<table>
<thead>
<tr>
<th>Welcome and Introductions</th>
<th>New faculty member Dale Spencer (Acct/IS) and new staff member Leo Delgado (Arrowhead policy analysis) were introduced along with all of the College of Business Ambassadors.</th>
</tr>
</thead>
</table>
| College Committee Reports and Action items | On behalf of the Graduate Committee, Rick Adkisson moved acceptance of the recommendations of the committee to change MBA learning goals 1, 2, and 4. The motion was seconded and approved by paper ballot. The new goals are:  
Goal 1: Demonstrate well-developed oral and written communication skills.  
Goal 2: Demonstrate well-developed critical thinking skills.  
Goal 4: Demonstrate well-developed interpersonal skills. |
| Anna Price, Budget Director | Anna Price provided a summary of the budget situation and the prospects for cuts in the university budget. The legislative session will run from January 20 through March 21. The Higher Education Department has recommended full work load funding, full inflationary funding (utilities, library acquisitions, etc.), tuition credit at 0%, a 1% increase in faculty and staff compensation and 0.75% increase in the employer contribution to ERB. No research and public service projects were recommended for funding (There were 114 requests, 18 of which came from NMSU). Thirty-four of the 79 capital requests were recommended for funding including DACC infrastructure and the remaining $6 million for the NMSU arts complex.  
Anna reported that if the formula is fully funded before the cuts are made, NMSU could absorb a 3.2% cut. Other possible actions include partial funding of ERR and BRR, taking credit for tuition, and return of capital funds. In the event of cuts, there will be little or no funding for the second installment of equity adjustments other than tuition increases or reallocation of funds.  
As of now, we have received no target for cuts but the provost has requested scenarios for 2.5% and 5% cuts from the colleges. This would involve cuts of $240,000-$480,000 for the College of Business. No personnel cuts are being considered.  
NACUBO recommendations are: no across-the-board reductions, cuts in less important programs, avoid cost-shifting within institutions, focus on plans and priorities, resist the temptation to defer maintenance. |
| Human Resources: D’Anne Stuart, Dorothy Anderson, and Kathy Agnew | D’Anne Stuart, Asst VP for Human Resource Services, provided an update on the Mercer study. Initial faculty allocations are complete and individual faculty letters will be delivered to the dean’s office by January 12 with the pay increase being effective in the January 15 pay check. The focus is on salaries by rank and discipline relative to our peer institutions. Later HR will be looking at the overall compensation package.  
The staff study will not be complete in time for the January 15 pay check but may be implemented by February 15.  
The amount allocated to tenured and tenure track faculty in the College of Business is $365,000 allowing 22.956% of the gap between individual salaries and the median to be closed. For non- |
<table>
<thead>
<tr>
<th>Tenure track faculty</th>
<th>7.21% of the gap will be closed.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff earning in excess of $50,000/year</td>
<td>will not receive increases in this round of adjustments.</td>
</tr>
</tbody>
</table>

**Ricardo Rel, Asst VP for Government Relations**

Ricardo Rel described some of the uncertainties surrounding the legislative session including the budget outlook and who would be governor and Senate president pro tempore. The latest deficit forecast for the current fiscal year is $454 million and the forecast for next year is $384 million, but much depends on the prices of oil and natural gas. Ricardo plans to send weekly updates to the deans. The best way to reach him during the session is to call his office or his cell phone (635-2005).

In addition to working with the legislature he will be working with the new Congressional delegation.

Opportunities exist for faculty to take sabbaticals during legislative sessions or to work with members of Congress.

**Service Awards**

Service of the following faculty and staff members was recognized: Larry Blank, Sylvia Acosta, Patti Benzie, Minjoon Jun, Randy McFerrin, Carlo Mora, Kelly Tian, Cheri Coffelt, Jennifer Kreie, Yvonne Mendoza, Bridget Ortega, Pat Gavin, Mike Hyman, Robert Steiner, Dawn VanLeeuwen, Sherry Mills, Lorna Davis, Carl Enomoto, Ed Scribner and Peter Dorfman.

**College Committee Reports and Action Items**

**Undergraduate Committee**

On behalf of the Undergraduate Committee, Terry Adler provided a summary of the committee’s review of assessment results provided in the AoL report to fall 2008 convocation. In his introduction he noted that we have received reports from AACS B seminars indicating that most faculty should be involved in assessment and that a significant number of students should be involved as well. (See attachment A.)

Terry noted that no major changes to the curriculum are recommended at this time.

Ken Martin presented proposed modifications to the College Promotion and Tenure guidelines in response to feedback received from the university level. The proposed changes were approved as circulated. (See attachment B.)

Bill Smith presented an update on the college strategic plan, mission and values statement. The proposed mission statement (for which input has been received from Business Advisory Council as well as faculty) was approved by as circulated. (See attachment C.)

The Strategic Planning Committee expects to meet regularly in the spring to discuss the draft strategic plan and action items.

On behalf of the Budget, Bylaws and Policy Review Committee, Jennifer Kreie presented proposed by-laws changes relating to “closing the loop” in assessment. The changes were approved by faculty vote except that the references to “courses” were changed to “curriculum.” (See attachment D.)

The proposed ITV compensation policy was discussed at length with concerns being raised about the requirement that a faculty member receive credit for two courses when the course goes to...
multiple sites. The proposal was tabled.

<table>
<thead>
<tr>
<th>Update on Enrollments</th>
<th>Dean Carruthers reported that lower division enrollment for spring is down relative to last year, upper division is flat and graduate enrollment is up about 12%.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment Workshop</td>
<td>Kathy Brook provided an overview of goals for the assessment workshop on January 12, distributing copies of the learning objectives for the BBA and MBA (with Rick Adkisson agreeing to provide a revision of the MBA learning objectives based on today’s vote). Assessment/assurance of learning is an important part of the AACSB accreditation process and is one of the factors which result in 6th year reviews.</td>
</tr>
</tbody>
</table>
Attachment A
Undergraduate Curriculum Committee Report
December 17, 2008

The committee was primarily tasked with “closing the loop” to complete the review of the AoL assessment of undergraduate core objectives in the July 2008 College of Business (COB) Bachelor of Business Administration (BBA) Assessment Plan. This entailed reviewing nine goals/subgoals identified by the COB AoL Committee for measurement going back to Fall 2006 semester. Please be reminded that assessment is program focused for the COB and not intended to be departmental driven except as a convenience for collecting appropriate data.

More specifically, our committee was tasked to answer the following:

1. What parts of the curriculum appear to be functioning well? What evidence does assessment provide?
2. What parts of the curriculum appear not to be functioning well? What evidence does assessment provide?
3. Are the specified learning objectives and our standards (the level of achievement) appropriate for our students and our mission? If not, what changes should be made?
   a. What changes should be made in the learning objectives? (i.e., what objectives should be dropped and what objectives should be added?)
   b. Is our assessment methodology yielding results (data) relevant to improving the quality of our students’ learning? If not, what improvements are recommended?
   c. What have we discovered from the assessment data and what should we do about it? Based on the assessment data, what substantive changes in the curriculum are recommended?

The eight goals/subgoals identified by the AoL committee and measured by each department in the COB as part of the BBA program assessment were as follows:

1. Subgoal 1.1 — Students write effectively.
2. Subgoal 2.2 — Students demonstrate an adequate understanding of and appreciation for diversity including gender, age, ethnicity, and socioeconomic background.
3. Goal 4—Students are effective users of information technology.
4. Subgoal 5.1—Students can develop an analytical and systematic approach to solving problems.
5. Subgoal 5.2—Students can solve problems using statistical data analysis.
6. Subgoal 5.4—Students can apply financial decision making skills in solving problems.
7. Subgoal 6.1—Students can recognize legal problems.
8. Subgoal 6.2—Students can recognize ethical problems.
Our committee also assessed “Goal 3—Students understand how different business disciplines work together to create value for the firm and its owners” as part of the former emphasis on “integration” in our core curriculum. This goal was measured with data collected in the former BUSA 365 course.

Altogether, there are six goals and fourteen subgoals that need to be assessed by the COB AoL committee.

The following summary as documented in our committee’s minutes highlights our review of the assessment process relative to each goal/subgoal.

**Goal 1.1.** Assessment is adequate. The standards appeared to be met. 81% of students scored at the competent or accomplished level. The minimum standard was 80%. It was suggested that maybe one more reviewer needs to be added to the scoring process. Additionally, this goal needs to be worked back into the assessment process given that it was implemented in BUSA 365 which no longer exists.

**Goal 2.2.** Assessment is adequate. The committee had several comments concerning the report. First, does the department believe that 3 questions are sufficient to assess the understanding of diversity? Second, the committee suggests they clarify what the minimum standard is for student performance given that it was not easily discernable from the report. From the report, it appears that students met the standards on question 1 but not on questions 2 and 3.

**Goal 3.** Assessment is adequate. Also known as “Integration,” this goal was assessed in BUSA 365. Data suggests that students met the minimum standards stated in the report.

**Goal 4.** Assessment is adequate. We recommend changing our focus from just a grade approach to something independent of the course. We suggest that a small number of targeted assignments be used to better understand what exactly is being assessed. Perhaps a rubric of some kind could be used or developed that indicates how and what knowledge, skills and abilities are being met by each targeted assignment.

**Goal 5.1.** Assessment is adequate. Committee requested the Department of Economics to document the distribution of students taking Econ 304 to see how many were College of Business Majors. The Committee also wanted the total number of students enrolled in Econ 304 during the last academic year. The Committee also requested that the Department of Economics send our AoL report directly to the Committee once it is completed.

**Goal 5.2.** Assessment is adequate. The committee requested the following:

- Break down of the number of business students
- The stats department might want to increase the sample size.
A comparison of Estat 251 versus Stats 251 in terms of the number of business students enrolled

Estat Faculty articulates the learning objectives assessed under the goal so the committee has a better understanding of what is expected from students. For example, what are students expected to perform with respect to hypothesis testing?

**Goal 5.4** Assessment is exceptional. The Committee would like to commend the Finance Department on developing a good process for assessment. Furthermore, the committee is pleased with the results and suggests this as a possible model for assessment.

**Goal 6.1** Assessment is going well. The process the BLAW group is using to review this subgoal is proactive in identifying weaknesses in curriculum and student performance. We challenge the BLAW group and college to move beyond the verb “recognize” in the wording of the undergraduate core objective to something more substantial. Thus, we are really asking for deeper learning along the lines of Bloom’s taxonomy if appropriate.

**Goal 6.2** Assessment is going well. Students appear to recognize ethical problems. They are exposed to high degrees of ethical content in BUSA 111 and MKTG 303. The marketing department’s decision to move measurement of this subgoal to MKTG 303 to reach a broader base of students is commendable. We recommend, consequently, that “Y” or “N” type of questions, which seem adequate to recognize an ethical problem, be expanded into broader types of questions from all departments, not just marketing, to facilitate a richer measure of ethical issues.

**General Comments**
We propose that data be collected uniformly in order to adequately assess trends in curriculum development and student learning. For instance, data was collected by many departments going back to Fall 2006 but in one department, data was only collected in Fall 2007. Why the discrepancy?

We also suggest that the Undergraduate Curriculum Committee receive all future change requests to minors or options so that data and information can be more easily and adequately evaluated and coordinated with other COB departments.

**Course Changes**
The committee approved expanding the prerequisites for the following courses:

a. Adding CS 187 as a prerequisite to BCIS 350.

b. The addition of a requirement of a C or better in BCIS 338 or BCIS 350 or ACCT 452 as a prerequisite to BCIS 485.

c. The addition of a prerequisite of BCIS 338 or BCIS 350 or ACCT 452 or BCIS 502 or consent of the instructor to BCIS 560.
The committee also approved the Marketing Department’s request to change the name of a course, add a new course and drop several courses as part of their initiative to update their curriculum:

a. The name changed from MKTG 404: Industrial Marketing to MKTG 404: Business-To-Business Marketing.

b. A new course called MKTG 350: Non-Profit and Social Marketing was added.

c. The deletion of the following marketing courses from the catalogue as they will no longer be taught: MKT 361, MKTG 363, MKTG 456, MKTG 460, MKTG 462 and MKTG 491.

Finally, we approved description changes to FIN 303G and BLAW 313 and the addition of FIN 421: Personal Financial Planning for Professionals.
Attachment B

Proposed Amendments to College P&T Guidelines

November 21, 2008

The Provost’s Advisory Committee on P&T Guidelines has made, and the Provost has concurred with, recommendations and suggestions for changes in the College of Business P&T Policy. Therefore, the College P&T Committee proposes the following amendments. Additionally, the P&T Committee proposes clarifying a sentence in Section 4.2.2. This amendment appears below as Item 8.

Item 1: Provost’s Advisory Committee recommendation: p.1: refers to eight different parties in the promotion and tenure process and cites the university president and Board of Regents. These are not parties in the process and should be revised. Cf 5.90.5.7 Outcomes

In Section 1, the P&T Committee recommends replacing the sentence:
At least eight different parties are involved in the promotion and tenure process. These are: (1) the candidate, (2) the candidate's department head, (3) the departmental promotion and tenure committee, (4) the college promotion and tenure committee, (5) the college dean, (6) the executive vice-president/provost, and (7) the president, and (9) the board of regents.

with the following sentence:
At least six different parties are involved in the promotion and tenure process. These are: (1) the candidate, (2) the candidate's department head, (3) the departmental promotion and tenure committee, (4) the college promotion and tenure committee, (5) the college dean, and (6) the executive vice-president/provost.

Item 2: Provost’s Advisory Committee suggestion: p.1: suggest rewording or removing the first bullet point due to the reference to contract issues.

In Section 1, the P&T Committee recommends replacing the sentence:
  • First, untenured tenure-track faculty are evaluated each year to determine whether a new one-year contract will be issued (retention).

with the following sentence:
  • First, the department P&T committee meets in the spring of each year to consider the retention of each untenured tenure-track faculty members.

Item 3: Provost’s Advisory Committee recommendation: p.3: the first paragraph claims that “evidence prior to promotion to associate professor should be considered.” The word ‘should’ is problematic in relation to 5.90.5.5.1 (page 27). Suggest replacing the word with ‘may’.

The P&T Committee concurs and recommends use of the word “may” in the following sentence in Section 3.3:
For promotion to professor (referred to below as “full professor”), the candidate's complete academic record including publications and other evidence prior to promotion to associate professor may be considered.

**Item 4: Provost’s Advisory Committee recommendation:** p.3: Section 3.6 states “faculty members who take administrative positions … for a minimum for five years …” The application of a time period is counter to the intention of the allocation of efforts. Cf [5.90.3.4](pages 8-9)

**Provost’s Advisory Committee suggestion:** p4: the first paragraph refers to subordinates ability to evaluate various P&T criteria. The Committee suggests definition of ‘subordinate’ and clarification of this concept.

The original wording of Section 3.6 is as follows:

**3.6 Leadership:** Depending on a faculty member’s cumulative allocation of efforts statements, candidates seeking promotion to full professor may be evaluated on their contributions in the area of leadership (see University Guidelines §5.90.4 and §5.90.4.5). Faculty members who take administrative positions, such as department head or associate dean for a minimum of five years, should be evaluated for promotion by their department P&T committee, their department head if applicable, and the college P&T committee. The college P&T committee, with input from the faculty/administrator's supervisor, peers, and subordinates, will evaluate the individual's scholarly activity, teaching, service, and leadership, as specified in the individual's job description and cumulative allocation of efforts statements.

The P&T Committee recommends replacing Section 3.6 with the following:

**3.6 Leadership:** Depending on a faculty member’s cumulative allocation of efforts statements, candidates seeking promotion to full professor may be evaluated on their contributions in the area of leadership (see University Guidelines §5.90.4 and §5.90.4.5). Faculty members who take administrative positions, such as department head or associate dean, shall be evaluated for promotion by their department P&T committee, their department head if applicable, and the college P&T committee in accordance with University guidelines in §5.90.4.5.1.
Item 5: Provost’s Advisory Committee suggestion: p4: Section 4.2.2. The Committee suggests the College review the eligibility criteria for serving on the P&T Committee. As currently written, an associate professor would not be eligible to serve. Additionally, the eligibility of a department head to serve on the College Committee is unclear.

The P&T Committee recommends continuing with the present policy of having only full professors be eligible to serve on the College P&T Committee.

The P&T Committee recommends adding the following sentence in Section 4.2.2 after the 1st sentence of the 3rd paragraph:

The department head is not eligible to serve on the College P&T Committee.

Item 6: Provost’s Advisory Committee recommendation: p6-7: Section 4.3.3. Throughout this section the document mentions proxy voting but omits references to absentee balloting as required by 5.90.5.4, 16 (page 25)

In Section 4.3.3, the P&T Committee recommends that in each instance where the sentence “No proxy voting is allowed”, the sentence “Absentia and proxy ballots are not permitted” be substituted.

Item 7: Provost’s Advisory Committee recommendation: p7: the first paragraph omits the concept of dissenting reports as specified in 5.90.5.4, 17c (page 25).

In Section 4.3.3, the P&T Committee recommends adding the following sentence at the end of the paragraph on “Tenure” and at the end of the first paragraph on “Promotion”.

Per University Guidelines (§5.90.5.4), dissenting opinions may be written in a letter to the department head.

Item 8: Additionally, the P&T committee recommends changing the following sentence in Section 4.2.2 from:

The name of each tenured full professor in a department shall be placed on the ballot for each department from which a committee member is to be selected.

to:

The name of each tenured full professor in a department who is willing and eligible to serve shall be placed on the ballot for each department from which a committee member is to be selected.

Approved by faculty vote on January 8, 2009
Attachment C

College of Business
Mission Statement

[DRAFT]
(Photograph Planning Committee Suggested Revisions)
November 30, 2008

Originally established in 1888, New Mexico State University is the State’s land-grant university and is classified as a Carnegie Research University-High Research Activity institution. The College of Business was founded in 1964 and has been accredited since 1973 by AASCB International - Association to Advance Collegiate Schools of Business. In addition, the Accounting Programs have been independently accredited since 1993.

The College of Business consists of five academic departments offering eight different undergraduate degrees in accounting, economics, finance, general business, information systems, international business, management and marketing. Within these programs, a variety of specializations are offered. Further, the College offers four master degree and three doctoral programs.

Consistent with the mission of the New Mexico State University, the College of Business serves the educational needs of our diverse population through comprehensive programs of education, research, service and public outreach.

We are committed to providing quality education, conducting research activities, publishing relevant information and participating in service activities within the global community as set forth in our core values (linked to COB Values Statement).

In accomplishing our mission, the College embraces necessary goals to provide a quality education from outstanding faculty in order to serve our diverse students and community. These goals for our premier college are set forth in our strategic plan (linked to the “Living the Vision” document).

Approved by faculty vote on January 8, 2009
Attachment D
Budget, Bylaws and Policy Review Committee

- **Proposed change to the bylaws.** The committee proposes the following additions to the bylaws to formalize completion of the loop in assessment.

  Add to Article VIII, Section 1, as new 3f.:
  
  
  \[ f. \text{ To provide outcomes assessment information to the Undergraduate Committee for its use in the appropriate revision of undergraduate curriculum.} \]  

  Add to Article VIII, Section 8, as new 3c.:

  \[ c. \text{ To use outcomes assessment information provided by the Assurance of Learning Committee to appropriately revise undergraduate courses and to then inform that committee of the curriculum revisions so made.} \]

Approved by faculty vote on January 8, 2009