**Welcome and Introductions**

Dean Carruthers called the meeting to order at 8:30 a.m.

The following people were recognized, some in absentia:

- John Loveland, interim department head in Management
- Mandy Lara, new secretary in Management
- Noelia Paez, visiting faculty member in Economics
- Bridget Ortega, soon leaving Economics/A STAT for a position in the College of Education
- Carmen Santana-Melgoza, working on special projects in the Dean’s Office
- Leta Richards, Accountant, Arrowhead Center
- Dr. Shixin Li, visiting scholar in accounting from Chongqing University, China.

The College ambassadors introduced themselves and Dean Carruthers reported that he will be working with the ambassadors this semester.

**Athletics Eligibility**

McKinley Boston, Athletics Director, presented a crimson and white shirt to the dean and noted that the Aggie Pride program, will be emphasizing crimson and white Fridays. His main purpose in visiting the College was to discuss persistence and graduation of student athletes, a complex process as it relates to NCAA. He noted that public perceptions sometimes reflect a lack of understanding of the complexity.

James Hall, Associate Athletics Director/Student Development, and Brenda Blackburn, Coordinator of Athletic Academic Programs, then described requirements for initial and continuing eligibility. Initial eligibility involves reviewing transcripts and core courses, as well as ACT/SAT scores for high school students. Based on this review students are placed in a tier indicating the level of academic support that may be needed. Once they arrive at NMSU athletes are monitored with respect to their academic program, being required to complete at least 6 credits per semester and 18 credits per academic year (excluding summer courses). Athletes must complete at least 80% of their required course work by the end of their fourth year. (87% of those who exhaust their athletic eligibility graduate from NMSU.)

Progress reports that faculty are asked to complete provide helpful feedback on which Athletics follows up.

Class attendance policies penalize students who miss 3 or more class meetings and there are also penalties for missing academic appointments with tutors, etc.

The six-year graduation rate for athletes is 67% compared with 40+% for the general NMSU student body with athletes on average passing 14.1 credits per semester.

Dean Carruthers noted that the president and provost are interested in extending similar academic support services to the general student body in an effort to improve retention and graduation rates.

Faculty suggestions included: (1) faculty members with athletes in class could allow them to announce upcoming games; (2) Athletics could send more frequent reminders to faculty concerning progress reports.

**Sundt Professorship**

Bill Eamon, Dean of the Honors College, provided information about the Sundt Professorship. Applications for the first award are due March 4, 2011. **See attached hand-out for details:**

- [Honors College: M. Eugene Sundt Honors Professorship](#) (PDF)
Alternative Textbooks

Dean Carruthers introduced Joanna Koliba, General Manager of Barnes and Noble-NMSU, noting that one of the issues that had been examined by the Effectiveness and Efficiency Committee was textbook costs.

Joanna began by discussing the reasons for the textbook deadline in relation to the Higher Education Opportunity Act (HEOA), which requires that universities provide information on textbook costs at the time students enroll for classes. The summer 2011 deadline is March 4 and the fall deadline is April 8.

Early notification of textbook choices for the next semester assists the bookstore in providing used books to students. Last semester the bookstore paid students about $750,000 in the buy-back process.

Currently about 1,000 textbooks are available to NMSU students in digital format and these can generally be downloaded to two devices at a cost 30-50% below that of a traditional text. Students may rent textbooks for 180 days at 45% of the price of the traditional book or they may purchase digital books. Two readers are available for free: Nook Study, which can be integrated into Blackboard and which allows highlighting, and MBS. The publisher determines which reader may be used.

In response to questions, Joanna responded that there are no refunds for a digital book once it has been downloaded and that students are able to use their financial aid to buy books.

Advising Issues

Justine Adkisson and Debra Cardinali presented information on the freshman group advising process for the fall semester and on the FAQ’s that have been added to the Advising portion of the college web page. Information was also distributed concerning enrollments and graduation totals and override procedures when a faculty member wants to admit a student to a closed class. **The hand-out is attached to these minutes:**

- Advising Center Report: Fall 2010 (PDF)
  - Appendix A: Freshmen Group Advising Survey-Fall 2010 (Excel)
  - Appendix B: Graduation Counts by Major 2007-2010-Fall 2010 (Excel)
- Registration Reminder for Overrides: Spring 2011 (PDF)
- Faculty Announcements to Classes: Spring 2011 (PDF)

Suggested additions to the FAQ’s are information on running a STAR audit and information about the prerequisites for particular courses. It was also suggested that we provide flyers in the Advising Center to inform students about the FAQ’s.

New Year’s Resolutions on Teaching and Learning

Dean Carruthers reminded the assembly that our principal job is to teach students and that we will be facing increased pressure from the state to focus on retention and graduation rates. As of next fall, the president and provost can be expected to ask us to provide mid-semester checks on grades.

In response to questions on what students expect from faculty, the ambassadors provided the following input:

- Feedback in a timely manner so that they know where they stand.
- A syllabus and general time frame for the course.
- Timely announcement of test dates.
- Avoidance of last minute assignments announced through Blackboard.
- Notification if they need to be checking Blackboard frequently.
- Recognition that students are human beings who have responsibilities for other classes and a personal and job life.
- Consistency in the dates when class evaluation forms will be available to students.

Faculty members were reminded to be available during their posted office hours.
In a discussion of class evaluations, one student reported that students are most likely to complete the forms if they strongly like or strongly dislike an instructor. Suggested ways to increase participation in the evaluation process included providing extra credit for completion and withholding the student’s grade until a form is completed (though this could back-fire with students giving “junk” answers). It was suggested that we ask for student input on the questions to be included on the form.

One of the department heads reported that the provost has expressed interest in having some common questions on the form. It was also suggested that students have more expertise about some questions than others – for example, was the faculty member available during office hours as opposed to does the faculty member have the expertise to teach the class.

As the most recent recipient of the Roush award in the CoB, Bill Smith was asked to provide tips on teaching. For those who are not able to teach scintillating topics like tax accounting, Bill suggested approaching students as making a transition to being professionals rather than just checking boxes toward graduation, and offering an open door policy so that students know we are here to help.

Undergraduate Committee: Action on rule that students must take 50% of their course work

Terry Adler, chair of the Undergraduate Committee, described the discussion in the Undergraduate Committee concerning the existing requirement that students take 50% of their course work for their business degree outside CoB. This requirement was consistent with old AACSB standards which have since been eliminated.

After some discussion of the proposal from the Undergraduate Committee to substitute a requirement that students take 6 credits of electives (beyond the courses necessary to meet other requirements) outside the College of Business, a substitute proposal was approved. The substitute proposal removes the requirement that students take 50% of their course work outside the college.

Graduate Committee: BA 590 and the Oral Exam

Tom McGuckin, Chair of the Graduate Committee, provided a summary of some of the committee discussion of the current structure of the MBA oral. Two issues have been raised: (1) should students be questioned individually within the context of the oral exam to ensure that they understand all aspects of the project and to limit the free rider problem? and (2) should the grading of BA 590 be separate from the decision on whether students have passed the oral exam? The committee will work on this matter and bring something to the faculty at a later date.

Research abstracts

On behalf of the department heads, Pookie Sautter discussed a request made to the Faculty Council to provide recommendations on improving the research climate in the CoB and increasing the numbers of peer reviewed journal articles. CEC has recommended the use of some of the Fulton monies (which should be available for at least a few years) to provide two awards per 6-month period to the two faculty members whose abstracts of peer reviewed journal articles are selected as best by the faculty. The abstracts would be posted on the web with an electronic ballot used to select the winners. The purpose is to recognize research and to share research interests with faculty across the College.

This proposal is different from the recommendation of Faculty Council that departments receive funding to make departmental awards.

The proposal from CEC was approved.

Assurance of Learning

Sherry Mills reported that we now have an assessment process that works and she provided a summary of the AoL process and the history of assessment in the CoB. In the past four semesters we have collected data on 15 goals. The weakest areas for the BBA and MBA are critical thinking, writing, and ethics. Critical thinking has been identified by the Undergraduate Committee as an area meriting more attention and the departments have been asked to identify ways that emphasis can be given to critical thinking in at least one required course in each of the majors.
Sherry provided a review of the performance criteria that are being used in the assessment of critical thinking and she reviewed the options for making meaningful program changes (core course only, major course only, core/major mix). She also noted the need to consider the minimum number of classes in which a topic should be covered and the spread from introductory to developing understanding to mastery of the topic.

Sherry suggested the possibility of combining assessment of writing, ethics and critical thinking.

Dale Spencer discussed what he is doing in his ECON 304 using *Wall Street Journal* articles to teach critical thinking. He has a Blackboard grading form that provides easy feedback.

Discussion followed on the possibility of measuring whether we have made a difference in a student’s disposition to think critically, whether critical thinking is discipline specific, and whether Dale’s tool could be applied to ethical decision-making within a discipline.

In summary, to close the loop we need to ensure that every student has an opportunity to develop critical thinking skills in a similar way.

### Strategic Management Advisory Committee

David Boje, asked for feedback on the college’s mission and vision statements as well as the objectives and action items from the strategic plan. See attached presentation materials.  
- [2011 Spring Convocation: SMAC Feedback Form](Word)

It was agreed that there is some extra verbiage on the web page under the heading of “vision” which is not part of the official vision statement. A number of people provided written feedback which the committee will assemble and discuss.

### Budget

Dean Carruthers reported that we will be expected to provide 2% and 4% budget cut scenarios by mid-February and that we will also be asked to explain how we would use increases of 2% and 4% and what new initiatives we are interested in pursuing. Dean Carruthers suggested that rather than pursuing new initiatives we would probably want to restore funding to the MBA program and fund assistantships for the DED program. We will soon have an opportunity to provide justifications of any new lines we think we need.

### Feedback from department discussions about the budget

At the department meetings yesterday, faculty were asked to provide feedback on options for responding to reductions in resources.

**Accounting/Information Systems, reported by Ed Scribner** Some faculty prefer to provide input on a specific budget proposal and would like to know how much would be saved from each option. There is some support for reducing summer teaching and expanding the size of sections and for reducing overloads. There is a desire to protect the IS courses because those courses are funded at a higher level than most other courses in the college. Reduction in the number of landlines, a moratorium on sabbaticals, and more fundraising have some support as does differential tuition in the long run. Finally there is a desire to move away from the focus on SCH.

**Economics/International Business/Applied Statistics** reported by Dennis Clason In the long term an increase in admission criteria is favored. In the short run there is support for reduced overloads, a reduction in the number of section and the use of adjuncts as well as reduced summer offerings.

**Finance, reported by Ken Martin** The following short-run actions are favored: reductions in adjuncts and summer teaching, consolidation and then elimination of the remote site MBA. There is a split on the issue of raising admissions standards and no support for increasing teaching loads or for differential tuition.

**Management, reported by David Boje** Most of the options are thought not to save money or be long term in nature. For the short term, the favored options are elimination of summer courses,
off campus MBA programs and adjuncts.

**Marketing, reported by Pookie Sautter** Faculty support a reduction in the number of sections and an increase in the size of classes, elimination of the remote site MBA program, streamlining where there is low enrollment, and redesign of the MBA (two programs, one of which would capture students like those at LANL and Sandia).

In the discussion that followed there was some support for outsourcing and determining how best we can retain the faculty we already have. The dean noted that there has been some conversation at the university level about a merit pay program. We could be more strategic and make large classes really large. Dean Carruthers is particularly interested in higher admission standards and differential tuition. He noted that the LFC is going to push us toward higher retention and graduation rates.

It was agreed that the faculty would like to meet to discuss the 2% and 4% scenarios when they have been drafted.

<table>
<thead>
<tr>
<th>Future convocation schedule</th>
<th>It was agreed that the new sequencing of department meetings and college convocation should be continued.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjournment</td>
<td>The meeting adjourned at 2:30 p.m.</td>
</tr>
</tbody>
</table>