COLORADO MESA UNIVERSITY

AY 2011 – 2012 Program Review

Master of Business Administration

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Master of Business Administration

Program Review
2006-2011

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A. Overview and brief history of the program including majors, minors and concentrations.

Master of Business Administration

Colorado Mesa University began offering the first of its graduate level programs, the Master of Business Administration (MBA) in 1997-98. The MBA program at Colorado Mesa University is administered by the Department of Business. The department is guided on academic policy matters by the Office of Academic Affairs/Graduate Studies.

The Colorado Mesa University MBA is a challenging program designed to prepare graduates for the changing business world. The degree is awarded after successful completion of 36 semester hours of rigorous study. (See Appendix A for a Program Planning Sheet.)

The MBA program endeavors to provide an atmosphere conducive to the development of each student's ability to think in a creative manner using an applied approach. The program makes extensive use of lectures, seminars, group projects, case studies, live projects and independent research.

The Colorado Mesa University MBA has two basic components: a 24 hour core and a 12 hour general elective requirement including a research component, which provides students with the opportunity to develop and present an original research project or practicum.

Three tracks are available to MBA students: the Professional Track, the Sport Management Track, and the Research Track which includes a thesis.

The program is open to all baccalaureate holding applicants who can demonstrate through appropriate coursework a background in the core requirements that includes work in statistics, computer literacy, management, finance, marketing, and accounting regardless of the undergraduate field of study. Students without this background or adequate depth in this background are required to complete leveling requirements.

Electives include such courses as global business, qualitative research methods, entrepreneurship, leadership, e-commerce, human resource management, project management and management of information systems.

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B. Program goals and objectives and relationship to the role and mission of Colorado Mesa University.

The overall Business Department mission statement follows.

The degrees in Business are designed to prepare students with a strong knowledge base in their chosen concentration and an ability to cross all functional areas of business. The degrees will provide practical applications based upon a strong theoretical background which allows students to solve problems creatively and analytically using tools learned and practiced in the functional areas of business with the ability to communicate those solutions through writing and presentations.

The MBA Program, specifically, is designed to provide the student with a broad background in business while allowing the student to focus on a specified area of study via the required research component and/or a specific track of study. To this end, students acquire knowledge of research methodology; management operations; an appreciation of management interrelationships; an understanding of the economic, political and social environment in which businesses function; and behavioral skills that are essential in the manager's role in business decision-making and implementation, as well as accounting and finance.

Another important aspect of the program is a strong emphasis on quantitative skills. The MBA culminating research project requires students to demonstrate mastery of SPSS statistical software and its applications in business. Most projects involve some aspect of multivariate statistical analysis. All classes focus on decisions based upon quantitative data analysis, allowing students many opportunities to gain needed critical thinking and quantitative skills.

A third key component of student learning and application is business communication. Student individual and team projects include written reports and/or verbal presentations. Teamwork is also emphasized across all classes as well as the necessity of strong individual work. Writing is a key component of the program. Students have opportunities to develop writing and presentation skills beginning in the first classes and culminating on Research Day.

The above goals and mission statement are consistent with the goals of Colorado Mesa University as stated in the 2011-2012 Catalog, page 7. *There is hereby established a university at Grand Junction, to be known as Colorado Mesa University, which shall be a general baccalaureate and graduate institution with moderately selective admission standards. Colorado Mesa University shall offer liberal arts and sciences, professional, and technical degree programs and a limited number of graduate programs. Colorado Mesa University shall also maintain a community college role and mission, including career and technical education programs. Colorado Mesa University shall receive resident credit for two-year course offerings in its commission-approved service area. Colorado Mesa University shall also serve as a regional education provider.*

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C. Analysis of need for the program, based upon the trends, enrollments, graduates, faculty production and other relevant data.

Enrollment, graduates, and other relevant data

Table 1 shows the enrollments and degrees awarded for the last five academic years. The MBA program has leveled out with approximately 10 graduates per year. It is anticipated that the 2011-2012 graduating class will number 14. Accelerated growth is expected over the next five years based on a change in CPA certification in Colorado. The change is further discussed in Section C. i.

Table 1 MBA Majors and Graduates AY 2006-2011

	2006-07	2007-08	2008-09	2009-10	2010-11	5-Year Numbers
MBA	37	36	40	39	42	194
Degrees Awarded	11	9	10	10	9	49

Data mined by CMU Institutional Research

Promotion for the MBA program is on-going. The MBA Alumni Chapter has become more active in the past two years, with one of its primary goals being to increase awareness of the CMU MBA program across the Western Slope. Each year the MBA Director/MBA Faculty/MBA Alumni are the featured speakers at the three primary business service club events. This provides a high degree of visibility for the program. An MBA Club for current students has been developed and should prove an additional avenue for promotion of the MBA Program. Additionally an MBA Night is held each semester as professional development for current students, alumni, and the business community. Advertisements specific to the MBA program are run regularly in business/area publications.

MBA alumni have been specifically targeted and invited to three key events each year, Homecoming, the Business Department Christmas Party and Research Day. As these connections are strengthened and as active recruitment continues, enrollments should follow.

i) Other considerations

The MBA program is a program designed to accommodate the working non-traditional student. All classes in the program are offered at night, one night a week. Compressed elective classes are also offered in this program, primarily in the summer, where students prefer a shortened class time. The MBA is one of four graduate programs offered by Colorado Mesa University.

Grand Junction Colorado, among other things, is a regional health care center. As this role increases, so will the need for skilled health care managers. MBA graduates will be needed to fill these roles within the health care industry, in the administration side of the business.

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In the development stages is a 3+2 Finance/MBA Program. Upon receipt of Administration and Board approval, this program could start enrolling students as early as fall, 2012. The intent of the program is to prepare Finance majors with the necessary knowledge to sit for the Chartered Financial Analyst (CFA) certification. The 3+2 program will be an attractive option for those students following this career path in preparation for this certification.

Additionally, Masters in Business trend data covering 1969 – 2007 show only one academic year where there was a decline in degrees conferred. Please see Figure 1 below. Nationally, there remains a strong demand for MBA Programs.

Figure 1: Degrees Conferred by Level and Gender – U.S. (1969–2007) Business Master's Degrees

Year	Total	Males	Females	Year	Total	Males	Females
1969–70	21,561	20,792	769	1988–89	73,065	48,540	24,525
1970–71	26,490	25,458	1,032	1989–90	76,676	50,585	26,091
1971–72	30,509	29,317	1,192	1990–91	78,255	50,883	27,372
1972–73	31,208	29,689	1,519	1991–92	84,517	54,609	29,908
1973–74	32,691	30,557	2,134	1992–93	89,425	57,504	31,921
1974–75	36,315	3,274	3,041	1993–94	93,285	59,223	34,062
1975–76	42,592	37,654	4,938	1994–95	93,540	58,931	34,609
1976–77	46,505	39,852	6,653	1995–96	93,554	58,400	35,154
1977–78	48,347	40,224	8,123	1996–97	97,204	59,333	37,871
1978–79	50,397	40,766	9,631	1997–98	101,652	62,357	39,295
1979–80	55,008	42,744	12,264	1998–99	107,477	64,700	42,777
1980–81	57,888	43,411	14,477	1999–2000	111,532	67,078	44,454
1981–82	61,251	44,230	17,021	2000–01	115,602	68,471	47,131
1982–83	64,741	45,987	18,754	2001–02	119,725	70,463	49,262
1983–84	66,129	46,167	19,962	2002–03	127,685	75,239	52,446
1984–85	66,981	46,199	20,782	2003–04	139,347	80,858	58,489
1985–86	66,676	45,927	20,749	2004–05	142,617	82,151	60,466
1986–87	67,093	44,913	22,180	2005–06	146,406	83,550	62,856
1987–88	69,230	45,980	23,250	2006–07	150,211	84,115	66,096

Sources: U.S. Department of Education; National Center for Education Statistics; Higher Education General Information Survey (HEGIS); "Degrees and Other Formal Awards Conferred" surveys; Integrated Postsecondary Education Data System (IPEDS); and "Completions" surveys.

Table 3 Credit Hour Production 2006-2011 MBA sections

	06/07	07/08	08/09	09/10	10/11	5 Year Change – Credit Hours
MBA	429	408	411	390	453	+5.5%

Data mined by CMU Institutional Research

Table 3 demonstrates MBA credit hour production by academic year for 2006-2011. Credit hour growth is a manageable +5.5%. As discussed previously, this growth rate has potential for rapid acceleration, and will necessitate additional sections of some MBA classes. Credit hour production should be carefully and regularly monitored.

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D. Narrative summaries of resources
i) Unique characteristics of the program influencing the need for resources

There are unique needs required by all business programs including the MBA. One unique need is the necessary technology required of business graduates today. Another is the need for applied learning. An additional requirement is adequate faculty resources to support both the undergraduate and the graduate programs.

Today's business depends upon technology to allow their employees to be both more efficient and more effective. Thus, business students need access to software and hardware comparable to that found in most businesses. Consequently, access to several software programs such as Project, SPSS, Excel, and Creative Suites is needed as well as adequate preparation with these programs. With the need for access to the software also comes the need for current hardware required to support the software.

The Academic Classroom Building where the department is located has three well equipped computer classrooms that allow business students access to needed hardware and software on a regular basis. A continued requirement will be access to these classrooms through open lab times and access to the current software used by industry. This will require both changing software to match industry needs and also continued faculty training in order to teach the new software. Faculty development in this area will be critical and looking forward, this is a need that will only continue, if not grow.

An important component of the MBA program at CMU is applied learning. Continued ties to the business community and faculty resources to continue those connections as well as work with students on these types of project is necessary. While these projects provide students necessary hands-on application, the faculty resource requirements for these projects is significant, both in finding and preparing the businesses for students to begin the project and then in the monitoring that is essential throughout the course of the project. The learning from the student perspective occurs when the faculty member is present to address the specific question that has arisen, which is a unique question and answer in each instance. This necessitates increased faculty student contact and interaction as well as faculty to business contact and interaction.

An additional need for resources is adequate faculty to develop and teach the graduate classes. With the move to the increased research requirement and the elevation of the practicum to include analytics and the projected potential increase in enrollment, increased faculty resources may be needed. While the changes have been positive in the MBA program, it is important that the undergraduate program not be negatively impacted. In order to insure quality programs, increased full-time faculty resources for both programs may be required.

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In particular, additional graduate faculty are needed to provide resources for the addition of individual graduate committees for each MBA student. This is especially critical once students reach their last year and embark upon an individual research project.

ii) Faculty and Staff

Ten full-time tenured/tenure track faculty are currently available to teach in the MBA Program. Two part-time adjunct faculty have assisted in providing delivery of the coursework. All were chosen for their combination of educational and work experience background. Full-time faculty teaching in the MBA Program have terminal degrees or professional certifications in discipline. Part-time faculty have included CPA's for the Accounting course and a lawyer for the Law course.

Each person has strengths in their specific area of business and several are capable of teaching a variety of subjects. The faculty members are active on campus and in the business community to increase their effectiveness in the classroom and to grow important business relationships essential to the program.

The majority of the faculty who teach in the MBA program also carry an undergraduate teaching load. This can be challenging at times.

The present faculty, their date of employment with the University, academic rank, and education are listed below. Vitae are included in the Appendix.

Dr. Morgan K. Bridge (1995), Professor, Ph.D. (University of Wyoming)
Dr. Donald Carpenter (2003), Professor, Ph.D. (University of Nebraska-Lincoln)
Dr. Timothy Galpin (2011), Assistant Professor, Ph.D. (University of California)
Dr. Timothy S. Hatten (1995), Professor, Ph.D. (University of Missouri)
Dr. Jerry W. Moorman, Professor (1990), Ed.D. (Mississippi State University)
Mr. Carroll Multz, (2000), Adjunct, J.D. (University of Montana School of Law)
Dr. Nathan Perry, (2010), Assistant Professor, Ph.D. (University of Utah)
Mr. Matthew Rosenberg, (2011), Assistant Professor, M.P.A.,C.F.A. (University of Texas-Austin)
Dr. Pat Schutz, Associate Professor (2004), Ph.D. (Colorado State University)
Dr. Johnny Snyder (2005), Professor, Ph.D. (University of New Mexico)
Dr. Richard Vail (1997), Professor, D.Phil. (Oxford)

iii) Physical Facilities

This section describes the physical resources needed by the Business program. The Business Department relocated to the Academic Classroom Building (ACB) fall 2008. The resources provided in the building are an exciting improvement over Houston Hall (prior to renovation) where the program had resided since its inception.

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The computer classrooms now available allow increased usage of technology by business students as well as increased instruction in the technology. The computer classrooms have been designed with the computers situated around the outside perimeters of the rooms with tables and chairs in the middle to allow the classroom and technology to be integrated. With the addition of more space, classes that could not previously be taught in a computer classroom are now able to be offered in this environment.

The rooms used by graduate classes have been equipped with moveable tables and chairs which allow for differing room configurations based upon classroom needs, such as case studies or group discussions. All rooms have audio-visual capabilities as well as wired and wireless Internet access, another necessity in business classes.

An exciting addition to the increased classroom space was the creation of an instructional boardroom classroom. This allows students to make presentations in a boardroom situation very similar to what they will encounter as they present in the business world. The instructional boardroom also allows taping of presentations which will be an increased benefit to the student. The faculty is very excited about the opportunities presented by this addition for student presentations.

All classrooms in the ACB are shared by multiple academic disciplines and scheduled centrally by campus administration. There are two computer lab classrooms dedicated to business, one of which is primarily used by computer information systems. The demand for classrooms is high on campus. Consequently, adding sections or changing times of class offerings still proves challenging. While the renovation of Houston Hall is expected to alleviate some of this demand, it will not solve the entire challenge.

Each full-time faculty has a private office equipped with computer and Internet access. Several break-out rooms and open spaces in the building allow space for faculty to interact and work with students one-on-one and also in groups. There is a central copy/mail/workroom located on the third floor of the building used by all business faculty. The learning and teaching environment in ACB is appreciated by both students and faculty.

iv) Instructional equipment, including information technology and its use

Classroom technology has been discussed previously. A resource need not yet discussed is the need for current hardware/software for faculty. With the increased need for up-to-date hardware/software in the computer classrooms, comes also the need for faculty to have access to the same in their offices. Currently, faculty are on a campus-wide, six-year computer rotation schedule with the primary software provided by campus IT. Departmental resources are required to obtain the necessary licenses for faculty to acquire needed discipline specific software. This need will not diminish as technology continues to rapidly change and as the need continues for faculty to remain current in their disciplines through appropriate software.

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v) Library, including DVD, video, etc.

The library staff has evaluated the holdings and resources for the business department. Their report is located in the Appendix. It indicates that current library resources are adequate and that funding must continue in order to maintain these resources.

The business department appreciates the expertise and the dedication of the library staff. The resource librarians are essential to the program as these librarians provide valuable resource information to faculty and to students as well as specific library instruction for several business courses. The reference librarians in particular are an indispensible resource.

vi) Unique sources of revenue and expenditures

Due to the increased costs of software/hardware, lab fees were added to computer related classes in the business program. These fees, in conjunction with the campus-wide replacement program and department funds, will assist the department in continuing to offer current software in the classroom. The need for current technology resources and faculty to utilize the resources is a primary need of the department.

The MBA program is considered a unique expenditure in the department. Since the majority of classes are taught by senior, full-time faculty and all classes are capped at approximately 15-20 students, costs per credit hour are higher for this program than for the undergraduate program. In addition, since very few adjuncts teach in the program, it is senior faculty teaching the majority of the workload.

It is interesting to note the MBA student credit hour production has increased (Table 3). Current students are taking more hours in the program. Fixed costs are those costs beyond the control of the department and include a range of costs from facility costs to administration costs. Varying costs are dependent upon the number of full-time faculty teaching in the program. The majority of faculty teaching in the program teach only one to two courses per year in the MBA program. The balance of their teaching load is in the undergraduate classes. Thus in calculating the variable costs, only a percentage of the faculty member salary should be charged to the MBA program. The remainder of the salary is charged to the undergraduate program.

Costs have increased over the last five years with noteworthy variability. Both the fixed and variable costs increased dramatically in 07-08 with a subsequent decrease the following year. If those two years are removed, the table demonstrates a more stable increase in costs over the five-year time frame. Expenditures for the MBA Program averaged $532 per credit hour for the last five years as demonstrated in Table 3a. See the Appendix for the complete set of budget reports supplied by the Budget Office.

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Table 3a. Enrollment Data 2006-2011

	2006/07	2007/08	2008/09	2009/10	2010/11
Number of credit hours produced	429	408	411	390	453
Number of sections	18	17	14	16	15
Number of full-time tenure track faculty	10	10	7	8	8
FTEF	1.375	1.125	1.125	1.125	1.2
SCH:FTEF*	312.	363	365	347	378
Graduate Variable Costs by credit hour	320	533	113	370	389
Graduate Fixed Costs by credit hour	123	193	177	224	219
Graduate Credit Hour Production	402	420	408	366	354
Total Variable Costs Graduate	128726	223731	45929	135225	137873
Total Fixed Costs Graduate	49626	81114	72396	81926	77358
Total Costs Graduate	178352	304845	118325	217181	215231
Total Cost per credit hour	444	726	290	593	608

Data provided by Budget Office
*Average number of credit hours generated per faculty

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E. Effectiveness
i) Accreditations by professional, regional, or national associations

Colorado Mesa University and its academic programs are accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools.

ii) Changes since the most recent program review

The recommendations affecting the MBA Program from the 2004-2008 program review follow:

1. *Funding of Teaching and Research Assistants.*

2. *Increased funding for academic conferences.*

3. *Increase faculty salaries to match the national average.*

4. *Fill current vacancies.*

Since the last program review, 2004-2008, the budget situation for higher education in Colorado has continued to deteriorate. Since all four recommendations are resource driven, only two have been met. Salaries have continued to climb at CMU for Business faculty. Additionally, the department has been authorized to fill vacancies this academic year, with vacancies also filled the last two years. The addition of quality faculty to fill previous vacancies has been much appreciated and is a positive step forward in providing quality courses in the MBA program. Funding for academic conferences remains at $600 per faculty member for travel to conferences each year. There is also Professional Development money available from the Office of Academic Affairs. Since the focus of CMU is teaching, the use of graduate teaching assistants is highly unlikely. Monies for graduate assistants to aid in faculty research would better match the mission of the institution.

iii) Assessment of student academic achievements within the program, based on the program assessment plan, including summary of strengths and needs identified as a result of these assessments for the years covered by this review.

Program assessment at Colorado Mesa University is a formalized process of submitting an assessment plan and then a report on a rotating basis. The department assessment plan has evolved over the last five years as the departmental mission statement, concentration statements and course objectives have been evaluated and changes implemented. In addition, the assessment plan for the MBA program is also continuing to evolve in light of the changing graduate environment on the CMU campus as additional graduate programs are added. A recent

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initiative was the creation of a set of common assessment goals and criteria to be used across all graduate programs. The assessment process for these goals is in the process of being developed.

The three assessment objectives for the business programs under review follow:
1. Graduates will demonstrate a mastery of the body of knowledge appropriate for an MBA degree.
2. Graduates will demonstrate appropriate business communication skills at the graduate level including the following:
    a. writing skills
    b. oral presentation skills.
3. Graduates will demonstrate appropriate analytical and critical thinking skills at the graduate level.

In order to assess the achievement of these objectives, several differing assessment measures are used.

1a. Students must successfully complete a comprehensive examination in the last spring semester in the program that demonstrates mastery of the body of knowledge necessary for the program, in response to the first objective. The comprehensive exam was first implemented in 2010. Each student must answer a comprehensive question in each of the functional areas of business. If students do not successfully pass these questions, the student does not receive his/her degree and remedial action is required. To date, the pass rate on the comprehensive exam has been 100%. Despite the high pass rate of 100%, two areas of potential weakness were identified through analysis of the comprehensive questions: accounting and finance. In both of these areas faculty with specific expertise have been hired. The comprehensive questions in these areas will be evaluated carefully during the next two spring comprehensive exams.

2a. In the last two semesters of the program, students are required to research, write, and present a comprehensive research project. The topic for the project is chosen by the student and must also be sufficiently broad to demonstrate objectives 1 and 3 as listed above. This project is evaluated by the faculty teaching the two research classes, by the faculty project advisor, and the business for which the project is completed. It is then presented to the group of graduate faculty at Research Day. At any point, any one of these groups of evaluators can raise concerns that the student has not demonstrated appropriate writing, presentation, analytical or critical thinking skills. Thus the research project is evaluated by several differing faculty as well as outside reviewers. To date, the success rate on the above goals as measured by the above criteria is 91%.

At the conclusion of each Research Day, graduate faculty meet and discuss any areas they feel need to be strengthened for the coming year and appropriate changes are then implemented. A major change as a result of the outcome of Research Day was the introduction of more sophisticated analytics to the curriculum in direct response to deficiencies seen in the program as demonstrated by the research project. The quantitative piece, statistical analysis

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using SPSS, that was purposefully added to the project requirement has dramatically strengthened the MBA program at CMU. This analysis has tied the theory to application as students assess a current business issue using quantitative methods. Examples of this analysis occurs in projects that range from measuring the satisfaction customers feel with their current insurance provider to increasing the operational effectiveness of a mining operation.

The outcome of the analysis of Research Day 2010 was the addition of a workshop/practice presentation where students improve their presentation and explanation skills before Research Day. This has significantly improved the quality of the presentations for Research Day.

An additional MBA Assessment tool is currently in progress. A current MBA student is developing his practicum around a study titled, "The Value of a Master of Business Administration Degree." The study will survey all alumni of the program. Results will be available in early May 2012.

In addition, CMU graduate program directors spent last summer developing graduate program objectives for all graduate programs on the CMU campus. This spring specific assessments for these objectives across all graduate programs will be implemented.

iv) Faculty success data: (1) teaching; (2) advising; (3) scholarship; (4) service; (5) other achievements

(1) Teaching: The ten full-time faculty teaching the MBA program have both academic credentials and industry experience. All ten have a Ph.D, Ed.D., D.B.A or professional terminal certification. All faculty teach 12 credit hours each semester with an attempt made to require no more than three differing preparations per semester. Overloads or additional classes such as online are reimbursed at the standard adjunct rate. Most MBA classes are taught by full-time faculty.

Faculty participate in student evaluations each semester. All tenure-track faculty are required to evaluate all classes. Since some business classes build upon the previous classes, discussion between faculty occurs as content is integrated from class to class, another venue for evaluation.

Teaching is a priority at Colorado Mesa University and in the Business Department. During the time under review, several faculty have been recognized as outstanding educators by differing organizations. The majority of the faculty in the department find teaching to be their highest priority and also their greatest source of satisfaction.

(2) Advising: The MBA students are shared among all full-time full-professors, with some deference given to interest area. One of the strengths of the program is the faculty interaction with students, which occurs during the advising process. Most faculty far exceed the

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required one hour per day office hour and this is evidenced in the strength of the faculty student relationships in the department. Particularly during the research project, faculty spend many hours with the MBA students providing both guidance and oversight as the project develops.

(3) Service: The majority of the faculty serve on discipline specific committees, departmental committees, and campus committees. Currently the department has a faculty member who is Chair of the Graduate Curriculum Committee and serves on the undergraduate curriculum committee. One is the in-coming Chair of the Human Subjects Research Committee and on the Academic Policies Committee; another is head of the international student exchange program. Two faculty sit on the Vice-President of Academic Affairs Graduate Advisory Committee. These are but a few examples of campus committees requiring many hours of service. Many opportunities for service are available on campus and many of these positions are filled with business faculty. Faculty vitae are located in the Appendix with more detailed descriptions of service.

(4) Scholarship: In addition to teaching, advising, and service, the department is quite prolific in scholarship, in accordance with CMU policy. At least one instance of scholarship is required each year in order for faculty to meet department minimums in scholarship evaluation. Scholarship for the department consists of a wide variety of activities ranging from presentations for local organizations such as the Chamber of Commerce, to national conference presentations such as Mountain Plains Management Conference to international conferences such as the International Academy of Business and Administration Discipline. This fall a faculty spent the semester teaching in Denmark as a Fullbright Scholar. The faculty also creates textbooks, journal articles, book chapters and ancillary products for textbooks. Consulting in the business community is also an important scholarship activity that maintains faculty currency in discipline. The table below details the scholarship activity of the faculty. Following the table are a few examples of faculty scholarship activities for the time period. Faculty vitae are located in the Appendix with more detailed descriptions of scholarship.

Business Scholarship Summary 2006-2011

	Fullbright	Regional and National Presentations	International Presentations	Textbook and Book Chapters	Ancillary Products	Articles
2006-2011	1	57	5	16	4	10

Scholarship Examples

Articles: (2011) Four systems to initiate in the Foundations of Information Systems course to support the IS 2010 Model Curricula and to retain students. *Information Systems Education Journal, 9*(5), 71-76.

Articles: (2006) "Formalizing Service Profit Chain Theory by Building an Agent-Based Model" the proceedings of the Southwest Academy of Management Conference. Oklahoma City, Oklahoma.

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International Conference: (2011) "Creating Jobs Through Small Business." Presentation at the International Business and Economics Research Conference, Las Vegas, Nevada.

International Conference: (2008) "Advertising Influences on Traditional Age University Students," Proceedings of The International Academy of Business and Public Administration Disciplines.

International Conference: (2007) "Who's Minding the Commons" Presentation at The International Academy of Business and Administration Disciplines (IABPAD) Annual Conference, Dallas, Texas.

Textbook: (2012) Small Business Management: Entrepreneurship and Beyond, 5th edition. South-Western Cengage Learning.

Book: (2011) Leading the Sustainable Organization: Development, Implementation and Assessment. London, Earthscan.

v) Student success data: e.g., awards, licensure rates, national testing for licensure rates, average test scores on graduate school admission tests such as GRE, MCAT, LSAT, acceptance into graduate or professional programs, employment in the field, etc.

There are many individual success stories from graduates of the programs under review. Following is a compilation of a few of the current successes:
  ➤ Richard Hartley, Sr. Account Representative, Halliburton
  ➤ LeAnn Shobe, Chief Executive Officer, Western Orthopedics & Sport Medicine
  ➤ Curt Martin, Director of Financial Aid, Colorado Mesa University
  ➤ Ralph Bonser, Sr. Electrical Design Engineer, Ametek
  ➤ Kenneth Riskey, Owner, eBricks Online Outlet Store
  ➤ Estrella Woods, International Sales Manager, Telluride
  ➤ Mariah Zerbe, Business Incubator Center
  ➤ George Daniels, Business Development, RE Landscape Services
  ➤ Whitney Smythe Smith, Western Rockies Region Administrator, Bank of the West
  ➤ Nicole Sprunger, Manager, EKS & H
  ➤ Joseph Steinkirchner, Manager, Excel Energy
  ➤ Jennifer Brown, Controller, JGMSINC
  ➤ Tawny Espinoza, Health Coach, Community Hospital
  ➤ Abigail Fleming, CPA, Value Enhancement Group, Inc.
  ➤ Blake Miller, Head Softball Coach, Texas A&M University, Kingsville
  ➤ Jason Mallory, Product Manager, National Coupling
  ➤ Mark Sandstedt, Sales Associate, Schering-Plough
  ➤ Desiree Dole, Broker Associate, Dole and Associates
  ➤ Sammy Marutzky, Underground Test Area Project Manager, Stoller-Navarro

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F. Strengths identified by the review.

Strengths of the program include the following:

Focus on Analytics and Quantitative Decision Making: A major strength of the program is the emphasis that is placed on analytics and quantitative decision making. Students learn research methodology, computer software and theory and then implement first-hand a major research project. The research project provides students an opportunity to apply the theory and concepts learned in other MBA classes into a "live" project with results that provide businesses with valuable information.

Potential for Growth: Section C of this report documented a strong growth potential for this program. With the increased demand by the energy and health industries plus the changes in the accounting CPA requirements and the addition of the 3+2 for finance students, the MBA could have steady growth for the next 5-10 years. In addition, the CMU MBA program is the only classroom-based MBA in the area.

Curriculum: The curriculum within the MBA Program has undergone significant examination the last five years, with a variety of changes implemented. A research course was added, a software package was added, and an e-commerce class was added, to name a few. Courses are continuously modified to meet the changing business environment. An increased emphasis on communication skills both in writing and oral presentations as well as an increase in critical thinking and analytical skills have demonstrated improvement. A comprehensive exam is now required of all MBA graduates which highlights specific functional business areas. Development of curriculum is an ongoing process and is based upon feedback provided by faculty, graduates of the program and results of both major assessments, the comprehensive exam and the Research Day presentations.

Faculty: A major strength of the program is in the quality of faculty who are truly committed to student success both in and out of the classroom. The faculty as a whole is committed to research and is well published. The faculty not only provide the requisite body of business knowledge, but also provide opportunities for students to demonstrate this core body of knowledge in applied projects and research in MBA classes. These projects require increased student-to-student and student-to-faculty interaction which strengthens learning and student opportunities.

Small Class Sizes: Allowing only 15-20 students in classes in the MBA program allows increased interaction not only with faculty but also between students. Smaller class sizes are cited by students as a program strength. Individual student responsibility for learning increases with smaller classes as well as individual accountability.

State of the Art Facilities: The Academic Classroom Building allows business students the access to computer classrooms required of the program. The ability to integrate software programs into classes is exciting. Movable tables and chairs in the classrooms facilitate the

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interactive learning environment required in the graduate courses. The instructional boardroom facilitates the presentation skills of both the undergraduate and graduate programs as students have access to an environment similar to what they will encounter in the business world.

Alumni: Graduates of the CMU MBA program are now engaged in business opportunities throughout the United States. Since the program is relatively new, these students have not yet risen to upper management in most instances. However, many of the graduates are on career paths that have been strengthened and in some instances made possible due to their degrees. Note the sample listing of alumni and current positions in Section E. v.

The MBA Alumni Board: This group of MBA alumni has demonstrated a commitment to the program and the department with focus on both improving recruitment in the MBA program and supporting the program through interaction with current students and the local business community.

G. Areas needing strengthening identified by the review.

Professional development: The geographic isolation of the area, combined with the need for continuing professional development, association memberships, training and scholarship, provide significant challenges for faculty. Increased funding would allow an increase in professional development. A specific need is access to industry conferences where current practices within the industry are discussed. These types of conferences are essential in business which changes constantly in order to bring current practices into the classroom. The challenge of these types of conferences is their increased costs. With the increased emphasis on software and analytics, increased faculty training is also necessary to teach classes effectively and to maintain currency in discipline. While faculty has been creative in covering these costs, many times faculty are unable to attend needed conferences and training sessions.

Faculty Resources: Since the same faculty resource pool is used for both the graduate and undergraduate programs, an increase in workload in one area, such as changes in the MBA or an increase in alternative delivery courses, tasks current resources. If the projected growth in the program occurs, more full-time faculty will be required so that additional sections of classes can be offered. An increase in faculty would also facilitate more outreach into the business community, a positive for the business department. With an increase in faculty, additional electives could be provided, giving students a choice of classes in this category. The addition of new faculty last year and current searches this year is appreciated and will enable some of the above concerns to be addressed.

While the department is appreciative of the progress that has been made in raising faculty salaries, BBA/BS/MBA/BAS faculty continue to be remunerated below other institutions, which makes hiring and retention of faculty challenging.

Faculty resources are also necessary to implement graduate committees for individual students. As the MBA continues to grow, it will become increasingly difficult for current faculty to adequately supervise MBA student practicum and thesis requirements. Since the research project is a cornerstone of the MBA program, this is an important need.

Recruitment: Increased institutional advertisement by Colorado Mesa University will help to positively impact perceptions about the MBA Program at Colorado Mesa and attract additional students. Increased advertising by the department will strengthen the institutional initiative and allow the program to increase enrollment.

Increased contact with alumni: As the program is now over ten years old, regular contact with the alumni of the program should begin to garner both financial and physical support, as evidenced by both scholarships and job opportunities for current graduates. Utilizing the alumni effectively needs careful analysis.

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Job placement services: Job placement is an area that needs to be addressed, specifically for MBA students at an institution level as well as departmental level.

Lack of graduate scholarships and assistantships: Neither scholarship or assistantships is available for MBA students. Increased fundraising in this area, would provide much-needed funding for the graduate level program.

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H. Vision
i) Proposals for strengthening the program

The mission statement for the Business Department follows: *The degrees in Business are designed to prepare students with a strong knowledge base in their chosen concentration and an ability to cross all functional areas of business. The degrees will provide practical applications based upon a strong theoretical background which allows students to solve problems creatively and analytically using tools learned and practiced in the functional areas of business with the ability to communicate those solutions through writing and presentations.*

The Business programs at Colorado Mesa University are quality programs as demonstrated by student successes, faculty accomplishments and alumni accomplishments. As the program continues to grow, significant progress has been made to assure that program quality remains high. Graduate success stories are indicators that the program is providing business students the necessary knowledge, skills and abilities to be successful in the business world. A major strength of the program has been and continues to be the relationship faculty develops and maintains with students, even after graduation. Facilitating these interactions is essential to program success. Another Business Department key to success is the continued interaction and support of the business community.

Continued Curriculum Development: In order to maintain the level of quality and move the Business programs forward, the faculty continues to improve the curriculum. Moving forward with necessary changes is key to a successful department since the business industry is constantly changing and thus curriculum must be under continuous development. For example, the continued strengthening of the analytical component, to achieve desired student outcomes, is necessary. Furthermore courses must continue to be taught with the opportunity for applied study, with options such as project based learning, live business projects and simulations. These business applications encourage students to make the connection between research, quantitative analysis, critical thinking and application in business decision making. Future hires in the Business Department must take into consideration the need for faculty who can assist students in making the connection between theory and application.

Increased Enrollments: As with any program, increasing enrollments strengthen the program. Focus on growing the program through the venues previously mentioned will provide increased revenues to support increased expenditures. However, the local economy will play a key role in enrollments. As the economy moves toward recovery, enrollments could be impacted.

Alumni Access: Increased access to alumni is a resource that needs further development. While many faculty have individual graduates with whom they maintain contact, as a whole, the institution and the department need to cultivate alumni who can provide much needed advisory board membership, recruitment opportunities, student internships, employment and future

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funding to include scholarships. Increased attention to developing these alumni relationships will be profitable for the program.

Scholarship Availability: Increased availability of scholarships would be beneficial in not only recruiting students but also in allowing students to focus on classes in a way that is not always possible when the student is working full-time. Scholarships are also a positive way to connect alumni with current students.

Increased contact with the business community: Another key resource to further develop are faculty relations with the business community. Strengthening these relationships can assist in advisory boards, fund raising, practicum projects and future job opportunities for graduates.

ii) Program priorities requiring additional resources

Resources needed have been addressed in the previous program review sections. A brief recap follows. In order to accomplish the goal set forth in the departmental mission statement, several differing requirements must continue to be met.

Applied learning must continue to occur. This mandates that faculty remain current in their disciplines and maintain appropriate connections in the business community to facilitate the necessary projects. Faculty resources for the MBA need to be addressed. Faculty advising and workloads have increased. In order to not detract from the undergraduate program, faculty must be provided time to work with the graduate students on these time intensive projects, including the capstone research project.

MBA classes must remain small so that appropriate group dynamics and adequate professor one-on-one interaction can occur. When needed, additional sections must be offered to allow students the opportunity to participate in applied learning projects and presentations.

Faculty must receive knowledge and training in their respective areas in order to teach current business practices. Increased access to training seminars as well as access to the business community will provide needed direction in these areas. Increased access to industry specific training is a necessity.

Continued access to current technology, both hardware and software is also critical. Students and thus faculty must be current in industry standards in order to facilitate employment opportunities after graduation.

Maintaining current alumni connections will continue to be beneficial. These alumni could contribute to recruitment, hiring of current students, funding and scholarships. Since the program is now over ten years old, the alumni should be able to provide a rich reserve of experience, recruitment and funding.

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Job placement services would be a positive addition. Increased connections with both the business community and alumni would facilitate job placement for graduates.

MBA scholarships and graduate assistantships availability would be beneficial. Both of these would increase the funding opportunities available to students in order to obtain their graduate degree. Scholarships and assistantships would both aid in recruiting and in retention.

Appendix A

Program Statistics

Graduate Business Registrations and Credit Hours by Subject and Academic Year - AY 0607 - AY 1011

	AY 0607		AY 0708		AY 0809		AY 0910		AY 1011		5 Year Change - Credit Hours	
	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	#	%
ACCT	18	54	17	51	11	33	15	45	20	60	6	11.11%
BUGB	46	138	38	120	42	132	40	120	42	126	-12	-8.70%
CISB	0	0	1	3	0	0	1	3	3	9	9	- - -
FINA	14	42	16	48	14	42	15	45	11	33	-9	-21.43%
MANG	48	144	49	147	51	153	48	144	57	171	27	18.75%
MARK	17	51	13	39	17	51	11	33	18	54	3	5.88%
Total	143	429	134	408	135	411	130	390	151	453	24	5.59%

Term	Instructor	Graduate Courses			Undergraduate Course		
		Course	Student Credit Hours	Registrations	Course	Student Credit Hours	Registrations
Summer 2006							
	Hatten, Tim	MANG 550	18	6			
	Moorman, Jerry	BUGB 520	12	4			
	Schutz, Patrick	MANG 520	15	5			

Term	Instructor	Graduate Courses			Undergraduate Course		
Fall 2006							
	Gurka, Geoffrey	ACCT 500	54	18	ACCT 201	168	56
					ACCT 441	108	27
	Hatten, Tim	BUGB 520	6	2	MANG 300	138	46
					MANG 401	21	7
					MARK 432	57	19
	Markham, Frank	MANG 501	15	5	MANG 201	60	20
					MANG 491	96	32
	Moorman, Jerry	BUGB 530	39	13	MANG 450	39	13
					MARK 350	45	15
	Norman, Steven	MANG 510	39	13	FINA 301	81	27
					MANG 371	78	26
	Vail, Richard	MANG 500	48	16	MANG 471	129	43

Term	Instructor	Graduate Courses			Undergraduate Course		
Spring 2007							
	Bridge, Morgan	BUGB 520	12	10	FINA 301	114	38
					FINA 420	51	17
					MANG 495	6	2
					MANG 496	60	20
	Carpenter, Donald	MARK 500	51	17	CISB 101	87	29
					CISB 442	42	14
					CISB 471	18	6
					CISB 495	4	2
	Moorman, Jerry	BUGB 590	36	6	MARK 350	99	33
		BUGB 595	15	5			
	Multz, Carroll	BUGB 500	30	10	BUGB 349	81	27
					BUGB 352	93	31
					MASS 480	81	27
	Parkes, Andrew	FINA 500	42	14	ECON 202	183	61
					ECON 320	48	16
					ECON 343	60	20
					ECON 420	75	25
	Schutz, Patrick	MANG 520	12	4	BUGB 105	52	26
					MANG 371	156	52
	Vail, Richard	MANG 590	30	10	MANG 471	96	32

Term	Instructor	Graduate Courses			Undergraduate Course		
		Course	Student Credit Hours	Registrations	Course	Student Credit Hours	Registrations
Summer 2007							
	Bridge, Morgan	BUGB 520	3	1	ECON 201	102	34
					ECON 202	51	17
					FINA 301	66	22
					MANG 331	15	5
	Carpenter, Donald	BUGB 520	18	6	MARK 496	21	7
Fall 2007							
	Buckley, Clarence	ACCT 500	51	17			
	Hatten, Tim	BUGB 520	9	3	BUGB 101	180	60
					MANG 300	135	45
					MANG 401	33	11
					MARK 432	60	20
					MARK 495	6	2
	Markham, Frank	MANG 501	45	15	BUGB 101	81	27
					MANG 491	105	35
	Moorman, Jerry	BUGB 530	24	8	MARK 350	48	16
	Norman, Steven	MANG 510	36	12	MANG 201	102	34
					MANG 301	72	24
					MANG 371	84	28
	Snyder, John	CISB 560	3	1	CISB 101	78	26
					CISB 460	18	6
					CISB 491	2	1
	Vail, Richard	MANG 500	30	10	BUGB 249	45	15
					MANG 471	117	39
Spring 2008							
	Bridge, Morgan	BUGB 520	6	2	ECON 202	240	80
		FINA 500	48	16	FINA 420	45	15
					FINA 451	39	13
					MANG 410	81	27
					MANG 495	7	4
	Carpenter, Donald	MARK 500	39	13	CISB 101	75	25
					CISB 442	36	12
					CISB 471	12	4
	Gallagher, Michael	BUGB 510	9	3	BUGB 401	144	48
					MANG 201	93	31
	Moorman, Jerry	BUGB 590	12	2	MARK 350	72	24
		BUGB 595	21	7			
	Multz, Carroll	BUGB 500	36	12	MASS 480	66	22
					BUGB 352	72	24
	Vail, Richard	MANG 590	36	12	BUGB 249	24	8
		BUGB 520	3	1	MANG 471	75	25

Term	Instructor	Graduate Courses			Undergraduate Course		
		Course	Student Credit Hours	Registrations	Course	Student Credit Hours	Registrations
Summer 2008							
	Bridge, Morgan	BUGB 520	9	3	ECON 201	123	41
					ECON 202	42	14
					FINA 301	42	14
					MANG 396	12	4
					MANG 495	3	1
	Hatten, Tim	MANG 550	12	4	BUGB 496	18	6
Fall 2008							
	Hatten, Tim	BUGB 520	18	6	BUGB 101	162	54
					BUGB 520	18	6
					ECON 495	6	2
					MANG 300	165	55
					MANG 401	18	6
					MARK 432	45	15
					MARK 495	6	2
	Markham, Frank	MANG 501	39	13	MANG 491	108	36
	Moorman, Jerry	BUGB 530	33	11	MARK 350	102	34
	Schroen, Gary	ACCT 500	33	11			
	Vail, Richard	MANG 500	39	13	BUGB 249	30	10
					MANG 471	138	46
Spring 2009							
	Bridge, Morgan	BUGB 520	6	2	ECON 202	318	106
					ECON 343	48	16
					ECON 495	9	3
					FINA 451	45	15
					MANG 373	78	26
					MANG 410	93	31
					MANG 495	2	2
					MARK 495	3	1
	Carpenter, Donald	MANG 510	45	15	CISB 101	141	47
		MARK 500	51	17	CISB 442	42	14
					CISB 471	18	6
					CISB 491	3	1
					CISB 495	3	1
	Huffman, Ward	FINA 500	42	14	FINA 301	84	28
					FINA 420	36	12
					FINA 431	48	16
	Moorman, Jerry	BUGB 590	12	2	MARK 350	93	31
		BUGB 595	27	9			
	Multz, Carroll	BUGB 500	36	12	BUGB 352	63	21
					MASS 480	57	19
	Vail, Richard	MANG 590	30	10	BUGB 249	27	9
					MANG 471	123	41

Term	Instructor	Graduate Courses			Undergraduate Course		
		Course	Student Credit Hours	Registrations	Course	Student Credit Hours	Registrations
Summer 2009							
	Bridge, Morgan	BUGB 520	12	4	ECON 201	102	34
					ECON 202	78	26
					FINA 301	84	28
					MANG 396	10	4
					MANG 495	3	1
	Carpenter, Donald	CISB 560	15	5	CISB 101	66	22
					CISB 460	45	15
					CISB 491	3	1
Fall 2009							
	Carpenter, Donald	CISB 500	3	1	CISB 101	141	47
					CISB 331	36	12
					CISB 451	33	11
					CISB 470	57	19
					CISB 491	1	1
	Hatten, Tim	BUGB 520	9	3	MANG 300	165	55
					MANG 401	39	13
					MARK 432	72	24
	Markham, Frank	MANG 501	21	7	BUGB 101	258	86
					MANG 491	78	26
	Moorman, Jerry	BUGB 530	30	10	MARK 350	114	38
	Schroen, Gary	ACCT 500	45	15			
	Schutz, Patrick	MANG 520	21	7	MANG 371	180	60
					MANG 372	33	11
	Vail, Richard	MANG 500	33	11	MANG 471	108	36
					MANG 491	69	23
Spring 2010							
	Bridge, Morgan	BUGB 520	9	3	ECON 202	300	100
					ECON 320	84	28
					ECON 343	66	22
					ECON 495	6	2
					FINA 451	42	14
					MANG 373	87	29
					MANG 410	102	34
					MANG 495	3	1
	Carpenter, Donald	MANG 510	33	11	CISB 101	117	39
		MARK 500	33	11	CISB 442	39	13
					CISB 471	33	11
					CISB 491	3	1
	Huffman, Ward	FINA 500	45	15	FINA 301	240	80
					FINA 420	57	19
	Moorman, Jerry	BUGB 595	30	10	MARK 350	90	30
	Multz, Carroll	BUGB 500	42	14	BUGB 352	84	28
					MASS 480	75	25
	Vail, Richard	MANG 590	36	12	BUGB 249	60	20
					MANG 471	129	43

Term	Instructor	Graduate Courses			Undergraduate Course		
		Course	Student Credit Hours	Registrations	Course	Student Credit Hours	Registrations
Summer 2010							
	Carpenter, Donald	CISB 500	24	8	CISB 210	57	19
					CISB 470	18	6
Fall 2010							
	Bridge, Morgan	BUGB 520	3	1	BUGB 105	84	42
					ECON 201	288	96
					ECON 496	42	14
					FINA 301	102	34
					FINA 320	96	32
					FINA 412	27	9
	Carpenter, Donald	CISB 500	6	2	CISB 210	258	86
					CISB 331	33	11
					CISB 451	33	11
					CISB 470	51	17
	Markham, Frank	MANG 501	30	10	MANG 201	183	61
					MANG 491	159	53
	Moorman, Jerry	BUGB 530	36	12	MARK 350	96	32
	Palmer, Kenneth	ACCT 500	60	20			
	Schutz, Patrick	MANG 520	24	8	MANG 371	204	68
					MANG 372	72	24
	Snyder, John	CISB 560	3	1	CISB 206	39	13
					CISB 305	30	10
					CISB 341	72	24
					CISB 395	2	2
					CISB 460	45	15
	Vail, Richard	MANG 500	54	18	BUGB 249	66	22
					MANG 471	135	45
Spring 2011							
	Bridge, Morgan	BUGB 520	9	3	BUGB 105	128	64
					ECON 202	291	97
					FINA 415	24	8
					FINA 451	63	21
					FINA 495	3	1
					MANG 373	78	26
					MANG 410	117	39
					MANG 495	6	2
					TRAV 351	42	14
	Carpenter, Donald	MANG 510	36	12	CISB 210	150	50
		MARK 500	54	18	CISB 442	42	14
					CISB 471	30	10
					CISB 491	3	1
					CISB 495	7	3
	Huffman, Ward	FINA 500	33	11	FINA 301	213	71
					FINA 420	72	24
	Moorman, Jerry	BUGB 595	30	10	MARK 350	129	43
	Multz, Carroll	BUGB 500	48	16	BUGB 352	75	25
					MASS 480	102	34
	Vail, Richard	MANG 590	27	9	MANG 471	120	40
					MANG 491	99	33

MBA Enrollments, Summer Terms 2007-2011

Colorado Mesa University

Level	Major Code	Program Name	Summer --				
			2007	2008	2009	2010	2011
Master's							
	8100	Master of Business Admin	3	6	8	9	9
	8110	MBA-Conditionally Accepted	3	0	1	2	1
	8119	MBA-NonGrad Degree w/o Bacc	0	0	0	0	0
	8139	MBA-NonGrad Degree w/Bacc	0	0	0	0	0
	TOTAL		6	6	9	11	10

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Appendix B

Finance and Budget

Program	Division	Credit Hrs	Total Variable (Fac)	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Business								
Accounting and Comp Info								
ACCT	Lower	1,581	157,396	100	184,639	117	342,036	216
ACCT	Upper	1,119	142,214	127	130,684	117	272,898	244
ACCT	Graduate	24	9,786	408	3,104	129	12,891	537
CISB	Lower	1,653	180,067	109	196,446	119	376,514	228
CISB	Upper	372	92,316	248	44,209	119	136,525	367
CISB	Graduate	33	8,939	271	4,337	131	13,275	402
		4,782	590,719	124	563,420	102	1,154,139	241
Business								
BUGB	Lower	2,102	96,798	46	230,610	110	327,408	156
BUGB	Upper	879	52,033	59	96,435	110	148,468	169
BUGB	Graduate	126	47,616	378	15,407	122	63,023	500
ECON	Lower	1,278	32,906	26	140,209	110	173,115	135
ECON	Upper	165	37,937	230	18,102	110	56,039	340
FINA	Upper	876	73,795	84	96,106	110	169,901	194
FINA	Graduate	60	17,011	284	7,336	122	24,347	406
MANG	Lower	1,116	113,152	101	122,436	110	235,588	211
MANG	Upper	3,153	272,713	86	345,915	110	618,627	196
MANG	Graduate	108	37,098	344	13,206	122	50,304	466
MARK	Lower	951	17,652	19	104,334	110	121,986	128
MARK	Upper	1,203	100,979	84	131,981	110	232,960	194
MARK	Graduate	51	8,276	162	6,236	122	14,512	285
TRAV	Lower	114	5,183	45	12,507	110	17,690	155
TRAV	Upper	132	6,102	46	14,482	110	20,584	156
		12,314	919,251	75	1,355,301	94	2,274,552	185
Art								
ARTE	Lower	3,288	187,848	57	430,287	131	618,135	188
ARTE	Upper	1,239	211,591	171	162,143	131	373,734	302
GRAR	Lower	147	14,632	100	20,446	139	35,078	239
GRAR	Upper	294	68,735	234	40,891	139	109,626	373
		4,968	482,806	97	653,767	116	1,136,572	229

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MSC
RI
FY06 Costs

Program	Division	Credit Hrs	Total Variable (Fac)	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Lang, Lit, and Mass Comm								
Lanuage and Literature								
ENGL	Remedial	1,704	158,110	93	193,497	114	351,608	206
ENGL	Lower	10,116	665,991	66	1,148,719	114	1,814,710	179
ENGL	Upper	1,780	346,334	195	202,127	114	548,462	308
FLAF	Lower	180	9,514	53	20,440	114	29,954	166
FLAG	Lower	153	6,574	43	17,374	114	23,948	157
FLAS	Lower	3,825	275,771	72	434,347	114	710,118	186
FLAS	Upper	456	92,256	202	51,781	114	144,036	316
FLAV	Lower	102	14,269	140	11,583	114	25,852	253
FLAV	Upper	6	8,239	1,373	681	114	8,920	1,487
HUMA	Upper	50	8,944	179	5,678	114	14,622	292
PHIL	Lower	552	35,657	65	62,682	114	98,339	178
PHIL	Upper	126	14,385	114	14,308	114	28,693	228
HNRS	Upper	78	3,375	43	13,503	173	16,878	216
		19,128	1,639,420	86	2,176,719	98	3,816,139	184
Mass Communications								
MASS	Lower	756	38,663	51	99,469	132	138,132	183
MASS	Upper	1,480	184,269	125	194,727	132	378,996	256
		2,236	222,932	100	294,195	116	517,128	215
Music								
MUSA	Lower	1,948	90,572	46	274,463	141	365,035	187
MUSA	Upper	283	58,593	207	39,873	141	98,466	348
MUSL	Lower	229	85,851	375	57,665	252	143,516	627
MUSL	Upper	174	85,381	491	43,816	252	129,197	743
MUSP	Lower	330	73,559	223	43,827	133	117,386	356
MUSP	Upper	199	77,382	389	26,429	133	103,812	522
		3,163	471,339	149	486,073	138	957,412	287

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Program	Division	Credit Hrs	Total Variable (Fac)	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Social and Behavioral Sci								
ADJU	Lower	198	9,629	49	21,116	107	30,745	155
ADJU	Upper	321	15,024	47	34,234	107	49,259	153
ANTH	Lower	1,116	60,325	54	119,020	107	179,345	161
ANTH	Upper	315	62,198	197	33,594	107	95,792	304
GEOG	Lower	1,251	39,963	32	133,417	107	173,380	139
HIST	Lower	4,764	206,708	43	508,073	107	714,781	150
HIST	Upper	1,074	160,404	149	114,540	107	274,944	256
POLS	Lower	1,533	41,974	27	163,492	107	205,466	134
POLS	Upper	728	104,096	143	77,640	107	181,736	250
PSYC	Lower	4,284	123,958	29	458,542	107	582,500	136
PSYC	Upper	2,605	320,394	123	278,829	107	599,223	230
PSYP	Upper	508	45,389	89	54,374	107	99,763	196
SOCI	Lower	27	10,255	380	2,880	107	13,134	486
SOCI	Upper	324	67,810	209	34,554	107	102,364	316
SOCO	Lower	2,286	63,064	28	243,798	107	306,862	134
SOCO	Upper	724	77,754	107	77,213	107	154,967	214
		22,058	1,408,944	64	2,355,317	91	3,764,261	155
Theatre and Speech								
DANC	Lower	753	73,763	98	91,914	122	165,677	220
DANP	Lower	18	8,221	457	2,197	122	10,418	579
DANP	Upper	82	23,684	289	10,009	122	33,693	411
FINE	Lower	192	33,791	176	23,436	122	57,228	298
SPCH	Lower	1,932	107,791	56	235,828	122	343,619	178
SPCH	Upper	90	14,162	157	10,986	122	25,147	279
THEA	Lower	1,116	150,925	135	136,584	122	287,510	258
THEA	Upper	601	158,983	265	73,555	122	232,538	387
		4,784	571,320	119	584,509	106	1,155,829	226
Teacher Ed								
EDUC	Lower	74	26,742	361	12,184	165	38,927	526
EDUC	Upper	3,079	458,224	149	506,967	165	965,191	313
EDUC	Graduate	42	4,140	99	6,915	165	11,056	263
EDEC	Lower	217	35,637	164	35,730	165	71,367	329
		3,412	524,744	154	561,796	149	1,086,541	303

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MSC
RI
FY06 Costs

Program		Division	Credit Hrs	Total Variable (Fac)	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Biology									
	BIOL	Lower	6,511	452,786	70	858,829	132	1,311,616	201
	BIOL	Upper	1,526	404,006	265	201,286	132	605,292	397
			8,037	856,792	107	1,060,116	116	1,916,907	223
Physical and Environmental Sci									
Chemistry									
	CHEM	Lower	2,231	198,317	89	268,529	120	466,846	209
	CHEM	Upper	579	94,009	162	69,690	120	163,699	283
			2,810	292,326	104	338,220	104	630,546	208
Geology									
	GEOL	Lower	3,189	185,947	58	408,965	128	594,912	187
	GEOL	Upper	568	176,634	311	72,842	128	249,476	439
			3,757	362,581	97	481,807	112	844,388	209
Physics									
	PHYS	Lower	2,503	142,622	57	380,864	152	523,486	209
	PHYS	Upper	189	82,561	437	28,759	152	111,320	589
			2,692	225,183	84	409,623	136	634,806	220
Engineering									
	ENGR	Lower	69	8,042	117	8,324	121	16,367	237
Environmental Sci									
	ENVS	Lower	589	68,701	117	81,213	138	149,913	255
	ENVS	Upper	452	154,114	341	62,323	138	216,437	479
			1,041	222,815	214	143,536	122	366,350	336
Math, Stats and Comp Sci									
Computer Science									
	CSCI	Lower	1,419	200,501	141	181,147	128	381,648	269
	CSCI	Upper	331	131,875	398	42,255	128	174,130	526
			1,750	332,375	190	223,402	112	555,778	302

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MSC
RI
FY06 Costs

Program		Division	Credit Hrs	Total Variable (Fac)	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Math	MATH	Remedial	4,760	194,845	41	542,544	114	737,389	155
	MATH	Lower	6,850	534,448	78	780,762	114	1,315,210	192
	MATH	Upper	461	137,684	299	52,545	114	190,228	413
			12,071	866,977	72	1,375,850	98	2,242,827	170
								-	
Statistics	STAT	Lower	1,965	144,221	73	215,415	110	359,636	183
	STAT	Upper	9	17,461	1,940	987	110	18,447	2,050
			1,974	161,682	82	216,401	94	378,083	176
WCCC	CADT	Lower	1,179	132,192	112	178,876	152	311,068	264
	CONC	Lower	24	18,859	786	3,641	152	22,500	938
	CUAR	Lower	1,848	183,859	99	300,034	162	483,893	262
	ELCL	Lower	1,149	50,911	44	174,324	152	225,235	196
	MATH	Lower	40	7,297	182	6,069	152	13,366	334
	MAMT	Lower	503	73,216	146	85,942	171	159,157	316
	OFAD	Lower	434	61,057	141	66,536	153	127,593	294
	TECI	Lower	651	159,173	245	100,779	155	259,952	399
	TSTA	Lower	189	24,293	129	29,197	154	53,490	283
	TSTC	Lower	273	42,369	155	42,174	154	84,543	310
	TSTD	Lower	122	18,739	154	18,847	154	37,586	308
	TSTG	Lower	264	54,756	207	40,784	154	95,540	362
	UTEC	Lower	550	34,229	62	83,445	152	117,674	214
	WELD	Lower	519	61,198	118	78,742	152	139,940	270
			7,745	922,148	119	1,209,389	156	2,131,537	275
WCCC - Remedial	READ	Remedial	64	13,360	209	5,683	89	19,043	298
	ENGL	Remedial	21	6,352	302	1,865	89	8,216	391
	MATH	Remedial	74	13,701	185	6,571	89	20,272	274
Summer	MATH	Remedial	15	2,642	176	1,332	89	3,974	265
			174	36,055	207	15,451	89	51,506	296
Health Science & Rad Tech	NURS	Lower	1,052	123,536	117	190,086	181	313,622	298
	NURS	Upper	2,924	567,945	194	528,338	181	1,096,283	375
	RTEC	Lower	860	131,109	152	151,022	176	282,131	328
			4,836	822,590	170	869,446	164	1,692,036	334

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MSC
RI
FY06 Costs

Program		Division	Credit Hrs	Total Variable (Fac)	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Kinesiology	HPWA	Lower	3,974	220,968	56	437,957	110	658,925	166
	HPWA	Upper	2,759	246,713	89	304,057	110	550,770	200
	HPWE	Lower	2,798	95,403	34	308,355	110	403,758	144
	HPWE	Upper	48	10,418	217	5,290	110	15,708	327
			9,579	573,502	60	1,055,659	94	1,629,161	154
Summer 06		Remedial	96	8,630	90	9,787	102	18,417	192
		Lower	3,048	239,612	79	310,744	102	550,356	181
		Upper	1,409	110,324	78	143,648	102	253,971	180
		Grad	294	24,235	82	29,973	102	54,208	184
			4,847	382,800	79	494,152	86	876,952	165
On Line		Lower	1,409	128,320	91	181,355	129	309,675	220
		Upper	569	44,448	78	73,237	129	117,685	207
		Total	1,978	172,768	87	254,593	129	427,361	216
January Term		Lower	711	56,023	79	73,385	103	129,409	182
		Upper	206	15,253	74	21,262	103	36,515	177
		Total	917	71,276	78	94,647	87	165,923	165
Montrose		Remedial	312	6,877	22	39,378	126	46,256	148
		Lower	2,832	112,046	40	357,432	126	469,478	166
		Upper	72	21,919	304	9,087	126	31,006	431
		Remedial	30	2,246	75	3,786	126	6,032	201
Summer		Lower	269	21,345	79	33,951	126	55,296	206
		Total	3,515	164,433	47	443,635	126	608,068	173

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Program	Division	Credit Hrs	Total Variable (Fac)	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Telluride/Norwood/San Miguel	Lower	98	5,464	56	10,757	110	16,221	166
Developmental Study Skills - 1045								
SUPP	Lower	1,010	32,662	32	103,104	102	135,766	134
	REMEDIAL	7,076	406,763		804,444		1,211,207	
	LOWER	101,314	7,119,024		12,352,280		19,471,304	
	UPPER	36,617	5,661,057		4,595,972		10,257,028	
	GRADUATE	738	157,101		86,514		243,616	
TOTALS		145,745	13,343,945	92	17,839,210	122	31,183,155	214

Online program or programs delivered off campus were not allocated plant costs unless they were specifically identifiable to that program. Modified Credit hour allocation represents academic support costs allocated by FFTE and all other allocated costs by Credit Hours.

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Program	Division	Credit Hrs	Total Variable (Fac)	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Business								
Accounting and Comp Info								
	ACCT Lower	1,617	202,997	126	239,521	148	442,518	274
	ACCT Upper	1,021	132,226	130	151,237	148	283,463	278
	ACCT Graduate	54	12,836	238	10,525	195	23,361	433
	CISB Lower	1,510	182,596	121	223,779	148	406,375	269
	CISB Upper	301	99,482	331	44,608	148	144,089	479
	CISB Graduate	-	-		-		-	
		4,503	630,136	140	669,669	149	1,299,805	289
Business								
	BUGB Lower	1,898	111,721	59	277,285	146	389,006	205
	BUGB Upper	822	71,767	87	120,089	146	191,855	233
	BUGB Graduate	129	74,816	580	24,880	193	99,695	773
	ECON Lower	1,209	49,197	41	176,627	146	225,824	187
	ECON Upper	390	46,261	119	56,976	146	103,237	265
	FINA Upper	753	85,351	113	110,008	146	195,359	259
	FINA Graduate	42	8,671	206	8,100	193	16,771	399
	MANG Lower	1,026	73,319	71	149,892	146	223,211	218
	MANG Upper	2,274	338,385	149	332,216	146	670,601	295
	MANG Graduate	144	88,998	618	27,773	193	116,771	811
	MARK Lower	831	41,181	50	121,404	146	162,584	196
	MARK Upper	1,095	92,726	85	159,972	146	252,698	231
	MARK Graduate	51	38,410	753	9,836	193	48,246	946
	TRAV Lower	69	2,841	41	10,080	146	12,921	187
	TRAV Upper	27	1,932	72	3,945	146	5,877	218
		10,760	1,125,575	105	1,589,083	148	2,714,658	252
Art								
	ARTE Lower	3,267	195,834	60	537,985	165	733,819	225
	ARTE Upper	1,108	182,888	165	182,457	165	365,345	330
	GRAR Lower	153	30,254	198	25,710	168	55,964	366
	GRAR Upper	357	89,869	252	60,400	169	150,269	421
		4,885	498,844	102	806,552	165	1,305,396	267

Lang, Lit, and Mass Comm

Language and Literature

Program	Division	Credit Hrs	Total Variable (Fac)	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
	ENGL Remedial		-		-		-	
	ENGL Lower	9,870	828,603	84	1,458,921	148	2,287,524	232
	ENGL Upper	1,614	331,075	205	238,571	148	569,646	353
	FLAF Lower	168	8,866	53	24,833	148	33,699	201
	FLAG Lower	237	17,602	74	35,032	148	52,634	222
	FLAS Lower	3,165	250,539	79	467,830	148	718,369	227
	FLAS Upper	558	114,090	204	82,480	148	196,570	352
	FLAV Lower	390	35,012	90	57,647	148	92,660	238
	FLAV Upper	54	14,945	277	7,982	148	22,927	425
	HUMA Upper		-		-		-	
	PHIL Lower	435	36,959	85	64,299	148	101,258	233
	PHIL Upper	90	15,037	167	13,303	148	28,341	315
		16,581	1,652,729	100	2,450,898	148	4,103,627	247

Mass Communications

Program	Division	Credit Hrs	Total Variable (Fac)	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
	MASS Lower	885	41,022	46	142,485	161	183,507	207
	MASS Upper	1,468	184,348	126	236,348	161	420,696	287
		2,353	225,370	96	378,834	161	604,204	257

Music

Program	Division	Credit Hrs	Total Variable (Fac)	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
	MUSA Lower	1,826	205,763	113	324,595	178	530,358	290
	MUSA Upper	236	82,978	352	41,952	178	124,930	529
	MUSL Lower	225	92,895	413	60,512	269	153,406	682
	MUSL Upper	152	80,190	528	40,879	269	121,069	797
	MUSP Lower	313	99,499	318	53,792	172	153,290	490
	MUSP Upper	156	60,240	386	26,810	172	87,050	558
		2,908	621,563	214	548,539	189	1,170,103	402

Program	Division	Credit Hrs	Total Variable (Fac)	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Social and Behavioral Sci								
	ADJU Lower	132	21,990	167	18,790	142	40,780	309
	ADJU Upper	489	47,202	97	69,608	142	116,810	239
	ANTH Lower	1,041	59,667	57	148,184	142	207,851	200
	ANTH Upper	275	60,560	220	39,146	142	99,706	363
	GEOG Lower	1,095	51,029	47	155,871	142	206,899	189
	HIST Lower	4,560	238,177	52	649,105	142	887,281	195
	HIST Upper	1,065	179,838	169	151,600	142	331,438	311
	POLS Lower	1,512	74,409	49	215,229	142	289,638	192
	POLS Upper	699	78,498	112	99,501	142	177,999	255
	PSYC Lower	4,278	165,480	39	609,250	142	774,729	181
	PSYC Upper	2,572	335,006	130	366,290	142	701,296	273
	PSYP Upper	422	46,720	111	60,099	142	106,819	253
	SOCI Lower	12	3,613	301	1,708	142	5,322	443
	SOCI Upper	343	44,769	131	48,825	142	93,595	273
	SOCO Lower	2,556	75,129	29	363,840	142	438,969	172
	SOCO Upper	831	86,992	105	118,291	142	205,283	247
		21,882	1,569,078	72	3,115,336	142	4,684,414	214
Theatre and Speech								
	DANC Lower	802	53,732	67	125,438	156	179,171	223
	DANC Upper	99	9,574	97	15,484	156	25,059	253
	DANP Lower	43	8,806	205	6,725	156	15,532	361
	DANP Upper	89	17,511	197	13,920	156	31,431	353
	FINE Lower	258	13,827	54	40,353	156	54,180	210
	SPCH Lower	1,719	119,602	70	268,863	156	388,465	226
	SPCH Upper	60	14,258	238	9,384	156	23,643	394
	THEA Lower	873	128,110	147	138,959	159	267,068	306
	THEA Upper	672	179,265	267	106,965	159	286,229	426
		4,615	544,685	118	726,092	157	1,270,778	275
Teacher Ed								
	EDUC Lower	136	15,962	117	28,393	209	44,354	326
	EDUC Upper	2,217	454,221	205	462,842	209	917,063	414
	EDUC Graduate	574	34,970	61	119,834	209	154,804	270
	EDEC Lower	315	38,859	123	65,762	209	104,621	332
		3,242	544,012	168	676,831	209	1,220,843	377
Biology								
	BIOL Lower	6,960	517,319	74	1,150,081	165	1,667,401	240
	BIOL Upper	1,490	471,789	317	246,210	165	717,999	482
		8,450	989,109	117	1,396,291	165	2,385,400	282

Physical and Environmental Sci

Program	Division	Credit Hrs	Total Variable (Fac)	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Physical and Environmental Sci								
Chemistry	CHEM Lower	2,024	144,878	72	323,521	160	468,399	231
	CHEM Upper	598	109,618	183	95,586	160	205,204	343
		2,622	254,496	97	419,107	160	673,603	257
Geology	GEOL Lower	3,616	264,093	73	561,604	155	825,697	228
	GEOL Upper	373	158,382	425	57,931	155	216,313	580
		3,989	422,476	106	619,535	155	1,042,010	261
Physics	PHYS Lower	2,244	193,251	86	338,595	151	531,846	237
	PHYS Upper	126	67,005	532	19,012	151	86,017	683
		2,370	260,256	110	357,607	151	617,863	261
Engineering								
Environmental Sci	ENVS Lower	378	59,362	157	67,931	180	127,293	337
	ENVS Upper	401	133,643	333	72,064	180	205,707	513
		779	193,005	248	139,995	180	332,999	427
Math, Stats and Comp Sci								
Computer Science	CSCI Lower	1,335	222,547	167	218,184	163	440,731	330
	CSCI Upper	381	129,940	341	62,268	163	192,208	504
		1,716	352,487	205	280,452	163	632,939	369
Math	MATH Remedial		-		-		-	
	MATH Lower	6,703	610,371	91	1,006,544	150	1,616,915	241
	MATH Upper	635	144,756	228	95,354	150	240,110	378
		7,338	755,127	103	1,101,898	150	1,857,025	253
Statistics	STAT Lower	1,911	177,789	93	286,962	150	464,751	243
	STAT Upper	27	21,066	780	4,054	150	25,120	930
		1,938	198,855	103	291,016	150	489,871	253

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Program	Division	Credit Hrs	Total Variable (Fac)	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
WCCC								
CADT	Lower	1,004	178,407	178	181,182	180	359,589	358
CONC	Lower	244	55,215	226	44,032	180	99,247	407
CRMJ	Lower	490	20,846	43	88,426	180	109,272	223
CUAR	Lower	1,645	195,559	119	317,496	193	513,055	312
ELCL	Lower	1,239	109,037	88	223,590	180	332,628	268
KINA	Lower	14	4,121	294	2,526	180	6,647	475
MAMT	Lower	551	77,971	142	109,389	199	187,360	340
OFAD	Lower	466	72,172	155	85,063	183	157,235	337
TECI	Lower	517	171,128	331	95,616	185	266,744	516
TSTA	Lower	168	26,785	159	31,006	185	57,791	344
TSTC	Lower	240	32,752	136	44,296	185	77,048	321
TSTD	Lower	110	17,447	159	20,301	185	37,748	343
TSTG	Lower	136	42,161	310	25,153	185	67,314	495
UTEC	Lower	604	63,859	106	108,998	180	172,857	286
WELD	Lower	495	48,599	98	89,328	180	137,927	279
Summer			-					
CADT	Lower	18	1,970	109	3,248	180	5,219	290
CUAR	Lower	24	11,592	483	4,331	180	15,923	663
		7,965	1,129,623	142	1,473,981	185	2,603,604	327
WCCC - Remedial								
READ	Remedial	309	16,445	53	48,024	155	64,469	209
ENGL	Remedial	1,441	86,837	60	223,956	155	310,794	216
MATH	Remedial	3,599	190,833	53	559,347	155	750,180	208
		5,349	294,115	55	831,327	155	1,125,442	210
Dept of Health & Sciences								
EMTS	Lower	57	1,720	30	10,412	183	12,132	213
NURS	Lower	2,162	335,327	155	443,212	205	778,539	360
NURS	Upper	2,877	521,316	181	589,788	205	1,111,104	386
RTEC	Lower	884	166,101	188	173,260	196	339,361	384
		5,980	1,024,464	171	1,216,672	203	2,241,136	375

Program	Division	Credit Hrs	Total Variable (Fac)	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Kinesiology								
	KINA Lower	2,633	108,508	41	393,904	150	502,412	191
	KINA Upper	44	2,309	52	6,583	150	8,892	202
	KINE Lower	4,083	217,043	53	610,828	150	827,871	203
	KINE Upper	2,182	269,915	124	326,433	150	596,348	273
	KINE Grad	3	6,019	2,006	449	150	6,468	2,156
		8,945	603,794	68	1,338,196	150	1,941,990	217
Summer 07								
	Remedial	126	10,633	84	16,563	131	27,196	216
	Lower	2,419	204,139	84	317,977	131	522,116	216
	Upper	987	83,293	84	129,741	131	213,034	216
	Grad	828	69,875	84	108,840	131	178,715	216
		4,360	367,939	84	573,121	131	941,060	216
On-Line								
	Lower	2,477	196,829	79	267,273	108	464,102	187
	Upper	1,158	169,986	147	124,950	108	294,936	255
Summer	Lower	816	71,470	88	88,048	108	159,518	195
	Upper	307	26,889	88	33,126	108	60,015	195
	Grad	84	7,357	88	9,064	108	16,421	195
	Total	4,842	472,531	98	522,461	108	994,992	205
January Term								
	Remedial	16	1,193		2,525	158	3,718	232
	Lower	695	52,228	75	109,681	158	161,909	233
	Upper	297	22,823	77	46,871	158	69,694	235
	Total	1,008	76,244	76	159,077	158	235,321	233
Montrose								
	Remedial	249	13,805	55	35,931	144	49,736	200
	Lower	3,199	203,868	64	461,621	144	665,490	208
Summer	Remedial	18	1,463	81	2,597	144	4,061	226
	Lower	184	14,958	81	26,552	144	41,509	226
	Total	3,650	234,094	64	526,701	144	760,795	208

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Program	Division	Credit Hrs	Total Variable (Fac)	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Telluride/Norwood/San Miguel/1802								
	Lower	48	3,211	67	22,639	472	25,850	539
Entering Students Programs(1045)								
	SUPP Lower	776	47,901	62	105,900	136	153,801	198
Early Scholars	Lower	3,024	-	-	479,631	159	479,631	159
	REMEDIAl	5,758	321,209		888,943	154	1,210,152	210
	LOWER	105,019	8,517,624		16,227,039	155	24,744,664	236
	UPPER	34,192	5,910,933		5,382,160	157	11,293,093	330
	GRADUAT	1,909	341,952		319,300	167	661,252	346
TOTALS		146,878	15,091,718	103	22,817,443	155	37,909,161	258

Modified Credit hour allocation represents academic support costs allocated by FFTE and all other allocated costs by Credit Hours.
Online program or programs delivered off campus were not allocated plant costs unless they were specifically identifiable to that program.

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Program	Division	Credit Hrs	Total Variable (Fac	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Business								
Accounting and Comp Info								
ACCT	Lower	1,662	224,898	135	273,218	164	498,116	300
ACCT	Upper	1,071	144,925	135	176,063	164	320,988	300
ACCT	Graduate	51	6,901	135	9,122	179	16,024	314
CISB	Lower	1,503	203,382	135	253,384	169	456,766	304
CISB	Upper	299	40,460	135	50,407	169	90,867	304
CISB	Graduate	3	406	135	549	183	955	318
		4,589	620,973	135	762,743	166	1,383,716	302
Business								
BUGB	Lower	2,114	230,643	109	343,967	163	574,611	272
BUGB	Upper	726	79,209	109	118,127	163	197,336	272
BUGB	Graduate	120	13,092	109	21,263	177	34,355	286
ECON	Lower	1,242	135,506	109	202,085	163	337,591	272
ECON	Upper	267	29,130	109	43,443	163	72,574	272
EMGT	Upper	6	655	109	976	163	1,631	272
FINA	Upper	735	80,191	109	119,591	163	199,782	272
FINA	Graduate	48	5,237	109	8,505	177	13,742	286
MANG	Lower	1,014	110,630	109	164,987	163	275,617	272
MANG	Upper	2,143	233,807	109	348,686	163	582,493	272
MANG	Graduate	147	16,038	109	26,047	177	42,085	286
MARK	Lower	915	99,829	109	148,879	163	248,708	272
MARK	Upper	924	100,811	109	150,343	163	251,154	272
MARK	Graduate	39	4,255	109	6,910	177	11,165	286
TRAV	Lower	72	7,855	109	11,715	163	19,570	272
TRAV	Upper	60	6,546	109	9,763	163	16,309	272
		10,572	1,153,435	109	1,725,288	163	2,878,724	272
Art								
ARTE	Lower	3,231	332,389	103	561,569	174	893,958	277
ARTE	Upper	1,303	134,046	103	226,470	174	360,516	277
GRAR	Lower	159	16,357	103	28,472	179	44,829	282
GRAR	Upper	438	45,059	103	78,433	179	123,492	282
		5,131	527,852	103	894,944	174	1,422,796	277

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Program	Division	Credit Hrs	Total Variable (Fac	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Lang, Lit, and Mass Comm								
Lanuage and Literature								
ENGL	Lower	9,423	978,675	104	1,514,111	161	2,492,786	265
ENGL	Upper	1,693	175,835	104	272,036	161	447,871	265
FLAF	Lower	246	25,550	104	39,528	161	65,078	265
FLAG	Lower	168	17,449	104	26,995	161	44,443	265
FLAS	Lower	3,417	354,890	104	549,052	161	903,943	265
FLAS	Upper	408	42,375	104	65,558	161	107,933	265
FLAV	Lower	432	44,868	104	69,415	161	114,282	265
FLAV	Upper	36	3,739	104	5,785	161	9,524	265
PHIL	Lower	459	47,672	104	73,753	161	121,425	265
PHIL	Upper	63	6,543	104	10,123	161	16,666	265
		16,345	1,697,595	104	2,626,356	161	4,323,951	265
Mass Communications								
MASS	Lower	1,152	95,453	83	209,282	182	304,734	265
MASS	Upper	1,688	139,865	83	306,656	182	446,520	265
		2,840	235,317	83	515,937	182	751,255	265
Music								
MUSA	Lower	1,982	396,016	200	350,437	177	746,452	377
MUSA	Upper	172	34,367	200	30,411	177	64,778	377
MUSL	Lower	307	61,340	200	91,690	299	153,031	498
MUSL	Upper	121	24,177	200	36,139	299	60,315	498
MUSP	Lower	300	59,942	200	53,043	177	112,985	377
MUSP	Upper	165	32,968	200	29,174	177	62,142	377
		3,047	608,809	200	590,893	194	1,199,702	394

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Program	Division	Credit Hrs	Total Variable (Fac	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Social and Behavioral Sci								
CRMJ	Lower	285	21,013	74	45,343	159	66,356	233
CRMJ	Upper	540	39,814	74	85,913	159	125,727	233
ANTH	Lower	1,056	77,859	74	168,007	159	245,865	233
ANTH	Upper	333	24,552	74	52,979	159	77,531	233
GEOG	Lower	1,098	80,955	74	174,689	159	255,644	233
HIST	Lower	4,920	362,751	74	782,758	159	1,145,510	233
HIST	Upper	1,062	78,301	74	168,961	159	247,262	233
POLS	Lower	1,335	98,429	74	212,395	159	310,824	233
POLS	Upper	636	46,892	74	101,186	159	148,078	233
PSYC	Lower	4,086	301,260	74	650,309	159	951,569	233
PSYC	Upper	2,232	164,565	74	355,235	159	519,800	233
PSYP	Upper	374	27,575	74	59,524	159	87,099	233
SOCI	Lower	9	664	74	1,432	159	2,095	233
SOCI	Upper	369	27,206	74	58,707	159	85,913	233
SOCO	Lower	2,355	173,634	74	374,689	159	548,322	233
SOCO	Upper	703	51,832	74	111,850	159	163,682	233
		21,393	1,577,304	74	3,403,975	159	4,981,279	233
Theatre and Speech								
DANC	Lower	792	114,442	144	132,258	167	246,700	311
DANC	Upper	63	9,103	144	10,521	167	19,624	311
DANP	Lower	255	36,847	144	42,583	167	79,430	311
DANP	Upper	148	21,386	144	24,715	167	46,101	311
FINE	Lower	126	18,207	144	21,041	167	39,248	311
SPCH	Lower	1,419	205,042	144	236,963	167	442,004	311
SPCH	Upper	42	6,069	144	7,014	167	13,083	311
THEA	Lower	1,120	161,837	144	188,601	168	350,438	313
THEA	Upper	606	87,565	144	102,046	168	189,612	313
		4,571	660,497	144	765,742	168	1,426,239	312

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Program		Division	Credit Hrs	Total Variable (Fac	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Teacher Ed									
	EDUC	Lower	220	40,292	183	51,029	232	91,321	415
	EDUC	Upper	2,047	374,898	183	474,806	232	849,704	415
	EDUC	Graduate	348	39,005	112	73,826	212	112,831	324
	EDLD	Graduate	441	49,429	112	93,555	212	142,984	324
	EDEC	Lower	217	39,742	183	50,334	232	90,076	415
			3,273	543,366	166	743,549	227	1,286,915	393
Biology									
	BIOL	Lower	7,138	807,344	113	1,248,154	175	2,055,497	288
	BIOL	Upper	1,439	162,758	113	251,624	175	414,382	288
			8,577	970,102	113	1,499,778	175	2,469,879	288
Physical and Environmental Sci									
Chemistry	CHEM	Lower	1,984	232,472	117	342,243	173	574,715	290
	CHEM	Upper	422	49,447	117	72,796	173	122,243	290
			2,406	281,919	117	415,039	173	696,958	290
Geology	GEOL	Lower	3,324	400,414	120	556,061	167	956,474	288
	GEOL	Upper	466	56,135	120	77,956	167	134,091	288
			3,790	456,549	120	634,016	167	1,090,565	288
Physics	PHYS	Lower	2,223	221,177	99	370,745	167	591,922	266
	PHYS	Upper	146	14,526	99	24,349	167	38,876	266
			2,369	235,703	99	395,094	167	630,797	266
Environmental Sci	ENVS	Lower	651	141,361	217	109,777	169	251,138	386
	ENVS	Upper	298	64,709	217	50,251	169	114,960	386
			949	206,070	217	160,028	169	366,098	386

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MSC
FY08 Costs
RI

Program	Division	Credit Hrs	Total Variable (Fac	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Math, Stats and Comp Sci								
Computer Science								
CSCI	Lower	1,370	297,035	217	224,610	164	521,645	381
CSCI	Upper	339	73,500	217	55,579	164	129,079	381
		1,709	370,535	217	280,189	164	650,724	381
Math								
MATH	Remedial		-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
MATH	Lower	6,634	697,877	105	1,083,967	163	1,781,844	269
MATH	Upper	561	59,016	105	91,665	163	150,681	269
		7,195	756,893	105	1,175,632	163	1,932,525	269
Statistics								
STAT	Lower	1,905	200,400	105	313,047	164	513,447	270
STAT	Upper	69	7,259	105	11,339	164	18,597	270
		1,974	207,659	105	324,385	164	532,044	270
WCCC								
CADT	Lower	854	119,922	140	157,809	185	277,731	325
CONC	Lower	444	62,348	140	82,046	185	144,394	325
CRMW/Post	Lower	1,190	167,105	140	219,898	185	387,003	325
CUAR	Lower	1,440	202,211	140	303,693	211	505,903	351
ELCL	Lower	959	134,667	140	177,212	185	311,879	325
KINA/Post	Lower	34	4,774	140	6,283	185	11,057	325
MAMT-Mach/Mfg Trades	Lower	496	69,650	140	102,642	207	172,293	347
MATH	Lower	164	23,030	140	30,305	185	53,335	325
OFAD	Lower	601	84,395	140	112,037	186	196,432	327
PROS	Lower	115	16,149	140	21,251	185	37,399	325
TECI-Tech Integration	Lower	478	67,123	140	89,764	188	156,887	328
TSTA-Trans	Lower	101	14,183	140	18,936	187	33,118	328
TSTC-Trans	Lower	217	30,472	140	40,684	187	71,156	328
TSTD-Trans	Lower	40	5,617	140	7,499	187	13,116	328
TSTG-Trans	Lower	142	19,940	140	26,622	187	46,563	328
UTEC	Lower	421	59,119	140	77,796	185	136,914	325
WELD	Lower	277	38,897	140	51,186	185	90,084	325
		7,973	1,119,602	140	1,525,662	191	2,645,264	332

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Program		Division	Credit Hrs	Total Variable (Fac	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
WCCC - Remedial									
	READ	Remedial	476	25,811	54	76,945	162	102,756	216
	ENGL	Remedial	1,634	88,605	54	264,133	162	352,738	216
	MATH	Remedial	3,882	210,505	54	627,518	162	838,023	216
			5,992	324,921	54	968,596	162	1,293,517	216
Dept of Health & Sciences									
	EMTS	Lower	323	67,457	209	63,472	197	130,929	405
	NURS	Lower	2,194	458,206	209	450,936	206	909,142	414
	NURS	Upper	2,980	622,358	209	612,484	206	1,234,842	414
	RTEC	Lower	835	174,386	209	162,042	194	336,427	403
			6,332	1,322,406	209	1,288,934	204	2,611,341	412
Kinesiology									
	KINA	Lower	2,498	180,177	72	406,303	163	586,480	235
	KINA	Upper	28	2,020	72	4,554	163	6,574	235
	KINE	Lower	3,915	282,384	72	636,779	163	919,163	235
	KINE	Upper	2,594	187,102	72	421,917	163	609,019	235
	KINE	Grad	9	649	72	1,464	163	2,113	235
			9,044	652,331	72	1,471,017	163	2,123,349	235
Summer 07									
		Remedial	126	11,214	89	19,581	155	30,795	244
		Lower	2,341	208,347	89	363,808	155	572,155	244
		Upper	966	85,973	89	150,123	155	236,096	244
		Grad	828	73,691	89	128,677	155	202,368	244
			4,261	379,226	89	662,189	155	1,041,415	244
On-Line									
		Lower	4,184	376,026	90	530,833	127	906,859	217
		Upper	1,611	144,784	90	204,391	127	349,175	217
		Grad	51	4,583	90	6,470	127	11,054	217
	Summer	Lower	816	73,336	90	103,528	127	176,864	217
		Upper	307	27,591	90	38,950	127	66,541	217
		Grad	84	7,549	90	10,657	127	18,207	217
		Total	7,053	633,869	90	894,830	127	1,528,699	217

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MSC
FY08 Costs
RI

Program	Division	Credit Hrs	Total Variable (Fac	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
January Term								
	Lower	642	53,562	83	111,561	174	165,123	257
	Upper	208	17,353	83	36,144	174	53,498	257
	Grad	44	3,671	83	7,646	174	11,317	257
	Total	894	74,586	83	155,351	174	229,937	257
Montrose								
	Remedial	355	23,530	66	56,072	158	79,602	224
	Lower	2,573	170,542	66	406,405	158	576,946	224
	Upper	114	7,556	66	18,006	158	25,562	224
Summer	Remedial	18	799	44	2,843	158	3,642	202
	Lower	325	14,427	44	51,334	158	65,761	202
	Total	3,385	216,854	64	534,660	158	751,513	222
Telluride/Norwood/San Miguel/1802								
	Lower	42	2,913	69	22,946	546	25,859	616
Entering Students Programs(1045)								
SUPP	Lower	752	9,258	12	116,948	156	126,206	168
Early Scholars (Highschool)								
	Lower	2,815	-		515,481	183	515,481	183
	REMEDIAL	6,491	360,464		1,047,092	161	1,407,556	
	LOWER	106,548	11,373,685		17,814,651	167	29,188,336	
	UPPER	34,021	3,896,554		5,813,767	171	9,710,321	
	GRADUATE	2,213	224,508		394,692	178	619,199	
TOTALS		149,273	15,855,210	106	25,070,202	168	40,925,413	274

MSC
FY09 Instructional Costs
RI

Program	Division	Credit Hrs	Total Variable	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Business								
Accounting and Comp Info								
ACCT	Lower	1,500	205,669	137	313,163	209	518,832	346
ACCT	Upper	897	151,685	169	187,272	209	338,957	378
ACCT	Graduate	33	2,295	70	7,430	225	9,725	295
CISB	Lower	1,293	133,627	103	269,947	209	403,573	312
CISB	Upper	373	114,423	307	77,873	209	192,296	516
		4,096	607,698	148	855,685	209	1,463,382	357
Business								
BUGB	Lower	2,185	142,216	65	453,023	207	595,239	272
BUGB	Upper	819	83,891	102	169,806	207	253,697	310
BUGB	Graduate	132	80,526	610	29,530	224	110,056	834
CONM	Upper	57	59,636	1,046	23,702	416	83,338	1,462
ECON	Lower	1,248	26,856	22	258,752	207	285,608	229
ECON	Upper	180	45,916	255	37,320	207	83,236	462
EMGT	Upper	69	42,224	612	16,138	234	58,362	846
FINA	Upper	756	90,559	120	156,744	207	247,303	327
FINA	Graduate	42	9,738	232	9,396	224	19,133	456
MANG	Lower	906	60,721	67	187,844	207	248,565	274
MANG	Upper	2,345	418,825	179	486,196	207	905,021	386
MANG	Graduate	108	35,493	329	24,161	224	59,653	552
MARK	Lower	777	40,527	52	161,098	207	201,625	259
MARK	Upper	1,029	158,851	154	213,346	207	372,196	362
MARK	Graduate	51	7,203	141	11,409	224	18,612	365
TRAV	Lower	84	7,850	93	17,416	207	25,266	301
TRAV	Upper	54	4,533	84	11,196	207	15,729	291
		10,842	1,315,565	121	2,267,076	209	3,582,641	330
Art								
ARTE	Lower	2,013	104,829	52	457,588	227	562,417	279
ARTE	Upper	180	59,408	330	40,917	227	100,325	557
ARTD	Upper	75	13,843	185	16,189	216	30,033	400
ARTG	Lower	235	25,500	109	59,449	253	84,949	361
ARTG	Upper	376	97,076	258	81,163	216	178,239	474
ARTH	Upper	390	44,805	115	84,185	216	128,990	331
ARTS	Lower	969	117,544	121	209,167	216	326,710	337
ARTS	Upper	652	163,648	251	140,740	216	304,387	467
		4,890	626,654	128	1,089,396	223	1,716,050	351
Lang, Lit, and Mass Comm								
Lanuage and Literature								
ENGL	Lower	9,378	808,525	86	1,952,243	208	2,760,768	294
ENGL	Upper	1,670	346,165	207	347,648	208	693,813	415
FLAF	Lower	144	9,611	67	29,977	208	39,588	275
FLAG	Lower	159	9,529	60	33,099	208	42,628	268
FLAS	Lower	2,817	297,669	106	586,422	208	884,091	314
FLAS	Upper	528	137,109	260	109,915	208	247,024	468
FLAV	Lower	324	48,544	150	67,448	208	115,992	358
FLAV	Upper	75	21,320	284	15,613	208	36,932	492
FLSL	Lower	177	15,749	89	36,847	208	52,596	297
PHIL	Lower	483	40,825	85	100,547	208	141,373	293
PHIL	Upper	87	15,910	183	18,111	208	34,021	391
HNRS	Upper	24	21,270	886	4,996	208	26,266	1,094
		15,866	1,772,225	112	3,302,868	208	5,075,092	320
Mass Communications								
MASS	Lower	1,056	56,656	54	235,132	223	291,788	276
MASS	Upper	1,675	198,232	118	372,960	223	571,192	341
		2,731	254,888	93	608,092	223	862,980	316

Music

MUSA	Lower	2,028	196,456	97	447,720	221	644,176	318
MUSA	Upper	182	103,341	568	40,180	221	143,521	789
MUSL	Lower	315	157,747	501	69,542	221	227,290	722
MUSL	Upper	96	81,175	846	21,194	221	102,369	1,066
MUSP	Lower	360	96,409	268	79,142	220	175,551	488
MUSP	Upper	107	61,961	579	23,523	220	85,484	799
		3,088	697,091	226	681,301	221	1,378,391	446

Social and Behavioral Sci

CRMJ	Lower	366	19,932	54	75,361	206	95,293	260
CRMJ	Upper	960	92,830	97	197,668	206	290,497	303
ANTH	Lower	996	71,942	72	205,080	206	277,022	278
ANTH	Upper	267	58,731	220	54,976	206	113,707	426
ARKE	Upper	58	5,511	95	11,942	206	17,453	301
GEOG	Lower	900	51,568	57	185,313	206	236,882	263
HIST	Lower	4,770	272,349	57	982,161	206	1,254,510	263
HIST	Upper	956	173,542	182	196,844	206	370,386	387
INTS	Lower	42	2,024	48	8,648	206	10,672	254
POLS	Lower	1,098	71,596	65	226,082	206	297,679	271
POLS	Upper	588	80,704	137	121,071	206	201,775	343
PSYC	Lower	3,717	162,708	44	765,647	206	928,355	250
PSYC	Upper	2,129	301,014	141	438,543	206	739,557	347
PSYP	Upper	392	59,355	151	80,746	206	140,101	357
SOCI	Lower	12	4	0	2,471	206	2,475	206
SOCI	Upper	11	4	0	2,265	206	2,269	206
SOCI	Upper	291	54,748	188	60,718	209	115,466	397
SOCO	Lower	2,166	103,122	48	445,988	206	549,110	254
SOCO	Upper	565	76,658	136	116,336	206	192,994	342
		20,284	1,658,342	82	4,177,862	206	5,836,204	288

Theatre and Speech

DANC	Lower	732	55,379	76	158,348	216	213,727	292
DANC	Upper	63	13,171	209	13,628	216	26,800	425
DANP	Lower	202	29,379	145	43,697	216	73,076	362
DANP	Upper	157	37,995	242	33,963	216	71,957	458
FINE	Lower	78	4,824	62	16,873	216	21,697	278
SPCH	Lower	1,278	129,209	101	276,459	216	405,668	317
SPCH	Upper	57	9,536	167	12,330	216	21,866	384
THEA	Lower	1,232	246,479	200	267,118	217	513,597	417
THEA	Upper	384	172,311	449	83,258	217	255,568	666
		4,183	698,281	167	905,674	217	1,603,956	383

Teacher Ed/1260/1270

			698,281					
EDUC	Lower	110	36,334	330	31,511	286	67,845	617
EDUC	Upper	2,266	442,287	195	649,124	286	1,091,411	482
EDUC	Graduate	162	48,907	302	46,176	285	95,084	587
EDLD	Graduate	396	83,966	212	112,875	285	196,841	497
		2,934	611,494	208	839,687	286	1,451,181	495

Biology

BIOL	Lower	6,952	606,120	87	1,563,667	225	2,169,787	312
BIOL	Upper	1,332	486,163	365	299,598	225	785,761	590
		8,284	1,092,283	132	1,863,265	225	2,955,548	357

Engineering/14 Lower		60	34,839	581	97,404		132,243	2,204

Physical and Environmental Sci

Chemistry

CHEM	Lower	1,904	154,797	81	413,320	217	568,117	298
CHEM	Lower	18	284	16	3,907	217	4,191	233
CHEM	Upper	525	110,187	210	113,967	217	224,154	427
		2,447	265,268	108	531,194	217	796,462	325

Geology

GEOL	Lower	3,156	273,288	87	675,677	214	948,965	301
GEOL	Upper	6	26	4	1,280	213	1,306	218
GEOL	Upper	373	193,789	520	79,857	214	273,645	734
		3,535	467,103	132	756,813	214	1,223,916	346

Physics/1440

PHYS	Lower	2,352	177,374	75	501,640	213	679,014	289
PHYS	Upper	163	94,707	581	34,765	213	129,472	794
		2,515	272,081	108	536,405	213	808,486	321

Environmental Sci

ENVS	Lower	615	71,775	117	150,209	244	221,984	361
ENVS	Upper	546	155,626	285	133,356	244	288,982	529
		1,161	227,401	196	283,565	244	510,966	440

Math, Stats and Comp Sci
Computer Science/1460

CSCI	Lower	1,148	255,759	223	246,989	215	502,748	438
CSCI	Lower	69	43	1	14,845	215	14,888	216
CSCI	Upper	30	19	1	6,454	215	6,473	216
CSCI	Upper	419	152,553	364	90,147	215	242,699	579
		1,666	408,374	245	358,435	215	766,809	460

Math/1465

MATH	Lower	6,979	603,828	87	1,450,400	208	2,054,228	294
MATH	Upper	592	209,462	354	123,031	208	332,493	562
		7,571	813,289	107	1,573,431	208	2,386,721	315

Statistics/1465

							-	
STAT	Lower	2,013	118,900	59	418,349	208	537,249	267
STAT	Upper	117	52,363	448	24,315	208	76,678	655
		2,130	171,263	80	442,664	208	613,927	288

WCCC

CADT	Lower	724	118,451	164	150,392	208	268,842	371
CONC	Lower	574	89,527	156	119,429	208	208,956	364
CRMJ	Lower	1,717	127,072	74	356,661	208	483,733	282
CUAR	Lower	1,438	244,417	170	329,277	229	573,694	399
EDEC	Lower	264	15,649	59	54,839	208	70,488	267
EDEC	Lower	64	1,009	16	13,294	208	14,304	223
ELCL	Lower	609	90,294	148	126,504	208	216,798	356
KINA/Post	Lower	41	3,163	77	8,517	208	11,679	285
MAMT/Mach N	Lower	524	76,028	145	119,051	227	195,078	372
MGDA	Lower	135	13,123	97	28,043	208	41,166	305
NURA	Lower	222	20,919	94	46,115	208	67,034	302
OFAD	Lower	422	65,747	156	88,958	211	154,705	367
OFAD	Lower	30	473	16	6,232	208	6,705	223
PROS	Lower	192	55,941	291	41,147	214	97,088	506
PROS	Lower	21	331	16	4,362	208	4,693	223
REEB	Lower	84	2,358	28	17,449	208	19,806	236
TECI/Tech Integ	Lower	288	93,846	326	61,584	214	155,430	540
TECI/Tech Integ	Lower	176	2,776	16	36,559	208	39,335	223
TSTA/Trans	Lower	135	24,264	180	28,608	212	52,872	392
TSTC/Trans	Lower	262	29,156	111	55,520	212	84,676	323
TSTD/Trans	Lower	92	23,236	253	19,496	212	42,732	464
TSTG/Trans	Lower	121	32,831	271	25,641	212	58,472	483
UTEC	Lower	371	39,349	106	78,619	212	117,967	318
UTEC	Lower	52	820	16	11,019	212	11,839	228
WELD	Lower	361	52,237	145	76,499	212	128,737	357
		8,919	1,223,015	137	1,903,813	213	3,126,828	351

WCCC - Remedial

READ	Remedial	368	18,748	51	74,302	202	93,050	253
ENGL	Remedial	1,467	95,510	65	296,199	202	391,709	267
MATH	Remedial	104	(45)	(0)	20,998	202	20,954	201
MATH	Remedial	3,586	158,603	44	724,041	202	882,644	246
		5,525	272,816	49	1,115,540	202	1,388,357	251

Dept of Health & Sciences

EMTS	Lower	694	128,383	185	172,228	248	300,610	433
NURS	Lower	2,008	513,432	256	503,951	251	1,017,383	507
NURS	Upper	36	895	25	9,035	251	9,930	276
NURS	Upper	2,944	818,180	278	738,897	251	1,557,077	529
RTEC	Lower	844	218,502	259	214,078	254	432,580	513
RTEC	Upper	1	3,611	3,611	254	254	3,864	3,864
		6,527	1,683,002	258	1,638,443	251	3,321,445	509

Kinesiology

KINA	Lower	2,475	84,607	34	518,339	209	602,946	244
KINA	Lower	47	2	0	9,843	209	9,845	209
KINA	Upper	7	0	0	1,466	209	1,466	209
KINA	Upper	8	2,577	322	1,675	209	4,253	532
KINE-ACADEMI	Lower	3,834	272,742	71	810,711	211	1,083,452	283
KINE-ACADEMI	Upper	2,669	308,865	116	564,368	211	873,234	327
		9,040	668,793	74	1,906,402	211	2,575,196	285

Summer	Remedial	159	13,443	85	32,103	202	45,547	286
	Lower	2,651	224,141	85	535,257	202	759,399	286
	Upper	1,330	112,451	85	268,537	202	380,988	286
	Grad	932	78,800	85	188,178	202	266,978	286
		5,072	428,836	85	1,024,076	202	1,452,912	286
			428,836		1,024,076			

On-Line	Remedial	515	49,323	96	76,791	149	126,115	245
	Lower	6,210	594,755	96	925,966	149	1,520,721	245
	Upper	2,155	206,392	96	321,330	149	527,722	245
	Grad	317	30,360	96	47,268	149	77,628	245
Summer	Lower	1,286	123,165	96	191,754	149	314,919	245
	Grad	178	17,048	96	26,541	149	43,589	245
	Upper	360	34,479	96	53,679	149	88,158	245
	Total	11,021	1,055,522	96	1,643,329	149	2,698,852	245
					1,643,329			

January Term	Remedial							
	Lower	320	27,642	86	70,400	220	98,041	306
	Upper	580	50,100	86	127,600	220	177,700	306
	Grad	45	3,887	7,774	9,900	220	13,787	306
	Total	945	81,629	86	207,900	220	289,529	306
					207,900			

Montrose	Remedial	376	26,928	72	78,022	208	104,950	279
	Lower	2,419	179,423	74	501,952	208	681,375	282
	Upper	192	9,739	51	39,841	208	49,580	258
	Total	2,987	216,090	72	619,814	208	835,904	280
					619,814			

Extended Studi	Lower	3	2,478		1,285		3,763	1,254

Telluride/Norv	Summer	2	147	74	1,885	942	2,032	1,016
	Lower	21	1,655	79	19,792	942	21,447	1,021
		23	1,802	78	21,677	942	23,479	1,021

Entering Students Programs(1045)

SUPP	Lower	761	42,259	56	154,572	203	196,831	259

Adv Place/181	Lower	4,120	-	-	639,048		639,048	155

	REMEDIAL	6,575	362,511	55	1,302,456	198	1,664,967	253
	LOWER	108,030	9,793,263	91	22,427,606	208	32,220,869	298
	UPPER	36,225	7,116,385	196	7,803,790	215	14,920,176	412
	GRADUATE	2,396	398,222	166	512,865	214	911,087	380
TOTALS		153,226	17,670,382	115	32,046,717	209	49,717,099	324

Online program or programs delivered off campus were not allocated plant costs unless they were specifically identifiable to that program.

Colorado Mesa University
FY10 RI E&G Costs

Dept/Discipline		Division	Credit Hrs	Total Variable (Fac	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Business									
Accounting and Comp Info									
	ACCT	Lower	1,677	209,465	125	316,364	189	525,829	314
	ACCT	Upper	938	161,427	172	176,953	189	338,380	361
	ACCT	Graduate	45	2,059	46	9,788	218	11,847	263
	CISB	Lower	1,368	141,216	103	281,467	206	422,683	309
	CISB	Upper	453	100,588	222	93,205	206	193,793	428
	CISB	Graduate	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
			4,481	614,756	137	877,776	196	1,492,532	333
Business									
	EMGT	Upper	33	30,481	924	11,151	338	41,632	1,262
	BUGB	Lower	2,521	159,353	63	478,540	190	637,893	253
	BUGB	Upper	990	80,307	81	187,923	190	268,230	271
	BUGB	Graduate	120	68,265	569	26,241	219	94,506	788
	ECON	Lower	1,266	34,293	27	240,314	190	274,607	217
	ECON	Upper	324	51,826	160	61,502	190	113,328	350
	FINA	Upper	864	86,016	100	164,006	190	250,022	289
	FINA	Graduate	45	9,598	213	9,840	219	19,439	432
	MANG	Lower	867	46,924	54	164,575	190	211,500	244
	MANG	Upper	2,388	432,877	181	453,294	190	886,170	371
	MANG	Graduate	111	46,669	420	24,273	219	70,941	639
	MARK	Lower	945	36,128	38	179,381	190	215,509	228
	MARK	Upper	1,074	167,124	156	203,868	190	370,992	345
	MARK	Graduate	33	11,282	342	7,216	219	18,498	561
	TRAV	Lower	81	8,675	107	15,376	190	24,050	297
	TRAV	Upper	81	5,286	65	15,376	190	20,661	296
			11,743	1,275,103	109	2,242,876	191	3,476,347	296

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Colorado Mesa University
FY10 RI E&G Costs

Dept/Discipline	Division	Credit Hrs	Total Variable (Fac	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Art								
ARTE	Lower	1,749	103,096	59	353,350	202	456,446	261
ARTE	Upper	120	30,794	257	24,278	202	55,072	459
ARTD	Upper	78	15,237	195	15,222	195	30,459	390
ARTG	Lower	320	19,391	61	66,316	207	85,707	268
ARTG	Upper	444	101,142	228	92,014	207	193,156	435
ARTH	Upper	262	40,465	154	51,130	195	91,596	350
ARTS	Lower	1,017	118,761	117	206,416	203	325,177	320
ARTS	Upper	609	98,659	162	123,608	203	222,267	365
		4,599	527,544	115	932,334	203	1,459,878	317
Construction Management								
CONM	Lower	51	17,614	345	19,708	386	37,321	732
CONM	Upper	159	122,751	772	61,442	386	184,193	1,158
		210	140,365	668	81,150	386	221,515	1,055
Lang, Lit, and Mass Comm								
Lanuage and Literature								
ENGL	Lower	11,193	953,753	85	2,079,729	186	3,033,482	271
ENGL	Upper	1,792	356,979	199	332,965	186	689,944	385
ENGL	Graduate	75	15,310	204	13,935	186	29,245	390
FLAF	Lower	147	10,122	69	27,314	186	37,435	255
FLAG	Lower	171	10,010	59	31,773	186	41,783	244
FLAJ	Lower	222	22,963	103	41,249	186	64,212	289
FLAS	Lower	3,084	321,621	104	573,026	186	894,647	290
FLAS	Upper	468	141,705	303	86,957	186	228,662	489
FLAV	Lower	118	37,133	315	21,925	186	59,058	500
FLAV	Upper	31	10,070	325	5,760	186	15,830	511
FLSL	Lower	177	16,387	93	32,888	186	49,274	278
PHIL	Lower	483	39,073	81	89,744	186	128,818	267
PHIL	Upper	162	21,993	136	30,101	186	52,094	322
HNRS	Upper	11	12,283	1,117	10,947	995	23,230	2,112
		18,134	1,969,403	109	3,378,312	186	5,347,715	295
Mass Communications								
MASS	Lower	1,080	56,198	52	206,453	191	262,651	243
MASS	Upper	1,765	210,569	119	337,398	191	547,967	310
		2,845	266,767	94	543,852	191	810,618	285

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Colorado Mesa University
FY10 RI E&G Costs

Dept/Discipline	Division	Credit Hrs	Total Variable (Fac	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Music								
MUSA	Lower	2,459	228,255	93	487,765	198	716,020	291
MUSA	Upper	243	132,324	545	48,201	198	180,525	743
MUSA	Graduate	5	5,578	1,116	990	198	6,568	1,314
MUSL	Lower	355	150,031	423	78,995	223	229,026	645
MUSL	Upper	111	42,783	385	24,700	223	67,483	608
MUSP	Lower	400	99,349	248	79,193	198	178,542	446
MUSP	Upper	136	54,384	400	26,925	198	81,310	598
		3,709	712,705	192	746,769	201	1,459,475	393
Social and Behavioral Sci								
CRMJ	Lower	345	15,608	45	63,309	184	78,917	229
CRMJ	Upper	1,470	92,431	63	269,751	184	362,181	246
ANTH	Lower	1,194	74,781	63	219,104	184	293,885	246
ANTH	Upper	293	92,951	317	53,767	184	146,718	501
ARKE	Lower	48	11,598	242	8,808	184	20,406	425
ARKE	Upper	18	2,059	114	3,303	184	5,362	298
GEOG	Lower	1,155	55,888	48	211,947	184	267,834	232
HIST	Lower	4,866	254,558	52	892,930	184	1,147,488	236
HIST	Upper	795	145,689	183	145,886	184	291,574	367
PADM	Upper	75	38,460	513	13,763	184	52,223	696
POLS	Lower	1,632	89,934	55	299,478	184	389,413	239
POLS	Upper	525	99,746	190	96,340	184	196,085	373
PSYC	Lower	4,044	168,208	42	743,779	184	911,987	226
PSYC	Upper	2,378	316,418	133	437,364	184	753,783	317
PSYP	Upper	455	61,215	135	83,494	184	144,709	318
SOCI	Lower	9	1,143	127	1,652	184	2,795	311
SOCI	Upper	267	36,430	136	49,796	187	86,226	323
SOCO	Lower	2,526	101,602	40	463,531	184	565,133	224
SOCO	Upper	658	80,112	122	120,746	184	200,857	305
		22,753	1,738,832	76	4,178,746	184	5,917,578	260
Theatre and Speech								
DANC	Lower	73	22,399	307	13,972	191	36,371	498
DANC	Upper	834	58,783	70	159,628	191	218,411	262
DANP	Lower	207	29,996	145	39,620	191	69,616	336
DANP	Upper	168	33,028	197	32,155	191	65,183	388
FINE	Lower	126	4,783	38	24,116	191	28,899	229
SPCH	Lower	1,446	112,915	78	276,765	191	389,680	269
SPCH	Upper	66	12,590	191	12,632	191	25,222	382
THEA	Lower	1,246	248,448	199	241,390	194	489,838	393
THEA	Upper	671	187,267	279	129,994	194	317,261	473
		4,837	710,208	147	930,274	192	1,640,482	339
Teacher Ed								
EDUC	Lower	182	15,411	85	49,822	274	65,234	358
EDUC	Upper	2,287	453,674	198	626,066	274	1,079,740	472
EDUC	Graduate	141	18,619	132	39,653	281	58,273	413
EDLD	Graduate	514	65,937	128	144,551	281	210,489	410
		3,124	553,642	177	860,093	275	1,413,735	453

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Colorado Mesa University
FY10 RI E&G Costs

Dept/Discipline		Division	Credit Hrs	Total Variable (Fac	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Biology									
	BIOL	Lower	8,290	678,799	82	1,697,039	205	2,375,838	287
	BIOL	Upper	1,302	446,753	343	266,531	205	713,285	548
			9,592	1,125,552	117	1,963,571	205	3,089,123	322
Engineering/1445		Lower	507	22,193	44	187,239		209,432	413
Physical and Environmental Sci									
Chemistry	CHEM	Lower	2,467	192,777	78	509,134	206	701,911	285
	CHEM	Upper	528	76,988	146	108,967	206	185,955	352
			2,995	269,765	90	618,101	206	887,866	296
Geology	GEOL	Lower	4,597	255,438	56	889,496	193	1,144,934	249
	GEOL	Upper	516	224,312	435	99,843	193	324,155	628
			5,113	479,750	94	989,339	193	1,469,089	287
Physics	PHYS	Lower	2,992	201,770	67	560,545	187	762,315	255
	PHYS	Upper	179	80,185	448	33,535	187	113,721	635
			3,171	281,955	89	594,081	187	876,036	276
Environmental Sci	ENVS	Lower	858	83,297	97	163,043	190	246,340	287
	ENVS	Upper	596	159,407	267	113,256	190	272,663	457
			1,454	242,704	750	276,299	190	519,003	357

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Dept/Discipline		Division	Credit Hrs	Total Variable (Fac	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Math, Stats and Comp Sci									
Computer Science									
	CSCI	Lower	1,615	277,732	172	314,437	195	592,169	367
	CSCI	Upper	473	154,963	328	92,092	195	247,055	522
			2,088	432,695	207	406,530	195	839,224	402
Math									
	MATH	Lower	8,887	695,577	78	1,647,046	185	2,342,623	264
	MATH	Upper	636	213,733	336	117,871	185	331,604	521
			9,523	909,310	95	1,764,917	185	2,674,227	281
Statistics									
	STAT	Lower	2,097	79,403	38	387,482	185	466,885	223
	STAT	Upper	56	52,327	934	10,348	185	62,674	1,119
			2,153	131,729	61	397,830	185	529,559	246
WCCC									
	CRJW	Lower	1,505	99,503	66	263,413	175	362,916	241
	CRMJ	Lower	519	17,058	33	90,838	175	107,896	208
	KINA/Post	Lower	43	2,843	66	7,526	175	10,369	241
	CADT	Lower	534	74,292	139	93,464	175	167,755	314
	CONC	Lower	644	66,775	104	113,195	176	179,970	279
	CUAR	Lower	2,081	227,460	109	426,103	205	653,563	314
	EDEC	Lower	394	77,819	198	68,960	175	146,779	373
	ELCL	Lower	1,694	100,381	59	301,168	178	401,550	237
MAMT/Mach Mfg Trades		Lower	494	79,660	161	98,296	199	177,956	360
	MGDA	Lower	321	28,512	89	56,183	175	84,696	264
	NURA	Lower	300	24,682	82	52,508	175	77,189	257
	OFAD	Lower	655	88,709	135	116,021	177	204,730	313
	PROS	Lower	300	87,958	293	53,526	178	141,484	472
TECI/Tech Integration		Lower	486	67,158	138	86,892	179	154,050	317
	TSTA/Trans	Lower	215	21,804	101	39,798	185	61,602	287
	TSTC/Trans	Lower	398	41,345	104	73,673	185	115,018	289
	TSTD/Trans	Lower	103	17,414	169	19,066	185	36,480	354
	TSTG/Trans	Lower	298	59,706	200	55,162	185	114,868	385
	UTEC	Lower	296	11,537	39	51,808	175	63,344	214
	WELD	Lower	472	26,482	56	82,612	175	109,094	231
			11,752	1,221,097	104	2,150,212	183	3,371,309	287
WCCC - Remedial									
	READ	Remedial	539	38,401	71	96,930	180	135,331	251
	ENGL	Remedial	1,987	119,923	60	357,330	180	477,252	240
	MATH	Lower	180	18,101	101	32,370	180	50,471	280
	MATH	Remedial	4,354	221,094	51	783,417	180	1,004,511	231
			7,060	397,519	56	1,270,047	180	1,667,565	236

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Colorado Mesa University
FY10 RI E&G Costs

Dept/Discipline	Division	Credit Hrs	Total Variable (Fac	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COSTS/CH
Dept of Health & Sciences								
EMTS	Lower	458	117,491	257	110,186	241	227,677	497
NURS	Lower	2,555	518,075	203	591,246	231	1,109,321	434
NURS	Upper	3,706	894,098	241	857,596	231	1,751,694	473
NURA	Lower	20	1,153	58	4,302	215	5,455	273
RTEC	Lower	100	97,369	974	22,682	227	120,051	1,201
RTEC	Upper	912	169,860	186	206,862	227	376,722	413
		7,751	1,798,045	232	1,792,874	231	3,590,919	463
					1,792,874		3,590,919	-
Kinesiology								
KINA	Lower	3,287	101,612	31	634,670	193	736,282	224
KINA	Upper	8	405	51	1,545	193	1,950	244
KINE-ACADEMIC	Lower	5,113	298,238	58	987,243	193	1,285,481	251
KINE-ACADEMIC	Upper	2,908	350,958	121	561,491	193	912,449	314
KINE-ACADEMIC	Grad	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
		11,316	751,213	66	2,184,949	193	2,936,161	259
Summer	Total	5,700	410,948	72	1,025,052	180	1,436,000	252
On-Line	Total	12,428	827,536	67	1,689,866	136	2,517,402	203
January Term	Total	1,314	89,189	68	236,302	180	325,490	248
Montrose	Remedial	461	34,444	75	73,549	160	107,993	234
	Lower	3,218	181,937	57	513,410	160	695,347	216
	Upper	57	4,126	72	9,094	160	13,220	232
	Total	3,736	220,507	59	596,053	160	816,560	219
Telluride		8	-	-	3,405	426	3,405	426
Entering Students Programs								
SUPP	Lower	973	13,281	14	175,904	181	189,186	194
Adv Place-Highschool Regional Outreach	*Lower*	3,846	115	0	496,069		496,184	129
	REMEDIAL	7,341	413,861	56	1,311,226	179	1,725,088	235
	LOWER	134,112	10,430,211	78	24,650,466	184	35,080,677	262
	UPPER	36,373	7,047,036	194	7,352,641	202	14,399,678	396
	GRADUATE	1,089	243,318	223	276,487	254	519,805	477
TOTALS		178,915	18,134,427	101	33,590,821	188	51,725,248	289

Online program or programs delivered off campus were not allocated plant costs unless they were specifically identifiable to that program.
Represents hours paid by department

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Appendix C

Library Assessment

Library Program Assessment
John U. Tomlinson Library
Colorado Mesa University

Date of Assessment: November 2011
Purpose of Assessment: Program Review
Program under review: Master Business Administration
Program Level/s: Masters
Liaison Signature: This review was prepared by Paul Mascareñas

1. Collection Assessment

For this assessment, several Library of Congress Classification ranges were examined, including:

HB – includes economics, demography, and entrepreneurship.
HD – includes industrial management, organizational behavior, public relations, social responsibility, and labor.
HF – includes commerce, business ethics, marketing, personnel management, and business communication.
HG – includes banking, business finance, investment and insurance.
HJ – includes public finance, revenue, and public accounting

In addition, the following Library of Congress subject headings were examined in the area of Energy industries:

Coal Mines and Mining; Energy Conservation; Energy Consumption; Energy Development; Energy Policy; Gas Industry; Oil Shale Industry; Petroleum Industry and Trade; Power Resources; Renewable Energy Sources; Solar Energy.

An examination of the Library of Congress Classification ranges and subject headings listed above indicates that there are about 8,974 titles in the collection.

> a. Reference Support:
> The reference collection has a variety of resources covering business and business related topics. These include specialized dictionaries, handbooks, encyclopedias, and statistical demographic surveys. A few of the more recent titles added to the collection include: *Encyclopedia of Small Business* (2011, 2 volumes); *ALA Guide to Economics & Business Reference* (2011); *Market Share Reporter* (2011, 2 volumes); *U.S. Industry & Market Outlook* (2011); *Encyclopedia of Global Industries* (2011).
>
> The Reference Collection also houses an area known as Business Services. Shelved in this location are titles that are updated on a weekly, monthly, quarterly or annual basis. Examples of titles in this area include: *The Value Line Investment Survey*; *Standard & Poor's Industry Surveys*.

b. Monographic Sources

Age Analysis of the 8,974 titles at the discretion of the Liaison

    4% published since 2010

    17% published 2000-2009

    23% published 1990 – 1999

    19% published 1980 – 1989

    37% published before 1980

c. Periodicals

Although much of the periodical support for this program comes from online subscription sources, Tomlinson Library continues to subscribe to about fifty titles, in a print or hardcopy format, that support this program,. This includes staples of the discipline such as *Business Week*; *Harvard Business Review*; and *The Wall Street Journal*.

Tomlinson Library maintains a subscription to *Business Source Premier*, one of the major periodical databases supporting the discipline. *BSP* provides full text for more than 2,100 periodicals, including more than 1,100 peer-reviewed business publications. Another subscription database, *OmniFile Select*, provides additional full-text periodical support for this program.

d. Electronic Resources

In addition to the online resources identified above, databases such as *Oxford Reference Online* provide access to quality specialized dictionaries and handbooks. *LexisNexis Academic* provides access to company profiles and financial data for publicly traded companies; law reviews, case law and codes at the state and federal level; and an international collection of newspapers.

Other electronic resources include: *International Directory of Company Histories*, *Reference USA*, and *RIA Checkpoint* which is a tax research database containing the full-text of United States tax law and code (with commentary), IRS rulings and releases, tax news sources, tax court rulings and international tax treaties.

Morningstar Mutual Funds is now available online. The all inclusive investment research database which features data and analysis on over 14,000 international and domestic stocks, 24,000 mutual funds, and more than 1500 exchange traded funds is now available electronically.

As a Selective Federal Depository, Tomlinson Library receives documents from many Federal departments and agencies, such as the Census Bureau, Small Business Administration, and Department of Labor. Increasingly, these items are distributed in an electronic format, and are represented by a catalog

record in our online catalog. A web link within the record takes the user to the electronic document.

2. **Evaluation of the total collection**
    a. Strengths
    Library funding for the acquisition of materials supporting the Business Administration program remains strong and reflects this Department's status as having the most declared majors on the Colorado Mesa University campus. As new courses and programs are added, it will be important to provide ongoing support through initial one-time funding, as well as base building funding to the library materials budget. The increasing cost of library materials should also be reflected in the materials budget.

    The monographic collection is fairly current, with over 40% of titles published since 1990. Electronic access to materials is increasing with subscriptions to Springer eBooks and former NetLibrary now Ebsco Host eBooks service. With remote authentication in place, CMU students, faculty and staff can access these materials 24 hours a day.

    b. Weaknesses
    Regularly scheduled shelf maintenance would insure the currency of the collection. The business librarian liaison in collaboration with faculty can help maintain the Tomlinson Library's monograph collection by weeding dated and rarely circulated materials.

3. **Recommendations**
    In lieu of the changing needs of our faculty, staff, and students, faculty in the Business Administration program are encouraged to actively participate in the selection of materials for the library collection. This participation is appreciated and is a necessary component in the building of a collection that is both current and retrospective in its support of the curriculum as the wealth of resources and formats increase.

Library Director: Sarah Cron   Date: November 29, 2011

Appendix D

Most Recent Program Review Summary

EXTERNAL PROGRAM REVIEW

MESA STATE COLLEGE

Department of Business BBA/BAS/MBA Programs

OCTOBER, 2008

Prepared by:

Dr. Alan R. Hamlin, Professor of Business
Department Chair, Management and Marketing
MBA Director
Southern Utah University
Email: Hamlin@suu.edu
Phone: 435.586.0817

C) Are there initiatives and improvements that faculty/administrators should be making to sustain the program and work toward recommendations for the future?

The following are recommendations that the reviewer believes the Administration and Department of Business could do that would increase the ability of the Department of Business to reach its goals:

11. Recommendations (with solutions) for the MSC Administration:

1) Consider funding the hiring of a Business Advisor to help with the advising of students with regard to scheduling classes, choosing majors, and related academic issues. This would reduce the burden on individual faculty members, and allow them more time to do research and scholarly activity. The funds required could come from student fees assessed to business students. With 600 students, $40000 for salary and benefits for an advisor would mean an extra $33 per semester per student.

2) Consider funding the use of Teaching Assistantships and Research Assistantships. These TAs should NOT teach, but assist faculty with grading, advising and other non-classroom activities. Funding RAs will not only help graduate faculty more effectively manage their time and scholarly efforts, but will be an attraction to prospective MBA students and hopefully increase enrollments. Many high-quality MBA students will not attend a graduate school without access to the tuition-waivers and other stipends provided by teaching and research assistantships. Funding for this proposal could come from increasing the tuition level for MBA students, which currently is very low. It is not uncommon for colleges and universities to have multiple tuition levels for

different disciplines. An increase of tuition for MBA students of $125 per semester would fund about 10 assistantships. Current tuition levels are $2362 per semester for in-state students taking 12 hours. This proposal would increase that amount by 5%.

3) Increase the amount of money available for travel to academic conferences to present papers and develop research ideas. Currently this averages $600 per person per year. Most conferences have registration fees equal to $200-300 each, so in effect faculty members are **discouraged** from attending these events because of this lack of resources. One way to fund such travel is by hosting academic conferences. The Department of Business is already scheduled to host the 2009 Annual Conference of the Mountain Plains Management Conference.

4) Increase the salary levels of existing business faculty to 90% of the national CUPA average. The increased level of funding for new hires has been a good step, but has created compression problems. The MSC President is to be commended for working to reduce this problem by raising the salaries of the existing faculty significantly in the past two years. However, the problem is still acute in the department of business. Members of the last search committee to replace a vacancy indicated that their top 3 candidates rejected the offers made due to low salaries.

The cost of living in Colorado (as published in May, 2008 by the American Chamber of Commerce Researcher's Association) is at or below the national average in many places: Colorado Springs is 92%; Fort Collins is 95%; Greeley is 98%; Pueblo is 87%, and Denver is 105%. Grand Junction was 100.7% of the national average, higher than many other Colorado locations. If wages could be raised to 90% of the national average, then there would still be a "standard of living gap" of about 10%. However,

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benefits and small-town living would likely more than make up that difference to most employees. That should reduce the turnover problem and attract more high-quality applicants to the MSC Department of Business.

5) Fill the three vacancies that are currently open. The workload of these three individuals has been absorbed by the remaining 10 full-time faculty (or given to adjuncts).

12. Recommendations for the Department of Business:

The Department of Business is to be commended for the quality of its students, faculty, facilities, and programs. However, over the years there has evolved a serious problem due to the expansion of offerings combined with a declining number of faculty and resources. Serious consideration should be given to the following recommendations which will require a streamlining of the departmental organization, changes to the curriculum, and a general change from being "all things to all people" to a focus on a more simple and lean operation, with fewer but more excellent programs.

1) Consider pursuing ACBSP accreditation. While AACSB accreditation is a worthwhile endeavor for larger, more research-oriented universities, it is NOT considered an option for MSC. However, ACBSP would be much less difficult to obtain, much less costly, and require fewer resources. In the reviewer's opinion, the MSC Department of Business ALREADY meets many of the criteria established by ACBSP, including faculty qualifications, physical facilities and student knowledge and achievement.

One possible concern ACBSP would have might be the organization of the program (the lack of a Dean). However, pursuing a specialized accreditation would

likely enhance the image of the department, appeal to certain students from the metropolitan areas of the state, and result in higher enrollment. It would provide continued input for quality improvement, and make the MSC business program more competitive with other Colorado colleges and universities that are accredited (for example, Fort Lewis College). Further, it would open up opportunities for sister-school relationships abroad which require business accreditation. Lastly, the faculty expressed a positive attitude about this, and many have worked on such efforts before and are aware of the procedures involved.

2) Objectively evaluate the need for 8 concentrations. It appears to the reviewer that Travel and Tourism, and Landman/Energy Management, may be weak (though the latter is new and does make sense given the community business environment). Size, growth, affects on other programs, and contribution toward the goals and mission of the department should be the main criteria. Based on input received from students and others, the reviewer believes consideration should also be given to adding concentrations in International Business and Insurance. However, any new programs must have proper resources and not add to the already heavy load for the full-time faculty.

3) Consider adding classes in International Business, E-Commerce, Government and Ethics. Students indicated a great desire to have offerings in these areas. Currently, there is no formal class offering in International Business, and e-commerce and ethics are taught in passing in various marketing and management courses. Government is apparently not taught in any class, though it makes up about one-third of GDP. One idea is to create a class in Government, Business and Ethics (thus combining several of these). Other institutions, including Southern Utah University, have required this course of all

business students for many years. Having a formal required core class with Ethics as a major component will also be helpful should you decide to pursue ACBSP accreditation.

4) Evaluate whether the night course offerings are hurting or helping your day program. It is possible that a cost/benefit analysis will show that this approach is costing the department more students than it is generating. Several students indicated that it was difficult to have most classes offered in the daytime for the first two years, but then switched to night for the last two. This is particularly difficult when there are few summer school classes available. Dr. Moorman's upcoming study will provide valuable information for this assessment.

5) Work to increase scholarship funding. There are currently 19 scholarships for Business Students as listed online, many of which are $500 or less. Local businesses and/or civic clubs would probably be good sources of funds for such programs.

6) Evaluate the need for continuing the Freshman Seminar course, given that all students are personally advised by full-time faculty members and the extra load that offering these sections places on instructors. Perhaps eliminating these courses, or at least eliminating the enrollment cap on them, will relieve the pressure on scheduling for the department. Likewise, eliminating these courses will open up opportunities to offer the courses described in 3 above.

7) Consider eliminating the enrollment cap. With finite resources and faculty members, it does not seem prudent to limit enrollment in this way, when doing so increases the load/prep problem by requiring multiple sections of the same class each semester.

8) All persons who teach business courses at remote locations should be pre-approved by the Department Chair. Allowing these decisions to be made by coordinators or others who may lack the ability to discern qualifications could hurt the reputation of the program and thus enrollment.

It has been my pleasure to provide this review of the Mesa State Business Program. Please do not hesitate to contact me if you have questions or comments.

Appendix E

Faculty Vitae

COLORADO MESA
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MBA
Program
Review
2006-
2011

Morgan K. Bridge, Ph.D.

Experience:

2001-Current   Mesa State College   Grand Junction, CO
Department Head
- Responsible for hiring, supervising and evaluating 20+ full-time faculty and 20+ adjunct
- Manage effectively departmental budget of over $2 million
- Developed and implemented new landman/energy management concentration, construction management and BAS degrees
- Play key role in departmental student recruitment
- Create and implement effective student retention strategies
- Coordinate departmental distance learning and satellite site
- Responsible for programmatic assessment
- Supervise departmental communications, both print and electronic
- Daily student interaction with officers from business clubs and students
- Develop and utilize industry advisory groups for business, construction management and landman/energy management programs

2005-Current   Mesa State College   Grand Junction, CO
                              Tenured Full Professor
- Teaching classes in the areas of finance, economics and management
- Conducting research in applied economics
- Leading department and serving on campus committees
- Advising students throughout the process of degree completion

2000-2004   Mesa State College   Grand Junction, CO
Associate Professor

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- Taught classes in the areas of finance, economics and management
- Conducted research in applied economics
- Served on department/campus committees
- Advised students throughout the process of degree completion
- Developed appropriate outreach programs

1995–2000   Mesa State College   Grand Junction, CO

Assistant Professor

- Taught classes in the areas of finance, economics and management
- Conducted research in the area of applied economics
- Advised students

1993-1995   Chadron State College   Chadron, NE

Assistant Professor

- Taught classes in all areas of business, including management, marketing, economics and finance
- Conducted research necessary to complete dissertation
- Advised students

January 1993-June 1993   University of Wyoming   Laramie, WY

Graduate Assistant

- Assisted in preparing classes for the Center for Economic Education
- Coordinated and assisted in delivering a distance learning class
- Responsible for assistant teaching in various business classes

1995-Current   Bridge Consulting and Publishing   Grand Junction, CO

Consultant/Publisher

- Consulting project for local energy company
- Consulting project for the City of Montrose
- Test item file for Supervision Today by Robbins
- Test item file for Management by Robbins
- Test item file for Business Today by Mescon
- Test item file for Small Business by Hatten

Education   June 1992-May 1994   University of Wyoming   Laramie, WY

- Doctorate of Philosophy, Business
- Graduated 3.941 on a four-point scale for "A"

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May 1987-May 1989   Chadron State College   Chadron, NE
- Master of Arts, Business
- Graduated 4.0 on a four-point scale for "A"

August 1979-May 1983   Chadron State College   Chadron, NE
- Bachelor of Arts in Business Administration
- Graduated 3.77 on a four-point scale for "A"

Curriculum Experience

▪ Principles of Macroeconomics	Principles of Microeconomics
▪ Managerial Finance	Fundamentals of Investments
▪ Public Sector Economics	Problems in Managerial Finance
▪ Economics and Public Policy	Entrepreneurship
▪ Principles of Management	Freshman Business Seminar
▪ Introduction to Business	History of Economic Ideas
▪ Survey of Economics	Intermediate Microeconomics
▪ Intermediate Macroeconomics	Workplace Communication

Research Experience

Local Publications:
Invited unpaid author of the monthly *Economic Update* for The Business Times of Western Colorado – July 1999 – September 2004

Invited Presentations:
Invited Presenter at the 1999 Grand Junction Chamber of Commerce Economic Outlook Luncheon. The presentation was entitled, "1998 A Sparkling Economy" and was the culmination of secondary research on the Grand Junction economy for 1998.

Invited Presenter for the Center on Economic Education and the Colorado Council on Economic Education. Presentation entitled, "Global Interdependence and the World Financial Markets", January, 1999.

Invited Presenter in spring of 1999 for ERIC (Early Retirement Investment Club) on financial analysis.

Invited Presenter Spring of 1999 for the Grand Junction Women's Investment Club in the area of bonds.

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Invited Presenter February 2000 for the Center for Economic Education and the Colorado Council on Economic Education. The day-long seminar was entitled, "Curing the Crisis - America's Health Care".

Invited Presenter March 2000 Center for Economic Education and the Colorado Council on Economic Education. The day-long seminar was entitled, "Social Security Unraveling, Reform and Personal Investment".

Invited Presenter in August of 2000 for a two-day workshop for the Center for Economic Education and the Colorado Council on Economic Education in the areas of utilizing economic concepts to explain current issues and *Small Sense*.

Invited Presenter for a local investment club on November 8, 2000 explaining fundamental analysis.

Invited Presenter in March 2001 for the Center for Economic Education and the Colorado Council on Economic Education. The presentation was entitled, "Globalization: Myths and Realities".

Invited Presenter in March 2001 for the Center for Economic Education and the Colorado Council on Economic Education. The presentation was entitled, "Comparative Economic Systems".

Invited Presenter for a two-day workshop for the Center for Economic Education and the Colorado Council on Economic Education on teaching economics across K-12.

Invited Presenter for ABC Contractors in September of 2001. The presentation was entitled, "Economic Indicators, Interest Rates and the Construction Industry".

Invited workshop with Susan Becker and Sharon Schakel for the Fall 2002 Faculty Development Conference entitled, "Efficient and Effective Grading at Mesa State College".

Invited Presenter for the Alpine Bank Classic 2002 Dinner September 2002. The presentation centered on the local economy and various economic indicators.

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Invited keynote speaker August of 2003 for the Workshop for the Office Professional. Presentation was entitled, "Vanquishing Change in the Office Environment".

Invited Presenter at the Carbondale Chamber of Commerce Economic Symposium, September 2004. The presentation centered on the national economy.

Invited Presenter June 2004 for 50 for Colorado. Presentation centered on the economies of 14 differing counties on the Western Slope of Colorado.

Invited Presenter Spring 2005 for Center for Economic Education and the Colorado Council on Economic Education. The first presentation was entitled, "Learning, Earning and Investing" and the second was entitled, "Black Gold".

Invited Presenter Spring 2005 to the Energy Task Force. Presentation centered on the Oil Industry on the Western Slope.

Invited Presenter August 2005 to the Kiwanis Club. Topic was "Energy: Today and Tomorrow".

Invited Presenter Spring 2006 for the Center for Economic Education and the Colorado Council on Economic Education. The first presentation was entitled, "Financial Fitness for Life". The second was focused on the Energy Industry.

Invited Presenter August 2006, for *The Burns School of Real Estate and Construction Management*. The presentation was entitled, "2006 Western Slope Real Estate/Construction Update".

An invited presentation for the Grand Junction Chamber of Commerce "Economic Outlook Luncheon", February 26' 2007.

An invited presentation for American National Bank on the state of the local economy held on January 24, 2008 at Grand Junction, CO.

Bridge, M.K, (2009). *Current Economic Conditions* Presentation. 2009 RMGPA Summer Conference, Grand Junction, CO, June 4, 2009.

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An invited presentation for the 2nd Annual Colorado
Entrepreneurship Marketplace sponsored by the Colorado Office
of Economic Development and Trade, entitled *Connecting
Community Colleges to Business with Jack Taylor and Robert
Booth, October 9, 2009.*

An invited presentation for COLOTRUST entitled, "The
Economy", Grand Junction, CO, August 2010.

Professional Presentations and Publications:
Bridge, M.K., (1999) Increasing Student Learning in Introductory
Economics Classes. Presentation at the National Council on
Economic Education Annual Meeting [Boise, Idaho, Oct1999].

Bridge, M.K. (2000) Tools of Assessment. Presentation at the
Colorado Regional Higher Education Assessment Conference.
[Denver, Colorado, April 2000].

Bridge, M.K. (2001) Financial Market Efficiency and Times of
National Crisis. Presentation at the Mountain Plains Management
Conference. [Pocatello, Idaho, Oct2001].

Bridge, M.K., and Mayer, R. (2002) Can a Freshman Seminar
Contribute to Business Program Completion. Presentation at the
Mountain Plains Management Conference. [Durango, Colorado,
Oct 2002].

Bridge, M.K. and Rees, D. (2003) Price Index Development
Specific to a Metropolitan Statistical Area. Presentation and Paper
at the International Business and Economics Research Conference.
[Las Vegas, Nevada Oct 2003]. The paper was chosen as Best
Session Paper.

 Bridge, M.K. (2004) Higher Education Economic Impact Studies:
Accurate Measures of Economic Impact. Presentation and Paper
at the International Business and Economics Research Conference.
[Las Vegas, Oct2004]. Paper was chosen as Best Session Paper.

Bridge, M.K. (2005) Higher Education Economic Impact Studies:
Accurate Measures of Economic Impact? *Journal of College
Teaching and Learning*, 2 (2). 37-47.

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Bridge, M.K. (2006) The Development Methodology of a Metropolitan Statistical Area Price Index Model. Presentation at the International Business and Economics Research Conference. [Las Vegas, October 2006].

Bridge, M.K. and Carpenter, D. A (2006) Combining Assessment and Departmental Planning: Preliminary Stages of a Longitudinal Study".
Paper accepted for presentation and the proceedings of the Mountain Plains Conference. [Utah Valley State College, Utah, October 2006]

Carpenter, D.A & Bridge, M.K. (2007) Comprehensive longitudinal assessment of a business department. Proceedings of Western Decision Science Conference [Denver, April 2007]

Bridge, M.K. & Carpenter, D.A. (2007) Factors contributing to student success: A preliminary analysis. Proceedings of the Mountain Plains Management Conference. [Kearney, NE, Oct. 2007].

Bridge, M.K. & Carpenter, D. A. (2007) Evaluating Indicators Used in Local Economic Planning and Decision Making. Presentation at the International Business and Economics Research Conference. [Las Vegas, NV, Oct. 2007]

Carpenter, D.A & Bridge, M.K. (2008) Total college experience: A student perspective. Proceedings of Mountain Plains Management Conference [Pocatello, ID, Oct 2008]

Carpenter, D.A & Bridge, M.K. (2008) Factors contributing to student success: Expanding a study. Proceedings of Western Decision Science Conference [San Diego, March 2008]

Carpenter, D.A., Bridge, M.K., Snyder, J., & Slauson, G.J. (2009). The Information Systems Analyst exam as a program assessment tool: Pre-post tests and comparison to the Major Field Test. *Issues in Information Systems, 10 (1-2). 355-363.*

Bridge, M.K., & Hatten, T.S. (2009). How Mesa State College's Entrepreneurial Business Institute Promotes Economic

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Development Presentation at the Empowering Entrepreneurship Conference. [Leadville, CO, June 11-13, 2009].

Bridge, M.K., Carpenter, D.A. & Barbee, P (2009). A Comparison of Two Local Price Indexes. Abstract published at the International Business and Economics Research Conference. [Las Vegas, NV, Oct 5-7, 2009].

Bridge, M.K. & Matthew, K. (2009). Qualitative Research with Students: A Delphi Study. Presented at the 51st Mountain Plains Management Conference [Grand Junction, CO. Oct 7-9, 2009].

Bridge, M.K., Carpenter, D.A. and Barbee, P. (2010) Developing a Local Price Index. Presentation accepted for the International Business and Economics Research Conference. [Las Vegas, NV, Oct 2010]

Bridge, M.K. (2011) MBA Assessment. Presented at the 52nd National Mountain Plains Management Conference [Grand Junction, CO. Oct 2011.

Galpin, T, Rosenberg, M and Bridge, M.K. (2011). Teaching Essential Merger and Acquisition (M&A) Skills, Presented at the 52nd National Mountain Plains Management Conference [Grand Junction, CO. Oct 2011.

Bridge, M.K. (2011) Creating Jobs Through Small Business. Presentation accepted for the International Business and Economics Research Conference. [Las Vegas, NV, Oct. 2011].

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Curriculum Vitae
DONALD A. CARPENTER

ACADEMIC DEGREES:

D.Div. American Institute of   2004 General
Theology
        Holistic Theology
          Birmingham, Alabama

Ph.D.   University of Nebraska   1992 Management Information
Systems,
            Lincoln, Nebraska   Management Science,
Computer Science,
                                         Production & Operations

Management

M.B.A. University of Colorado   1984 Information Systems
          Colorado Springs   (post-MBA study,
Marketing, 1984-85)

B.S.   Kearney (NE) State College 1971 Business Administration

PROFESSIONAL EXPERIENCE:

2003-Present   Colorado Mesa University, Grand Junction, CO
                    Professor of Computer Information Systems

2000-2003   University of Nebraska at Kearney
                    Professor of Management Information Systems
                    Director, Global Sources Information Technology

Program

1985-2000   University of Nebraska at Kearney
                    Professor of Computer Science & Information

Systems
                    Chair, Department of Computer Science &
Information Systems

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1980-1985   Pikes Peak Community College, Colorado Springs
                 Instructor of Computer Information Technology

1984-1985   University of Colorado – Colorado Springs
                 Part time "honorarium" faculty for Introduction
to Marketing

1982-1983   Lundy Electronics (of Glenhead, NY) (during leave
from PPCC)
                 Mountain States District Manager, based in
Colorado Springs

1972-1980   Burroughs Corporation (now UNISYS), Colorado
Springs
                 Territory Manager, Zone Sales Manager, Account
Manager

1969-1972   RGIS Inventory Specialists, Kearney, Lincoln,
Kansas City
                 Crew Member/Supervisor Kearney & Lincoln (part
time)
                 District Manager Kansas City (full time)

CONTACT AND PERSONAL INFORMATION:

Office: Department of Business
         Mesa State College
         Academic Classroom Building 301c
       1400 Houston
         Grand Junction, Colorado 81501

 Phone: 970-248-1580 Email: dcarpent@mesastate.edu FAX:
970-248-1730

Personal: US citizen, born 1/22/49 in Lexington, NE; Widowed,
4 children.

PRINCIPAL ONGOING COLLEGIATE ACTIVITIES:

Member, Chair, CMU Faculty Senate's Graduate Curriculum
        Committee.
Member, Former Chair, CMU Faculty Senate's Undergraduate
        Curriculum Committee.
Ex Officio Member, CMU Graduate Studies Advisory Committee.
Member, CMU Higher Learning Commission Criterium 3 Committee.
Member, CMU Business Department's M.B.A. Committee.
Member, CMU Human Resources Director's Benefits Advisory Group.
Coordinator, CMU Business Department's assessment data
        collection & analysis.
Chair, CMU Computer Information Systems Assessment &
        Accreditation Committee.
Participant on CMU's Computer Information Systems program's
        teams for faculty search, continuous improvement, ABET
        accreditation, lab management, curriculum changes,
        program/course assessment, program review, etc.

PROFESSIONAL AND ACADEMIC ASSOCIATION MEMBERSHIPS:

Mountain Plains Management Association, Board of Directors,
        President (06-08); presenter, discussant, session chair,
        reviewer (since 2003)
        conference co-organizer, web master, Proceedings editor
        (2004,09,11)
Decision Sciences Institute, member, reviewer, discussant (since
        1992)
Western & Midwest Decision Sciences Institute, member,
        presenter, discussant
Association for Information Technology Professionals (formerly DPMA)
        (since 1972)
Association for Computing Machinery, former member, presenter
        (1985-2003)
ISECON, AICIS, and others (reviewer, presenter) (since 2003)

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PRINCIPAL ONGOING RESEARCH:

Exploration of relationships between meaningfulness and
        motivation among information technology workers and
        general workforce. 2002-present.

Information requirements determination, enterprise information
        modeling, and General Systems Theory study of common
        enterprise information needs. 1972-present.

Pedagogy in CIS and Assessment in Business. 1985-present

COURSES TAUGHT:

CISB at Colorado Mesa University, 2003-2008:
100 Basic Computer Skills
101 Business Information Technology
   (computer literacy/skills)
131 COBOL Programming
210 Fundamentals of Info Systems
331 Adv Business Programming (COBOL/Simulation/Java)
392 Theories and Practice in CIS
400 Data Communications & Network Management
442 Systems Analysis and Design
451 Database Administration
460 Electronic Commerce Systems
471 Advanced Info Systems (capstone)
491 Directed Readings
493 Independent Study
496 Selected Topics
496/BUGB 520 Project Management
500 Management of Info Systems (MBA)

Computer Managed Instruction
Principles of Marketing

Other at Colorado Mesa University, 2003-2008
MARK 335 Sales & Sales Management
MARK 350 Marketing Research
MARK 496 Selected Topics
MARK 500 Marketing Strategy (MBA)
BUGB 520 Selected Topics
MANG 510 Organizational Theory & Behavior

Elsewhere (unduplicated), 1980-2003:
Hardware, Software & Architecture
Operating Systems
AS/400 Operations
FORTRAN Programming
BASIC Programming
Assembler Programming
RPG IV Programming
Computer Simulation
Computer Assisted Instruction

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SCHOLARSHIP LEADING TO PUBLICATIONS

INVITED CHAPTERS:

Carpenter, D. A. & Agrawal, V.K. (2010). Why, When and What to Outsource, in St. Armant, K. (2009). *IT Outsourcing: Concepts, Methodologies, Tools and Applications, Vol. 1.* Hershey, PA: Business Science Reference. 1-18.

Agrawal, V.K. & Carpenter, D. A. (2010). Planning for Information Systems Outsourcing, in St. Armant, K. (2009). IT Outsourcing: Concepts, Methodologies, Tools and Applications, Vol. 2. Hershey, PA: Business Science Reference. 474-487.

Schulz, P. F. & Carpenter, D.A. (2008). Talent Management, Performance Management and the Management of Organizational Knowledge: The Case for a Congruent Relationship, in Vaiman, V., & Vance, C. (2008). Smart Talent Management. 176-191.

Schulz, P. F. & Carpenter, D.A. (2008). Critical Considerations of Talent Management & Knowledge Management for effective HR Planning, in Vaiman, V., & Vance, C. (2008). Smart Talent Management. 19-32.

Carpenter, D. A. & Agrawal, V.K. (2007). Why, When and What to Outsource, in Schneiderjans, M.J., et. al. (2007) *Outsourcing Management Information Systems*. Idea Group Publishing. 17-42.

Agrawal, V.K. & Carpenter, D. A. (2007). Planning for Information Systems Outsourcing, in Schneiderjans, M.J., et. al. (2007) *Outsourcing Management Information Systems*. Idea Group Publishing. 43-62.

Carpenter, D.A., and Schniederjans, M. (1994). Total quality management of multimedia development projects. In Reisman, S., Ed. *Multimedia Computing: Preparing for the 21st Century*. Idea Group Publishing. 195-224.

REFEREED JOURNALS ARTICLES:

Slauson, G.J., Carpenter, D.A., & Snyder, J. (2011, forthcoming). Four systems to initiate in the Foundations of Information Systems course to support the IS 2010 Model Curricula and to retain students. *Information Systems Education Journal, 9*(5), 71-76.

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Carpenter, D.A., Snyder, J., Slauson, G.J., & Bridge, M.K (2011). Additional support for the information systems analyst exam as a valid program assessment tool. *Information Systems Education Journal, 9*(4). 73-79.

Carpenter, D.A., Bridge, M.K., Snyder, J., & Slauson, G.J. (2009). The Information Systems Analyst exam as a program assessment tool: Pre-post tests and comparison to the Major Field Test. *Issues in Information Systems , X*(2). 355-363.

Slauson, G.J., Snyder, J., & Carpenter, D. A. (2009). Encouraging students to learn on the fly in CIS courses. *Information Systems Education Journal, 7* (66).

Snyder, J., Slauson, G.J., & Carpenter, D. A. (2009). An action plan to increase IS enrollment based on recent survey evidence. *Information Systems Education Journal, 7* (65).

Agrawal, Vipin K., Carpenter, D.A. & Agrawal, Vijay K. (2009). Impact of Radical and Incremental Changes on Students. *Journal of Business Case Studies.*

Carpenter, D. A. (2009). Simplifying normalization. *Journal of Information Systems Education, 19(4).* 379-382.

Carpenter, D.A. & Agrawal, V.K. (2008). Infusing information technology into the core business curriculum: A change management project. *Journal of Business Inquiry: Research, Education, & Application, 7* (1). 3-20.

Slauson, G.J., Carpenter, D.A., Snyder, J. (2008). Copyright ethics: Relating to students at different levels of moral development. *Information Systems Education Journal, 6 (8).*

Snyder, J., Carpenter, D.A., Slauson, G.J. (2007). MySpace.com – A Social Networking Site and a Social Contract Theory. *Information Systems Education Journal, 5 (2).*

Carpenter, D.A. (2003). Meaningful information systems internships. *Journal of Information Systems Education, 14 (2).* 201-210.

Carpenter, D.A. (2003). Reinforced learning in the data communications course using a teleprocessing line speed decision support system. *Journal of Information Systems Education, 14 (1).* 51-58.

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Schniederjans, M.J., & Carpenter, D.A. (1996). A heuristic job scheduling decision support system: A case study. *International Journal of Decision Support Systems, 18.* 159-166. *ANBAR International Excellence Award.*

Carpenter, D.A. (1994). Refining database design: Teaching with analogies. *Journal of Computer Science Education, 8*(2). 20-21.

Carpenter, D.A., Anders, J. & Anderson, A. (1993). Influence of Myers-Briggs type and preference for data presentation format. *Journal of Computer Information Systems, 33*(4). 85-90.

Carpenter, D.A. (1992). Are we teaching database design properly? *Journal of Computer Information Systems, 33*(1). 9-12.

PROFESSIONAL BOOKS:

Carpenter, D.A. (1996, 1993, 1988, 1986). *Managing Teleprocessing Systems.* Kearney, NE: Antelope Bookstore. (600 page text book was originally under contract with Prentice-Hall, but was withdrawn, published locally, sold at cost to UNK students.)

Carpenter, D.A. (1994). *Casebook* for McFadden, F., & Hoffer, J. (1994), *Modern Database Management, 4th ed.* Redwood City, CA: Benjamin-Cummings Publishing.

Carpenter, D.A. (1993). Development of an Information Requirements Determination Methodology: Utilization of Normative Analysis from a Universal Enterprise Information Model. Ann Arbor: University Microfilms International Dissertation Service.

PEER REVIEWED CONFERENCE AND PROCEEDINGS PAPERS:
        *=personally presented

*Carpenter, D.A. (2011). *Correcting Conventional Wisdom in Information Technology and Information Systems: An Analytical Analyst's Analysis or a Curmudgeon's Complaints?* Proceedings of 53rd Mountain Plains Management Conference. [Grand Junction, October 2011.]

Kettlewell, J., & Carpenter, D.A. (2011). *Computer Technology Workers in Grand Junction, Colorado.* Proceedings of 53rd Mountain Plains Management Conference. [Grand Junction, October 2011.]

Snyder, J., Carpenter, D.A., Slauson, G.J., Skinner, J., & Nash, C. (2011). *Beyond the Bake Sale: Fundraising and Professional Experience for Students Involved in an Information Systems Student Chapter*. Proceedings of ISECON.

Carpenter, D.A., Snyder, J., Slauson, G.J., & Bridge, M.K (2010). Additional support for the information systems analyst exam as a valid program assessment tool. Abstract published. Proceedings of ISECON Convention. [Nashville, October 2010].

Slauson, G.J., Carpenter, D.A., & Snyder, J. (2010). Four systems to initiate in the Foundations of Information Systems course to support the IS 2010 Model Curricula and to retain students. Abstract published. Proceedings of ISECON Convention. [Nashville, October 2010].

*Carpenter, D.A., Snyder, J., & Slauson, G.J. (2010). Motivating and managing MBA students versus computer professionals and others. Proceedings of 52nd Mountain Plains Management Conference. [Layton/Ogden, October 2010].

Bridge, M.K., Carpenter, D.A. & Barbee, P (2010). Developing a local price index. The International Business and Economics Research Conference, Las Vegas, NV, October 4-8, 2010. **Best Paper Award.**

Riskey, K., & Carpenter, D.A. (2009). eBricksOnline: A Lego customer profile. Proceedings of the Mountain Plains Management Conference. [Grand Junction. October 2009].

Hensley, C. & Carpenter, D.A. (2009). Information technology staffing in colleges and universities: Identifying contributing factors. Proceedings of the Mountain Plains Management Conference. [Grand Junction. October 2009].

*Carpenter, D.A., Gabriel, L. K., Snyder, J., & Slauson, G.J. (2009). Creating the Right Computing Environment for a Computer Information Systems Program. Proceedings of the Mountain Plains Management Conference. [Grand Junction. October 2009].

Carpenter, D.A., Bridge, M.K., Snyder, J., & Slauson, G.J. (2009). The Information Systems Analyst exam as a program assessment tool: Pre-post tests and comparison to the Major Field Test. International Association of Computer Information Systems (IACIS) annual conference [Pittsburg, September 2009].

Bridge, M.K., Carpenter, D.A. & Barbee, P (2009). A Comparison of Two Local Price Indexes. Abstract published, The International Business and Economics Research Conference, Las Vegas, NV, October 5-7, 2009.

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Slauson, G.J., Snyder, J., & Carpenter, D. A. (2008). Encouraging students to learn on the fly in CIS courses. Proceedings of ISECON Convention. [November 2008].

Snyder, J., Slauson, G.J., & Carpenter, D. A. (2008). An action plan to increase IS enrollment based on recent survey evidence. Proceedings of ISECON Convention. [November 2008].

Agrawal, V. K., Carpenter, D.A., Hughes. L. W., & Agrawal, V. K. & (2008). College curriculum and incremental change: a longitudinal case study. Proceedings of Decision Science Institute. [Baltimore, November 2008].

*Carpenter, D. A., & Bridge, M. K. (2008). Total college experience: A student perspective. *Proceedings of Mountain Plains Management Conference.* [Pocatello, ID, Oct 2008].

Carpenter, D. A., & Bridge, M. K. (2008). Factors contributing to student success: Expanding a study. *Proceedings of Western Decision Science Conference* [San Diego, March 2008].

Carpenter, D. A., Slauson, G.J., Snyder, J., & Winniford, M.A. (2008). Motivating and managing IT professionals versus bankers. *Proceedings of Western Decision Science Conference* [San Diego, March 2008].

Bridge, M. K. & Carpenter, D. A. (2007).Evaluating indicators used in local economic planning and decision making. *Proceedings International Business and Economics Research Conference.* [Las Vegas, Oct 2007].

*Carpenter, D. A., Slauson, G.J., Snyder, J., & Winniford, M.A. (2007). Motivating and managing computer personnel in the 21st century: Expanding the pilot study. Proceedings of Mountain Plains Management Conference. 270-279. [Kearney, NE, Oct 2007].

*Bridge, M. K. & Carpenter, D. A. (2007). Factors contributing to student success: a preliminary analysis. *Proceedings of Mountain Plains Management Conference.* 393-398. [Kearney, NE, Oct 2007].

*Agrawal, Vipin K., Carpenter, D.A. & Agrawal, Vijay K. (2007). Measuring radical change in systems analysis and design course. *Proceedings of Mountain Plains Management Conference.* 418-429. [Kearney, NE, Oct 2007]. **Best Paper Award in Pedagogy Track.**

Agrawal, Vipin K., Agrawal, Vijay K. & Carpenter, D.A. (2007). The Effects of Incremental Change in the Intro to MIS Course. *Proceedings of Mountain Plains Management Conference.* 380-392. [Kearney, Oct 2007].

Winniford, M.A., Carpenter, D. A., Slauson, G.J., & Snyder, J. (2007) A survey of student mastery of computer skills: Pretest of ability. Proceedings of Mountain Plains Management Conference. [Kearney, Oct 2007].

*Carpenter, D. A. & Bridge, M.K. (2007). Comprehensive longitudinal assessment of a business department. *Proceedings of Western Decision Science Conference* [Denver, April 2007].

Snyder, J., Carpenter, D. A., & Slauson, G. J. (2006). MySpace.com - A Social Networking Site and Social Contract Theory. *Proceedings of the Information Systems Educator Conference* (ISECON). [Dallas, Nov 2006]. **Selected for Meritorious Paper Award.**

Slauson, G. J., Carpenter, D. A., & Snyder, J. (2006). Copyright Ethics: Relating to Students at Different Levels of Moral Development. *Proceedings of the Information Systems Educator Conference* (ISECON). [Dallas, Nov 2006].

*Carpenter, D. A., McGinnis, D., & Slauson, G.J. (2006) Motivating and Managing Computer Personnel in the 21st Century: A Pilot Study. *Proceedings of Mountain Plains Management Conference.* [Oren, UT, Oct 2006].

*Carpenter, D. A. & Bridge, M. (2006). Combining Assessment and Departmental Planning: Preliminary Stage of A Longitudinal Study. *Proceedings of Mountain Plains Management Conference.* [Oren, UT, Oct 2006].

*Carpenter, D. A. & Kizzier, D. M. (2006). Metaphors gone wild: The illusive machine cycle. *Proceedings of International Association for Computer Information Systems* (AICIS). [Reno, October 2006].

Carpenter, D.A. & Agrawal, V.K (2006). Which information systems functions should be outsourced? *Proceedings of Midwest Decision Science Institute.* [Indianapolis, April 2006].

Agrawal, V.K. & Carpenter, D.A. (2006). The future of information systems off-shore outsourcing. *Proceedings of Midwest Decision Science Institute.* [Indianapolis, April 2006].

Carpenter, D.A. & Agrawal, V.K (2006). Factors influencing growth of IT outsourcing. *Proceedings of the Western Decision Science Institute Annual Conference.* (Table topic). [Hawaii, April 2006].

Agrawal, V.K. & Carpenter, D.A. (2006). Outsourcing IT processes: Present and futuristic views. *Proceedings of the Western Decision Science Institute Annual Conference.* (Table topic) [Hawaii, Apr 2006].

*Carpenter, D.A., McGinnis, D.R. & Slauson, G.J. (2005). Invalid predictors of future success in IT jobs. *Proceedings of 47th Annual Conference Mountain Plains Management Association.* [Cedar City, UT, Oct 2005.] **Selected as Best Paper in CIS Track.**

*Carpenter, D.A., McGinnis, D.R., & Slauson, G.J. (2005). Tying an operational budget to enterprise goals: A DSS for budget allocation among functional units. *Proceedings of 47th Annual Conference Mountain Plains Management Association.* [Cedar City, UT, Oct 2005.]

Carpenter, D.A, & Agrawal, V.K. (2005). IT-enabled transformation of business schools' core curriculum: A longitudinal study on radical change. *Proceedings of the 2005 Annual Meeting of Midwest Decision Science Institute.* [Toledo, Apr. 05.] **Iota Alpha Delta Innovation Education Best Paper Award.**

Agrawal, V.K. & Carpenter, D.A. (2005). IT-enabled transformation of business schools' core curriculum: A longitudinal study on incremental change. *Proceedings of 2005 Annual Meeting of Midwest Decision Science Institute.* [Toledo, Apr. 05.]

*Carpenter, D.A., McGinnis, D.R. & Slauson, G.J. (2004). In search of predictors of success in IT jobs. *Proceedings of the Decision Science Institute Annual Conference.* [Boston, November 2004].

*Carpenter, D.A. (2004). Fitting Logotherapy into motivational theories: New opportunities for research and consultation. *Proceedings of the 46th Annual Fall Conference Mountain Plains Management Association.* [Grand Junction, CO, October 2004.]

*Slauson, G.J. & Carpenter, D.A. (2004). Pedagogical justification for assigning a decision support system project in a fundamentals of information systems course. *Proceedings, 46th Annual Conference Mountain Plains Mgmt Assoc.* [Grand Junction, Oct 2004.]

*Agrawal, V.K. & Carpenter, D.A. (2004). IT-enabled transformation of business schools' core curriculum: Development of a product model. *Proceedings of 46th Annual Fall Conference Mountain Plains Management Association.* [Grand Junction, Oct. 2004.]

McGinnis, D.R. & Carpenter, D.A. (2004). Allocating operating budgets among academic units: Software solutions using goal programming. *Proceedings of Academy of Business Administration 2004 National Conference.* [Las Vegas, March 2004].

*Carpenter, D.A., & Agrawal, V.K. (2004). Integrating information technology throughout core business curriculum: Utilizing a universal database to model pervasive computing in

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modern business. *Proceedings of the Western Decision Science Institute Annual Conference.* [Manzanilla, Mexico, April 2004].

*Carpenter, D.A. (2004). Connecting Logotherapy with motivation theories: A research and consultation agenda. *Proceedings of Western Decision Science Institute Annual Conference.* (Abstract). [Manzanilla, April 04].

*Carpenter, D.A. (2003). Connecting Logotherapy with motivational theories: Plan for research & consulting regarding meaningfulness. *Fourteenth World Congress on Logotherapy.* [Dallas, June 2003]

Carpenter, D.A. (2003). Meaningful computer skills assignments: A personal weight control decision support system. *Proceedings of Midwest Decision Sciences Institute Annual Conference.* [Cincinnati, Apr 2003].

*Carpenter, D.A. (2002). Creating and Assessing a Core Business Curriculum Centered on Information Technology. *Proceedings of Western Decision Science Institute Annual Conference.* [Las Vegas, April 2002.]

Carpenter, D.A. (2001). Database Case Studies in Every Business Course. *Proceedings of Decision Sciences Institute Annual Conference.* 1313. [San Francisco, November 2001.]

*Carpenter, D.A. (2001). Can Cooperative Education be a Key to Rural Region IT Brain Drain? *Proceedings of the Midwest Decision Sciences Institute Annual Conference.* [Dearborn, MI, April 2001.]

Carpenter, D.A. (2001). Reinforcing Learning in the Data Communications Course: Using a Teleprocessing Line Speed Decision Support System. *Proceedings of 34th Annual Midwest Instruction and Computing Symposium.* [Waterloo, IA, April 2001.]

Schniederjans, M.J., & Carpenter, D.A. (1994). A case study of a heuristic-based DSS. *Proceedings of the Fifth Annual Production and Operations Management Society.* (Program abstract, p.5). [Washington, D.C., October 1994].

Carpenter, D.A. (1993). Improving the quality of teleprocessing line speed decisions. *Proceedings of the Twenty-Fourth Annual Meeting of the Midwest Decision Sciences Institute, 24.* 74-76. [Lansing, May 1993.]

Carpenter, D.A., Hough-Feldman, A.E., & Gilpin, T.L. (1993). Presentation graphics in pedagogical materials. *Proceedings of International Association for Information Management 8th Annual Conference.* 253-263. [Orlando, December 1993.]

*Carpenter, D.A. (1992). A comprehensive universal enterprise information model. *Proceedings of the Twenty-Third Annual Meeting of the Midwest Decision Sciences Institute, 23.* 88-90. [Kansas City, May 1992.]

*Carpenter, D.A., Anders, J. & Anderson, A. (1992). Myers-Briggs type and preference for tabular versus graphical data. *Proceedings of the Twenty-Third Annual Meeting of the Midwest Decision Sciences Institute, 23.* 105-107. [Kansas City, May 1992.]

*Carpenter, D.A. (1992). A queuing-based model for support of multi-user teleprocessing systems line speed decisions. *Proceedings of* 20th *Annual Computer Science Conference of Association for Computing Machinery, 20.* 407-414. [Kansas City, Mar 92.]

*Carpenter, D.A., & Digman, L.A. (1991). A goal programming model for allocating operating budgets among academic departments. *Proceedings of Twenty-Second Annual Meeting of Midwest Decision Sciences Institute, 22.* 154-156. [Indianapolis, May 91.]

TRAINING VIDEOS:

Jussel, M.R. and Carpenter, D.A. (1997). Creators and consultants for *Focus on Careers in Computer Technology.* An instructional video produced by Nebraska Educational Television Consortium for Higher Education (NETCHE).

Carpenter, D.A. & Jussel, M.R. (1995). Creators and consultants for *Making Your Team Work.* An instructional video produced by Nebraska Educational Television Consortium for Higher Education (NETCHE).

Jussel, M.R. and Carpenter, D.A. (1993). Creators and consultants for *Problem Solving in the Information Age.* An instructional video produced by Nebraska Educational Television Consortium for Higher Education (NETCHE).

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NEWSPAPER AND NEWSLETTER ARTICLES IN DISCIPLINE:

Slauson, G.J., Snyder, J., & Carpenter, D.A. (2008). Change dominates the scene in computer technology at the New Mesa State. Mosaic. *The Magazine of Mesa State College, 9* (1), 7.

Carpenter, D.A. (2007). Is your work force motivated? MSC Entrepreneurial Business Institute's *EBI EconoBiz Newsletter 3* (2). 6.

Carpenter, D.A. (2007). Curricular curios? Or what's happened since I graduated. MSC *Computer Information Systems Newsletter, 1* (1). 3.

Carpenter, D.A. (2007). Proving our quality and how you can help. MSC *Computer Information Systems Newsletter, 1* (1). 3.

Carpenter, D.A. (2006). Phishing, pharming, and spoofing: Businesses can fall prey to e-scams, too. MSC Entrepreneurial Business Institute's *EBI EconoBiz Newsletter 2* (4). 5.

Carpenter, D.A. (2005, Feb. 17). Computer Technology Training Plays Critical Role at Mesa State. *Grand Junction Free Press*. 4.

Carpenter, D.A. (2005, Feb. 7). Technology Programs, Degrees Flourish at Mesa State College. *Grand Junction Daily Sentinel*. 4A.

Carpenter, D.A. (1995, March 2). Information superhighway still bumpy. *Kearney Hub. 4A.*

STUDENT MANUALS:

Carpenter, D. A. (1991). Student Lab Manual for SQL and SQL/DS-ISQL. For Database Systems class. UNK.

Carpenter, D. A. (1991). Preparing Students for College Computing: Answers to Common Questions. UNK.

MISCELLANEOUS SCHOLARLY WORKS:

Carpenter, D.A. (1992). Using a PC decision support system to demystify teleprocessing line speed calculations. In *Masters of Innovation IV Abstracts of Entries*. (Chicago: Zenith Data Systems). 21.

Carpenter, D.A. (1992). Streamlining information requirements determination using a universal enterprise information structure. Doctoral Dissertation Competition of the International Conference on Information Systems Annual Meeting. [Dallas, Dec 1992.]

DECISION SUPPORT SYSTEMS (COMPUTER SOFTWARE):

Teleprocessing Line Speed Decision Support System, 1992, 2001, 2003.
DSS for determining the proper line speed for multi-user teleprocessing systems. Incorporates elaborate queuing formula as opposed to the typically-used, overly-simplistic line calculation approach. Written in Paradox under MS/DOS; then in MS Excel and MS Access.

Manufacturing Employee Job Assigner, 1992.
DSS for assigning employees to manufacturing jobs using a heuristic to deal with extensive ergonomic constraints; developed using Paradox under MS/DOS for an electrical components manufacturer.

Job Sequence Determiner, 1991.
DSS for determining best sequence for a set of production jobs; created in 1988 for Enable 3.0 spreadsheet extensively utilizing macro command strings; runs either user-determined set of jobs or randomly generates a simulated job mix based on mean job characteristics supplied by user; explores random, first come first served, earliest due date, shortest processing time, & critical ratio rules to determine best fit; logs results for multiple runs; generates statistics on individual, mean and variance of job lateness; produces extensive graphics.

Strategic Acquisition Manager, 1991.
DSS for evaluating candidate firms for corporate takeover/merger; written in BASIC for MS/DOS systems; utilizes a zero-one goal programming model developed by Marc Schniederjans, U of Nebraska-Lincoln.

Personal Body Weight Controller, 1990, 2003, 2004.

DSS for determining the proper mix of exercise and caloric intake to reach target weight loss (or gain) within a specified time frame; considers the impact of age and gender on the metabolism; written in Enable spreadsheet; rewritten in MS Excel; then MS Access.

Class Performance Analyzer, 1990, 1995, 2000, 2003.
DSS for analyzing student and course grade performance; allows for what-if analysis based on projected changes to the grading scale; produces hard-copy output as a substitute for the classical grade book; written originally for Visicalc in 1981; re-written and enhanced in 1986 for Lotus-compatible spreadsheet packages; re-written and enhanced in 1986 for Lotus-compatible spreadsheet packages.

Academic Planning System, 1989, 2004.
DSS for considering & weighing budget distribution options among academic departments; utilizes zero-one goal programming; based on MicroManager software for MS/DOS systems; rewritten using Excel.

Academic Department Review Supporter, 1987.
DSS for managing, analyzing and reporting data pertaining to course enrollments, major and graduate counts; produces extensive graphics; written for Lotus-compatible spreadsheet packages.

Student Evaluation of Faculty Analyzer, 1985.
DSS for comparing and graphing the results of evaluations of multiple instructors, multiple semesters, and multiple courses; written for Lotus-compatible spreadsheet packages.

OTHER SCHOLARSHIP

INVOLVEMENT WITH STUDENT RESEARCH:

Faculty Mentor to Sarah Emery, Ryan Woodward, (2011). *Should the use of teams be a required aspect of higher education?*. Proceedings of the 53rd Mountain Plains Management Conference. [Grand Junction. October 2011]. **Best Graduate Paper Award.**

Faculty Mentor to James Diem, (2011). *Should all software be open source software?* Proceedings of the 53rd Mountain Plains Management Conference. [Grand Junction. October 2011].

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Faculty Mentor to Mariah Zerbe, Paul Barbee, Michael Hughes (2009). *Environmental ethics and triple bottom line.* Proceedings of the 51st Mountain Plains Management Conference. [Grand Junction. October 2009].

Faculty Mentor to Carrieann Conner, Bob Kretschman, Ryan LaCount (2009). *Employer Responsibility for Self-Actualization and Motivation.* Proceedings of the 51st Mountain Plains Management Conference. [Grand Junction. October 2009].

Faculty Mentor to Tonya Snyder (2009). *Should Humans Be Implanted With Nanobots?* Proceedings of the 51st Mountain Plains Management Conference. [Grand Junction. October 2009].

Faculty Mentor to Kenneth Riskey. (2008). eBricksOnline: *A Lego customer profile.* (Mesa State College MBA Practicum)

Faculty Mentor to Chad Hensley (2008). *Information technology staffing in colleges and universities: Identifying contributing factors.* (Mesa State College MBA Practicum)

Faculty Mentor to Juliana Munoz . (2005). *Extreme Programming.* **Second place in student paper competition at AITP's National Collegiate Computer Conference.** [Atlanta, April 2005].

Faculty Mentor to Katrina MacLeod. (2004). Should governments be allowed to tax electronic commerce transactions. *Proceedings of Proceedings of the 46th Annual Fall Conference Mountain Plains Management Association.* [Grand Junction, CO, October 2004.] **Winner of Best Student Paper competition.**

Faculty Mentor to Karen Etter. (2004). Should Internet filtering be used in America's libraries? *Proceedings of 46th Annual Fall Conference Mountain Plains Management Association.* [Grand Junction, CO, October 2004.]

Faculty Mentor to Janice Danforth. (2004). Should marketers adhere to the CAN-SPAM Act of 2003? *Proceedings of 46th Annual Fall Conference Mountain Plains Management Association.* [Grand Junction, Oct 2004.]

Faculty Mentor to Mary Classen, "Exploring the Relationship Between Personality Indicators and Political Party Preference, **1st Place in Professional/Applied Sciences division of UNK Student Research Day 1999.**

Helped students refine and published articles based on student research papers. See: Carpenter, Anderson & Anderson and Carpenter, Hough-Feldman & Gilpin, in list of publications on previous pages herein.

SUCCESSFUL GRANTSMANSHIP ACTIVITIES:

Sep 00 – May 03 Managed donation from UNK alumnus for Global Sources Program. $200,000 per yr for 5 yrs.

Apr 95 NU Foundation for CSIS CASE/UNIX student computer lab. Result: $32,000 + $50,000 from UNK CNSS.

Jan 95 UNK Academic Computing Committee Grant request. Result: $850 for CSIS remote course delivery.

Jun 93 Request to Central Point Corporation. Result: $2000 anti-virus software donation.

Apr 90 Proposal to KSC for improving CSIS faculty computing. Result: $30,000 for multimedia computer.

Sep 89 KSC request for a UNIX computer for CSIS. Result: $25,000 from AT&T, Nebr Dept of Ed, & KSC.

Apr 89 Request to Southern Computing Systems. Result: $2000 KeyEntry3 software donation.

Jul 87 Request to Information Technology, Inc. Result: $8400 Excelerator software donation.

Jun 86 Request to AutoDesk, Inc. Result: $3000 AutoCAD software donation.

Jun 85 Pikes Peak Community College external request. Result: $150,000 computer from Hewlett-Packard.

Mar 82 Pikes Peak Community College external request. Result: $80,000 computer, Digital Equipment Corp.

May 81 Pikes Peak Community College Faculty Improvement Grant. Result: $600 for classroom microcomputer.

COMPETITIVELY SELECTED PRESENTATIONS:

See "Conference and Proceedings Papers," above. Presented papers are preceded by an asterisk.

INVITED PRESENTATIONS:

Oct 2011 Panel on "Student Teamwork: Best Practices." Mountain Plains Management Conference. Grand Junction.

Oct 2011 Abstract "To APA or Not to APA: A Question of Commitment." Mountain Plains Management Conference. Grand Junction.

Oct 2010 Panel on "Should Collegiality Be a Requirement for Tenure." Mountain Plains Management Conference. Layton/Ogden, Utah.

Oct 2009 Panel on "Rural Economic Development." Mountain Plains Management Conference. Grand Junction.

Oct 2008 "Workshop on Critical Thinking." Mesa State College Leadership Academy. Grand Junction.

Oct 2005 "Predictors of Future Success in IT Jobs." Workshop and after-dinner presentation. Mile High Chapter of Association of Information Technology Professionals (AITP). Denver.

Oct 2004 Master of Ceremonies, banquet at Mountain Plains Management Assoc. Annual Meeting, Grand Junction.

Jun 2003 "IS Legal, Ethical and Personnel Issues." Week of lectures. Rostock University. Rostock, Germany.

Dec 2002 "Computer Security." Future Problem Solving Seminar sponsored by ESU #11, Holdrege.

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Oct 2001 "Survey of Local Web Sites." Global Sources E-Commerce Symposium. Kearney Chamber of Commerce.

Mar 01, 02 "Web Genealogy." Senior Citizens Heads-Up Conferences. UNK.

Nov 1999 "Information Systems Assessment." City Manager, Council, Department Heads. City of Kearney, NE.

Nov 1999 Interviewed regarding Y2K problems and predictions on KGFW Radio's Talk of the Town.

Feb 1999 "Using WWW for Student Interaction in Satellite Courses." 1999 Annual Conference of Adult and Continuing Education Association, Grand Island.

Dec 1998 "Computer Error." Future Problem Solving Seminar sponsored by ESU #11, Holdrege.

Nov 1998 "Information Systems Planning." City Manager, Council Department Heads. City of Kearney, NE.

Oct 1998 "WWW & HTTP: Planning an IS Infrastructure." Nebraska Panhandle Economic Development Council.

Apr 1998 "Focus on Computer Technology Careers." Infotec Midwest Information Technology Expo and Conference. Sponsored by Aksarban IITP. Omaha.

Feb 1998 "Making Your Team Work." 1998 Conference of Adult and Continuing Education Association, Kearney.

May 1996 Panel presentation on distance education to UNK Chancellor's Advisory Committee.

Oct 1995 "Try Teaching Database This Way." 4th Nebraska Secondary Computer Studies Educators Forum. University of Nebraska at Kearney.

May 1995 Grant proposal presentation to University of Nebraska Foundation Board of Directors.

Apr 1995 Presentation on Instructional Telecommunications to University of Nebraska Board of Regents.

Oct 92-99 Emcee at each CSIS Nebraska Secondary School Computer Studies Forum and Programming Contest.

Dec 1994 "Information Structures to Support Scholarly Research: A General Systems Theory Approach." Arts and Sciences Luncheon Research Colloquium at the University of Nebraska at Kearney.

Oct 1994 Panel Moderator, Internet Lesson Plans by Educational Technology Masters Degree Students.
        3rd Nebraska Secondary School Computer Studies Forum. U of Nebraska at Kearney.

Aug 1994 "The Computer as an Instructional Tool: Evaluating, Authoring and Using CAI Software." Elementary Teacher In-Service Training Session. Beaver Valley Schools, Danbury, NE.

Nov 1993 "Preparing Secondary Students for College Computing / Are We Teaching Database Properly?" North Central Kansas Computer Teachers Conference. Educational Service Center, Concordia.

Oct 1993 "Teaching Introduction to Computer Science Using Multimedia Presentations." Second Nebraska Secondary Computer Studies Educators Forum. U of Nebraska at Kearney.

Oct 1993 Panel Moderator, Multimedia Projects of Educational Technology Masters Degree Students.
        2nd Nebraska Secondary School Computer Studies Forum. U of Nebraska at Kearney.

Sep 1993 Panel Member, Career Awareness Week, sponsored by Career Services, UNK.

Oct 1992 "Computer Fundamentals in Law Enforcement." Forty-first Annual Convention of Police Officer's Association of Nebraska. Grand Island.

Oct 1992 "Preparing Students for College Computing" & "Teaching 4GL Programming." 1st Nebraska Secondary Computer Studies Educators Forum. U of Nebraska at Kearney.

Nov 1991 Session Chair, Statistical & Quant Methods Track Decision Sciences Institute Annual
Meeting.

Nov 1991 "What Qualifies as Research in Computer Information Systems?" Faculty
Development Colloquium, Dept of Computer Science & Information Systems at UNK.

Oct 1991 "A Goal Programming Model for Budget Allocations Among Academic Departments."
Arts and Sciences Luncheon Research Colloquium at the University of Nebraska at
Kearney.

Apr 1991 "Preparing Secondary Students for College Computing." Annual Conference of the
Nebraska Educational Technology Association. Omaha.

May 1990 "Use of Spreadsheet Software to Teach Simulation." Annual Conference of the
Nebraska Educational Technology Association. Omaha.

Oct 1989 Interviewed for News Watch on "Friday the 13th"/"Columbus Day" virus by Nebraska
TV Network.

Apr 1989 "Are We Teaching Database Properly?" Annual Conference of Nebraska Educational
Technology Association. Omaha.

Jan 1984 Invited Keynote Speaker, Colorado Springs School District 11 Staff In-Service
Conference;
Topic: "Trends in Computer Use in Educational Settings."

Fall 1983 Panel Member, Education Night, Southern Colo Chapter, Data Processing
Management Association;
Topic: "Computer Education Programs in Colorado Springs."

MANUSCRIPTS REVIEWED:

2004-present Reviewer for several papers for annual Mountain Plains Management Conference.

2000-present Reviewer for several papers for Midwest and Western Decision Science Institute.

2006-present. Ad Hoc Reviewer on Editorial Team for Decision Sciences Journal.

2006-present. Reviewer for several papers for ISECON and IACIS.

Nov 1999 Watson, Richard T., (2000). Data Management: Databases and Organizations, 2nd ed.

1997-99 Reviewed many papers as member, Editorial Board of Academy of Information & Management Sciences.

Apr 1996 Blind reviewer for three papers for the Management Information Systems Track of the 27th Annual Meeting of the Decision Sciences Institute. [Orlando, FL, November 1996.]

Mar 1993 Blind reviewer for three papers for the Management Information Systems Track of the 24th Annual Meeting of the Decision Sciences Institute. [Washington, D.C., November 1993.]

Mar 1987 Luce, Thom, Introduction to Computer Hardware, Systems Software, Operating Systems, (Santa Cruz:
Mitchell Publishing, 1989). A "blind" review of the author's initial manuscript proposal.

Fall 1983 Leeson, Marjorie, Systems Analysis and Design, Second Edition, (Chicago: Science Research
Associates, 1985). During planning phase for 2nd ed. Participation acknowledged in Preface.

OTHER MONOGRAPHS

POSITION PAPERS AT KSC/UNK/MSC:

2006 Plan for expanding course fees for Computer Information Systems Courses at Mesa State College.

2006 Draft for new faculty evaluation instrument for Business Department at Mesa State College.

2000-03 College of Business and Technology Annual Information Technology Report, incl. faculty survey results.

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2000-03 Several position papers on improving the MIS curriculum and MIS portion of the business core & MBA.

2000-01 Several internal/external documents related to starting Global Sources Information Technology Program.

1985-on Proposals for Improving Labs and Physical Facilities in Computer Science and Information Systems.

Jan 1996 "Department-Specific Instructional Technology at UNK." Faculty Senate's Academic Computing Committee.

Apr 1995 "Recommendations for Outsourcing of Personal Computers at UNK." Academic Computing Committee.

Apr 1995 "Recommendation About UNK's World Wide Web Home Page." Faculty Senate's Academic Computing Committee.

Mar 1995 "Recommendations for Academic Computing Usage at UNK." Faculty Senate's Academic Computing Committee.

Aug 1994 "Resolution for a Computer Competency Requirement at UNK." Academic Computing Committee.

Nov 1991 "Proposal for a System Administrator for CS&IS Department." To be considered when funding permits.

Mar 1991 "Plan for Improving CS & IS Department's Computing Facilities." Adopted by department.

Mar 1990 "Future of Academic Computing at KSC." Result: New Faculty Senate committee for academic computing.

Jan 1989 "Proposal to Establish Four Standing Committees in Computer Science and Information Systems." Adopted.

Nov 1987 "Proposal for Department Status for Computer Science & Information Systems," co-authored. Granted.

Oct 1986 "Unified Model for Instructional Computing at KSC." Result: college system $13M proposal; included in
    Nebr. State Legislature's appropriation bill 770 (Jan 1990); $25,000 funded for further study.

Mar 1986 "A Proposal for Creating Information Systems Programs at KSC." Result: majors, minor and courses.

Nov 1985 "Goals and Objectives of Computer Science & Information Systems Programs." Result: Adopted.

Sep 1985 "Proposal for the Master of Science in Educational Technology Degree." Result: Approved.

ACADEMIC PROGRAM REVIEWS:

Jul 2007 Self-Study for 2002-07 Academic Program of Computer Information Systems program at Mesa State.

Sep 1999 External Reviewer, School of Information/Computer Science, Georgia Southwestern State Univ.

May 1995 Member of External Review Team, UNK's Management and Marketing Department.

Sep 1988 Member of External Review Team, UNK's Chemistry Department.

1990,1995,2000 Wrote "Self-Study Reports" for UNK's Dept. of Computer Science and Information Systems.

MISCELLANEOUS:

2002-03 Kearney (NE) Little League. "Constitution, By-Laws, Standard Procedures and Job Descriptions."

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1990-00 UNK CS&IS Department, *Annual Newsletter* editor, plus "Message from the Chair" and other articles,.

1993-00 UNK Department of Computer Science and Information Systems, "Continuous Self-Study."

1990,95 U of Nebraska at Kearney, "Computer Science & Information Systems Dept Policy & Procedures Manual."

1985-00 University of Nebraska at Kearney, CS & IS student advising literature and informational sheets.

Mar 83   First Congregational Church of Colo. Springs, "Administrative Policy Guide" re: personnel policy.

1979-80 Burroughs Corporation, "Standard Small Computer Systems Sales Proposal."

1978-79 Quasar Computer Service, "Marketing Manual," sales literature pieces, & portions of employee manual.

 1972-75 Burroughs Corporation, "Small Computer Systems Installation Guide."

1970-72 Tau Rho (local) Fraternity at Kearney State College, "Constitution and By-Laws."

NOVELS AND POETRY:

2010 Professing: An Inspiring Novel of Hope in the Voyages of Angels Series.

2010 Who the Heck is Beth? An Inspiring Novel of Peace in the Voyages of Angels Series.

2010 Crises Notepad: An Inspiring Novel of Freedom in the Voyages of Angels Series.

2012(Under development). Just Dan: An Inspiring Novel of Valor in the Voyages of Angels

Series.

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2012 (Under revision). Love Songs and Vacuums. Volume of poetry.

2012 (Under revision). Growing Up and Somewhat Wise. Volume of poetry.

2013(Under development). Untitled: An Inspiring Novel of Faith in the Voyages of Angels

Series.

2013 (Under development). Untitled. Volume of poetry.

2013 (Under development). Untitled: An Inspiring Novel of Innocence the Voyages of Angels
Series.

COLLEGIATE SERVICE ACTIVITIES

AS CIS FACULTY AT COLORADO MESA UNIVESITY (Aug 2003 – Present)

Sep 2005 – Present   Business Dept. representative on Faculty Senate's Undergraduate
Curriculum Committee.
Vice Chair, 2006-2009; Chair, 2009-2010

Sep 2006-May 2009 Ex Officio member, Western Colorado Community College Curriculum
Committee

Sep 2010 – Present   Business Dept. representative on Faculty Senate's Graduate Curriculum
Committee.

Sep 2011 – Present   Ex Officio member Graduate Studies Advisory Committee.

Aug 2011 – May 2012 Member, Higher Learning Commission Level 3 Committee

May 2005- May 2007?   Member, Faculty Senate's Salary and Benefits Committee.

Nov 2005 – Present   Member of MSC Human Resources Office's Benefits Advisory Group.

Sep 2006 - Present   Member of Business Department's Academic Honesty Board

Aug 2006 – Present   Member, Business Department Assessment Committee

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Jan 2007 – Present   Member, Business Department MBA Committee

Aug 2006 - Present   Chair of CIS Committee on Assessment and Accreditation.

Aug 2005 - Present   Member of four CIS Committees on Curriculum/Advising, Assessment/Accreditation, Public
Relations/Faculty Development/Retention, and Facilities/Scheduling

May 2005 - Present   Coordinator of Business Department's assessment data collection and analysis activities.

Aug – Sep 2007 Created Paperwork and championed to Curriculum Committee several CIS curriculum changes including: Course addition: CISB 470 CIS Lab Consultantship
Program modifications: AA, BAS, BS in Computer Information
Systems

Sep – Oct 2006 Created Paperwork and championed to Curriculum Committee several CIS curriculum changes including: Course modification: CISB 442 Systems Analysis and Design
Course modification: CISB 451 Database Administration
Course addition: CISB 300 Information Systems Architecture
Program modification: BS in Computer Information Systems
Program addition: Bachelor of Applied Science in Computer Information
Systems

Sep – Oct 2005 Created paperwork and championed to Curriculum Committee several CIS curriculum changes, including: Course modification: CISB 500 Management of Information Systems
Course addition: CISB 470 Management of Information Systems
Course addition: CISB 560 Electronic Commerce Systems
Course addition: CISB 491 Directed Readings
Program modification: BS in Computer Information Systems

Aug – Oct 2004 Created paperwork and championed to Curriculum Committee several CIS curriculum changes,
including: Course addition: CISB 100 Basic Computer Skills

Course addition: CISB 331 Advanced Business Programming
Course addition: CISB 460 Electronic Commerce Systems
Course deletion: CISB 131 COBOL Programming
Program modification: BS in Computer Information Systems

Oct – Nov 2006   Assisted Business Dept Head to create BBA concentration and four courses in
    Energy Mgmt

Mar 03 – Nov 04   Created Power Point presentation to recruit CIS majors; combined best ideas
    from several
        previous student and faculty presentations.

May-Aug 04   Created & taught CISB 496 / BUGB 520 Special Topics: E-Commerce
    Systems as a WebCT-
        delivered distance education course to twenty-seven students.

May-Jun 07   Created & taught MARK 496 / BUGB 520 Special Topics: International
    Electronic Marketing as
        WebCT-delivered distance education course to twenty-six students.

Mar-Aug 04   Designed, ordered equipment for, and supervised student lab assistant in
    creating new LAN to
        support e-commerce course, Dell server & five clients with Windows Server &
    Macromedia Suite.

Sep 2004   Authored proposal for Student Tech fees to improve general lab in Hou 103. Result:
    17 new computers.

Jan 2007   Established contract between Business Dept. CIS Program and Microsoft Corp's
    Academic Alliance.
        This will save thousands of dollars annually for CIS labs, provide a service activity for
    CIS students, and
        provide opportunity to raise significant amount of funds for the student AITP chapter
    (computer club).

Mar 2007   Wrote proposal and coordinated successful efforts to expand CISB course fees to all
    CISB courses.

Summer 2006, 2007 Supervised overhaul of CIS dedicated computer labs (Houston Hall 103-
    104) to include:
     Linux & Java Integrated Development Environment Local Area Network with
    Omando, Eclipse, Apache, JBoss, MySQL, Open Office Windows 2003 & Visual Basic
    Integrated Development Environment Local Area Network with
    Visual Studio.Net, Macromedia Suite, Office, Project, Visio, Oracle

Dec 03 – Oct 04   Assisted prepare & host 46th annual conference of Mountain Plains
    Management Association,
         including: Created MPMA conference web site,
                    Maintained and managed emailing list of 7000 names,
                    Served as track chair for both CIS and marketing,
                    Arranged reviewers, discussants and session chairs,
                    Designed conference Proceedings CD format,
                    Supervised students who prepared 108 copies of CD,
                    Chaired two sessions and discussed two papers,
                    Served as master of ceremonies for banquet.

Aug 03-present   Participated in efforts to maintain & improve quality of Computer Information
    Systems program,
         including: ABET accreditation efforts,
                    Annual program assessment,
                    Changes to CIS admissions form,
                    Change to CIS program sheets,
                 Curricular discussions,
                  ICCP IS exit examinations,
                 Review of recruiting letters,
                 Updates to program web pages.

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AS PROGRAM DIRECTOR (9/85 - 8/88) & DEPT CHAIR (9/88 - 8/00), DEPARTMENT OF COMPUTER SCIENCE AND INFORMATION SYSTEMS, UNK:

Ongoing Duties: Directed all aspects of ten major/minor/endorsement programs in CSIS.
Coordinated, supervised, evaluated, counseled 6-7 full-time and several adjuncts.
Chaired and/or directed activities of four CS and IS faculty search committees.
Administered department budget (approx. $340,000, including personnel services).
Established departmental administrative procedures and record keeping.
Developed semester and summer class schedules. Conducted dept faculty meetings.
Represented department on NSS College Council of Chairs and UNK Council of
Chairs.
Engaged in prospective student recruiting activities. Managed physical facilities.
Publicized programs to high schools, community colleges, ESU's, and the public.

Special Projects: Oversaw faculty discussions on potential merger of CS&IS and BMIS (1994-95).
Coordinated changes to all major/minor/endorsement programs (85-87, 90-91 & 94-95).
Developed new Educational Technology Masters Degree Program and courses (1986).
Developed new Information Systems undergraduate degree programs & courses to align
with ACM IS and DPMA CIS-86 model curricula(1987).
Acquired department's first mini-computer systems & upgrade student & faculty labs
(MS/DOS/Windows; IBM 3900 (VM/CMS); AT&T 3B2 (UNIX); DEC VAX750 (VMS); network)
Developed plan to improve facilities & worked to acquire faculty office computers.
Created CSIS Library/Resource/Reading Room and CSIS CASE/UNIX student
computer lab.
Developed two brochures and a variety of student advising and recruiting materials.
Created 4 standing department committees. Waged campaign to gain department
status.
Coordinated Academic Program Review & authored Self-Study Reports (Fall 90,
Spg 95).
Hosted Secondary School Computer Educator Forums and Programming Contests
(1992-95)
Created four courses and Minor in Midrange Client Server Applications
Development.

AS AN ADVOCATE FOR IMPROVING ACADEMIC COMPUTING AT UNK:

Sep 85 – May 03   Supervised independent studies & class projects to improve computing for UNK depts.

Spring-Fall 1986   Chaired VPAA's Ad Hoc Advisory Task Force on Instructional Computing. Developed/co-authored a campus-wide statement of instructional computing needs.

Spring-Fall 1986   Served on committee to computerize KSC Foundation/Alumni Office. Created data flow diagrams which were used as model to analyze operations of admin offices.

Fall 86-Spring 87   Served on State College Board of Trustees' RFI/RFP Task Force for 4 state colleges.

July - Sept 1988   Member of Academic Computing Task Force, appointed by State College Presidents.

Spring 1989   Member of VPAA's Ad Hoc Academic Computing Advisory Group.

Fall 1989   Developed justification of need for UNK Director of Academic Computing position; result: creation of Faculty Senate's Academic Computing Committee.

Fall 90-Spring 93   Advisor to Dean of Continuing Studies on creating computer labs at College Park,

Spring 1995   Member of Faculty Senate's Task Force on a Computing Competency Requirement at UNK.

Aug 90 – May 00   Member, Faculty Senate's Academic Computing Committee. Secretary 92-96. Chair 99-00.

Oct 94 – May 96   Chair of UNK ACC's Telecommunications, Standards and Policies Subcommittees.

Dec 95 – Aug 98   Member of UNK Vice Chancellor for University Relations' Internet Task Force.

Spring-Sum 1996 Member of NU Provost's Committee on Special Information Technology Related Projects.

Fall 98-Spring 99 Member of NU Provost's Committee on Distance Education Policies.

May 97 - Feb 98   Chair, Chancellor's Search Committee for Director of Computer Services.

Nov 99 – May 00 Member of UNK Sr VCAA's Ad Hoc Committee on Information Technology Programs.

Nov 95 – May 03 Member of UNK Chancellor's Technology Advisory Committee.

Spring-Sum 1999 Surveyed Faculty Computing Preferences, Chancellor's Technology Advisory Committee.

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Sep 00 - May 03 Chair, UNK Business and Technology Ad Hoc Information Technology
Committee

OTHER UNK SERVICE ACTIVITIES:

Fall 85-Spring 87 Advised student chapter of ACM Machinery; Chaperoned field trip to
Colorado.

February 1987 Participated in Partners in the Classroom exchange program at Papillion High
School.

Summer 1987 Served on Dean's task force to improve student evaluations in NSS.

Nov 87 - Apr 88 Member of Search Committee for Dean of the School of Natural and Social
Sciences.

Spring 1987 Member of Advisory Committee for the new Telecommunications Programs.

Jul 93 - Aug 95 Key Advisor for deciding students, through UNK Advising Center.

Oct 95 – May 96 Member of Sr.VCAA's Continuing Education & Expanded Campus Task
Force.

May 1996 Member, Criminal Justice's Peer Review Committee & author of the
committee's report.

Spring 1997 Member of Faculty Search Committee for UNK's Department of Management
and Marketing.

Oct 92 – Oct 99 Volunteer for NU Foundation's Faculty & staff Campaign.

Dec 92 – Dec 96 Member of UNK's Evaluation Team for Who's Who in American Colleges and
Universities.

Sep 97 – May 03 Member of Dean of Continuing Education's Summer Synergy Committee.

Dec 99 – May 03   Member of NU Provost's committee to administer new Entrepreneurial Awards.

Sep 01 - May 03   Advisor to student chapter of Association for Information Technology Professionals.

Sep 00 – May 03   Member, College of Business and Technology Dean's Council.

Sep 85 – May 03   Member, Council of Department Chairs/Directors (secretary, 95-96) (chair, 96-97)

AS DIRECTOR OF GLOBAL SOURCES PROGRAMS AT UNK (Aug 2000–JUN 2003)

Interacted with the program donor and his representatives to embellish the program;

Created advertising pieces for the program and promoted the program on and off-campus;

Sponsored community technology forums and served as presenter and master of ceremonies;

Supervised the student loan processes (solicited, approved and maintained contact with recipients;

Produced annual reports and proposals for improving the program;

Managed $1,000,000 donation, which was spread over five years.

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COMMUNITY SERVICE ACTIVITIES

RELATED TO MY PROFESSION:

Supervised eight CIS and Marketing student teams as they performed analysis projects for local business. (2007).

Creation and management of Western Slope Electronic Mall for free advertising space for local small businesses (www.wsemall.com) (2004-present).

Consulted (pro bono) to City of Kearney on improving information management procedures (1998-2003).

Consulted to Scotts Bluff County Law Enforcement Unification Project on information requirements of eight law enforcement agencies (County Sheriff, Police Depts, Jail, County Attorney, Comm Center) (Fall 99).

Visited Kearney High School programming classes to discuss careers in computing (Oct 97, 98, 99, 00).

Conducted computer training sessions for Nebraska Public Power District, Kearney office (Summer 94).

Nebraska Department of Education's Computer Science Endorsement Committee (Spring 1994).

Nebr. Dept. of Education's Technology Training, Competencies, and Advance Degrees Task Group (1992-1994).

Analyzed electronic bulletin board system capacity problems for Educational Service Unit #10 (Nov 1992).

Designed and programmed a relational database DSS for an electronic components manufacturer to assign manufacturing workers to a desired mix of jobs under extensive ergonomic constraints (Fall 91-Spg 92).

Advised Kearney Public Schools on district-wide database; conducted normalization, (Nov 94 - Feb 95).

Solved a "non-programmable" problem for Kearney Dart Association by designing league schedules that meet extraordinary constraints and satisfy several conflicting goals (January 1988).

Served as Expert Witness in computer fraud civil case to be argued in U.S. District Court (1984-85).

Supervised and coordinated student class projects, internships, and independent studies to accomplish "live" projects as a volunteer service to industry (September 1985 - present) including:

Simulation projects: The paper flow of a financial aid office; UNK course registration process;
Scheduling for a home cleaning service; Flow through a micro beer brewery; Fish life cycle activity in a fishing pond; Riders on college bus route. Customer traffic for a retail grocery chain; Traffic at 25th St. and 2nd Ave.; Operations of college food service; Customer queues for several restaurants; Freight shipping for clothing chain; Log-ons for an Internet service provider.

Advice on acquisition of computer systems: Phelps County Board of County Commissioners;
Retail appliance store; Two manufacturers; Central Platte Natural Resource District

Design and development of software: Educational Service Unit; many businesses & college offices.

Served populations in several Nebraska communities by teaching overload & summer classes on demand in computer science, information systems, and educational technology in Grand Island (13 semesters), Holdrege (1 summer), North Platte (1 summer), Sutherland (1 summer), Omaha (1 summer and 2 semesters), Bellevue (1 summer), Nebraska City (1 summer), Columbus (2 semesters), Trenton (4 summers), McCook (1 semester), and via satellite from UNK campus (7 courses over 4 summers).

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GENERAL:

Neighborhood volunteer, March of Dimes (Feb 2005).

Coach, Monument Little League 15-16 year olds (Grand Junction) (spring-summer 2004).

Unity Center of Central Nebraska, presented sermons on Mother's Day and Christmas Sunday, 2003.

Chair, Political Action Committee to get out the vote for Kearney City Bond Issue (winter 2002.)

Member, Kearney Little League Board of Directors (Fall 1999 – Summer 2003) (president 2001-03).

Coach, Kearney Little League youth baseball teams (Springs and summers of 1997-2003).

Assistant Coach, Kearney Midget Football youth teams (Falls of 1997, 1999).

Assistant Coach, Kearney Soccer Club youth teams (Falls and springs of 1994-1997).

Announcer and Score Keeper for Kearney Blue Jay Midget baseball home games (Summer 1993).

Volunteer work, First Congregational Church of Colorado Springs:
    Member of Board of Christian Education (1978-80), chairman (1980)
    Youth Group Sponsor and Youth Class Teacher (1978-79),
    Presented sermon on Christian Education Sunday (1980), on Pledge Sunday (1984),
    Member of Board of Deacons (1981-82), Presented seminars in self-esteem (1984).
    Assistant Moderator (1983), Moderator (chief administrator and lay leader) (1984),

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OTHER PROFESSIONAL ACTIVITIES

CERTIFICATIONS:

Full-time Colorado Vocational Credential in Data Processing, Marketing, and Management (1980 - 1990).

HONORS AND RECOGNITION:

Mesa State College: Nominated for Distinguished Faculty Award for Scholarship (May 2006).

Meritorious Paper Award at Information Systems Educator Conference (ISECON) for Snyder, J., Carpenter, D. A., & Slauson, G. J. (2006). MySpace.com - A Social Networking Site and Social Contract Theory. Proceedings of the. (Nov 2006).

Best Paper in CIS Track at Mountain Plains Management Association Fall Conference for Carpenter, D.A., McGinnis, D.R. & Slauson, G.J. (2005). Invalid predictors of future success in IT jobs. (Oct 2005)

Iota Alpha Delta Innovation Education Best Paper Award at Annual Meeting of Midwest Decision Sciences Institute for Carpenter, D.A, & Agrawal, V.K. (2005). IT-enabled transformation of business schools' core curriculum: A longitudinal study on radical change. (Apr 2005)

Selected as member of Iota Alpha Delta honorary fraternity for above awarded paper. (Apr 2005).

University of Nebraska at Kearney: Nominated and elected to Phi Kappa Phi honorary fraternity (2002).

University of Nebraska at Kearney: Nominated for Pratt-Heins Award for Teaching Excellence (1998, 1999).

University of Nebraska at Kearney: Selected for inaugural "Profiles in Excellence" program (Aug 1998).

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Citation of Excellence Award from the ANBAR Management Intelligence association for Carpenter, D.A. (Joint Author) (1996). "A heuristic job scheduling decision support system: a case study." Article originally appeared in *The International Journal of Decision Support Systems, 18 (2).* Award presented fall 1997.

University of Nebraska at Kearney: Recognition of ten years of service (Apr 1995); 15 yrs (Apr 2000).

University of Nebraska at Kearney: Honorary Member by student chapter of ACM (May 94 and May 97).

University of Nebraska at Kearney: Recognition of Outstanding Service by student Mortar Board (Feb 94).

Kearney State College: Tenured & promoted to Associate Professor after 3 1/2 years of service at KSC;

Kearney State College: Unanimously elected 1st Chair of Computer Science & Information Systems (Aug 88).

Kearney State College: Certificate of Appreciation from President for Partners in Classroom (Apr 1987).

Kearney State College: Residence Life Honor Roll for special assistance given new students (Sep 86).

Pikes Peak Community College: Recognition for efforts to improve academic computing environment (Apr 85).

Pikes Peak Community College: Nomination for Outstanding Occupational Studies Instructor Award (Apr 82).

Burroughs Corporation: President's Honor Roll & Legion of Honor for exceeding sales quotas (73, 74, 75).

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SAMPLING OF OTHER ACTIVITIES:

Oct 2001   Organizer, Sponsor, Master of Ceremonies, Global Sources E-Commerce Symposium. Kearney.

Sep 1999   Master of Ceremonies, First Annual Kearney Technology Fair, sponsored by Kearney Area Society
        for Computer and Information Professionals and Kearney Area Chamber of Commerce. Kearney.

May 1998   Facilitator of Pew Roundtable Discussion for UNK's College of Business and Technology.

Mar 1998   Moderator at Barbara Simon's keynote presentation at UNK's Annual World Affairs Conference.

May 1995   UNK Faculty Retreat & panel member on a student computer applications competency requirement.

1988-2000   Periodic UNK Arts and Science Luncheon Research Colloquium highlighting current UNK research.

1988-2000   Sigma Xi's presentation of research sponsored by UNK's Research Services Council.

1988-2003   Biennial World Affairs Conferences, University of Nebraska at Kearney (host, session chair).

1988-92   Periodic UNK College of Natural and Social Sciences "Think Breaks"

Feb 88,91   Grant Writing Seminars at the University of Nebraska at Kearney.

Spring 1987 The Possible Dream, an institutional planning conference at Kearney State College.

Sep 86-91   Annual Symposium on Research in Education at the University of Nebraska at Kearney.

Oct 1986   Chair Development Conference in Management, Leadership and Motivation, Ft. Hays, Kansas.

Jun/Sep 86 Nebraska State College Board's Academic Computing System Development Conferences.

Mar 1986   Local Area Networking Seminar at the University of Nebraska at Omaha.

Nov 1984   Computing Directions for the 80's, a seminar sponsored by Hewlett Packard Company in Denver.

May 1984   The 10th Anniversary Conference of the Information Systems Programs at U of CO – Colo Springs.

Jun 83,84   Annual Conventions of the American Banking Association, in Los Angeles and Chicago.

Apr 79-85   Annual Conventions of the Southern Colo. Chapter of Data Processing Management Association.

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CURRICULUM VITAE

TIMOTHY J. GALPIN, PH.D

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Phone: 970-248-1213
Email: tgalpin@coloradomesa.edu

EDUCATION:

Ph.D. University of California, Los Angeles, CA, Organization Development, 1989

M.S. Southern Illinois University, Carbondale, IL, Management, 1985

B.A. State University of New York, Plattsburgh, NY, Liberal Arts, 1983

ACADEMIC APPOINTMENTS – TEACHING AND UNIVERSITY EXPERIENCE:

Assistant Professor, Colorado Mesa University, 2011 - Present
Courses Taught:
- Strategic Management
- Entrepreneurship
- Organizational Behavior

Associate Professor, University of Dallas, College of Business, 2005 – 2011
Courses Taught:
- Value-Based Leadership (MBA Core Course Coordinator)
- Management Consulting
- Strategic Management
- Entrepreneurship
- Strategic Human Resources Management
- Capstone (final MBA course, 'live' client consulting assignment)

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- Professional Internship (coaching and oversight of student internships)

Course Evaluations:
- Course evaluation scores consistently at 95% or above "Percent Favorable Rating" on all dimensions measured. Course ratings have been formally acknowledged in letters from the Dean of the College of Business for all terms taught at the University of Dallas. Sample of teaching ratings can be viewed at www.ratemyprofessors.com.

SCHOLARSHIP:

Dissertation:

"The impact of a three-day outdoor management development program on selected self-perceptions of the participants" University of California, Los Angeles, 1989.

Books:

Galpin, T. J., Whittinton, J.L. & Bell, R.G. 2011 forthcoming. *Leading the Sustainable Organization: Development, Implementation, and Assessment*. London: Earthscan.

Galpin, T. J. & Herndon, M. 2007. *The Complete Guide to Mergers & Acquisitions: Process Tools and Templates for Merger Integration at Every Level*. 2nd Edition. San Francisco: Jossey-Bass.

Galpin, T. J. & Herndon, M. 2000. *The Complete Guide to Mergers & Acquisitions: Process Tools and Templates for Merger Integration at Every Level*. San Francisco: Jossey-Bass.

Galpin, T. J. 1997. *Making Strategy Work: Building Sustainable Growth Capability*. San Francisco: Jossey-Bass.

Galpin, T. J. 1996. *The Human Side of Change: A Practical Guide to Organization Redesign*. San Francisco: Jossey-Bass.

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Refereed Book Chapters:

Galpin, T. J. & Whittington, J. L. 2011 forthcoming. Creating Culture of Sustainability in Small and Medium Enterprises, in D.M. Wagner (Ed.), *Entrepreneurship, innovation and sustainability*. (pp.). Shefield, UK: Greenleaf Publishing.

Whittington, J.L, Maellaro, R., & Galpin, T.J. 2011. Redefining success: The foundation for creating work-life balance, in S. Kaiser, M. J. Ringlstetter, D. R. Eikhof , & M. Pina e Cunha (Eds.), *Creating balance? International perspectives on the work-life integration of professionals*. (pp. 65-77). Springer: Berlin/Heidelberg.

Galpin, T. J. 2010. Redefining Due Diligence to Jump Start Effective Integration, in R. Gleich, G. Kierans, & T. Hasselbach (Eds.), *Value in Due Diligence*. (pp.139-153). Farnham, United Kingdom: Gower.

Academic Journal Articles:

Galpin, T. J. & Bell, R. G. 2010. Social Entrepreneurship and the L3C Structure: Bridging the gap between non-profit and for-profit ventures. *Journal of Business and Entrepreneurship*, 22(2), 29-39.

Galpin, T. J. & Whittington, J. L. 2010. Merger Repair: A conceptual framework for restoring employer/employee relationships. *Journal of Behavioral and Applied Management*, 12(1), 48-68.

Whittington, J. L. & Galpin, T. J. 2010. The Engagement Factor: Building a high-commitment organization in a low-commitment world. *Journal of Business Strategy*, 31(5), 14-24.

Galpin, T.J., & Whittington, J.L. 2009. Creating a Culture of Candor in the Leadership Classroom. *Journal of Leadership Education*, 8 (2), 10-19.

Galpin, T. J. 2008. From the Deal World to the Real World: Maximizing M&A value after the deal is done. *Business Strategy Series*, 9 (2), 57-64.

Galpin, T.J. & Herndon, M. 2008. Merger Repair: When M&As go wrong. *Journal of Business Strategy*, 29(1), 4-12.

Galpin, T. J., Hilpirt, R., & Evans, B. 2007. The Connected Enterprise: Beyond division of labor. *Journal of Business Strategy*, 28 (2), 38-47.

Galpin, T.J. 1998. When Leaders Really Walk the Talk: Making strategy work through people. HR. *Human Resource Planning*, 21(3), 38-45.

Galpin, T.J. 1997. Making Strategy Work. *Journal of Business Strategy*, 18(1), 12-15.

Academic Conference Presentations/Papers:

Galpin, T. J., Whittington, J. L., & Bell, G. 2011. "Leading the Sustainable Organization" Presentation at the *Mountain Plains Management Association*, Annual Meeting, Grand Junction, CO.

Galpin, T. J., Rosenberg, M., & Bridge, M. 2011. "Teaching Essential Merger and Acquisition (M&A) Skills" Presentation at the *Mountain Plains Management Association*, Annual Meeting, Grand Junction, CO.

Galpin, T. J., & Whittington, J. L. 2011, "Green Leadership: Toward a comprehensive process model of corporate sustainability, from strategy to results" Accepted for presentation at the *Western Academy of Management*, Annual Meeting, Victoria, British Columbia.

Whittington, J. L., Galpin, T. J., & Watters, J. 2011, "The Prison Entrepreneurship Program (PEP): Social entrepreneurship in the Texas prison system" Presentation at the *United States Association for Small Business and Entrepreneurship*, Annual Meeting, Hilton Head Island, SC.

Galpin, T. J. & Bell, R. G. 2010. "Social Entrepreneurship and the L3C Structure: Bridging the gap between non-profit and for-profit ventures" Presentation at the *Association for Small Business & Entrepreneurship*, Annual Meeting, Fort Worth, TX. Best Paper Award – Runner Up.

Galpin, T. J., & Whittington, J. L., 2010. "How Deals Flow: Toward a comprehensive process model of mergers and acquisitions", Presentation at the *Academy of Management*, Annual Meeting, Montreal, Canada.

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Galpin, T. J., Whittington, J. L., & Maellaro, R. 2010. "Retention and Re-engagement: Identifying, keeping, and re-engaging key talent during mergers and acquisitions" Presentation at the *Eastern Academy of Management*, Annual Meeting, Portland, ME.

Maellaro, R., Whittington, J.L., Galpin, T.J., & Peregoy, R. 2010. "Leadership Across the Curriculum: One business school's response to the criticism of MBA programs" Presentation at the *Southwest Academy of Management*, Annual Meeting, Dallas, TX.

Galpin, T. J. & Whittington, J. L. 2009. "Merger Repair: A conceptual framework for restoring employer/employee relationships" Presentation at the *Southern Management Association*, Annual Meeting, Ashville, NC.

Whittington, J. L. & Galpin, T. J. 2009. "The Engagement Factor: Building a high-commitment organization in a low-commitment world", Presentation at the *Academy of Management*, Annual Meeting, Chicago, IL.

Academic Conference Proceedings:

Whittington, J. L., Galpin, T. J., & Watters, J. 2011, "The Prison Entrepreneurship Program (PEP): Social entrepreneurship in the Texas prison system" Manuscript in initial submission status to the *United States Association for Small Business and Entrepreneurship*, Annual Meeting, Hilton Head Island, SC.

Galpin, T. J. & Bell, R. G. 2010. "Social Entrepreneurship and the L3C Structure: Bridging the gap between non-profit and for-profit ventures" Proceedings of the *Association for Small Business & Entrepreneurship*, Annual Meeting, Fort Worth, TX. Best Paper Award – Runner Up.

Galpin, T. J., Whittington, J. L., & Maellaro, R. 2010. "Retention and Re-engagement: Identifying, keeping, and re-engaging key talent during mergers and acquisitions" Proceedings of the *Eastern Academy of Management*, Portland, ME.

Galpin, T. J. & Whittington, J. L. 2009. "Merger Repair: A conceptual framework for restoring employer/employee relationships" Proceedings of the *Southern Management Association*, Annual Meeting, Ashville, NC.

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Manuscripts Under Review:

Whittington, J. L., Bell, G., & Galpin, T. J. 2012. "Evaluating Potential Substitutes for Leader-Member Exchange Using Fuzzy Set Methodology" Manuscript under review by *Western Management Association* annual conference, La Jolla, CA.

Galpin, T. J., & Whittington, J. L. 2011, "Green Leadership: Toward a comprehensive process model of corporate sustainability, from strategy to results" Manuscript under review by *Corporate Governance*.

Galpin, T. J., Whittington, J. L., & Maellaro, R. 2011. "Identifying, Retaining, and Re-Engaging Key Talent During Mergers and Acquisitions: A best practices framework" Manuscript under review by *People & Strategy*.

Galpin, T. J., & Whittington, J. L. 2011, "Pitfalls and Best Practices throughout the M&A Process: An integration of the literature and proposed process model", Manuscript under review by the *Journal of General Management*.

Working Papers (in process):

"Hardiness as a predictor of entrepreneurial aspirations"

"Addressing the differences: Culture comparison and integration during mergers and acquisitions"

"The Ten Levers of Change"

"The Human Side of Strategy"

"M&A Communications: Pitfalls and Best Practices"

"The Seven Deadly Sins of M&A"

"Post-Merger Motivation"

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"The M&A stampede: An application of herd theory to mergers and acquisitions"

Professional Journal/Magazine Articles:

Galpin, T.J. & Alleman, J. 2003. Maximizing deal value: What every director needs to know about M&A integration. *Director's Monthly*, 16-18.

Galpin, T.J. 1999. The real deal in mergers and acquisitions. *Human Resource Professional*, 12(2), 7-11.

Galpin, T.J. 1999. Creating shareholder value through people. *Handbook of Business Strategy*, 307-311.

Galpin, T.J. 1998. Making the Deal Work, *The Pfeiffer Annual*.

Galpin, T.J. & Murray, P. 1997. Connect human resource strategy to the business plan. *HR Magazine*, 42(3), 99-104.

Galpin, T.J. 1997. Raising the bar of change management. *Human Resource Professional*, 10(2) 15-19.

Galpin, T.J. 1997. Merger integration: The ultimate change management challenge. *Mergers & Acquisitions: The Dealmaker's Journal*, 31(4), 24-28.

Robinson, D.E., & Galpin, TJ. 1996. In for a change: Re-recruiting your 'human capital' during turbulent times. *HR Magazine*, 41(7), 90-93.

Galpin, T.J. 1996. Connecting culture to organizational change. *HR Magazine*, 41(3), March, 1996, 84-90.

Galpin, T.J. 1995. Changing the change leader. *Employment Relations Today*, 22(3), 83-90.

Galpin, T.J. 1995. Pruning the grapevine: The role of effective communications in the process of organizational change. *Training and Development Journal*, 49(4), 28-33.

Galpin, T.J. 1994. Managing human performance. *Employment Relations Today*, 21(2), 207-225.

INVITED PRESENTATIONS, INTERVIEWS, AND MEDIA CITATIONS

Presentations:

- New York University, Stern School of Business Mergers & Acquisitions Program
- GE
- Intel
- Comerica Bank
- MedImmune
- Mobil Oil
- Lyondell Petrochemicals
- Philadelphia Chamber of Commerce
- Bayer (Milan, Italy)
- Latin America HR Congress (Mexico City, Mexico)
- Arcelor Steel (Barcelona, Spain)
- Harrods of London (London, England)
- Bangkok Chamber of Commerce (Bangkok, Thailand)
- Banco do Brasil (Brasilia, Brazil)
- Salon Capital Humanos (Madrid, Spain)
- IESE Business School (Barcelona, Spain)
- Hong Kong Chamber of Commerce (Hong Kong, China)
- Executive HR Forum (Irving, TX)
- The Indus Entrepreneurs, The Emerging Tri-Polar World: USA-India-China (Dallas, TX)

Radio and Television Interviews:

- KERA (Dallas Public Radio) "Morning Edition"
- National Business Radio Network "Business Day"
- KMNY Money Radio, Los Angeles
- TCI Television Network "Business Talk"
- KOAI Radio business news, Dallas
- CNBC Asia "Market Wrap"
- Reuters Television

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Print Media Interviews and Citations:

Reasons for mergers vary, but not the rules for success. The Dallas Business Journal, January 18, 2008, pp24-25.

Merging? Then mind the culture gap. Fund Strategy Magazine, 2008.

"Can Speed Kill? Experts have differing views on how companies should pace themselves throughout merger integration," Mergers & Acquisitions Magazine, October 2007, pp34.

"Energy Drives Potential Record M&A Year" The Dallas Business Journal, July 27, 2007, pp8.

"Integrating Companies can be Tricky" The Houston Business Journal, July 20, 2007.

"Why Integration Success Eludes Many Buyers," Mergers & Acquisitions: The dealmakers' journal, March 2007, pp18-20.

Dallas Daybook Expert Network, Topic: Mergers & Acquisitions: Strategy Execution, Workforce Productivity and Organizational Transformation, 2007.

UC San Diego Rady School of Management - Book Reviews: Making Strategy Work: Building Sustainable Growth Capability (Jossey-Bass Business and Management Series).

MEMBERSHIPS:

- Academy of Management
- Western Academy of Management

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SERVICE TO THE UNIVERSITY:

Colorado Mesa University

Committee Member:
2011-Present: CMU DOB Website Committee

University of Dallas College of Business

MBA Core Curriculum Course Coordinator:
2008-2011: Value-Based Leadership

Faculty Advisor:
2006-2011: University of Dallas Business Plan Competition: Co-Organizer
2005-2011: University of Dallas Entrepreneurship Association: Advisor

Committee Member:
2010-2011: UD COB Strategic Planning Committee
2010-2011: UD COB Dean's Council
2006-2011: UD COB Academic Review Board (Chair)
2009-2011: UD COB Retention Committee
2005-2006; 2009-2011: Center for Professional Development Committee
2006-2007: UD COB Intellectual Contributions Committee
2006-2007: UD COB Academic Program Directors Committee
2006-2007: UD COB Core Curriculum Committee
2005-2006: UD COB Strategic Planning Committee

Academic Director:
2005-2009: UD COB Entrepreneurship Concentration

Other Institutional Service Activities:
2010: Coordinator for UD COB participation in the Association for Corporate Growth
MBA competition – resulting in UD COB placing first in the competition out of
four DFW MBA programs
2009: Master of Ceremonies and Presenter, University of Dallas Center for Professional
Development Year-End Project Management Seminar
2009: Presenter, University of Dallas Center for Professional Development luncheon
"The Role of Project Management in Mergers and Acquisitions"
2009: Panel Member with Ruth May and Greg Bell, University of Dallas International
Student Association luncheon. "Understanding the Global Economic Crisis"

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2006-2010: University of Dallas Business Plan Competition: Co-organizer and Judge
2005-2011: Career counseling for numerous UD COB students (approximately 30-50 students per year), in response to regular student requests
2005-2011: Regularly attend UD COB 'Information Sessions' for potential new students (attending approximately 10-15 sessions per year)
2005-2011: Regularly attend UD COB graduation each term
2005-2009: UD COB Pre-MBA strategy course final project reviewer

SERVICE TO THE PROFESSION:

2011: Manuscript Reviewer, California Management Review
2011: Manuscript Reviewer, Western Academy of Management annual meeting
2010: Manuscript Reviewer, Academy of Management annual meeting
2010: Manuscript Reviewer, Association for Small Business & Entrepreneurship annual meeting
2009: Manuscript Reviewer, Southern Management Association annual meeting
2005-2009: Senior Fellow, Katzenbach Partners, Advisor regarding setting and executing aspects of the organization's business strategy in the areas of post-merger integration and strategy execution professional services
2006: Advisory Council Member, Research Advisor. HR's Role in Mergers and Acquisitions: Tools for the Chief Human Resources Officer
2006: Advisory Council Member, Research Advisor. Pedagogy in an Online Graduate Business Course: A Delphi Study, Alicia Gallegos-Butters, Doctoral Dissertation, San Diego, CA

PROFESSIONAL DEVELOPMENT:

2009-2010: GSM e-College online teaching faculty training
2009: UD COB faculty development workshop, Faculty Research Forum
2009: UD COB faculty development workshop, AACSB Assurance of Learning
2009: UD COB faculty development workshop, Experiential Learning
2009: UD Library Database search tutorial
2009: GSM e-College online tutorial
2008: UD Risk Management Training seminar for faculty advisors of student organizations, as the faculty advisor for the UD Entrepreneurship Association

INDUSTRY EXPERIENCE:

Managing Partner, Integration Partners, 2002 – 2005
A Dallas and Chicago based strategy execution consulting firm, with a focus on post-merger integration and merger repair. Responsible for setting and executing all aspects of the company's strategy, including: product/service offerings, go to market strategy, project delivery, and client service.

Global Practice Leader, Merger & Acquisition Services, Watson Wyatt Worldwide, 1996 - 2002
Lead a team to build all M&A related consulting services to clients of Watson Wyatt Worldwide - in 90 offices and 30 countries. Responsible for leading and managing all M&A consulting services including: consulting process design, material development, project sales, delivery, and measurement, and consultant hiring and development.

Principal, Merger and Acquisition Integration Services, Pritchett & Associates, Inc., 1995 - 1996
Responsible for leading and managing all M&A consulting services, including: M&A integration consulting process design, materials development, project sales, project delivery, and consulting staff hiring and development.

Principal, Process Reengineering and Change Management Services, Booz, Allen & Hamilton, Inc., 1993 - 1995
Responsible for leading and managing business process redesign and change management consulting services, including: consulting process design, material development, project sales, project delivery, and consulting staffing hiring and development.

Manager, Operational Consulting, Arthur Andersen & Co., 1989 - 1993
Responsible for leading and managing Business Process Redesign consulting services, including: consulting process design, material development, project sales, project delivery, and consulting staffing hiring and development.

Manager, Organization Development, Hughes Aircraft Company, 1985 - 1989

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Responsible for leading and managing business process redesign projects, including: project design, planning, delivery, and measurement.

Instructor, National Outdoor Leadership School (NOLS), 1984 - 1985
Responsible for planning and leading 35-day mountaineering courses, along with teaching the NOLS outdoor leadership curriculum to course participants.

HONORS AND AWARDS:

- Recipient of the first annual 2010 University of Dallas Haggerty Teaching Excellence Award, as voted by the University of Dallas College of Business students and alumni.

- Best Paper Award – Runner Up; 2010 *Association for Small Business & Entrepreneurship*, Annual Meeting, Fort Worth, TX; "Social Entrepreneurship and the L3C Structure: Bridging the gap between non-profit and for-profit ventures."

- University of Dallas College of Business "Eclipse Award", for advising the winning team of the first annual Association of Corporate Growth's 2010 Strategic Case Competition between the four major business schools in Dallas and Fort Worth, Texas.

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Timothy Scott Hatten   *thatten@coloradomesa.edu*

Grand Junction, CO 81501.

Home (970) 248-9290
Work (970) 248-1731
Cell (970) 208-2467

OBJECTIVE

To be a productive scholar and leader in the field of education for business. To conduct research to expand the body of knowledge of Entrepreneurship and Small Business Management/Marketing. To disseminate information to a variety of publics. To be of service to the business community. To make a difference in other people's lives. To be a good person.

EXPERIENCE

1994-Present   Mesa State College, Grand Junction Colorado
MSC is the fastest growing regional college in Colorado with current headcount of approximately 7,800 students. MSC has a strong commitment to liberal arts and sciences with a limited number of professional programs. MSC has a unique role and mission being the only institution in Colorado charged with offering associate, baccalaureate, and graduate degrees.

 Tenured Professor of Business Administration
 Director, International Student Exchange Program
 Co-Director, Entrepreneurial Business Institute 2002-present
 Chair, Department of Business Administration 1996-2001
 Director, MBA Program 1997-2001
 Undergraduate courses taught at MSC:
  Introduction to Business
  Principles of Marketing
  Advanced Marketing Management
  Principles of Management
  Organizational Behavior
  Small Business Management
  Small Business Consulting
  Supervised over 100 Business Administration Internships
  Small Business Management - online
 Graduate courses taught at MSC:

149

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Strategic Marketing
Entrepreneurship
Current Readings in Management
Business Research

Served on a wide variety of campus committees including 3 years on Executive Committee for Faculty Senate, MSC Benefits Committee, and New Classroom Building Design Committee.

Pedagogical competition – in Spring semester 2003, the Advanced Marketing class I taught competed in a live consulting project marketing a new vehicle (the Element) for Honda Motor Co. through EdVenture Partners. The class created a working marketing agency to research, implement, and evaluate a promotional campaign. MSC was the smallest school competing against 28 colleges and universities (including Georgetown, Florida State, Ohio State, Univ. of CO-Boulder, Univ. of Arizona, and Univ. of Conn). My **MSC team placed fourth** behind CU-CO Spgs, Univ. Texas – Austin, and Univ. Southern California. Honda adopted the Street Team approach learned from our team.

Spring semester 2005, my Advanced Marketing class participated in EdVenture Partner's Cadillac National Case Competition. Thirty-eight colleges and universities competed in the undergraduate division. The focus of this case was to re-position Cadillac Motor Division of General Motors in the minds of Generation Xers and Millennials. Students conducted primary marketing research and gathered secondary research to provide data on target markets. From this data, students developed comprehensive marketing strategies. The five-person MSC team was selected to travel to GM headquarters in Detroit to present to executives of Cadillac and Chemistri, its marketing agency. Ultimately, the MSC team won the national competition. [1st **place nation**]

Fall semester 2006, my Advanced Marketing class competed in yet another National Case Study competition via EdVenture Partners. The client was the Moroccan American Trade and Investment Council who sponsored the Brand Morocco National Case Study Competition. In response to a recently implemented Free Trade Agreement, students complete in Integrated Marketing Campaign to encourage purchase of Moroccan products in the U.S and to encourage U.S. business investment in Morocco. **[results – top 10 of 55 national colleges/univ.].**

Spring semester 2006, the live marketing project completed through EdVenture Partners was for U.S. Army Special Forces. In this non-competitive event, students created an agency targeting

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recruits for the elite Green Beret program. Efforts were coordinated with Army marketing division at Fort Knox and Leo Burnett Chicago office. [non-competitive]

Fall semester 2007, competed in Edventure Partners Chevrolet College Marketing Challenge. In this nationwide competition students created an Integrated Marketing Plan for all of Chevrolet's Alternative Fuel Vehicles. **[results – top 5 of 68 national colleges/univ.].**

Spring semester 2008, competed in Edventure Partners nationwide competition. Client was U.S. Department of Defense who desired recruiting plan for native speakers (American individuals who were raised in homes that spoke language other than English as primary language). **[results – top 10 of 24 national colleges/univ.].**

Live Small Business Consulting Projects – Beginning in 2006, I resurrected the Small Business Institute program (long-time funded via SBA) into Small Business Consulting course completing live projects for area businesses. Projects included:
- Business plan for Organic Lawn Care business
- Comprehensive analysis for Harbart Lumber
- Marketing plan and international outsourcing for new tandem bicycle – Brown's Cycles
- Marketing plan for Home Care of the Grand Valley
- New location analysis via GIS and Marketing plan for Crossroads Fitness
- Comprehensive marketing plan for Webb Dairy to enter gourmet cheese market
- Business Plan for High-Adventure Boy Scout camp near Norwood, CO
- Economic Analysis and brochure development for Fruita Chamber of Commerce
- Business analysis for Decadence Gourmet Cheesecakes
- Comprehensive marketing plan for Home Loan & Investments
- Site analysis for strategic expansion of Business Incubator Center
- Product line analysis for Innovative Textiles
- Redesign of Grand Junction Business Resource Guide

As Chair of the Department of Business Administration for five years I was operating officer of the department with the most declared majors on campus. Duties included scheduling of 150 courses per year with 16 full-time and 12 part-time faculty, conducting faculty and staff evaluations, coordinating faculty professional development, competed graduation checks for over 150 graduating business majors per year, and facilitation of $1.5 million budget.

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Having had the opportunity to live in two foreign countries and visit others, I searched for a mechanism for MSC students to experience immersion in another country. Finding ISEP to be an affordable way for MSC to spend a semester or academic year in one of 150 universities in 42 countries, I took MSC through the process of becoming a full member. Accomplishing that, I became Director of International Student Exchange for the campus arranging for 7 MSC students to study abroad for 2010-11, and 9 international students to come to Grand Junction. I strongly believe that the number of incoming and outgoing students will increase geometrically.

Fulbright Scholarships –
The J. William Fulbright Foreign Scholarship Board selected me for a Fulbright Scholar award at Reykjavik University in Iceland for Fall semester 2001. I taught an undergraduate course on Small Business & Entrepreneurship and an MBA course on Global Entrepreneurship. I rely heavily on the discussion method in my classes – a new approach for Icelandic students and one they eventually responded to well. I worked with faculty at RU on integrating entrepreneurship throughout the business curriculum. I worked with a variety of Icelandic officials on developing hydrogen as a fuel source. I was invited to speak to many groups and classes all across the country.

In the Fall of 2011, I was awarded my second Fulbright Scholarship to Denmark, Copenhagen. At Niels Brock Copenhagen Business College I taught an undergraduate course in Entrepreneurship, played a key role in counseling students in their Invaerksaetterhuset – House of Innovation – Student Incubator, guest lectured in many NB courses, and helped organize their inaugural Global Week. This experience was especially fulfilling professionally and personally via the connections I made with faculty, staff, and especially students who will be life-long colleagues.

1992-1994   Black Hills State University, Spearfish South Dakota
        Assistant Professor of Marketing
        Courses taught at BHSU:
            Survey of Business
            Principles of Marketing
            Principles of Management
            Marketing Strategies
            Marketing Research
            Marketing Management
            Retail Marketing
            Small Business Management

SBI consulting case summaries:

- Marketing plan/promotion package for national wild game food distributor.
- Set up computerized accounting system/designed international marketing strategy for light manufacturer.
- Policy/personnel manual for computer company.
- Marketing plan for new technical service business.
- Marketing plan/market research for automobile dealership.
- Production plan for cap/apparel manufacturer.
- New product research (e-forms)/territory expansion plan for office supply business.
  - Marketing plan for specialty calendar business.

1990-1992   University of Missouri-Columbia
                    Instructor of Marketing Education
                    Graduate Teaching Assistant
                    PhD student
                    Courses taught at UMC:
                            Principles of Salesmanship
                            Coordination of Sales Trainers
                            Coordination of Marketing Internships
                            International Marketing
                            Entrepreneurship
                            Supervised student teachers

1988-1990   Western State College of Colorado, Gunnison, CO
                    Full Time Instructor of Business Administration
                    Courses taught:
                    Survey of Business-coordinated 8 sections
                    Creating a Small Business
                    Cases in Small Business
                    Marketing Analysis and Management

While at WSC, I started a Small Business Institute program completing eight cases in the first year. In this program, the U. S. Small Business Administration allocates cases. I supervised groups of 2-3 senior level students who performed the function of consultants with area businesses in writing recommendations to identified business problems. This is an important program because the students receive experience dealing with a "live" business case, the business

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receives free advice from a fresh, non-biased perspective and the college receives payment for providing this service.

- Proposal Consultant for Colorado Office of Economic Development.
- Consultant in writing a business plan for a $6 million ski complex.
- Served on various committees such as Summer School Curriculum and Intercollegiate Athletic Council.

Summers 1990,United States Forest Service, Gunnison, CO

1981,	Crew boss on JTPA trail crew
1980	Seasonal work on timber marking crew

As crew boss, I led a team of seven teenagers that qualified under Jobs Training Partnership Act program. In this program, I helped these disadvantaged students gain skills, confidence, and work experience in building five and one half miles of new trail through the Gunnison National Forest. As part of the timber crew, I marked timber for prescribed sales as per Forest Service contracts. I was also involved in fighting forest fires that ranged from one-quarter acre to 2000 acres.

Summer 1989 Western State College of Colorado, Gunnison, CO
P/T 89-90   Marketing Researcher
Office of Vice President for Development and Public Affairs
Conducted primary research of student market segments using focus groups, questionnaires, and interviews. A wide variety of databases and documents were used as secondary sources. All information was compiled in complex dBase files and Lotus worksheets.

1985-1988 North Central Area Vocational-Technical School
Bethany, MO
        Instructor of Marketing
        Adult Education Coordinator
        Coach - Cross Country, Basketball & Track
Courses taught:
        Business Management
        Selling
        Retailing
        Advertising
As Adult Education Coordinator, I was responsible for:
- all non-credit community classes,

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- all credit courses from Trenton Junior College
- establishment of an articulation agreement with TJC
- setting up a community literacy program,
- starting a local job center,
- development of a school catalog for NCAVTS,
- administration of a $40,000 Customized Training Plan for an
  international business.

Coached varsity Cross-Country, Basketball and Track.
                    Twice voted Missouri Cross Country Coach of the Year.
1983-1985   Hatten Truck and Tractor, Bethany, MO
                         General Management
        Dealt with daily management decisions of family owned International Harvester farm
equipment dealership until sale of business. In this position, I gained valuable experience
operating a business in difficult external environments.

1982-1983   Green Chevrolet   Gunnison, CO
                            Steamboat Auto Plaza Steamboat Springs, CO
                            Parts Manager
        In this position, I was in charge of all inside and outside parts sales, all purchases,
inventory maintenance and personnel within the parts department. In my first four months at
Steamboat Springs, I increased total sales by 22 percent while decreasing base inventory by 20
percent.

1979   Fisher Chevrolet   Boulder, CO
                       New Car Sales
        As new car salesman, I performed all duties involved in outside sales. These include cold
calls for prospects, working with customers on the showroom floor, arranging financing for
customers and customer service after the sale.

1977-1979   Hatten Motors Bethany, MO
                            Partner/Service Manager
                            Hatten Motors is a family owned Chevrolet, Buick and Cadillac
                            dealership. My brother
and I purchased this existing business. He assumed the position of General Manager, while I
managed the Service, Preparation and Body Departments. As Service Manager I scheduled all
service work, diagnosed all vehicles, and assisted technicians with special technical problems. I

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was in charge of all departmental personnel decisions and other management functions. In this position, I gained valuable experience in dealing with customer's problems in a fast-paced, turbulent business environment. I participated in extensive management training from General Motors. During this time I received several awards from General Motors for outstanding service Including twice named to Only the Best Club for top 10% of over 6000 dealers.

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SCHOLARLY ACTIVITIES

Dissertation title

Student Attitude Toward Entrepreneurship as Affected by Participation in Small Business Institute Program.

Journal articles

Koh, K.Y., & Hatten, T.S. (2002) "The tourism entrepreneur: The overlooked player in tourism development studies," International Journal of Hospitality & Tourism Administration, vol. 3, no. 1 2002, pp. 21-48.

Hatten, T. S., & Ruhland, S. R. (March/April 1995) "Student Attitude Toward Entrepreneurship as Affected by Participation in a SBI Program," Journal of Education for Business. pp.224-227.

Textbooks

Hatten, T.S.(2012-in press for release Dec/10) Small Business Management: Entrepreneurship and Beyond, 5th ed. Cincinnati: Cengage Publishing. Comprehensive college-level textbook that consistently sells in the top three of its market. I also write Instructor Resource Materials, and Test Bank.

Boone & Kurtz (2012) Contemporary Business, 14th edition, Hoboken, NJ: Wiley & Sons Publishing. The editors from Wiley have brought me on to this author team for the 14th ed for possible permanent addition for primary hardcover edition and off-year update editions. Top three seller in the Introduction to Business market.

Boone, Kurtz, & Hatten,   (2012 - in press) Visualizing Contemporary Business, Hoboken, NJ: Wiley & Sons Publishing. I am converting the best-selling Contemporary Business text into a magazine-style interactive online book with condensed copy and abundance of graphics and photos. Part of Wiley Visualizing Series

Hatten, T.S. (2009), Small Business Management: Entrepreneurship and Beyond, 4th edition. Boston: Houghton Mifflin Publishing. Comprehensive college-level textbook that consistently sells in the top three of its market.

Hatten, T. S.(2009) Instructor's Resource Manual supplement for my Small Business Entrepreneurship and Beyond, 4th ed. (2009) Boston: Houghton Mifflin Publishing.
- Lecture notes
- Discussion and critical thinking question prompts
- End of chapter case discussion points
- Answers to Comprehension Checks
- Video case discussion points

Hatten, T. S.(2009) Test Bank supplement for Hatten Small Business Entrepreneurship and Beyond, 4th edition (2009) Boston: Houghton Mifflin Publishing. Over 1,800 true/false, multiple-choice, short answer, and essay items.

Hatten, T.S. (2006), Small Business Management: Entrepreneurship and Beyond, 3nd edition. Boston: Houghton Mifflin Publishing.
Comprehensive, college-level text complete with four-color photos, cases, readings, business plan examples and full range of supplements. Text description from Houghton Mifflin:

Houghton Mifflin states "Hatten provides a balanced introduction to both entrepreneurship and small business management before turning his focus toward achieving and maintaining a sustainable competitive advantage as a small organization. Current issues including global opportunities, service, quality and technology are highlighted throughout the text, and the Third Edition features an increased emphasis on small business ownership by women and minority groups. Additional coverage is given to the new Small Business Administration size standards, creating a personalized business plan, and e-commerce.

Hatten, T. S.(2006) Instructor's Resource Manual supplement for my Small Business Entrepreneurship and Beyond, 3rd ed. (2006) Boston: Houghton Mifflin Publishing.

Hatten, T. S.(2006) Test Bank supplement for Hatten Small Business Entrepreneurship and Beyond, 3rd edition (2006) Boston: Houghton Mifflin Publishing. Over 1,800 true/false, multiple-choice, short answer, and essay items.

Hatten, T.S. (2003), Small Business Management: Entrepreneurship and Beyond, 2nd edition. Boston: Houghton Mifflin Publishing.

Hatten, T. S.(2003) Instructor's Resource Manual supplement for Hatten Small Business Entrepreneurship and Beyond, 2nd edition (2003) Boston: Houghton Mifflin Publishing.

Hatten, T. S.(2003) Test Bank supplement for Hatten Small Business Entrepreneurship and Beyond, 2nd edition (2003) Boston: Houghton Mifflin Publishing. Over 1,800 true/false, multiple-choice, short answer, and essay items.

Hatten, T. S. (1997). Small Business: Entrepreneurship and Beyond. Upper Saddle River, NJ: Prentice Hall.

Hatten, T. S. (1996). International Marketing Case Studies, supplement to Farese, L.S., Kimbrell, G., Woloszyk, C.A. (1996). Marketing Essentials, 2nd ed. Mission Hills, CA: Glencoe/McGraw-Hill.

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Hatten, T. S.(1994). <u>Marketing case studies</u>, supplement to Mason, R. E., Rath, P. M., Husted, S. W., & Lynch, R. L. (1994) <u>Marketing practices and principles</u>, 5th ed. New York: McGraw-Hill.

Hatten, T. S.(1991). <u>Principles of Marketing</u>. Center for Independent Study; University of Missouri Extension: Columbia.

Invited International Experience

In October/November 1998 I was invited to conduct two four-week seminars on Entrepreneurship in Magadan, Russia. I taught a beginning and an advanced course on writing a business plan to budding Russian entrepreneurs through the University of Alaska – Anchorage Russian American Business Center. This experience was an extension of my textbook scholarship. In working with my interpreters, I translated business planning into courses that met for three hours per day three days per week. I also scheduled individual consultations six hours per day six days per week.

Refereed Publications

"Differentiation of Small Business Management and Entrepreneurship Classes" with Fred Fry. SBIDA/USASBE Proceedings, Orlando, FL, February 2001.

"Business Protocol Research: Preliminary Findings" with Jerry Moorman. 2000 Mountain Plains Management Electronic Journal, October 2000.

"The Impact of Technology on Education: Distance Learning – Three Perspectives – Administration, Instructor, and Student" with Morgan Bridge and Daisy Thorshov. October 1997 Mountain Plains Management Conference Proceedings. Grand Junction, CO.

"Linking With Business is Our Business" with James Fleming, Knute Knudson, Ken Blair, and Kerry Youngblood. October 1997 Mountain Plains Management Conference Proceedings. Grand Junction, CO.

Compiled and published 600-page Conference Proceedings as Conference Co-Chair October 1997 Mountain Plains Management Conference.

"Using Internet to Prepare Students for the 21st Century" with Morgan Bridge, Trustee/FACT Conference Proceedings, Crested Butte CO, January 1996.

"Student Entrepreneurial Characteristics and Attitude Change Toward Entrepreneurship as Affected by Participation in a SBI Program." Small Business Institute Directors' Association Proceedings, San Antonio, TX, February 1994.

"Taking Small Business Classrooms on the Road." Small Business Institute Directors' Association Proceedings, San Diego, CA, February 1993.

"Enhancing the Educational Environment of the Small Business Classroom." Small Business Institute Directors' Association Proceedings, Washington, DC, January 1992.

Non-Refereed Publications

"The Wild, Wild West – Colorado's Western Slope" <u>Study Abroad,</u> May/June 1998.

"Inc. 101" *The Business Times of Western Colorado*. May 1997.

"Deregulation Should Bring Competition" *The Business Times of Western Colorado*. June 1997.

"Pummeled at the Pumps" *The Business Times of Western Colorado*. July 1997.

Professional Presentations
"The Business of Textbooks" Small Business students at Western State College, Gunnison, CO. Every August from 1997 through 2010.

"Marketing 101 for Small Businesses" 2nd Annual Colorado Entrepreneurship Marketplace, Colorado Rural Development Council, October 7, 2009.

"The Business (and Future) of Textbooks," 51st Annual Mountain Plains Management Conference, October 7, 2009

 "How Mesa State College's Entrepreneurial Business Institute Promotes Economic Development, w/ Morgan Bridge and "Business Incubation", EMPOWERING ENTREPRENEURSHIP CONFERENCE Colorado Mountain College, Leadville, Colorado June 11-13, 2009

"Business in China: Dim Sum Reflections" w/ Morgan Bridge, MSC Faculty Colloquium - October 2008

"Business Incubation" presentation to 2007 Western Slope Real Estate Update for University of Denver, Burns School of Real Estate & Construction Management, Aug. 2007.

Keynote address for Alpha Chi annual banquet - 2007

Alpha Chi Professional Writing/Publication Forum Panel – 2006

Downtown Grand Junction Kiwanis – Fall 2006

"Machining Manufacturing Marketing Seminar – for ISO 9000 certification via Business Incubator Center and MAMTC – September 2005

"Icelandic Experience", MSC Faculty Colloquium, "Feb. 6, 2002

Entrepreneurship in Iceland – professional presentations to service groups including Grand Junction Rotary.

Taught 8-week Leading Edge program through Western Colorado Business Development Corporation. October-November 2002.

"The Impact of Small Business and Entrepreneurship in America" professional presentations to many service groups including Reykjavik, Iceland Rotary.

Keynote address for annual Adur Female Entrepreneur of the Year awards banquet – Reykjavik University, 300 attendees, October 24, 2001.

"Entrepreneurship and Beyond" keynote address for Conference on Entrepreneurship, November 27, 2001.

University of Iceland – guest speaker for MBA and undergraduate entrepreneurship classes.

"Entrepreneurship as Economic Development" Isafjourdur, Iceland, September 2001.

Global Entrepreneurial Round Table invited presentation at Boise State University, April 4, 2001.

"Differentiation of Small Business Management and Entrepreneurship Classes" with Fred Fry. SBIDA/USASBE, Orlando, FL, February 2001.

"Business Protocol Research: Preliminary Findings" with Jerry Moorman. 2000 Mountain Plains Management Conference. Cedar City, Utah. October 2000.

"Entrepreneurship in the Russian Far East" to over 25 service clubs, classes, and organizations. Slides and presentation on my experience in Magadan, Russia.

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"Marketing for Small Business" three 3-hour sessions for Leading Edge program through Western Colorado Business Development Corporation. October-November 2000.

"How to Start a Small Business" monthly seminars through the Western Colorado Business Development – Small Business Development Center. 1995-present.

Commencement address for graduating class of South Harrison High School, Bethany Missouri, May 2000.

"Progressive Leadership for the 21st Century" seminar to international students at Colorado International Education and Training Institute. December 1997.

"Preparing For Graduate School with Morgan Bridge, presentation for Mesa State Accounting Club, November 1996.

"Invitation of Mountain Plains Management Conference in Grand Junction" to opening assembly of 35th Mountain Plains Management Conference, Park City Utah, October 1996.

"Marketing Research and Strategy for Startup Business" Targeted Ownership Project for State of Colorado Community Business Development Initiative, Grand Junction CO, July 1996.

"Using Internet to Prepare Students for the 21st Century" with Morgan Bridge, Trustee/FACT Conference, Crested Butte CO, January 1996.

"Perception, Image, and Positioning" WYO-MON-DAK Regional Community Development Conference, Belle Fourche, SD April 1995.

"Technical Writing: Product vs. Process Models" BHSU Faculty Forum, January 1995.

"Idea Generation, Testing, and Protection" How to Really Start Your Own Business seminar sponsored by the West River SCORE Chapter of Rapid City, SD, October 1994.

"Student Entrepreneurial Characteristics and Attitude Change Toward Entrepreneurship as Affected by Participation in a SBI Program." Small Business Institute Directors' Association, San Antonio, TX, February 1994.

"Seeking SBI Clients and Managing Case Load" Panelist at Region VIII Small Business Institute Directors Association conference. Deadwood, SD, September 1993.

"Marketing Function Differentiation in Economic Systems." Delegation from Independent Institute of Russian Entrepreneurship, Moscow, Russia. BHSU Spearfish, SD, July, 1993.

"The Importance of Entrepreneurship in a Free Enterprise System." Delegation from Independent Institute of Russian Entrepreneurship, Moscow, Russia. BHSU, Spearfish, SD, July, 1993.

"Taking Small Business Classrooms on the Road." Small Business Institute Directors' Association, San Diego, CA, February 1993.

"Enhancing the Educational Environment of the Small Business Classroom." Small Business Institute Directors' Association, Washington, DC, January 1992.

"Secrets of Successful Strategy in Business Planning." Insider Secrets to a More Successful Business small business seminar sponsored by MindMasters Management Consultants, Grand Junction, CO, June 1989.

"Strategic Planning for Small Business." Small Business Program, Small Business Development Center, Gunnison, CO, March 1989.

"Technology in Small Business Operation." panelist for Small Business Development Center seminar, Delta, CO, November 1988.

"Reflections of a First-Year Adult Education Coordinator." Missouri Association of Adult and Community and Continuing Education, Camdenton, MO, April 1986.

Professional Paper reviews
reviewed 3 papers submitted for publication in Journal of Small Business Strategy – 2007

reviewed papers for Small Business track of 2004 United States Association for Small Business and Entrepreneurship conference, Indian Wells, CA.

reviewed papers for Franchising/Home-Based/Family Issues in Small Business track of 1997 Small Business Institute Directors Association Conference Proceedings, Orlando FL.

reviewed papers for Management/Entrepreneurship/Marketing tracks as Conference Co-Chair October 1997 Mountain Plains Management Conference.

reviewed papers for Entrepreneurship/Small Business Management track of 1994 Midwest Marketing Association Proceedings.

reviewed papers for Developing Quality Small Business Marketing Management track of 1994 Small Business Institute Directors Association Conference Proceedings, San Antonio TX, February 1994.

reviewed papers for Entrepreneurship Education and the Role of SBI/SBIDA track of 1993 Small Business Institute Directors Association Conference Proceedings, San Diego CA, February 1993.

reviewed papers for Entrepreneurship and Better SBI Programs track of 1992 Small Business Institute Directors Association Conference Proceedings, Washington DC, February 1992.

Textbook reviews
Iacobucci, (2010) Marketing Management 1E, Cincinnati, OH: Cengage Publishing.

(2001) GoVenture Business Simulation software. Boston: Houghton Mifflin Publishing.

Monezka, Trent, & Handfield (1999) Purchasing and Supply Chain Management, Cincinnati: South-Western Publishing.

Lamb, C. W., Hair, J.F., & McDaniel, C. (1996). Principles of Marketing, 3rd ed. Cincinnati: South-Western Publishing.

Robinson, & Hogan (1995). Small Business Management, Burr Ridge, IL: Irwin.

Keegan, W., Moriarty, S., & Duncan, T. (1995). Marketing, 2nd ed. Englewood Cliffs, NJ: Prentice Hall.

Book reviews
"E-Myth Worth Revisiting by Small Business Owners" in *Grand Valley Business Times*, June 1996. Review of The E-Myth Revisited: Why Most Small Businesses Don't Work and What To Do About It, by Michael E. Gerber (HarperBusiness Publishers).

The 22 Immutable Laws of Marketing: Violate Them at Your Own Risk by Ries and Trout for *The Grand Valley Business Times*. February 1997.

The Dilbert Future by Scott Adams for *The Grand Valley Business Times*. August 1997.

Grants funded
Grand Junction Visitor & Convention Bureau. "The Economic Impact of Tourism on the Grand Valley." Developed and supervised administration of an intercept survey and cataloging of license plates at selected community events such as Country Jam, Dinosaur Days, and the Air Show.

Center for Innovation, Technology, and Enterprise. South Dakota Governor's Office of Economic Development. Marketing Plan written for LifePlan R_x - Personal health maintenance system. $8,500.

EDUCATION

University of Missouri-Columbia
>   Graduated 1993. PhD
>   Major area: Marketing Education
>   Support areas: Marketing/Management
>   Higher and Adult Education

>   Central Missouri State University, Warrensburg
>   Graduated 1987. MSEd, Marketing Education.

>   Western State College of Colorado, Gunnison
>   Graduated 1982. BA, Business Administration.
>   Emphasis: Management

ORGANIZATIONS

Board of Directors – Western Colorado Business Development Corporation
Small Business Institute Directors Association (SBIDA)
United State Association of Small Business and Entrepreneurship (USASBE) – elected Vice President of Marketing/Membership – 2007-2009.

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DR. JERRY WAYNE MOORMAN

COLLEGE ADDRESS

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1100 North Ave.
Grand Junction, CO 81501
(303) 248-1514
email: jmoorman@coloradomesa.edu

HOME ADDRESS

303 Music Lane
Grand Junction, CO 81506
(303) 243-1340

PERSONAL DATA

Marital Status: Married, One Child   Age: 62
Health: Excellent Overall   Sex: Male

EDUCATIONAL BACKGROUND

DOCTORATE -   Ed.D. - Major in Industrial & Occupational Education With a Marketing
      Education Emphasis/Minor in School Admin.
      Mississippi State University, May, 1979.
MASTERS   - M.Ed. - Major in Secondary Supervision & Administration
      Delta State University, May, 1976
BACHELORS -   B.S. - Major in Marketing Education/Minor in Marketing
      Mississippi State University, May, 1971
ADDITIONAL GRADUATE
STUDIES   University of Mississippi
           University of Northern Colorado

PROFESSIONAL EXPERIENCE (Note: Mesa State College is now Colorado Mesa University.)

Professor of Business Administration, Mesa State College, Grand Junction, Colorado, 1994 - present.
MBA Director, Mesa State College. I served in this position twice.
Dean, Mesa at Night, Mesa State College
Vice President for Student Services and External Relations, Mesa State College, Grand Junction, Colorado, 1993-1994.
Dean, School of Technology, Mesa State College, 1991-1993.
Assistant Vice President for Academic Affairs and Dean of the School of Technology, Mesa State College, Grand Junction, Colorado, August, 1991 - 1993.
. . . General duties regarding Academic Affairs
. . . Responsible for the School of Technology

. . . Responsible for developing the new Unified Technical Education Campus

. . . Responsible for the Mesa State College Montrose Center

. . . Responsible for all Continuing Education (Director reports to me)

. . . Responsible for the Tutorial Learning Center (Director reports to me)

Director of Continuing Education, Mesa State College, January - July, 1991.

. . . Responsible for all extended/continuing education activities

Assistant/Associate Professor, Department of Occupational and Vocational Education, University of North Texas, June, 1987, - December, 1990. Received tenure letter prior to leaving

. . . Responsible for the Marketing Teacher Education Program

. . . Director of the Corporate Services Center/University Economic Development Effort

Assistant to the President, Pueblo Community College, November, 1985 - May, 1987.

. . . Responsible for all industry-specific training

. . . Responsible for all college marketing and public relations

. . . Responsible for all college-wide research

. . . Responsible for representing the college through public speaking engagements, etc.

. . . Executive Director of the College Foundation

Dean of Adult and Continuing Education, Pueblo Community College, August, 1984 -October, 1985

. . . Responsible for entire night school operation

. . . Responsible for industry-specific training

. . . Responsible for all college assessment activities

. . . Responsible for the Adult Basic Education Program

. . . Responsible for developing and administering all non-credit offerings

. . . Responsible for the Lifelong Learning Center for senior citizens

. . . Responsible for college placement

. . . Responsible for the Alumni Association

. . . Responsible for college-wide marketing and public relations

Business Division Coordinator, Pueblo Community College, May. 1983 - July, 1984

. . . Responsible for administering all Business Division departments

. . . Director of the Meyers Center for Small Business

. . . Responsible for teaching business classes

. . . Responsible for consulting with area small businesses

Director of Vocational Teacher Education, University of Northern Colorado, October, 1981 - May, 1983

. . . Responsible for administration of all vocational teacher education activities including six departments plus the
    credentialing unit

. . . Responsible for coordination with state and local agencies

. . . Responsible for fiscal management (approximately $350,000 per year)

. . . Responsible for planning and scheduling

. . . Responsible for articulation of all vocational programs

Marketing Education Teacher Educator, University of Northern Colorado,

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July. 1980 - September, 1981

. . . Jointly responsible for the Marketing Education Teacher Education Program

. . . Responsible for Marketing Education in-service state-wide

. . . Responsible for liaison with state staff

. . . Responsible for funded projects

. . . Responsible for general teaching in the School of Business

<u>Research and Curriculum Specialist</u>, Marketing Education and Special Needs,

Research and Curriculum Unit, Mississippi State University, March, 1979, to June, 1980

. . . Primary responsibility was in researching the needs of and developing curriculum materials for Marketing Education

   and Special Needs

. . . Assigned as the IDECC representative for Mississippi

. . . Developed and conducted in-service workshops

<u>Research Associate</u>, Research and Curriculum Unit, Mississippi State University, August, 1978, to February, 1979

. . . Assigned to review vocational curriculum materials for the handicapped

<u>Assistant Vocational Director</u>, Greenville (MS) Municipal Separate School District, July, 1974 to June, 1977

. . . Administrative and supervisory responsibilities for 30 vocational instructors

. . . General administrative duties involved in the day-to-day operations of a 17 program, 88,000 square feet vocational

   complex

. . . Responsible for all program evaluation

. . . Responsible for adult education

<u>Marketing Education Coordinator</u> (Cooperative Education), Greenville Municipal Separate School District, April, 1973,

   to July, 1974, and May, 1971, to July, 1972

. . . Responsible for screening and selecting students

. . . Responsible for placing students on the job

. . . Responsible for classroom teaching

. . . Responsible for program graduates' follow-up

. . . Responsible for working with approximately 40 small businesses

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PROFESSIONAL ACTIVITIES

Local Involvement

. . . Mesa County Economic Development Council Board of Directors
. . . NCATE Steering Committee - Mississippi State Un. & Un. of Northern Colorado
. . . North Central Steering Committee - Pueblo Community College
. . . Southern Association of Colleges and Schools visiting team member - Dallas Independent School District & Leland   (MS) School District
. . . Comprehensive Program Review team member - Trinidad State Junior College
. . . Professional Secretaries International, Kachina Chapter, - member of the management advisory board and board
    chairman
. . . Junior Achievement Board Member
. . . Vocational Guidance Work Experience Program Advisory Committee
. . . Pueblo Chamber of Commerce
    Small Business Committee
    Ambassadors Club
    Leadership Pueblo Steering committee
    Seminar Committee
    Small Business of the Year Committee
. . . Canon City Chamber of Commerce
. . . Grand Junction Chamber of Commerce annual goals and objectives facilitator
. . . Kiwanis Club member; Pueblo, Denton (TX), & Grand Junction (Board of Directors)
. . . Chipeta Girl Scout Council - Marketing Committee

Major Presentations

. . . Mountain Plains Management Conference, 2011.
. . . Mountain Plains Management Conference, 2010.
. . . Mountain Plains Management Conference, 2009.
. . . The International Academy of Business and Public Administration Disciplines, 2008. Best Research Paper Award
. . . Mountain Plains Management Conference, 2006.
. . . Mountain Plains Management Conference, 2004.
. . . The International Academy of Business and Public Administration Disciplines, 2004.
. . . Mountain Plains Regional Management Conference (University of Southern Utah, 2000)

. . . Mountain Plains Regional Management Conference (San Diego, 1999)

. . . Mountain Plains Regional Management Conference (Denver, 1998)

. . . Mountain Plains Regional Management Conference (Grand Junction, 1997)

. . . Marketing Education National Conference (Las Vegas, 1997)

. . . Mountain Plains Management Conference (1997)

. . . Colorado Business Education State Conference (1995)

. . . National Marketing Education Conclave (1995)

. . . 1992 Grand Junction Chamber of Commerce Banquet

. . . Colorado Vocational Association (1991)

. . . National Marketing Education Directions Conference (1990)

. . . Texas Summer Workshop for New Teachers (1990)

. . . National Marketing Education Conclave (1990)

. . . National Marketing Education Research Conference (1990)

. . . Five State Marketing Education Conference (1989)

. . . Texas Summer Workshop for New Teachers (1989)

. . . National Marketing Education Conclave (1989)

. . . National Marketing Education Research Conference (1989)

. . . American Vocational Association National Conference (1988)

. . . Texas Summer Workshop for New Teachers (1988)

. . . National Marketing Education Conclave (1988)

. . . Valpar National Training Institute (1988)

. . . Carrollton (TX) Employer-Employee Banquet, Keynote (1988)

. . . National Southern Regional DECA Conference (1987)

. . . Idaho State Marketing Education Conference (1987)

. . . American Vocational Association National Conference (1987)

. . . Canon City Career Fair, 1200 in audience, Keynote (1986)

. . . American Vocational Association National Conference (1985)

. . . International Council For Small Business Nat. Meeting (1985)

. . . American Association of Community and Junior Colleges National Conference (1985)

. . . American Vocational Association National Conference (1984)

. . . Colorado Association of Vocational Administrators (1983)

. . . Colorado Vocational Association (1982)

. . . Mississippi Vocational Association Summer Conference (1981)

. . . Western Regional DECA Conference (1980)

. . . Six Mississippi Regional Counselor Workshops (1979)

. . . Numerous local presentations to service clubs and other community organizations

PROFESSIONAL CONSULTATION

. . . Montrose County, CO Surveyed all county residents in 2007 regarding land use
. . . Grand Junction Economic Partnership 2007 Survey of investors
. . . Recreation Center Task Force Surveyed 23000 households in Mesa County 92007, CO
    regarding a potential recreation center
. . . City of Montrose, Co Assorted several marketing research projects
. . . City of Grand Junction, Co Community Research – several marketing research projects
. . . Assorted small consulting projects for area small businesses
. . . United Companies, managed a research project to measure preferred customers' satisfaction
. . . Mesa County, county-wide perceptions research project
. . . St. Kathryn, Cellars, Inc., marketing research consultant
. . . Ghost wrote a trade book in 1999 for a Denver-based client
. . . Ghost wrote a 325 page trade book in 1997 for a TQM Consultant (book currently in Barnes
    & Noble)
. . . City Market (Division of Kroger), designed employee hiring systems
. . . McDonnell Douglas Corporation, three years as lead consultant in the area of
    pre-employment assessment and screening
. . . Gainesville Independent School District/Cooke County Community College, design of a
    student assessment system
. . . Valpar International, one year as a marketing consultant
. . . The Media Center (Pueblo, CO advertising agency), past corporate board member
. . . East Texas Minority Business Development Council, small business development
. . . Emergi-Care, Inc. (a medical group in Colorado Springs, CO), management and marketing
    consultant plus past corporate board member
. . . General business consulting to over 100 small businesses
. . . TOTAL, Inc., commercial writing
. . . Marketing Education Resource Center, commercial writing
. . . Mississippi State University Research/Curriculum Center, curriculum material development
. . . Interstate Distributive Education Curriculum Consortium, curriculum material development
. . . Mississippi ARC Region, development of teacher education materials
. . . Kemper County (MS) School District, Accountability Instructional Management Project

PROFESSIONAL AFFILIATIONS (past and present)

. . . National Business Education Association
. . . American Educational Research Association

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. . . American Marketing Association
. . . American Vocational Association; Divisional Editorial Board & Research Committee
. . . Colorado Vocational Association
. . . Texas Vocational Association
. . . Mississippi Vocational Association
. . . National Marketing Education Association; Editorial Board, Research Committee and organizer of 1990 National
    Directions Conference
. . . Colorado Marketing Education Association; Past President
. . . Texas Marketing Education Association
. . . National Marketing Education Research Council; Board Member & organizer of the 1991 National Conference
. . . Colorado Association of Instructional Deans; past Vice President
. . . Colorado Association of Vocational Administrators
. . . American Association of Community and Junior Colleges
. . . National Council for Research and Planning; Rocky Mountain Regional Representative
. . . International Council for Small Business
. . . Phi Delta Kappa
. . . American Society for Training and Development

HONORS

Professional

. . . Awarded a research award for "Advertising Influences on Traditional Age College Students," at the International Academy of Business and Public Administration Disciplines, October, 2008.
. . . Awarded the "Harold Williams Award" for best research presentation at the 1990 National Marketing Education Research Conference
. . . One of three Mississippians selected as recipients of the National Education Professions Development Act Fellowship awarded by the U.S. Department of Education
. . . Pueblo, Colorado executive of the year in 1984-1985
. . . Selected as one of 50 participants in the Colorado Vocational Association "Think-Tank" in 1984
. . . Member of the National Distributive Education Clubs of America Hall of Fame

University

... President of the Graduate Student Body at Mississippi State University

... Vice President of the Graduate Student Body at Mississippi State University

... Who's Who in American Colleges and Universities as a graduate student (based on a GPA of 3.92 as a doctoral student)

. . . State President of the Distributive Education Clubs of America, Collegiate Division (undergraduate)

PROFESSIONAL PUBLICATIONS

TEXTBOOKS:

Moorman, Jerry W. and James Halloran, Successful Business Planning for Entrepreneurs, 2005.
  South-Western Publishing Co., Cincinnati, Ohio

Moorman, Jerry W., Writing a Business Plan: The Definitive List of Questions You Have to Answer
  Grand Junction, Colorado 2001.

Moorman, Jerry W., Writing a Business Plan: The Definitive List of Questions You Have to Answer
  2nd Edition, Grand Junction, Colorado 2003.

Moorman, Jerry W. and James Halloran, Contemporary Entrepreneurship,
  South-Western Publishing Co., Cincinnati, Ohio, 1996.

Moorman, Jerry W. and James Halloran, Entrepreneurship,
  South-Western Publishing Co., Cincinnati, Ohio, 1993.

REFEREED:

Moorman, Jerry, "Use of Computer Social Networks by Colorado Mesa University Students,
  " Proceedings of Mountain Plains Management Conference, 2011.

Moorman, Jerry, "Student Preferences for Class Times, Lengths, and On-Line Classes,
  " Proceedings of Mountain Plains Management Conference, 2010.

Moorman, Jerry and Collazo, Amy, "The Changing Face of College Libraries,
  " Proceedings of Mountain Plains Management Conference, 2009.

Moorman, Jerry, "Advertising Influences on Traditional Age College Students,"
    Proceedings of The   International Academy of Business and Public Administration Disciplines, 2008.

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Moorman, Jerry, "A Study to Examine College Students' Attitudes Toward Campus Bookstores,
" Proceedings of Mountain Plains Management Conference, 2006.

Moorman, Jerry, "Traits of Effective Professors (Qualitative Paper),
" Proceedings of Mountain Plains Management Conference,   2004.

Moorman, Jerry, "Traits of Effective Professors (Quantitative Paper),
" Proceedings of The International Academy of Business and Public Administration Disciplines,
 ISSN 1547-4836, 2004.

Moorman, Jerry, "Business Protocol: Assessing Student Knowledge," Proceedings of the ?th
 Annual Mountain Plains Management Conference, 2000.

Moorman, Jerry W. and Tim Hatten, "Business Protocol: Assessing Student Knowledge,"
 Mountain Plain Journal of Business and Economics, Volume 2, 2001.

Moorman, Jerry W., " Justifying HRM's Need for an Internal Marketing Plan",
 Proceedings of the 41th Annual Mountain Plains Management Conference, 1999.

Moorman, Jerry W., "A Comparison of selected Business Plan Components ",
 Proceedings of the 40th Annual Mountain Plains Management Conference, 1998.

Moorman, Jerry W., "HRM Faculty: Part of Your Local Economic Development Incentive Package?,
 Proceedings of the 39th Annual Mountain Plains Management Conference, 1997.

Moorman, Jerry W. and James R. Stone, "Identifying Contributions of Marketing Education to Business and Society," Marketing Educators Journal, 1990.

Moorman, Jerry W., "Get Ready, Get Set, Go," Vocational Education Journal, February 1991.

Moorman, Jerry, "Marketing Education: A Survey of State Supervisors Concerning Program Size, Growth, and Teaching Assignments," National Research Conference Report 1990, pp. 38-56.

> NOTE: The presentation of this research study won the "Harold William's Award"
> for best research presentation, 1990 Conference.

Moorman, Jerry, "What Bankers Have to Say About Business
 Planning," IDEAS for Marketing Educators, March, 1990, pp.7-8.

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Moorman, Jerry W. and Cynthia G. Hess, "A Study of Texas Banks to Determine Business Plan Components for the Entrepreneur Planning to Start a Small Business," National Research Conference Report 1989, pp. 77-90.

Moorman, Jerry W. and James R. Stone, "Identifying Contributions of Marketing Education to Business and Society," Business Education Forum, February, 1989, pp. 32-34. Reprinted in same publication April, 1989, pp. 14-16.

Moorman, Jerry W., "Improving Adult Reading Skills Through a JTPA/Education Project," The Journal for Vocational Special Needs Education, Winter, 1989, pp. 15-16.

Moorman, Jerry W., "Tiny Town," Vocational Education Journal, January/February, 1989, p. 41.

Moorman, Jerry W. and P. Anthony Zeiss, "Predicting Training Success in a Customized Industry Project," Community College Journal for Research and Planning, Fall-Winter, 1988, pp. 15-18.

Moorman, Jerry W., Vocational Education for the Handicapped, In-service Instructional Unit, ERIC, February, 1983.

Moorman, Jerry W., "IDECC for Special Needs," Marketing Educator's News, Winter, 1982.

Moorman, Jerry W., "Vocational Education for the Handicapped: A Study of Attitudes," The Journal for Vocational Special Needs Education, January, 1980, pp. 25-26, 30.

JOURNALS:

Moorman, Jerry and Gerald Jernigan, "A Practical Approach for Marketing Your Local Program," California Marketing Education Journal, Fall, 1990.

Moorman, Jerry W., "Teaching Entrepreneurship: What Do Students Really Need to Know?", The Balance Sheet, September/October, 1988, pp. 11-13.

Moorman, Jerry W., "Center for Small Business," Colorado Business, September, 1984, pp. 54-55.

BOOK CHAPTER:

Moorman, Jerry W., "Expanding a Business," Economic Development:

Viewpoint from Business, American Association of Community and Junior Colleges, Fall, 1989.

RESEARCH MONOGRAPHS:

Moorman, Jerry W., Mainstreaming the Handicapped into Vocational Education: A Progress Report, Mississippi State University: Research/Curriculum Unit, 1980.

Moorman, Jerry W. and others, Resources for Teachers of the Handicapped in Vocational Education, Mississippi State University: Research/Curriculum Unit, 1979.

Moorman, Jerry W., Adults Need D.E. Too, Mississippi State University: Research/Curriculum Unit, 1978.

Moorman, Jerry W., Vocational Education for the Handicapped: A Selected Resource Guide, Mississippi State University: Research/Curriculum Unit, 1979.

Moorman, Jerry W., Vocational Education for the Handicapped: A Glossary of Terms, Mississippi State University: Research/ Curriculum Unit, 1979.

Moorman, Jerry W., Vocational Education for the Handicapped: A Study of Attitudes in Mississippi, Mississippi State University: Research/Curriculum Unit, 1979.

ABSTRACTS/ EDITORIALS:

Moorman, Jerry W.and Houston Polson, "Using Internet in the Marketing Classroom, " Marketing Education Conclave Marketing Insights and Initiatives Conference Compendium 1995.

Moorman, Jerry W., "Marketing Planning for Marketing Education," Marketing Education Conclave Marketing Insights and Initiatives Conference Compendium 1990, p. 17.

Moorman, Jerry W., "Selling Your Educational Expertise in the Private Sector," Marketing Education Conclave Conference Compendium 1989, p. 140.

Moorman, Jerry W., Marketing Education "INSIDER", Vocational Education Journal, Jan./Feb., 1989.

CURRICULUM:

Moorman, Jerry and William T. Price, <u>Developing A Marketing Plan For A Marketing Program</u>, Marketing Education Association, Marketing Education Research Center,
The Ohio State University, Columbus, Ohio, April, 1991.

Moorman, Jerry, <u>Marketing to an Aging America, A Contemporary Case Study in Marketing</u>, Marketing Education Research Center,
The Ohio State University, Columbus, Ohio, April, 1990.
Distributed to Marketing Educators in 36 member states.

Moorman, Jerry W. and others, <u>Basic Warehousing Training</u>, Pueblo Community College, 1986.

Moorman, Jerry W. and Thomas Smith, <u>Managing Energy Resources for Marketing and Distributive Education</u>, Mississippi State University: Research/Curriculum Unit, 1981.

Moorman, Jerry W., <u>Audio LAPS</u>, Marketing Education Research Center,
The Ohio State University, Columbus, Ohio, April, 1981.

Moorman, Jerry W. and Mildred Lester, <u>Marketing/Distributive Education Operations Manual: Project Methods</u>, Mississippi State University: Research/Curriculum Unit, 1980.

VIDEO:

Moorman, Jerry W. and others, "INSIGHT: Pre-employment Assessment and Screening," Dallas, TX, 1988.

Moorman, Jerry W. and John Kent, "Pueblo: Industry Training at its Best," Relovision, Colorado Springs, Colorado, 1987, (11 minute promotional).

Moorman, Jerry W. and others, "Walking Man" and "Shake, Rattle and Roll," Relovision, Colorado Springs, Colorado, 1986 (two DECA commercials).

NEWSPAPER COLUMNS PUBLISHED:

Grand Junction Free Press: 8 monthly columns published December 2004 – July 2005.

Grand Junction Daily Sentinel Daily Newspaper: 15 weekly columns published August – December, 2000

The Business Times of Western Colorado: 20 monthly columns published February, 1999 - September 2000

NON-ACADEMIC PUBLICATIONS:

Moorman, Jerry, Coahoma Street, A fiction novel, Farolito Press, Grand Junction Colorado.   Moorman, Jerry, A Body Less Perfect, A Book of Poetry, Farolito Press, Grand Junction Colorado.

Moorman, Jerry, ????? A book on Quality ghost written for a Quality Consultant. Newport Beach,

California.

OTHER:

Moorman, Jerry, Get Ready, Get Set, Go, Marketing Education
  Association, Reston, Virginia.

Moorman, Jerry, "The Universities of Your Choice: A Marketing
  Decision", The Texas Diamond, Vol. 44, No. 2, p. 8.

Moorman, Jerry W. and Bill Hollenback, "Assessment: A Key to
  Success at Pueblo Community College," Valparspective, Spring,
  1987, pp. 1, 6-7.

Moorman, Jerry W. and John Kent, McDonnell Douglas: The Pueblo
  Experience, Pueblo Community College, 1987.

Moorman, Jerry W., numerous articles, Marketing Education,
  Colorado Marketing Association, 1986-87.

Moorman, Jerry W., "Customized Industry Training: On Target in
  Pueblo," Colorado Insight, January 1987.

Moorman, Jerry W., "Attitudes of Mississippi Vocational Educators
  Toward the Handicapped", Ed.D. dissertation, Mississippi State
  University, 1979.

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COLORADO MESA
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NATHAN C. PERRY, PHD

1100 North Avenue
Grand Junction, Co, 81501
(801) 694-0259
naperry@coloradomesa.edu

AFFILIATION

ASSISTANT PROFESSOR AT COLORADO MESA UNIVERSITY

EDUCATION

Ph.D. in Economics, University of Utah, Salt Lake City, UT, August 2010
B.A. Economics, Westminster College, Salt Lake City, UT, May 2004
B.A. Philosophy, Westminster College, Salt Lake City, UT, May 2004

FIELDS

Macroeconomics
International Economics
Money and Banking

WORKING PAPERS AND PAPERS SUBMITTED TO JOURNALS

"Employment Prospects: A Global Model of Recovery and Rebalancing." With Rudiger von Arnim and Steve Bannister. (Submitted to the Cambridge Journal of Economics, Revise and Resubmit).

"What Ended the Great Depression? Re-evaluating the Effects of Fiscal Policy." With Matias Vernengo. Working Paper No. 678, July 2011, *The Levy Economics Institute*. (updated paper submitted to the Cambridge Journal of Economics).

"Institutions, Geography, and Terms of Trade in Latin America: An Evaluation of the Washington Consensus Reforms Within the Context of Deep Determinants of Growth." With Carlos Schonerwald. (Submitted to the International Journal of Political Economy, Revise and Resubmit. An update to working paper 2009-004 at the University of Utah).

"The Role of the Financial Account in Exchange Rate Determination." Proceedings of Mountain Plains Management Conference, Grand Junction Co, October 2011.

PAPERS IN PROGRESS (READY TO SUBMIT BY NOVEMBER 2011)

"Monetary Policy Rule in Latin America, a Bayesian Analysis with an A-G Prior." With Carlos Schonerwald and Divanildo Triches.

"Evaluating Trade Agreements and the Role of Distance. A Gravity Model Approach." With Carlos Schonerwald.

"The Transmission Of Monetary Policy in the US: Testing The Credit Channel And The Role Of Endogenous Money." With Carlos Schonerwald and Rogier Kamerling.

OTHER PUBLICATIONS

"The State of Working Utah." Yearly published report for Utah Issues that details the progress of Utah's working poor, with Sarah Wilhelm (2005)

"Utah's Poor: Solutions for Today's Economy" (Editor, 2005)

INVITED PRESENTATIONS AND CONFERENCE PRESENTATIONS

- Mountain Plains Management Conference (2011): Presented two papers: "The Role of the Financial Account in Exchange Rate Determination," and "Evaluating Trade Agreements and the Role of Distance: A Gravity Model Approach."
- University of Utah Macroeconomics and Money Seminar (2011): Presented the paper: "The Transmission Of Monetary Policy in the US: Testing The Credit Channel And The Role Of Endogenous Money."
- Eastern Economic Association (2011): Presented the paper: "The Transmission Of Monetary Policy in the US: Testing The Credit Channel And The Role Of Endogenous Money"
- Eastern Economic Association (2010): Presented the paper "Monetary Policy Rule in Latin America, a Bayesian Analysis with an A-G Prior."
- American Economic Association (2009): Presented the paper "Institutions, Geography, and Terms of Trade in Latin America: A Longitudinal Econometric Analysis."

PROFESSIONAL EXPERIENCE

Fall 2010-Present   COLORADO MESA UNIVERSITY, GRAND JUNCTION, CO
Assistant Professor
Courses taught:
Money and Banking
Intermediate Macroeconomics
Econometrics
Business Statistics

Fall 2005-Summer 2010   UNIVERSITY OF UTAH, SALT LAKE CITY, UT
Instructor
Courses taught:
Micro/Macro "Jumbo" Economics course (5 semesters)
        - Approximately 200 students per session
        - Accelerated course combining macro- and micro- in one
semester
        - Assigned 4 teaching assistants
Current Economic Problems
Money and Banking
The Economics of Sex, Drugs, and Crime
Health Economics

Fall 2006-Summer 2010   WESTMINSTER COLLEGE, SALT LAKE CITY, UT
Adjunct Professor
Courses taught:
Macroeconomics
Microeconomics
Health Economics
The Economics of Sex, Drugs, and Crime

Fall 2008-Spring 2010 WEBER STATE UNIVERSITY, OGDEN, UT
Adjunct Professor
Courses taught:
Macroeconomics

OTHER PROFESSIONAL EXPERIENCE

2005   UTAH ISSUES
Economist: Published "State of Working Utah" and edited "Utah's Poor:
Solutions for Today's economy."

2004   URBAN COMMUNITY CENTER
              Economist: Tax and Poverty Research, Legislative Lobbying

1998-2004   AMERICAN EXPRESS
              Managed multi-million dollar Travelers Cheque accounts for banks such
              as PNC Bank, Wachovia, and JP Morgan

CONTENT EXPERT AND CONSULTING

- Wrote end of chapter questions/online supplemental questions for "Money and Banking" 1st edition by Hubbard and Obrien (Pearson). Spring 2010.
- Consultant Board for "Intermediate Macroeconomics" by Hubbard, Obrien, and Rafferty (Pearson) Spring 2009.
- Consultant Board for book by McGraw-Hill entitled "Economics," by Gelbach and Smith (2008).
- Consultant Board, Prentice Hall "Introduction to Microeconomics" by Karl E. Case and Ray C. Fair, 9th edition. Fall/Spring 2008.
- Western Governors University, Fall 2006: Context Expert for pedagogy and course design.

HONORS AND AWARDS

- Nominated for Teacher of the Year. Fall 2005 (Microeconomics), Summer 2007 (Health Economics), and Fall 2007 (Introduction to Microeconomics) Fall 2008 (Microeconomics and Macroeconomics), Spring 2008 (Microeconomics and Macroeconomics).
- Sigma Chi Fraternity Annual Teaching Award (2009)
- Ph.D. selection committee member, University of Utah, 2007, 2008, 2009, 2010.
- Presidential Scholarship, Westminster College, 1999-2003.

OTHER RELEVANT INFORMATION

- Avid stock market investor
- Advisor for the Economics Book Club at Colorado Mesa University
- Working knowledge of Stata and time series econometrics

PROFESSIONAL ASSOCIATIONS

- American Economic Association
- Eastern Economic Association

REFERENCES

- Matias Vernengo (Dissertation Chair)
    Email: matias.vernengo@economics.utah.edu
    Phone: (801) 581-7481
- Maria Wrotniak (Economics Department Chair Westminster College)
    Email: mwrotniak@westminster.edu
    Phone: (801) 832-2629
- Korkut Erturk (Disseration Committee)
    Email: korkut@economics.utah.edu
    Phone: (801) 581-7481

COLORADO MESA
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Matthew H. Rosenberg, CPA, CFA

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Grand Junction, CO 81501
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matt.h.rosenberg@gmail.com

Experience

2011 – Current   **Assistant Professor, Colorado Mesa University**   Grand Junction, CO
Department of Business - Finance
- Lectured, developed curriculum, and created coursework for the following graduate and undergraduate classes:
  - Financial Strategy (MBA)
  - Managerial Finance (Corporate Finance)
  - Fundamentals of Investments
  - Security Analysis & Portfolio Management
  - International Financial Management
  - Life & Health Insurance
  - Property & Casualty Insurance
- Presented on teaching merger & acquisition analysis at Mountain Plains Academic Conference.
- Presented on risk management within investment advisory and portfolio management, at Palisade Risk Conference (Las Vegas, 2011).
- Volunteer assistant coach for CMU varsity baseball team and CMU alpine ski racing team.

2008 – Current   **Founding Partner, RoseCap Investment Advisors, LLC** Denver, CO/Atlanta, GA
Asset Management & Investment in Public and Private Securities
- Developed detailed portfolio management procedures for high net worth (family office) and institutional clients, including processes for:
  - Establishing capital market expectations
  - Utilizing monte carlo simulation to create an efficient frontier of risky assets
  - Monitoring and rebalancing client portfolios
  - Periodic reporting of investment performance
- Created unique investment strategy for integrating direct investments (in commercial real estate, private equity, and venture capital) into a client's portfolio and assessing risk/return parameters of the portfolio when taking into consideration these direct investments.
- Maintain extensive network of managers for direct investments across multiple geographic regions, investment styles, and product types.
- Interview/due diligence direct investment and fund managers to identify their investment processes, strategies, and track records, for the purpose of placing client assets with top managers.
- Created in-depth financial models for analysis of direct investments in commercial real estate and private equity.
- Hired and trained analysts/associates on investment processes, including acquisitions, financial analysis, and valuation.

2007 – 2008

Managing Director, Jackson Oats Shaw Corporate RE   Atlanta, GA
Direct Investment Division
- Oversaw and trained analysts/associates in financial analysis and valuation of all types of commercial properties.
- Responsible for identifying potential acquisitions via direct relationships and broker networks. Oversaw preliminary acquisition analysis/diligence. Closed on over $50MM of acquisitions in 2008.
- Monitored asset and portfolio performance for the company and its joint venture partners. Analyzed publicly traded REIT comparables as a benchmark for company performance.
- Reviewed potential leases on portfolio assets for structure, rate, and allowable tenant improvements, to ensure signed leases were consistent with market terms and the company's asset/portfolio objectives. Also reviewed tenant industry, operations, and financial statements to ensure proper credit quality.

Vice President, Jackson Oats Shaw Corporate RE   Atlanta, GA
Investments / Acquisitions
- Developed internal valuation and asset management models to forecast property performance and monitor investment performance. Monitored capital markets and structured senior/mezz/equity financings for the company and investors.

2004 – 2007

Vice President, General Electric Commercial Finance   Atlanta, GA
Commercial Real Estate Division
- Originated, structured, and closed debt and equity financings for commercial properties.
- Closed over $120MM in debt/equity financings - Lead the Southeast Region for 2 years in non-referral financings and average ROE.
- Made a minimum of 50 prospecting calls per week and averaged 10 face-to-face meetings per week with potential customers in Georgia and Alabama.
- Completed GE internal training courses in Socratic Selling, Cold Calling & Prospecting, and Strategic Marketing.

Associate (ASR), General Electric Commercial Finance   Charlotte, NC
Business Property Division
- Closed over $18MM of financing with an average ROE of 17%. Promoted to Vice President of Georgia and Alabama within 10 months as an Associate.
- Developed financial selling tools to assist VP's with structuring commercial mortgages as it relates to pricing, term, amortization, prepayment terms, and rate structure.
- Made a minimum of 30 prospecting calls per week to coordinate/originate sale opportunities throughout the Southeast for VP's.
- Winner of deal analysis competition amongst all Associates, nationwide.

2003 - 2004

Investment Banking Analyst, Wachovia Securities   Charlotte, NC
Leveraged Finance/Loan Syndications Group
- Performed underwriting and arranged syndicated loan financings to support mergers and acquisitions, leveraged buyouts, recapitalizations and expansion opportunities for corporate clients and financial sponsors.
- Organized due diligence efforts alongside financial sponsors and corporate clients.
- Built complex financial models and sensitivity analyses to evaluate projected operating performance and investor returns under various economic and capital markets environments.

- Created internal capital commitment presentations outlining due diligence findings and risk/return analyses. Prepared offering memoranda.
- Coordinated presentations for ratings agencies and investors. Contact for investor questions during the syndication process.
- Performed relative value and comparable company analysis to evaluate investor appetite for debt offerings.

Education   **The University of Texas at Austin**   December 2002
Master of Professional Accounting, Bachelor of Business Administration
- 2002 Commencement Speaker (McCombs School of Business)
- College of Business Administration Special Scholarship Recipient
- Clyde Littlefield Graduate Fellow Scholarship (presented by Texas-Exes)
- 2 Time Provost Award Recipient (4.0 GPA)
- 5 Time University of Texas Athletic Director's Honor Roll
- 5 Time Big-XII Commissioner's Honor Roll

Activities   **University of Texas Baseball Team**   Austin, TX
3-year starting right fielder on NCAA Championship team
- 2001 All Big-XII Conference Team, 2000 & 2001 All Regional NCAA Tournament Team
- Four-year letter winner

COLORADO MESA
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PATRICK F. SCHUTZ, Ph.D.

Mesa State College:

1100 North Avenue

Grand Junction, Colorado, 81501

Residence:

3681 G 7/10 Road

Palisade, Colorado, 81526

Curriculum Vitae

EDUCATION

<u>Ph.D. Educational Leadership and Human Resource Studies,   Colorado State University -- 2003</u>

Master of Science in Human Resource Management, University of Utah -- 1979

Bachelor of Science, English Literature and Language/Psychology, Eastern Michigan University – 1973

SPHR Certification (Senior Professional in Human Resources) – Human Resource Certification Institute, 2000

A Limited Sample of numerous related seminars, courses, topics of private study:

Organizational Culture Design Organizations	Development of Learning
Organizational Leadership	Organizational Structure
<u>Benchmarking Best Practices</u>	<u>Employee</u>
<u>Performance Assessment Design</u>	
Team Orientation & Program Design	Equal Access for Disabled Populations
Employment Equity	Americans With Disabilities Act
(ADA)	
Coaching as a Best Practice	Colorado Performance Mgmt./Peak
Performance	

AWARDS & HONORS

Recipient of 2010 <u>Best Paper in Management</u> award, Mountain Plains Management Conference in Ogden, Utah, October 2010

Mesa State College Merit award bonus for excellent annual performance 2009-2010, 2008-2009

Recipient of 2008 <u>Human Resources Professional of the Year Award</u>, Western Colorado Human Resource   Association, presented at WCHRA Fall Conference, September, 2008

Recipient of <u>2004 Educator of the Year in Human Resources Award</u>, Human Resource Management   Association for South Western United States, Presented in San Antonio, Texas, October 2004

Recipient of <u>Edward W. Chance Memorial Rural Education Dissertation Research Award</u>, presented at National Rural Education Association Annual Convention – Fall 2003

Nominated for <u>Michael R. Losey Human Resource Research Award</u>, national Society of Human Resource   Management, by Western Colorado Human Resource Association Board of Directors, January 2004

Inducted into <u>Phi Kappa Phi</u> Academic Honor Society, May 2004

PROFESSIONAL EXPERIENCE

Mesa State College –Associate Professor, Tenured, Department of Business Administration
April, 2008 to Present

Primary duties include undergraduate and graduate (MBA) classroom instruction and lead instructor for the BBA Human Resource Management concentration; designing HRM courses; advising 90+ advisees; engage in scholarly research; service to the College and the community. Secondary duties include departmental committee assignments such as chair of faculty performance evaluation committee and search committee chair; Advisor to Society of Human Resource Management student club (since 1998).

Mesa State College – Assistant Professor, Department. of Business Administration

August, 2003 to 2008   (note: Adjunct Prof. of Bus. Adm. from 1991-2003)

Duties include classroom instruction, preparing lesson plans, designing and monitoring learning
objectives and motivating for attendance and participation. Design tests and other measures of
comprehension and knowledge assimilation by students. Design and implement experiential exercises.
Research topics and keep abreast of new management concepts and practices. Excellent course
evaluations available. Presently scheduled for Fall 2004, MANG 520 - MBA course on Human

Resource Management. Courses taught at MSC over last 15 years include:

Human Resource Management (Staffing)	Pre-Employment Assessment and Screening
Principles of Management	Organizational Behavior
Business and Admin. Communications	Supervisory Management
Strategic HRM (MBA course)	Entrepreneurship
Freshman Business Seminar	Professional Career Management

Every semester, student-course-evaluations has been in the above average to excellent category. A limited sample of student comments from the *Human Resource Management* course evaluations follow:

"I liked the way Dr. Schutz has this class outlined with the tests [2 chapter test every other
            class].
As an evening class, there wasn't an overload of information for each test and the lectures
            are well-
prepared for each class.
Research paper (The most effective aspect of this course)
This course is well done. I wouldn't change anything.
Dr. Schutz is a great teacher. I wish I would have met him early in my learning career.
He's an understanding friend, which I appreciate.
Should have more questions on the tests that relate to what we do in class rather than just
what is in the book
Great teacher & class.
As a manager I found the course to be very useful. I'm able to take new info. and apply it
immediately.
Extremely knowledgeable & makes class interesting; kept my interest the entire semester.
Thank you for the wonderful semester.
Schutz is a great teacher. He makes sure that you understand everything and works with
you if something comes up.
I really liked when the students got to teach. Made class more interesting.
Having groups present parts of the chapter. Made us know the material more.
The research paper is where I learned the most.
Have enjoyed this class. Learned [new] things even though I work in an HR office."

Two Organizational Behavior sections taught simultaneously in Grand Jct. and Montrose:

"I have enjoyed this course, and the way it was conducted.
Mr. Schutz was an excellent professor.
I've learned a lot about this subject. Mr. Schutz is a participative teacher and I've enjoyed
taking the class. I was able to understand the material a lot easier because of all the group
activities that we did.
[I liked] the class interaction and group focused structure."

Teaching Philosophy

I subscribe to an andragogical model of teaching in which the primary responsibility of learning resides with the learner, and the responsibility of teaching with the professor. Unlike the pedagogical model where the teacher assumes the responsibility for the students' learning, this philosophical framework is tied to adult learning theory. Postsecondary students have made a conscious choice to continue their education; this choice is essential to an understanding of my adoption of an andragogical approach. If they have made the decision to attend college, then they have also made a decision to learn. Of course, the degree of vigor with which they pursue this end is as variable as the students themselves.

 I too, made a choice many years ago. My choice was to teach management theory and practice at the college level. The most satisfying and invigorating moments of my professional career have been those that involved teaching adults about subjects in the discipline of management. I attempt to incorporate group learning activities and encourage participation by praising students whenever possible. I am always on the lookout for new teaching techniques such as creating formats whereby students can "teach" certain appropriate sections of material to their classmates under my tutelage, and by engaging in stimulating experiential exercises in class. I constantly "check for understanding" by using various methods such as the Socratic method of questioning, and asking students to create verbal scenarios that illustrate their mastery of a concept.

Specific Courses and Sample Teaching Strategies:

MANG 371 -- Human Resource Management: Since both management and marketing majors are required to take the HRM course, this heterogeneous group is taken into consideration in each lesson plan. For example, I attempt to interest the *marketing majors* in HRM by eliciting input from them on topics such as how to design a successful recruiting program, how to ascertain a company's image and create a campaign to enhance it, company branding, "selling" compensation and benefit packages to employees, and how to fairly and market the company's belief that all employees benefit from keeping the organization union-free. In terms of course emphases, I constantly illustrate how the principles of management (planning, organizing, leading, controlling) and the theories gleaned from behavioral science and used in the study of organizational behavior, are foundational knowledge bases of the discipline of HRM. A research paper is an integral part of this course. I utilize examples from my HR knowledge and many years of HRM experience to facilitate the learning of the less scintillating aspects such as compensation and organizational safety.

MANG 372 -- Pre-Employment Assessment & Screening: The legal, ethical, and cultural aspects of pre-employment assessment, screening and selection are of

greater importance than ever before. I approach this course as a vehicle to explore not only the laws and regulations connected to these processes, but also as a course where realistic applications and guest speakers bring the practices to life for the student. I require a research paper in this course.

MANG 301 -- Organizational Behavior: A few years ago, Edgar Schein wrote that :

> "...As all of the organization's functions are becoming technologically more complex, we are being forced once again toward an idealistic view of workers. This stems from the uncomfortable discovery that in many parts of our organizations, workers truly do know more than their managers, and the only way to get any work accomplished is to let workers do it and trust them to do it well."

The relationship between the organization and the human behavior within it is not only fascinating but a topic of necessary study for business administration students. As organizational structures become more flattened and more firms begin to lean toward learning cultures, the way in which management leads employees is greatly affected. Employee empowerment and self-governing work teams are concepts that have become mainstream. How did we get to this place where traditional bureaucratic, top-down, hierarchical systems are less and less enamored by management theorists? And, where do we go from here? These questions are central to a baccalaureate level study of organizational behavior (OB). I find the teaching of OB to be energizing and exciting. My marked propensity toward the study of organizational culture and structure causes me to want this material to be of great interest to our business administration students. I have the students take the MBTI, perform numerous classroom experiential exercises, and write a research paper on an OB issue that is of interest to them.

Principles of Management: The quintessential management course, Principles, should establish the rationale and understanding of the primary management functions in such a way as to inculcate a sense of wonder and enthusiasm about the machinations of management. Management is neither a science, nor an art. It is both. That is a primary concept in my teaching of this foundational subject. Although it is certainly tempting to teach only upper division courses to students who have made a decision to make business administration their first career choice out of college, I find that occasionally teaching Principles is not only refreshing, but necessary. This course should be enjoyable as well as enlightening for the students; perhaps even more so than upper division courses. Among other pedagogies, I attempt to dispel myths that incoming business administration students bring with them to their first management course. For example, misconceptions about how jobs are priced, why unions and businesses are likely to be adversaries, and how organizational cultures are created tend to stimulate lively discussion and benchmark the management discipline as one in which a student can become a willing participant in important discussions.

Research Interests

My current research threads are: College faculty performance evaluation; and the study of organizational talent management and overall performance management and its many ancillary sub-topics such as performance appraisal and employee retention.

Also, the potential for utilizing qualitative data analysis software for studying organizational cultures, is of great interest to me. I used ATLAS.ti software in my dissertation research to aid in discovering a clear and true representation of a phenomenon. Verbal data from single interviews, focus groups, video and audio tapes can be analyzed using a phenomenological inquiry method and the depth of the conclusions enhanced via the software. I intend to extend this research to the study of organizational cultures and structures for the purpose of employee performance enhancement.

Additionally, I intend to continue the study of the future trends and forecasts for the human resource management profession. In 2002 and 2004, I performed extensive literature reviews of the trends and movements of the human resource field concluding that outsourcing, internet recruiting, strategic HR planning would be strong influences in the next five years, and that human resource development (HRD) activities in organizations may in fact begin to merge with HRM such as researchers David Ulrich and Jerry Gilley seem to be predicting.

Other Professional Experience

Mesa State College – Director of Academic Services
May, 1992 – August, 2004

Perform all functions of directing and coordinating the academic services of the College. Responsible for the assessment, design, coordination of efforts and implementation of strategies, staffing, and evaluating of the following divisions:

Academic Advising & Career Planning --- academic advising for freshmen and career planning

Freshman Programs -- programs designed to encourage and educate freshmen toward retention

Educational Access Services ---------------- accommodative services for students with disabilities

Student Success Courses --------------------- Introduction to Higher Education, College Preparatory

Reading

Testing & Assessment ----------------------- national and local testing and assessment services

Tutoring --- academic, subject-specific tutoring
Math, Physics, Chemistry labs ---------------specialized tutoring in Math, Physics, Chemistry
UTEC Programs -------------------------------academic services to MSC students at UTEC
Montrose Center Programs -------------------academic services to all students at Montrose
Center

Several Significant Accomplishments While in this Position: (Chronological from 1992)

◆ Designed and created the Academic Services Department. Wrote job descriptions and
  job specifications for all positions.

◆ With input and assistance from staff members, arranged for the formation of a
  comprehensive computerized master information system for departmental data
  collection, retrieval, and report generation.

◆ Arranged for and implemented the expansion of Educational Access Services office
  space to improve the delivery of services to students with disabilities.

◆ Defined the positions of Vocational Integration Specialist and Gender Equity Specialist;
  successfully gained CCCOES funding for these positions at UTEC.

◆ Arranged for and implemented inclusion of Testing & Assessment into the Academic
  Services Department. Supervised pilot project for ACT COMPASS assessment
  instrument at MSC. Designed and implemented change from ACT COMPASS to
  College Board Accuplacer.

◆ Redesigned departmental organizational structure; implemented team decision making
  and problem resolution systems. Individual and team efforts resulted in extremely
  significant increases in departmental effectiveness and efficiency.

◆ Designed and implemented highly successful departmental public relations campaign
  and encouraged collaborative activities with faculty and administration.

◆ Researched, designed and gained approval for Introduction to Higher Education course
  (SUPP-101).

◆ Researched, designed and gained approval for innovative, credit-bearing tutor training
  course
  SUPP-201 Theory and Practice of Postsecondary Peer Tutoring with significant
  assistance from Nancy Kosmicke. This course has met and exceeded all of its critical
  objectives. The curriculum of SUPP-201 has been adopted by numerous colleges and
  universities in the U.S. and Canada; colleges and universities continue to seek
  information and adopt the curriculum.

Training and Development Resources – Human Resource Management Consultant
May, 1990 to Present:
Consult to organizations in areas of effective communication; employee recruiting, training, and retention; design of practical human resource and employee involvement systems; design of employee handbooks and personnel manuals; publish college textbooks and student handbooks; team building.

HR international consulting: June, 1992. Consulted to Andrzej Skovronski, President of Elektronika Komercjalna I Professionalna (EKIP), Lomianki, Ronicaz132, Warsaw, Poland. EKIP Corporation designs and installs state-of-the-art electronic surveillance and alarm systems for banks and government installations around Poland. The primary component of this on-site assignment consisted of creating a Western (American) style, first-stage design for an effective human resource/personnel management plan. 2003 consulting assignment included personal liaison between inventor Skovronski, and Alion Corporation and Lockheed-Martin.

Technical Trades Institute – Director of the Institute
August, 1985 to May, 1990
Performed all functions of campus management and training for this proprietary, postsecondary technical school including: Budget setting and control for all departments; human resource management: recruitment, training, retention and dismissal of faculty and staff, performance evaluations; design and implement student retention and motivation programs; monitor CCCOES/NATTS Instructor Certification process; student assessment and counseling. Superior employment reference upon request.

United Personnel Systems of Grand Junction – Manager/Owner
October, 1980 to January, 1987
Managed all facets of this personnel consulting/recruiting/placement firm. Performed all functions of manager as well as operated as recruiting agent for companies.

Western Slope Rehabilitation – Vocational Rehab. Specialist/Job Placement Specialist
October, 1983 to August, 1985
Performed all duties of Certified Vocational Rehabilitation Specialist and Job Placement Specialist. Superior employment reference upon request.

Western Colorado Employment Training Service – Regional Coordinator
September, 1974 to October, 1980
Designed and implemented employment and training programs for all targeted populations including individuals with disabilities, individuals from ethnic minorities, and individuals who were educationally or economically disadvantaged.

Hired and trained all employees for the Colorado Planning Region XI offices and programs. Superior employment reference upon request.

Participation in Mesa State College Committees and Groups

Campus Committees:

Employee Professional Handbook Committee – Faculty Senate Member- September, 2011 to present
Academic Policies Committee – Member – 2010 to present
Human Subjects Research Committee Board, Mesa State College – Currently a member; Vice-Chair and Co-Chair in the past. 2003 to present.
Foundation for Excellent Schools / The Century Program -- Member, 2003.
S.T.A.R.T. Committee -- Executive retention committee member - 2003.
MSC Performance Management Planning Task Force – Chair - past.
After designing program and curriculum, recruited and staffed MSC group of 10 Classified and administrative personnel. Collectively designed and implemented innovative pay-for-performance and performance evaluation system for all administrative and Colorado Classified employees at Mesa State College. 2001-2002. Names of committee members are available.
Freshman Year Initiative (FYI) – Chair - past.
Program for Achieving Scholastic Success (PASS) – Co-Chair - past.
Task Force on Retention – Chair - past.
Tomlinson Library Strategic Planning Committee – Member - past.
Placement Advisory Board – Member - past.
Vocational Education Funding Committee – Member - past.
New Faculty Orientation (annual, two day format) – Chair/Facilitator for 7 years - past.
CISB Review Committee – Member - past.
Academic Council – Member - past.
New Building Design Committee (UTEC) – Member - past.
Center for Executive Development – Seminar Leader - past.

MSC and Business Department Search Committees:

Management/Human Resource Management/Quantitative Analysis – Chair, 2010
Economics/Quantitative Analysis – Chair, 2009
Construction Management Coordinator search -- Chair
Management/Human Resource Management – Member
Advising & Career Placement Coordinator -- Member
Econ/Quantitative Decision Making -- Member
Dean of Enrollment Management -- Member
Gender Equity Specialist – Chair
Instructor for DEVL 090 – Chair

Instructor for ENGL 090 – Member
Assistant Coordinator, Educational Access Services – Member
Vocational Integration Specialist – Chair
Assistant Coordinator, Testing & Assessment – Chair
Administrative Assistant/Data Specialist – Chair
Tutor Trainer/Faculty Liaison – Chair
Coordinator, Academic Advising – Member

Business Department Committees & Activities: A Sample

Facilitator for Community Advisory Board for Human Resource Management concentration
Research, design, gain MSC approval and implementation of new Human
Resource Management BBA Concentration – 2004-2008
Business Dept. Faculty Evaluation Design Committee – 2006-2008
Recruitment, Advising, Retention Committee (RAR) – Chair 2007 – present
MSC Club Advisor --Society for Human Resource Management (SHRM). MSC
SHRM Club   has won the Colorado State HR Games 7 out of 10 years.
1998- Present
Business Dept. Retention Committee – Chair -- 2005
Entrepreneurship Coaching – Human Resources consulting; Entrepreneurship Day,
April, 2008
"Early Alert" Business Dept. Mentors Group -- 2007
New Classroom Building Design/Review Committee 2006-2007
Event Coordinator 2008 Colorado HR Games State Championship – MSC Campus
– Feb. 2008
Re-certification of Senior Professional in Human Resources (SPHR) through the
Human   Resource Certification Institute (valid until December,
2009) 2000 - present
Facilitated Human Resource Management track for Entrepreneurship Day – April,
2007
Advising -- (example: 68+ advisees in 2006; number of advisees has increased each
year)
Business Department Travel Committee

Certifications, Publications, Professional Presentations

Professional Certification:

Nationally certified as "Senior Professional in Human Resources" (SPHR) by Human Resources Certification
Institute (HRCI) of the Society for Human Resource Management (SHRM) in December, 2000; re-certification
achieved for period ending December, 2012.

Nationally certified as "Certified Insurance Rehabilitation Specialist" by Commission on Insurance Rehabilitation Specialists of the Board for Rehabilitation Certification; lapsed.

Scholarship:

INVITED BOOK CHAPTERS

Schutz, P.F. & Carpenter, D.A. (2008). Critical Considerations of Talent Management and knowledge   management for Effective HR Planning, in Vaiman, V., & Vance, C. (2008). Smart Talent Management,   Edward Elgar Publishing, Inc.

Schutz, P.F. & Carpenter, D.A. (2008). Talent management, performance management, and the management of   organizational knowledge: the case for a congruent relationship, in Vaiman, V., & Vance, C. (2008).
    Smart Talent Management, Edward Elgar Publishing, Inc.

PEER REVIEWED CONFERENCE AND PROCEEDINGS PAPERS

Schutz, P.F. (2010). Leadership in Human Resource Management: A current event case study to engage HRM
    college students in applying leadership theories in an HR context; (a case study designed
    around an an actual case of potential workplace violence in Medford,OR), Proceedings for
    Mountain Plains Management Conference, Ogden, Utah Oct. 6-8, 2010. Best Paper in
    Management award

Schutz, P.F. (2008). Faculty Evaluation: Understanding and Potential Enhancement of the Faculty Evaluation   Process. An Initial Exploration. Proceedings for Mountain Plains Management Conference,   Pocatello, ID Oct. 8-11, 2008. Paper accepted for MPMA proceedings and presentation, September,   2008

Schutz, P.F. (2004) Internet Recruiting & Beyond: Human Resource Management Evolves. Mountain Plains   Management Conference, Grand Junction, CO, October 2004

REFEREED JOURNAL ARTICLES

Schutz, P.F. (2004). Upon entering college: First semester experiences of first- generation, rural students from agricultural families.Journal of Rural Education. Vol. 26, 1, Fall, 2004, 48-51.

Schutz, P.F. (2002). Transition from secondary to postsecondary for students with disabilities: An
    exploration of the phenomenon.Journal of College Reading and Learning, 33, 46-61.

BOOKS

Harvey, R. & Schutz, P.F. (1992). College Textbook. Career Development. Paradigm Publishing; Eden Prairie.

Schutz, P.F. (1990) Student Handbook. How To Find Your Dream Job: And have fun doing it!. TDR   Publishing, Palisade, CO.

NEWSPAPER COLUMN

Schutz, P.F. (1980-1982). The Hiring Line. The Grand Junction Daily Sentinel. Grand Junction, CO.

NON-ACADEMIC PUBLICATION

Schutz, P. (1998). Humor Book. Pinto's Tales. TDR Publishing, Palisade, CO

Professional Presentations:
Human Resources:

> Leadership in Human Resource Management: A current event case study to engage HRM college students in applying leadership theories in an HR context; (a case study designed around an actual case of potential workplace violence in Medford,OR), Proceedings for Mountain Plains Management Conference, Ogden, Utah Oct. 6-8, 2010. Best Paper in Management award

> Faculty Evaluation: Understanding the Meaning of Faculty Performance Evaluation. Focus Group of MPMC professors with a student audience at Mountain Plains Management Conference, Grand Junction, CO October 9, 2009

> Faculty Evaluation: Understanding and Potential Enhancement of the Faculty Evaluation Process. An Initial Exploration. Presentation at Mountain Plains Management Conference, Pocatello, ID Oct. 8-11, 2008

> Performance Appraisal Systems: Motivational processes or annual agony?   2007 Spring Conference, Western Colorado Human Resource Association, April18, 2007. Invited presenter

> Behavioral Interviewing Concepts: Western Colorado Human Resource Association. MSC
> SHRM
> Club students presented this program to WCHRA as the invited program at monthly luncheon meeting.
> November, 2006. I scripted and directed this activity

> Internet Recruiting & Beyond: Human Resource Management Evolves,

Mountain Plains Management Association, Proposal for paper presentation submitted, MPMA 46th
Annual Conference, October 14-16, 2004

Future Trends in the Human Resource Profession: Western Colorado Human Resource Association, Grand Junction, CO. Invited presenter, October, 2003

Congratulations! You Are Now a Manager!: Western Colorado Human Resource Association Annual Conference, Grand Junction, CO. April 2001. Invited presenter

Career Development: Phi Beta Lambda, Grand Junction, CO. Fall, 1999.

Successful Internships and Career Development: International Students Association, Grand Junction, CO. Summers, 1996-2001.

Higher Education:
They Don't Get It, Because They Don't Get It: Presentation at ACT Annual Convention regarding first-generation college students, Denver, CO. Fall, 2003.

First Semester Experiences of Rural, First-Generation College Students from Agricultural Families: National Rural Education Association Annual Convention, Kearney, NE. Requested Award Winner Presentation. Fall 2003.

Academic Services:
An Integrated, Postsecondary Academic Learning Assistance System. CRLA, State Meeting, Grand Junction, CO. Spring 2003.
Also, dozens of presentations to students on disabilities, leadership, etc.

Int'l Presentation: Transforming Tutor Training: How To Create a Three Credit Hour Tutor Training
Course That is Comprehensive, Academically Rigorous and Emphasizes Group Learning Dynamics.
CRLA, Kananaskis, Alberta, Canada, 1996.

Reviewer for Blind Review Conference Papers, Textbook Review, Private Consulting, Memberships

Reviewer for Blind Review Conference Papers
Reviewed *General Management, Technology and Management Education* papers for 2010 Southwest Academy of Management (SWAM), October, 2010

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Track Chair for Management track papers for Mountain Plains Management Conference, Grand Junction, CO, October, 2009. Coordinated and assigned conference papers to various reviewers, corresponded with authors, etc.

Higher Education Textbook Reviewer:

Complete textbook review for McGraw-Hill Irwin of "Human Resource Strategy", Dreher/Dougherty. Review performed in 2008 for 2010, 2nd Ed.

Complete textbook review for Prentice-Hall of "Human Resource Management", Mondy/Noe (2005). Review performed in 2005 for 2007, 10th Ed.

Reviewed five (5) college textbook *manuscripts* for Prentice Hall, to date. Complete reviews. These potential textbooks have been in the career development and career planning discipline.

Private Consulting: Management consulting assignments include:

EKIP Corporation of Warsaw, Poland (1992 and 2003)
Mesa County, Colorado (all department managers)
Mesa County, Colorado (county commissioners)
City of Grand Junction (all department managers)
Central Distributing Corporation, Grand Junction, Colorado
Olson Business Systems, Grand Junction, Colorado

Memberships in Professional Societies, Community Organizations (present and past)

Member	Phi Kappa Phi academic honor society -- present
Board Member:	Western Colorado Human Resource Management Association -- present
Professional Member:	Society for Human Resource Management (SHRM) -- present
Chapter Advisor:	MSC Student Chapter of Society for Human Resource Management -- 1998 to present. SHRM HR Games Colorado State Champions 7 years out of 10
Member:	International College Reading and Learning Association (CRLA) -- past
Member:	Grand Junction Chamber of Commerce -- past
Project Chairman:	Mesa County Business & Education Partnership -- past.
Governor's Board Member:	Colorado Occupational and Career Information System (COCIS) -- past.
Member:	Colorado Education 2000 -- past
Member:	National Association of Developmental Educators (NADE) -- past.

Governor's Board Member: Transition Activities for Disabled Students (state
appointment) -- past.

Advisory Board Member: School District #51 Industrial Co-Op Education -- past.
Member: West Rockies Writer's Club -- past.

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JOHNNY SNYDER

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josnyder@coloradomesa.edu
October 2011

Educational History:

M.S.   March 2005; Nova Southeastern University, Ft. Lauderdale, Florida 33329;
          Computer Information Systems

Ph.D.   August 1999; University of New Mexico, Albuquerque, New Mexico 87131;
Applied Mathematics; Dissertation: "A Mathematical Analysis of Induced   Defenses in a
Plant-Herbivore System," Advisor: Dr. Deborah Sulky

M.A.   August 1991; University of New Mexico, Albuquerque, New Mexico 87131;
          Applied Mathematics

B.A.   April 1988; Fort Lewis College, Durango, Colorado 81302;
          Major: Mathematics; Minor: Computer Science

Employment History:

Professor: 2010 – present; Department of Business, Computer Information
          Systems, Colorado Mesa University, Grand Junction, Colorado 81501

Associate Professor: 2005 – 2010; Department of Business, Computer Information
          Systems, Mesa State College, Grand Junction, Colorado 81501

Associate Professor and Chair: 2003-2005; Department of Mathematics and Computer
          Science, Sul Ross State University, Alpine, Texas 79832 and Universidad Autónoma de
          Chihuahua, Chihuahua, Mexico

Assistant Professor: 1999-2003; Department of Mathematics and Computer Science;
          Sul Ross State University, Alpine, Texas 79832

Assistant Professor: 1998-1999; Department of Mathematics and Computer Science;
          Pacific University, Forest Grove, Oregon 97116

Faculty: 1994-1999; Department of Continuing Education; University of New Mexico, Albuquerque, New Mexico 87131

Teaching Assistant: 1988-94 and 1997-98 Department of Mathematics and Statistics; University of New Mexico, Albuquerque, New Mexico 87131

Adjunct Faculty: 1994-1997; Southwestern Indian Polytechnic Institute, Albuquerque, New Mexico 87121

Part-Time Instructor: 1994-1997; Department of Mathematics and Statistics, University of New Mexico, Albuquerque, New Mexico 87131

Graduate Assistant: 1994-1996; Minority Engineering Programs, College of Engineering; University of New Mexico, Albuquerque, New Mexico 87131

Teaching:

Master's Committees/Advisement:

Bill Adams (Natural Resource Management), 2002
A Kill Rate Model for Texas Mountain Lions

Lynn Cassell (Biology), 2002
Analysis of Vocalizations of Lilian's Race of the Eastern Meadowlark (*Sturnella magna lilianae*) in West Texas

Bachelor's Advisement/Senior Project Direction/Honors Thesis Supervision/Student Project Advisement:

Erica Price (Mathematics), 2000
Stability of a Spring/Dashpot System

Jose Carillo (Mathematics), 2003
The Mathematics of Coupled Dynamical Systems

Ida Ramirez (Mathematics), 2003
Numerical Solution of a Titration Problem

Bernie Calderon (Mathematics), 2004
An Analysis of the TExES Exam

Thomas Wolfe (Computer Information Systems), 2006
The E-Grocer Factor: Why Didn't It Work and How Can It Work Now

*First Place Award, Student Paper Competition at the AITP National Collegiate Conference, 2006

Juliana Munoz (Computer Information Systems), 2006
The Corporate Social Responsibility of Pure-Play Sites versus Brick-and-Mortar Corporations
*Presented at the 2006 MPMA Conference at Orem, Utah, included in proceedings

Telicia Chaffin (Computer Information Systems), 2007
E-voting
*Third Place Award, Student Paper Competition at the AITP National Collegiate Conference, 2007

Charles Smith (Computer Information Systems), 2007
Podcasting for Universities
*Top Ten Placement, Student Paper Competition at the AITP National Collegiate Conference, 2007

Bill Jackson and Jarrod Harper (Computer Information Systems), 2007
*First Place Award, Web Site Design for the ASFCME Local 3375, AITP National Collegiate Conference, 2007

AITP Team Banner Competition, 2007
*First Place Award, Artistic Category, AITP National Collegiate Conference, 2007

Telicia Chaffin (Computer Information Systems), 2007
From E-voting to I-voting
*Presented at the 2007 MPMA Conference at Kearney Nebraska, included in proceedings

Charles Smith (Computer Information Systems), 2008
Human Microchip Implantation
*Top Ten Placement, Student Paper Competition at the AITP National Collegiate Conference, 2008
*Paper accepted in Volume 3, number 3 of *The Journal of Technology Management and Innovation*, 2008

Telicia Chaffin (Computer Information Systems), 2008
Web Site Design Competition for the Manufacturers Council, AITP National Collegiate Conference, 2008

Bill Jackson and Loren Gabriel (Computer Information Systems), 2008
*Second Place Award, Web Site Design for the AFSCME Local 3375, AITP National Collegiate Conference, 2008

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Amanda Nesbit (Computer Information Systems), 2009
***Top Ten Placement, Student Paper Competition at the AITP National Collegiate
Conference, 2009**

Jon Williams (Computer Information Systems), 2009
**Paper Accepted to the Student Track of the 2009 Mountain Plains Management Association's
Annual Meeting, Paper Included in Proceedings
*Best Paper Award, Student Track**

Eve Edie (Computer Information Systems), 2009
**Paper Accepted to the Student Track of the 2009 Mountain Plains Management Association's
Annual Meeting, Paper Included in Proceedings**

Ed Cart (Computer Information Systems), 2010
***Honorable Mention, Student Paper Competition at the AITP National Collegiate
Conference, 2010**

Lyndsay Yerbic (Computer Information Systems), 2010
***Honorable Mention, Student Paper Competition at the AITP National Collegiate
Conference, 2010**

Nick Bjorklund (Economics/Finance), 2010
Paper accepted to the Second Annual Four Corners Conference on Globalization

Cole Nash (Management), 2011
***Honorable Mention, Network Design Competition,
*Third Place, Student Paper Competition, AITP National Collegiate Conference, 2011**

Josh Major (Computer Information Systems), 2011
***Honorable Mention, Network Design Competition, AITP National Collegiate Conference,
2011**

Megan Vogel (Computer Information Systems), 2011
***First Place, Student Paper Competition
*Honorable Mention, Web Design, AITP National Collegiate Conference, 2011**

Triston Arisawa (Computer Information Systems), 2011
*Honorable Mention, Web Design, AITP National Collegiate Conference, 2011

Steven Nolan (Computer Information Systems), 2011
**Paper accepted to Mountain Plains Management Association's annual conference
*Best Paper Award, Student Track**

Classroom Teaching:

Semester	Course	Location
Fall 1988	Math 150, College Algebra	University of New Mexico (UNM)
Spring 1989	Math 162, Calculus I	UNM
Fall 1989	Math 180, Business Calculus I Math 181, Business Calculus II	UNM
Spring 1990	Math 180, Business Calculus I Math 181, Business Calculus II	UNM
Summer 1990	Math 123, Trigonometry	UNM
Fall 1990	New Mexico Junior Mathematics Prognosis Exam Project (JUMP)	Department of Mathematics and Statistics, in Conjunction with the Office of the Provost, University of New Mexico
Spring 1991	New Mexico Junior Mathematics Prognosis Exam Project	Department of Mathematics and Statistics, in Conjunction with the Office of the Provost, University of New Mexico
Summer 1991	Math 123, Trigonometry (two sections)	UNM
Fall 1991	Math 180, Business Calculus I New Mexico JUMP	UNM UNM
Spring 1992	Math 162, Calculus I New Mexico JUMP	UNM UNM
Summer 1992	Math 111, Mathematics for Elementary School Teachers I	UNM
Fall 1992	Math 150, College Algebra	UNM
Spring 1993	Math 162, Calculus I	UNM
Summer 1993	Math 163, Calculus II	UNM
Fall 1993	Math 264, Calculus III	UNM
Spring 1994	Math 123, Trigonometry Math 264, Calculus III Math 316, Differential Equations	Minority Engineering, Mathematics, and Science Project (MEMS)

Summer 1994	Math 129, A Survey of Mathematics	Native American Program, College of Engineering
Fall 1994	Math 123, Trigonometry Math 264, Calculus III Math 316, Differential Equations Math 112, Mathematics for Elementary School Teachers II	MEMS Southern Pueblo Agency
Spring 1995	Math 163, Calculus II Math 264, Calculus III Math 316, Differential Equations Math 215, Mathematics for Elementary School Teachers III	MEMS Southern Pueblo Agency
Summer 1995	Mathematical Modeling* Pre-Calculus	Phillips Academy Andover, Massachusetts
Fall 1995	Math 314, Linear Algebra Math 316, Differential Equations Math 150, College Algebra	MEMS Southwestern Indian Polytechnic Institute (SIPI)
Spring 1996	Math 181, Business Calculus II Math 314, Linear Algebra Math 316, Differential Equations Math 150, College Algebra	MEMS SIPI
Summer 1996	Math 316, Differential Equations Math 162, Calculus I	UNM SIPI
Fall 1996	Math 163, Calculus II Math 162, Calculus I	UNM SIPI
Spring 1997	Math 162, Calculus I Math 163, Calculus II	UNM SIPI
Fall 1997	Math 181, Business Calculus II	UNM
Spring 1998	Math 180, Business Calculus I	UNM
Summer 1998	Math 316, Differential Equations	UNM
Fall 1998	Math 122, College Algebra Math 125, Pre-calculus Math 206, Numerical Linear Algebra	Pacific University (PU)
Winter III	Math 165, Introduction to Contemporary Mathematics	PU
Spring 1999	Math 122, College Algebra Math 226, Calculus I Computer Science 230, Introduction to Software Tools	PU

Summer 1999	PASS Program	Sul Ross State University (SRSU)
Fall 1999	Math 1310, University Mathematics Math 1300, Developmental Mathematics, PASS Program	SRSU
Intersession 2000	Math 1315, University Algebra	SRSU
Spring 2000	Math 2306, Statistics Math 3306/CS3306, Numerical Analysis Math 3320, Differential Equations	SRSU
Summer 2000	Math 1310, University Mathematics Math 1321, Calculus II PASS Program	SRSU
Fall 2000	Math 2306, Statistics Math 1320, Calculus I Math 1300, Developmental Mathematics (PASS Program) Math 5301, Graduate Special Topics*	SRSU
Spring 2001	Math 1320, Calculus I (Distance to Marfa, Marathon and Sanderson High Schools) Math 1321, Calculus II Math 2306, Statistics Math 3320, Differential Equations	SRSU
Summer 2001	Math 1310, University Mathematics PASS Program	SRSU
Fall 2001	Math 1315, University Algebra Math 1316, Trigonometry Math 1342, Statistics Math 3101, Departmental Seminar	SRSU
Spring 2002	Math 1342, Statistics Math 1321, Calculus II Math 3320, Differential Equations Math 3101/CS 3101, Departmental Seminar	SRSU
Summer 2002	PASS Program	SRSU

Fall 2002	Math 1342, Statistics Math 2320, Calculus III GBA 3350, Business Statistics Math 4360, Complex Variables* Math 3101/CS 3101, Departmental Seminar	SRSU
Spring 2003	Math 1342, Statistics Math 1320, Calculus I (Distance to Marfa and Marathon High Schools) GBA 3350, Business Statistics GBA 5309, Quantitative Analysis and Decision Theory for Business	SRSU Universidad Autónoma de Chihuahua (UACH)
Summer 2003	PASS Program	SRSU
Fall 2003	Math 2413, Calculus I Math 3101/CS 3101, Department Seminar Math 3306*, Computing in Mathematics* Math 4390, Senior Project CIS 3360*, Legal and Ethical Issues in Computing in Business*	SRSU
Spring 2004	Math 2413, Calculus I Math 2414, Calculus II Math 3101/CS 3101, Department Seminar CIS 3370*, System Analysis and Design* GBA 5304, Management Information Systems	SRSU
Summer 2004	GBA 5304, Management Information Systems	UACH
Fall 2004	Math 1325, Business Calculus Math 3101/CS 3101, Department Seminar Math 3350, History of Mathematics CIS 3360, Legal and Ethical Issues in Computing in Business	SRSU
Spring 2005	Math 1342, Statistics CIS 3323*, Human Computer Interaction* GBA 5309, Quantitative Analysis and Decision Theory for Business	SRSU UACH

Fall 2005	CISB 101, Business Information Technology CISB 210, Fundamentals of Information Systems CISB 460, Electronic Commerce	Mesa State College (MSC)
Spring 2006	CISB 101, Business Information Technology CISB 210, Fundamentals of Information Systems CISB 400, Data Communication and Network Management	MSC
Summer 2006	CISB 101, Business Information Technology	MSC
Fall 2006	CISB 101, Business Information Technology CISB 460, Electronic Commerce (online class utilizing WebCT) MANG 331, Quantitative Decision Making	MSC
Spring 2007	CISB 101, Business Information Technology CISB 400, Data Communication and Network Management (Utilizing WebCT) MANG 331, Quantitative Decision Making (Distance learning format to Montrose, Colorado campus)	MSC
Fall 2007	CISB 101, Business Information Technology MANG 341/CISB 341*, Quantitative Decision Making CISB 460/560, Electronic Commerce (Utilizing WebCT) CISB 491 – Directed Readings	MSC
Spring 2008	CISB 101, Business Information Technology MANG 341/CISB 341, Quantitative Decision Making CISB 400, Data Communication and Network Management	MSC

Fall 2008	CISB 210, Fundamentals of Information Systems CISB 341/MANG 341, Quantitative Decision Making CISB 460, Electronic Commerce	MSC
Spring 2009	CISB 101, Business Information Technology CISB 341, Quantitative Decision Making (Distance Education to Montrose campus) MANG 341, Quantitative Decision Making CISB 396, CISB Research	MSC
Fall 2009	CISB 210, Fundamentals of Information Systems CISB 305*, Solving Problems Using Spreadsheets and Statistical Software CISB/MANG 341, Quantitative Decision Making CISB 491, Directed Readings in CISB	MSC
Spring 2010	CISB 210, Fundamentals of Information Systems CISB 341, Quantitative Decision Making CISB 400, Data Communication and Network Management	MSC
Fall 2010	CISB 206*, Business Database Application Programming (VBA) CISB 305, Solving Problems Using Spreadsheets CISB 341, Quantitative Decision Making CISB 395, Independent Study CISB 460/560, Electronic Commerce	MSC

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Spring 2011	CISB 241*, Introduction to Business Analysis* CISB 306, Solving Problems with Databases CISB 395, Independent Study CISB 400, Data Communication and Network Management	MSC
Fall 2011	CISB 206*, Business Database Application Programming (VBA)* CISB 241, Introduction to Business Analysis CISB 460/560, Electronic Commerce	Colorado Mesa University (CMU)
Spring 2011	CISB 205, Advanced Business Software CISB 241*, Introduction to Business Analysis CISB 400, Data Communication and Network Management	CMU

* = courses developed and added into curriculum

Scholarly Achievements:

Articles appearing in Journals:

1. Snyder, J. (1995). A Brief History of Population Models
    The Pentagon, Fall 1995, p.9-18.

2. Snyder, J. (1997). Stability Considerations for Numerical Methods
    SIAM Review, *39(4)*, p. 755-760.

3. Snyder, J., Carpenter, D., & Slauson, G. (2007). MySpace.com A Social
    Networking Site and Social Contract Theory, *Information Systems
    Education Journal, 5(2)*, p. 1-11.

4. Slauson, G., Carpenter, D., & Snyder, J. (2008). Copyright Ethics: Relating to
    Students at Different Levels of Moral Development, *Information Systems
Education Journal 6(8)*, p. 1-6.

5. Carpenter, D., Slauson, G. & Snyder, J. (2008). Change Dominates the Scene in
    Computer Technology at the New Mesa State, *Mosaic Magazine, 9.1*, p. 7.

6. Snyder, J. (2009). Usability – A Teaching and School Service Project, *Journal of
    Information Systems Education 20(1)*, p. 13-16.

7. Snyder, J., Slauson, G., & Carpenter, D. (2009). An Action Plan to Increase IS
    Enrollment Based on Recent Survey Evidence, *Information Systems
    Education Journal 7(65)*, p. 1-12.

8. Slauson, G., Snyder, J., & Carpenter, D. (2009). Encouraging Students to Learn on the Fly in CIS Courses, *Information Systems Education Journal 7(66)*,   p. 1-8.

9. Carpenter, D., Bridge, M., Snyder, J., & Slauson, G. (2009). The Information Systems Analyst Exam as a Program Assessment Tool: Pre-Post Tests and Comparison to the Major Field Test, *Issues in Information Systems*, X(2), p. 355-363.

10. Carpenter, D., Snyder, M., Slauson, G., & Bridge, M. (2011). Additional Support for the Information Systems Analyst Exam as a Valid Program Assessment Tool. *Information Systems Education Journal*, 9(4), p. 73-79.

11. Slauson, G., Carpenter, D., & Snyder, J. (2011). Systems in the Foundations of Information Systems Course to Retain Students and to Support the IS 2010 Model Curricula. *Information Systems Education Journal*, 9(5), p. 71-76.

Refereed Proceedings Publications

1. Snyder, J. (2005). Evaluating E-Commerce: An Aesthetic Perspective, *Proceedings of the MPMA Conference.*

2. Muñoz, J. & Snyder, J. (2006). The Corporate Social Responsibility of Pure-Play Sites versus Brick-and-Mortar Corporations, *Proceedings of the MPMA Conference.*

3. Bridge, M., Snyder, J. & Naas, J. (2006). The Development Methodology Of A Metropolitan Statistical Area Price Index Model, *Proceedings of the IBER   & TLC.*

4. Snyder, J., Carpenter, D., & Slauson, G. (2006). MySpace.com A Social Networking Site and Social Contract Theory, *Proceedings of the ISECON.* ***Meritorious Paper Award**

5. Slauson, G., Carpenter, D. & Snyder, J. (2006). Copyright Ethics: Relating to Students at Different Levels of Moral Development, *Proceedings of the ISECON.*

6. Snyder, J. (2007). It's a Wiki-World: Utilizing Wikipedia as an Academic Reference, *Proceedings of the MPMA Conference.*

7. Carpenter, D., Slauson, G., Snyder, J., & Winniford, M. (2007). Motivating And Managing Computer Personnel In The 21st Century: Expanding The Pilot Study, *Proceedings of the MPMA Conference.*

8. Slauson, G., & Snyder, J. (2007). Nano-Studies in a Business Course; Providing Small Portions of Information with Pointers to More Detail, *Proceedings of   the MPMA Conference.*

9. Snyder, J., Slauson, G., Jackson, B., & Chaffin, T. (2007). Using the National   Collegiate Conference as a Focal Point for an AITP Student Chapter's Annual Activities, *Proceedings of the ISECON.*

10. Winniford, M., Slauson, G., Carpenter, D., & Snyder, J. (2007). A Survey of Student Mastery of Computer Skills: Pretest of Ability, *Proceedings of the MPMA Conference*.

11. Carpenter, D., Slauson, G., Snyder, J. & Winniford, M. (2008). Motivating and Managing IT Professionals Versus Bankers, *Proceedings of the WDSI*.

12. Slauson, G., Snyder, J., & Carpenter, D. (2008). Encouraging Students to Learn on the Fly in CIS Courses, *Proceedings of the ISECON*.

13. Snyder, J., Slauson, G., & Carpenter, D. (2008). An Action Plan to Increase IS Enrollment Based on Recent Survey Evidence, *Proceedings of the ISECON*.

14. Snyder, J. (2008). Cultural Dimensions of Web Design Elements, *Proceedings of the MPMA Conference*.

15. Slauson, G., Snyder, J., & Carpenter, D. (2008). Capitalizing Quickly on the Information Asset by Learning-on-the Fly, *Proceedings of the MPMA Conference*.

16. Snyder, J. (2009). Wikipedia as an Academic Reference: Faculty Perspective, *Proceedings of the MPMA Conference*.
    *Best Paper Award, Pedagogy Track

17. Carpenter, D., Bridge, M., Snyder, J., & Slauson, G. (2009). The Information Systems Analyst Exam as a Program Assessment Tool: Pre-Post Tests and Comparison to the Major Field Test, *Proceedings of the IACIS Conference*.

18. Snyder, J. (2010). Wikipedia as an Academic Reference: Faculty and Student Viewpoints. *AMCIS 2010 Proceedings*.

19. Carpenter, D., Snyder, J., & Slauson, G. (2010). Motivating and Managing MBA Students versus Computer Professionals and Others. *Proceedings of the 2010 MPMC*.

20. Carpenter, D., Snyder, J., Slauson, G., & Bridge, M. (2010). Additional Support for the Information Systems Analyst Exam as a Valid Program Assessment Tool. *Proceedings of the 2010 ISECON*.

21. Slauson, G., Carpenter, D., & Snyder, J. (2010). Three Systems to Initiate in the Foundations of Information Systems Course to Support the IS 2010 Model Curricula and Retain Students. *Proceedings of the ISECON*.

22. Snyder, J. (2011). Wikipedia: Librarians Perspectives' on Its Use as a Reference Source. *Proceedings of the 2011 MPMC*.
    *Best Paper Award, Pedagogy Track

23. Snyder, J. (2011). Wikileaks and Social Contract Theory. *Proceedings of the Four Corners Conference on Globalization*.

24. Snyder, J., Carpenter, D., Slauson, G., Skinner, J., & Nash, C. (2011). Beyond the Bake Sale: Fundraising and Professional Experience for Students Involved in an Information Systems Student Chapter. *Proceedings of the 2011 ISECON*.

Invited or refereed talks/presentations to professional meetings

1. "An Introduction to Dynamical Systems"
1994 Region V Conference, Kappa Mu Epsilon, Mathematics
Honor Society, Albuquerque, New Mexico, April 9, 1994.

2. "A History of Population Models"
Thirtieth Biennial Convention, Kappa Mu Epsilon,
Mathematics Honor Society, Durango, Colorado, April 21, 1995.

3. "The Balloon Bifurcation"
1996 Region V Conference, Kappa Mu Epsilon, Mathematics
Honor Society, Grand Junction, Colorado, April 21, 1996.

4. "Partial Differential Equations and Population Models"
Mathematical Association of America Regional Meeting
Austin, Texas, April, 2000

5. "Evaluating E-commerce: An Aesthetic Perspective"
Mountain Plains Management Association Annual Meeting
Southern Utah University, Cedar City, Utah, October, 2005

6. "The Corporate Social Responsibility of Pure-Play Sites versus Brick-and-Mortar Corporations"
Mountain Plains Management Association Annual Meeting
Utah Valley State College, Orem, Utah, October, 2006

7. "The NCC Team Experience"
Mile High Chapter of the AITP Monthly Meeting
(Invited presentation including student presenters:
Bill Jackson, Jarrod Harper, and Telicia Chaffin)
Denver, Colorado, May, 2007

8. "It's a Wiki-World: Utilizing Wikipedia as an Academic Reference"
Mountain Plains Management Association Annual Meeting
University of Nebraska at Kearney, Kearney, Nebraska, October, 2007

9. "Using the National Collegiate Conference as a Focal Point for an AITP Student Chapter's Annual Activities"
ISECON 2007, Pittsburgh, Pennsylvania, November, 2007

10. "Using the NCC as a Student Chapter Focal Point"
AITP National Collegiate Conference
(Invited presentation including student presenters:
Bill Jackson and Telicia Chaffin)
Memphis, Tennessee, March, 2008

11. "Report on the NCC"
Mile High Chapter of the AITP Monthly Meeting
(Invited presentation including student presenters:
Bill Jackson and Telicia Chaffin)
Denver, Colorado, May, 2008

12. "Encouraging Students to Learn on the Fly in CIS Courses"
ISECON 2008, Phoenix, Arizona, November, 2008

13. "An Action Plan to Increase IS Enrollment Based on Recent Survey Evidence"
ISECON 2008, Phoenix, Arizona, November, 2008
14. "Cultural Dimensions of Web Design Elements"
MPMA 2008, Pocatello, Idaho, October, 2008
15. "Wikipedia as an Academic Reference: Faculty Perspective"
MPMA 2009, Grand Junction, Colorado, October 2009
16. "Wikipedia as an Academic Reference: Faculty and Student Perspectives"
AMCIS 2010, Lima, Peru, August 2010
17. "Report on the NCC"
Mile High Chapter of the AITP Monthly Meeting
(Invited presentation including student presenters:
Tristen Arisawa, Michael Ervin, Nathan Woods)
18. "Wikipedia: Librarians Perspectives' on Its Use as a Reference Source"
MPMC 2011, Grand Junction, Colorado, October 2011

Contributed (unrefereed) abstracts/presentations:

1. "Linear Partial Differential Equations and Population Models"
Graduate Student Seminar, Albuquerque, New Mexico, September 13, 1994.
2. "Plant-Herbivore Interactions: A Plant Quality Model"
Graduate Student Seminar, Albuquerque, New Mexico, October 21, 1997
3. "Numerical Methods"
Department Seminar, Alpine, Texas, September, 1999
4. "H or h?"
Department Seminar, Alpine, Texas, March, 2000
5. "What's the Difference?"
Department Seminar, Alpine, Texas, September, 2000
6. "A minus times a minus is a plus"
Department Seminar, Alpine, Texas, February, 2001
7. "Benford's Distribution"
Department Seminar, Alpine, Texas, August, 2001
8. "The Spot Problem"
Department Seminar, Alpine, Texas, February, 2002
9. "Fibonacci Sequences and Generalized Fibonacci Sequences"
Department Seminar, Alpine, Texas, August, 2002
10. "Some Sums"
Department Seminar, Alpine, Texas, August, 2003
11. "On Presenting"
Department Seminar, Alpine, Texas, September, 2004
12. "Usability"
AITP Student Chapter Meeting, Grand Junction, Colorado, September, 2006
13. "Usability Challenge"
AITP Student Chapter Meeting, Grand Junction, Colorado, October, 2006
14. "Voting Theory"

AITP Student Chapter Meeting, Grand Junction, Colorado, November, 2006

Professional Conferences:

1. Supercomputing
   April, 1991
2. Society of Mathematical Biologists Annual Meeting
   May, 1995
3. October Pre-service Conference for the Training of Teachers
   October, 1999
4. Mathematical Association of America Texas Section Meeting
   April, 2000
5. Mathematical Association of America Texas Section Meeting
   April, 2002
6. Texas Association of Two Year Colleges Annual Meeting
   May, 2002
7. Mathematical Association of America Texas Section Meeting
   April, 2003
8. Dallascon – Wireless Security Conference
   May, 2004
9. Mountain Plains Management Association
   October, 2005
10. National Collegiate Conference of the AITP (Faculty Sponsor)
    April, 2006
11. DEFCON 14
    August, 2006
12. Mountain Plains Management Association
    October, 2006
13. National Collegiate Conference of the AITP (Faculty Sponsor)
    March, 2007
14. Mountain Plains Management Association
    October, 2007
15. ISECON (Information Systems Educators Conference)
    November, 2007
16. National Collegiate Conference of the AITP (Faculty Sponsor)
    March, 2008
17. Mountain Plains Management Association
    October, 2008
18. ISECON (Information Systems Educators Conference)
    November, 2008
19. National Collegiate Conference of the AITP (Faculty Sponsor)
    April, 2009
20. Mountain Plains Management Association
    October, 2009

21. Americas Conference on Information Systems
    August, 2010
22. Second Annual Four Corners Conference on Globalization
    October, 2010
23. Mountain Plains Management Association
    October, 2011
24. Third Annual Four Corners Conference on Globalization
    October, 2011

Professional Affiliations:

AIS	Association of Information Systems
AITP	Association of Information Technology Professionals
EDSIG	AITP Education Special Interest Group
MPMA	Mountain Plains Management Association

Educational Activities:

Six Sigma Training   Yellow Belt – July 6, 2009
                                     Green Belt – July 10, 2009
                                     Black Belt – June 10, 2010

Service to Profession:

Grant Writing Activities:

Date	Funding Agency	Status	Amount
Spring 2007	Vice-President of Academic Affairs, Mesa State College; Faculty Professional Development Fund	Awarded	$1,416.00
Spring 2009	Microsoft Corporation via Tech Soup Software Grant on Behalf of The Western Colorado Council of The Boy Scouts of America	Awarded	$3,600.00
Spring 2009	Vice-President of Academic Affairs, Mesa State College; Faculty Professional Development Fund	Awarded	$995.00
Fall 2009	El Pomar Foundation on Behalf of The Western Colorado Council of The Boy Scouts of America	Awarded	$25,000.00

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Professional Service:

1991	Session Aide, Supercomputing Annual Meeting
1993	Session Aide Supervisor, American Physical Society Annual Meeting
1994	Referee, Math Presentations of Navajo Community College Science Honors Scholars
2000 - 04	Director and Judge, University Interscholastic League contest, computer applications competition, mathematics, calculator applications and number sense competitions
2004	Judge, Chihuahuan Desert Research Institute Annual Conference – Student paper and poster sessions
2008	Session Chair, Information Systems Educators Conference
2009	Track Chair, Mountain Plains Management Associations Annual Conference, CIS Track
2010	Conference Organizing Committee, Second Annual Four Corners Conference on Globalization
2010	Session Chair, AMCIS 2010 in Lima, Peru
2010	Faculty Advisory Board for the Student Leadership Council, Association of Information Technology Professionals

Fort Lewis College:

1987-88	Senior Class Vice-President
1988	Student Representative, Presidential Selection Committee

University of New Mexico:

1989-95	Student representative to the Graduate Student Association (GSA) from the math department
1989-91	GSA representative to the campus planning committee
1989-93	GSA representative to the National Association of Graduate and Professional Students
1990-93	GSA representative to the student union board.
1992	Member, GSA evaluation task force
	President, GSA (Elected Position)
1992-93	Council Chair, GSA (Elected Position)
1993	Member, Student Union Building Director search committee
1997	Member, Math Department Committee on Graduate Studies

Sul Ross State University:

1999-02	Member, Research and Development Council Secretary 2000-01, Chair 2001-02
1999	Chair, Computer Science Faculty Search Committee
2000-02	Member, Orientation Committee
2000-01	Member, Recruitment Issues Committee
2000	Member, Computer Services Committee
2001-02	Living/Learning Centers Committee
2001-02	Computer Information Systems Program Development Committee
2002	Chair, Mathematics Faculty Search Committee
2002	Financial Aid Appeals Committee
2002-04	Library Information Technology Council Secretary 2002-03, Chair 2003-05
2004-05	Chair, Dean of Arts and Sciences Search Committee
2005	Computer Information Systems Faculty Search Committee

Colorado Mesa University

2005-06	Faculty Search Committee (CIS)
2005-08	Curriculum Advisory Board for Colorado Mountain College
2006-08	Faculty Search Committee (Finance)
2006 - 09	Recruitment, Advisement and Retention Committee
2007 -09	Luminis Web Portal Committee
2007-08	Web Content Committee
2007	Search Committee (Institutional Research Analyst)
2008-09	Distance Education Committee
2009	Faculty Search Committee (Economics)
2010	Faculty Search Committee (Quantitative Methods/Management faculty)
2010-11	Academic Technology Advisory Committee
2010	Faculty Search Committee (Quantitative Methods/Management faculty)
2010	Faculty Search Committee (Human Resources/Entrepreneurship faculty)
2010	Search Committees (Instructional Designer and Digital Media Specialist)
2010	Learning Management System Evaluation Committee
2010	Graduate Bulletin Working Group
2011	Pre-Tenure Committee
2011	Search Committee (Quantitative Methods/Management faculty)
2011 - 13	Higher Learning Commission Re-accreditation Committee; Criterion One

Community:

1977	Eagle Boy Scout
1977-81	Member, National Ski Patrol
1979-81	Captain, Junior National Ski Patrol
1983-87	Member, Board of Directors, Durango Natural Foods
1986-87	Secretary to the Board of Directors, Durango Natural Foods
1986-88	Disk Jockey, KDUR 91.9 FM, student managed radio, Fort Lewis College
1996	Judge, Garfield Middle School Science Fair
1995-97	Volunteer, Explora! Science Center
1999	Judge, Northwest Science Exposition
2001	Eagle Scout Review Board Member
2003	Judge, Marathon ISD Science Fair
2003	Guest Presenter, Alpine High School
2004	Alpine High School Site Based Decision Making Committee
2004	Alpine High School Vertical Curriculum Alignment Committee
2007	Guest Presenter, Fruita 8/9 School (The History of Numbers and $\sqrt{-1}$; The Fractal Dimension)
2008 - 10	Member, Executive Council for the Western Colorado Council of the Boy Scouts of America
2009 - 10	Council Vice-President for Membership and Relations, Western Colorado Council of the Boy Scouts of America
2010 -	Faculty Advisor to the Association of Information Technology Professionals Student Leadership Council (National Level Position)
2010 -	Little Mavericks Learning Center Board of Directors Member

Administration, Curricular Development:

Co-organizer for the New Mexico JUMP (JUnior Mathematics Prognosis) Project:
This was a project which promoted mathematics awareness in public school systems throughout New Mexico. During the time of my involvement the exams were updated, the grading and reporting process was computerized using Scantron forms and Scanform software, and teacher suggestions were incorporated into the examination and reporting processes, as well as into the statistical analysis. Throughout my involvement with this program, many of the teachers in the Albuquerque area invited me to give lectures about the applications of mathematics to their classes which helped them illustrate the importance of mathematics to their students. (1990-92)

Mathematics instructor for the TRIBES Summer Program, Native American Program College of Engineering (NAPCOE):
This was a bridge program for Native American students from throughout North America. As the mathematics instructor I was responsible for curriculum development and implementation. As a part of the program staff, I helped organize activities and set standards for the students. I acted

as a mentor to the students, and attended training sessions such as "Imaginal Education for Mathematics and Science Educators," and "Facilitation Methods." (1994)

Mathematics instructor at Phillips Academy in Andover, Massachusetts:
    During this summer program, I supervised a male dormitory, taught a physical education class and developed and instructed a class in Mathematical Modeling. Topics covered included dimensional analysis, traffic flow problems, the mathematics of pool, fractals, and population mathematics from both a discrete and a continuous perspective. (1995)

Distance Education Curriculum Development, University of New Mexico:
    I was involved with the Department of Continuing Education at the University of New Mexico revising the course curriculum for correspondence classes. This project involved putting together a syllabus for students around the state (and elsewhere) to follow. These syllabi include homework assignments, practice exams, and an outline for success in correspondence coursework. The course sequences that I revised, developed, and supervised were the algebra sequence (M120, M121, and M150), the elementary education sequence (M111, M112, and M215), and the calculus for life and economic sciences (M180 and M181). (1996-1999)

Curriculum Development at Pacific University:
    In conjunction with departmental members, I helped to re-write the mathematics curriculum at Pacific University. One of my primary roles was to develop an applied course in partial differential equations which was accepted as a service course by the physics, chemistry, mathematics and computer science departments at Pacific University. (1998-99)

Course development at Sul Ross State University:
    I developed both service courses and courses for math majors that were incorporated into the permanent curriculum. These included Statistics (Math 1342), Numerical Analysis (Math 3306), Computing in Mathematics (Math 3306) and a year long sequence in Complex Variables (Math 4360 and Math 4361). (1999-2002)

Mathematics Instructor for the PASS (Program for Academic Success and Socialization) Program at Sul Ross State University:
    I taught a two week course every summer to students who had just graduated high school and were enrolling in Sul Ross State University for the fall semester. This was a "bridge" program designed to give these students (primarily first generation college students) an advantage to ensure their success in university studies. We reviewed the basics of algebra and geometry as well as introducing good study habits which included note taking and textbook marking. For some of the students, this was a primer for college algebra or statistics, while for others it is a review for the TASP exam, an examination administered by the state of Texas for entrance into university studies. In addition to the mathematics, we had some fun with scavenger hunts and jeopardy; all having a mathematical or scientific orientation. (1999 - 2004)

Mathematics Instructor for the Upward Bound program at Sul Ross State University:

I taught a summer program to junior and senior high school students who were active in the Upward Bound Program. Topics included soil composition analysis, Voronoi diagrams and regions of influence, graph theory, and geometry. (2000)

Distance Education at Sul Ross State University:

I taught classes that were televised to area high schools for dual credit (high school credit and university credit). Typically I taught college algebra or calculus each academic year. (1999 – 2005)

Curriculum Development at Sul Ross State University:

I was a key committee member for the development of a BBA degree in Computer Information Systems (CIS). This committee established curriculum requirements and financial need analysis for the new degree. (2001)

I organized and ran the computer science and mathematics department seminar. In this forum, faculty and students presented ideas from mathematics and computer science that they found interesting. One of the main focal points of the department was the training of pre-service teachers, so this forum provided a chance for the students to "get their feet wet" via presentations in this "safe" environment. Each student enrolled in the seminar was required to present two, twenty minute talks during the semester. (2001 - 2005)

I developed the CIS degree program, insuring that prerequisite classes were taught in a timely manner, obtained and maintained the computer hardware and software infrastructure, directed library acquisitions and advised CIS majors. (2003 – 2005)

Chairman Department of Computer Science and Mathematics:

As the Chair of the department, I was responsible for the oversight of the annual budget, the coordination of class offerings, and the supervision of five faculty, multiple adjunct faculty, and one staff member. Additional duties included aligning our curriculum with the Academic Center for Excellence (remediation programs), working on the English Language Learners Grant in conjunction with the department of Education, and coordinating the mathematics program to align with statewide educator standards.

Faculty Advisor, Colorado Mesa University Association of Information Technology Professionals (AITP) Student Chapter:

As the faculty advisor, it is my job to generate synergy within the organization. This has been accomplished by making the National Collegiate Convention (NCC) a "target point" for the academic year. This focus enables the monthly meetings to have a theme such as "usability analysis" or "PC troubleshooting" as a fun and educational interlude to the regular agenda items. The student chapter began a computer diagnosis and repair fundraising activity, "The Computer Heroes." This activity gives students PC trouble shooting skills, customer relationship skills, and user support skills. This activity also enables the students to gain practical experience while they pursue their degrees, building their resumes. These activities have resulted in many of the AITP student chapter members participating in NCC events and bringing awards (as well as having a valuable learning experience) to Colorado Mesa University. These activities have also facilitated

student presentations in the "Student Scholars Symposium" at Colorado Mesa University, presentations to the sponsoring chapter, the Mile High Chapter of the AITP in Denver, Colorado, and presentations at the National Collegiate Conference sponsored by the AITP. As an interface with our parent chapter in Denver, I travel with students approximately once per semester to the monthly meeting of the AITP in Denver which gives the students exposure to working professionals in the IT field, allows the students to practice networking within the professional field, and gives the students ideas as to what the IT community values in "new employees" before they graduate and pursue careers. (2005 – present)

Distance Education, Colorado Mesa University:

As a regional service provider, Colorado Mesa University has a need for professors to accommodate distance students. I teach classes using WebCT for online classes and distance delivery methods (two way interactive television) for our remote campus students in Montrose, Colorado. (2006 – present)

Portal Launch/Web Content Redesign, Colorado Mesa University:

As a committee member for the Luminis Portal and the Web Content committees my academic affiliation (computer information systems) was utilized to format the portal pages for both usability and content. Further, my expertise was useful for the redesign of the business department web pages, which I was responsible for. In addition to the design component for my department, I consulted with various other departments for their design and acted as a change manager for the faculty contingent in the adoption of the portal and the web redesign. This committee met during the summer of 2007 to accomplish the roll-out by the fall semester of 2007. (2007 – 2009)

Faculty and Staff Training, Office 2007, Colorado Mesa University:

I was asked to perform training on the new office software package immediately after a campus-wide conversion to Office 2007 by the Office of the Vice-President of Academic Affairs. Incorporated into this training was an element of "change management," as many on the faculty and staff were leery of the transition. I ran two different training sessions, one for staff where tools such as mail merge and basic formula creation were addressed (Word and Excel) and one for faculty where creation of an automated table of contents, citation and reference list creation, creation of a grade book application, and presentation skills/tools were addressed (Word, Excel, and PowerPoint). The change management came about by informing the users as to the reasons behind the changed interface, its usability and its utility for their job performance. In addition, many of the new customization tools, the help menu, and online help resources were addressed. (Summer and Fall, 2008)

Software Proficiencies:

Programming: Fortran, Pascal, VRML, Java, VBA
Operating Systems: Windows, Mac, UNIX, LINUX, Dos
Software: Word Processor, PowerPoint, Spreadsheet, SPSS, Stat View, PhasePlane,   LocBif, GIS, Oracle/SQL ...

Distance Education: Experience with WebCT, Desire2Learn, and Blackboard,   Instructional Television Courses, Correspondence Courses

Professional Recognition:

Charter member, Kappa Mu Epsilon, Colorado Gamma Chapter
      Treasurer, 1985-86
      President, 1986-88

Math Department Scholarship, Spring 1987, Fort Lewis College
      This scholarship recognizes scholarly achievement, and is a monetary award for the following academic year.

First Place Award, Spring 1994, Kappa Mu Epsilon Regional Convention, University of New Mexico; This monetary award recognizes the best presentation (graduate category) of the meeting.

Member, Kappa Mu Epsilon, New Mexico Alpha Chapter
      Treasurer, 1995-96

Texas NEXT (New EXperiences in Teaching) Fellow, 2000

Who's Who in American Colleges and Universities, 1993

Who's Who in America, 2003

Who's Who Among America's Teachers, 2002 (Nominated by Ana M. Perez)
Who's Who Among America's Teachers, 2004 (Nominated by Alfonso Chavez Jr.)
Who's Who Among America's Teachers, 2005 (Nominated by Wesley Culver)
Who's Who Among America's Teachers, 2005 (Nominated by Johnny Mendias)
Who's Who in American Education, 2006, 2007, 2008

Meritorious Paper Award, ISECON 2006

Faculty "Extra Mile Award" Association of Information Technology Professionals
      Awarded at the National Collegiate Conference, March, 2008

Outstanding Educator Award, Presented by the Grand Junction Chamber of Commerce   and the Student Government Association of Mesa State College, May, 2008

Best Paper Award, Pedagogy Track, MPMC October, 2009

Best Paper Award, Pedagogy Track, MPMC October, 2011

CURRICULUM VITA
Dr. Richard L. Vail
November 2011

CURRENT POSITION

Professor of Business, Colorado Mesa University, Grand Junction, Colorado (since Fall 1997, promoted Spring 2002). Developing and teaching courses in Operations Management, Strategic Management, Management Theory and Personal Finance.

EDUCATION

10/86 to 8/89 **Doctor of Philosophy**, TempletonCollege, University of Oxford, England. My thesis was *A Contingency Approach to Just-in-TimeProduction Systems.*

9/85 to 9/86 Master of Science, Trinity College, University of Dublin, Ireland. My thesis was *An Expert System for Lot-sizing.*

9/83 to 5/85 Master of Business Administration, University of Colorado, Boulder, member of Beta Gamma Sigma, national business honors society.

9/71 to 6/75 Bachelor of Science in Mechanical Engineering, University of California, Davis, member of Tau Beta Pi, national engineering honors society.

ADDITIONAL EXPERIENCE

8/01 to 6/05 MBA Director, MesaState College. (Mesa State College became Colorado Mesa University on August 10, 2011.) Responsible for academic oversight of the Master of Business Administration Program, academic advising of MBA students.

4/02 to 6/04 Associate Dean, School of Business and Professional Studies, MesaState College. Acted in the absence of the dean, responsible for curriculum review and development.

9/89 to 6/97 Senior Lecturer* in Business Studies, School of Business Studies, Trinity College, Dublin. Developing and teaching courses in Operations Management, Research Methodology, Organizational Change and the Impact of Technology. Teaching on undergraduates, MBA and executive Master of Science courses.Supervised doctoral students.

9/90 to 6/97 Director of Research for the School of Business Studies. Responsible for coordination and administration of graduate research students, staff seminars and research information.

9/90 to 6/97 Associate Faculty Member of the Irish Management Institute.

9/96 to 6/97 Director, Howmedica; a small Irish pharmaceutical company.

9/94 to 3/95 Visiting Professor at Senshu University, Tokyo, Japan.Teaching two introductory undergraduate courses in management.Contributed to the Senshu University community teaching program.

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* The position of Senior Lecturer in Irish Universities is between that of Assistant Professor and Associate Professor in American Universities. The entry teaching position in Irish Universities is Lecturer. Academics can and do achieve tenure at the level of Lecturer. Senior Lecturer is the next level, followed by Associate Professor and Professor. For example, in 1996 the School of Business Studies at TrinityCollege had 19 full-time academic staff -- 1 Professor, 1 Associate Professor, 3 Senior Lecturers and 14 Lecturers.

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CURRICULUM VITA   Dr. R.L. Vail

ADDITIONAL EXPERIENCE (continued)

11/86 to 9/89 Occasional Lecturer and Research Assistant, Templeton College, Oxford; while completing doctoral work. Taught an Operations Management course on the Master of Philosophy program; and contributed to various senior management programs.

10/85 to 5/86 Teaching Assistant, Trinity College, Dublin; while completing my Master of Science.

1/84 to 5/85 Teaching and Research Assistant, University of Colorado, Boulder; while completing MBA.Teaching assistant for undergraduate and MBA courses in Production and Operations Management.

6/81 to 8/85 U.S. Army Reserve Officer, in Idaho and Colorado: Platoon Commander, Liaison Officer and Unit Evaluator, while working on the MBA and working at Westinghouse.

4/80 to 6/83 Engineer with Westinghouse at the Naval Reactors Facility, Idaho Falls, Idaho. Plant Maintenance Coordinator, Long Range Planner, and Site Production Scheduler.Responsible for daily scheduling and coordinating of the work of 60 craftsmen working on the maintenance of three power plants.

10/75 to 10/79 U.S. Army Officer: Armored Cavalry Platoon Leader, Redeye Platoon Leader, and Regimental Ammunition Officer. Responsible for coordination of ammunition, petroleum and general supply for a 3,000 man combat unit and administrating a $6 million budget.

PUBLICATIONS

with B. Mayer "Registration Date and Course Success: A Preliminary Study" Proceeding of the 53nd Annual National Mountain Plains Management Conference, Grand Junction, Colorado. October 2011.

"Studying the Financial Services Industry" in Vail, R. (editor) The Financial Services Industry - Spring 2011 (Mesa State College MBA Program, 2011) The introduction to a collection of the writings of the MANG 590 MBA class.

with J. Sluder, and W. McCracken "Integrated Learning Systems: A Model Approach" the final report on the National Science Foundation Grant Number 0603465, August 2010.

"Studying the Financial Services Industry" in Vail, R. (editor) The Financial Services Industry - Spring 2010 (Mesa State College MBA Program, 2010) The introduction to a collection of the writings of the MANG 590 MBA class.

"Studying the Financial Services Industry" in Vail, R. (editor) The Financial Services Industry - Spring 2009 (Mesa State College MBA Program, 2009) The introduction to a collection of the writings of the MANG 590 MBA class.

"Studying the Entertainment Industry" in Vail, R. (editor) The Entertainment Industry - Spring 2008 (Mesa State College MBA Program, 2008) A collection of the writings of an MBA class.

with B. Mayer, published a reviewed conference proceeding article "Simulating Financial Lifetime" presented at the 50th Mountain Plains Management Conference, Pocatello, Idaho, October 2008.

PUBLICATIONS (continued)

with B. Mayer, published a reviewed conference proceeding article "Designing a Personal Finance Course: Asking Potential Students" presented at the Mountain Plains Management Conference. University of Nebraska, Kearney, Nebraska, October 2007.

with B.Mayer "No Pulse at All: The Challenge of Maintaining Engagement in Scholarship" the refereed proceedings of the 48th Mountain Plains Management Conference.UtahValleyState College, Orem, Utah, October 2006.

"Formalizing Service Profit Chain Theory by Building an Agent-Based Model" the proceedings of the Southwest Academy of Management Conference.Oklahoma City, Oklahoma, March 2006.

"An Agent-Based Investigation of the Original Ponzi Scheme" the refereed proceedings of the 47th Mountain Plains Management Conference.Cedar City, Utah, October 2005.

"Studying Business Scandals" in Vail, Richard (editor) Business Scandals - Spring 2004 (Mesa State College MBA Program, 2004) A collection of the writings of an MBA special topics class.

"Operations Management Education as a Service" in Spina, Gianluca; Vinelli, Andrea; Cagliano, Raffaella; Kalshschmidt, Matteo; Romano, Pietro; and Salvador, Fabrizio. (Editors) One World? One View of OM?: The Challenges of Integrating Research & Practice (Padova, Italy: ServiziGraficiEditoriali, 2003) , Volume III, pp 1009-1016, the refereed proceedings of the first EUROMA/POMS Joint International Conference at Cernobbio, Italy,16-18 June 2003.

with Geoffrey Gurka, Denise McGinnis and Mary Zimmerer"Competencies of Business School Graduates: The Employers' Perspective" in the refereed proceedings of the 45th Annual Mountain Plains Management Conference, University of Idaho, Moscow, Idaho, October 9-11, 2003.

"Using A Web Site To Enhance Learning During the Management Practicum" refereed proceedings of the 43rd Mountain Plains Management Conference. Pocatello, Idaho, October 2001.

with B. Mayer "Does this Convince You? Preliminary Results of a Quasi-Experiment Testing Online Course Effectiveness" in the refereed proceedings of the 41th Mountain Plains Management Conference.La Jolla, California, October 1999.

with B. Mayer "What Would It Take To Convince You? A Proposed Quasi-Experiment Testing Online Course Effectiveness" in the refereed proceedings of the 40th Mountain Plains Management Conference. Denver, Colorado, October 1998.

"The Life Cycle of a Multinational Subsidiary" in the refereed proceedings of the 39th Mountain Plains Management Conference.Grand Junction, Colorado, October 1997, pp 34-49.

with P. Coughlan, M. Keating, S. Kratzsch and D. Quade "Evaluating Movement Towards World Class Manufacturing in SMEs." in the refereed proceedings of the European Operations Management Association Conference, June, 1996.

with C.J. Cowton. Accounting and the New Manufacturing: A Study of the Implications of Just-in-Time Production (London: Institute of Chartered Accountants in England and Wales, 1996)

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PUBLICATIONS (continued)

with M. Keating and P. Coughlan "Facilitating the Move to World Class Manufacturing: The Design and Delivery of a 'Demonstrator' Management Learning Programme for SMEs." in the refereed proceedings of the British Academy of Management Conference, September, 1995.

with C.J. Cowton "Making Sense of Just-In-Time Production: A Resource-based Perspective" *OMEGA, International Journal of Management Science,*Vol 22, No 5, 1994, pp 427-441.

"World Class Manufacturing at Garden County Foods" A video case study (Dublin: Trinity Institute, 1993).

"Trends in Manufacturing Systems Management" a chapter in Peppard, J. (ed.) *IT Strategy for Business* (London: Pitman Publishing, 1993) pp 176-202.

with M. O'Ceidigh. "Commercial Forces, Inequality of Bargaining Power, and the Enforcement of Contracts of Dependence." *Irish Law Times,*Vol 9, No 11, November, 1991, pp 258-260.

"Work Teams in Four Irish Manufacturing Subsidiaries" in Bennett, D. and Lewis, C. (eds.) *Achieving Competitive Edge* (London: Springer-Verlag, 1991) pp 461-466.

"Dynamic integration: some ideas from just-in-time manufacturing" *Computer Integrated Manufacturing Systems*, Vol 1, No 3, August, 1988, pp 179-185.

"An Expert System for Lot-sizing" *2nd Annual Expert Systems Conference Proceedings*, (refereed) (Oxford: Learned Information, 1986) pp 465-473.

SELECTED ADDITIONAL PRESENTATIONS

presented "Institutional Theory and the Use of Social Media by Businesses" at the 3rd Four Corners Conference on Globalization, Grand Junction, Colorado, October 2011.

with Bob Mayer presented "Automating a Simulation" at the 53nd Annual National Mountain Plains Management Conference, Grand Junction, Colorado.

presented "The Impact of Global Economic Forces on the Four Corners Region" at the 2nd Four Corners Conference on Globalization, Grand Junction, Colorado, October 2010.

presented "Developing Team Working Skills Using Group Projects" at the 52nd Mountain Plains Management Conference, Layton, Utah, October 2010.

with D. J.Sluder, and W.McCracken presented a poster session "Teaching Using Live Projects" at the 8th Annual International Online Conference for Teaching and Learning, March 17 through 19, 2010.

with J. Sluder and W. McCracken, presented "Using live projects to develop cross disciplinary team skills" at the 51st Mountain Plains Management Conference, Grand Junction, Colorado, October 2009.

with S. Becker, B.Bishop, L.Miller, and R. Mayer, a poster session "Increasing Student Engagement and Skill Practice through Motivational Interviewing." The annual meeting of the National Institute on the Teaching of Psychology, St. Pete Beach, FL. January 2009.

with R. Mayer, S. Becker, a poster session "How Engaging is Classroom Technology?" Rocky Mountain Psychological Association Convention, Boise, Idaho, April 2008.

withM.C.Gizzi and W.R.Wilkerson "Going Beyond the 'Shadow of Trial': Re-Evaluating Plea Bargaining Using Agent-Based and Systems Dynamics Modeling" for the Midwest Political Science Association, Chicago, IL, April, 2006.

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SELECTED ADDITIONAL PRESENTATIONS (continued)

with M. Gizzi and W. Wilkerson "Reconsidering Debates Over Plea Bargaining, Court Delay, and Prison Populations with an Agent-Based Simulation" a presentation at the Western Political Science Association Annual Meeting in Albuquerque, March 2006.

with Michael C. Gizzi "Using Agent-Based Models in the Introductory American Government Course" a poster session at the 101th Annual Meeting of the American Political Science Association, Washington, September 5, 2005.

with Michael C. Gizzi an invited presentation "Exploring Emergence in Social and Natural Systems using NetLogo Agent-Based Modeling" University of Wyoming, Department of Computer Science, Laramie, WY. April 2005.
http://www.cs.uwyo.edu/~wspears/gizzi.txt

"Exploring the Service Profit Chain using an Agent-based Model" a presentation at the INFORMS Annual Meeting, Denver 2004, October 27, 2004.

with Michael C. Gizzi "Exploring agent-based phenomena using NetLogo" a plenary presentation at the 46th Annual Mountain Plains Management Conference October 14, 2004.

with Michael C. Gizzi "Revolutions on a Silicon Chip: Modeling the Revolutionary Process Using Netlogo Agent Based Modeling" a panel at the 100th Annual Meeting of the American Political Science Association, Chicago, September 5, 2004.

with William R. Wilkerson and Michael C. Gizzi "Agent-Based Modeling of Judicial Politics Phenomena: Exploring Classroom and Research Use" a poster session at the 100th Annual Meeting of the American Political Science Association, Chicago, September 4, 2004.

with Dr. Morgan Bridge, Bob Mayer and I conducted a panel discussion titled "Can A Freshman Business Seminar Contribute to Business Program Completion?" at the 44th Mountain Plains Management Conference. Durango, Colorado, October 2002.

invited panel member "Plenary Session and Wrap-up: Grade Inflation and What to do About it?" at the FACT Conference, September 2002. I presented brief prepared remarks on "What do grades mean?"

with T. Liesz and J. Moorman "A Model of Realistic Private Sector Consulting for Business Faculty" accepted for presentation at the 43th Mountain Plains Management Conference. Pocatello, Idaho, October 2001.

with B. Mayer "Using WebCT to Coordinate Internships" a poster session at the Colorado State Colleges Professional Development Conference, FACT, Frisco, Colorado, September 2001

"Enhancing Learning through Internships" at the 6th Annual Teaching With Technology Conference, Boulder, Colorado, August 2001

"Some Ideas about Higher Education from Ireland, England and Japan"MesaState College, Faculty Colloquium, February 2001.

with B. Mayer and M. Gizzi, "Mesa Online Internet Courses: Reports from a Pilot Project" for the faculty of Mesa State College, October 11, 2000.

with B. Mayer "On Sabbatical: What are you doing here?" at the 42nd Annual Mountain Plains Management Conference. Cedar City, Utah, October 2000

COLORADO MESA
U N I V E R S I T Y

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SELECTED ADDITIONAL PRESENTATIONS (continued)
with B. Mayer, and M. Gizzi presented at the FACT conference "Mesa Online Internet Courses: Reports from a Pilot Project". Crested Butte, Colorado, October 1999.
with B. Mayer "Are Online Courses Worth the Effort?" a poster session at Syllabus99 Conference. Santa Clara, California, July 1999.
"Ireland" by invitation for the Global Interdependence and World Financial Markets workshop presented by the Colorado Council on Economic Education and the Center for Economic Education at Mesa State College. January, 23, 1999.
with C.J. Cowton "Just-in-time Manufacturing: A Study of the Implications for Accounting" presented at the Management Accounting Research Conference, AstonBusinessSchool, 4-5 January 1990.

SELECTED OTHER SCHOLARLY AND CREATIVE WORKS
with B. Mayer, "Money for a Life Time" a personal finance simulation.
with Michael Gizzi "Factions" a NetLogo simulation and online learning activity about several concepts from Madison's Federalist 10 September 2005.
"Icebreaker" A NetLogo simulation and group exercise tested at the 2nd and 3rd Annual Workshop on Agent-Based Modeling with NetLogo July 2004, July 2005.
with Michael Gizzi and Tom Lairson "New Wealth Distribution" NetLogo simulation model extension made available as a community model on the web October 2003 at http://ccl.northwestern.edu/netlogo/models/community/new_wealth_distribution
with Dr. Dan Arosteguy, Comprehensive Economic Development Strategy for Mesa CountySept 27, 2002.
"Leadership Training for Hamilton-Sundstrand" a series of discussions about leadership for the local Hamilton-Sundstrand manufacturing site through the Corporate Education Center (2001).
"Mesa State MBA going strong after 4 years." the subject an interview with Phil Castle, The Business Times of Western Colorado,July 18, 2001, page 8.
"Cooperative Education/Management Practicum" web site for BUGB 595 revised Fall 2005 using WebCT.
with J. Moorman and T. Liesz "2001 Customer Satisfaction Survey" an analysis of survey data for United Companies of Mesa County, April 2001.
"Everything but the Squeal" an examination case for MANG 500 Advanced Management Theory, Fall 2000, revised.
"MesaState professor offers broad prospective through 'different glasses.' " the subject of an interview with Phil Castle, The Business Times of Western Colorado, May 1999.
"GardenCounty" a business case study on CDROM, 1997 the content of a project by R. Brazil, P. Cahill, and L. Guthrie. "An Intranet Approach to Teaching Case Studies."
"Chopstick Management - What Can We Learn from Japan?" The Decision Roundtable, Decision, May/June 1996.

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CURRENT SCHOLARLY PROJECTS

- "Herding potentially sick cats" - adopting benefits policy changes in a university.
- Behavioral Operations Management – applying behavioral economics to operations management.
- with R. Mayer developed an Excel spreadsheet simulation "Money for a Life Time" for use with BUGB 249.

TEACHING EFFECTIVENESS

Teaching Awards

- Nominated for a distinguished faculty award (2002)
- Certificate of Accomplishment for teaching innovation from Mesa State College (2001)
- Excellence in Teaching Award from the School of Business and ProfessionalStudiesMesaState College (2000)

Summary Student Evaluations (on a 5 point scale)

Year	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Student Evaluation	4.49	4.42	4.33	4.40	4.50	4.50	4.46	4.50	4.59	4.56

COURSES TAUGHT at MesaState College (1997 to Present)

Graduate

Advanced Management Theory
Production and Operations Management
Strategy and Policy
Management Practicum (Individual Projects)
Special Topic – Business Scandals

Undergraduate

Operations Management
Business Strategy
Business of Life (Personal Finance)
International Management
Special Topic – Business Scandals
Organizational Behavior

COURSES TAUGHT at Trinity College, Dublin (1989 to 1997)

MSc, MBA, and undergraduate level courses in Operations Management, Quantitative Methods, Research Methodology, Organizational Change and the Impact of Technology. Supervision of PhD and MSc Students.

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COMMUNITY SERVICE ACTIVITIES

reviewer for the *Journal of Artificial Societies and Social Simulation*, the *Mountain Plains Journal of Business and Economics*, Pearson Publishing, and the Mountain Plains Management Conference.

member of the FinanceCommitteeFirstUnitedMethodistChurch, Grand Junction, Colorado. (since 2004)

member of the Manufacturer's Council of Mesa County. (since 2005)

board member Mountain Plains Management Conference (2003-2010)

external program evaluation for Management Department, School of Business, Metropolitan State College of Denver, Colorado, Fall 2004.

with Mary Zimmerer, co-chair of the 46th Annual Mountain Plains Management Conference at MesaState College, October, 2004.

member of the Mesa County Community Economic Development Strategy Steering Committee. (2001 to 2004)

ON CAMPUS SERVICE ACTIVITIES for Colorado Mesa University

- Professional Faculty Development Fund Committee (2007 to present)
- Tenure and Promotion Committee (2011 to present)
- Faculty Salary and Benefits Committee, Chair (2011 to present)
- Higher Learning Commission Criterion 5 Self-study Assessment Committee (2011 to present)
- Business Department Assessment Committee (2006 to present)
- MBA Steering Committee (2006 to present)
- Business Department Management Program Review Committee Chair (2006 to 2007)
- Mesa State College Curriculum Committee (1997-2000, 2005)
- Graduate Council (ex-officio, 2001-2005)
- Library Strategic Review Committee (2004-2005)
- NCA Accreditation Self-study Assessment Committee (2002-2003)
- AACSB Accreditation Steering Committee (2001-2003)
- Product Improvement Task Force – Business Programs (2003)
- Technology Council (consultant, 2002)
- Academic Process Working Group - College Academic Master Plan. (2001)
- The Academy for Educational Excellence (1998)

Search Committees: Marketing, Business Administration, Economics, Technical Writing, Travel and Tourism, Construction Management, Hospitality, Strategic Management, Construction Management, Graduate Nursing, and Dean, School of Business and Professional Studies.

CONTACT INFORMATION

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1100 North Avenue   Fax: (970) 248-1730
Grand Junction, Colorado 81501-3122   e-mail address: rvail@coloraod mesa.edu

External Review of the
Colorado Mesa University Master of Business Administration Program
Conducted by Matthew Mouritsen, Associate Professor and MBA Program Director
Weber State University
Site visit date: April 6, 2012

In accordance with Colorado Mesa University's (CMU) program review processes, an external review of the Master of Business Administration Program was conducted during a site visit on April 6, 2012. As background and preparation for the review, documentation was made available that described the MBA Program, University policies, values, and strategic vision. The following sections, as prescribed by CMU's review process, contain narrative of the reviewer's findings. Within each section, the strengths, concerns, and recommendations are described.

A. Overview and Brief History of the Program

CMU's Program Review of its MBA Program from 2006-2011 presented sufficient and detailed information about the history and background of the MBA Program. When combined with actual process documents (the Program Planning Sheet), the University's Strategic Plan as well as access to the catalog and University policies, it was clear how the program is organized and supported, and what its primary purpose is in the Western Colorado region. It was also clear that the MBA Program is aligned with the University's values and vision.

From the University's Strategic Plan, dated January 27, 2011, several items in the vision statement for 2020 were clearly part of the MBA Program:

"An adaptable, flexible approach to learning...integrated pathways to... graduate degrees." The use of 3+2 programs is an effective means of educating business students, as validated by students and alumni who experiencedsuch programs.

"A highly qualified faculty that excels in teaching and interacting with students." Students and alumni described the faculty as "always there" for them and that advising was a truly valuable experience.

"Continued investment in facilities and technology that expand, expedite, and enhance learning." The center of campus is surrounded by new facilities. The regularly-updated hardware and software in the computer labs and a well-staffed and well-supported library, in addition to newly constructed or renovated classroom/office buildings, represent just a few examples of this "continued investment."

"Community support from business, industries, alumni, and residents of the region." The MBA students benefit from this support in their practicum projects. Without the support of businesses, students would find it very difficult to accomplish the practicum requirements of the program.

Moreover, the MBA Program is a strong indicator of the University's values (described in the Proposed Values Statement in the Strategic Plan, pg 14). Specifically, the MBA Program is "student-centered" and provides a learning environment that promotes "inquiry, reflection, critical thinking, problem solving, teamwork, and communication."MBA students experience "applied learning," via the practicum and other learning activities, and "interaction outside the classroom" with fellow students and faculty who have "professional expertise" and who value time spent advising their students.

B. Program Goals and Objectives

Colorado Mesa'sMBA Program plays a vital role in fulfilling the University's commitment to Colorado's goals for higher education. Particularly, this role is manifest in (Colorado Revised Statutes 23-53-101, #2 & #4) preparing students for the global economy, graduate/postgraduate professional studies, critical thinking, and logic skills. In addition, it is a full participant in educating a workforce that contributes to the economic development and growth of the state.

The University has established, and continues to refine, a set of common learning outcomes across all graduate programs. As the most mature graduate program, the MBA Program has been instrumental in developing these objectives as well as other graduate policies and processes. From the MBA Program's self-study, three learning outcomes are identified:

1. Graduates will demonstrate a mastery of the body of knowledge appropriate for an MBA degree.

2. Graduates will demonstrate appropriate business communication skills at the graduate level including the following:

    a. writing skills

    b. oral presentation skills.

3. Graduates will demonstrate appropriate analytical and critical thinking skills at the graduate level.

The above learning outcomes are typical for general MBA degrees, yet the way CMU's MBA Program accomplishes them is unique and reflects the values and vision of both the Department of Business and the University. It was not clear if specific tracks (Professional, Thesis, and Sports Management) or 3+2 programs had distinct learning outcomes.

C. Curriculum

The core curriculum, including the leveling courses, was appropriate and expected for an MBA Program. The opportunity for students to select one of three tracks specific to their current or desired career path offers actual and perceived flexibility.

The curriculum appears to meet the needs of the business community in Western Colorado. However, many of the businesses in the region are family-owned and are not large corporate entities. Although they can benefit from the MBA curriculum, they may not be fully aware of those benefits. What seems clear is that the research component of the curriculum provides students with applicable skills to analyze and solve problems and to think critically. Many of the research projects are geared to small businesses in the local community. The community's support for students completing these projects may be an effective way to demonstrate the benefits of an MBA education to the firms in the region.

Students and alumni who earned (or are earning) undergraduate degrees in business from CMU mentioned that the MBA curriculum was not always differentiated enough from the undergraduate courses. Although this is a fairly common complaint among MBA students who earned business baccalaureate degrees, current students and alumni suggested more real world modules and changing course delivery and content in the MBA classes. While these changes may benefit MBA students who graduated from CMU with undergraduate degrees in business, care must be given to continue to meet the needs of non-business undergraduates who enter the program. The perceived (or actual) lack of differentiated curriculum is likely related to having the same faculty members teaching both the undergraduate and graduate sections of similar subject matter, i.e., marketing, accounting, etc.

The MBA Program has the opportunity to develop at least one more areas of emphasis. The change in Colorado state law requiring CPAs to complete 150 hours of education prior to sitting for the CPA exam may create additional demand by students from the region needing a graduate degree in business. The increase in enrollments in the MBA Program will likely yield additional strain on an already constrained faculty. Though students feel that having more students in each class section will enhance their learning experience (through improved class discussions), they are aware, as are faculty, that advising and mentoring in the research practicum may be diminished. In this case, consideration needs to be given to funding the University's values of being student-centered, having small classes, and providing applied learning through the individualized research practicum. Without sufficient funding, program requirements and/or learning and advising processes may need to be altered.

During the course of the on-site visit, there were discussions on creating additional masters programs. Given that CMU was established by the state of Colorado in such a way that it may have a "limited number of graduate programs," various discussions with campus faculty and administrators were about the creation of graduate certificate programs. In short, these programs provide an additional credential (diploma) upon graduation from the MBA Program. By clustering electives in a specific subject matter, much like students do in the Sports Management track, students are able to graduate with an MBA degree as well as with a certificate showing competencies in a specific track. The MBA Program's faculty may find that students entering the MBA Program to prepare for the CPA exam will find it attractive to complete electives within the accounting curriculum with in turn earns them a certificate in the subject matter. Likewise, the business community may see benefits in hiring students with

evidence of knowledge and skills in specific subject matters in addition to their general MBA competencies. At Weber State University, for example, there are institutional certificates that require 10 credit hours to complete. Recently the school added graduate certificates to its catalog. Graduate certificates require 10 credit hours of graduate course work. The first three graduate certificates implemented by the University within the MBA Program required the completion of four graduate level courses totaling 12 credit hours.

There was no evidence that any track or 3+2 program needed to be discontinued. However, when resources are scarce or constrained, how programs, tracks, and even courses are delivered may require modification. For example, the research practicum, a key element of the MBA Program, requires a large investment of time in finding projects and advising students. It appeared that there may be pockets of capacity within the Department of Business or elsewhere on campus that could enhance the practicum experience for students. Specifically, having many research practicum advisors, or even faculty research committees, may spread the advising work across many resources rather than just one or a few faculty. Also, perhaps research-related processes could be streamlined with the help of Library staff. Library staff could create research guides specific to the MBA practicum and could advise students on processes within their area of expertise. Institutional Research has been a useful resource for student projects in the past and may have additional capacity for advising students, rather than only providing the means to collect data.

A strength of the MBA Program is its use of assessment processes to improve student learning. It was clear that the MBA Program's faculty are measuring learning outcomes, interpreting the results, and making adjustments to learning activities.

The written comprehensive exam, written research report, and oral research presentation provide meaningful and actionable information in the evaluation of student achievement of stated learning outcomes.

Though the pass rate of the comprehensive exam is 100%, sufficient detail is available from student performance on specific traits that adjustments to the learning process are targeted to improve weaknesses. With the comprehensive exam being for CMU MBA students only, there is no basis for comparison with other student groups, graduate or undergraduate. As a side note, the MBA Major Field Test (MFT) administered by ETS could provide a comparison of CMU MBA students with MBA students at many other institutions. Simply stated, if students perform very well when compared to other MBA students it would validate the MBA Program's approach to admitting and educating students. If scores were lower in one or more subjects, it would give another source of actionable data. The cost of the MFT must be considered as providing sufficient benefit when compared to the time and resources consumed by the current assessment process.

The research report and oral presentation could be labeled as "graduation breakers." Students who fail these assessment activities must begin again the practicum again. Thus, the stakes are

high and students appear to take the research practicum very seriously. In fact, students and alumni had specific suggestions for future MBA students to improve their success in the research practicum process:

1. Start early to find projects.
2. Get help from faculty, alumni, and the community in finding projects. Students often felt that they were alone in determining their projects.
3. Attend Research Day one year before the intended presentation date. Students who are presenting should meet with future presenters to mentor them and offer insights into the process.
4. Begin data collection at the end of fall semester so that surveys will be completed during the semester break. This will provide more time to analyze the results of the data collection.
5. Take advantage of the opportunities to be advised on the research project and to practice the presentation.

Alumni perceived that any attrition from the program was related to failure of the research practicum. Alumni from several years ago were very complimentary about the improvements made to the research practicum process. They noticed that faculty had made substantial changes to the process which will enhance the quality of future graduates of the MBA Program. Such changes were linked to data collected in the assessment process.

Students commented on the value of group work in establishing lasting networks of business associates. Group work is common in MBA Programs and is accompanied by students needing to learn to manage group dynamics in preparation for their careers. There was a clear sentiment that the research practicum and comprehensive exams were so valuable because they were based entirely on individual student performance. According to alumni, this gave them confidence in, and was evidence of, their ability to be personally accountable.

Additionally, students and alumni felt that the timing of the aforementioned assessment activities created points of potential failure. That is, with the project and the comprehensive exam culminating nearly simultaneously, students were not able to devote time to completing their other course requirements.

Finally, students and alumni noted that learning was at its worst when classes skimmed across chapters and books rather than diving deeply into specific concepts.

D. **Students and Student Satisfaction**

The number of MBA degrees awarded, and the corresponding number of classes, is appropriately aligned with the resources available in the Department of Business. However, resources are constrained and that may influence the program's ability to serve additional students. The Western Colorado region has limits on number of students needing an MBA degree, although that may change due to modified CPA licensing requirements. Should

additional students be admitted to the program, processes, including advising and teaching, should be made to be scalable enough to allow students to complete the program's requirements.

As mentioned above, the assessment plan is very effective. Having a business (accounting) faculty member serve as the University's Assessment Committee Chair is a useful resource to business programs and faculty seeking to improve assessment processes. To paraphrase one faculty member's thoughts on the continuous improvement of learning: "We have better students, better graduates, and better teaching." Likewise, the hallmark of the MBA's assessment process is the direct improvement of the MBA student. The assessmentplan and the results achieved by students are providing information that allows faculty to modify the learning process in meaningful ways. This is particularly true of the processes surrounding the research practicum. However, as also described previously, there are additional insights from students that came from indirect assessment measures. Knowing more about student perceptions and experiences in the learning process may provide even more actionable results.

Alumni provided additional feedback related to validating program goals and making program improvements. They were very satisfied with the return on their educational investment. It was clear from their positive remarks that the MBA Program's overall approach to educating graduate students was validated. Several alumni commented that the job they have now was a direct result of earning their MBA degree. They were pleased with the ongoing network with faculty and students that they were able to create during their time in the MBA Program. That said, they would like for their networking opportunities to be expanded into the community for both research projects and job placement. In precise terms, they would like more activities like MBA Night and Business After Hours sponsored by the Grand Junction Area Chamber of Commerce. Regarding job placement, they felt that much more should be done to prepare them for hiring process.

E. **Faculty**

Having faculty who are a good fit for the MBA program is vital to its success. Having the appropriate background to teach courses in the program is also important but is not the only measure of fit. Current faculty members are well-prepared to teach and participate in scholarly activity and professional development which has an impact on student learning. There are presently a few open faculty positions and others have recently been filled. It was mentioned during the site visit that 30-40% of faculty searches fail campus wide. This suggests that the University must improve in its objective to hire the first choice in faculty applicant pools in 100% of full-time faculty searches. Filling business faculty positions will help relieve an already constrained resource. Like most business schools, there are faculty members who are nearing retirement. Thus, future business faculty searches should be done strategically rather than simply replacing faculty in the same subject matter that was vacated. Clearly new faculty lines would be created as part of a strategic initiative, i.e., the preparation for having additional MBA students seeking careers in professional accounting being a likely next step.

Another measure of fit is value alignment. As stated in CMU's Strategic Plan (page 16), faculty must have teaching as their highest priority and have a commitment to scholarly activity, advising, and service. Future faculty searches should seek out candidates who understand CMU's values and can be significant contributors to the MBA Program's success.

Funding needs to be improved for professional development and research presentations. Current levels are inadequate for annual conference attendance that extends beyond the intermountain region.

Faculty burnout can create risks to even the most productive faculty members. It was noted that some faculty currently teach their full load, participate in scholarly activity and student advising, teach overload courses, and also carry a significant university responsibility.

F. Resources/Institutional Support

When it comes to the vision and values of the university, they seem to permeate across campus. These values appear to be at the forefront of decision making at the University. From computer labs to library resources to faculty salaries to assessment, there seems to be a unified approach to educating students at CMU, particularly MBA students. Resources, in terms of budget allocations, appear to follow those values. There is a sense that the MBA Program has the support of central administration.

The region in which the MBA Program operates puts limits on the number of potential students seeking graduate education in business. However, a recent change to Colorado law regarding CPA licensure will potentially increase the number of applicants to the program. Fortunately, these applicants will find a mature MBA Program in terms of teaching and learning. Unfortunately, the increase in applicants may constrain faculty further in terms of advising the research practicum and teaching small classes. Despite the University's support for the MBA Program, faculty development funding should be increased, with consideration given to ensuring a course reduction for teaching in the MBA Program thus allowing more time for advising and mentoring students in the research practicum.

Faculty and administrators should consider the creation of graduate certificates to enhance the credentials of graduates and to increase the perceived value that alumni bring to the region.

With higher education funding models dramatically evolving over the last decade, less is given from the state of Colorado, the MBA Program could look to fundraising in terms of "naming" the program, its buildings, its tracks, and even future certificates.