| Welcome and Introductions: Garrey Carruthers, Dean | The meeting was called to order by Dean Garrey Carruthers at 8:30 a.m. Venessa Rodriguez, the graduate assistant for the ambassadors, introduced herself followed by introduction of each of the College Ambassadors. The dean then noted that Kevin Boberg is in his second semester of mentoring the group. Rick Adkisson introduced Karen Melendrez, new administrative assistant in EASBI and Advising, and Charlotte Gard, who will be teaching part time in the department this semester. Announcements included the appointment of Angela Throneberry, alumna of the CoB, as Senior Vice President for Administration and Finance; the successful economic outlook conference yesterday sponsored by Wells Fargo and NMSU; and the Domenici Forum on the impact of health care on small business scheduled for Tuesday, January 17, at 4:00 p.m. Wells Fargo hopes to make the economic outlook conference an annual event in Las Cruces. |
| Announcements and Updates: Garrey Carruthers, Dean | Dean Carruthers reported that he will be participating on the AACSB review team for University of Mississippi at the end of January. Dean Finley Graves (University of North Texas), chair of the AACSB review team that will visit us in the fall, will be on campus March 5-6 at our request to provide some preliminary feedback. He has indicated a desire to see our strategic plan and how we are using it, our assurance of learning process, and AACSB tables 9 and 10. He would also like to meet with the department heads, untenured faculty members, Regents professors and holders of endowed chairs and perhaps endowed professorships, and the student ambassadors. Our new building/renovation is now in the LFC budget for $5 million in general obligation bonds. Our original request was $7 million and Dean Carruthers will try to get back to that level. We will have at least $9 million in federal funding for renovations. Dean Carruthers is expecting to spend some time in January and February at the 30 day session. Dean Carruthers displayed a chart showing the decline in state appropriations in recent years and the rise in SCH for the same period. In the upcoming legislative session, NMSU is asking for rescission of the 1.75% contribution by employees to the Educational Retirement Board (ERB) and a compensation increase if new money is available. NMSU supports general concepts proposed by the Higher Education Department that incorporate performance measures concerning degrees awarded and requests support for the new a funding formula with a “base plus” approach. NMSU’s Research and Public Service Program (RPSP) funding request is focused on agriculture and statewide restoration of funds for public television. The capital outlay request includes $21 million for renovation of Hardman and Jacobs Halls. |
Several faculty members asked the dean to express to the central administration their concern about the lack of faculty input on the ERB contribution as they have serious reservations about the viability of ERB.

Grants and contracts submissions have declined by 50% and awards have also declined, partly as a result of decreasing federal funding. Dean Carruthers encouraged participation by faculty and staff in submissions.

**Development Update:**

Andrea Tawney, Assistant Dean for Development

Andrea Tawney noted that alumni participation rates in giving to NMSU are not as high as has previously been reported. The four-year average for NMSU is 6.05% and for the College of Business it is 5.67%. This places us at the bottom of the list relative to NMSU peers. Andrea sees no reason that we cannot improve on these rates noting that the Foundation has outsourced the phonathon and opened a new Aggie Pride Call Center on January 12. The plan is to increase contacts with alums from 12,000 to 60,000.

The minimum donation to establish an endowment will increase to $15,000 in July 2012, recognizing that smaller endowments do not generate significant funds to be awarded as scholarships.

Tammie Campos is the new alumni director.

In the College, Andrea is seeking to streamline development activities including the reorganization of event planning and follow up on strategic alumni events in key cities. She is developing a strategic stewardship plan involving the dean, department heads and faculty members.

Andrea will be hiring an undergraduate student writer to assist with communications and noted the contribution that Patti Benzie has made with respect to the CoB Facebook page. **Pookie Sautter mentioned an upcoming AACSB workshop on social media that might be of interest and it was suggested that we invite alum Mike Rogers to come out and visit with us on use of social media.**

**Scenarios for the Future: Garrey Carruthers, Dean**

Dean Carruthers revisited some ideas he has presented previously in a College budget discussion about new directions for the College. These include:

- Increase in undergraduate admissions standards (being a land grant does not mean that you have to accept unprepared students);
- Differential tuition for courses in CoB to be dedicated entirely to CoB;
- Achieve salary levels comparable to peers;
- Increase graduate programs by expanding enrollments in existing programs and adding a master of health administration (jointly with the College of Health and Social Services);
- Achieve tier 2 and 3 levels of funding for business courses;
- Increase research expenditures;
- Develop and implement contract teaching of summer courses;
- With the other colleges work on an integrated and comprehensive program in Entrepreneurship.
There was a consensus to look at these issues in the near future. In the discussion it was agreed that

- **the Undergraduate Committee should investigate the issues relating to raising undergraduate admissions standards**,  
- the level of differential tuition should be justified in some way,  
- **individual graduate programs and the Graduate Committee should be involved in the discussion of expansion of graduate programs (perhaps via a task force)** and  
- new graduate assistant money would be needed though the differential tuition might be devoted to this purpose.

<table>
<thead>
<tr>
<th>Phase 2 Faculty Salary Enhancement: Garrey Carruthers, Dean</th>
</tr>
</thead>
</table>
| Dean Carruthers asked for feedback on the proposed process for reviewing applications for the Distinguished Achievement Professorships that have been created by the central administration. In the discussion, it was noted that Faculty Senate has asked for redesign of the program to be consistent with Promotion and Tenure policies. **There was consensus that Dean Carruthers should convey faculty concerns about the process used in creating these professorships, particularly the lack of faculty input.** Hari Sankaran reported that the Advancing Leaders group, of which he is a member, has recently met with the provost and is going to be working on shared governance for its project this year. Hari encouraged those with faculty governance concerns to contact him.  

Assuming that the process of awarding the professorships goes forward, the proposed process is acceptable to the faculty.

<table>
<thead>
<tr>
<th>Undergraduate Committee Action Item: Terry Adler, Chair</th>
</tr>
</thead>
</table>
| The Undergraduate Committee presented its proposal to modify the learning objectives for the BBA. The proposal was approved making the new learning objectives:

  - Communication: Students can write effectively.
  - Diversity: Students can demonstrate knowledge of diversity.
  - Critical Thinking: Students can think critically.
  - Ethical: Students can recognize ethical issues.

These will become effective in fall 2012.  

It was also reported that there has been discussion of a goal relating to business content knowledge. When he visited in the fall to advise on accreditation, Danny Arnold noted that this is a goal for most business programs.

<table>
<thead>
<tr>
<th>Graduate Committee Action Items, Tom McGuckin, Chair</th>
</tr>
</thead>
</table>
| The Graduate Committee presented three action items. The first would clarify the MBA admission criterion relating to a graduate degree by specifying that the graduate degree is from a regionally accredited U.S. college or university. Some discussion followed about whether this included institutions outside the U.S. which are accredited by regional agencies in the U.S. The sense of the discussion was that we did not want to exclude graduate degrees from such institutions but the **Graduate Committee was asked to investigate this issue and clarify the wording as needed at a future convocation.** The proposal
concerning MBA admission was approved as circulated so that the criteria are
1. completed an undergraduate degree with a GPA of at least 3.5 from an 
institution with business accreditation by AACSB International or ACBSP, or
2. completed the Graduate Management Admission Test (GMAT) with a 
minimum score of 400 and a combined GMAT score and undergraduate 
GPA such that (GPA x 200)+ GMAT greater than or equal to 1050, or
3. received a graduate degree from a regionally accredited U.S. college or 
university, or
4. completed at least four years of relevant, full-time, post-degree, 
professional work experience with an undergraduate GPA of at least 3.25 
from an institution with business accreditation by AACSB or ACBSP.

The second item involved modification of the learning goals for the MBA 
program. The proposed goals were amended and the following were approved 
to be effective fall 2012.

- Goal 1: Written Communication - Students can write effectively. (COMM 
  write)
- Goal 2: Critical Thinking - Students can think critically to solve problems. 
  (THINK)
- Goal 3: Ethical Issues - Students can comprehend ethical implications in 
  business. (ETHICS)
- Goal 4: Globalization - Students can understand management issues from a 
  global perspective. (GLOBAL)

The third item proposed modification of the College Bylaws, Article VIII, section 
3, relating to the Graduate Committee. The proposed change was approved as 
circulated:

1. The Graduate Committee shall consist of one graduate faculty member from 
each department in the college and one MBA student elected by and from the 
MBA student body in September of each year. from the Graduate Business 
Students Association. The Associate Dean and the MBA Advisor Director shall 
be ex-officio members.
2. The major function of the Committee is to provide guidance from the faculty 
concerning MBA matters. Primary responsibility for programs other than the 
MBA will remain in the separate Departments that administer such programs. 
Consistent with its major function, the Committee shall:
   a. aid in building a quality program of instruction by recommending learning 
goals for the MBA program, participating in assurance of learning activities as 
assigned in a committee approved assessment plan, reviewing all new course 
proposals, course and degree changes, and course deletions from the MBA 
program.
   b. develop and recommend policies and practices concerning the MBA 
program; monitor these to ensure that they are meeting the needs of our 
several constituents; and ensure that the program is in keeping with AACSB 
guidelines and current thinking at other leading universities.
   c. transmit all major programmatic MBA issues to the General Faculty in the
form of recommendations. This will include new majors, degrees, changes to the core curriculum, and other issues that impact the entire College.

d. transmit recommendations directly to the Dean regarding MBA matters such as course additions, modifications, and deletions which do not impact the entire College.

3. Additionally, the Committee shall:
   a. promote collaboration among the College graduate programs in areas such as student advertising, outcomes assessment, and distance education.
   b. receive reports as necessary from the Library Liaisons, and take such actions as may be necessary concerning the College’s library collection.
   c. periodically review information and student resources as they relate to the graduate programs.

4. The Committee may initiate recommendations or study recommendations that originate from within the College.

<table>
<thead>
<tr>
<th>Bylaws Revisions: Kathy Brook</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kathy Brook presented modifications to Article VII, sections 10 and 11 of the bylaws. Following is the wording that was approved to replace the existing wording:</td>
</tr>
</tbody>
</table>

**Section 10**
The Chair of each Standing Committee, other than the Promotion and Tenure Committee and the Faculty Council where confidential matters (such as academic appeals) are concerned, is responsible for presenting for distribution to the faculty a written report of the committee’s activities during the previous semester/academic year within one week after the end of the fall/spring semester.

**Section 11**
Any standing committee may, on its own motion, undertake review of specific sections of the college process manual and make recommendations for improvements, additions and deletions to the College Executive Council (CEC). The CEC may also refer specific sections of the process manual to relevant committees with a request for recommendations.

In addition, the following proposal to suspend the bylaws was approved:

**Moved** that Section 5 of Article VII of the College of Business bylaws be temporarily suspended for the 2012-13 academic year and that terms of committee members from 2011-2012 be extended to October 15, 2012, with 2012-2013 memberships to commence on that date.

<table>
<thead>
<tr>
<th>Instructure Canvas and Adobe Connect: Richard Oliver</th>
</tr>
</thead>
<tbody>
<tr>
<td>Richard Oliver provided a review of the reasoning behind the transition from Blackboard 8.x to Instructure Canvas and the process that led to the selection of Canvas (to be referred to at NMSU as LEARN). Since support for Blackboard 8.x was scheduled to disappear, a task force chaired by Richard made a recommendation to the provost in May 2011. Because we would have been charged for an additional year for Blackboard, the implementation date for Canvas was moved from fall 2012 to May 21, 2012. To identify the preferred Learning Management System, the task force conducted a needs assessment with input from faculty, staff and students. Faculty were particularly interested in ease of migration to the new system as well as guest access while students valued 24/7 availability and access from mobile devices. Instructure was the...</td>
</tr>
</tbody>
</table>
unanimous choice of the task force. As of now, 18,000 of the existing 24,000 Blackboard courses at NMSU have been migrated to Canvas and the new system will be available to faculty on January 23. Richard recommended scheduling face to face training at http://learning.nmsu.edu/canvas/canvas-workshops. However, tutorials are also available. If faculty members will register for the Introduction to Canvas sessions, it was agreed that we will plan to schedule open labs in the College on 4 successive Fridays in February and March. At these sessions, faculty members will be able to get assistance in making their courses better through the use of Canvas.

Richard also provided information on his use of Adobe Connect to hold virtual meetings, including office hours via the web. ICT is recommending one license per department which can be shared by faculty at different times of day.

<table>
<thead>
<tr>
<th>Daniels Fund Ethics Initiative Update: Bruce Huhmann, Program Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bruce began by reporting that recently the Daniels Fund cited the ethics activities at NMSU, UNM, and Colorado State, Colorado Springs as models for another university interested in developing its program.</td>
</tr>
<tr>
<td>Bruce indicated that applications for 2012 fellowships will be distributed soon and there is easier access to the resources on the web at <a href="http://business.nmsu.edu/ethics">http://business.nmsu.edu/ethics</a>. In addition, there will be a student case competition on March 30 with NMSU, UNM and NM Tech participating and another competition on April 12-13. No particular preparation is required for the students participating.</td>
</tr>
<tr>
<td>We will soon be conducting assessments of the ethics program using an instrument that has been approved by the Daniels Fund. Since this involves indirect assessment, it will not be readily useful for AACSB assurance of learning purposes.</td>
</tr>
<tr>
<td>Anyone interested in having Business Advisory Council members speak about ethical issues in classes can contact Bruce and anyone who is engaged in teaching ethics could assist Bruce by providing documentation of those activities.</td>
</tr>
<tr>
<td>An ethics course will be offered by Bruce through the Honors College in fall 2012.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AACSB Visit: Kathy Brook</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kathy reminded the group of the three major components of the AACSB review process: strategic planning, participants and assurance of learning. As a result of Danny Arnold’s recommendation, the Strategic Management Advisory Committee (SMAC) with help from member Renee Brown has created a flow chart summarizing our mission, strategic plan goals (with attention to their links to Building the Vision), accomplishments and aspirations. The SMAC version has been modified somewhat based on input from College Executive Council and was distributed at the meeting. Suggestions for improvements are welcome.</td>
</tr>
<tr>
<td>Faculty members were asked to assist with the participants’ portion of the report by maintaining current and accurate information in Digital Measures.</td>
</tr>
</tbody>
</table>
This information is used to generate tables concerning academic and professional qualifications and intellectual contributions and will also allow us to generate vitas in a common format.

| Closing Comments         | Faculty members indicated that they like having the department meetings prior to convocation. Pat Gavin announced the availability this spring of golf lessons for faculty, spouses, children, and grandchildren. |

**Bold indicates follow up items.**