costs.

In addition to monitoring faculty positions, the central administration will require reporting on the status of staff positions open six months or more.

MBA Program
Bobbie Green presented information on the MBA program, noting the publication of an e-newsletter, the development of a sole source agreement with LANL, and the expectation that a number of Los Alamos County employees would be joining the LANL MBA program this fall.

In addition, she provided data on the admissions and enrollments. There are 103 newly admitted students (60 in the main campus program, 27 at LANL and 16 at Carlsbad); With respect to admissions criteria, 58 were admitted under criteria 1, 9 under criteria 2, and 36 (including many of the Carlsbad and LANL students) under criteria 3. In response to a question, she indicated that only about 5% of the students are disconforming with respect to their admission. Bobbie Green was asked to report back to the faculty concerning the comparative GMAT scores across groups and on the numbers of students coming into the MBA program directly from our undergraduate program. (It was suggested that we might look at the GMAT scores of our own undergraduates as a measure of the quality of our program.)

A discussion of the MBA program ensued with Ed Scribner moderating. This discussion had been requested by the Faculty Council.

Hari Sankaran reported that the Graduate Committee has been grappling with several issues, including the requirement that students complete the GMAT, the role of BA 500 in the curriculum and the proctoring of exams for MBA courses. Bobbie noted that she has proposed requiring the GMAT for admission of all groups of students but she also reported that in some cases WSMR students (admitted without the GMAT) have performed better than the average – as in ACCT 503.

Dean Carruthers indicated that we need to evaluate the performance of WSMR students, given the waivering of some of the admissions requirements.

Questions were raised about the reasons for our being at LANL, WSMR and Carlsbad. Dean Carruthers responded that in all cases we were invited to offer the MBA at these locations.

At Fort Bliss we have been proactive in trying to determine interest in the MBA program but so far we have not been successful in finding students. Dave Reiff noted, however, that there is some interest in starting a cohort at Time Warner Cable in El Paso.

In response to a question about the availability of measures of quality for WSMR students other than undergraduate grades, Bobbie Green reported that about 70% of the WSMR students have engineering backgrounds.

Data were requested for the purpose of decision-making such as the mean GPA for students in the MBA program last year, comparisons of our MBA program with those of other schools – especially our peers, salaries of MBA students before and after completing the program and
GMAT scores. Chris Erickson argued that undergraduate GPA is as good a predictor of graduate performance than the GMAT and that there is no evidence that students going directly into an MBA program from undergraduate programs perform better or worse later in their careers than those who wait to enter an MBA program.

In response to a question about the handling of BA 502/590 on- and off-campus, Kevin Boberg noted that there is more use of videoconferencing off campus. One comment questioned the need for BA 502 for students who have been working.

We need to look at the data we collect from assurance of learning for the MBA program as a way of judging the performance of students and the quality of the program.

**Strategic Planning**
Dean Carruthers reviewed the university’s Living the Vision (LTV) process and reported that the Colleges of Extended Learning, Engineering and Business are moving from LTV to college level plans. He also reviewed the continuous planning, evaluation and strategic budgeting cycle.

Kathy Brook then provided an overview of the elements in the AACSB maintenance of accreditation process, including the necessity to develop a mission statement, strategic plan and related action items.

The results of the CEC’s efforts to draft a strategic plan during summer 2007 were presented by Liz Ellis. In her presentation, Liz noted that we will be judged according to whether we have a plan and whether we are following through on that plan. In addition to the review of the strategic plan, Liz commented on the development of criteria for academically and professionally qualified faculty and asked for input on whether this should be referred to a faculty committee. There was a consensus to go forward with the CEC draft rather than involving a faculty committee.

**Assurance of Learning**
A key element in the maintenance of accreditation process is assurance of learning. Dean Carruthers made the point that failure to adopt learning objectives, assess learning and adjust our programs in response to the data we collect will result in failure to maintain our accreditation.

The report of the Assurance of Learning Committee (which is leading the assessment effort for the BBA program) described the committee’s activities in developing learning goals and dividing the work among the departments. An unresolved issue is the procedure for maintaining the data that has been collected; CEC has recently discussed this issue and hopes to resolve it soon.

Every functional area in the college has a goal and is collecting some data; four report that their standards are not being met; one indicates marginal achievement and three are meeting the standards. For those with low achievement we need to determine whether there is an achievement problem or a problem with the standard, the instrument or the implementation of the instrument.

Concern was expressed that we currently have minimal assessment occurring at the senior level and that with the elimination of BUSA 365, accounting will need to find something else to assess. A question was raised about the possibility of doing some assessment in BUSA 421. In addition we need to identify the courses that contribute to the learning outcomes.

Pookie Sautter will be teaching a course involving a portfolio and could this experience could be viewed as a pilot project with portfolios.

Dean Carruthers indicated that this topic and the strategic plan will be revisited at the spring convocation, perhaps with a speaker on assessment.
Quality Initiative
The possibility of continuing the quality initiative with the MBA program beyond the Pinon recognition level was discussed with Bonnie Daily, chair of the Quality Committee, providing information on what would be involved in such an effort. It was the consensus of the group that the primary focus in the near term should be on maintenance of AACSB accreditation and that the quality initiative should come later and will be enhanced by assurance of learning activities relating to the MBA program.

Promotion and Tenure: Changes in University Guidelines
Judy Weisinger and Chris Erickson, college representatives on the committee which drafted the new guidelines, provided an overview of the changes that have been adopted. The new guidelines include a university-wide process for college faculty members and a mechanism for (optional) mid-probation period review. The focus of the guidelines is on retaining good faculty and furthering the mission of the university. It was the judgment of Chris and Judy that the College of Business has relatively little to do to achieve compliance with the university rules.

The current P&T committee, joined by Judy Weisinger, Chris Erickson, Ben Widner and Carlo Mora, will be responsible for reviewing the college guidelines and presenting a revision for the approval of the faculty at the spring convocation.

College Communications Plan
Justin Bannister and Sylvia Acosta reported that the College of Business is the first of the colleges to develop a communications plan. An NMSU MySpace site is being developed and Kevin Johnson will be featured in TV and radio spots for NMSU. In addition, the College of Business will be featured on a wrap cover for Business Week in December, a promotion made possible by our subscriptions for MBA students. Sylvia and Justin were complimented on the coverage of the college in the various media.

IT Update
Mike Kmetz reported on the implementation of a back up system (with back-ups being held for about two months) and noted that the server being used for back ups lacks the volume to accommodate very large files such as music files. He also noted the upgrade of computers in BC 115 and GU 303 as well as GA offices.

Business Week Subscriptions
Bobbie Green reminded the faculty that we are subscribing to Business Week for all MBA students and that subscriptions are also available for faculty teaching in the MBA program.

Digital Measures
Kathy Brook provided an update on the implementation of the Digital Measures software for recording faculty data on teaching, research and service and indicated that she would soon provide access to the system for all faculty.

Attributes of the Meeting
In conclusion Dean Carruthers asked for positive and negative attributes of the convocation. Positive attributes were: early distribution of reports, the meal catered by Lorenzo’s, and the progress made in dealing with the college’s business. Negative attribute: the lack of meat at lunch.

The meeting adjourned at about 1:45 p.m.