Colorado Mesa University
Department of Business

Bachelor of Business Administration
Bachelor of Applied Science in Business Administration
Program Review Self-Study 2009-2014

COLORADO MESA
UNIVERSITY
DEPARTMENT OF BUSINESS

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1. INTRODUCTION AND PROGRAM OVERVIEW

A. Program Description by Level

The mission of the Department of Business at Colorado Mesa University is the following: Each CMU Business Graduate should be a Strategic Decision Maker. Utilizing cross-functional course delivery, integration of curriculum learning objectives, and applied business research projects, the faculty strive to present curriculum that encourages students to look across all core business areas, using information from all functional areas in long-term decision making. The business core of 51 hours in the functional areas of business provides students with the knowledge, skills and abilities to compete in both local and global business environments. The programs offer an applied approach, providing students with opportunities to apply concepts and theories learned in class to business projects, many of the projects involving the local business community. Students can then gain additional depth in a chosen concentration area and in most cases, two differing concentration areas, to further develop their business acumen.

The Bachelor of Applied Science(BAS) in Business Administration is a unique degree that combines the technical skills and business knowledge necessary for success. This degree allows students who have earned an Associate of Applied Science (AAS) degree to build upon their technical specialties with Essential Learning courses along with junior and senior level business courses, allowing these students additional opportunities for advancement in career choices.

The following Department Student Learning Outcomes(SLOs), guide curriculum and decision making within the department and form the foundation of the learning environment. All Business Graduates will be able to demonstrate the following outcomes:

Business Knowledge for Problem Solving: Integrate knowledge from multiple functional areas of business to solve business problems and to develop sound business strategies. *(Specialized knowledge – general business knowledge)*

Because Thinking is Critical: Apply business knowledge and skills in appropriate business contexts and transfer knowledge and skills to new business situations. *(Critical thinking)*

Effective Communication Achieves Mutual Understanding: Communicate clearly, appropriately, and persuasively to the audience, both orally and in writing, including individual presentations. *(Communication skills)*

Business Analysis and Data: Analyze business data critically, reason logically, and apply quantitative analysis methods correctly to develop appropriate business conclusions. *(Quantitative fluency)*

Teamwork Makes the Dream Work: Effectively work in a team.

Information Drives Strategy: Strategically apply information across functional areas of business.

Always Professional: Produce professional business work products.

Ethical Every Day: Practice principle-based ethics in decision making both personally and professionally.

The above student learning outcomes integrate with the CMU Student Learning Outcomes and provide the basis for curricular decision making.

The Department of Business includes the following programs: the Master of Business Administration, the Bachelor of Business Administration, the Bachelor of Science in Public Accounting, the Bachelor of Science in General Accounting, the Bachelor of Science in Computer Information Systems, the Bachelor of Science in Construction Management, the Bachelor of Applied Science in Business Administration, the Bachelor of Applied Science in Hospitality Management, the Bachelor of Applied Science in Computer Information Systems, the Associate of Arts in Business, the Associate of Arts in Business Computer

Information Systems, six minors (Business, Economics, Entrepreneurship, Business Computer Information Systems, Accounting, and Hospitality Management), four professional certificates (Entrepreneurship, Insurance, Decision Support Systems and Energy Management/Landman) and one technical certificate (Supervision). Additionally the Department offers 3+2 programs in Accounting, Finance, and Construction Management. The 3+2 programs allow students to begin a Master of Business Administration the senior year of classes, allowing the students to graduate in five years with both an undergraduate degree and a Master of Business Administration. All programs share faculty, common courses, common classrooms and computer laboratories, and with the exception of Construction Management, are housed in Dominguez Hall on the main campus of Colorado Mesa University. Separating out specific data on individual programs can be challenging due to the interrelatedness of the Business Department.

All degrees are relevant, versatile and align well with today's ever-changing business climate. Graduates of the business programs hold positions in various types of organizations such as public, private, for profit, nonprofit, and multinational organizations. BBA graduates are entrepreneurs, small business owners, bank vice-presidents, product managers in advertising firms and project and operations managers in manufacturing organizations. Many business graduates earn advanced degrees such as the Master of Business Administration and Master of Science in Finance and/or professional certifications such as the Chartered Financial Analyst and the Certified Public Accountant.

During the time period of this study, over twelve hundred business degrees have been awarded in the Department of Business at Colorado Mesa University.

The focus of this program review is the Bachelor of Business Administration (BBA) and the Bachelor of Applied Science in Business Administration (BAS), as listed below.

Bachelor of Business Administration Degree (BBA) Concentrations	
Economics	Entrepreneurship
Human Resource Management	Management
Emerging Markets	Finance
Information Systems	Managerial Informatics
Energy Management/Landman	Hospitality Management
Insurance	Marketing

Bachelor of Applied Science (BAS) Major
Business Administration

Minors in Business	
Business Administration	Economics
Entrepreneurship	Managerial Informatics
Hospitality Management	

B. Brief History of the Department

Highlights of the Department of Business at Mesa State College (Colorado Mesa University) with a focus on the BBA and BAS in Business Administration programs include:

1925 - Mesa State College opened as a Junior College. Associate of Applied Science in Business Administration offered.

1943 - Department of Business officially began with the Mesa State purchase of Ross Business College.

1965 - Two year degrees offered included the following: Associate of Arts (AA) degree in Business Administration, AA in Commerce, AA in Accounting, AA in Secretarial Services, and AA in Data Processing. Associate of Applied Science (AAS) degree in Travel and Recreation Management and AAS in Finance and Accounting Technician.

1974 - First four-year degree programs offered in Business: Bachelor of Science (BS) degree in Accounting and BS in Business Management.

1980 - BS degree in Business Management replaced with BBA with original concentrations in Data Processing, Management, Marketing, and Personnel Management.

1980 - BS in Accounting continued with specializations available in Data Processing, Managerial Accounting, and Public Accounting.

1985 - Concentration added in Finance.

1989 - Concentration added in Business Economics.

1993 - Department of Business becomes part of the School of Professional Studies.

2005 - School of Professional Studies disbanded.

2005 - Bachelor of Applied Studies (BAS) degree first offered in Business Administration.

2006 - Accounting and Computer Information Systems Department merged with Department of Business.

2007 - Concentration added in Energy Management/Landman.

2007 - Bachelor of Science in Construction Management added.

2008 - Concentration added in Human Resource Management.

2009 - BAS in Hospitality Management added. Concentrations in Managerial Informatics, Information Systems and Hospitality Management added.

2010 - Concentration in Insurance added.

2011 - Mesa State College becomes Colorado Mesa University on August 10, 2011.

2012 - Concentration in Emerging Markets added.

2014 - Department of Business adopts new Student Learning Outcomes following a two-year review.

C. Recommendations from Previous External Reviewer

The previous external reviewer provided the following recommendations to both faculty and Administration as listed below.

Recommendations to Faculty:

1. The reviewer's recommendation to consider ACBSP was not pursued at the conclusion of the last program review due to the constraints placed upon curriculum by this accreditation. Based upon the changed accreditation standards and current marketing forces, the department is currently in the process of researching accreditation. A business faculty committee is exploring accreditation options and is working toward completing the AACSB Eligibility Application fall 2015.

2. A recommendation was made that the number of concentrations should be evaluated to include adding a concentration in International Business and Insurance. Faculty agreed and both concentration were added. The reviewer felt that demand for the Travel and Tourism concentration and the Landman/Energy Management concentration was weak. The Travel and Tourism

concentration underwent review, the name was changed to Hospitality Management, a faculty person was hired and additional resources were provided to the program. Since the review, twenty-three students have graduated from this concentration and demand continues to grow. The demand for the Energy Management/Landman concentration, while beginning slowly, has increased each year with a total of 37 graduates. Due to the fact only 11 accredited institutions offer the Energy Management/Landman program, the potential for this program continues to grow. The reviewer expressed concern that appropriate resources, particularly faculty resources, needed to be added as concentrations were added. Some faculty feel this continues to be a concern.

3. The reviewer recommended adding courses in International Business, E-commerce, Government and Ethics. International Business and E-Commerce were added with International Business part of the core business curriculum. A concentration in Emerging Markets was created based upon this recommendation to focus on this fast growing segment of International Business. An Ethics course was also added, BUGB 440 Business Ethics. January 2015 the Department was awarded the Daniels Fund Ethics Initiative Grant. Fall 2015, faculty across the core functional areas are conducting a series of test pilots activities to begin the process of integrating ethics across the business curriculum. Additional information on the Ethics Grant is discussed under External Funding Opportunities. After review, the Department chose to not add a Government course at this time.

4. The reviewer questioned the effects of night course enrollments on day offerings in the Department. A survey completed by the Marketing Research class determined that the majority of students preferred day offerings. However, working students, students involved with sports, etc., have a need for night classes. Thus, the night classes were continued. Students can obtain a BBA with a concentration in Management through night/online offerings. This format allows the Department to continue to serve the varying constituencies of the region. The courses required of the BBA concentration in Management are also available during the day.

5. The Department was encouraged to find ways to increase business scholarship funds. The Luncheon held during Entrepreneurship Day has been the impetus for the increased growth in the Department Fund. With the ability to acquire known business leaders as luncheon speakers, such as John Hendricks, Jerry Greenfield, Hap Klopp and Pete Coors, attendance and ticket sales have increased dramatically increasing the scholarship fund as shown below. Not included are scholarships that are named and designated for specific categories of students, e.g., the Landman/Energy Management students. The goal of the endowment fund is to grow the corpus to $200,000 to allow the interest to provided continued and sustainable business scholarships.

Table 1: Business Scholarship Fund (Source: Colorado Mesa University Foundation)

Business Scholarship Fund Balances

CMUF Business Department Accounts for Scholarships Balances 2008 vs 2015

Description	Balance 6/30/2008	Balance 8/27/2015
CMU Business Scholarship	$1,700.00	$1,150.00
Business Legacy Endowment	$0.00	$113,103.96
Entrepreneurship Day CMU	$0.00	$61,338.53

6. The reviewer recommended Freshmen Business Seminar be discontinued. Departmental response indicated that the course allows for contact with business freshmen upon entry to CMU and thus assists with advising, serving as a valuable retention tool. The course has been restructured and continues to evolve on a regular basis. The retention rates of students taking the Freshmen Business Seminar class have increased, with retention to the following fall from 58.2% to 67.1% and increasing business majors retained from 49.7% to 61.5% as shown in Table 2.

Table 2: Retention Rates (Source: Information Source VPAA Office)

BUGB 105 Retention Rates			
Year	% retained into following fall	% business majors retained	Difference
2010-2011	58.2%	49.7%	8.5%
2011-2012	64.4%	54.0%	10.5%
2012-2013	55.9%	49.7%	6.2%
2013-2014	53.4%	45.3%	8.1%
2014-2015	67.1%	61.5%	5.6%

7. The reviewer felt that enrollment caps needed to be eliminated. After discussion, enrollment caps on the upper division courses were left unchanged. Based upon the Department Student Learning Outcomes(SLO), the needed emphasis on communication, teamwork, and analytical skills through applied projects and presentations, requires the upper division courses remain capped at 25, with the ability to increase these sections to 30 as needed. At times, due to enrollment demand the cap of 30 has not be possible. When additional students are allowed into sections of the upper-division courses, it becomes difficult to require and effectively evaluate extensive communications and applied assignments. It can be particularly difficult and time consuming, to have individuals present individually rather than as teams. A current recommendation from the Communications SLO Committee is to add an individual presentation into classes at the beginning, developing and advanced level.

8. The reviewer recommended that all persons teaching in remote locations be approved by the Department Head and the lead area Faculty. The Department agreed and the situation has changed so that currently, while the Director of the Montrose Center plays an integral role in recruiting, training and evaluating faculty who teach business courses in Montrose, the Department Head and lead area faculty must approve all teaching assignments.

Recommendations to Administration:

1. The reviewer recommended that a person be hired to exclusively fill a role as "Business Advisor". Since advising is seen as an essential faculty role for both developing student relationships and retention, this recommendation was not followed.

2. The recommendation to consider funding the use of Teaching Assistants (TAs) was not implemented as it does not fit within the institutional vision and values.

3. A recommendation was made to increase professional development funds for faculty. While departmental funds were not increased, opportunities for professional development funds campus-wide have increased. Since 2009, the Campus Faculty Professional Development Fund, applied to through the Vice President of Academic Affairs, has been increased from $40,000 to $50,000

annually. This amount has grown from an average of $2,500 to $7,500 per faculty who are awarded these funds.

4. A recommendation was made by the reviewer that Business Department faculty salaries be raised to at least 90% of CUPA (College and University Professional Association for Human Resources) average. Data was not available from CUPA to evaluate if this recommendation had been met. However, despite the recent Great Recession and challenging enrollment numbers, faculty campus-wide have received COLA increases each year. Salaries paid new business faculty continue to increase and will need to continue to increase to attract new qualified and quality business hires. This in turn will cause compression challenges for the department.

5. The last recommendation of the external reviewer was that open faculty positions be filled. The Department currently has two full-time positions and three .8 positions open. Finding qualified, quality, and affordable faculty continues to be a challenge for the Department.

D. Program Centrality to CMU's Role and Mission

CMU's Institutional Mission Statement states: "Committed to a personal approach, Colorado Mesa University is a dynamic learning environment that offers abundant opportunities for students and the larger community to grow intellectually, professionally, and personally. By celebrating exceptional teaching, academic excellence, scholarly and creative activities, and by encouraging diversity, critical thinking and social responsibility, CMU advances the common good of Colorado and beyond." CMU's statutory role and mission states: "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 selective admission standards. Colorado Mesa University shall offer liberal arts and sciences, professional and technical degree programs, and a limited number of graduate programs, 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."

The BBA/BAS Programs fit well in the role and mission of CMU by providing professional and career oriented degrees. These degrees serve students from within the region and state, and also students from other states and countries. The career ladder offered by the BBA/BAS program allows students to acquire a four-year degree building upon their two-year course offerings/degrees.

E. Program Support for Other Majors

The BBA core courses support a variety of other majors/minors and Essential Learning requirements.

1. Principles of Macroeconomics and Principles of Microeconomics are offered by the Business Department as Essential Learning courses in the Social and Behavioral Sciences category.

2. Principles of Marketing, Principles of Management, Principles of Financial Accounting, Sales and Sales Management and Business Information Technology are used by Sports Management majors.

3. A variety of other majors earn a Business or Entrepreneurship Minor including the following: Sports Management, Accounting, and Construction Management.

4. The Minor in Business has become popular increasing from 53 minors in 2010-11 to over 100 minors in 2014-15 for a total of 328 Business Minors awarded during this time.

5. Engineering and Political Science majors may take upper division economics courses.

6. The International Studies Minor, housed in the Department of Social and Behavioral Sciences encourages students to take courses in business, among other suggestions.

7. Accounting students take up to 45 hours of business courses and BS in Computer Information Systems majors take 27 hours of business courses to complete their programs.

8. Psychology students are encouraged to take at least the introductory course in Human Resources.

9. The Music Elective Studies in Business contains 18 hours of business courses.

F. Locational/Comparative Advantage

BBA/BAS courses are offered in Grand Junction and Montrose, which are business hubs for the surrounding areas. Consequently, there are excellent opportunities for the Department to interact with and provide employees for large and small organizations. Numerous industries in the area utilize business students through applied research for the organization, internships and ultimately as employees. Industries impacted include the following and more: Accommodation and Food Services, Agriculture, Arts and Entertainment, Construction, Finance and Insurance, Health Care and Social Assistance, Real Estate, and Retail. The Entrepreneurship component of the BBA provides the necessary tools for many BBA graduates to begin their own small business. Due to geographic location, the Hospitality Management concentration and the Landman/Energy Management program provide unique opportunities for students to obtain hands-on educational opportunities in the Hospitality and Energy Industries.

By working with WCCC programs, the Department is able to give students who complete an Associate of Applied Science degree the opportunity to complete a four-year degree complimenting their two-year technical degree. For example, the BAS in Business is an effective degree for students who have completed an AAS in Culinary Arts or Welding and who wish to move up in managerial positions or own their own business.

G. Unique Characteristics

The BBA with twelve concentration choices gives students the ability to specialize while still gaining the core set of business functional skills. For most concentrations, the student has the opportunity to add two concentrations to their core set of business knowledge. Thus a BBA with a concentration in Finance can add a concentration in Marketing or a concentration in Management to increase the employability of the student. Another unique characteristic of the program is the ability of students to conduct live research for area businesses. Due to the support of the area business community, upon graduation, students will have had the opportunity to participate in experiential learning through either applied learning projects in the classroom or co-curricular activities. Examples of applied learning in the classroom include the Advanced Marketing students developing and presenting an Integrated Communications Plan to top executives of AT&T or the Emerging Markets concentration students presenting their country analysis to Reynolds Polymer.

Using co-curricular activities such as The Point, a student-run business, and activities within business clubs, students are allowed additional learning opportunities. Through the eight Business Clubs, students have the ability to gain leadership skills, managerial skills, organizational skills and fund-raising skills. Team work, professionalism and presentation skills are also emphasized enforcing the co-curricular aspect of the Business Clubs to the Business Curriculum. The new Innovation Center allows budding entrepreneurs opportunities to develop their ideas with assistance from successful entrepreneurs. The Innovation Center will also provide business analysis and expertise to student innovators from areas across campus disciplines through collaboration with Business students. This ability for hands-on learning provides students with a competitive advantage when seeking their first job and is a unique advantage found at CMU.

Another unique opportunity afforded by the Department of Business is the Academic Business Honors Program. This program offers highly motivated undergraduate students enriched studies in their academic major. Business Honors is designed to incorporate several areas of business into cohesively themed classes in which the objective is to encourage students to think critically about business decisions in a broad and multi-disciplinary context. Selected students have the opportunity to add nine hours of Honors classes to their degree program during which time topics from discipline specific seminal articles to applied community service research projects are utilized learning challenges. The increased interaction with both fellow Honors students and faculty teaching in the Honors program are also benefits afforded Business Honors Students.

2. CURRICULUM

A. Breadth, Depth and Level of the Discipline

The BBA program maintains breadth in the curriculum through foundation and business administration core courses required of students majoring in any of the concentrations. Requirements include 18 hours of foundation courses from Introductory Accounting, Business, Computer Information Systems and Business Statistics, which, along with Microeconomics and Macroeconomics and Essential Learning English and Math requirements must be completed within a student's first 60 hours. The Business Administration Core courses, also required in all concentrations, gives students majoring in the program 33 semester hours of primarily upper division classes including Legal Environment of Business, International Business, Fundamentals of Information Systems, Managerial Finance, Principles of Management, Organizational Behavior, Human Resource Management, Operations Management, Business Strategy, Principles of Marketing and Quantitative Decision Making or Marketing Research. By taking these courses, BBA majors can gain an understanding of the many functional areas of business. Depth within the program is further provided with up to 30 semester hours required in specified concentration courses. The specific courses in the various concentration areas allow students to study further content in that particular area. For many of the concentrations, the student has the ability to choose two concentrations and still complete the degree in 120 hours.

The BAS degree requirements include 36 hours that are brought in from a state-approved Associate of Applied Science degree, 37 hours of Essential Learning courses, 11 hours of electives and 36 hours of specific business courses.

B. Program Currency and Curricular Changes Since Last Program Review

Due to the changing nature of business, faculty efforts to maintain curriculum currency are continuous. This is evidenced in part by the many curricular changes and modifications that were implemented during the program review period. Due to the large numbers of course additions, course modifications, program additions, program modifications and other curricular items that were initiated by the department and moved through the curriculum process, an appendix is attached to the program review that gives a more detailed report. Program sheets were consistently updated, prerequisites were changed, and course titles and content were modified. A few highlights include:

- 2009: A new concentration in Information Systems was added to the BBA; Certificates were added in Supervision, Entrepreneurship and Decision Support Systems.

- 2010: New concentrations were added to the BBA in Insurance and Managerial Informatics; One program was deleted - the Bachelor of Science in Accounting Information Technology.

- 2011: Program additions included certificates in Landman/Energy Management and Insurance; to align the curriculum with the specific accrediting body standards, courses were added in Landman/Energy Management

- 2012: A new concentration was added to the BBA, Emerging Markets; the 3+2 program in Finance and Master of Business Administration (MBA) was added; the Emerging Markets course was added.

- 2013: To maintain currency, courses were added in Business, Computer Information Systems, Economics and Hospitality Management.

- 2014: To align with specific accrediting body standards, courses were added in Energy Management, and Hospitality Management.

- 2015: Two course prefixes were changed, ENTR for entrepreneurship and HRMA for Human Resource Management. This change separated these courses from Management and provided a separate identity; the Entrepreneurship concentration was reviewed and courses were added to include The Entrepreneurial Mindset and Experiential Management: Student Run Business.

C. Program Delivery Locations and Formats, Meeting the Changing Needs of Students

The Department of Business provides alternative course delivery through online delivery, distance learning delivery, condensed format delivery, and late start delivery. Selected courses required in the BBA/BAS are offered on site at the Montrose Campus.

- The Foundation Courses and the core Business Classes are now offered online once a year. Two of the Essential Learning courses, Macroeconomics and Microeconomics are also offered online once a year.

- Delivery of classes, has historically, been accomplished through distance delivery/compressed video coursework. With the increased delivery of online courses, the number of distance delivery/compressed video classes has decreased.

- The Department offers condensed format courses in J-term and in all three of the summer sessions. These 3-4 week classes offer course comparability to the semester courses and allow students with outside employment or students who wish to "stay on track" an opportunity to move through these courses in less time than the usual 16-week format.

- Every semester, the Department offers 2-4 late start classes. These classes allow students an opportunity to drop/add classes after the semester has begun and to align course scheduling with work schedules and degree requirements.

- Courses offered at the Montrose Campus include the following: Principles of Macroeconomics, Principles of Microeconomics, Principles of Financial Accounting, Principles of Managerial Accounting and Business Information Technology. Students from Montrose complete the BBA by taking the remaining courses online or by taking classes at Main Campus.

- While alternate delivery of courses is increasing, the majority of the classes offered by the Department are 16-week, on campus courses.

3. ANALYSIS OF STUDENT DEMAND AND SUCCESS

A. Number of majors (by concentration) and minors

The numbers of students majoring in the BBA/BAS business programs increased from 1,029 majors in Fall 2010 to 1,226 majors Fall 2015, an increase of 19%, demonstrating the viability of the program. Table 3 denotes majors by concentrations.

Table 3: Number of Majors by BBA/BAS Concentration (Source: Institutional Research, See Appendix A)

Degree	Major	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Tech Cert	Supervision	7	9	10	5	3
Prof Cert	Entrepreneurship	7	16	10	5	3
	Insurance			1		
	Energy Mgt/Landman		3	5	5	5
PB	Pre-Business Prov Bacc	30	51	60	103	85
BAS	Business Administration	59	54	46	41	28
BBA	Energy Mgt/Landman	3	5	18	22	21
	Entrepreneurship	15	21	15	18	22
	Pre-Business Admin	657	694	707	711	682
	Economics	12	7	7	5	10
	Information Systems	1			2	4
	Finance	28	25	25	32	46
	Management	100	94	67	68	114
	Marketing	49	49	53	41	60
	Human Resource Mgt	19	18	20	19	22
	Travl,Tour&Comm Mgmt	8	9	3		
	Managerial Informatics			1	2	7
	Insurance			2	5	1
	Hospitality Mgt		1	2	7	13
	Emerging Markets				1	2
	Pre-Landman/Energy Mgt	21	34	48	50	44
BS	Undeclared, Business	12	2	4	4	2
		1029	1111	1136	1193	1226

As stated, when viewing the BBA program overall, the enrollment trend is up from 2010-2015 by 19%.
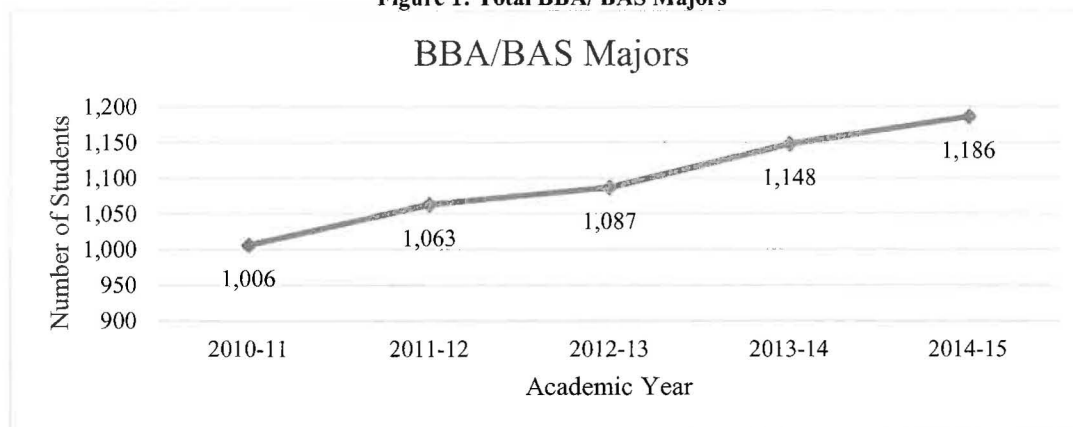
The two-year Associate of Arts in Business continues to be a popular choice with over 200 majors. Business minors have increased from 53 in Fall 2010 to 108 in Fall 2015, demonstrating the popularity of this degree as more majors outside Business seek to add the Business Minor to their major degree. See specific major numbers in Appendix A.

B. Registrations and student credit hours by student level

Overall, numbers of students who have earned enough credits to be classified as sophomores, juniors and seniors and registered in business courses have increased. Only those classified as first year freshmen level students have declined in numbers from 2011-2015.

Table 4: Registrations by Student Level 2010-11 and 2014-15

	Freshmen		Sophomore		Junior		Senior		Total		
	2010-11	2014-15	2010-11	2014-15	2010-11	2014-15	2010-11	2014-15	2010-11	2014-15	% Chg.
MANG	57	31	258	243	218	390	876	1,196	1,409	1,860	27.8%
BUGB	496	364	409	350	198	254	342	426	1,445	1,394	-3.6%
CISB	158	255	274	410	151	275	274	307	857	1,247	37.5%
ACCT	50	24	265	315	199	334	357	491	871	1,164	29.0%
MARK	53	19	183	173	178	210	316	393	730	795	8.5%
ECON	24	11	158	211	188	300	237	252	607	774	24.3%
FINA	3	7	14	6	60	82	210	317	287	412	36.2%
HMGT	0	11	0	24	0	39	0	66	0	140	N/A
EMGT	0	4	4	7	6	17	12	99	22	127	175.3%
Totals	841	726	1,565	1,739	1,198	1,901	2,624	3,547	6,228	7,913	23.9%
% Chg.	---	-14.7%	---	10.5%	---	46.2%	---	30.1%			

When examining the contribution of courses from the various prefixes to the whole of student registrations in business courses, it is important to note that Human Resource Management and Entrepreneurship primarily taught courses under the MANG prefix during this timeframe. The registrations continue to be distributed in significant numbers for each of the concentration areas and have increased in all areas, except Bugb. Due to the elimination of Applied Studies within the changes in Essential Learning, Bugb is likely to continue to decrease as classes in Bugb no longer apply to non-business majors fulfilling the Applied Studies coursework, as Bugb 101 and Bugb 249 had in the past.

C. Registrations and student credit hours (Fall and Spring terms) subtotaled by course level

Growth continues to be the trend in the numbers of students and corresponding student credit hours for those registering for business courses offered at the undergraduate level. The largest amounts of growth are occurring at the upper division course levels; however, numbers have increased across all course levels as demonstrated in Figure 2.

Figure 2: Number of Undergraduate Students by Course Level
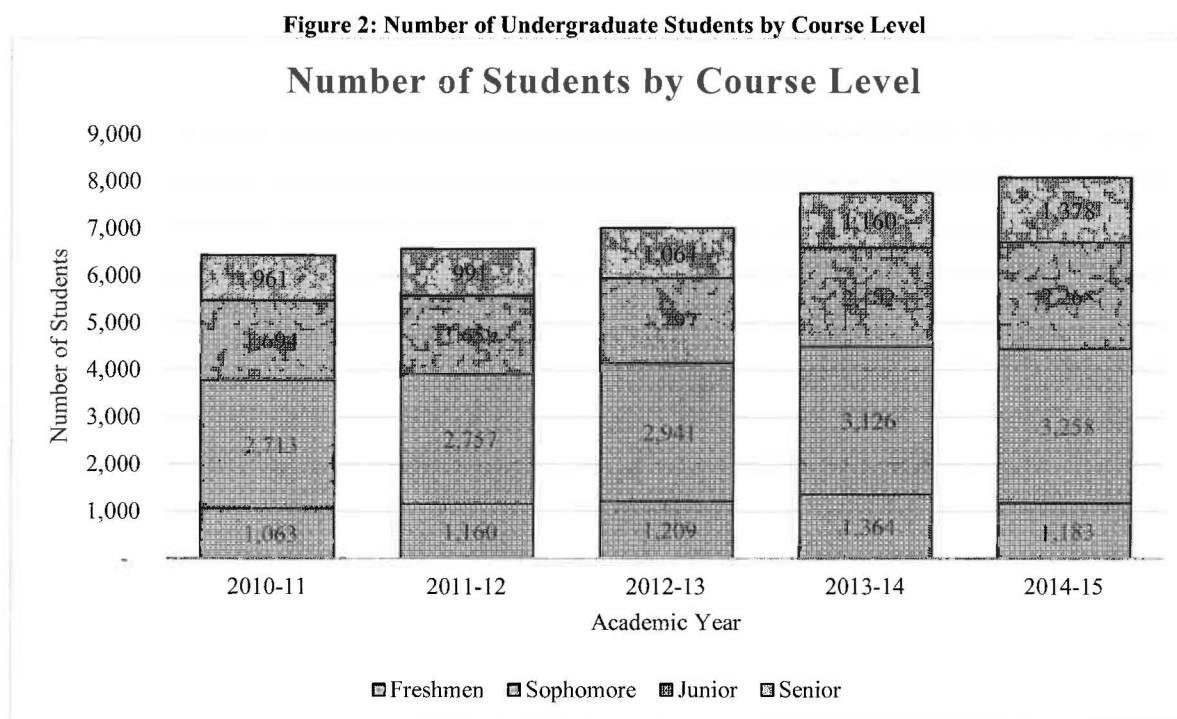
The business course prefix with the largest numbers of students registered is MANG, with course level registration information for the last five years presented in the following graph. Please note in Figure 3, there are no 100 level/Freshman management courses in the curriculum, thus the graph begins at the sophomore level. In the business core, Mang 201, Mang 201, Mang 371, Mang 471 and Mang 491 are all required courses, with Mang 300, Mang 372 and Mang 450 popular electives all explaining the below graph. Moving forward Mang 300 will be denoted as ENTR 300, Mang 371 as HRMA 371, Mang 372 as HRMA 372 and Mang 450 as ENTR 450.

Figure 3: Number of Management (MANG) Students by Course Level
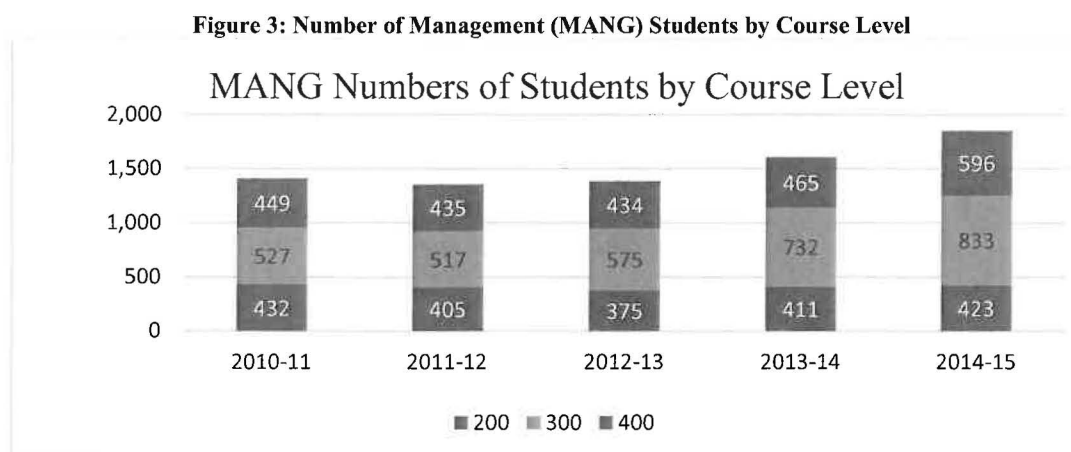
The largest numbers of student credit hours are generated at the sophomore (200) level. The growth trend continues for all levels for the majority of years for student credit hours generated, except at the freshmen (100) level, as evidenced in the following graph. The decrease in student credit hours from the sophomore year to the junior year warrants further investigation.

Figure 4: Student Credit Hours by Course Level
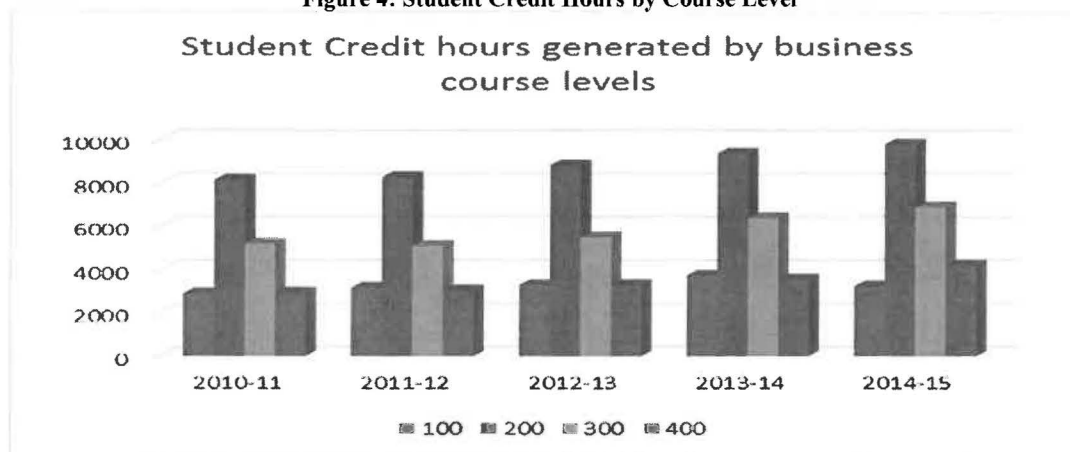
D. Number of graduates (by concentration)

The number of students graduating with BAS and BBA degrees in business continues to rise, increasing from 150 graduates in 2010-2011 to 215 graduates in 2014-2015, a definite increase overall since 2011. Some variability is seen between years in the number of graduates in specific concentrations, as shown in Table 5.

Table 5: Number of Graduates by Concentration (BBA and BAS Business) over the past five years

Degree	Major	2010-11 All	2011-12 All	2012-13 All	2013-14 All	2014-15 All	Trends Degree
BAS	Hospitality Management	0	0	1	2	3	
BAS	Business Administration	8	3	8	5	3	
BBA	Energy Management/Landman Concentration	2	1	7	15	12	
BBA	Entrepreneurship Concentration	9	18	11	10	16	
BBA	Business Economics Concentration	7	10	4	3	4	
BBA	Information Systems Concentration	1			1	2	
BBA	Finance Concentration	15	16	12	16	27	
BBA	Management Concentration	64	60	50	42	75	
BBA	Marketing Concentration	30	39	39	29	45	
BBA	Human Resource Management Concentration	9	16	11	12	18	
BBA	Travl,Tour&Comm Mgmt	5	7	3	1		
BBA	Business Administration-Managerial Informatics			1	1	5	
BBA	Business Administration-Insurance			2	2	1	
BBA	Business Administration-Hospitality Management			1	3	3	
BBA	Business Administration-Emerging Markets					1	

E. One-year retention rates and four- and six-year graduation rates

Although information is not readily available for the BBA/BAS program in terms of specific concentrations and particularly in terms of four and six year graduation rates, the department can extrapolate the need to continue its work on improving retention rates. Students in the BBA program, regardless of concentration, are required to take the BUGB 105 course. It is encouraging to note that retention rates have increased recently for students in the BUGB 105 course. The percentage of BUGB 105 students that were retained as CMU students and as business majors is shown in the following table:

Table 6: Percentage of BUGB 105 Students Retained

Year	% retained into following Fall	% retained as business majors
2012-13	56%	50%
2013-14	53%	45%
2014-15	67%	61%

F. Student successes/recognitions, especially in external student competitions

The following examples represent a fraction of the many student success stories that have occurred during the period since the last program review.

The team from MARK 432 participated in the *AT&T Campus Brand Challenge* in Spring 2013 and placed 2nd in the competition behind an MBA team from Missouri State University. The team of five was flown to AT&T headquarters in Dallas and presented to an executive panel of judges including AT&T CEO and Vice-Presidents.

The SHRM club sent 8 students to the *Society for Human Resource Management Case Study Competition and Conference* in Ontario, California in March of 2015. The CMU HR student team took 3rd Place against teams representing 16 other universities such as Texas A&M, California Polytechnic, Utah State University, and University of Nevada in the Case Study competition. In 2011, SHRM won 1st in the State Competition and placed 4th in the Southwest Regional HR Competition.

The Future Business Leaders of America – FBLA won nine awards Summer 2015 at the National Competition in Chicago. The awards ranged from 2nd in Statistical Analysis to 5th place in Human Resources Management. In 2011, FBLA won 11 differing top ten placements at the National Competition. In 2009, FBLA won 14 national awards and was ranked 5th in the nation in the number of awards earned by a single chapter. PBL students have won over 365 state awards since 2008 and have consistently placed each year in the top ten at National Competition.

The Association of Information Technology students placed 1st and 3rd with two Honorable Mentions in 2011 at their National Conference.

The Human Resource students presented the program "Business and Social Media" in 2012 to approximately 70 Human Resource professionals at the Western Colorado Human Resource Association November 2012 meeting.

Examples of alumni employment past and present:

- ◆ Blain Rethmeier, BBA Finance, Special Assistant to the President for Communications at the White House, Press Secretary at U. S. Senate Judiciary Committee, Senior Vice President for Public Affairs at American Insurance Association
- ◆ Dave Riley, BS Accounting, CEO Telluride Ski Resort
- ◆ Eric Mello, BBA Marketing, Senior Marketing Director for Cobbs and Associates
- ◆ Jason Schofield, BBA Marketing, Account Executive at Kroenke Sports Enterprises
- ◆ Brett Feddersen, BS Information Systems, IT Program Manager at Colorado Division of Wildlife
- ◆ Cara Golden, Accounting, Senior Staff Auditor at Chadwick, Steinkirchner, Davis and Co
- ◆ Tara Ebarb, BBA Hospitality Management, Director of Sales, Holiday Inn in Grand Junction
- ◆ Becky Burgess, BBA Finance, Store Manager, Hollisters, Germany
- ◆ Ken Richards, BBA Management, State Farm Insurance Agent
- ◆ Joe Burtard, BBA Management, Ute Water Conservancy, External Affairs Manager
- ◆ Jackie Ramsey, BBA Marketing and Finance, Home Loan, Client Services and Digital Marketing
- ◆ Chase Baumgartner, BBA Finance, Enterprise, Accountant
- ◆ Jesse Fabula, BBA Marketing, Engineering Technician at WPX Energy
- ◆ Aleya Swington, BBA HR, Civil Rights Specialist, Region 3, Department of Transportation
- ◆ Ryan Zentmeyer, BBA Finance, Management and Managerial Informatics, Project Analyst, Stoller Newport

4. PROGRAM RESOURCES

A. Faculty

1. Ratio of full-time equivalent students (FTES) to full-time equivalent faculty (FTEF);

Faculty to student ratios from the full-time equivalency perspective continue to average between 18.9 and 19.8 to 1, which is desirable. Departmental caps of 25 on upper division courses and on Bugb 211 and smaller class enrollment caps on Bugb 105 have helped to keep the ratio low.

Table 7: Historical Full-Time Student Faculty Ratio (Source Institutional Research See Appendix A)

Subject	2010-11			2011-12			2012-13			2013-14			2014-15		
	FTES	FTEF	FTES:FTEF	FTES	FTEF	FTES:FTEF	FTES	FTEF	FTES:FTEF	FTES	FTEF	FTES:FTEF	FTES	FTEF	FTES:FTEF
ACCT	96.5	4.7	20.5	102.1	5.1	19.9	115.5	5.7	20.4	117.4	6.0	19.6	123.3	6.6	18.7
BUGB	140.2	6.0	23.5	134.9	6.1	22.2	141.1	6.9	20.5	141.7	6.6	21.4	132.3	6.5	20.5
CISB	86.4	5.5	15.7	100.2	6.3	15.9	112.2	6.9	16.2	135.3	7.7	17.5	125.6	7.5	16.7
CONM	9.2	1.2	7.9	11.5	1.5	7.7	9.9	1.5	6.6	17.5	1.8	10.0	18.7	2.7	7.0
ECON	61.1	1.8	34.9	59.4	1.5	39.6	64.4	1.9	34.3	62.9	2.1	29.6	77.6	2.3	34.5
EMGT	2.5	0.4	6.7	9.1	1.1	8.1	11.2	1.1	10.0	9.7	1.1	8.6	12.7	1.1	11.3
FINA	30.3	1.9	16.2	27.8	1.9	14.8	30.7	2.0	15.4	36.4	1.9	19.4	42.0	2.1	19.8
MANG	147.1	7.7	19.2	141.4	7.5	18.8	141.7	7.3	19.5	167.8	8.1	20.7	190.1	9.4	20.3
MARK	75.7	3.6	20.9	76.0	3.3	23.4	74.0	3.0	24.7	85.7	3.6	23.7	80.3	3.3	24.7
TRAV	5.7	0.5	11.4	1.3	0.1	10.4	0.0	0.0	---	0.0	0.0	---	0.0	0.0	---
HMGT	0.0	0.0	---	3.3	0.5	6.6	9.2	1.4	6.7	10.6	1.0	10.6	14.0	1.0	14.0
Grand Total	654.7	33.1	19.8	667.0	34.9	19.1	709.9	37.6	18.9	785.0	40.0	19.6	816.7	42.4	19.3

2. Course credit hours and student credit hours by faculty type (i.e. tenured/tenure track, instructor, administrators/staff/coaches, lecturers)

Overall, in Business, between 50% and 60% of course credit hours and student credit hours generated are taught by tenured/tenure track or full-time faculty, 5% to 20% are taught by full-time temporary faculty, between 2% and 7% are taught by CMU administrators or coaches, and between 23% and 35% are taught by part-time faculty (Lecturers). CCH equals course credit hours and SCH equals student credit hours. Lecturers are utilized for many of the sections of Bugb 105 and Cisb 101 each semester. With the exception of EMGT courses, the majority of upper division courses are delivered by full-time faculty. The EMGT upper division courses are taught by Lecturers with Certifications/Specializations in that area.

Table 8: Course Credit Hours and Student Credit Hours by Faculty Type

Faculty Type	2010-11			2011-12			2012-13			2013-14			2014-15		
	CCH	SCH	%SCH	CCH	SCH	%SCH	CCH	SCH	%SCH	CCH	SCH	%SCH	CCH	SCH	%SCH
1 -T/TT	456	10527	54%	471	10090	50%	540	11221	53%	578	13073	56%	616	14629	60%
3 -FT NonTT	141	3965	20%	137	3834	19%	81	2679	13%	54	1305	6%	60	1320	5%
5 -Admin/Coaches	21	525	3%	18	441	2%	21	537	3%	39	987	4%	56	1609	7%
6 -PT	171	4596	23%	212	5646	28%	260	6859	32%	288	8184	35%	285	6944	28%
Grand Total	789	19613	100%	838	20011	100%	902	21296	100%	959	23549	100%	1017	24502	100%

3. Faculty successes/quality/recognitions – details related to teaching, advising, scholarship, service and other achievements;

The following list provides examples of Business Department faculty achievements. To view other faculty accomplishments, see the vitae in Appendix H.

- Brian Fraser presented "Financial Literacy Defined" at *the 57th Annual Global Mountain Plains Business Conference,* Grand Junction, CO, September 2015.
- Kyle Stone along with Harris, Mayeshiba, Componation, and Farrington published "Transitions from teaching lean tools to teaching lean transformation in the *Journal of Enterprise Transformation,* 2014.
- Tim Hatten successfully completed his second *Fulbright Scholarship Award* by teaching Entrepreneurship at Niels Brock Copenhagen Business College in Denmark in Fall semester, 2011.
- Tim Hatten published the 6th edition of his *Small Business Management* textbook in January, 2015. It has become the top selling textbook in its market.
- Kyle Stone's article "The Burke-Litwin Organizational Assessment Survey: Reliability and Validity" was published in *Organizational Development Journal,* 2015.
- Stone, Parman & Lay presented "Assessing Teamwork within BBA Curriculum" at the *57th Annual Global Mountain Plains Business Conference*, Grand Junction, CO, September, 2015.
- Emma Fleck, J. Rouse, and L. Treanor published "The gendering of entrepreneurship: theoretical and empirical insights" in the *International Journal of Behavior and Research,* 2013.
- Pat Schutz presented "Leadership in Human Resource Management: A current event case study to engage HRM college students in applying leadership theories in an HR context" at the *Mountain Plains Management Conference*, Ogden, Utah Oct. 6-8, 2010. He received the "Best Paper in Management" award.
- Perry, N., & Vernengo, M. (2014). What ended the great depression? Re-evaluating the role of fiscal policy. *Cambridge Journal of Economics, 38*(2), 349-368. doi: 10.1093/cje/bet035.
- Richard Vail with D.J. Sluder and William McCracken presented "Teaching Using Live Projects" at the *8th Annual International Online Conference for Teaching and Learning,* March 17-19, 2010.
- Georgann Jouflas, Tim Galpin, and M. Gasta published "Leading the sustainable organization at Vail Resorts" in the *Journal of Business Strategy* (2014).
- Morgan Bridge, Don Carpenter, Johnny Snyder, and Gayla Slauson published "The Information Systems Analyst exam as a program assessment tool: Pre-post tests and comparison to the Major Field Test" in *Issues in Information Systems,* 2009.
- Fleck, Jouflas and Mathwich presented "*An Investigation of Experiential Learning within Higher Education in the United States: Structure, Sustainability and Measurement*" at the International Conference for Small Business, Dublin, Ireland, June 2014.
- Deb Parman received the *Colorado Phi Beta Lambda* Outstanding Advisor Award in 2008, 2009, and 2013
- The following BBA/BAS faculty serve as business clubs and organization advisors: Britt Mathwich (Hospitality), Deb Parman (FBLA), Kyle Stone & Pat Schutz (HR), Georgann Jouflas (Entrepreneurship), Steve Soychak & Morgan Bridge (Landman/Energy Management), Emma Fleck, Nathan Perry & Morgan Bridge (Business Honors).
- Brian Fraser was named Director of the Daniels Fund Ethics Initiative, 2014.

Department of Business faculty strive toward scholastic achievement in their respective fields of expertise, as well as pedagogical improvement.

4. Faculty vitae are included in Appendix H.

B. Financial Information (Finance and Budget):

1. Total budget revenues and program expenditures

The Department of Business has consistently grown in the number of credit hours it has provided, as has its expenditures. The following table presents expenditures for fiscal years 2011- 2015. Appendix G contains the itemization of specific expenditures.

Table 9: Budget Revenues and Program Expenditures 2011-2015 (Source: Budget Office, Appendix G)

	Fiscal year 2011	Fiscal Year 2012	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015
Actual Expenditures	1,301,639	1,576,766	1,576,400	1,655,176	1,872,516

2. Ratio of total expenditures/student credit hours

The ratio of expenditures to student credit hours for the Department of Business ranges from 93.79 to 113.69. While credit hours generated have increased, so have expenditures. It should be noted that faculty salaries for the MBA are also included in this number since separating out those salaries would be challenging since these faculty also teach in the BBA/BAS program. The data given for expenditures is for the fiscal year, while the data for the student credit hours is given for the academic year.

Table 10: Ratio of Total Expenditures to Student Credit Hours

Year	2011	2012	2013	2014	2015
Actual Expenditures	1,301,639	1,576,766	1,576,400	1,655,176	1,872,516
Student Credit Hours	13,878	13,598	14,168	15,444	16,471
Ratio of Expenditures to Student Credit Hours	93.79	115.96	111.26	107.17	113.69

3. External funding (if applicable): Any external funding the program or its faculty have submitted and received since the last review. What potential opportunities exist for obtaining external funds during the next six years?

Colorado Mesa University Department of Business was awarded the Daniels Fund Ethics Initiative Grant January 2015. One of the primary objectives of the Daniels Fund Ethics Initiative is to extend ethics education beyond philosophy and theory to real-world practical application in the use of ethical principles as a framework for personal and organizational decision-making and leadership. To this end, the Department of Business and Colorado Mesa University, will receive $250,000 annually for the next five years (2015 – 2019) to teach and implement principle-based ethics across the business curriculum. The funding is contingent upon the successful completion of yearly goals as approved by the Daniels Fund Ethics Initiative. Progress is reviewed annually by the Daniels Fund. All funding decisions are made by, and at the sole discretion of, the Daniels Fund. The grant provides direct dollars to impact the teaching of ethics in the curriculum and through co-curricular activities.

C. Library assessment

The value of the library resources cannot be overstated. As mentioned in the report written by library staff, the Library holdings for the BBA/BAS are appropriate and can successfully support the programs. A recommendation is to have lead faculty from each core course contact the Library staff in order to have them "share their expertise and help build research skills with students." Appropriate funding should continue for the acquisition and maintenance of the Library holdings, staff and facilities. The complete and detailed report of the library assessment for the BBA/BAS business programs is located in Appendix C.

D. Physical facilities

The Department of Business faculty offices are housed on the second and third floors of Dominguez Hall (DH) opened in 2008 on the Colorado Mesa University main campus. Four computer classrooms are used for instruction of classes requiring computer labs (DH203, DH204, DH303, and DH304). DH 303 and DH 304 contain specialized software specifically needed by business students. DH 203 and 204 each have 25 computer stations and while used by business classes, do not contain the specialized business software. Business classes occasionally use the Gallegos Board Room for presentations and the Department holds meetings there as available. Faculty have office space in DH as well as computers on their desktops. The network access afforded faculty and students includes Internet and library access. Faculty from the business department teach in other classroom buildings across campus as well as DH. All campus buildings have classrooms with networked computing systems and Internet access. Many rooms have document cameras as well. A few of the larger lecture halls have microphones available. With the exception of the computer classrooms, the BBA/BAS do not require specialized physical facilities.

E. Instructional technology and equipment

Classrooms for business classes contain smart classroom technology with an instructor station capable of projection, access to CMU network drives, the Internet, and specialty software as needed for the classes. The CMU Information Technology department insures the network operating system and application software is up-to-date as requested by the business faculty on a semester to semester basis. DH 303 and DH 304 contain specialized computer software used by the BBA/BAS programs.

F. Efficiencies in the way the program is operated

An efficiency of the BBA/BAS and Business Department in general is the usage of business courses across more than one concentration. For example, while Fina 320 is a requirement of the Finance concentration, that same course could be used as an upper division elective for many of the other business concentrations. Technology and specifically the usage of Learning Platforms has increased the efficiency of several of the introductory courses, such as Econ 201 and 202 and Bugb 105 utilizing common productivity tools to insure course comparability. All business department faculty share a common copy machine as well as one administrative assistant, the EBI Director. Many faculty have at least two disciplines of expertise which allows for increased flexibility in scheduling courses.

5. STUDENT LEARNING OUTCOMES AND ASSESSMENTS

A. Student Learning Outcomes (SLOs) for the program and how they relate to the program's mission statement and courses.

The mission of the Department of Business at Colorado Mesa University is the following: Each CMU Business Graduate should be a Strategic Decision Maker. The values of the Department include student focused learning; a friendly, cooperative and collegial environment; continuous quality improvement, and building long-term relationships. To fulfill the mission the Department has developed student learning outcomes which apply to the BBA/BAS programs:

Department of Business Student Learning Outcomes(SLOs):

Business Knowledge for Problem Solving: Integrate knowledge from multiple functional areas of business to solve business problems and to develop sound business strategies. *(Specialized knowledge – general business knowledge)*

Because Thinking is Critical: Apply business knowledge and skills in appropriate business contexts and transfer knowledge and skills to new business situations. *(Critical thinking)*

Effective Communication Achieves Mutual Understanding: Communicate clearly, appropriately, and persuasively to the audience, both orally and in writing, including individual presentations *(Communication skills).*

Business Analysis and Data: Analyze business data critically, reason logically, and apply quantitative analysis methods correctly to develop appropriate business conclusions. *(Quantitative fluency).*

Teamwork Makes the Dream Work: Effectively work in a team *(Teamwork).*

Information Drives Strategy: Strategically apply information across functional areas of business *(Strategic Application of Information).*

Always Professional: Produce professional business work products *(Work Products).*

Ethical Every Day: Practice principle-based ethics in decision making both personally and professionally *(Ethical Behavior).*

Institutional Student Learning Outcomes: The first four Business Department SLOs above relate directly to the SLOs for Colorado Mesa University baccalaureate degree programs which are as follows:
The CMU baccalaureate degree graduate will be able to:

- construct a summative project, paper or practiced-based performance that draws on current research, scholarship and/or techniques, and specialized knowledge in the discipline (Applied Learning/Specialized Knowledge – Program SLO #1);
- analyze data critically, reason logically, and apply quantitative analysis methods correctly to develop appropriate conclusions (Intellectual Skills: Quantitative Fluency – Program SLO #4);

- make and defend assertions about a specialized topic in an extended well-organized document and an oral presentation that is appropriate to the discipline (Intellectual Skills: Communication Fluency – Program SLO #3); and
- Identify assumptions, evaluate hypotheses or alternative views, articulate implications, and formulate conclusions (Intellectual Skills: Critical Thinking – Program SLO #2).

All CMU programs have developed SLOs in the same four areas of Applied Learning/Specialized Knowledge, Quantitative Fluency, Communication Fluency, and Critical Thinking. The business program SLOs work in concert with the CMU SLOs.

A curriculum map can be found in Appendix E to demonstrate how the Department of Business SLOs relate to the core courses within the BBA program. The curriculum map was developed in department meetings with all full-time faculty and was revised August 2015 to reflect current program assessments. The BBA program works to assess these skills at beginning, developing and advanced levels to support programmatic as well as institutional assessment. The curriculum map allows the Department to easily identify in which courses assessment should be performed for Department SLOs.

B. Direct and Indirect Assessments

Direct Assessments

Assessment (Assurance of Learning) is an important element of CMU culture. The Director of Student Learning, the Faculty Assessment Coordinator and the Campus Assessment Committee work to ensure continuous improvement through assessment at the institutional, program, and Essential Learning (General Education) levels across campus. The Department of Business has its own departmental Continuous Improvement Committee (CIC) to oversee assessment at the Business Departmental level.

The Department of Business has identified eight student learning outcomes (SLOs) for all programs in the department. Each SLO has a faculty team responsible for identifying and assessing that SLO, identifying rubrics to be used, gathering data, performing initial analysis on that data, and making curricular recommendations based on the analyzed data. All Business faculty are involved in assessment of the SLOs by participating in at least one of the SLO sub-committees. In addition, discussions regarding assessment have taken place at a minimum at each monthly meeting of the department since 2011. In addition, prior to the start of each semester, one department meeting period is dedicated to reports from the SLO committees and discussion of curricular changes needed. A tabular report of the BBA Assessment activities can be found in Appendix D.

The Business Department began work on improving assessment in 2011-2012 by articulating a set of student learning outcomes for all programs in the department. The first six SLOs stated earlier were the original SLOs from that iteration with minor revisions following. The first set of SLOs were vetted through the faculty, the students and the then active Business Advisory Board. Alignment of the Departmental SLOS with the accreditation agency, AACSB was also reviewed. The Ethics and the Professionalism SLOs were adopted in 2014-2015 after analysis of current trends within the business community and the business higher education community. The awarding of the Daniel Funds Ethics Initiative Grant also provided valuable resources for the implementation of the Ethics SLO. When the original SLOs were adopted, a curriculum map was created to document the core courses in the programs that supported each SLO at the beginning, developing, and advanced levels (Appendix E). Since then, the curriculum map has been revised

to reflect the implementation of the assessments used for each of the SLOs. Currently, the Department has faculty assigned to each SLO, assignments formed or in progress for each SLO and a rubric/assessment for each SLO that has either been tested or is in the process of initial testing. Four of the SLOs will have gathered sufficient data to make identifiable and strategic curricular changes based upon the information gathered from the assessment process Fall 2015. The two new SLOs have rubrics developed and are in the process of gathering data this fall. A brief summary of assessments and findings for each SLO is as follows.

General Business Knowledge: The Major Field Test data is used to assess the SLO for business knowledge in the program. The following data in Table 12 represents the overall departmental score and percentile for the students in the Business program as well as number of students taking the MFT

Table 11: Historical Major Field Test (MFT) Results - Fall 2009 to Spring 2015

Year	Department Score	Percentile	Number of Seniors Taking the MFT
Fall 2009 (151.3)	155	65th Percentile	37
Spring 2010 (151.3)	157	75th Percentile	84
Fall 2010 (150.3)	154	65th Percentile	51
Spring 2011 (150.3)	155	71st Percentile	64
Fall 2011 (150.3)	154	65th Percentile	19
Spring 2012 (150.3)	153	59th Percentile	99
Fall 2012 (150.3)	150	43rd Percentile	28
Spring 2013 (150.3)	153	60th Percentile	94
Fall 2013 (150.3)	154	66th Percentile	29
Spring 2014 (150.3)	152	53rd Percentile	89
Fall 2014 (150.3)	151	49th Percentile	49
Spring 2015 (150.3)	152	53rd Percentile	140

Number in parenthesis = Institutional Means

The data indicates the Departmental percentile has fluctuated over the time indicated. However, when reviewing the Institutional Means, the Department has met or exceeded the Institutional Mean each semester, except Fall 2012. Spring 2010 shows the highest percentile ranking. The MFT is given each semester in the capstone courses. The number of students clearly indicates the Department has less fall graduates. Fall scores on the MFT trend lower when less students take the test. The scores indicate that students are at or above the Mean Score when compared to the thousands of other students taking the MFT exam. After faculty discussion, beginning Fall 2014, the MFT was required in the Mang 491 course. This provided additional impetus for students to take the test. While students had been asked to take the test in prior years, the test as a requirement moved the MFT to a higher priority level. Discussion continues about now providing a grade in the Mang 491 class based upon the score achieved on the MFT.

Critical Thinking: Critical thinking has been assessed using a rubric at the beginning, developing, and advanced levels in the core curriculum between 2014-15. The Value Rubric has been revised, the assignments have been chosen. The committee is pleased with both and feels through the collection of more data, benchmarks can be determined. While the committee could see an anecdotal positive shift in the students' ability to think critically in Spring 2015 over Fall 2014, there was not enough data to support the assumption. The assessment team will continue to gather data during the 2015-16 academic year in

ECON 201, ECON 202, MANG 341, and BUGB 401. Based upon the process and the data collected, the assessment team recommended the following to the department:

- The professors teaching the classes designated for critical thinking should use the critical thinking value rubric within their courses to demonstrate to their students the core elements of effective critical thinking.
- Techniques on how to teach critical thinking to students should be researched and shared among the group.
- Assessment on this SLO should not take place until the end of the semester. This allows the class to develop the appropriate skills and put the skills into practice before assessment takes place.
- Attention still needs to be paid to the 'assumptions and limitations' section of critical thinking as it is a concept not understood by students.

Communication: Modified VALUE rubrics have been used to assess oral and written communication at the beginning, developing, and advanced levels throughout the core curriculum. For both written and oral communication, the data gathered thus far indicate improvement from beginning to advanced learners. However, there are some limitations to the results.

The most concerning result is that business students score low on supporting materials/sources for both oral presentations and written work. None of the results record as high as a level 3 which requires that their work "Demonstrates consistent use of credible, relevant sources to support ideas…" In fact, for providing credible supporting materials, the advanced students performed less well than the developing or beginning students in oral presentations. Due to these results, the Communications committee recommends the following:

- Faculty members who teach a business related course in which they require either a paper or presentation that requires students to do research, should emphasize the need for credible sources. If faculty need checklists or materials to hand out to help students evaluate the credibility of sources, the committee members have offered to provide options. It is important to raise the awareness that the credibility of sources is critical for an oral or written message to be professional and persuasive.
- Another area for improvement is syntax. It seems that many students are not doing well at editing written work nor at practicing presentations before given.

Since, the Communication SLO Committee would like to focus on one area at a time, the emphasis for this semester is encouraging students to find and cite credible sources in their work.

Another concern determined is there are not many opportunities in the curriculum for students to give individual oral presentations which limits the ability of students to develop individual presentation skills. The committee recommends providing more individual presentation opportunities for students, but recognizes the limitations due to large classes and time constraints.

Business Analysis and Data: A pilot of assessment of quantitative fluency was performed in ACCT 201 (beginning level) and MANG 471 (advanced level). The team calibrated the Analytical Skills Rubric and found that it worked well with artifacts from both courses. As assessment is just beginning for this SLO,

no recommendations for curriculum changes have been made. The Committee plans the following for the 2015-16 academic year:

The SLO Committee will continue to gather artifacts from ACCT 201 and MANG 471, which may include a new case from several sections of MANG 471. This case will then need to be normed.
The Committee will conduct a pilot study using the rubric to analyze a random sample of 30 of the Smitty artifacts from Spring 2015, with the goal of estimating n for future samples.
A similar pilot study using the rubric to analyze a random sample of 30 of the H&S artifacts from Spring 2015 is planned with the goal of estimating n for future samples.
Review the quantitative fluency items from the Major Field Test data from Fall 2014 and Spring 2015 to determine how improvements in that percentile could be raised.
And finally explore assignments that can be used for the (D) developing assessment.

Teamwork: Teamwork was assessed at the beginning level in BUGB 105 and at the advanced level in MANG 491 using the CATME assessment tool. Using the CATME tool, students evaluated team members on the five categories of Contribution; Interaction; Keeping on Track; Expecting Quality; and Having Knowledge, Skills, and Abilities. There were not many differences between the two cohorts; the mean for all five categories was above 4.0 out of 5.0 in both groups. The SLO Committee recommends the following:

- Faculty need to stress to students the importance of being effective team members regardless of one's role on the team.
- The standardization of the CATME tool throughout the BBA curriculum to help students become more comfortable with peer evaluation and increase awareness of how their efforts impact overall team performances.
- Based upon the above recommendation, two faculty used CATME in additional sections this fall to test pilot this process.

Strategic Application of Information: This SLO was definitely defined in 2013-14. Many definitions were reviewed and revised to achieve the current wording. Fall 2014 the assessment team attempted a pilot project in CISB 210 and found the project did not lend itself to assessment of strategic information. Currently this group is revising the assignments and reviewing the rubric to be used. Fall 2015, the assignment and rubric will be finalized to allow implementation of the assessment Spring 2016.

Professional Work Products: This was a new SLO created in 2014-15. Spring and Summer 2015 the rubric was developed and normed. Fall 2015, the rubric is in use in Bugb 105, Fina 301 and Mang 491. Using a new approach the incoming business freshman were presented with both professionalism and ethical behavior information the first week of classes. The professionalism rubric was distributed and discussed with students then knowing the professionalism criteria to which students are held within the business department. While Fall 2015 was the first time this methodology had been used, initial responses were very positive. Additional data will be gathered at the end of Fall 2015 semester.

Ethical Behavior: This was a new SLO created in 2014-15 and is considered to be in the pilot stage. During Fall 2015, the department will be implementing a variety of activities across all of the major concentrations with three primary objectives:

The first objective as mentioned above was to introduce ethics to the incoming freshman students beginning in week 1 of the student being on campus. As mentioned above, while this is a new activity, initial results were positive.

The activity/assessment will introduce principle-based ethics at the development level to all students in the pilot courses. Given that principle-based ethics is a new standard in the business department, the focus at the beginning will be on building awareness.

Thirdly, faculty in the pilot classes will determine the effectiveness of the activity/assessment they chose to implement. There are a variety of measurement tools that can be deployed when assessing ethics; it is up to the individual faculty member to decide what the best tool is to measure success. At the end of the Fall 2015 semester, all faculty in the pilot classes will report on the results of their activity/assessment and make any necessary changes for the Spring 2016 semester.

Indirect Assessment

The Department of Business sent out a survey through Institutional Research to alumni of the BBA program. Ninety-three responses were received (82 from BBA and 11 from BAS). Those that responded graduated between 2009 and 2014. The results of the survey can be found in Appendix B. Overall, the graduates of the BBA program were highly satisfied with the education they received from the Department of Business while at CMU. Highlights from the survey are as follows:

- 95.7% of the respondents were very satisfied or generally satisfied with their undergraduate education.
- 93.5% of the respondents indicated they definitely would or probably would encourage a current high school senior to attend CMU.
- 77.4% rated the overall quality of their education within the degree/certificate program as very high or high.
- 74.3% indicated that they made a meaningful connection with their business advisor.
- 74.2% reported that their current job position related to their undergraduate field of study.
- 94.4% of respondents reported that they were very well, more than adequately, or adequately prepared for their current career.
- 30.1% reported that they have enrolled in a graduate, professional, or other degree/certificate program since graduating from CMU.
- 82.2% indicated that CMU very well, more than adequately, or adequately prepared them for this educational program.

C. Describe program improvements resulting from assessment of SLOs since the last program review;

The assessment process for the Business Department was completely reviewed and revised since the last program review. Since 2011, a completely new approach to assessment was formalized. New SLOs were articulated which aligned with institutional SLOs; a curriculum map was created to show in which courses students should be able to demonstrate SLOs at the beginning, developing and advanced levels; SLO teams were established to identify methods to assess the SLOS; pilot assessments were performed; data was gathered; and some recommendations have been made (*see part b bullets above*).

Significant conversation among faculty now takes place regarding the assessment of student learning and the importance of assessment for continuous program improvement on a regular basis. Department meetings have a standing report from the Continuous Improvement Committee and individual SLO Committees are asked to report on the activity for that SLO at least once a semester. The eight SLOs have been placed upon the walls in each office pod and throughout the second and third floor of Dominguez Hall. Every full-time faculty member in the Department serves on at least one SLO Committee. The new assessment framework for the Department of Business will enable identification of opportunities for improvement in all eight SLO areas. Perhaps most importantly, the faculty of the Department of Business have begun to adopt a culture of assessment that recognizes the power of measuring student learning and the consequent continuous improvement.

6. FUTURE PROGRAM PLANS

A. Vision for program

After discussion, the business faculty would like the Department of Business to be the preferred choice of business education in the regions served and target markets pursued. The Department would like employers to desire and request graduates of the BBA/BAS programs for the exemplary problem-solving skills and the ability of students to demonstrate expertise throughout a myriad of learning objectives such as critical and strategic thinking, ethical decision making, information systems, and all aspects of effective communication.

B. Strengths and challenges facing program

One strength of the Department is documented student success. The BBA program with its various concentrations and the BAS have continued to provide opportunities for numerous students to gain expertise that is needed in the workplace, evidenced by the numbers of graduates who find work in their fields of expertise. Undergraduate students in the business student organizations have demonstrated that the Department helps to prepare them to compete with students from other universities through winning in regional and national competitions. The affordability of CMU's tuition and fees means that the cost for the value is low. The location is beneficial for opportunities for business managers and entrepreneurs, the facilities are outstanding, and the students have direct access to faculty. Additionally, the university provides opportunities that assist business students in learning needed skills through managing The Point, through pursuing entrepreneurial ideas through the Innovation Center and with applied research opportunities.

Departmental faculty, committed to excellent teaching and student engagement, are a strength of the department as well. Many have significant publication and service records. Many have retooled to be able to teach in previously unfamiliar formats, such as online. Several spend time advising student organizations and, in some cases, traveling to competitions with them. The news media comes to the department looking for expertise on a variety of topics. Faculty are committed to student success.

Challenges for the department include the effects of the economy on some concentrations. For example the Landman/Energy Management program may be impacted as the oil and gas industry trends downward. Perhaps more than other programs, the BBA program will have many competitors in online and regional options since business programs are found at most institutions. It will remain challenging to maintain exceptional online offerings to meet the competition. As community colleges in the state endeavor to become four-year institutions, the community colleges will often begin by offering BBA programs.

Additional challenges are related to the need for additional tenure-track, tenured or full-time faculty, particularly in some concentrations which have either none or often only one. It is difficult to grow the numbers of students in concentrations when the only teachers for courses are part-time. It is valuable for every concentration to have at least one full-time lead instructor. Having more than one instructor in an area also broadens perspective as students learn from differing vantage points. Currently, Emerging Markets is the only concentration that is in need of a faculty dedicated to just that concentration. While it is understood that part-time faculty will continue to be needed for BBA/BAS courses, it is recognized that the department must take steps to provide Lecturers with training and assistance.

Due to the large numbers of students taking business courses, particularly at the sophomore level, it is a challenge to maintain small class sizes. Classes in business management with over seventy students are not uncommon at the lower levels. It is difficult for faculty to be able to engage every student in these situations, which can then impact retention.

C. Trends in the discipline that could affect future planning for the program

In higher education, and especially in business higher education, the emphasis on assurance of learning and providing evidence of learning is leading to increased business program accreditation. A review of Colorado schools with AACSB (Association to Advance Collegiate Schools of Business) accreditation for their business schools includes CSU, CSU-Pueblo, Fort Lewis, CU Boulder, CU Colorado springs, CU Denver, DU, UNC and the U.S. Air Force Academy. A review of Colorado schools with ACBSP (Association of Collegiate Business Schools and Programs) accreditation for their business schools includes Adams State, Argosy University, Colorado State University – Global Campus, Colorado Technical University – Aurora, Colorado Technical University – Colorado Springs, DeVry University – Colorado Springs, and Keller Graduate School of Management – Colorado Springs Center. IACBE (International Assembly for Collegiate Business Education) accreditation is also found in many business schools, though in none of the schools in Colorado. The Business Department, at this juncture, must now seriously consider the pursuit of business accreditation that fits the values and mission of the Department in order to remain competitive. Financial challenges face many institutions of higher education as government support at the federal and state level decreases. And virtual classrooms are another trend impacting higher education.

D. How program review process is being used to improve the program's teaching and learning

The program review will be utilized to lend direction to the faculty as the program adapts to the changing business climate. It will be used to identify recruitment opportunities, learning opportunities, and professional development opportunities. The items listed below are direct results of the program review.

E. Recommended program's challenges and potential resources needed to address them

- Revisit and update DOB's mission, vision and strategies, as necessary.
- Fill open positions.
- Review the number of concentrations, or correspondingly the number of faculty available to address the needs of the concentrations.
- Increase salary levels to attract the best qualified new faculty and reduce the number of candidate rejections of departmental job offers.
- Design, implement, and evaluate methods for retaining valuable faculty.
- Maintain upper division course caps at 30 to keep small-class-size competitive advantage.
- Review lower division course caps to maintain quality of instruction in foundational business courses.
- Analyze and perhaps modify the Pre-BBA designation or find ways to encourage students to move into the concentration areas more quickly and to insure the appropriate foundation courses are taken in correct semesters.
- Dedicate more time and resources to professional development for faculty and encourage all business faculty to become teacher scholars.
- Change the name of the "Emerging Markets" concentration to "International Markets" to better identify this concentration to its target market.
- Review the data on credit hours by course level to see if further retention strategies can be employed.

Appendix A

Data from Institutional Research

Colorado Mesa University Majors by Department

Department					2010-11		2011-12		2012-13		2013-14		2014-15	
Program	Business Degree	Code	Major		1st Major	All	1st Major	All	1st Major	All	1st Major	All	1st Major	All
Accounting	PB	2901	Accounting Prov Bacc		3	3	3	3	6	6	6	6	1	1
	BS	3104	General Accounting Concentration						2	2	7	7	13	13
		3106	Information Tech		1	1	2	2						
		3108	Public Accounting Concentration		49	55	60	65	57	62	51	55	58	63
		3191	Pre-Accounting		98	111	123	137	133	146	118	129	102	110
Subtotal					151	170	188	207	198	216	182	197	174	187
Bus AA	AA	2141	Liberal Arts-Business Administration		248	282	276	318	271	306	252	289	192	228
		2145	Liberal Arts-Business Computer Information Systems		17	22	14	21	8	15	11	20	12	17
		2190	Liberal Arts-Undeclared Busininess		31	38	13	18	5	8	4	5	2	3
Subtotal					296	342	303	357	284	329	267	314	206	248
Business	Tech Cert	1172	Supervision		2	7		9		10	1	5		3
	Prof Cert	1171	Entrepreneurship		4	7	1	16	2	10		5		3
		1173	Insurance							1				
		1174	Energy Management/Landman				1	3	1	5	2	5	1	5
	AAS	1160	Travel, Rec Hospitality Mgmt			1		1						1
		1163	Hospitality Management				4	10	14	20	22	30	20	28
	PB	2900	Pre-Business Prov Bacc		30	30	51	51	59	60	102	103	85	85
	BAS	3163	Hospitality Management				8	8	12	12	16	17	20	23
		3170	Business Administration		36	59	33	54	33	46	33	41	23	28
	BBA	3118	Energy Management/Landman Concentration		2	3	5	5	18	18	21	22	20	21
		3119	Entrepreneurship Concentration		9	15	9	21	12	15	14	18	16	22
		3120	Pre-Business Administration		585	657	623	694	657	707	669	711	660	682
		3122	Business Economics Concentration		6	12	2	7	3	7	4	5	5	10
		3123	Information Systems Concentration			1					1	2	3	4
		3125	Finance Concentration		21	28	20	25	21	25	27	32	37	46
		3126	Management Concentration		92	100	75	94	59	67	52	68	95	114
		3127	Marketing Concentration		32	49	31	49	35	53	28	41	40	60
		3128	Human Resource Management Concentration		8	19	11	18	15	20	14	19	14	22
		3129	Travl,Tour&Comm Mgmt		8	8	6	9	3	3				
		3168	Business Administration- Managerial Informatics						1	1	1	2	4	7
		3169	Business Administration-Insurance							2	3	5		1
		3171	Business Administration-Hospitality Management						1	2	7	7	11	13
		3172	Business Administration-Emerging Markets									1	1	2
		3194	Pre-Landman/Energy Mgt		21	21	34	34	46	48	49	50	43	44
	BS	3190	Undeclared, Business		4	12		2	1	4		4	1	2
Subtotal					860	1029	914	1111	994	1136	1066	1193	1098	1226
Computer	Prof Cert	1170	Decision Support			2		6	1	7	1	8	1	8
Information	PB	2902	CISB Prov Bacc		2	2	2	2			1	1		
Systems	BAS	3167	Computer Information Systems		7	7	11	12	10	10	7	7	6	6
	BS	3165	Computer Information Systems		32	34	36	42	42	46	39	39	32	32
		3193	Pre-Computer Information Systems		16	21	7	11	1	1	1	1		
Subtotal					57	66	56	73	54	64	49	56	39	46
Construction Mgmt	PB	2903	Construction Mgt Prov Bacc		5	5	4	4	5	5	10	10	10	10
	BS	3180	Construction Management		68	73	58	66	60	64	64	67	76	77
Subtotal					73	78	62	70	65	69	74	77	86	87
MBA	MBA	8090	Graduate, Non-Degree Seeking		13	13	6	6	15	15	5	5	8	8
		8100	Master of Business Administration		37	39	28	28	25	26	28	32	24	30
		8110	MBA-Conditionally Accepted		11	11	1	1	7	7	9	9	3	3
		8132	MBA 3+3				2	5	2	2		1		
		8139	MBA-NonGrad Degree w/Bacc					1						
Subtotal					61	63	37	41	49	50	42	47	35	41
Grand Total					1498	1748	1560	1859	1644	1864	1680	1884	1638	1835

Minor	Code	2010-11	2011-12	2012-13	2013-14	2014-15
Accounting	M135	10	10	6	3	7
Travel & Tourism	M140	2	1	3		
Managerial Informatics	M145			1	1	4
Entrepreneurship	M150	2	1	1	1	5
Computer Information Systems	M751	4	8	7	3	2
Economics	M710	3	1	3	4	4
Business	M130	53	50	57	60	108
Hospitality Management	M141					5
Grand Total		71	71	78	72	135

Colorado Mesa University Degrees Awarded by Department

Department | **Business**

Program	Degree	Major	2010-11 All	2011-12 All	2012-13 All	2013-14 All	2014-15 All
	BAS	Hospitality Management	0	0	1	2	3
	BAS	Business Administration	8	3	8	5	3
	BBA	Energy Management/Landman Concentration	2	1	7	15	12
	BBA	Entrepreneurship Concentration	9	18	11	10	16
	BBA	Business Economics Concentration	7	10	4	3	4
	BBA	Information Systems Concentration	1			1	2
	BBA	Finance Concentration	15	16	12	16	27
	BBA	Management Concentration	64	60	50	42	75
	BBA	Marketing Concentration	30	39	39	29	45
	BBA	Human Resource Management Concentration	9	16	11	12	18
	BBA	Travl,Tour&Comm Mgmt	5	7	3	1	
	BBA	Business Administration-Managerial Informatics			1	1	5
	BBA	Business Administration-Insurance			2	2	1
	BBA	Business Administration-Hospitality Management			1	3	3
	BBA	Business Administration-Emerging Markets					1

Minor	2010-11	2012-13	2014-15
Accounting	3	3	
Travel & Tourism	1		
Managerial Informatics	1		3
Entrepreneurship	2		3
Computer Information Systems	1	3	1
Economics	5	2	
Business	19	15	51
Hospitality Management			1
Grand Total	32	23	59

Colorado Mesa University Registrations and Student Credit Hours by Student Level

Departm Business

Subject	Student Level	2010-11		2011-12		2012-13		2013-14		2014-15	
		Enrolled	SCH	Enrolled	SCH	Enrolled	SCH	Enrolled	SCH	Enrolled	SCH
ACCT	FR	50	152	30	90	27	82	15	45	24	72
	SO	265	813	278	851	297	900	314	950	315	954
	JR	199	629	244	779	288	914	281	880	334	1061
	SR	357	1188	384	1288	460	1506	489	1564	491	1580
	PBL	7	24	3	10			2	6		
	Grad	26	80	13	41	17	53	17	53	7	21
	Non-Deg	3	9	1	3	2	9	8	24	4	12
ACCT Total		907	2895	953	3062	1091	3464	1126	3522	1175	3700
BUGB	FR	496	1284	493	1237	437	1056	437	1026	364	851
	SO	409	1156	425	1205	394	1109	388	1105	350	976
	JR	198	571	187	558	240	710	257	762	254	754
	SR	342	1021	313	939	393	1177	410	1229	426	1270
	PBL	2	6					1	3		
	Grad	41	123	37	109	35	105	34	102	34	100
	Non-Deg	12	35			2	6	8	24	8	19
BUGB Total		1500	4196	1455	4048	1501	4163	1535	4251	1436	3970
CISB	FR	158	474	156	468	182	546	282	846	255	765
	SO	274	822	336	1008	375	1125	455	1364	410	1230
	JR	151	453	208	624	259	777	310	930	275	825
	SR	274	812	298	879	300	898	291	873	307	919
	PBL	4	12	1	3			3	9		
	Grad	6	18	7	21	5	15	10	30	8	24
	Non-Deg			1	3	2	6	2	6	2	6
CISB Total		867	2591	1007	3006	1123	3367	1353	4058	1257	3769

Program	Level										
CONM	FR	6	18	1	3	5	15	10	30	3	9
	SO	10	30	18	54	11	33	16	48	37	111
	JR	13	39	10	30	31	93	26	78	26	78
	SR	67	189	86	258	52	156	123	369	121	364
CONM Total		96	276	115	345	99	297	175	525	187	562
ECON	FR	24	72	15	45	12	36	5	15	11	33
	SO	158	474	185	555	162	486	179	537	211	633
	JR	188	564	197	591	251	753	225	675	300	900
	SR	237	711	196	588	219	657	220	660	252	756
	PBL	1	3	1	3					1	3
	Grad	2	6								
	Non-Deg	1	3							1	3
ECON Total		611	1833	594	1782	644	1932	629	1887	776	2328
EMGT	FR			2	6	2	6	3	9	4	12
	SO	4	12	9	27	8	24	7	21	7	21
	JR	6	18	21	63	15	45	14	42	17	51
	SR	12	36	59	177	87	261	73	219	99	297
	Grad	1	3								
	Non-Deg	2	6								
EMGT Total		25	75	91	273	112	336	97	291	127	381
FINA	FR	3	9	2	6	2	6	3	9	7	21
	SO	14	42	17	51	17	51	14	42	6	18
	JR	60	180	56	168	62	186	47	141	82	246
	SR	210	630	194	582	210	630	281	843	317	951
	PBL					1	3	3	9	1	3
	Grad	16	48	9	27	14	42	14	42	7	21
	Non-Deg					1	3	2	6		
FINA Total		303	909	278	834	307	921	364	1092	420	1260
HMGT	FR					11	33	9	27	11	33
	SO			1	3	19	57	27	81	24	72
	JR			1	3	15	45	21	63	39	117
	SR			30	90	47	141	48	144	66	198
	Grad			1	3			1	3		
HMGT Total				33	99	92	276	106	318	140	420

MANG	FR	57	171	42	126	41	123	31	93	31	93
	SO	258	774	249	747	228	687	250	750	243	729
	JR	218	657	223	669	260	780	309	930	390	1173
	SR	876	2644	848	2545	860	2595	1031	3102	1196	3594
	PBL	2	6	3	9	2	6	2	6	2	6
	Grad	50	150	48	144	41	123	51	153	36	108
	Non-Deg	4	12	1	3	2	6				
MANG Total		1465	4414	1414	4243	1434	4320	1674	5034	1898	5703
MARK	FR	53	159	34	102	30	90	24	72	19	57
	SO	183	549	191	573	176	528	206	618	173	519
	JR	178	534	175	525	193	579	240	720	210	630
	SR	316	948	351	1053	324	972	368	1104	393	1179
	PBL					2	6	1	3		
	Grad	20	60	9	27	14	42	14	42	8	24
	Non-Deg	1	3			1	3	5	12		
MARK Total		751	2253	760	2280	740	2220	858	2571	803	2409
TRAV	FR	5	15	2	6						
	SO	6	18	7	21						
	JR	11	33	2	6						
	SR	34	102	2	6						
	PBL	1	3								
TRAV Total		57	171	13	39						
Grand Total		6582	19613	6713	20011	7143	21296	7917	23549	8219	24502

Colorado Mesa University Registrations and Student Credit Hours by Course Level

Department		Business								
		2010-11		2011-12		2012-13		2013-14		2014-15
Subject	Course Level	Enrolled	SCH	Enrolled	SCH	Enrolled	SCH	Enrolled	SCH	Enrolled
ACCT	200	608	1824	640	1920	698	2094	710	2130	772
	300	158	600	161	621	207	730	217	731	210
	400	121	411	138	479	173	601	180	604	181
	500+	20	60	14	42	13	39	19	57	12
ACCT Total		907	2895	953	3062	1091	3464	1126	3522	1175
BUGB	100	718	1850	712	1821	617	1511	628	1530	541
	200	387	1161	386	1158	440	1320	423	1269	386
	300	242	726	211	633	261	783	286	858	267
	400	111	333	101	303	145	435	159	477	199
	500+	42	126	45	133	38	114	39	117	43
BUGB Total		1500	4196	1455	4048	1501	4163	1535	4251	1436
CISB	100	299	897	409	1227	512	1536	638	1914	555
	200	399	1197	427	1281	453	1359	536	1608	509
	300	82	238	89	253	90	268	101	303	120
	400	84	250	73	218	63	189	70	209	63
	500+	3	9	9	27	5	15	8	24	10
CISB Total		867	2591	1007	3006	1123	3367	1353	4058	1257
CONM	100	19	57	21	63	19	57	28	84	27
	200							14	42	18
	300	48	144	52	156	58	174	71	213	62
	400	29	75	42	126	22	66	62	186	80
CONM Total		96	276	115	345	99	297	175	525	187

	Level									
ECON	200	509	1527	536	1608	600	1800	582	1746	729
	300	76	228	45	135	33	99	34	102	43
	400	26	78	13	39	11	33	13	39	4
CON Total		611	1833	594	1782	644	1932	629	1887	776
EMGT	100			5	15	7	21	11	33	8
	200					9	27	3	9	13
	300	12	36	33	99	49	147	51	153	51
	400	13	39	53	159	47	141	32	96	55
MGT Total		25	75	91	273	112	336	97	291	127
FINA	300	202	606	192	576	208	624	228	684	298
	400	90	270	76	228	87	261	120	360	112
	500+	11	33	10	30	12	36	16	48	10
FINA Total		303	909	278	834	307	921	364	1092	420
HMGT	100					54	162	59	177	52
	200							10	30	31
	300			10	30	8	24	11	33	12
	400			23	69	30	90	26	78	45
IMGT Total				33	99	92	276	106	318	140
MANG	200	432	1296	405	1215	375	1125	411	1233	423
	300	527	1581	517	1551	575	1725	732	2196	833
	400	449	1366	435	1306	434	1320	465	1407	596
	500+	57	171	57	171	50	150	66	198	46
MANG Total		1465	4414	1414	4243	1434	4320	1674	5034	1898
MARK	200	378	1134	363	1089	366	1098	437	1308	377
	300	317	951	349	1047	308	924	371	1113	372
	400	38	114	37	111	52	156	33	99	43
	500+	18	54	11	33	14	42	17	51	11
MARK Total		751	2253	760	2280	740	2220	858	2571	803
TRAV	100	27	81	13	39					
	300	30	90							
TRAV Total		57	171	13	39					
Grand Total		6582	19613	6713	20011	7143	21296	7917	23549	8219
	100	1063	1160	1209	1364	1183				
	200	2713	2757	2941	3126	3258				
	300	1694	1659	1797	2102	2268				
	400	961	991	1064	1160	1378				

Colorado Mesa University Credit Hour Production, AY 2010-11 through 2014-15

Dept: **Business**

Course	Title	Cr Hr	2010-11			2011-12			2012-13			2013-14			2014-15		
			Sections	Enrolled	SCH	Sections	Enrolled	SCH	Sections	Enrolled	SCH	Sections	Enrolled	SCH	Sections	Enrolled	SCH
ACCT																	
201	Principles of Financial Acct	3	14	412	1236	14	439	1317	14	447	1341	16	464	1392	17	482	1446
202	Prin Of Managerial Acct	3	8	196	588	9	201	603	10	251	753	10	246	738	11	290	870
311	Advanced Managerial Accounting	3	1	19	57	1	7	21	1	8	24						
321	Intermediate Accounting I	5	2	46	230	2	47	235	2	49	245	2	45	225	2	47	235
322	Inter Accounting II	4	1	34	136	2	44	176	2	37	148	2	38	152	2	45	180
331	Cost Accounting	3	1	34	102	1	36	108	2	49	147	2	46	138	2	40	120
350	Ethics for Accounting	3							1	12	36	2	32	96	1	22	66
360	Professional Preparation I	1							1	13	13	1	24	24	1	22	22
392	Accting Information Systems	3	1	25	75	1	27	81	2	39	117	2	32	96	2	34	102
401	Governmental Accounting	3	1	25	75	1	27	81	1	29	87	1	28	84	2	37	111
402	Advanced Accounting	3	1	21	63	1	21	63	1	30	90	1	34	102	1	25	75
411	Auditing I	3	1	24	72	1	20	60	1	28	84	1	28	84	1	26	78
412	Auditing II	3	1	17	51	1	16	48	1	26	78	1	29	87	1	26	78
441	Individual Income Tax	4	1	20	80	1	25	100	1	30	120	1	26	104	1	29	116
442	Advanced Tax/Research	5	1	14	70	1	20	100	1	26	130	1	25	125	1	26	130
460	Professional Preparation II	1										1	5	5	1	2	2
470	Fraud and Forensic Accounting	3										1	4	12	1	8	24
493	Cooperative Education	3-6													2	2	9
495	Independent Study	1										1	1	1			
496	Topics	3				1	9	27	1	4	12						
500	Managerial Accounting	3	1	20	60	1	14	42	1	13	39	1	19	57	1	12	36
ACCT Total			35	907	2895	38	953	3062	43	1091	3464	47	1126	3522	50	1175	3700

BUGB																
101	Introduction to Business	3	9	417	1251	8	397	1191	7	277	831	7	274	822	6	219	657
105	Freshman Business Seminar	2	7	304	608	8	315	630	9	340	680	9	354	708	9	322	644
211	Business Communications	3	11	255	765	12	290	870	14	337	1011	14	332	996	13	335	1005
231	Survey of Business Law	3	2	30	90	2	40	120	2	40	120	2	36	108	2	29	87
249	Pers Finance:Business of Life	3	3	102	306	3	56	168	3	63	189	2	55	165	1	22	66
340	Applied Financial Management	3	1	19	57												
349	Legal Env/Business	3	6	174	522	7	156	468	8	208	624	9	214	642	8	208	624
351	Business Law I	3	1	24	72	1	22	66	1	24	72	1	26	78	1	23	69
352	Business Law II	3	1	25	75	1	33	99	1	29	87	1	30	90	1	26	78
396	Topics	3										1	16	48	1	10	30
401	International Business	3	4	111	333	4	101	303	4	111	333	4	119	357	6	162	486
405	Big Questions in Business	3										1	14	42			
435	Emerging Markets	3										1	9	27	1	7	21
440	Business Ethics	3							1	17	51	1	17	51	1	22	66
495	Independent Study	1													1	1	1
496	Topics	1-3							2	17	51				1	7	7
500	Adv Business Law and Ethics	3	1	16	48	1	14	42	1	9	27	1	18	54	1	11	33
520	Topics	1-3	2	4	12	2	3	7	3	30	90						
530	Research Design	3	1	12	36	1	14	42	1	11	33	1	11	33	1	16	48
595	Research Practicum	3	1	10	30	2	14	42	1	11	33	1	10	30	2	16	48
BUGB Total			50	1503	4205	52	1455	4048	58	1524	4232	56	1535	4251	56	1436	3970

CISB																
101	Business Info Technology	3	12	299	897	17	409	1227	21	512	1536	24	638	1914	23	555	1665
205	Advanced Business Software	3	4	87	261	5	106	318	5	110	330	5	98	294	4	73	219
206	Business DB Appl Programming	3	1	13	39	1	9	27							1	14	42
210	Fundamentals of Info Systems	3	9	244	732	9	214	642	10	231	693	13	339	1017	13	316	948
241	Intro to Business Analysis	3	2	47	141	4	98	294	5	112	336	5	99	297	5	106	318
260	Info System Architecture	3	1	8	24												
305	Solve Problems w/ Spreadsheets	3	1	10	30	1	22	66	1	20	60	1	24	72	1	23	69
306	Solving Problems with DB	3	1	18	54	1	16	48	1	23	69	1	25	75	1	16	48
310	Enterprise Architecture	3													1	14	42
315	Info Systems Infrastructure	3													1	16	48
331	Advanced Business Programming	3	1	11	33	1	9	27	1	11	33	1	20	60	1	7	21
341	Quantitative Decision Making	3	2	39	117	2	35	105	2	35	105	2	32	96	2	43	129
395	Independent Study	1	2	4	4	2	7	7	1	1	1				1	1	1
400	Data Comm/Network Mgmt	3	1	13	39	1	11	33	1	15	45	1	6	18			
410	Project Management	3										1	5	15	1	18	54
442	Systems Analysis and Design	3	1	14	42	1	8	24	1	14	42	1	10	30	1	7	21
451	Database Administration	3	1	11	33	1	11	33	1	6	18	1	11	33	1	8	24
460/560	Electronic Commerce Systems	3	1	16	48	1	14	42									
470	Mgmt of Information Systems	3	1	17	51	1	16	48	1	19	57	1	25	75	1	24	72
471	Advanced Information Systems	3	1	10	30	1	12	36	1	5	15	1	11	33	1	6	18
491	Directed Readings in CIS	1-3	1	1	3	1	2	6	3	4	12	2	2	5			
495	Independent Study	1-3	2	3	7	1	1	2									
500	Management of Info Systems	3	1	2	6	1	7	21	1	5	15	1	1	3	1	2	6
505	Advanced Project Management	3										1	7	21	1	8	24
CISB Total			46	867	2591	52	1007	3006	56	1123	3367	62	1353	4058	61	1257	3769
CONM																	
181	Princ of Construction Mgmt	3	1	19	57	1	21	63	1	19	57	2	28	84	2	27	81
264	Mechanical/Industrial Systems	3										1	14	42	1	18	54
316	Const Materials & Methods	3	1	11	33	1	11	33	1	13	39	1	13	39	1	12	36
340	Construction Estimating	3	1	9	27	1	14	42	1	11	33	1	14	42	1	15	45
361	Advanced Building Systems	3	1	10	30	1	10	30	1	9	27	1	22	66	1	12	36
362	Statics/Material Strength	3	1	12	36	1	9	27	1	8	24	1	12	36	2	13	39
370	Safety and Regulatory Env.	3	1	6	18	1	8	24	2	17	51	2	10	30	1	10	30
401	Construction Financial Mgmt.	3	1	7	21	1	11	33	1	4	12	1	16	48	1	16	48
462	Soil and Foundation	3	1	10	30	1	4	12	1	6	18	1	13	39	1	13	39
472	Planning and Scheduling	3				1	12	36	1	5	15	1	14	42	1	16	48
480	Project Management	3	1	6	18	1	12	36	1	5	15	1	14	42	1	14	42
485	Construction Management Issues	3				1	2	6				1	5	15	1	13	39
495	Independent Study	1-3													3	3	7
496	Topics	1	1	6	6												
499	Construction Internship	3-6				1	1	3	1	2	6				4	5	18
CONM Total			10	96	276	12	115	345	12	99	297	14	175	525	21	187	562

ECON																
201	Prin Of Macroeconomics-GTSS1	3	5	293	879	4	308	924	5	340	1020	6	325	975	7	410	1230
202	Prin Of Microeconomics-GTSS1	3	4	216	648	4	228	684	5	260	780	6	257	771	6	319	957
310	Money & Banking	3	1	31	93	1	21	63	1	8	24	1	13	39	1	14	42
312	Economic History of U S	3							1	8	24				1	15	45
342	Intermed Macroeconomic Theory	3	1	26	78	1	13	39	1	8	24	1	10	30	1	8	24
343	Inter Microecon Theory	3	1	19	57	1	11	33	1	9	27	1	11	33	1	6	18
410	Public Sector Economics	3	1	12	36												
420	International Economics	3										1	12	36			
495	Independent Study	3										1	1	3			
496	Topics	3	1	14	42	1	13	39	1	11	33				1	4	12
ECON Total			14	611	1833	12	594	1782	15	644	1932	17	629	1887	18	776	2328
EMGT																	
196	Topics	3				1	5	15	1	7	21	1	11	33	1	8	24
201	Land Mgmt Fundamentals	3													1	13	39
296	Topics	3							1	9	27	1	3	9			
340	Energy Industry Fundamentals	3	1	7	21	1	18	54	1	20	60	1	19	57	1	14	42
350	Energy Dev, Trans, Markets	3	1	5	15	1	11	33	1	16	48	1	15	45	1	20	60
360	Real Property, Oil, & Gas Law	3				1	4	12	1	13	39	1	17	51	1	17	51
410	Energy Regulation/Compliance	3				1	13	39	1	16	48	1	2	6	1	12	36
440	Energy Prod and Markets	3	1	13	39												
	Energy Land Practices I	3				1	14	42	1	8	24	1	7	21	1	15	45
450	Energy Land Practices II	3				1	16	48	1	10	30	1	11	33	1	17	51
494	Energy Senior Seminar	3				1	5	15	1	13	39	1	12	36	1	11	33
496	Topics	3				1	5	15									
EMGT Total			3	25	75	9	91	273	9	112	336	9	97	291	9	127	381

FINA																
301	Managerial Finance	3	7	170	510	6	162	486	5	168	504	6	178	534	7	222	666
310	Risk Management	3							1	16	48	1	23	69	1	23	69
320	Fundamentals of Investments	3	1	32	96	1	30	90	1	24	72	1	27	81	2	53	159
401	Entrepreneurial Finance	3				1	24	72	1	17	51	1	27	81	1	23	69
412	Life/Health/Finance Planning	3	1	9	27	1	7	21	1	6	18	1	10	30	1	8	24
415	Property/Liability Insurance	3	1	8	24	1	6	18	1	7	21	1	11	33	1	4	12
420	Security Analys/Portfolio Mgmt	3	1	24	72	1	11	33	1	17	51	1	23	69	1	27	81
431	Int'l Financial Management	3	1	27	81	1	14	42	1	14	42	1	23	69	1	26	78
451	Finance Mgmt Theory/Applicatio	3	1	21	63	1	11	33	1	19	57	1	26	78	1	24	72
495	Independent Study	3	1	1	3	1	3	9	1	3	9						
496	Topics	3							1	4	12						
500	Financial Strategy	3	1	11	33	1	10	30	1	12	36	1	16	48	1	10	30
FINA Total			15	303	909	15	278	834	16	307	921	15	364	1092	17	420	1260
HMGT																	
101	Travel Industry I	3							3	29	87	1	35	105	1	52	156
102	Travel Industry II	3							2	25	75	1	24	72			
200	Mgmt & Supervision/Hospitality	3													1	22	66
217	Hotel Operations	3										1	10	30	1	8	24
299	Internship	3													1	1	3
310	Travel/Tourism Marketing	3				1	10	30	1	8	24	2	11	33	1	12	36
410	Hospitality Facility Mgmt	3				1	6	18	1	8	24	1	8	24	1	12	36
450	Hospitality Sales/Marketing	3				1	7	21	1	11	33	1	9	27	1	22	66
470	Hosp Management Strategies	3										1	9	27	1	11	33
495	Independent Study	3							1	1	3						
496	Topics	3				1	10	30	2	10	30						
HMGT Total						4	33	99	11	92	276	8	106	318	8	140	420

MANG																
201	Principles Of Management	3	9	432	1296	9	405	1215	8	375	1125	8	411	1233	8	409	1227
296	Topics:Business Honors A	3													1	14	42
300	Small Business Management	3	6	156	468	6	147	441	6	147	441	5	149	447	5	155	465
301	Organizational Behavior	3	4	120	360	4	120	360	6	153	459	8	220	660	8	216	648
341	Quantitative Decision Making	3	2	58	174	2	46	138	3	56	168	4	82	246	3	44	132
343	Eval Entrepreneur Opportunitie	3													2	19	57
371	Human Resource Management	3	4	127	381	5	151	453	6	162	486	8	196	588	10	256	768
372	Employment Assessment	3	2	40	120	2	24	72	2	34	102	2	57	171	3	86	258
373	Leading Organizations	3	1	26	78	1	16	48				1	28	84	1	33	99
395	Independent Study	3				1	3	9									
396	Topics	3				1	10	30							2	24	72
401	Small Business Consulting	3	1	12	36	1	13	39	1	15	45	1	7	21	1	15	45
410	Effective Workplace Communicat	3	1	39	117	1	46	138	1	48	144	2	73	219	2	109	327
450	Entrepreneurship	3	4	100	300	4	80	240	4	90	270	4	85	255	5	102	306
471	Operations Management	3	5	94	282	4	96	288	4	99	297	4	124	372	5	153	459
475	Compensation	3	1	8	24	1	16	48	1	10	30	1	18	54	1	17	51
478	Advanced Human Resources	3	1	10	30	1	14	42	1	6	18	1	14	42	1	18	54
491	Business Strategy	3	5	133	399	5	139	417	5	138	414	5	121	363	6	168	504
495	Independent Study	1-3	3	3	7	5	7	15	2	6	18	1	1	3	2	5	15
496	Topics	1-3	2	41	123	3	18	52	1	14	42	1	16	48			
499	Internship	3-6	4	9	48	2	6	27	2	8	42	3	6	30	3	9	36
500	Advanced Management Theory	3	1	18	54	1	12	36	1	18	54	1	18	54	1	10	30
501	Operations Management	3	1	10	30	1	15	45	1	15	45	1	15	45	1	12	36
510	Organizational Theory/Behavior	3	1	12	36	1	16	48	1	9	27	1	12	36	1	9	27
520	Human Resource Management	3	1	8	24							1	9	27			
590	Business Strategy	3	1	9	27	1	14	42	1	8	24	1	12	36	1	15	45
MANG Total			60	1465	4414	62	1414	4243	57	1411	4251	64	1674	5034	73	1898	5703

MARK																	
231	Principles of Marketing	3	9	384	1152	7	363	1089	7	366	1098	9	437	1308	7	377	1131
325	Consumer Behavior	3	3	79	237	3	75	225	2	56	168	2	69	207	2	60	180
332	Promotion	3	4	83	249	4	90	270	3	69	207	4	99	297	4	95	285
335	Sales and Sales Management	3	3	64	192	4	84	252	3	67	201	4	98	294	4	93	279
340	Creating Marketing Materials	3	1	16	48	1	23	69	1	36	108	2	33	99	2	50	150
350	Marketing Research	3	4	75	225	4	77	231	4	80	240	4	72	216	4	74	222
432	Advanced Marketing	3	2	31	93	1	36	108	2	47	141	2	32	96	2	43	129
495	Independent Study	3	2	7	21	1	1	3				1	1	3			
496	Topics	3							1	5	15						
500	Marketing Strategy	3	1	18	54	1	11	33	1	14	42	1	17	51	1	11	33
MARK Total			29	757	2271	26	760	2280	24	740	2220	29	858	2571	26	803	2409
TRAV																	
101	Travel Industry I	3	1	18	54	1	13	39									
102	Travel Industry II	3	1	9	27												
350	Private/Commer Rec Syst	3	1	16	48												
351	Community Tourism Systems	3	1	14	42												
TRAV Total			4	57	171	1	13	39									
Grand Total			266	6591	19640	283	6713	20011	301	7143	21296	321	7917	23549	339	8219	24502

Colorado Mesa University Credit Hours by Faculty Type

Dept: **Business**

Subject	Faculty Type	2010-11			2011-12			2012-13			2013-14			2014-15		
		CCH	SCH	% SCH	CCH	SCH	% SCH	CCH	SCH	% SCH	CCH	SCH	% SCH	CCH	SCH	% SCH
ACCT	1-T/TT	101	2643	91%	102	2537	83%	115	2837	82%	117	2826	80%	119	2977	80%
	3-FT NonTT	3	105	4%	3	108	4%	9	330	10%	9	312	9%	9	294	8%
	6-PT	9	147	5%	18	417	14%	12	297	9%	18	384	11%	30	429	12%
ACCT Total		113	2895	100%	123	3062	100%	136	3464	100%	144	3522	100%	158	3700	100%
BUGB	1-T/TT	30	888	21%	31	706	17%	37	901	21%	42	1083	25%	42	910	23%
	3-FT NonTT	29	875	21%	26	1116	28%	12	474	11%				3	99	2%
	5-Admin/Coaches	12	333	8%	12	303	7%	12	333	8%	9	267	6%	20	547	14%
	6-PT	69	2100	50%	77	1923	48%	104	2524	60%	108	2901	68%	90	2414	61%
		3	9	0%												
BUGB Total		143	4205	100%	146	4048	100%	165	4232	100%	159	4251	100%	155	3970	100%
CISB	1-T/TT	87	1526	59%	88	1488	50%	100	1795	53%	83	1433	35%	100	1876	50%
	3-FT NonTT	6	168	6%	6	162	5%	3	69	2%						
	5-Admin/Coaches	3	24	1%	6	138	5%	9	204	6%	18	396	10%	27	612	16%
	6-PT	36	873	34%	51	1218	41%	54	1299	39%	84	2229	55%	54	1281	34%
CISB Total		132	2591	100%	151	3006	100%	166	3367	100%	185	4058	100%	181	3769	100%
CONM	1-T/TT				18	162	47%	36	297	100%	42	525	100%	58	523	93%
	3-FT NonTT	28	276	100%	18	183	53%							3	36	6%
	6-PT													3	3	1%
CONM Total		28	276	100%	36	345	100%	36	297	100%	42	525	100%	64	562	100%
ECON	1-T/TT	27	1344	73%	18	813	46%	27	993	51%	27	891	47%	30	1122	48%
	6-PT	15	489	27%	18	969	54%	18	939	49%	24	996	53%	24	1206	52%
ECON Total		42	1833	100%	36	1782	100%	45	1932	100%	51	1887	100%	54	2328	100%

EMGT	1 - T/TT							15	189	56%	21	249	86%	6	78	20%
	3 - FT NonTT	6	60	80%	24	240	88%							3	60	16%
	6 - PT	3	15	20%	3	33	12%	12	147	44%	6	42	14%	18	243	64%
EMGT Total		9	75	100%	27	273	100%	27	336	100%	27	291	100%	27	381	100%
FINA	1 - T/TT	42	870	96%	33	567	68%	39	714	78%	33	816	75%	48	1179	94%
	3 - FT NonTT				3	72	9%	3	51	6%	3	81	7%			
	6 - PT	3	39	4%	9	195	23%	6	156	17%	9	195	18%	3	81	6%
FINA Total		45	909	100%	45	834	100%	48	921	100%	45	1092	100%	51	1260	100%
MANG	1 - T/TT	127	2575	58%	130	2833	67%	120	2631	62%	147	3621	72%	165	4569	80%
	3 - FT NonTT	36	1248	28%	24	711	17%	18	432	10%	15	339	7%	18	282	5%
	5 - Admin/Coaches										12	324	6%	6	264	5%
	6 - PT	21	591	13%	27	699	16%	36	1188	28%	21	750	15%	36	588	10%
MANG Total		184	4414	100%	181	4243	100%	174	4251	100%	195	5034	100%	225	5703	100%
MARK	1 - T/TT	36	585	26%	36	846	37%	27	678	31%	45	1383	54%	33	1080	45%
	3 - FT NonTT	33	1233	54%	33	1242	54%	36	1323	60%	27	573	22%	24	549	23%
	5 - Admin/Coaches	6	168	7%										3	186	8%
	6 - PT	9	267	12%	9	192	8%	9	219	10%	15	615	24%	18	594	25%
		3	18	1%												
MARK Total		87	2271	100%	78	2280	100%	72	2220	100%	87	2571	100%	78	2409	100%
TRAV	1 - T/TT	6	96	56%	3	39	100%									
	6 - PT	6	75	44%												
TRAV Total		12	171	100%	3	39	100%									
HMGT	1 - T/TT				12	99	100%	24	186	67%	21	246	77%	15	315	75%
	6 - PT							9	90	33%	3	72	23%	9	105	25%
HMGT Total					12	99	100%	33	276	100%	24	318	100%	24	420	100%
Grand Total		795	19640		838	20011		902	21296		959	23549		1017	24502	

Business Total:

Faculty Type	2010-11			2011-12			2012-13			2013-14			2014-15		
	CCH	SCH	%SCH	CCH	SCH	%SCH	CCH	SCH	%SCH	CCH	SCH	%SCH	CCH	SCH	%SCH
1 - T/TT	456	10527	54%	471	10090	50%	540	11221	53%	578	13073	56%	616	14629	60%
3 - FT NonTT	141	3965	20%	137	3834	19%	81	2679	13%	54	1305	6%	60	1320	5%
5 - Admin/Coaches	21	525	3%	18	441	2%	21	537	3%	39	987	4%	56	1609	7%
6 - PT	171	4596	23%	212	5646	28%	260	6859	32%	288	8184	35%	285	6944	28%
	6	27	0%			0%			0%			0%			0%
Grand Total	795	19640	100%	838	20011	100%	902	21296	100%	959	23549	100%	1017	24502	100%

Colorado Mesa University Ratio of full-time equivalent students (FTES) to Full-time equivalent faculty (FTEF)

Dept: **Business**

Subject	2010-11			2011-12			2012-13			2013-14			2014-15		
	FTES	FTEF	FTES:FTEF	FTES	FTEF	FTES:FTEF	FTES	FTEF	FTES:FTEF	FTES	FTEF	FTES:FTEF	FTES	FTEF	FTES:FTEF
ACCT	96.5	4.7	20.5	102.1	5.1	19.9	115.5	5.7	20.4	117.4	6.0	19.6	123.3	6.6	18.7
BUGB	140.2	6.0	23.5	134.9	6.1	22.2	141.1	6.9	20.5	141.7	6.6	21.4	132.3	6.5	20.5
CISB	86.4	5.5	15.7	100.2	6.3	15.9	112.2	6.9	16.2	135.3	7.7	17.5	125.6	7.5	16.7
CONM	9.2	1.2	7.9	11.5	1.5	7.7	9.9	1.5	6.6	17.5	1.8	10.0	18.7	2.7	7.0
ECON	61.1	1.8	34.9	59.4	1.5	39.6	64.4	1.9	34.3	62.9	2.1	29.6	77.6	2.3	34.5
EMGT	2.5	0.4	6.7	9.1	1.1	8.1	11.2	1.1	10.0	9.7	1.1	8.6	12.7	1.1	11.3
FINA	30.3	1.9	16.2	27.8	1.9	14.8	30.7	2.0	15.4	36.4	1.9	19.4	42.0	2.1	19.8
MANG	147.1	7.7	19.2	141.4	7.5	18.8	141.7	7.3	19.5	167.8	8.1	20.7	190.1	9.4	20.3
MARK	75.7	3.6	20.9	76.0	3.3	23.4	74.0	3.0	24.7	85.7	3.6	23.7	80.3	3.3	24.7
TRAV	5.7	0.5	11.4	1.3	0.1	10.4	0.0	0.0	---	0.0	0.0	---	0.0	0.0	---
HMGT	0.0	0.0	---	3.3	0.5	6.6	9.2	1.4	6.7	10.6	1.0	10.6	14.0	1.0	14.0
Grand Total	654.7	33.1	19.8	667.0	34.9	19.1	709.9	37.6	18.9	785.0	40.0	19.6	816.7	42.4	19.3

Appendix B

Alumni Survey

Alumni Survey Results for Business Graduates - 2015

(n size of 93 - 82 are Business Administration- B.B.A and 11 are Business Administration- B.A.S.)

Undergraduate Degree Questions

Overall, how satisfied are you with your undergraduate education?

	#	%
Very Satisfied	36	38.7%
Generally satisfied	53	57.0%
Ambivalent	2	2.2%
Generally Dissatisfied	1	1.1%
Very Dissatisfied	1	1.1%

Based on what you know now, how well do you think your undergraduate experience prepared you to:

	Very Well		More than Adequately		Adequately		Less Than Adequately		Very Poorly	
	#	%	#	%	#	%	#	%	#	%
Communicate effectively in the English Language	50	53.8%	30	32.3%	12	12.9%	1	1.1%	0	0.0%
Understand the structure and discipline of mathematical thought in problem solving	27	29.0%	41	44.1%	22	23.7%	3	3.2%	0	0.0%
Be aware of the great philosophical issues which have endured through the ages	14	15.1%	36	38.7%	32	34.4%	9	9.7%	2	2.2%
Have an understanding of the multicultral nature of our world	24	25.8%	30	32.3%	28	30.1%	9	9.7%	2	2.2%
Think critically	45	48.9%	32	34.8%	13	14.1%	2	2.2%	0	0.0%
Have an understanding of the complexities of social systems	23	25.0%	44	47.8%	19	20.7%	5	5.4%	1	1.1%
Have knowledge of the natural world	18	19.6%	35	38.0%	30	32.6%	7	7.6%	2	2.2%
Appreciate the contributions of literature to our perception of the world	14	15.1%	31	33.3%	36	38.7%	12	12.9%	0	0.0%
Appreciate the aesthetic spirit of humanity through the arts	13	14.0%	21	22.6%	38	40.9%	19	20.4%	2	2.2%
Posses the knowledge necessary to achieve a healthy lifestyle	23	24.7%	31	33.3%	31	33.3%	6	6.5%	2	2.2%
Acquire knowledge on your own	45	48.4%	37	39.8%	8	8.6%	3	3.2%	0	0.0%
Be an effective leader	45	48.4%	35	37.6%	8	8.6%	5	5.4%	0	0.0%

While an undergraduate, about how often did you have conversations with faculty outside of class?

	#	%
Never	3	3.2%
Rarely (1-2 times per semester)	8	8.6%
Occasionally (3-5 times per semeste	15	16.1%
Often (once every two weeks)	18	19.4%
Very Often (at least once a week)	49	52.7%

Would you encourage a current high school senior to attend CMU?

	#	%
Definitely Would	60	64.5%
Probably Would	27	29.0%
Maybe	4	4.3%
Probably Would Not	2	2.2%
Definitely Would Not	0	0.0%

What was your undergraduate major?

	#	%
Business Admin- B.B.A.	82	88.2%
Business Admin- B.A.S.	11	11.8%

In what year did you graduate from the major/certificate you chose above?

	#	%
2014	14	17.3%
2013	18	22.2%
2012	19	23.5%
2011	15	18.5%
2010	11	13.6%
2009	4	4.9%
Other	0	0.0%

How would you rate the overall quality of your education within that degree/certificate program?

	#	%
Very High	32	34.4%
High	40	43.0%
Average	18	19.4%
Low	1	1.1%
Very Low	2	2.2%

Business Questions

Which of the following was the most important reason to you in completing your degree at CMU?

	#	%
Cost of tuition	16	23.2%
Faculty interested in you personally	13	18.8%
Close to home	26	37.7%
Quality of the education you received	14	20.3%
Other	0	0.0%

Which of the following was the most helpful in your first job? Please rank the following options from 1 to 7.
(Values in the table reperesent the number of times each category was given that rating.)

	Rating							
	1	2	3	4	5	6	7	Mean
General Business Knowlededge	36	9	11	10	8	8	8	3.0111
Presentation Skills	10	12	13	13	9	14	20	4.3297
Writing Skills	3	10	14	16	16	14	17	4.5778
Critical Thinking Skills	13	19	21	13	10	10	4	3.3778
Quantitative Skills	7	9	8	10	19	19	18	4.7111
Teamwork Skills	8	14	12	18	15	11	12	4.1
The ability to use technology and software effectively	14	17	11	10	13	14	11	3.8556

Which of the following software programs do you use in your job currently? Check all that apply.

	# of times checked
Excel	90
Access	19
SPSS	4
Word	88
Power Point	58
Creative Suites	14

Which of the following helped you learn most effectively? Please rank the following options from 1 to 6.

(Values in the table reperesent the number of times each category was given that rating.)

	Rating						
	1	2	3	4	5	6	Mean
Case Studies	9	33	26	15	5	3	2.8132
Consulting projects with actual business	36	17	16	9	7	6	2.4725
Lectures	17	9	14	19	14	17	3.6111
Group discussions	17	16	16	29	8	4	3.0778
Videos	2	7	9	6	35	31	4.7556
Role Playing	10	9	9	12	21	29	4.2444

In which of the following areas did you feel most prepared on your first job?

	#	%
Presentation skills	18	20.7%
Writing skills	9	10.3%
Ability to effectively use data to make decisions	19	21.8%
Critical thinking	27	31.0%
Ability to use technology effectively	14	16.1%
Other	0	0.0%

Do you feel like you made a meaningful connection with your business advisor?

	#	%
Yes	55	74.3%
No	19	25.7%

Approximately, how many times did you meet with your business advisor?

	#	%
Never	4	4.3%
Rarely (1-2 times per semester)	26	28.0%
Occasionally (3-5 times per semester)	26	28.0%
Often (once every two weeks)	23	24.7%
Very Often (at least once a week)	14	15.1%

Which of the following was the most effective in you getting your first job?

	#	%
A professor	10	11.1%
Your work experience	31	34.4%
Career Services on campus	0	0.0%
Your personal network	44	48.9%
The network you developed at CMU	5	5.6%

How many of your business classmates do you still maintain contact with today?

	#	%
None	15	16.1%
1-4	38	40.9%
5-9	25	26.9%
10-15	10	10.8%
More than 15	5	5.4%

How many of your business professors do you still maintain contact with today?

	#	%
None	34	41.5%
1-4	33	40.2%
5-9	9	11.0%
10-15	5	6.1%
More than 15	1	1.2%

How would you rank the experiences, clubs and other organizations provided to your success in college?

	#	%
Not beneficial at all	14	15.1%
2	7	7.5%
3	19	20.4%
4	18	19.4%
Very beneficial	35	37.6%

How would you rank the experiences, clubs and other organizations provided to your success on the job?

	#	%
Not beneficial at all	18	19.6%
2	10	10.9%
3	21	22.8%
4	16	17.4%
Very beneficial	27	29.3%

Job and Career Questions

Are you working for pay right now?

	#	%
Yes, work full-time	85	91.4%
Yes, work part-time	5	5.4%
No	3	3.2%

In what type of organization is your principal employment? Mark the one best answer.

Self-employed in own business or professional non-group practice	7
Private for profit corporation/company/group/group-practice	50
Higher education (public or private)	8
Elementary or secondary education (public or private)	1
International organization in the US	5
International organization outside of the US	2
US Military	1
Federal Government (except military)	2
State and local government, institution, or agency (except education)	3
Private non-profit organization (except education and international organizations)	5
Other	6

Other Responses: Archery company, Banking, Corporate Mortgage Company, Oil & Gas Industry, Restaurant, Work for higher education

Which of the following best describes your current position?

	#	%
Entry Level	23	25.8%
Mid-Level	38	42.7%
Senior Level	23	25.8%
Executive Level (except for chief executive)	3	3.4%
Chief Executive (CEO, COO, CFO, GM or principal in a business of other organization)	2	2.2%

How many years have you been in your current job type?

	#	%
Less than 3 years	56	62.2%
3-5 years	24	26.7%
6-9 years	5	5.6%
10 or more years	5	5.6%

Is your current position related to your undergraduate field(s) of study?

	#	%
Yes, related to major(s)	66	74.2%
No, not related	23	25.8%

Job and Career Questions (continued)

How well did CMU prepare you for your current career?

	#	%
Very Well	19	21.1%
More than Adequately	26	28.9%
Adequately	40	44.4%
Less Than Adequately	0	0.0%
Very Poorly	3	3.3%
NA	2	2.2%

What is your approximate annual gross income (before taxes)?

	#	%
Under $20,000	2	2.4%
$20,000 - $29,999	4	4.7%
$30,000 - $39,999	15	17.6%
$40,000 - $49,999	21	24.7%
$50,000 - $59,999	11	12.9%
$60,000 - $74,999	9	10.6%
$75,000 - $99,999	13	15.3%
$100,000 - $149,999	6	7.1%
$150,000 - $249,999	1	1.2%
$250,000 - $499,999	2	2.4%
Over $500,000	1	1.2%

Comments about you work experience that will help improve CMU:
❧ Very poor way to prepare students for their lives outside of school. How to provide for a family with a job that has poor starting wages. A degree does not equal experience. Helping students get experience with a focused degree.
❧ Understand excel and how to use it.
❧ This is my primary money maker right now. Actually using my degree in business and preparing to start a web based sales business and to start a web design and SEO consulting business. CMU prepared me well for this venture. I know how to learn all the website knowledge I need on my own and through contacts. I would not be confident about building this business without using the knowledge I gained from CMU to assess if it was a viable
❧ There is always going to be a learning curve with any job after college. A degree simply gives you a foundation to build on later. I think more focus on social media in the business program would be helpful, though; it's played a major role in my work experience since college.
❧ The undergraduate program taught me to regurgitate information. In the business world, you need to think for yourself and be confident in your decisions. This is majorly lacking in the business programs and would extremely benefit graduates.
❧ Spending one-on-one time with students is invaluable in my opinion. The majority of my professors did this and I have no doubt that it contributed greatly to my career.
❧ Really stress computer skills and being able to use software efficiently to complete work. The faster you can complete work the more valuable you become
❧ Professionalism and Organizational management could be better emphasized.
❧ Nobody assisted me in career placement or discussed my education based on career ambitions.
❧ Na
❧ More real-life experience, push internships/volunteer work in desired field to see real situations and how they
❧ Keep Jouflas as long as you can!
❧ Interview skills and industry compensation analysis should be better emphasized or addressed.
❧ I worked full time during college, so I didn't have time to do clubs besides HR. I am now the manager of the marketing department for 90+mortgage branches across the US. The department isnt flexible to those that work 8-
❧ I had a job at Wells Fargo during college, I continued to learn new things that helped shape me as an individual to work in the community. I have since moved on from the bank into the mortgage industry. The clubs, group discussions, and talks with advisers and teachers was the main thing that got me to where I am today. Studying little subjects here and there to obtain my degree were a waste of time. Luckily Mesa's professors seem to understand the unimportant of standardized tests. They cannot change this and neither could we at the time, but that is a whole other issue that kids and teachers should be figuring out today.
❧ I found that supplementing club experiences and responsibility with classes, I was able to get a better understanding of application of theories. It is difficult to learn/apply theory when it is only discussed.
❧ I am not working in a field that relates to my major which is a bit discouraging. However I feel that the experiences gained were extremely helpful and will eventually help me on my path to a real career. I am looking at relocating in order to find more opportunities within my career choice of HRM or something similar.
❧ Have nothing, I was really happy with the quality of education I received from CMU. I was also completely happy and enjoyed all of my professors. You all ROCKED. Thank you for everything!!!
❧ Guest speakers from the community to give students access to business leaders in the community
❧ Get a petroleum engineer program
❧ Financial literature meaning being able to summarize or briefly explain a variance or a situation in few words.
❧ Do more projects actually working for companies. I have found that the largest learning curve has been working with certain information systems and CRMs.
❧ Communication skills are the most beneficial.
❧ CMU has got to keep pursuing real business opportunities for students, such as the smoothie shop. The real world is nothing like college, it's fast paced and communication is the key. 90% of college students can paper push and develop data, however the biggest problem I see in the work place today is that college kids are afraid to talk to people, both in person or on the phone. We don't need to show them how to develop and read speeches. We need to show them how to give unscripted pitches. My last thing I wish CMU graduates could improve on is the `entitlement attitude`. Please excuse the typos it was done in the security line of an airport on an iPhone.
❧ Classes and projects that allow students to prepare complete marketing plans from start to finish are wonderful. There were a few classes at Mesa where these projects existed, and I present marketing plans monthly in my current role. The closer to real life situations, the better! Now more than ever students should be learning about the benefits of social and digital media as well.

Why are you not currently working for pay? (Please mark all that apply)

	# of times checked
I chose not to enter the workforce at this time.	1
It has been difficult to find a position in my field.	2
It has been difficult to find a position paying an appropriate salary.	2
I am raising a family.	3
I am currently a student.	4
I am doing volunteer work.	0
I am retired.	0
Other	1

Other Responses: Taking the time to learn more and build the foundation for my own business.

If you have comments about previous employment, work experience, or job hunting that will help improve CMU, please leave them here:

❧ I looked for over a year to find a job upon graduation and was never hired, so I ended up working in retail just to make ends meet. I would have had an advantage over other people had I done an internship and gained the necessary experience I needed to gain employment in the field I got a degree in. I am very disappointed with my college education and now have all this debt from student loans that will stay with me for a while. I'm back in school making better educational decisions, and am certain I will get a job upon completing the nursing program here.

❧ There needs to be more real life, hands-on experience in applying the lessons to real businesses. Even in the classroom setting there can be more application of the information.

❧ Push the importance of participating in various clubs. I would like to see CMU sponsor several club membership based scholarships to help increase club membership. The experience working with club projects is as much if not more beneficial than classroom experience. My experience with Phi Beta Lambda gave me better job hunting, networking and business skills than the classroom did.

❧ I am working for pay. I am compensated approximately $101,000 per year.

❧ Keep it very simple, work hard and keep networking. Most employers already know who they want to hire before they even look at resumes. Also, find a mentor in your field and soak up anything they are willing to share with you. When you do find a job, be the first one there and the last one to leave. Make sure the boss knows your name. Find a way to effectively communicate your ideas and USE COMMON SENSE, just because someone wrote it in a book does not mean it's right.

❧ Wells Fargo does prepare a business student for the real world, they and other big banks offer tuition reimbursement programs which help out significantly. The B.B.A degree falls under the requirements to receive $5,000 a year into your bank account to put towards school or anything else the students needs the money for.

❧ It's all about the networking and who you know!!

❧ The job search program doesn't help students any more then putting applications out myself.

❧ Networking is one of the most important things you can do. Both of my jobs after college have through professors' contacts.

❧ Help with job placement for graduates and alumni would bring a huge intrinsic value into the cost of education and would help CMU stand out. Support our graduates we are ready for opportunity put money into creating a data base where alumni and and current students can upload our resumes for employers to search out for a small fee that covers the costs associated with it. Then have an exclusive job board for us and not just for CMU positions.

❧ More connections are needed to outside sources. The internship needs to be talked about more. I wish someone would have told me about it. Never heard a word and wasn't included on the graduation checklist. Poor implementation.

❧ I wish that the advisors and professors would work with students more to help them find jobs in thier field. I know that we are sent to connect and grow a network but sometimes being set up with a contact or having an accredited reference from a professor for a business professional would help. I'm sure some professors do help students find jobs but this needs to be something that is done by every professor old and new. I wish I would have got a job in state in my major but I couldn't find one and everyone else in my major had contacts in the industry so I had to use my contacts that were not in the industry or my major to get the job I have now. Helping students set up INTERNSHIPS during the summer would be very beneficial.

❧ I am working for pay.

Education since College

Have you enrolled in a graduate, professional, or other degree/certificate program since graduating from CMU?

	#	%
Yes	28	30.1%
No	41	44.1%
No, but I plan to enroll in the next two years.	24	25.8%

Are you enrolled in this program now?

	#	%
Yes, I am a full-time student	6	21.4%
Yes, I am a part-time student	5	17.9%
No	17	60.7%

How long after you graduated from the degree/certificate program this survey pertains to did you start this program?

	#	%
Immediately (following fall or sprin	17	60.7%
1 Year later	2	7.1%
2-3 years later	4	14.3%
4-6 years later	5	17.9%
7-10 years later	0	0.0%
11 or more years later	0	0.0%

Altogether, how many years have/did you attend(ed) further schooling? Mark the best answer.

	#	%
None	2	7.1%
1 to 2 years	16	57.1%
3 to 4 years	6	21.4%
5 to 6 years	4	14.3%
7 to 10 years	0	0.0%
11 or more years	0	0.0%

How well did CMU prepare you for this educational program?

	#	%
Very Well	10	35.7%
More than Adequately	8	28.6%
Adequately	5	17.9%
Less Than Adequately	1	3.6%
Very Poorly	1	3.6%
NA	3	10.7%

What level of education are/were you pursing?

	#	%
Certificate	6	22.2%
Associate	2	7.4%
Baccalaureate	0	0.0%
Post-Bacc Certificate	0	0.0%
Master's	15	55.6%
J.D.	3	11.1%
Doctoral	1	3.7%
Other	0	0.0%

In which field and program are/were you studying?
- Nursing
- MBA
- MBA
- MBA
- Marketing
- Marketing
- Finance
- Education
- Dual master's in taxation and public policy
- Dental hygiene
- Decision Support Certificate4
- Business management
- Business Administration
- Business Administration
- Business
- Business
- Businesd Analysis
- Banking
- Aviation
- Accounting
- Accounting

What is the name of the College/University where you attend(ed)?
- University of Farmers
- University of Denver
- University of Denver
- University of Colorado Law School
- university of Colorado denver
- Saddleback College
- Northcentral University
- Colorado state university
- Colorado Northwestern cc
- Colorado Mesa University
- Colorado Mesa University
- Colorado Mesa University
- Colorado Mesa University
- Colorado Graduate School of Banking
- Colorado Flight Center
- CMU
- CMU
- CMU
- CMU
- Cmu
- cmu
- Boston University

Did you complete this program?

	#	%
Yes	12	46.2%
No	1	3.8%
In the process of finishing	13	50.0%

Other comments about furthering your education:
- ᔥ I have really enjoyed the program so far.
- ᔥ Received my series 6 and 63

Suggestions for improving the degree/certifcate program:
- ᔥ Western Colorado , is a surround by the oil and gas industry. Within the land and energy management program more local connections need to be exploited and incorporated within the degree program.
- ᔥ Provide continued support for clubs and organizations on campus.
- ᔥ Partner with business to have students work in the career fields they are trying to get educated in EARLY. I would
- ᔥ Online MBA.
- ᔥ Not to fault anyone but myself, I wish I had been in more contact with my advisor going into my 3rd and 4th year of
- ᔥ None
- ᔥ No
- ᔥ More focus on job placement for graduates.
- ᔥ More finance professors and classes should be offered to include banking/personal finance advisor track; investor
- ᔥ More emphasis on writing.
- ᔥ More emphasis on internships, actively sharing internships with students through email list server
- ᔥ Less emphasis on being well rounded in every category. High school is more about trying out what you want to
- ᔥ Internships/Real-life experience as required program
- ᔥ I would suggest really taking a hard look at the Finance Program. I am not sure that I have the right
- ᔥ I would like to see more interaction with local businesses to create a better network of internship opportunities for
- ᔥ I had a pretty good understanding of student loans, but I know students that do not. I believe they get explanations
- ᔥ I am very pleased with my education. I would say the experience and expertise from the CMU faculty has really
- ᔥ Have the degrees be more hands on to help the students find a career that fits their passion.
- ᔥ Financial literature and intermediate accounting to be part of the finance program.
- ᔥ Decrease tuition you should maybe? (You better have read that in the Yoda voice)

Additional Comments:
- ᔥ This survey was a little bit confusing and needed some clarifying in some areas.
- ᔥ Thanks CMU. Look forward to see you all at EDay.
- ᔥ Thank you to Bridge and Moorman!!
- ᔥ I loved my experience at MSC/CMU. I choose live in a small town with little job opportunities and have been waiting tables to get buy. Last year I finally found a niche that I could use my experience at CMU to pursue. Since then I've been preparing to start my own business, and plan to have it online this summer. My experience at CMU has given me the skills to make this happen!
- ᔥ I loved CMU and I think it prepared me quite well for the real world. I would obviously love to see CMU grow
- ᔥ I absolutely loved the business program at Mesa! The professors were so involved with the students, which provided for a higher level of education. I am a successful marketing manager in my career, and can thank the staff and business program at Mesa for assisting with my educational accomplishments.
- ᔥ Have a Great Day!!!
- ᔥ Great business department
- ᔥ Better scheduling and resources available to those who are non traditional students. When I was in school I was working 2 jobs and school full time. I once had 2 professors tell me that I needed to decrease my workload and increase my credit hours for school. For me at the time that was not an option. It took me a little bit longer to graduate because of that. Professors need to understand not everyone is coming straight out of high school and/or getting their school paid for. If students have an emphasize or a minor in something focus on the details of what specifics are required for jobs in that field. My emphasize was in HR and I don't feel like we had enough information or enough time dedicated to the subject. Involving local business personal from a variety to be guest speakers to classes is a great way to prepare for that `real world` on the job experience by being able to hear what people do on a daily basis and what all they had to do to get there. You can sit through lectures

Demographic Questions

What is your gender?

	#	%
Male	57	61.3%
Female	35	37.6%
Prefer not to respond	1	1.1%

What is your ethnicity?

	#	%
American Indian or Alaskan Native	0	0.0%
Asian	0	0.0%
Black or African American	2	2.2%
Hispanic of any race	5	5.4%
Native Hawaiian or Pacific Islander	0	0.0%
White	79	84.9%
Two or more races	3	3.2%
Race and ethnicity unknown	0	0.0%
Non-Resident Alien (of any race or ethnicity)	1	1.1%
Prefer not to respond	3	3.2%

What is your current age?

	#	%
Under 21	0	0.0%
21-24	22	23.7%
25-34	53	57.0%
35-44	12	12.9%
45-54	4	4.3%
55 or older	2	2.2%
Prefer not to respond	0	0.0%

Do you live in the state of Colorado?

	#	%
Yes	67	72.0%
No	26	28.0%

If yes, do you live in Western Colorado?

	#	%
Yes	40	48.2%
No	43	51.8%

Area of Study	College/University	Complete program?
Nursing	Saddleback College	In the process of finishing
MBA	Colorado Mesa University	Yes
MBA	CMU	Yes
MBA	CMU	In the process of finishing
Marketing	University of Denver	Yes
Marketing	Northcentral University	In the process of finishing
Finance	University of Farmers	Yes
Education	Boston University	In the process of finishing
Dual master's in taxation and public policy	University of Denver	Yes
Dental hygiene	Colorado Northwestern cc	Yes
Decision Support Certificate4	cmu	No
Business management	Colorado state university	In the process of finishing
Business Administration	CMU	Yes
Business Administration	Colorado Mesa University	In the process of finishing
Business	Colorado Mesa University	In the process of finishing
Business	Colorado Mesa University	In the process of finishing
Businesd Analysis		In the process of finishing
Banking	Colorado Graduate School of Banking	In the process of finishing
Aviation	Colorado Flight Center	Yes
Accounting	university of Colorado denver	Yes
Accounting	CMU	Yes
	University of Colorado Law School	Yes
	Cmu	Yes
		In the process of finishing
		In the process of finishing
		In the process of finishing

Appendix C

Library Assessment Reports

Library Program Assessment John U. Tomlinson Library Colorado Mesa University

Date of Assessment: September 9, 2015

Purpose of Assessment: Program Review

Program under Review: Business Administration **Program**

Level: Bachelor of Business Administration **Liaison:**

Laureen Cantwell

Collection Assessment:

A search of the Tomlinson Library catalog for relevant reference titles might include the following broad search approaches…

Search tactic:	Print Titles	e-Titles
Business (subject keyword)	51	0
Management (keyword)	93	1
Finance (subject keyword)	27	0
Accounting (subject keyword)	7	0
Economics (subject keyword)	55	0
Entrepreneur* (keyword)	7	0

Recently-published titles owned by CMU and of interest to the BBA program concentration areas may include (titles in bold):

Friedman, J. P., & Barnhill, S. S. (2012). *Dictionary of business and economics terms.* 5th ed. Hauppauge, N.Y.: Barron's Educational Series, Inc.

• Swayne, L. E., & Dodds, M. (2011). *Encyclopedia of sports management and marketing.* Thousand Oaks, Calif.: Sage Publications, Inc.

• Banks, E. (2010). *The Palgrave Macmillan dictionary of finance, investment, and banking.* Basingstoke [England]; New York: Palgrave Macmillan.
Otto, L. (2008). *Dictionary of international business law.* London: Global Professional Pub.

• Dobson, J. M. (2007). *Bulls, bears, boom, and bust: a historical encyclopedia of American business concepts.* Santa Barbara, Calif.: ABC-CLIO.
Ryan, M. M. (2013). *Handbook of U.S. labor statistics: employment, earnings, prices, productivity, and other labor data.* 16th ed. Lanham, MD: Bernan Press.
Baskerville, D., & Baskerville, T. (2010). *Music business handbook and career guide.* 9th ed. Los Angeles: Sage Publications.

Rugman, A. M. (2010). *The Oxford handbook of international business.* 2nd ed. Oxford: Oxford University Press.

Gale (Firm). (2009). *Encyclopedia of management.* 6th ed. Detroit: Gale.

Pizam, A., & Holcomb, J. (2008). *International dictionary of hospitality management.* Amsterdam; Boston: Elsevier/Butterworth-Heinemann.

Wilson, R. L. (2009). *Historical encyclopedia of American business.* Pasadena, Calif.: Salem Press.

Robert Morris Associates & Risk Management Association. (1977). *RMA annual statement studies.* Philadelphia: Robert Morris Associates.

American Institute of Certified Public Accountants. (1962). *Accounting trends & techniques.* New York: American Institute of Certified Public Accountants.

Peterson's. (2013). *Peterson's graduate programs in business, education, information studies, law & social work.* Lawrenceville, N.J.: Peterson's Pub.

Dubofsky, M. (2013). *The Oxford encyclopedia of American business, labor, and economic history.* New York: Oxford University Press.

Economist Newspaper Limited. (2011). *Guide to economic indicators: making sense of economics.* 7th ed. Hoboken, N.J.: Wiley.

Center for Responsive Politics (Washington, D., & Crouse, A. (2010). *The blue pages: a directory of companies rated by their politics and practices.* 2nd ed. Sausalito, CA: [Redlands, CA]: PoliPointPress.

Kolb, R. W. (2008). *Encyclopedia of business ethics and society.* Thousand Oaks: Sage Publications.

Martin, P. H., & Kramer, B. M. (2013). *Williams & Meyers oil and gas law.* Abridged 5th ed. New Providence, NJ: LexisNexis.

Grossman, M., & Bryner, G. C. (2012). *U.S. land and natural resources policy: history, debates, state data, maps, primary documents.* 2nd ed. Amenia, NY: Grey House Pub.

Dana, L. P. (2011). *World encyclopedia of entrepreneurship.* Cheltenham, UK; Northampton, MA: Edward Elgar.

Riggs, T., & Bonk, M. (2008). *Everyday finance: economics, personal money management, and entrepreneurship.* Detroit: Gale Cengage Learning.

Krismann, C. (2005). *Encyclopedia of American women in business: from colonial times to the present.* Westport, Conn.: Greenwood Press.

Ciment, J. (2010). *Booms and busts: an encyclopedia of economic history from Tulipmania of the 1630s to the global financial crisis of the 21st century.* Armonk, NY: Sharpe Reference.

Himma, K. E., & Tavani, H. T. (2008). *The handbook of information and computer ethics.* Hoboken, N.J.: Wiley.

Floridi, L. (2010). *The Cambridge handbook of information and computer ethics.* Cambridge, UK; New York: Cambridge University Press.

Alhajj, R., & Rokne, J. (2014). *Encyclopedia of social network analysis and mining.* Springer.

*It is worth noting that, for the duration of the library renovation (Dec. 2014 – Nov. 2015), we have subscribed to **Value Line** and **eStatement Studies** electronically to provide enhanced accessibility of these high-use titles during the interim. (We also receive these in print.) Additionally, the Library provides access to* the **Gale Virtual Reference Library** (where we hold electronic versions of the *Encyclopedia of American Industries*, the *Encyclopedia of Emerging Industries*, and the *Encyclopedia of Emerging Markets*).

Monographic Resources: The following table displays a view of representative results found when searching the Tomlinson Library catalog for relevant CISB content. It displays the number of titles since 2005 (for print items) and the number of items found for print and/or electronic items.

Search tactic:	Print Books	e-Books
Business AND (law OR ethics) (keywords)	**490** (150 since 2005)	**2876** (1105 in Business & Economics subject area)
Business AND (Accounting OR economics) (subject keywords)	**193** (56 since 2005)	**4633** (2949 in Business & Economics subject area; 835 in Management; 105 in Decision Making)
"business communication" (keyword)	**66** (11 since 2005)	**292** (150 in Business Communication subject area; 50 in Communications in management subject area)
"human resource management" (keyword)	**60** (23 since 2005)	**269** (93 in Personnel Management subject area)
"risk management" (subject keyword)	**34** (14 since 2005)	**494**
Marketing OR branding (subject keywords)	**717** (130 since 2005)	**2455** (1396 in Marketing subject area; 1222 in Business & Economics subject area)
"decision making" (subject keywords)	**296** (71 since 2005)	**1090** (837 in Decision making subject area; 234 in Business & Economics subject area)
"organizational behavior" (subject keywords)	**160** (25 since 2005)	**1106** (423 in Business & Economics – Organizational behavior subject area)

Monographic titles of interest may include:
*(Titles are **bold**; e-book titles in green)*

BUSINESS, ETHICS, & LAW…

Heath, J. (2014). ***Morality, competition, and the firm: the market failures approach to business ethics.*** Oxford ; New York: Oxford University Press, USA.

Madrick, J. G. (2014). ***Seven bad ideas: how mainstream economists have damaged America and the world.*** New York: Alfred A. Knopf.

Sowell, T. (2015). ***Basic Economics: A Common Sense Guide to the Economy.*** Fifth Edition. New York, NY: Basic Books, A Member of the Perseus Books Group.

Peppers, D., & Rogers, M. (2008). ***Rules to break and laws to follow: how your business can beat the crisis of short-termism.*** Hoboken, N.J.: John Wiley & Sons.

Jarvis, J. (2009). ***What would Google do?*** New York, NY: Harper Business.

- Gross, J. A. (2010). *A shameful business: the case for human rights in the American workplace.* Ithaca: ILR Press/Cornell University Press.
- Gardner, H. (2007). *Responsibility at work: how leading professionals act (or don't act) responsibly.* San Francisco: Jossey-Bass.
- Chorafas, D. N. (2015). *Business efficiency and ethics: values and strategic decision making.* First edition. New York, NY: Palgrave Macmillan.
- Abend, G. (2014). *The moral background: an inquiry into the history of business ethics.* Princeton: Princeton University Press.
- Heath, J. (2014). *Morality, competition, and the firm: the market failures approach to business ethics.* Oxford; New York: Oxford University Press, USA.
- Lewis, C. (2014). *935 lies: the future of truth and the decline of America's moral integrity.* First edition. New York: PublicAffairs.

Ciulla, J. B. (2014). *Ethics, the heart of leadership.* Third edition. Santa Barbara, California: Praeger.
- Chandler, R. C. (2014). *Business and corporate integrity: sustaining organizational compliance, ethics, and trust.* Santa Barbara, California: Praeger.
- Mackey, J., & Sisodia, R. (2013). *Conscious capitalism: liberating the heroic spirit of business.* Boston, Mass.: Harvard Business Review Press.

Mintz, S. M. (2014). *Accounting for the public interest: perspectives on accountability, professionalism and role in society.* Springer.

Martínez-López, F. J. (2014). *Handbook of strategic e-business management.* Springer.

Kellermann, A. J., de Haan, J., & de Vries, F. (2013). *Financial supervision in the 21st century.* Springer.

Luetge, C., & Jauernig, J. (2014). *Business ethics and risk management.* Springer.

Dion, M. (2014). *Financial crimes and existential philosophy.* Springer.

Fassin, D., & Gomme, R. (2012). *Humanitarian reason: a moral history of the present times.* University of California Press.

BUSINESS COMMUNICATION...

- Bovée, C. L., & Thill, J. V. (2012). *Business communication essentials.* 5th ed. Upper Saddle River, N.J.: Pearson Prentice Hall.

Canavor, N. (2012). *Business writing in the digital age.* Thousand Oaks, Calif.: SAGE.

Cook, R. A., & Cook, G. (2011). *Guide to business etiquette.* 2nd ed. Boston: Prentice Hall.

Morrison, T., & Conaway, W. A. (2007). *Kiss, bow, or shake hands: Europe: How to do business in 25 European countries.* Avon, Mass.: Adams Business.

Iyer, L. S., & Power, D. J. (2015). *Reshaping society through analytics, collaboration, and decision support: role of business intelligence and social media.* Springer.

Erwin, K. (2014). *Communicating the new: methods to shape and accelerate innovation.* Wiley.

McCormack, J. (2014). *Brief: make a bigger impact by saying less.* Wiley.

Cramer, K. D. (2014). *Lead positive: what highly effective leaders see, say, and do.* Jossey-Bass & Pfeiffer Imprints, Wiley.

HUMAN RESOURCE MANAGEMENT...

Losey, M. R., Meisinger, S. R., & Ulrich, D. (2005). *The future of human resource management: 64 thought leaders explore the critical HR issues of today and tomorrow.* Alexandria, Va.: Hoboken, N.J.: Society for Human Resource Management.

Deckop, J. R. (2006). *Human resource management ethics.* Greenwich, Conn.: Information Age Pub.

Richardson, G. L. (2015). *Project management theory and practice.* Second edition. Boca Raton: CRC Press.

- Daly, J. L. (2012). *Human resource management in the public sector: policies and practices.* Armonk, NY: M.E. Sharpe.

- Wilkinson, A. (2010). *The SAGE handbook of human resource management.* London; Thousand Oaks, Calif.: SAGE.

Sistare, H. S., Shiplett, M. H., & Buss, T. F. (2009). *Innovations in human resource management: getting the public's work done in the 21st century.* Armonk, N.Y.: M.E. Sharpe.

- Daniel, T. A. (2009). *Stop bullying at work: strategies and tools for HR & legal professionals.* Alexandria, Va.: Society for Human Resource Management.

- Machado, C. (2015). *International human resources management: challenges and changes.* Springer.

Lawler, E. E., III, & Boudreau, J. W. (2015). *Global trends in human resource management: a twenty-year analysis.* Stanford Business Books, an imprint of Stanford University Press.

Fowinkel, T. (2014). *Human resource management systems in new business creation: an exploratory study.* Springer Gabler.

Zeuch, M. (2014). *Dos and don'ts in human resources management: a practical guide.* Springer Gabler.

RISK MANAGEMENT...

- Chatterjee, S. (2005). *Failsafe strategies: profit and grow from risks that others avoid.* Upper Saddle River, N.J.: Wharton School Pub.

Bookstaber, R. M. (2007). *A demon of our own design: markets, hedge funds, and the perils of financial innovation.* Hoboken, N.J.: J. Wiley.

Cleary, S., & Malleret, T. (2007). *Global risk: business success in turbulent times.* New York: Palgrave Macmillan.

- Farmbry, K. (2013). *Crisis, disaster, and risk: institutional response and emergence.* Armonk, N.Y.: M.E. Sharpe.

Kendrick, T. (2015). *Identifying and managing project risk: essential tools for failure-proofing your project.* Third edition. New York: American Management Association.

Fraser, J. R. S., Simkins, B. J., & Narzaev, K. (2015). *Implementing enterprise risk management: case studies and best practices.* John Wiley & Sons, Inc.

Soprano, A. (2015). *Liquidity management: a funding risk handbook.* Wiley.

Oeser, G. (2015). *Risk-pooling essentials: reducing demand and lead time uncertainty.* Springer.

Russell, D. L., & Arlow, P. (2015). *Industrial security: managing security in the 21st century.* John Wiley & Sons Inc.

- Hopkins, A., & Maslen, S. (2015). *Risky rewards: how company bonuses affect safety.* Ashgate Publishing Company.

MARKETING & BRANDING...

- Klanten, R., Ehmann, S., Bolhofer, K., & Moreno, S. (2011). *Out of the box!: Brand experiences between pop-up and flagship.* Berlin: Gestalten.

Brito, M. (2014). *Your brand, the next media company: how a social business strategy enables better content, smarter marketing, and deeper customer relationships.* Indianapolis, Indiana: Que.

- Beverland, M. (2009). *Building brand authenticity: 7 habits of iconic brands.* Basingstoke, Hampshire; New York: Palgrave Macmillan.

- Millman, D. (2012). *Brand Bible: the complete guide to building, designing, and sustaining brands.* Beverly, Mass.: Rockport Publishers.

Franzen, G., & Moriarty, S. E. (2009). *The science and art of branding.* Armonk, N.Y.: M.E. Sharpe.

• Tungate, M. (2011). *Branded beauty: how marketing changed the way we look.* London; Philadelphia, PA: Kogan Page.

Cunningham, J., & Roberts, P. (2006). *Inside her pretty little head: a new theory of female motivation and what it means for marketing.* London: Cyan.

• Legorburu, G., & McColl, D. (2014). *Storyscaping: stop creating ads, start creating worlds.* John Wiley & Sons.

• Davis, J. (2012). *The Olympic Games effect: how sports marketing builds strong brands.* Rev. and updated ed. John Wiley & Sons Singapore Pte.

Napoletano, E. (2012). *The power of unpopular: a guide to building your brand for the audience who will love you (and why no one else matters).* John Wiley & Sons, Inc.

Usunier, J., & Stolz, J. (2014). *Religions as brands: new perspectives on the marketization of religion and spirituality.* Ashgate.

Halloran, T. (2014). *Romancing the brand: how brands create strong, intimate relationships with customers.* First edition. Jossey-Bass.

DECISION MAKING...

Stone, D., & Heen, S. (2014). *Thanks for the feedback: the science and art of receiving feedback well (even when it is off base, unfair, poorly delivered, and, frankly, you're not in the mood).* New York, New York: Viking.

• Hardoon, D. R., & Shmueli, G. (2013). *Getting started with business analytics: insightful decision-making.* Boca Raton, FL: CRC Press.

• Furr, N. R., & Dyer, J. (2014). *The innovator's method: bringing the lean startup into your organization.* Boston: Harvard Business Review Press.

Frame, J. D. (2013). *Framing decisions: Decision making that accounts for irrationality, people, and constraints.* Jossey-Bass.

Gregory, R. (2012). *Structured decision making: A practical guide to environmental management choices.* Wiley-Blackwell.

Virine, L., Trumper, M. (2013). *ProjectThink: Why good managers make poor project choices.* Gower Publishing Limited.

Mooz, H. (2012). *Make up your mind: a decision-making guide to thinking clearly and choosing wisely.* Wiley.

ORGANIZATIONAL BEHAVIOR...

• Friedman, R. (2014). *The best place to work: The art and science of creating an extraordinary workplace.* First edition. New York, New York: Perigee Book.

• Karlgaard, R. (2014). *The soft edge: Where great companies find lasting success.* First edition. San Francisco: Jossey-Bass.

• Valentine, S. (2014). *Organizational ethics and stakeholder well-being in the business environment.* Charlotte, North Carolina: Information Age Pub., Inc.

Fisman, R., & Sullivan, T. (2013). *The org: The underlying logic of the office.* New York: Twelve.

Coleman, J., Gulati, D., & Segovia, W. O. (2012). *Passion & purpose: Stories from the best and brightest young business leaders.* Boston, Mass.: Harvard Business Review Press.

• Connors, R., & Smith, T. (2011). *Change the culture, change the game: The breakthrough strategy for energizing your organization and creating accountability for results.* New York: Portfolio Penguin.

Balzac, S. (2013). *Organizational psychology for managers.* Springer.

Harris, R., & Short, T. (2014). *Workforce development: strategies and practices.* Springer.

Watada, J., Xu, B., & Wu, B. (2014). *Innovative management in information and production.* Springer.

Stroh, P. J. (2014). *Business strategy: plan, execute, win!* Wiley.

ACCOUNTING & ECONOMICS...

- Hamilton, S., & Micklethwait, A. (2006). *Greed and corporate failure: the lessons from recent disasters.* Basingstoke [England]; New York: Palgrave Macmillan.

- Stutely, R. (2007). *The definitive guide to business finance: what smart managers do with the numbers.* 2nd ed. Harlow: Financial Times Prentice Hall.

Agtmael, A. W. v. (2007). *The emerging markets century: how a new breed of world- class companies is overtaking the world.* New York: Free Press.

Bernstein, W. J. (2008). *A splendid exchange: how trade shaped the world.* New York: [Berkeley, Calif.?]: Atlantic Monthly Press.

- Kose, M. A., & Prasad, E. (2010). *Emerging markets: resilience and growth amid global turmoil.* Washington, D.C.: Brookings Institution Press.

- Knoop, T. A. (2010). *Recessions and depressions: understanding business cycles.* 2nd ed. Santa Barbara, Calif.: Praeger.

Montiel, P. J. (2011). *Macroeconomics in emerging markets.* 2nd ed. Cambridge; New York: Cambridge University Press.

- Faktor, S. (2012). *Econovation: the red, white, and blue pill for arousing innovation.* Hoboken, N.J.: Wiley.

Carroll, A. B., Lipartito, K., Post, J. E., Werhane, P. H., & Goodpaster, K. E. (2012). *Corporate responsibility: the American experience.* Cambridge: Cambridge University Press.

Carlson, N. (2015). *Marissa Mayer and the fight to save Yahoo!* First edition. New York: Twelve.

- Clayton, B. C. (2015). *Market madness: a century of oil panics, crises, and crashes.* Oxford; New York: Oxford University Press.

- Madrick, J. G. (2014). *Seven bad ideas: how mainstream economists have damaged America and the world.* New York: Alfred A. Knopf.

Yülek, M. A. (2015). *Economic planning and industrial policy in the globalizing economy: concepts, experience and prospects.* Springer.

Nelson, S. L. (2015). *Quickbooks 2015 for dummies.* John Wiley & Sons.

Thuiner, E. (2015). *Banks of the future: putting a puzzle together creatively.* Springer.

Rapp, D. (2015). *Bubbles, booms, and busts: the rise and fall of financial assets.* Second edition. Springer.

Label, W. A. (2013). **Accounting for Non-accountants: The Fast and Easy Way to Learn the Basics.** Naperville, Ill: Sourcebooks, Inc.

New Strategist Publications, Inc. (2013). **Household Spending: Who Spends How Much on What.** Amityville, New York: New Strategist Publications, Inc.

Scott, L. (2013). **From Passion to Execution: How to Start and Grow an Effective Non- profit Organization.** Boston: Course Technology PTR.

ENERGY & LAND MANAGEMENT...

Kaufman, M. M., Rogers, D. T., & Murray, K. S. (2011). *Urban watersheds: geology, contamination, and sustainable development.* Boca Raton: CRC Press.

Brown, L. R. (. R., Brown, L. R., & Earth Policy Institute. (2009). *Plan B 4.0: mobilizing to save civilization.* New York: W.W. Norton.

Skillen, J. (2009). *The nation's largest landlord: the Bureau of Land Management in the American West.* Lawrence, Kan.: University Press of Kansas.

Nie, M. A. (2008). *The governance of Western public lands: mapping its present and future.* Lawrence, Kan.: University Press of Kansas.

Wu, J., Barkley, P. W., & Weber, B. A. (2008). *Frontiers in resource and rural economics: human-nature, rural-urban interdependencies.* Washington, DC: Resources for the Future.

Larmer, P. (2004). *Give and take: how the Clinton administration's public lands offensive transformed the American West.* Paonia, Colo.: High Country News Books.

Kapur, S., Eswaran, H., & Blum, W. E. H. (2011). *Sustainable land management: learning from the past for the future.* Springer.

Urban Research Symposium & Lall, S. V. (2009). *Urban land markets: improving land management for successful urbanization.* Springer.

Kapur, S., Eswaran, H., & Blum, W. E. H. (2011). *Sustainable land management: learning from the past for the future.* Springer.

Casertano, S. (2013). *Our land, our oil!: natural resources, local nationalism, and violent secession.* Springer VS.

COMPUTING & INFORMATION SYSTEMS...

Carlson, J., & Johnston, L. (2015). *Data information literacy: librarians, data, and the education of a new generation of researchers.* West Lafayette, Indiana: Purdue University Press.

Linington, P. F. (2012). *Building enterprise systems with ODP: an introduction to Open Distributed Processing.* Boca Raton, FL: CRC Press.

Hwang, K., Fox, G. C., & Dongarra, J. J. (2012). *Distributed and cloud computing: from parallel processing to the Internet of things.* Amsterdam; Boston: Morgan Kaufmann.

Kroenke, D. M. (2011). *Using MIS.* 3rd ed. Upper Saddle River, N.J.: Prentice Hall.

Tapscott, D., & Williams, A. D. (2010). *MacroWikinomics: rebooting business and the world.* New York, N.Y.: Portfolio Penguin.

Funk, T. (2009). *Web 2.0 and beyond: understanding the new online business models, trends, and technologies.* Westport, Conn.: Praeger.

Carr, N. G. (2008). *The big switch: rewiring the world, from Edison to Google.* New York: W. W. Norton & Co.

Redman, T. C. (2008). *Data driven: profiting from your most important business asset.* Boston, Mass.: Harvard Business Press.

International Joint Conferences on Computer, Elleithy, K., & Sobh, T. (2013). *Innovations and advances in computer, information, systems sciences, and engineering.* Springer.

Oatway, J. (2012). *Mastering story, community and influence: how to use social media to become a socialeader.* Wiley.

Qudrat-Ullah, H. (2015). *Better decision making in complex, dynamic tasks: training with human-facilitated interactive learning environments.* Springer.

Upasta, V. (2015). *Managing your outsourced IT services provider: how to unleash the full potential of your global workforce.* Apress.

Passerini, K., El Tarabishy, A., & Patten, K. (2012). *Information technology for small business: managing the digital enterprise.* Springer.

Mitchell, J. M. (2015). *Staying the course as a CIO: how to overcome the trials and challenges of IT leadership.* John Wiley and Sons, Inc.

Roberts, D. D. (2014). *Unleashing the power of IT: bringing people, business, and technology together.* Second edition. Wiley.

NOTE: If there is a desired item that we can borrow from another institution, if our copy is checked out or we do not currently own the item, we will do so— and gladly. Items from other institutions physically delivered to CMU are free to our students, staff, and faculty. **Interlibrary loan** of books and other physical items takes 3-5 days on average, which underscores the importance of the Library building strong monographic support for BAS students and faculty as much as possible, so critical items can be accessed at time of need. Our **interlibrary loan** service can also aid the Library in assessing frequently- requested items for appropriate permanent additions to our collection.

Periodicals: A search of the CMU Tomlinson Library collection of print and electronic periodical subscriptions highlights a number of very relevant titles. A selection of useful titles to which we subscribe for this level of Business Administration coursework include (broken down by major areas of the program):

Economics:

American Economic Review (Business Source Complete, 1911-2013 with 24- month embargo; some print holdings)

Econometrica (JSTOR, 1933-2012)

Journal of Political Economy (Business Source Complete, 1965-2014 with 12- month embargo; JSTOR, 1892-2011; and some print holdings)

Journal of Economic Literature (Business Source Complete, 1969-2012 with 24- month embargo; some print holdings)

Review of Economic Studies (Business Source Complete, 1965-2014 with 12 month embargo; JSTOR, 1933-2011)

American Journal of Economics & Business Administration (DOAJ, 2009-current)

Accounting & Finance:

Journal of Business Finance & Accounting (Business Source Complete, 1974- 2014 with 12- month embargo; Wiley Online Library, 1974-2015)

Management Accounting Research (ScienceDirect, 1993-current)

Journal of Accountancy (Business Source Complete, 1965-current; some print holdings)

CPA Journal (Business Source Complete, 1993-current; some print holdings)

Journal of Finance (Wiley Online Library, 1946-2015; Business Source Compete, 1946-2014 with 12-month embargo; some print holdings)

Review of Financial Studies (Business Source Complete, 1988-2014 with 12- month embargo)

Journal of Financial Research (Business Source Complete, 1978-2014 with 12- mont embargo)

Journal of Financial & Quantitative Analysis (Business Source Complete, 1966- current)

Management, Entrepreneurship, & Hospitality Management:

Academy of Management Review (Business Source Complete, 1976-current)

Administrative Science Quarterly (Business Source Complete, 1956-current)

International Studies of Management and Organization (Business Source Complete, 1971-2015 with 6-month embargo)

Journal of Financial & Quantitative Analysis (Business Source Complete, 1966- current)

Journal of Accountancy (Business Source Complete, 1965-current; some print holdings)
Journal of Management Studies (Business Source Complete, 1964-2014 with 12- month embargo; Wiley Online Library, 1964-2015)
Management & Organization Review (Business Source Complete, 2005-2014)
Strategic Management Journal (Business Source Complete, 1980-2014 with 12- month embargo; Wiley Online Library, 1980-2015)
Harvard Business Review (Business Source Complete, 1922-current; some print holdings)
Entrepreneurial Business Law Journal (OmniFile, 2007-current)
Entrepreneurship Research Journal (Business Source Complete, 2013-current)
Entrepreneurship Theory and Practice (Business Source Complete, 1976-current)
Annals of Tourism Research (ScienceDirect, 1995-current; some print holdings)
Journal of Sustainable Tourism (Business Source Complete, 2003-2014 with 18- month embargo)
International Journal of Tourism Research (Business Source Complete, 1999- 2014 with 12-month embargo; Wiley Online Library, 1999-2015)
Journal of Hospitality and Tourism Research (Sage Premier Collection, 1999- current)
Cornell Hospitality Quarterly (Sage Premier Collection, 1999-current)
Journal of Vacation Marketing (Sage Premier Collection, 1999-current)

Human Resources & Organizational Behavior:
Benefits Quarterly (Business Source Complete, 1985-current)
Human Resources Management Journal (Wiley Online Library, 1990-2015; Business Source Complete, 2004-2014 with 12-month embargo)
Journal of Human Resources (Business Source Complete, 1966-current; some print holdings)
International Journal of Human Resource Management (Business Source Complete, 1990-2014 with 18-month embargo)
Journal of Managerial Issues (Business Source Complete, 2000-current)
Journal of Organizational Behavior (Business Source Complete, 1988-2014 with 12-month embargo; Wiley Online Library, 1990-2015)
Research & Practice in Human Resource Management (Business Source Complete, 2007-current)
Personnel Psychology (Business Source Complete, 1965-2014 with 12-month embargo; Wiley Online Library, 1948-2015)

Marketing & Advertising:
Journal of Marketing (Business Source Complete, 1936-current)
Marketing Science (Business Source Complete, 1982-2010 with 60-month embargo)
Journal of Strategic Marketing (Business Source Complete, 193-2014 with 18- month embargo)
Psychology & Marketing (Business Source Complete, 1984-2014 with 12-month embargo; Wiley Online Library, 1984-2015)
Advertising Age (Business Source Complete, 1996-current; LexisNexis, 1986- current, some print holdings)
Journal of Advertising (Business Source Complete, 1972-current)
Journal of Promotion Management (Communication & Mass Media Complete, 2001-2014 with 18-month embargo)
International Journal of Advertising (Business Source Complete, 2000-2014 with 18-month embargo)
Journal of Advertising Research (Business Source Complete, 1965-current)

Energy Management & Land Management:

Journal of Environmental Management (ScienceDirect, 1993-current)

Mountain Research & Development (BioONE, 2000-current; JSTOR, 1981-2015; some print holdings)

Journal of Forestry (Free from Publisher, 1901-current; some print holdings)

Las Vegas Review-Journal (LexisNexis, 1996-current)

Petroleum and Coal (DOAJ, 2001-current)

Petroleum Economist (LexisNexis, 1998-current)

World Oil (Business Source Complete, Aug. 1993 – current, 1 month embargo; LexisNexis, 2001-current)

Oil & Gas Journal (LexisNexis 1978-current)

Oil & Gas Business (DOAJ, 2001-current)

Chemical and Petroleum Engineering (Academic Search Complete, May 2003-current, 12 month embargo)

E&MJ: Engineering & Mining Journal (Business Source Complete, 1997- current)

Pipeline & Gas Journal (Business Source Complete, 1993-current)

The Energy Journal / International Assn. of Energy Economists (Business Source Complete, 1990-current)

Offshore (LexisNexis, 1990-current)

MEED: Middle East Economic Digest (Business Source Complete, 2003-current)

Engineering News Record (LexisNexis, 1981-current)

Fuel Oil News (Business Source Complete, Sept. 2011-current)

Business Horizons (Business Source Complete, 1965-Nov. 2001)

Journal of Environmental Economics & Management (ScienceDirect, 1993-current)

Engineering & Mining Journal (Business Source Complete, 1997- current, some print holdings)

Computer Information Systems…

ACM Transactions on Database Systems (Business Source Complete, 1996- current)

Applied Computational Intelligence and Soft Computing (DOAJ, 2009-current)

Computer and Information Science (DOAJ, 2008-current)

Database Trends & Applications (OMNI File Full Text Select, 2009-current)

Healthcare Informatics (CINAHL Complete, 2009-current)

Information Systems Management (Business Source Complete, 1991-current, 18 month embargo)

Information Society (Academic Search Complete, 1997-current, 1 month embargo)

Journal of Computer Science (DOAJ, 2005-current)

Journal of Computer Science & Technology (DOAJ, 1999-current)

Journal of Information Security (DOAJ, 2010-current)

Journal of International Technology and Information Management (Business Source Complete, 2010-current)

Software Testing, Verification, and Reliability (Wiley Online Library, 1991- current)

Technology & Investment (DOAJ, 2010-current)

Theory of Computing Systems (Academic Search Complete, 1997-current, 1 month embargo; Business Source Complete, 1997-current, 12 month embargo)

Popular Periodicals of Interest...
Black Enterprise (Business Source Complete, 1990-current)
Entrepreneur (Business Source Complete, 2003-current; some print holdings)
Inc. Magazine (Business Source Complete, 1990-current; some print holdings)
Fortune (Business Source Complete, 1992-current; some print holdings)
BusinessWeek (Business Source Complete, 1996-current; some print holdings)
TIME (Academic Search Complete, 1923-current; some print holdings)
Advertising Age (Business Source Complete, 1996-current; some print holdings)
Bloomberg Businessweek (Business Source Complete, 1996-current; some print holdings)
Wired (Science Reference Center, 2008-current; some print holdings)
AdWeek (OmniFile, 2003-current)
The Economist (U.S. History in Context, 1988-current; some print holdings)
Fast Company (Business Source Complete, 2000-current)
Consumer Reports (LexisNexis, 1988-current; some print holdings)
MacWorld (MAS Ultra, 2001-current; Business Source Complete, 2001-2014)
PC Magazine (Business Source Complete, 1999-current)
Streaming Media Magazine (Business Source Complete, 2007-current)

NOTE: For periodicals to which we do not subscribe and/or articles for which we do not offer full-text access, **Interlibrary loan** is a quick, efficient, free, and useful supplement to our collections, with an average turn-around time of just 11 hours for articles and book chapters. Such fast request-to-delivery times greatly aid students in their information needs being addressed and processed as close to the time of need as possible. As students often work close to deadlines so must our services work with those deadlines as favorably as they can.

Electronic Resources:

Business Source Complete [Database; searched: SU (advertising OR marketing OR finance OR "organizational management" OR "human resources" OR "land management" OR "energy management" OR entrepreneurship OR economics OR accounting) AND SU (business)] – over 300,000 search results, roughly 222,000 of which were published *since* 2000 *and* are available full-text. Peer-reviewed publications returning a significant number of full-text available results include: the *Journal of Business Ethics*; *Financial Executive*; the *International Financial Law Review*; the *Journal of Accountancy*; and *Small Business Economics*. Popular

subject terms in these peer-reviewed results include: "business enterprises"; entrepreneurship; "business planning"; "business cycles"; "economic development"; "personnel management"; "industrial management"; "risk management in business"; "strategic planning"; and "marketing strategy."

SpringerLink [Database; searched: (advertising OR marketing OR finance OR "organizational management" OR "human resources" OR entrepreneurship OR "land management" OR "energy management" OR economics OR accounting) AND (business)] – around 475,000 journal article search results returned (about 300,000 chapters and 158,000 articles), over 162,000 of which are within our subscription or are open access (143,000 chapters; over 10,000 articles). Journals returning a significant number of full-text available results include from within the disciplines of Business & Management, as well as Economics include: the *Journal of Business Ethics*; *Small Business Economics*; the *Journal of Evolutionary Economics*; the *Journal of Innovation and Entrepreneurship*; the *Journal of Global Entrepreneurship Research*; *International Entrepreneurship and Management Journal*; and the *Journal of the Academy of Marketing Science.*

Wiley Online Library [Database; searched: searched: Abstract (advertising OR marketing OR finance OR "organizational management" OR "human resources" OR entrepreneurship OR economics OR accounting) AND Abstract (business)] – returns nearly 8,000 results published between since 2000 (and over 6200 of those are from journals). Journal titles from these full-text available results include: the *Journal of International Development*; *Managerial and Decision Economics*; the *Journal of Applied Corporate Finance*; *Decision Sciences*; the *Journal of Product Innovation Management*; *Business Strategy and the Environment*; the *Journal of Industrial Economics*; the *Journal of Accounting Research*; *Personnel Psychology*; and the *Journal of Consumer Behaviour.*

Other databases of note: **ProQuest Newsstand** (which contains electronic access to the *New York Times* (including the *Book Review* and *Magazine*), *Wall Street Journal*, *The Christian Science Monitor*, *LA Times*, and the *Washington Post*; **ValueLine** (for investment research on companies, industries, markets and economies); the **Gale Virtual Reference Library** (where we provide access to the *Encyclopedia of American Industries*, the *Encyclopedia of Emerging Industries*, and the *Encyclopedia of Emerging Markets*); **Morningstar Investment Research Center** (which contains comprehensive financial information on NYSE, AMEX, NASDAQ stocks, mutual funds, ETFs with return information on various investment types, indexes, sectors, and styles); **Mergent's Dividend and News Reports**; and **LexisNexis Academic** (for company profiles and news content, including *Consumer Reports, Petroleum Economist, Advertising Age,*).

NOTE: For periodicals to which we do not subscribe and/or articles for which we do not offer full-text access, **Interlibrary loan** is a quick, efficient, free, and useful supplement to our collections, with an average turn-around time of just 11

hours for articles and book chapters. Such fast request-to-delivery times greatly aid students in their information needs being addressed and processed as close to the time of need as possible. As students often work close to deadlines so must our services work with those deadlines as favorably as they can.

>> **Films On Demand** [searched: full segments for Business in the Films on Demand Database, with the Business & Economics subject selected, returns nearly 1000 video results] – relevant results include:

Series content on *Business Ethics* (anthology = ~3hrs)

Series content on *Business Culture*

Series content on *Global Economics* (anthology = 2+ hrs)

Series content on *Ethical Markets* (anthology = 5+ hrs)

Series content on *The New Global Markets* (anthology = ~5hrs)

Evaluating Business Performance: Small Business Case Studies (~30mins)

The Challenges of Leadership (~1hr)

Creating the 21st Century CEO (~1hr)

Arsenic and Old Lace: A Study in Turnaround Management (~40mins)

The Facebook Obsession (~40mins)

The Business of America (~1hr)

Rotorua: A Case in Sustainable Tourism (~25 mins)

Women Who Brew: Breaking the Glass Ceiling of Beer (~70mins)

Planning Your Business: Research, Goals, and Business Plans (~30mins)

Risky Business: Insuring Against the Future (~50 mins)

Ethics and Responsibility in Management (~30mins)

Films on Demand content can be easily brought into courses as links within D2L course sites and syllabi content. **FoD** content is also very appropriate for use by students as cited sources in assignments and papers as the content only includes educational, documentary, newsreels and similarly suitable videos for academic use.

Evaluation of the Total Collection:

Strengths: Regarding electronic resources and periodical content, we are quite strong here, due in particular to our Business-related subscriptions and Computer Science-related holdings in Business Source Complete, ScienceDirect, SpringerLink, and other databases (ProQuest, LexisNexis). With regard to monographic content, we do pretty well here, particularly with respect to having relevant eBooks balanced with print texts, in a broad range of BBA-appropriate topics. The Library's reference collection for BBA-related content is likely slim for good reason (the extent to which students and faculty will use reference content for this subject area), though we certainly hold what is needed to accomplish known projects in BBA courses. We also have a site license for ArcGIS, which includes

Business Analyst Online (BAO), which should provide useful local and regional data for BBA students and faculty.

Weaknesses: Our Library collection for the BBA program could benefit from some **strategic collecting in current electronic reference titles of possible interest,** especially for CISB topics, particularly in the interest of supporting distance-based students and students in online courses, **we well as in very current CISB topics for the general monographic collection.** Consultation with departmental faculty on the usefulness and criticality of titles would be valuable in purchase decisions. When new courses are added, or program changes occur, departmental faculty will also receive library assessments which may indicate new areas for growth and acquisition efforts.

Recommendations: Based on the findings in this assessment, several avenues for acquisitions have been identified, including titles supporting research and engagement with relevant subjects (such as Entrepreneurship, a newer BBA concentration option, as well as Energy & Land Management – both of these areas have seen new courses crop up in the past year). While additional databases may pique interest and trials may be explored in the future, library funding allocations must also be able to support the recurring subscription costs of databases *independently* of the academic department's annual allocation for one-time purchase acquisitions.

Library Research Support Statement:
The Library offers research support for subject areas and courses – through **instructional sessions** (how to access and use our research tools, how to evaluate information and sources, how to use information ethically, etc.) as well as through an **"embedded librarian"** in the D2L environments of course sections. The Library can also create **research / course guides** for course sections, and entire subjects (i.e., Computer Information Systems) – tailoring links, tools, e-reserve access, and more to the students and the topic of that section, course, or subject area. The BBA program faculty can employ *any/all* of these options and the Library is interested in investigating customized possibilities with faculty.

We have **research guides available 24/7** for Accounting and Entrepreneurship, as general subject guides. We also have course guides for BUGB401, MARK231, and MARK332.

Instruction History for all BBA required and core courses—
In calendar year (CY) 2011, librarians conducted information literacy and research assistance sessions for FINA301, MANG450, BUGB105 and MARK350 course sections.
In CY 2012, librarians conducted information literacy and research assistance sessions for FINA301, BUGB105, and MANG450 sections.

In CY 2013, librarians taught information literacy and research assistance sessions for FINA301, MANG450, BUGB105, and MARK332 sections.
In CY 2014, librarians taught information literacy and research assistance sessions for FINA301, MANG301, BUGB105 and 401, and MARK332 sections.
In CY 2015 (Jan.-Sept.), librarians taught information literacy and research assistance sessions for FINA301, BUGB105, and MARK332. Additionally, strides have been made to integrate GIS into MARK332 library instruction sessions as a means of gathering local data.

Overall, while librarians have been able to share their expertise and help build research skills with students in several BBA core courses, the opportunity to do so has not always been consistent over time. Additionally, there are courses where one might <u>hope</u> for some form of librarian interaction...where there is none on record. For example, we have no record of working with Human Resource Management (e.g., HRMA371), the Legal Environment of Business (e.g., BUGB349), the Hospitality Management, Human Resources Management, or CISB courses listed in the BBA program sheets.

Growth opportunities in this area include:
More consistent and targeted application of librarian-connected services *throughout the program (Are there other courses that could benefit from librarian engagement in some form?);*
*Development of **additional research and course guides**, in consultation with department faculty and assignment/course goals (What courses could use support through these valuable tools available 24/7?);*
*Discussion regarding **embedded librarian options within FINA301** (If we have face-to-face sessions with all on-campus sections, perhaps there should be librarian engagement to support the online section(s) so students have the same opportunities no matter the class format?)*
Reconnect with faculty whose BBA courses we have not worked with in over a year *to discuss bringing those sessions back to their syllabus plan, and/or research/course guide and embedded librarian options (if more suitable);*
Connect with faculty within BBA concentrations within which we have no record of instruction *to pitch instruction, guides, and/or embedded options for their courses.*
Generate curriculum mapping conversation focusing on information literacy instruction *within the BBA program (when, how, and why).*

Library Director:_____ Sylvia L. Rael_____

Library Program Assessment John U. Tomlinson Library Colorado Mesa University

Date of Assessment: September 3, 2015

Purpose of Assessment: Program Review

Program under Review: Business Administration

Program Level: Bachelor of Applied Science

Liaison: Laureen Cantwell

Collection Assessment:

Reference Support: A search of the Tomlinson Library catalog for relevant reference titles might include the following broad search approaches…

Search tactic:	Print Books	e-Books
Business AND law (keywords)	22	0
management (keyword)	93	1
"financial statements" (subject keyword)	2	0
business (subject keyword)	54	1
Accounting (subject Keyword)	7	0
Economics (subject keyword)	59	0

Within those search results, recently published titles owned by CMU and of interest to the program may include (titles in bold):

Friedman, J. P., & Barnhill, S. S. (2012). *Dictionary of business and economics terms.* 5th ed. Hauppauge, N.Y.: Barron's Educational Series, Inc.

● Swayne, L. E., & Dodds, M. (2011). *Encyclopedia of sports management and marketing.* Thousand Oaks, Calif.: Sage Publications, Inc.

● Banks, E. (2010). *The Palgrave Macmillan dictionary of finance, investment, and banking.* Basingstoke [England]; New York: Palgrave Macmillan.

Otto, L. (2008). *Dictionary of international business law.* London: Global Professional Pub.

● Dobson, J. M. (2007). *Bulls, bears, boom, and bust: a historical encyclopedia of American business concepts.* Santa Barbara, Calif.: ABC-CLIO.

Ryan, M. M. (2013). *Handbook of U.S. labor statistics: employment, earnings, prices, productivity, and other labor data.* 16th ed. Lanham, MD: Bernan Press.

Baskerville, D., & Baskerville, T. (2010). *Music business handbook and career guide.* 9th ed. Los Angeles: Sage Publications.

Rugman, A. M. (2010). *The Oxford handbook of international business.* 2nd ed. Oxford: Oxford University Press.

Gale (Firm). (2009). *Encyclopedia of management.* 6th ed. Detroit: Gale.

Pizam, A., & Holcomb, J. (2008). *International dictionary of hospitality management.* Amsterdam; Boston: Elsevier/Butterworth-Heinemann.

Wilson, R. L. (2009). *Historical encyclopedia of American business.* Pasadena, Calif.: Salem Press.

Robert Morris Associates & Risk Management Association. (1977). *RMA annual statement studies.* Philadelphia: Robert Morris Associates.

American Institute of Certified Public Accountants. (1962). *Accounting trends & techniques.* New York:

American Institute of Certified Public Accountants.

Peterson's. (2013). *Peterson's graduate programs in business, education, information studies, law & social work.* Lawrenceville, N.J.: Peterson's Pub.

Dubofsky, M. (2013). *The Oxford encyclopedia of American business, labor, and economic history.* New York: Oxford University Press.

Economist Newspaper Limited. (2011). *Guide to economic indicators: making sense of economics.* 7th ed. Hoboken, N.J.: Wiley.

Center for Responsive Politics (Washington, D., & Crouse, A. (2010). *The blue pages: a directory of companies rated by their politics and practices.* 2nd ed. Sausalito, CA: [Redlands, CA]: PoliPointPress.

Kolb, R. W. (2008). *Encyclopedia of business ethics and society.* Thousand Oaks: Sage Publications.

*It is worth noting that, for the duration of the library renovation (Dec. 2014 – Nov. 2015), we have subscribed to **Value Line** and **eStatement Studies** electronically to provide enhanced accessibility of these high-use titles during the interim. (We also receive these in print.) Additionally, the Library provides access to* the **Gale Virtual Reference Library** (where we hold electronic versions of the *Encyclopedia of American Industries*, the *Encyclopedia of Emerging Industries*, and the *Encyclopedia of Emerging Markets*).

Monographic Resources: The following table displays a view of representative results found when searching the Tomlinson Library catalog for relevant CISB content. It displays the number of titles since 2005 (for print items) and the number of items found for print and/or electronic items.

Search tactic:	Print Books	e-Books
Business AND law (keywords)	**242** (80 since 2005)	**1890** (654 in Business & Economics subject area)
"business communication" (keyword)	**66** (11 since 2005)	**292** (150 in Business Communication subject area; 50 in Communications in management subject area)
"human resource management" (keyword)	**60** (23 since 2005)	**269** (93 in Personnel Management subject area)
"risk management" (subject keyword)	**34** (14 since 2005)	**494**
Marketing OR branding (subject keywords)	**717** (130 since 2005)	**2455** (1396 in Marketing subject area; 1222 in Business & Economics subject area)
"decision making" (subject keywords)	**296** (71 since 2005)	**1090** (837 in Decision making subject area; 234 in Business & Economics subject area)
"organizational behavior" (subject keywords)	**160** (25 since 2005)	**1106** (423 in Business & Economics – Organizational behavior subject area)

Monographic titles of interest may include:
*(Titles are **bold**; e-book titles in green)*

BUSINESS and LAW...

- Heath, J. (2014). *Morality, competition, and the firm: the market failures approach to business ethics.* Oxford ; New York: Oxford University Press, USA.
- Madrick, J. G. (2014). *Seven bad ideas: how mainstream economists have damaged America and the world.* New York: Alfred A. Knopf.
- Sowell, T. (2015). *Basic Economics: A Common Sense Guide to the Economy.* Fifth Edition. New York, NY: Basic Books, A Member of the Perseus Books Group.

Peppers, D., & Rogers, M. (2008). *Rules to break and laws to follow: how your business can beat the crisis of short-termism.* Hoboken, N.J.: John Wiley & Sons.

Jarvis, J. (2009). *What would Google do?* New York, NY: Harper Business.

- Gross, J. A. (2010). *A shameful business: the case for human rights in the American workplace.* Ithaca: ILR Press/Cornell University Press.
- Gardner, H. (2007). *Responsibility at work: how leading professionals act (or don't act) responsibly.* San Francisco: Jossey-Bass.

Mintz, S. M. (2014). *Accounting for the public interest: perspectives on accountability, professionalism and role in society.* Springer.

Martínez-López, F. J. (2014). *Handbook of strategic e-business management.* Springer.

Kellermann, A. J., de Haan, J., & de Vries, F. (2013). *Financial supervision in the 21st century.* Springer.

BUSINESS COMMUNICATION...
- Bovée, C. L., & Thill, J. V. (2012). *Business communication essentials.* 5th ed. Upper Saddle River, N.J.: Pearson Prentice Hall.

Canavor, N. (2012). *Business writing in the digital age.* Thousand Oaks, Calif.: SAGE.

Cook, R. A., & Cook, G. (2011). *Guide to business etiquette.* 2nd ed. Boston: Prentice Hall.

Morrison, T., & Conaway, W. A. (2007). *Kiss, bow, or shake hands: Europe: How to do business in 25 European countries.* Avon, Mass.: Adams Business.

Iyer, L. S., & Power, D. J. (2015). *Reshaping society through analytics, collaboration, and decision support: role of business intelligence and social media.* Springer.

Erwin, K. (2014). *Communicating the new: methods to shape and accelerate innovation.* Wiley.

McCormack, J. (2014). *Brief: make a bigger impact by saying less.* Wiley.

Cramer, K. D. (2014). *Lead positive: what highly effective leaders see, say, and do.* Jossey-Bass & Pfeiffer Imprints, Wiley.

HUMAN RESOURCE MANAGEMENT...
Losey, M. R., Meisinger, S. R., & Ulrich, D. (2005). *The future of human resource management: 64 thought leaders explore the critical HR issues of today and tomorrow.* Alexandria, Va.: Hoboken, N.J.: Society for Human Resource Management.

Deckop, J. R. (2006). *Human resource management ethics.* Greenwich, Conn.: Information Age Pub.

Richardson, G. L. (2015). *Project management theory and practice.* Second edition. Boca Raton: CRC Press.

- Daly, J. L. (2012). *Human resource management in the public sector: policies and practices.* Armonk, NY: M.E. Sharpe.
- Wilkinson, A. (2010). *The SAGE handbook of human resource management.* London; Thousand Oaks, Calif.: SAGE.

Sistare, H. S., Shiplett, M. H., & Buss, T. F. (2009). *Innovations in human resource management: getting the public's work done in the 21st century.* Armonk, N.Y.: M.E. Sharpe.

- Daniel, T. A. (2009). *Stop bullying at work: strategies and tools for HR & legal professionals.* Alexandria, Va.: Society for Human Resource Management.
- Machado, C. (2015). *International human resources management: challenges and changes.* Springer.

Lawler, E. E., III, & Boudreau, J. W. (2015). *Global trends in human resource management: a twenty-year analysis.* Stanford Business Books, an imprint of Stanford University Press.

Fowinkel, T. (2014). *Human resource management systems in new business creation: an exploratory study.* Springer Gabler.

Zeuch, M. (2014). *Dos and don'ts in human resources management: a practical guide.* Springer Gabler.

RISK MANAGEMENT...

- Chatterjee, S. (2005). *Failsafe strategies: profit and grow from risks that others avoid.* Upper Saddle River, N.J.: Wharton School Pub.

Bookstaber, R. M. (2007). *A demon of our own design: markets, hedge funds, and the perils of financial innovation.* Hoboken, N.J.: J. Wiley.

Cleary, S., & Malleret, T. (2007). *Global risk: business success in turbulent times.* New York: Palgrave Macmillan.

- Farmbry, K. (2013). *Crisis, disaster, and risk: institutional response and emergence.* Armonk, N.Y.: M.E. Sharpe.

Kendrick, T. (2015). *Identifying and managing project risk: essential tools for failure- proofing your project.* Third edition. New York: American Management Association.

Fraser, J. R. S., Simkins, B. J., & Narzaev, K. (2015). *Implementing enterprise risk management: case studies and best practices.* John Wiley & Sons, Inc.

Soprano, A. (2015). *Liquidity management: a funding risk handbook.* Wiley.

Oeser, G. (2015). *Risk-pooling essentials: reducing demand and lead time uncertainty.* Springer.

Russell, D. L., & Arlow, P. (2015). *Industrial security: managing security in the 21st century.* John Wiley & Sons Inc.

- Hopkins, A., & Maslen, S. (2015). *Risky rewards: how company bonuses affect safety.* Ashgate Publishing Company.

MARKETING or BRANDING…

Klanten, R., Ehmann, S., Bolhöfer, K., & Moreno, S. (2011). *Out of the box!: Brand experiences between pop-up and flagship.* Berlin: Gestalten.

Brito, M. (2014). *Your brand, the next media company: how a social business strategy enables better content, smarter marketing, and deeper customer relationships.* Indianapolis, Indiana: Que.

Beverland, M. (2009). *Building brand authenticity: 7 habits of iconic brands.* Basingstoke, Hampshire; New York: Palgrave Macmillan.

Millman, D. (2012). *Brand Bible: the complete guide to building, designing, and sustaining brands.* Beverly, Mass.: Rockport Publishers.

Franzen, G., & Moriarty, S. E. (2009). *The science and art of branding.* Armonk, N.Y.: M.E. Sharpe.

Tungate, M. (2011). *Branded beauty: how marketing changed the way we look.* London; Philadelphia, PA: Kogan Page.

Cunningham, J., & Roberts, P. (2006). *Inside her pretty little head: a new theory of female motivation and what it means for marketing.* London: Cyan.

Legorburu, G., & McColl, D. (2014). *Storyscaping: stop creating ads, start creating worlds.* John Wiley & Sons.

Davis, J. (2012). *The Olympic Games effect: how sports marketing builds strong brands.* Rev. and updated ed. John Wiley & Sons Singapore Pte.

Napoletano, E. (2012). *The power of unpopular: a guide to building your brand for the audience who will love you (and why no one else matters).* John Wiley & Sons, Inc.

Usunier, J., & Stolz, J. (2014). *Religions as brands: new perspectives on the marketization of religion and spirituality.* Ashgate.

Halloran, T. (2014). *Romancing the brand: how brands create strong, intimate relationships with customers.* First edition. Jossey-Bass.

DECISION MAKING…

Stone, D., & Heen, S. (2014). *Thanks for the feedback: the science and art of receiving feedback well (even when it is off base, unfair, poorly delivered, and, frankly, you're not in the mood).* New York, New York: Viking.

Hardoon, D. R., & Shmueli, G. (2013). *Getting started with business analytics: insightful decision-making.* Boca Raton, FL: CRC Press.

Furr, N. R., & Dyer, J. (2014). *The innovator's method: bringing the lean startup into your organization.* Boston: Harvard Business Review Press.

Frame, J. D. (2013). *Framing decisions: Decision making that accounts for irrationality, people, and constraints.* Jossey-Bass.

Gregory, R. (2012). *Structured decision making: A practical guide to environmental management choices.* Wiley-Blackwell.

Virine, L., Trumper, M. (2013). *ProjectThink: Why good managers make poor project choices.* Gower

Publishing Limited.

Mooz, H. (2012). *Make up your mind: a decision-making guide to thinking clearly and choosing wisely.* Wiley.

ORGANIZATIONAL BEHAVIOR...

Friedman, R. (2014). *The best place to work: The art and science of creating an extraordinary workplace.* First edition. New York, New York: Perigee Book.

Karlgaard, R. (2014). *The soft edge: Where great companies find lasting success.* First edition. San Francisco: Jossey-Bass.

Valentine, S. (2014). *Organizational ethics and stakeholder well-being in the business environment.* Charlotte, North Carolina: Information Age Pub., Inc.

Fisman, R., & Sullivan, T. (2013). *The org: The underlying logic of the office.* New York: Twelve.

Coleman, J., Gulati, D., & Segovia, W. O. (2012). *Passion & purpose: Stories from the best and brightest young business leaders.* Boston, Mass.: Harvard Business Review Press.

- Connors, R., & Smith, T. (2011). *Change the culture, change the game: The breakthrough strategy for energizing your organization and creating accountability for results.* New York: Portfolio Penguin.

Balzac, S. (2013). *Organizational psychology for managers.* Springer.

Harris, R., & Short, T. (2014). *Workforce development: strategies and practices.* Springer.

Watada, J., Xu, B., & Wu, B. (2014). *Innovative management in information and production.* Springer.

Stroh, P. J. (2014). *Business strategy: plan, execute, win!* Wiley.

NOTE: If there is a desired item that we can borrow from another institution, if our copy is checked out or we do not currently own the item, we will do so—and gladly. Items from other institutions physically delivered to CMU are free to our students, staff, and faculty. **Interlibrary loan** of books and other physical items takes 3-5 days on average, which underscores the importance of the Library building strong monographic support for BAS students and faculty as much as possible, so critical items can be accessed at time of need. Our **interlibrary loan** service can also aid the Library in assessing frequently-requested items for appropriate permanent additions to our collection.

Periodicals: A search of the CMU Tomlinson Library collection of print and electronic periodical subscriptions highlights a number of very relevant titles. A selection of useful titles to which we subscribe for this level of Business Administration coursework include (broken down by major areas of the program):

Economics:
American Economic Review (Business Source Complete, 1911-2013 with 24- month embargo; some print holdings)
Econometrica (JSTOR, 1933-2012)
Journal of Political Economy (Business Source Complete, 1965-2014 with 12- month embargo; JSTOR, 1892-2011; and some print holdings)
Journal of Economic Literature (Business Source Complete, 1969-2012 with 24- month embargo; some print holdings)
Review of Economic Studies (Business Source Complete, 1965-2014 with 12 month embargo; JSTOR, 1933-2011)
American Journal of Economics & Business Administration (DOAJ, 2009-current)

Accounting & Finance:
Journal of Business Finance & Accounting (Business Source Complete, 1974- 2014 with 12-month embargo; Wiley Online Library, 1974-2015)
Management Accounting Research (ScienceDirect, 1993-current)
Journal of Accountancy (Business Source Complete, 1965-current; some print holdings)
CPA Journal (Business Source Complete, 1993-current; some print holdings)
Journal of Finance (Wiley Online Library, 1946-2015; Business Source Compete, 1946-2014 with 12-month embargo; some print holdings)
Review of Financial Studies (Business Source Complete, 1988-2014 with 12- month embargo)
Journal of Financial Research (Business Source Complete, 1978-2014 with 12- mont embargo)
Journal of Financial & Quantitative Analysis (Business Source Complete, 1966- current)

Management:
Academy of Management Review (Business Source Complete, 1976-current)
Administrative Science Quarterly (Business Source Complete, 1956-current)
International Studies of Management and Organization (Business Source Complete, 1971-2015 with 6-month embargo)
Journal of Financial & Quantitative Analysis (Business Source Complete, 1966- current)
Journal of Accountancy (Business Source Complete, 1965-current; some print holdings)
Journal of Management Studies (Business Source Complete, 1964-2014 with 12- month embargo; Wiley Online Library, 1964-2015)
Management & Organization Review (Business Source Complete, 2005-2014)
Strategic Management Journal (Business Source Complete, 1980-2014 with 12- month embargo; Wiley Online Library, 1980-2015)
Harvard Business Review (Business Source Complete, 1922-current; some print holdings)

Human Resources & Organizational Behavior:
Benefits Quarterly (Business Source Complete, 1985-current)
Human Resources Management Journal (Wiley Online Library, 1990-2015; Business Source Complete, 2004-2014 with 12-month embargo)
Journal of Human Resources (Business Source Complete, 1966-current; some print holdings)
International Journal of Human Resource Management (Business Source Complete, 1990-2014 with 18-month embargo)
Journal of Managerial Issues (Business Source Complete, 2000-current)
Journal of Organizational Behavior (Business Source Complete, 1988-2014 with 12-month embargo; Wiley Online Library, 1990-2015)
Research & Practice in Human Resource Management (Business Source Complete, 2007-current)
Personnel Psychology (Business Source Complete, 1965-2014 with 12-month embargo; Wiley Online Library, 1948-2015)

Marketing & Advertising:
Journal of Marketing (Business Source Complete, 1936-current)
Marketing Science (Business Source Complete, 1982-2010 with 60-month embargo)
Journal of Strategic Marketing (Business Source Complete, 193-2014 with 18- month embargo)
Psychology & Marketing (Business Source Complete, 1984-2014 with 12-month embargo; Wiley Online Library, 1984-2015)
Advertising Age (Business Source Complete, 1996-current; LexisNexis, 1986- current, some print holdings)
Journal of Advertising (Business Source Complete, 1972-current)
Journal of Promotion Management (Communication & Mass Media Complete, 2001-2014 with 18-month embargo)
International Journal of Advertising (Business Source Complete, 2000-2014 with 18-month embargo)
Journal of Advertising Research (Business Source Complete, 1965-current)

Entrepreneurship:
Entrepreneurial Business Law Journal (OmniFile, 2007-current)
Entrepreneurship Research Journal (Business Source Complete, 2013- current)
Entrepreneurship Theory and Practice (Business Source Complete, 1976- current)

Popular Periodicals of Interest...
Black Enterprise (Business Source Complete, 1990-current)
Entrepreneur (Business Source Complete, 2003-current; some print holdings)
Inc. Magazine (Business Source Complete, 1990-current; some print holdings)
Fortune (Business Source Complete, 1992-current; some print holdings)
BusinessWeek (Business Source Complete, 1996-current; some print holdings)
TIME (Academic Search Complete, 1923-current; some print holdings)
Advertising Age (Business Source Complete, 1996-current; some print holdings)
Bloomberg Businessweek (Business Source Complete, 1996-current; some print holdings)
Wired (Science Reference Center, 2008-current; some print holdings)
AdWeek (OmniFile, 2003-current)
The Economist (U.S. History in Context, 1988-current; some print holdings)
Fast Company (Business Source Complete, 2000-current)
Consumer Reports (LexisNexis, 1988-current; some print holdings)
MacWorld (MAS Ultra, 2001-current; Business Source Complete, 2001-2014)
PC Magazine (Business Source Complete, 1999-current)
Streaming Media Magazine (Business Source Complete, 2007-current)

NOTE: For periodicals to which we do not subscribe and/or articles for which we do not offer full-text access, **Interlibrary loan** is a quick, efficient, free, and useful supplement to our collections, with an average turn-around time of just 11 hours for articles and book chapters. Such fast request-to-delivery times greatly aid students in their information needs being addressed and processed as close to the time of need as possible. As students often work close to deadlines so must our services work with those deadlines as favorably as they can.

<u>**Electronic Resources:**</u>

Business Source Complete [Database; searched: SU (advertising OR marketing OR finance OR "organizational management" OR "human resources" OR entrepreneurship OR economics OR accounting) AND SU (business)] – over 300,000 search results, roughly 222,000 of which were published *since* 2000 *and* are available full-text. Peer-reviewed publications returning a significant number of full-text available results include: the *Journal of Business Ethics*; *Financial Executive*; the *International Financial Law Review*; the *Journal of Accountancy*; and *Small Business Economics*. Popular subject terms in these peer-reviewed results include: "business enterprises"; entrepreneurship; "business planning"; "business cycles"; "economic development"; "personnel management"; "industrial management"; "risk management in business"; "strategic planning"; and "marketing strategy."

SpringerLink [Database; searched: (advertising OR marketing OR finance OR "organizational management" OR "human resources" OR entrepreneurship OR economics OR accounting) AND (business)] – around 475,000 journal article search results returned (about 300,000 chapters and 158,000 articles), over 162,000 of which are within our subscription or are open access (143,000 chapters; over 10,000 articles). Journals returning a significant number of full-text available results include from within the disciplines of Business & Management, as well as Economics include: the *Journal of Business Ethics*; *Small Business Economics*; the *Journal of Evolutionary Economics*; the *Journal of Innovation and Entrepreneurship*; the *Journal of Global Entrepreneurship Research*; *International Entrepreneurship and Management Journal*; and the *Journal of the Academy of Marketing Science.*

Wiley Online Library [Database; searched: searched: Abstract (advertising OR marketing OR finance OR "organizational management" OR "human resources" OR entrepreneurship OR economics OR accounting) AND Abstract (business)] – returns nearly 8,000 results published between since 2000 (and over 6200 of those are from journals). Journal titles from these full-text available results include: the *Journal of International Development*; *Managerial and Decision Economics*; the *Journal of Applied Corporate Finance*; *Decision Sciences*; the *Journal of Product Innovation Management*; *Business Strategy and the Environment*; the *Journal of Industrial Economics*; the *Journal of Accounting Research*; *Personnel Psychology*; and the *Journal of Consumer Behaviour.*

Other databases of note: **ProQuest Newsstand** (which contains electronic access to the *New York Times* (including the *Book Review* and *Magazine*), *Wall Street Journal, The Christian Science Monitor, LA Times,* and the *Washington Post*; **ValueLine** (for investment research on companies, industries, markets and economies); the **Gale Virtual Reference Library** (where we provide access to the *Encyclopedia of American Industries,* the *Encyclopedia of Emerging*

Industries, and the *Encyclopedia of Emerging Markets*); **Morningstar Investment Research Center** (which contains comprehensive financial information on NYSE, AMEX, NASDAQ stocks, mutual funds, ETFs with return information on various investment types, indexes, sectors, and styles); **Mergent's Dividend and News Reports**; and **LexisNexis Academic** (for company profiles and news content).

NOTE: For periodicals to which we do not subscribe and/or articles for which we do not offer full-text access, **Interlibrary loan** is a quick, efficient, free, and useful supplement to our collections, with an average turn-around time of just 11 hours for articles and book chapters. Such fast request-to-delivery times greatly aid students in their information needs being addressed and processed as close to the time of need as possible. As students often work close to deadlines so must our services work with those deadlines as favorably as they can.

>> **Films On Demand** [searched: full segments for Business in the Films on Demand Database, with the Business & Economics subject selected, returns nearly 1000 video results] – relevant results include:
Series content on *Business Ethics* (anthology = ~3hrs)
Series content on *Business Culture*
Evaluating Business Performance: Small Business Case Studies (~30mins)
The Challenges of Leadership (~1hr)
Creating the 21st Century CEO (~1hr)
Arsenic and Old Lace: A Study in Turnaround Management (~40mins)
The Facebook Obsession (~40mins)
The Business of America (~1hr)

Films on Demand content can be easily brought into courses as links within D2L course sites and syllabi content. **FoD** content is also very appropriate for use by students as cited sources in assignments and papers as the content only includes educational, documentary, newsreels and similarly suitable videos for academic use.

Evaluation of the Total Collection:

Strengths: Regarding electronic resources and periodical content, we are quite strong here, due in particular to our Business-subject area subscriptions in Business Source Complete, Science Direct, SpringerLink, Wiley Online Library, and other databases. We have decent holdings among highly-ranked journals within the Business program areas of BAS coursework. With regard to monographic content, we do pretty well here, too, collecting on a broad range of BAS-appropriate topics. Finally, the Library's reference collection for BAS content is strategically slim for good reason—the extent to which students and faculty will need and use reference content for this degree program may be small, though we have what they need for the projects they do conduct (e.g., with FINA301's stock project).

Weaknesses: As may be evident from the individual sections of the assessment, our Library collection for BAS could benefit from some **strategic collecting in current electronic reference titles of possible interest,** particularly in the interest of supporting distance-based students and students in online courses, **though consultation with departmental faculty on the usefulness and criticality of such titles would be valuable in purchase decisions**. When new courses are added, or program changes occur, departmental faculty will also receive library assessments which may indicate new areas for growth and acquisition efforts.

Collection Recommendations: Based on the findings in this assessment, the Library collection should be able to support the BAS program quite thoroughly, in terms of print and electronic monographs, electronic journal and other periodical article access, as well as within databases.

<u>Library Research Support Statement:</u>
The Library offers research support for subject areas and courses – through **instructional sessions** (how to access and use our research tools, how to evaluate information and sources, how to use information ethically, etc.) as well as through an **"embedded librarian"** in the D2L environments of course sections. The Library can also create **research / course guides** for course sections, and entire subjects (i.e., Computer Information Systems) – tailoring links, tools, e-reserve access, and more to the students and the topic of that section, course, or subject area. The BAS program faculty can employ *any/all* of these options and the Library is interested in investigating customized possibilities with faculty.

We have **research guides available 24/7** for Accounting and Entrepreneurship, as general subject guides. We also have course guides for BUGB401, MARK231, and MARK332.

<u>Instruction History:</u>
In calendar year (CY) 2011, librarians instructed in BAS core courses for Entrepreneurship (MANG450)*, Managerial Finance (FINA301), and for Marketing Research (MARK350).
In CY 2012, librarians conducted information literacy and research assistance sessions for BAS core courses: MANG450* and FINA301.
In CY 2013, librarians taught information literacy and research assistance sessions for BAS core courses: MANG450*, FINA301, and MARK332.
In CY 2014, librarians taught information literacy and research assistance sessions for BAS core courses: FINA301 and MARK332.
In CY 2015 (Jan.-Sept.), librarians taught information literacy and research assistance sessions for FINA301 and MARK332. Additionally, strides have been made to integrate GIS into MARK332 library instruction sessions as a means of gathering local data.
MANG450 is now ENTR450 on the BAS program sheet.

Overall, while librarians have been able to share their expertise and help build research skills with students in several BAS core courses, the opportunity to do so has not always been consistent over time, or within the departments that scaffold the program. For example, we have no record of working with Human Resource Management (HRMA371), the Legal Environment of Business (BUGB349), or any of the Hospitality Management or CISB courses listed in the BAS core. We do, however, sporadically see additional courses that students in the BAS program may use as electives (e.g.; BUGB401; MANG301; BUGB401) or have otherwise taken in their time at CMU, such as BUGB105.

Growth opportunities in this area include:
More consistent and targeted application of librarian-connected services *throughout the program (Are there other courses that could benefit from librarian engagement in some form?);*

*Development of **additional research and course guides**, in consultation with department faculty and assignment/course goals (What courses could use support through these valuable tools available 24/7?);*

*Discussion regarding **embedded librarian options within FINA301** (If we have face-to-face sessions with all on-campus sections, perhaps there should be librarian engagement to support the online section(s) so students have the same opportunities no matter the class format?)*

***Reconnect with faculty whose BAS courses we have not worked with in over a year** to discuss bringing those sessions back to their syllabus plan, and/or research/course guide and embedded librarian options (if more suitable);*

***Connect with faculty within BAS courses in which we have no record of instruction** to pitch instruction, guides, and/or embedded options for their courses.*

Library Director:_____Sylvia L. Rael_____

Appendix D

SLO Program Outcomes and Report

COLORADO MESA UNIVERSITY
Program Outcome and Assessment Report (2014 – 2015 Academic Year)
Program Name: *Bachelor of Business Administration Revised January 12, 2015*

COLORADO MESA
U N I V E R S I T Y
DEPARTMENT OF BUSINESS

Program Outcomes	Courses Educational Strategies Indicate if outcome is Beginning(B), Developing(D) or Advanced(A)	Assessment Method(s)	Time of Data Collection/ Person Responsible	Desired Level of Accomplishment/ Benchmark	Results of Assessment	Actions Taken
Outcome #1 Integrate knowledge from multiple functional areas of business to solve business problems and to develop sound business strategies. *(Specialized knowledge – general business knowledge)*	MANG 491	**What:** 1. Proficiency Profile in Senior Capstone Courses 2. MFT in Senior Capstone Courses **How:** 2. MFT and Proficiency Profile conducted Fall and Spring	**Who:** 1. Professors of CISB 471, MANG 450 MANG 491. **When:** 1. Data will be collected on a sample basis each semester for all sections. 2. Fall and Spring	1. For MANG 491, 80% of students should score at the 50 percentile or above. 2. For Proficiency Profile,	**Results: Key Findings: Conclusions:** Data showed seniors were not taking the proficiency profile and seniors were not all taking the MFT.	**Action: Re-evaluation Date:** Sept. 14: For Fall 2014, both the MFT and the Proficiency Profile will be required in MANG 491 and count toward the final grade. This will be evaluated December of 2014 to see if this approach was effective. Jan. 15: As a result of the new course requirement, all but a few (and maybe even them) took the MFT and Proficiency Profile. The procedure needs to be refined based on Fall 2014 experience. For example allowing students to wait until the last day of class to take the Profile meant that the instructor did not have proof until the final (too late to help out those who didn't take it). This led to incomplete course grades which had to be made up after grades were turned in. (Which resulted in no time to analyze results.) The new procedure should be much tighter in Spring, 2015.
Outcome #2 Apply business	ECON 202 (B) MANG 341 (D)	**What:** 1. Role of Externalities	**Who:** Professors of ECON 202,	80% of all students should reach the	**Results: Key Findings:**	**Action: Re-evaluation Date:** The findings

COLORADO MESA UNIVERSITY
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Program Outcome and Assessment Report (2014 – 2015 Academic Year)
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Program Outcomes	Courses Educational Strategies Indicate if outcome is Beginning(B), Developing(D) or Advanced(A)	Assessment Method(s)	Time of Data Collection/ Person Responsible	Desired Level of Accomplishment/ Benchmark	Results of Assessment	Actions Taken
knowledge and skills in appropriate business contexts and transfer knowledge and skills to new business situations. *(Critical thinking)*	BUGB 401 (A) MANG 491 (A)	Assignment in ECON 202. 2. International Marketing Report in BUGB 401 3. MANG 341 Regression Project 4. Proficiency Profile **How:** Departmental rubric evaluated by faculty jury and Proficiency Profile conducted in Fall and Spring.	BUGB 401 and MANG 491 **When:** Data was collected from ECON 202 and BUGB 401 in Spring 14 and analyzed. Data from all classes was collected in Dec 2014 but is yet to be analyzed. Moving forward, data will be collected on a sample basis each semester from selected sections.	following level of proficiency: Beginners level- 2.0 Developing level- 2.75 Advanced level- 3.25 These levels of proficiency will be monitored over the next 12 months and adjusted accordingly	**Conclusions:** A test pilot of the rubric was used Spring 2014 in ECON 202 and BUGB 401. It was determined that the sample size was too small to draw conclusions regarding the benchmark and that the samples would increase for Fall 2014. Overall 'limitations' as a crucial element of critical thinking, was found to be lacking and therefore should be addressed by professors on assignments.	were discussed at the faculty meeting and professors were asked to add a 'limitations' section to rubrics were critical thinking was being assessed. In addition, the committee reported that it was important to discuss with students the context of limitations within critical thinking when giving assignments. The faculty agreed to take this recommendation on board. Data from ECON 202, MANG 341, BUGB 401 and MANG 491 was collected in Dec 2014. The sample was increased significantly in order to be able to benchmark the desired level of accomplishment. This data will be analyzed in Jan 2015 and results presented to the department in Feb 2015

COLORADO MESA UNIVERSITY
COLORADO MESA
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DEPARTMENT OF BUSINESS
Program Outcome and Assessment Report (2014 – 2015 Academic Year)
Program Name: *Bachelor of Business Administration Revised January 12, 2015*

Program Outcomes	Courses Educational Strategies Indicate if outcome is Beginning(B), Developing(D) or Advanced(A)	Assessment Method(s)	Time of Data Collection/ Person Responsible	Desired Level of Accomplishment/ Benchmark	Results of Assessment	Actions Taken
Outcome #3 Independently communicate clearly, appropriately, and persuasively to the audience, both orally and in writing *(Communication)* **Continued** **... Outcome #3** Independently communicate clearly, appropriately, and persuasively to the audience, both orally and in writing *(Communication)*	BUGB 105 (W) BUGB 211 (B) MANG 301 (B) MANG 341 (O) MANG 371 (W) MANG 491 (O) W = Written O = Oral B = Both	**What:** Oral presentations and written projects **How:** Departmental rubric evaluated by faculty jury	**Who:** Professors of BUGB 105, BUGB 211, MANG 301, MANG 341, MANG 371, MANG 491 **When:** Data will be collected on a sample basis each semester from all sections. In December 2014, the Oral Communication team evaluated presentations and the Written Communication team evaluated papers from the courses listed.	We expect to see growth in communication skills from the beginning level by the majority of students in BUGB 105 and BUGB 211 to the developing level in MANG 301 and MANG 341. For MANG 491, 80% of students should score at the proficient level.	**Results:** **Key Findings:** **Conclusions:** Sept 14: It became apparent that finding classes where individual presentations were given was difficult. The rubrics for both writing and communication worked adequately. Based upon department meeting discussion, improving writing skills across the curriculum was determined to be a primary focus for this academic year. Jan 15: ORAL: Data from each of the four courses listed is being entered into the system for further evaluation in terms of progress. Three of the four class presentations were of the individual variety with the exception being MANG 491 where two teams of four were evaluated – although as individuals to keep the data clean.	**Action:** **Re-evaluation Date:** Sept 14: Due to large class sizes, many faculty have dropped individual presentations. Discussion has ensued on how to insure individual presentations are occurring adequately. This SLO was broken into two groups, written and oral. In BUGB 211, it was recommended that the recorded presentations be provided to students and then students be given the opportunity to redo the presentation based upon feedback. Jan 15: ORAL: The only concern was in the BUGB 211 course. The course is taken by a variety of students (freshman – senior) and from a variety of disciplines including some from outside of the business area. In the future, each student will be asked to identify both their level in school and area of concentration. Any student who is NOT a freshman or sophomore in the business discipline will NOT be assessed. Because we are

Program Outcomes	Courses Educational Strategies Indicate if outcome is Beginning(B), Developing(D) or Advanced(A)	Assessment Method(s)	Time of Data Collection/ Person Responsible	Desired Level of Accomplishment/ Benchmark	Results of Assessment	Actions Taken
					WRITTEN: A total of 115 student papers were scored in beginning, developing and advanced areas.	evaluating beginner level skills in BUGB 211, other student skills do not apply and will therefore not be assessed so as to ensure clean data. WRITTEN: There was steady improvement from beginning to developing to advanced levels. Faculty discussion needs to take place to determine if (a) do students in a 400 level course need to be assessed for writing? And (b) are the scores in the advanced level high enough? If not, the curriculum needs to be investigated for areas to improve writing skills.

Program Outcomes	Courses Educational Strategies Indicate if outcome is Beginning(B), Developing(D) or Advanced(A)	Assessment Method(s)	Time of Data Collection/ Person Responsible	Desired Level of Accomplishment/ Benchmark	Results of Assessment	Actions Taken
Outcome #4 Analyze business data critically, reason logically, and apply quantitative analysis methods correctly to develop appropriate business conclusions. *(Quantitative fluency)*	BUGB 105 (B) ACCT 201 (D) MANG 491 (A) MANG 471 (A)	**What:** 1. Cookie project (BUGB 105) 2. Smitty Project (ACCT 201) 3. H&S Motor Co (MANG 491) 4. MFT 5. Proficiency Profile **How:** Departmental rubric evaluated by faculty jury MFT and Proficiency Profile	**Who:** Professors of BUGB 105, ACCT 201, FINA 301 and MANG 491 **When:** Data will be collected on a sample basis each semester for all sections.	We expect to see growth in quantitative skills from the beginning level by the majority of students in BUGB 105 to the developing level in FINA 301. For MANG 491, 80% of students should score at the proficient level.	**Results: Key Findings: Conclusions:** Sept. 14: The project in FINA 301 was tested unsuccessfully as a method of assessing this SLO. When it became apparent this project would not work, assignments in BUGB 105 and MANG 471 were adapted and a test pilot was run. The problem in BUGB 105 will be changed appropriately to assess this SLO. Jan. 15: Information was collected from MANG 471. The ACCT 201 exercise was developed, administered and few examples were distributed to be assessed using the rubric. Analysis of the results is pending.	**Action: Re-evaluation Date:** Sept. 14: This fall both assignments in BUGB 105 and MANG 471 will be utilized to collect data for this SLO. An assignment in ACCT 201 is being developed and a test pilot will be run fall 2014. Jan 15: Assess the results from Fall 2014 for the ACCT 201 exercise. Decide if the exercise needs to be modified for further testing. Assess a sample of the results from MANG 471.

COLORADO MESA UNIVERSITY
Program Outcome and Assessment Report (2014 – 2015 Academic Year)
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COLORADO MESA
U N I
DEPARTMENT OF BUSINESS

Program Outcomes	Courses Educational Strategies Indicate if outcome is Beginning(B), Developing(D) or Advanced(A)	Assessment Method(s)	Time of Data Collection/ Person Responsible	Desired Level of Accomplishment/ Benchmark	Results of Assessment	Actions Taken
Outcome #5 Effectively work in a team	BUGB 105 (B) MANG 491 (A)	**What:** Peer evaluation of team member effectiveness during and after team projects **How:** Comprehensive Assessment of Team Member Effectiveness (CATME) peer evaluation assessment	**Who:** BUGB105 (n=123 Fall 2014); MANG 491 (n=26 Fall 2014) **When:** Fall 2014 approx. Week 10; Spring 2015 approx. Week 10.	At least 80% of beginning students will have one team experience in which their minimum peer evaluation score on each of the five dimensions of CATME was at least 2.5. At least 80% of advanced students will have one team experience in which their minimum peer evaluation score on each of the five dimensions of CATME was at least 3.0. There will be a positive trend in CATME scores across the beginning courses (BUGB 105) and advanced courses (MANG 491) for 80% of student's average CATME peer evaluation scores.	**Results:** **Key Findings:** **Conclusions** After pilot testing the CATME evaluation system in Spring 2014 it was determined that this instrument could serve as our standardized assessment tool for team effectiveness on team projects. 88% of BUGB105 students (beginning) scored above 2.5 on each of the five CATME dimensions. Response rate was 56%. 92% of MANG 491 students (advanced) scored above 3.0 on each of the five CATME dimensions. Response rate was 57%.	**Action:** **Re-evaluation Date:** The use of the CATME peer evaluation tool was a success and provides an efficient method of assessing team member effectiveness of team projects. The next iteration of this SLO assessment in the spring 2015 will continue to work on improving response rate and gather more longitudinal data to better understand trends between beginning and advanced team work.

Program Outcomes	Courses Educational Strategies Indicate if outcome is Beginning(B), Developing(D) or Advanced(A)	Assessment Method(s)	Time of Data Collection/ Person Responsible	Desired Level of Accomplishment/ Benchmark	Results of Assessment	Actions Taken
Outcome #6 Strategically apply information across functional areas of business	CISB 210 (B)	**What:** Individual and/or group projects CISB 210 **How:** Departmental rubric evaluated by faculty jury	**Who:** Professors of CISB 210. **When:** Data will be collected on a sample basis each semester for all sections.	After much discussion and many changes, the wording on this SLO was agreed upon. Assignments and a rubric will be created and a test pilot conducted Spring 2015.	**Results: Key Findings: Conclusions:** Much confusion surrounded this SLO. Faculty spent time in discussion and tweaking wording so that everyone understood the goal of the SLO. The CISB 210 assignment is predicated on the use of SAP ERP software. Delays in signing the SAP contract and in getting permissions to use the software (until December) did not leave time to build understanding to develop the CISB 210 assignment and rubric. With luck there will not be additional delays due to the recently discovered (Jan 5, 2015) need to install SAP client software in the labs for CISB 210 student access to accomplish the assignment.	**Action: Re-evaluation Date:** A rubric will be developed and a test pilot conducted in CISB 210 during spring of 2015.

Program Outcomes	Courses Educational Strategies Indicate if outcome is Beginning(B), Developing(D) or Advanced(A)	Assessment Method(s)	Time of Data Collection/ Person Responsible	Desired Level of Accomplishment/ Benchmark	Results of Assessment	Actions Taken
Outcome #7 Produce professional business work products.	New SLO separated out this fall.				**Results:** **Key Findings:** **Conclusions:** When reviewing this SLO in association with teamwork, it was determined this SLO needed a separate category. A rubric will be developed as well as courses identified to be used for assessment.	

Appendix E

Curriculum Map

Department of Business Curriculum Map

COURSES		#1 - Bus Know	#2 - Crit Think	#3 - Comm	#4 - Quant	#5 - Teamwork	#6 - IS	#7 - Prof	#8 - Ethics
					Student Learning Objectives				
Essential Learning*			B	B	B				B
ACCT 201	Accounting	B			B				
ACCT 202	Accounting	B							
BUGB 105	Freshman Sem	B				B		B	B
BUGB 211	Bus Comm	B		B					
CISB 101/205	Bus Info Tech	B							
CISB 241/Stat242	Bus Analysis	B							
ECON 201	Prin. Of Macroecon	B	B						
ECON 202	Prin. Of Microecon	B	B						
BUGB 349	Legal Environment	D							
BUGB 401	Int Business	A	A	A*					
CISB 210	Fund. of Info	D					B		
FINA 301	Managerial Finance	D						D	D
MANG 201	Prin of Managmt	B							
MANG 301	Org Behavior	D		D		D			D
HRMA 371	HR	D		D*					
MANG 471	Op Managemt	A		A*	A		A		
MANG 491	Strategy	A		A		A	A	A	A
MARK 231	Prin of Marketg	B							
MANG 341/CISB 341/MARK 350	Quant Decision		D	D			D		

Appendix F

Continuous Improvement
Committee Charge

Continuous Improvement Committee Charge:

The Assessment Committee has been renamed to the **Continuous Improvement Committee**. *This is an important shift in our paradigm regarding "assessment". The goal of any assessment activity is to provide evidence if learning has either occurred or not occurred specific to students learning outcome (SLO). These SLO assessments inform each degree program of their strengths and weaknesses illuminating opportunities for improvement and highlighting areas of success. The decision to shift our focus within the Department of Business to improvement of degree programs is a natural step in our continued evolution of developing a rigorous assurance of learning process that will ensure we are meeting the needs of all our stakeholders.*

The primary charge for 2015 - 2016 will be to:

Assist SLO Committees with determining appropriate "meets" or "does not meet" for each assessment criteria. This data will inform the direction and intensity of each improvement initiative specific to the appropriate degree program.
Provide recommendations to faculty based on assurance of learning activities at end of the academic year.
Start to establish a new structure for the CiC that enables efficient collection and dissemination of assessment data to the appropriate CI Degree Committee (yet to be established…conceptual structure is shown below)

CiC Members: Kyle Stone (Chair); Suzanne Lay; Morgan Bridge; Matt Rosenberg

Student Learning Outcomes:

Outcome #1 - Business Knowledge for Problem Solving: Integrate knowledge from multiple functional areas of business to solve business problems and to develop sound business strategies. *(Specialized knowledge – general business knowledge)*
Outcome #2 – Because Thinking is Critical: Apply business knowledge and skills in appropriate business contexts and transfer knowledge and skills to new business situations. *(Critical thinking)*
Outcome #3 – Effective Communication Achieves Mutual Understanding: Communicate clearly, appropriately, and persuasively to the audience, both orally and in writing, including individual presentations *(Communication skills)*.
Outcome #4 – Business Analysis and Data: Analyze business data critically, reason logically, and apply quantitative analysis methods correctly to develop appropriate business conclusions. *(Quantitative fluency)*.
Outcome #5 – Teamwork Makes the Dream Work: Effectively work in a team *(Teamwork)*.
Outcome #6 – Information Drives Strategy: Strategically apply information across functional areas of business *(Strategic Application of Information)*.
Outcome #7 – Always Professional: Produce professional business work products *(Work Products)*.
Outcome #8 – Ethical Every Day: Practice principle-based ethics in decision making both personally and professionally *(Ethical Behavior)*

Appendix G

Budget Information

FY08 BUDGET AND ACTUALS

ORGS 1110 AND 1140

ORG 1110

	ORG CODE	ACCT,CODE	ACCT TITLE	ADJUSTED, BUDGET	YTD ACTUAL
Salary & Benefits	1110	5256	CN REGULAR FT WAGES	940,777.00	767,606.64
	1110	5286	CN TEMPORARY FT WAGES	65,569.00	73,114.08
	1110	5296	CN TEMPORARY PT WAGES	128,000.00	106,233.11
	1110	5366	CNTPT WITH STUDENT FTE	0.00	9,800.00
	1110	5416	CN DCPP TIAA CREF	0.00	38,353.54
	1110	5426	CN DCPP FIDELITY	0.00	19,705.75
	1110	5436	CN DCPP VALIC	0.00	10,878.43
	1110	5446	CN FICA-MEDICARE CONTRIBUTION	0.00	13,215.13
	1110	5466	CN PERA	133,151.00	29,251.07
	1110	5468	CN PERA - AED	0.00	2,999.43
	1110	5469	CN PERA - SAED	0.00	877.04
	1110	5506	CN DENTAL INSURANCE	0.00	7,225.84
	1110	5516	CN HEALTH INSURANCE	116,140.00	65,510.08
	1110	5520	CN HSA MATCHING	0.00	2,760.00
	1110	5526	CN LIFE INSURANCE	0.00	3,751.75
	1110	5536	CN DISABILITY	0.00	2,128.59
	1110	5006	SPS REGULAR FT WAGES	15,522.00	0.00
	1110	5166	SPS PERA	1,801.00	0.00
	1110	5216	SPS HEALTH INSURANCE	3,131.00	0.00

Category	ACTUAL	FUND	ACCT_CODE	ACCT TITLE	ACCT_CODE	ADJUSTED BUDGET	ACTUAL
Hourly Workers		1110	5606	FEDERAL WORK STUDY MATCH		800.00	129.87
		1110	5706	STUDENT ASSISTANTS		1,864.00	2,620.55
	3,789.37	1110	5816	STUDENT MEDICARE CONTRIBUTION		0.00	24.71
		1110	6150	EMPLOYEE TRAVEL - OUT OF STATE	6160		
		1110	6150	EMPLOYEE TRAVEL - IN STATE	6150	9,000.00	820.80
		1110	6160	EMPLOYEE TRAVEL - OUT OF STATE		0.00	8,393.15
	18.11	1110	6350	PERSONNEL RECRUITING - IN STATE	5706	0.00	421.51
	2,461.81			STUDENT ASSISTANTS			
	12.11			STUDENT MEDICARE CONTRIBUTION	5816		
Supplies & OCE	0.00						
	3.18	1110	6201	SUPPLIES		27,070.00	10,023.86
	48.13	1110	6211	SOFTWARE	5536	0.00	601.85
	87.27	1110	6230	PRINTING OFF-CAMPUS	5526	0.00	1,026.69
	3,203.32	1110	6310	SUBSCRIPTIONS & BOOKS	5516	0.00	1,019.15
	338.90	1110	6430	POSTAGE	5506	0.00	937.44
	41.63	1110	6470	DUES & MEMBERSHIPS	5495	0.00	439.00
	144.15	1110	6480	ADVERTISING	5468	0.00	625.00
	1,740.45	1110	6760	RENT/LEASE EQUIPMENT	5466	3,009.98	3,009.98
	248.53	1110	6830	OFFICIAL FUNCTIONS STUDENT MEETINGS	5446	0.00	658.50
	3,801.52	1110	6840	OFFICIAL FUNCTION MEETINGS SERVICES	5396	200.00	113.19
	804.12	1110	6850	OFFICIAL FUNCTIONS	5386	200.00	63.00
	14,867.19	1110	6150	PROFESSIONAL DEVELOPMENT	5256	0.00	2,937.86
		1110		CN REGULAR FT WAGES			1,431.85
				CN ANNUAL LEAVE PAYMENTS			
				CN SICK LEAVE PAYMENTS			
				CN FICA-MEDICARE			
				CN PERA			
				CN PERA - AED			
				CN PERA - SAED			
				CN DENTAL INSURANCE			
				CN HEALTH INSURANCE			
				CN LIFE INSURANCE			
				CN DISABILITY			
				STUDENT MEDICARE CONTRIBUTION			
			8201	EQUIPMENT NON-CAPITAL		0.00	115.00
				BOOKS, PRINT			
Internal Charges		1110	6401	TELEPHONE CALLS	6401	0.00	409.48
		1110	6410	TELEPHONE EQUIPMENT	6410	6,955.00	7,392.00
TOTAL		1110				1,455,580.00	1,196,624.92

Supplies & OCE	1140	6201	SUPPLIES	43,025.00	1,372.82
	1140	6211	SOFTWARE	0.00	156.97
	1140	6230	PRINTING OFF-CAMPUS	0.00	3,442.30
	1140	6310	SUBSCRIPTIONS & BOOKS	0.00	295.00
	1140	6430	POSTAGE	0.00	112.13
	1140	6470	DUES & MEMBERSHIPS	0.00	1,450.00
	1140	6480	ADVERTISING	0.00	2,792.10
	1140	6760	RENT/LEASE EQUIPMENT	0.00	903.03
	1140	6840	OFFICIAL FUNCTION MEETINGS SEMINARS	0.00	3,050.05
	1140	7150	PROFESSIONAL DEVELOPMENT	0.00	1,124.00
	1140	8100	EQUIPMENT NON-CAPITAL	0.00	134.99
	1140	8101	COMPUTER EQUIPMENT NON-CAPITAL	0.00	1,541.04
Internal Charges	1140	6401	TELEPHONE CALLS	50.00	0.00
	1140	6410	TELEPHONE EQUIPMENT	2,230.00	792.00
TOTAL				76,996.00	48,784.75

FY09 BUDGET AND ACTUALS

ORGS 1105, 1110, AND 1140

ORG 1105

	ORG CODE	ACCT,CODE	ACCT TITLE	ADJUSTED, BUDGET	YTD ACTUAL
Salary & Benefits	1105	5286	CN TEMPORARY FT WAGES	0.00	30,000.04
	1105	5426	CN DCPP FIDELITY	0.00	3,393.98
	1105	5446	CN FICA-MEDICARE CONTRIBUTION	0.00	432.36
	1105	5506	CN DENTAL INSURANCE	0.00	197.84
	1105	5526	CN LIFE INSURANCE	0.00	82.88
	1105	5536	CN DISABILITY	0.00	80.99
Travel	1105	6150	EMPLOYEE TRAVEL - IN STATE	0.00	588.25
	1105	6165	STUDENT TRAVEL - OUT OF STATE	0.00	244.27
Supplies & OCE	1105	6201	SUPPLIES	0.00	0.00
	1105	6480	ADVERTISING	0.00	1,000.00
TOTAL				0.00	36,020.61

ORG 1110

	ORG CODE	ACCT,CODE	ACCT TITLE	ADJUSTED, BUDGET	YTD ACTUAL
Salary & Benefits	1110	5256	CN REGULAR FT WAGES	986,746.00	763,970.73
	1110	5286	CN TEMPORARY FT WAGES	0.00	96,365.69
	1110	5296	CN TEMPORARY PT WAGES	128,000.00	84,576.03
	1110	5366	CNTPT WITH STUDENT FTE	0.00	5,600.00
	1110	5416	CN DCPP TIAA CREF	0.00	42,314.46
	1110	5426	CN DCPP FIDELITY	0.00	12,217.48
	1110	5436	CN DCPP VALIC	0.00	11,432.94
	1110	5446	CN FICA-MEDICARE CONTRIBUTION	0.00	13,230.07
	1110	5466	CN PERA	135,693.00	31,898.12
	1110	5468	CN PERA - AED	0.00	5,411.65
	1110	5469	CN PERA - SAED	0.00	2,616.43
	1110	5506	CN DENTAL INSURANCE	0.00	6,030.51
	1110	5516	CN HEALTH INSURANCE	127,388.00	54,717.21
	1110	5520	CN HSA MATCHING	0.00	2,760.00
	1110	5526	CN LIFE INSURANCE	0.00	3,633.48
	1110	5536	CN DISABILITY	0.00	2,319.84
Hourly Workers	1110	5606	FEDERAL WORK STUDY MATCH	800.00	101.79
	1110	5706	STUDENT ASSISTANTS	1,864.00	1,419.05
Travel	1110	6150	EMPLOYEE TRAVEL - IN STATE	8,400.00	82.18
	1110	6160	EMPLOYEE TRAVEL - OUT OF STATE	0.00	4,446.61
Supplies & OCE	1110	6100	PROFESSIONAL FEES EXTERNAL	0.00	755.00
	1110	6201	SUPPLIES	27,070.00	6,495.08
	1110	6220	PRINTING IN-HOUSE	0.00	0.70
	1110	6230	PRINTING OFF-CAMPUS	0.00	2,150.45
	1110	6310	SUBSCRIPTIONS & BOOKS	0.00	2,044.41
	1110	6430	POSTAGE	0.00	351.04
	1110	6480	ADVERTISING	0.00	975.00
	1110	6721	WATER & WASTE DISPOSAL	0.00	0.00
	1110	6760	RENT/LEASE EQUIPMENT	5,600.00	3,735.12
	1110	6830	OFFICIAL FUNCTIONS STUDENT RELATED	0.00	901.00
	1110	6840	OFFICIAL FUNCTION MEETINGS SEMINARS	0.00	421.30
	1110	6850	OFFICIAL FUNCTIONS	200.00	0.00
	1110	7150	PROFESSIONAL DEVELOPMENT	0.00	1,904.00
	1110	8100	EQUIPMENT NON-CAPITAL	0.00	6,759.83
	1110	8101	COMPUTER EQUIPMENT NON-CAPITAL	0.00	948.08
Internal Services	1110	6401	TELEPHONE CALLS	0.00	149.20
	1110	6410	TELEPHONE EQUIPMENT	6,956.00	7,788.00
TOTAL				1,428,717.00	1,180,522.48

Internal Services	1110	6401	TELEPHONE CALLS	0.00	149.20
	1110	6410	TELEPHONE EQUIPMENT	6,956.00	7,788.00
TOTAL				1,428,717.00	1,180,522.48

ORG 1140

	ORG CODE	ACCT,CODE	ACCT TITLE	ADJUSTED, BUDGET	YTD ACTUAL
Salary & Benefits	1140	5256	CN REGULAR FT WAGES	39,069.00	36,890.04
	1140	5386	CN ANNUAL LEAVE PAYMENTS	0.00	3,143.28
	1140	5396	CN SICK LEAVE PAYMENTS	0.00	1,571.64
	1140	5446	CN FICA-MEDICARE CONTRIBUTION	0.00	533.76
	1140	5466	CN PERA	4,454.00	3,651.24
	1140	5468	CN PERA - AED	0.00	575.30
	1140	5469	CN PERA - SAED	0.00	269.44
	1140	5506	CN DENTAL INSURANCE	0.00	708.45
	1140	5516	CN HEALTH INSURANCE	9,318.00	6,911.36
	1140	5526	CN LIFE INSURANCE	0.00	188.04
	1140	5536	CN DISABILITY	0.00	110.28
Hourly Workers	1140	5816	STUDENT MEDICARE CONTRIBUTION	0.00	19.55
	1140	5606	FEDERAL WORK STUDY MATCH	0.00	186.56
	1140	5706	STUDENT ASSISTANTS	3,710.00	2,657.84

Travel	1140	6150	EMPLOYEE TRAVEL - IN STATE	5,000.00	671.74
	1140	6160	EMPLOYEE TRAVEL - OUT OF STATE	0.00	2,963.54
Supplies & OCE	1140	6196	SOFTWARE MAINTENANCE CONTRACTS	0.00	1,250.00
	1140	6201	SUPPLIES	43,025.00	726.58
	1140	6211	SOFTWARE	0.00	417.48
	1140	6230	PRINTING OFF-CAMPUS	0.00	1,613.14
	1140	6245	TRIP EXPENSES	0.00	26.38
	1140	6310	SUBSCRIPTIONS & BOOKS	0.00	1,617.41
	1140	6470	DUES & MEMBERSHIPS	0.00	550.00
	1140	6480	ADVERTISING	0.00	3,756.13
	1140	6760	RENT/LEASE EQUIPMENT	0.00	1,120.53
	1140	6840	OFFICIAL FUNCTION MEETINGS SEMINARS	0.00	3,332.72
	1140	7150	PROFESSIONAL DEVELOPMENT	0.00	1,020.00
	1140	8100	EQUIPMENT NON-CAPITAL	0.00	75.48
	1140	8101	COMPUTER EQUIPMENT NON-CAPITAL	0.00	1,585.00
Internal Charges	1140	6401	TELEPHONE CALLS	50.00	0.00
	1140	6410	TELEPHONE EQUIPMENT	2,230.00	396.00
TOTAL				106,856.00	78,538.91

FY10 BUDGET AND ACTUALS

ORGS 1105, 1110, AND 1140

ORG 1105

	ORG CODE	ACCT,CODE	ACCT TITLE	ADJUSTED, BUDGET	YTD ACTUAL
Salary & Benefits	1105	5256	CN REGULAR FT WAGES	0.00	37,416.63
	1105	5286	CN TEMPORARY FT WAGES	31,110.00	0.00
	1105	5426	CN DCPP FIDELITY	0.00	4,143.51
	1105	5446	CN FICA-MEDICARE CONTRIBUTION	0.00	541.69
	1105	5466	CN PERA	3,547.00	0.00
	1105	5506	CN DENTAL INSURANCE	0.00	281.55
	1105	5516	CN HEALTH INSURANCE	1,002.00	0.00
	1105	5526	CN LIFE INSURANCE	0.00	150.41
	1105	5536	CN DISABILITY	0.00	99.00
Hourly Workers	1105	5606	FEDERAL WORK STUDY MATCH	0.00	123.75
Travel	1105	6150	EMPLOYEE TRAVEL - IN STATE	0.00	1,945.32
	1105	6155	STUDENT TRAVEL - IN STATE	0.00	102.00
Supplies & OCE	1105	6201	SUPPLIES	0.00	20.00
	1105	6230	PRINTING OFF-CAMPUS	0.00	464.25
	1105	6480	ADVERTISING	0.00	1,835.50
Internal Charges	1105	6410	TELEPHONE EQUIPMENT	0.00	396.00
TOTAL				35,659.00	47,519.61

ORG 1110

	ORG CODE	ACCT,CODE	ACCT TITLE	ADJUSTED, BUDGET	YTD ACTUAL
Salary & Benefits	1110	5256	CN REGULAR FT WAGES	1,056,005.00	800,691.29
	1110	5286	CN TEMPORARY FT WAGES	0.00	98,211.74
	1110	5296	CN TEMPORARY PT WAGES	141,886.00	111,328.04
	1110	5366	CNTPT WITH STUDENT FTE	0.00	11,900.00
	1110	5386	CN ANNUAL LEAVE PAYMENTS	0.00	644.84
	1110	5416	CN DCPP TIAA CREF	0.00	44,575.78
	1110	5426	CN DCPP FIDELITY	0.00	13,859.25
	1110	5436	CN DCPP VALIC	0.00	12,120.44
	1110	5446	CN FICA-MEDICARE CONTRIBUTION	0.00	14,263.77
	1110	5466	CN PERA	143,655.00	34,933.78
	1110	5468	CN PERA - AED	0.00	7,568.57
	1110	5469	CN PERA - SAED	0.00	4,803.92
	1110	5486	CN UNEMPLOYMENT COMP	0.00	1,265.68
	1110	5506	CN DENTAL INSURANCE	0.00	6,726.81
	1110	5516	CN HEALTH INSURANCE	126,401.00	62,152.64
	1110	5520	CN HSA MATCHING	0.00	1,150.00
	1110	5526	CN LIFE INSURANCE	0.00	3,698.91
	1110	5536	CN DISABILITY	0.00	2,450.28
Hourly Workers	1110	5606	FEDERAL WORK STUDY MATCH	800.00	0.00
	1110	5706	STUDENT ASSISTANTS	1,864.00	2,088.05

Travel	1110	6150	EMPLOYEE TRAVEL - IN STATE	8,400.00	404.89
	1110	6160	EMPLOYEE TRAVEL - OUT OF STATE	0.00	2,280.20
	1110	6350	PERSONNEL RECRUITING - IN STATE	0.00	275.58
	1110	6360	PERSONNEL RECRUITING - OUT OF STATE	0.00	275.00
	1110	6380	FILMS AND SCOUTING	0.00	192.87
Supplies & OCE	1110	6100	PROFESSIONAL FEES EXTERNAL	0.00	135.00
	1110	6201	SUPPLIES	24,225.00	5,430.78
	1110	6215	SOFTWARE - ACADEMIC	0.00	49.99
	1110	6230	PRINTING OFF-CAMPUS	0.00	4,378.24
	1110	6310	SUBSCRIPTIONS & BOOKS	0.00	1,081.91
	1110	6430	POSTAGE	0.00	434.67
	1110	6480	ADVERTISING	0.00	1,625.00
	1110	6760	RENT/LEASE EQUIPMENT	5,600.00	2,984.90
	1110	6830	OFFICIAL FUNCTIONS STUDENT RELATED	0.00	787.56
	1110	6850	OFFICIAL FUNCTIONS	200.00	106.50
	1110	7150	PROFESSIONAL DEVELOPMENT	0.00	1,400.00
	1110	8100	EQUIPMENT NON-CAPITAL	0.00	827.57
	1110	8101	COMPUTER EQUIPMENT NON-CAPITAL	0.00	9,387.00
Internal Charges	1110	6401	TELEPHONE CALLS	250.00	77.54
	1110	6410	TELEPHONE EQUIPMENT	7,920.00	7,524.00
Transfers	1110	8950	NONMANDATORY TRANFERS DEDUCT	0.00	1,786.00
TOTAL				1,517,206.00	1,275,878.99

ORGS 1105,1110, AND 1140

ORG 1105

	ORG CODE	ACCT,CODE	ACCT TITLE	ADJUSTED, BUDGET	YTD ACTUAL
Salary & Benefits	1105	5256	CN REGULAR FT WAGES	41,060.00	41,560.04
	1105	5276	CN REGULAR PT WAGES	0.00	-2,250.82
	1105	5386	CN ANNUAL LEAVE PAYMENTS	0.00	468.24
	1105	5426	CN DCPP FIDELITY	0.00	4,418.08
	1105	5446	CN FICA-MEDICARE CONTRIBUTION	0.00	556.27
	1105	5466	CN PERA	4,681.00	-96.47
	1105	5468	CN PERA - AED	0.00	-32.79
	1105	5469	CN PERA - SAED	0.00	-25.21
	1105	5506	CN DENTAL INSURANCE	0.00	501.08
	1105	5516	CN HEALTH INSURANCE	1,211.00	4,464.78
	1105	5526	CN LIFE INSURANCE	0.00	115.95
	1105	5536	CN DISABILITY	0.00	94.94
Travel	1105	6150	EMPLOYEE TRAVEL - IN STATE	600.00	0.00
	1105	6155	STUDENT TRAVEL - IN STATE	0.00	166.63
Supplies & OCE	1105	6201	SUPPLIES	0.00	24.57
	1105	6230	PRINTING OFF-CAMPUS	0.00	164.44
	1105	6480	ADVERTISING	0.00	500.05
	1105	6840	OFFICIAL FUNCTION MEETINGS SEMINARS	0.00	44.25
	1105	8885	BUDGETED CHANGE TO FUND BALANCE	0.00	0.00
	1105	6410	TELEPHONE EQUIPMENT	0.00	396.00
TOTAL				47,552.00	51,070.03

ORG 1110

	ORG CODE	ACCT,CODE	ACCT TITLE	ADJUSTED, BUDGET	YTD ACTUAL
Salary & Benefits	1110	5256	CN REGULAR FT WAGES	1,085,394.00	718,405.34
	1110	5286	CN TEMPORARY FT WAGES	0.00	108,277.49
	1110	5296	CN TEMPORARY PT WAGES	141,886.00	104,887.19
	1110	5366	CNTPT WITH STUDENT FTE	0.00	7,000.00
	1110	5416	CN DCPP TIAA CREF	0.00	35,403.36
	1110	5426	CN DCPP FIDELITY	0.00	19,088.89
	1110	5436	CN DCPP VALIC	0.00	12,316.76
	1110	5446	CN FICA-MEDICARE CONTRIBUTION	0.00	13,084.14
	1110	5466	CN PERA	162,295.00	23,003.98
	1110	5468	CN PERA - AED	0.00	7,811.71
	1110	5469	CN PERA - SAED	0.00	5,758.22
	1110	5506	CN DENTAL INSURANCE	0.00	6,507.28
	1110	5516	CN HEALTH INSURANCE	123,357.00	75,684.76
	1110	5526	CN LIFE INSURANCE	0.00	3,411.19
	1110	5536	CN DISABILITY	0.00	2,082.04
Hourly Workers	1110	5606	FEDERAL WORK STUDY MATCH	664.00	0.00
	1110	5706	STUDENT ASSISTANTS	2,000.00	1,528.25
Travel	1110	6150	EMPLOYEE TRAVEL - IN STATE	8,400.00	0.00
	1110	6155	STUDENT TRAVEL - IN STATE	0.00	166.36
	1110	6160	EMPLOYEE TRAVEL - OUT OF STATE	0.00	3,847.41
	1110	6350	PERSONNEL RECRUITING - IN STATE	0.00	2,284.18
	1110	6360	PERSONNEL RECRUITING - OUT OF STATE	0.00	665.00

Supplies & OCE	1110	6100	PROFESSIONAL FEES EXTERNAL	0.00	180.00
	1110	6201	SUPPLIES	24,225.00	11,508.40
	1110	6211	SOFTWARE	0.00	609.90
	1110	6230	PRINTING OFF-CAMPUS	0.00	1,332.19
	1110	6310	SUBSCRIPTIONS & BOOKS	0.00	3,193.02
	1110	6430	POSTAGE	0.00	471.18
	1110	6480	ADVERTISING	0.00	174.75
	1110	6481	ADVERTISING - SEARCHES	0.00	300.00
	1110	6760	RENT/LEASE EQUIPMENT	5,600.00	2,984.36
	1110	6830	OFFICIAL FUNCTIONS STUDENT RELATED	0.00	805.55
	1110	6840	OFFICIAL FUNCTION MEETINGS SEMINARS	0.00	441.19
	1110	6850	OFFICIAL FUNCTIONS	200.00	51.45
	1110	7150	PROFESSIONAL DEVELOPMENT	0.00	3,109.00
	1110	8100	EQUIPMENT NON-CAPITAL	0.00	692.98
	1110	8101	COMPUTER EQUIPMENT NON-CAPITAL	0.00	39.00
Internal Charges	1110	6401	TELEPHONE CALLS	250.00	108.55
	1110	6410	TELEPHONE EQUIPMENT	7,920.00	7,524.00
TOTAL				1,562,191.00	1,184,739.07

ORG 1140

	ORG CODE	ACCT,CODE	ACCT TITLE	ADJUSTED, BUDGET	YTD ACTUAL
Salary & Benefits	1140	5256	CN REGULAR FT WAGES	43,490.00	42,900.08
	1140	5386	CN ANNUAL LEAVE PAYMENTS	0.00	2,007.60
	1140	5396	CN SICK LEAVE PAYMENTS	0.00	669.20
	1140	5446	CN FICA-MEDICARE CONTRIBUTION	0.00	586.44
	1140	5466	CN PERA	6,415.00	3,006.45
	1140	5468	CN PERA - AED	0.00	942.95
	1140	5469	CN PERA - SAED	0.00	687.43
	1140	5506	CN DENTAL INSURANCE	0.00	785.39
	1140	5516	CN HEALTH INSURANCE	9,535.00	8,309.46
	1140	5526	CN LIFE INSURANCE	0.00	196.68
	1140	5536	CN DISABILITY	0.00	112.37
Hourly Workers	1140	5816	STUDENT MEDICARE CONTRIBUTION	0.00	24.24
	1140	5706	STUDENT ASSISTANTS	5,000.00	2,202.38
Supplies & OCE	1140	6201	SUPPLIES	20,000.00	155.39
	1140	6230	PRINTING OFF-CAMPUS	0.00	29.50
	1140	6310	SUBSCRIPTIONS & BOOKS	0.00	873.48
	1140	6410	TELEPHONE EQUIPMENT	396.00	396.00
	1140	6470	DUES & MEMBERSHIPS	0.00	900.00
	1140	6760	RENT/LEASE EQUIPMENT	0.00	895.32
	1140	6855	PRIZES AND AWARDS	0.00	150.45
TOTAL				84,836.00	65,830.81

FY12 BUDGET AND ACTUALS

ORGS 1105, 1110, AND 1140

ORG 1105

	ORG CODE	ACCT,CODE	ACCT TITLE	ADJUSTED, BUDGET	YTD ACTUAL
Salary & Benefits	1105	5256	CN REGULAR FT WAGES	41,902.00	0.00
	1105	5286	CN TEMPORARY FT WAGES	0.00	42,901.96
	1105	5426	CN DCPP FIDELITY	0.00	4,476.86
	1105	5446	CN FICA-MEDICARE CONTRIBUTION	0.00	586.65
	1105	5466	CN PERA	4,777.00	0.00
	1105	5506	CN DENTAL INSURANCE	0.00	595.08
	1105	5516	CN HEALTH INSURANCE	12,054.00	7,313.12
	1105	5526	CN LIFE INSURANCE	0.00	115.86
	1105	5536	CN DISABILITY	0.00	78.57
Travel	1105	6150	EMPLOYEE TRAVEL - IN STATE	600.00	0.00
	1105	6360	PERSONNEL RECRUITING - OUT OF STATE	0.00	665.00
Supplies	1105	6480	ADVERTISING	0.00	770.00
	1105	6481	ADVERTISING - SEARCHES	0.00	310.00
	1105	6850	OFFICIAL FUNCTIONS	0.00	35.30
Internal Charges	1105	6401	TELEPHONE CALLS	4.00	0.00
	1105	6410	TELEPHONE EQUIPMENT	396.00	396.00
TOTAL				59,733.00	58,244.40

ORG 1110

	ORG CODE	ACCT,CODE	ACCT TITLE	ADJUSTED, BUDGET	YTD ACTUAL
Salary & Benefits	1110	5256	CN REGULAR FT WAGES	1,085,532.00	865,598.44
	1110	5286	CN TEMPORARY FT WAGES	0.00	121,063.86
	1110	5296	CN TEMPORARY PT WAGES	165,000.00	134,540.02
	1110	5366	CNTPT WITH STUDENT FTE	0.00	7,050.00
	1110	5386	CN ANNUAL LEAVE PAYMENTS	0.00	1,394.26
	1110	5416	CN DCPP TIAA CREF	0.00	36,737.22
	1110	5426	CN DCPP FIDELITY	0.00	31,850.58
	1110	5436	CN DCPP VALIC	0.00	12,502.89
	1110	5446	CN FICA-MEDICARE CONTRIBUTION	0.00	15,647.47
	1110	5466	CN PERA	172,615.00	26,893.32
	1110	5468	CN PERA - AED	0.00	10,248.07
	1110	5469	CN PERA - SAED	0.00	8,275.72
	1110	5506	CN DENTAL INSURANCE	0.00	8,474.31
	1110	5516	CN HEALTH INSURANCE	159,922.00	126,225.58
	1110	5526	CN LIFE INSURANCE	0.00	4,293.21
	1110	5536	CN DISABILITY	0.00	2,434.25
Hourly Workers	1110	5706	STUDENT ASSISTANTS	2,000.00	1,985.00
Travel	1110	6150	EMPLOYEE TRAVEL - IN STATE	8,400.00	1,108.65
	1110	6160	EMPLOYEE TRAVEL - OUT OF STATE	0.00	2,764.78
	1110	6350	PERSONNEL RECRUITING - IN STATE	0.00	1,485.34
	1110	6360	PERSONNEL RECRUITING - OUT OF STATE	0.00	290.00

Supplies & OCE	1110	6100	PROFESSIONAL FEES EXTERNAL	0.00	119.85
	1110	6201	SUPPLIES	24,225.00	10,271.31
	1110	6211	SOFTWARE	0.00	387.14
	1110	6215	SOFTWARE - ACADEMIC	0.00	160.00
	1110	6230	PRINTING OFF-CAMPUS	0.00	1,359.03
	1110	6310	SUBSCRIPTIONS & BOOKS	0.00	834.69
	1110	6430	POSTAGE	0.00	968.29
	1110	6470	DUES & MEMBERSHIPS	0.00	430.00
	1110	6480	ADVERTISING	0.00	559.16
	1110	6760	RENT/LEASE EQUIPMENT	5,600.00	2,386.52
	1110	6830	OFFICIAL FUNCTIONS STUDENT RELATED	0.00	1,067.45
	1110	6850	OFFICIAL FUNCTIONS	200.00	450.51
	1110	7150	PROFESSIONAL DEVELOPMENT	0.00	1,474.44
	1110	8100	EQUIPMENT NON-CAPITAL	0.00	990.32
	1110	8101	COMPUTER EQUIPMENT NON-CAPITAL	0.00	1,780.00
Internal Charges	1110	6401	TELEPHONE CALLS	89.00	134.49
	1110	6410	TELEPHONE EQUIPMENT	7,906.00	7,524.00
TOTAL				1,631,489.00	1,451,760.17

ORG 1140

	ORG CODE	ACCT,CODE	ACCT TITLE	ADJUSTED, BUDGET	YTD ACTUAL	
Salary & Benefits	1140	5256	CN REGULAR FT WAGES	44,382.00		41,881.75
	1140	5386	CN ANNUAL LEAVE PAYMENTS	0.00		4,268.31
	1140	5396	CN SICK LEAVE PAYMENTS	0.00		341.46
	1140	5446	CN FICA-MEDICARE CONTRIBUTION	0.00		637.16
	1140	5466	CN PERA	6,946.00		3,270.12
	1140	5468	CN PERA - AED	0.00		1,202.40
	1140	5469	CN PERA - SAED	0.00		968.65
	1140	5506	CN DENTAL INSURANCE	0.00		793.44
	1140	5516	CN HEALTH INSURANCE	12,107.00		9,791.89
	1140	5526	CN LIFE INSURANCE	0.00		201.00
	1140	5536	CN DISABILITY	0.00		111.00
Hourly Workers	1140	5706	STUDENT ASSISTANTS	5,000.00		815.00
Supplies & OCE	1140	6201	SUPPLIES	20,000.00		150.83
	1140	6230	PRINTING OFF-CAMPUS	0.00		331.44
	1140	6310	SUBSCRIPTIONS & BOOKS	0.00		886.13
	1140	6760	RENT/LEASE EQUIPMENT	0.00		715.96
Internal Charges	1140	6410	TELEPHONE EQUIPMENT	396.00		396.00
TOTAL				88,831.00		66,762.54

FY13 BUDGET AND ACTUALS

ORGS 1105, 1110, AND 1140

ORG 1105

	ORG CODE	ACCT,CODE	ACCT TITLE	ADJUSTED, BUDGET	YTD ACTUAL
Salary & Benefits	1105	5256	CN REGULAR FT WAGES	43,494.00	38,549.98
	1105	5426	CN DCPP FIDELITY	0.00	4,202.37
	1105	5446	CN FICA-MEDICARE CONTRIBUTION	0.00	535.28
	1105	5466	CN PERA	4,958.00	0.00
	1105	5506	CN DENTAL INSURANCE	0.00	380.88
	1105	5516	CN HEALTH INSURANCE	13,694.00	5,728.26
	1105	5526	CN LIFE INSURANCE	0.00	137.94
	1105	5536	CN DISABILITY	0.00	82.62
Travel	1105	6150	EMPLOYEE TRAVEL - IN STATE	600.00	0.00
	1105	6350	PERSONNEL RECRUITING - IN STATE	0.00	-1,976.76
Supplies & OCE	1105	6201	SUPPLIES	0.00	840.57
	1105	6310	SUBSCRIPTIONS & BOOKS	0.00	191.78
	1105	6480	ADVERTISING	0.00	500.00
	1105	6850	OFFICIAL FUNCTIONS	0.00	349.31
Internal Charges	1105	6401	TELEPHONE CALLS	4.00	0.00
	1105	6410	TELEPHONE EQUIPMENT	396.00	396.00
TOTAL				63,146.00	49,918.23

ORG 1110

	ORG CODE	ACCT,CODE	ACCT TITLE	ADJUSTED, BUDGET	YTD ACTUAL
Salary & Benefits	1110	5256	CN REGULAR FT WAGES	1,038,363.00	835,677.23
	1110	5286	CN TEMPORARY FT WAGES	79,026.00	108,034.00
	1110	5296	CN TEMPORARY PT WAGES	188,446.00	144,721.92
	1110	5366	CNTPT WITH STUDENT FTE	0.00	11,925.00
	1110	5386	CN ANNUAL LEAVE PAYMENTS	0.00	2,492.01
	1110	5416	CN DCPP TIAA CREF	0.00	38,015.80
	1110	5426	CN DCPP FIDELITY	0.00	32,070.58
	1110	5436	CN DCPP VALIC	0.00	12,979.79
	1110	5446	CN FICA-MEDICARE CONTRIBUTION	0.00	15,260.11
	1110	5466	CN PERA	181,451.00	31,007.73
	1110	5468	CN PERA - AED	0.00	9,829.89
	1110	5469	CN PERA - SAED	0.00	8,468.83
	1110	5506	CN DENTAL INSURANCE	0.00	7,489.34
	1110	5516	CN HEALTH INSURANCE	184,249.00	131,183.94
	1110	5526	CN LIFE INSURANCE	0.00	3,867.10
	1110	5536	CN DISABILITY	0.00	2,307.99
Hourly Workers	1110	5706	STUDENT ASSISTANTS	2,000.00	997.36
Travel	1110	6150	EMPLOYEE TRAVEL - IN STATE	8,400.00	695.98
	1110	6160	EMPLOYEE TRAVEL - OUT OF STATE	0.00	5,400.81
	1110	6350	PERSONNEL RECRUITING - IN STATE	0.00	536.73
	1110	6360	PERSONNEL RECRUITING - OUT OF STATE	0.00	1,237.52
	1110	6370	RECRUITING - INTERNATIONAL	0.00	1,800.60

Supplies & OCE	1110	6100	PROFESSIONAL FEES EXTERNAL	0.00	100.00
	1110	6201	SUPPLIES	24,225.00	3,943.42
	1110	6211	SOFTWARE	0.00	425.88
	1110	6215	SOFTWARE - ACADEMIC	0.00	100.00
	1110	6230	PRINTING OFF-CAMPUS	0.00	618.87
	1110	6310	SUBSCRIPTIONS & BOOKS	0.00	0.00
	1110	6430	POSTAGE	0.00	556.97
	1110	6480	ADVERTISING	0.00	2,695.48
	1110	6760	RENT/LEASE EQUIPMENT	5,600.00	4,864.62
	1110	6830	OFFICIAL FUNCTIONS STUDENT RELATED	0.00	934.20
	1110	6850	OFFICIAL FUNCTIONS	200.00	377.66
	1110	6990	PROCURMENT CARD	0.00	-185.00
	1110	7150	PROFESSIONAL DEVELOPMENT	0.00	3,443.00
	1110	8100	EQUIPMENT NON-CAPITAL	0.00	10,197.21
	1110	8101	COMPUTER EQUIPMENT NON-CAPITAL	0.00	5,346.50
Internal Charges	1110	6401	TELEPHONE CALLS	89.00	171.40
	1110	6410	TELEPHONE EQUIPMENT	7,906.00	7,392.00
TOTAL				1,719,955.00	1,446,982.47

ORG 1140

	ORG CODE	ACCT,CODE	ACCT TITLE	ADJUSTED, BUDGET	YTD ACTUAL
Salary & Benefits	1140	5256	CN REGULAR FT WAGES	46,069.00	44,587.87
	1140	5386	CN ANNUAL LEAVE PAYMENTS	0.00	1,949.43
	1140	5396	CN SICK LEAVE PAYMENTS	0.00	531.66
	1140	5446	CN FICA-MEDICARE CONTRIBUTION	0.00	685.54
	1140	5466	CN PERA	7,624.00	4,676.04
	1140	5468	CN PERA - AED	0.00	1,474.20
	1140	5469	CN PERA - SAED	0.00	1,266.90
	1140	5506	CN DENTAL INSURANCE	0.00	775.29
	1140	5516	CN HEALTH INSURANCE	13,749.00	11,019.57
	1140	5526	CN LIFE INSURANCE	0.00	193.90
	1140	5536	CN DISABILITY	0.00	115.20
Hourly Workers	1140	5706	STUDENT ASSISTANTS	5,000.00	1,055.88
Supplies & OCE	1140	6201	SUPPLIES	20,000.00	0.00
	1140	6230	PRINTING OFF-CAMPUS	0.00	351.04
	1140	6310	SUBSCRIPTIONS & BOOKS	0.00	795.00
	1140	6760	RENT/LEASE EQUIPMENT	0.00	1,459.41
	1140	7920	PAYMENTS NON-GOVERNMENTAL AGENCY	0.00	8,166.35
Internal Charges	1140	6410	TELEPHONE EQUIPMENT	396.00	396.00
TOTAL				92,838.00	79,499.28

FY14 BUDGET AND ACTUALS

ORGS 1105, 1110, AND 1140

ORG 1105

	ORG CODE	ACCT,CODE	ACCT TITLE	ADJUSTED, BUDGET	YTD ACTUAL
Salary & Benefits	1105	5256	CN REGULAR FT WAGES	77,063.00	76,470.14
	1105	5296	CN TEMPORARY PT WAGES	4,500.00	0.00
	1105	5386	CN ANNUAL LEAVE PAYMENTS	0.00	592.90
	1105	5426	CN DCPP FIDELITY	0.00	8,422.04
	1105	5446	CN FICA-MEDICARE CONTRIBUTION	0.00	1,073.02
	1105	5466	CN PERA	14,232.00	0.00
	1105	5506	CN DENTAL INSURANCE	0.00	729.91
	1105	5516	CN HEALTH INSURANCE	15,731.00	11,928.88
	1105	5526	CN LIFE INSURANCE	0.00	271.83
	1105	5536	CN DISABILITY	0.00	177.06
Travel	1105	6150	EMPLOYEE TRAVEL - IN STATE	600.00	0.00
	1105	6160	EMPLOYEE TRAVEL - OUT OF STATE	0.00	137.50
	1105	6165	STUDENT TRAVEL - OUT OF STATE	0.00	137.50
Supplies & OCE	1105	6201	SUPPLIES	2,250.00	0.00
	1105	6230	PRINTING OFF-CAMPUS	0.00	161.62
	1105	6310	SUBSCRIPTIONS & BOOKS	0.00	206.00
	1105	6430	POSTAGE	0.00	209.14
	1105	6480	ADVERTISING	0.00	500.00
	1105	6830	OFFICIAL FUNCTIONS STUDENT RELATED	0.00	134.30
	1105	6840	OFFICIAL FUNCTION MEETINGS SEMINARS	0.00	31.60
	1105	6850	OFFICIAL FUNCTIONS	0.00	155.88
Internal Services	1105	6401	TELEPHONE CALLS	4.00	0.00
	1105	6410	TELEPHONE EQUIPMENT	396.00	396.00
TOTAL				114,776.00	101,735.32

ORG 1110

	ORG CODE	ACCT,CODE	ACCT TITLE	ADJUSTED, BUDGET	YTD ACTUAL
Salary & Benefits	1110	5256	CN REGULAR FT WAGES	965,313.00	837,359.75
	1110	5286	CN TEMPORARY FT WAGES	81,200.00	130,208.08
	1110	5296	CN TEMPORARY PT WAGES	183,946.00	140,432.35
	1110	5366	CNTPT WITH STUDENT FTE	0.00	9,200.00
	1110	5386	CN ANNUAL LEAVE PAYMENTS	0.00	9,489.17
	1110	5416	CN DCPP TIAA CREF	0.00	37,060.89
	1110	5426	CN DCPP FIDELITY	0.00	37,733.08
	1110	5436	CN DCPP VALIC	0.00	14,478.84
	1110	5446	CN FICA-MEDICARE CONTRIBUTION	0.00	15,453.27
	1110	5456	CN OTHER RETIREMENT PLAN	86,139.00	0.00
	1110	5466	CN PERA	82,863.00	26,847.39
	1110	5468	CN PERA - AED	0.00	10,773.99
	1110	5469	CN PERA - SAED	0.00	9,762.12
	1110	5506	CN DENTAL INSURANCE	0.00	7,728.10
	1110	5516	CN HEALTH INSURANCE	194,678.00	140,215.25
	1110	5526	CN LIFE INSURANCE	0.00	3,359.96
	1110	5536	CN DISABILITY	0.00	2,203.16
Hourly Workers	1110	5706	STUDENT ASSISTANTS	2,500.00	1,468.89
Travel	1110	6150	EMPLOYEE TRAVEL - IN STATE	7,200.00	1,666.74
	1110	6160	EMPLOYEE TRAVEL - OUT OF STATE	0.00	4,787.40
	1110	6350	PERSONNEL RECRUITING - IN STATE	0.00	236.38
	1110	6360	PERSONNEL RECRUITING - OUT OF STATE	0.00	392.00

Supplies & OCE	1110	6100	PROFESSIONAL FEES EXTERNAL	0.00	250.00
	1110	6201	SUPPLIES	24,225.00	8,876.53
	1110	6211	SOFTWARE	0.00	1,940.59
	1110	6230	PRINTING OFF-CAMPUS	0.00	950.53
	1110	6310	SUBSCRIPTIONS & BOOKS	0.00	1,912.64
	1110	6430	POSTAGE	0.00	438.35
	1110	6470	DUES & MEMBERSHIPS	0.00	390.44
	1110	6480	ADVERTISING	0.00	4,130.24
	1110	6481	ADVERTISING - SEARCHES	0.00	1,235.00
	1110	6760	RENT/LEASE EQUIPMENT	5,600.00	4,436.10
	1110	6830	OFFICIAL FUNCTIONS STUDENT RELATED	0.00	1,115.75
	1110	6850	OFFICIAL FUNCTIONS	200.00	545.84
	1110	7150	PROFESSIONAL DEVELOPMENT	0.00	3,167.08
	1110	8101	COMPUTER EQUIPMENT NON-CAPITAL	0.00	3,130.00
Internal Services	1110	6401	TELEPHONE CALLS	89.00	125.27
	1110	6410	TELEPHONE EQUIPMENT	7,906.00	7,326.00
TOTAL				1,641,859.00	1,480,827.17

ORG 1140

	ORG CODE	ACCT,CODE	ACCT TITLE	ADJUSTED, BUDGET	YTD ACTUAL
Salary & Benefits	1140	5256	CN REGULAR FT WAGES	47,336.00	43,419.43
	1140	5386	CN ANNUAL LEAVE PAYMENTS	0.00	4,734.51
	1140	5396	CN SICK LEAVE PAYMENTS	0.00	182.10
	1140	5446	CN FICA-MEDICARE CONTRIBUTION	0.00	704.18
	1140	5466	CN PERA	8,260.00	4,804.56
	1140	5468	CN PERA - AED	0.00	1,704.12
	1140	5469	CN PERA - SAED	0.00	1,538.40
	1140	5506	CN DENTAL INSURANCE	0.00	729.91
	1140	5516	CN HEALTH INSURANCE	14,994.00	11,928.88
	1140	5526	CN LIFE INSURANCE	0.00	169.95
	1140	5536	CN DISABILITY	0.00	108.76
Hourly Workers	1140	5706	STUDENT ASSISTANTS	4,500.00	820.25
Supplies & OCE	1140	6201	SUPPLIES	17,750.00	42.00
	1140	6760	RENT/LEASE EQUIPMENT	0.00	1,330.84
Internal Charges	1140	6410	TELEPHONE EQUIPMENT	396.00	396.00
TOTAL				93,236.00	72,613.89

FY15 BUDGET AND ACTUALS

ORGS 1105, 1110, AND 1140

ORG 1105

	ORG CODE	ACCT,CODE	ACCT TITLE	ADJUSTED, BUDGET	YTD ACTUAL
Salary & Benefits	1105	5256	CN REGULAR FT WAGES	79,067.00	54,980.77
	1105	5296	CN TEMPORARY PT WAGES	4,500.00	11,800.00
	1105	5386	CN ANNUAL LEAVE PAYMENTS	0.00	11,190.89
	1105	5426	CN DCPP FIDELITY	0.00	8,452.56
	1105	5446	CN FICA-MEDICARE CONTRIBUTION	0.00	1,102.71
	1105	5456	CN OTHER RETIREMENT PLAN	9,014.00	0.00
	1105	5466	CN PERA	826.00	182.70
	1105	5468	CN PERA - AED	0.00	75.60
	1105	5469	CN PERA - SAED	0.00	72.00
	1105	5506	CN DENTAL INSURANCE	0.00	353.58
	1105	5516	CN HEALTH INSURANCE	16,371.00	6,050.94
	1105	5526	CN LIFE INSURANCE	0.00	105.20
	1105	5536	CN DISABILITY	0.00	70.65
Travel	1105	6150	EMPLOYEE TRAVEL - IN STATE	600.00	-1,613.53
	1105	6155	STUDENT TRAVEL - IN STATE	0.00	1,856.15
	1105	6165	STUDENT TRAVEL - OUT OF STATE	0.00	50.05
Supplies & OCE	1105	6201	SUPPLIES	2,250.00	62.00
	1105	6230	PRINTING OFF-CAMPUS	0.00	467.69
	1105	6310	SUBSCRIPTIONS & BOOKS	0.00	588.98
	1105	6480	ADVERTISING	0.00	975.00
	1105	6830	OFFICIAL FUNCTIONS STUDENT RELATED	0.00	48.60
	1105	6850	OFFICIAL FUNCTIONS	0.00	533.99
	1105	7150	PROFESSIONAL DEVELOPMENT	0.00	285.00
Internal Charges	1105	6401	TELEPHONE CALLS	4.00	0.00
	1105	6410	TELEPHONE EQUIPMENT	396.00	396.00
TOTAL				113,028.00	98,087.53

ORG 1110

	ORG CODE	ACCT,CODE	ACCT TITLE	ADJUSTED, BUDGET	YTD ACTUAL
Salary & Benefits	1110	5256	CN REGULAR FT WAGES	1,067,790.00	1,009,984.84
	1110	5286	CN TEMPORARY FT WAGES	103,832.00	108,756.92
	1110	5296	CN TEMPORARY PT WAGES	196,396.00	160,986.58
	1110	5366	CNTPT WITH STUDENT FTE	0.00	8,748.00
	1110	5386	CN ANNUAL LEAVE PAYMENTS	0.00	1,329.47
	1110	5416	CN DCPP TIAA CREF	0.00	48,722.86
	1110	5426	CN DCPP FIDELITY	0.00	47,433.73
	1110	5436	CN DCPP VALIC	0.00	14,855.96
	1110	5446	CN FICA-MEDICARE CONTRIBUTION	0.00	17,545.49
	1110	5456	CN OTHER RETIREMENT PLAN	98,197.00	0.00
	1110	5466	CN PERA	92,968.00	21,790.10
	1110	5468	CN PERA - AED	0.00	13,491.69
	1110	5469	CN PERA - SAED	0.00	12,650.05
	1110	5506	CN DENTAL INSURANCE	0.00	8,287.93
	1110	5516	CN HEALTH INSURANCE	232,486.00	149,240.05
	1110	5526	CN LIFE INSURANCE	0.00	3,564.27
	1110	5536	CN DISABILITY	0.00	2,420.21
Hourly Workers	1110	5816	STUDENT MEDICARE CONTRIBUTION	0.00	8.09
	1110	5706	STUDENT ASSISTANTS	2,500.00	2,095.38
Travel	1110	6150	EMPLOYEE TRAVEL - IN STATE	8,400.00	1,302.81
	1110	6160	EMPLOYEE TRAVEL - OUT OF STATE	0.00	6,289.02
	1110	6350	PERSONNEL RECRUITING - IN STATE	0.00	163.38
	1110	6360	PERSONNEL RECRUITING - OUT OF STATE	0.00	759.43

Supplies & OCE	1110	6100	PROFESSIONAL FEES EXTERNAL	0.00	209.40
	1110	6201	SUPPLIES	24,225.00	14,576.45
	1110	6211	SOFTWARE	0.00	-541.23
	1110	6215	SOFTWARE - ACADEMIC	0.00	600.00
	1110	6230	PRINTING OFF-CAMPUS	0.00	3,108.00
	1110	6310	SUBSCRIPTIONS & BOOKS	0.00	5,206.05
	1110	6430	POSTAGE	0.00	794.88
	1110	6470	DUES & MEMBERSHIPS	0.00	1,700.00
	1110	6760	RENT/LEASE EQUIPMENT	5,600.00	4,090.19
	1110	6765	VEHICLE RENTAL	0.00	525.55
	1110	6830	OFFICIAL FUNCTIONS STUDENT RELATED	0.00	1,095.90
	1110	6850	OFFICIAL FUNCTIONS	200.00	337.07
	1110	7150	PROFESSIONAL DEVELOPMENT	0.00	1,816.55
	1110	8100	EQUIPMENT NON-CAPITAL	0.00	2,305.62
Internal Charges	1110	6401	TELEPHONE CALLS	89.00	123.50
	1110	6410	TELEPHONE EQUIPMENT	7,906.00	7,128.00
Transfers	1110	8950	NONMANDATORY TRANFERS DEDUCT	0.00	17,500.00
TOTAL				1,840,589.00	1,701,002.19

ORG 1140

	ORG CODE	ACCT,CODE	ACCT TITLE	ADJUSTED, BUDGET	YTD ACTUAL
Salary & Benefits	1140	5256	CN REGULAR FT WAGES	48,567.00	44,405.78
	1140	5386	CN ANNUAL LEAVE PAYMENTS	0.00	3,923.46
	1140	5396	CN SICK LEAVE PAYMENTS	0.00	1,237.76
	1140	5446	CN FICA-MEDICARE CONTRIBUTION	0.00	722.15
	1140	5466	CN PERA	8,912.00	4,929.59
	1140	5468	CN PERA - AED	0.00	1,942.69
	1140	5469	CN PERA - SAED	0.00	1,821.23
	1140	5506	CN DENTAL INSURANCE	0.00	707.16
	1140	5516	CN HEALTH INSURANCE	15,642.00	11,848.66
	1140	5526	CN LIFE INSURANCE	0.00	158.80
	1140	5536	CN DISABILITY	0.00	105.70
Hourly Workers	1140	5706	STUDENT ASSISTANTS	4,500.00	0.00
Supplies & OCE	1140	6201	SUPPLIES	17,750.00	0.00
	1140	6760	RENT/LEASE EQUIPMENT	0.00	1,227.07
Internal Charges	1140	6410	TELEPHONE EQUIPMENT	396.00	396.00
TOTAL				95,767.00	73,426.05

Appendix H

Faculty Vitae

Morgan Bridge, Professor of Business and Department Head of Business; BBA, MA, Chadron State; PhD, University of Wyoming.

Emma Fleck, Assistant Professor of Business; BA, PhD, University of Ulster-Northern Ireland.

Brian Fraser, Assistant Professor of Finance; BBA, Colorado Mesa University; MS, University of Denver.

Timothy Hatten, Professor of Business; BA, Western State College; MS, Central Missouri State; PhD, University of Missouri.

Stanton Heister, Assistant Professor of Business; BS, University of Michigan; MBA, University of Portland; PhD Arogsy University.

Georgann Jouflas, Instructor of Business; BA, University of Colorado; MBA, George Washington University.

Robert Mayer, Assistant Professor of Business; BA, MS, University of Northern Colorado.

Deborah Parman, Assistant Professor of Business; BA, Colorado State University; MAM, University of Redlands.

Nathan Perry, Assistant Professor of Business; BA, Westminster College; PhD, University of Utah.

Matt Rosenberg, Assistant Professor of Business; CFA, CPA, MPA, The University of Texas at Austin.

Patrick Schutz, Associate Professor of Business; BS, Eastern Michigan Univeristy; MS, University of Utah; PhD, Colorado State University.

Kyle Stone, Assistant Professor of Business; BS, Central Missouri State University; MEd, PhD, Colorado State University.

Richard Vail, Professor of Business; BS, University of California-Davis; MS, University of Colorado; PhD, Oxford University.

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dmashton@msn.com

Education:

Masters of Business Administration	1994

Webster University, San Antonio, Texas
Distinguished Graduate
(I have 19 hours of Graduate Accounting,
including 13 hours completed at UT Martin)

Masters of Aeronautical Science   1988
Embry-Riddle Aeronautical University (ERAU)
Daytona Beach, Florida

Master of Arts   1979
Management Concentration
Webster University, San Antonio, Texas

Bachelor of Science in Education   1974
Southeast Missouri State University
Cape Girardeau, Missouri

Professional Certification:

Certified Public Accountant   (CPA)   December 2002
Passed all four parts first time; completed all experience requirements

Enrolled Agent (EA)   October 1999
Authorized to represent taxpayers before the Internal Revenue Service

Total Quality Management Training   1996
United States Air Force
Team Member & Facilitator

Teaching Experience:

Colorado Mesa University   January 2014
Assistant Professor of Accounting   to Present
Department of Business

University of Memphis
School of Accountancy   August 2011 to
Fogelman College of Business & Economics   December 2013
Instructor of Accounting

Lambuth University, Bethel University and   July 2010 to
Jackson State Community College: August 2011
Adjunct Professor Teaching Courses in Business and Accounting

Jackson State Community College, Jackson Tennessee August 2010 to
Center of Emphasis Director October 2010

Lambuth University, Jackson, Tennessee January 2009
Provost and Dean of the University to July 2010

Lambuth University, Jackson, Tennessee 2003 - 2010
   Associate Professor of Accounting and Business
   Courses Taught:
      Financial Accounting I & II
      Intermediate Accounting I & II
      Auditing I & II
      Government/Not-for-Profit Accounting
      Federal Tax I & II
      Cost and Managerial Accounting I
      Advanced Financial Accounting
      Introduction to Business
      Freshman Seminar

Jackson State Community College Jackson, Tennessee
Adjunct Professor, Business Department January 1995-December 2000
Full-Time Professor, Business Department January 2001-May 2003
Courses Taught:
      Introduction to Business
      Fundamentals of Accounting
      Principles of Accounting I & II
      Supervision & Team Building
      Business Math
      Principles of Management
      Quality Management

The University of Memphis – Jackson campus 1995-1999
Adjunct Professor
Courses Taught:
      Corporate Finance
Business Communication
      Production/Operations Management

AFROTC Detachment Commander, Daytona Beach, Florida 1985-1988
ERAU, Department Chair
Professor of Aerospace Studies
Directed military/academic training for 700 cadets.
Ranked number one AFROTC Detachment in the nation, 1988.

Business Experience:
   Ashton Tax Services, Jackson, Tennessee January 1999 to
   Owner December 2013

   American Sign Shops, San Antonio, Texas April 1994 to
   Owner/Manager July 1996

Teaching Awards:

Associated Student Government, Faculty of the Year Award	2015

Student Government Association, *Golden Beak Award*, Lambuth University 2010

IRS Outstanding Public Service for Volunteer Income Tax Assistance (VITA) 2007

Certificate of Appreciation to Lambuth University from United Way of
West Tennessee of Jackson-Madison County 2007
Family Self-Sufficiency Award

Who's Who Among American Teachers 2005

Billie P. Exum Outstanding Educator Award, Lambuth University 2005

Adjunct Faculty of the Year, Jackson State Community College 2000

NISOD Excellence Award in Teaching, Jackson State Community College 2000

Community Service:
Volunteer Income Tax Assistance (VITA), Lambuth University 2006-2009
Speaker's Bureau for Internal Revenue Service (IRS) 2006-Present

Past Memberships:
American Institute of Certified Public Accountants (AICPA)
Tennessee Society of Certified Public Accountants (TSCPA)

Faculty Committees: (Academic Years)
Colorado Mesa University:
Assessment Committee- Oral Communications 2014-2015
Student Retention Committee 2014-2015

Lambuth University:
Faculty Council 2006-2008
Chair 2007-2008
Bookstore Committee 2004-2007
Chair 2005-2006
Educational Advisory Committee 2004-2008

Athletic Committee 2007-2008

Faculty Athletic Rep Fall 2008

Search Committees: Fall 2007
Vice President for Business Affairs
Athletic Director

Additional Training:

Annual IRS Nationwide Tax Forums 1999-2014
Volunteer Income Tax Assistance Training:
IRS – Facilitator Training December 2007
TaxWise – Computer Tax Software Training Seminars December 2007
TaxWise – Train the Trainer November 2006

USAF Work Experience:

Chief, Flight Safety Division, Mar 92-Nov 94, Randolph AFB TX. Managed the safe operations of all Air Education and Training Command flight operations. Includes 1,500 aircraft and over 4,000 pilots. Earned the Secretary of the Air Force award for best safety program in the Air Force -- two years in a row..

Executive Officer For, Deputy Chief of Staff Plans and Requirements,
Nov 90-Feb 92, Randolph AFB TX. Established policies and procedures for the management of all administrative matters in an organization of over 300 military and civilian staff officers. Reviewed all correspondence and briefings generated by staff to ensure accuracy of both content and format. Developed, managed, and distributed a $3,000,000 budget annually. Reduced travel and operating expenses by 15%.

Chief , Policy and Management Division, June 90-0ct 90, Randolph AFB TX.
Developed and staffed command acquisition policy. Prepared and presented acquisition briefings to senior Air Force leaders, industry executives, congressional staffers, congressmen, and foreign dignitaries. Planned and organized several conferences for over 100 attendees.

Programs Officer, Jun 88-May 90, Randolph AFB TX. Formulated all Air Education and Training Command programming requirements associated with implementation of Specialized Undergraduate Pilot Training at six bases impacting the training of 1500 future Air Force pilots annually.

Commander and Professor of Aerospace Studies Air Force Reserve Officer Training Program (AFROTC), Jun 85-May 88, Embry-Riddle Aeronautical University, Daytona Beach, Florida; University department chairman with rank of professor. Led the team for recruiting, retention, training, and academic/military education for over 700 AFROTC cadets. Classroom instructor for all freshman and sophomore cadets. Ranked number one detachment in the nation for 1988.

Commander, Accelerated Copilot Enrichment Detachment, Oct 83-May 85,
Ellsworth AFB SD. Flight Examiner, Academic Instructor for aircraft systems and flight planning, supervised all flying activities for 37 pilots. Directed the utilization and maintenance of four T-38 aircraft, flying 2,300 aircraft sorties annually. Acted as liaison and provided information briefings to host commander. Conducted flight evaluations and instructed advanced flying training in the T-38 aircraft.

Instructor Pilot, Academic Branch Chief, and Flight Examiner,
Jul 83-Sep 83, Randolph AFB TX. Trained pilot instructors for advanced phase of Undergraduate Pilot Training. Managed all Pilot Instructor Training Academic Course materials. Classroom instructor for T-38 systems, Flight Planning, and Randolph AFB's annual Instrument Refresher Course. Conducted T -38 flight evaluations in all phases of flying training.

C-5 Aircraft Commander and Pilot Scheduler, Jun 79-Jun 81, Dover AFB DE.

Coordinated the effective and efficient management of the AF's largest cargo aircraft ensuring strategic airlift of personnel and material over worldwide routes. Commanded and coordinated a crew of 8-to-22 flight crew members. Scheduled airlift missions, currency events, and training requirements for over 100 pilots, ensuring each pilot remained capable of world-wide operations.

Academic Instructor, Instructor Pilot, Runway Supervisor Unit Controller and Flight Scheduler, Jun 76-May 79, Laughlin AFB TX. Taught T-38 Aircraft Systems and Flight Planning to American and Allied pilots. Instructed advanced flying training in the T-38 aircraft.

Morgan K. Bridge, PhD

490 Tejon Drive. • Grand Junction, CO 81507 • (970) 640.4639 • mbridge@coloradomesa.edu

Experience: 2001-Current Colorado Mesa University (formerly Mesa State College)
Grand Junction, CO

Department Head
- Responsible for hiring, supervising and evaluating 24 full-time faculty and 30+ adjunct each semester
- Conduct annual employee evaluations for both full-time and part-time faculty and staff
- Manage effectively departmental budget
- Play key role in departmental student recruitment
- Create and implement effective student retention strategies
- Coordinate departmental distance learning, online 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
- Responsible for oversight of 2.8 M budget
- Responsible for curriculum development including review and addition of new programs
  - o Developed and implemented new landman/energy management concentration, insurance concentration and construction management and BAS degrees
  - o Developed 3+2 Finance and 3+2 Construction Management/MBA program

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

- Faculty Co-Advisor for student business trips to China
- Faculty Co-Advisor for student run business - Juice Junction
- Developed and taught Macroeconomics and Microeconomics Online
- Quality Matters Peer Reviewer Course and Certification
- Faculty Co-Advisor for student business trip to Eastern Europe

2000-2005   Mesa State College   Grand Junction, CO

Associate Professor

- 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
- Test Item file for Introduction to Business by Boone
- Chapter Review for Essentials of Corporate Finance by Parrino, Kidwell,and Bates

Education

June 1992-May 1994 University of Wyoming Laramie, WY
- Doctorate of Philosophy, Business
- Graduated 3.941 on a four-point scale for "A"

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 Presentations:
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.

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.

An invited presentation for COLOTRUST entitled, "The Economy: What's Ahead", Grand Junction, CO, June 2011.

An invited presentation for COLOTRUST entitled, "The Economy", Grand Junction, CO, May 2013.

An invited presentation for COLOTRUST entitled, "Where are We Headed Now?", Grand Junction, CO, April 2014.

An invited presentation for Aspen Skiing Company entitled, "Leadership Effectiveness", Grand Junction, CO, April 2015.

An invited presentation for American AgCredit entitled, "Communication – Effective and Efficient", Montrose, CO, September 2015.

Professional Presentations and Publications:
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.

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 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].

Bridge, M.K. (2012). Linking State/Local Business Taxes, GDP, Business Start-ups and Unemployment: Positive Change for Economic Growth. Abstract published for the International Business and Economics Research Conference. [Las Vegas, Nevada, October 2012.]

Carpenter, D.A., Parman, D. & Bridge, M.K. (2012). Making your team work and successful project management. Abstract published for workshop. Proceedings of 54th Mountain Plains Management Conference. [Kearney, Nebraska, October 2012.}

Bridge, M.K., Bevill, K. (2013) Increasing Retention in Business Classes through an Introductory Business Class. Abstract Published for the Clute Institute International Conference. [Las Vegas, NV, Sept. 2013]. Was Awarded Best Session Paper Award.

Bridge, M.K., (2013) Promoting Economic Growth in a Local Economy through Fostering Small Business. Abstract Published for the Clute Institute International Conference. [Las Vegas, NV, Sept. 2013].

Bridge, M.K. and Bevill, K (2014) Freshman Business Student Motivation. Abstract Published for the Clute Institute International Conference. [Las Vegas, NV, October 2014]. Awarded Best Session Paper Award.

Bridge, M.K, Fraser, B, Fleck, E and Pumphrey, D. (2015) Attainment of 1,250,000 grant from the Daniels Foundation for the Ethics Initiative. Awards of 250,000 pursuant to the fulfillment of yearly goals each year up to five years total.

Curriculum Vitae
DONALD A. CARPENTER

ACADEMIC DEGREES and Other Coursework:

2004 **D.Div.** American Institute of Holistic Theology (Birmingham, AL) General Theology

1997-2002   University of Nebraska at Kearney, 24 cr hrs in Community Counseling

1992 **Ph.D.** University of Nebraska-Lincoln,   Business -- Major: Management Information Systems
            Minors: Management Science, Computer Science, Production & Operations Management

1985-1987   Kearney (NE) State College, 24 cr hrs of pre-Ph.D. deficiency courses

1984-1985   University of Colorado at Colorado Springs – 15 cr hrs post-MBA courses Marketing/Econ

1984 **MBA** University of Colorado at Colorado Springs – MBA Emphasis: Information Systems

1980-1981   Colorado State University (Colorado Springs), 6 cr hrs for Vocational Credential

1971 **B.S.**   Kearney (NE) State College – Comprehensive Major: Business Administration

PROFESSIONAL EXPERIENCE:

2003-Present Colorado Mesa University (formerly Mesa State College), Grand Junction, CO
            Associate Professor, Tenured Professor of Computer Information Systems

1985-2003   University of Nebraska at Kearney
            2000-2003 Professor of Management Information Systems and
                Director, Global Sources Information Technology Program
            1985-2000 Assistant, Associate, Tenured Professor, Computer Science & Info Systems and
                Chair, Department of Computer Science & Information Systems

1984-1985   University of Colorado at Colorado Springs, Honorarium Faculty: Intro to Marketing

1980-1985   Pikes Peak Community College (Colo Spgs), Instructor: Computer Information Technology

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
            1972-76 Territory Manager, 1976-78 Zone Sales Manager, 1979-80 Account Manager

1978-1979   Quasar Computer Services (Colo Spgs), Marketing Manager (during Burroughs leave)

1969-1972   RGIS Inventory Specialists, Kearney, Lincoln, Kansas City
            1969-71 Crew Member/Supervisor Kearney & Lincoln (part time)
            1972   District Manager Kansas City (full time)

CONTACT AND PERSONAL INFORMATION:

Office: Department of Business
Colorado Mesa University
Dominguez Hall 301c
1400 Houston
Grand Junction, Colorado 81501

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

Personal: U.S. citizen, born 1/22/49 in Lexington, NE; Widowed, 4 grown 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.
Chair, CMU Business Department's M.B.A. Committee.
Coordinator, CMU Business Department's curriculum development.
Coordinator, CISB 101 Business Information Technology (8-10 sections taught by adjunct instructors).
Chair, CMU Business Department's Assessment Committee for Strategic Use of Information.
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)
Society for Case Research, member, reviewer, discussant, session chair (since 2013)
Decision Sciences Institute, member, reviewer, discussant (since 1992)
Western, Midwest, Southwestern 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)

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:
*= one or more online sections as well as classroom sections

CISB courses at Colorado Mesa University, 2003-present:
100 Basic Computer Skills
101 Business Information Technology (computer literacy/skills)*
131 COBOL Programming
210 Fundamentals of Info Systems*
395 Enterprise Architecture
331 Advanced Business Programming (COBOL/Simulation/Java, HTML/CSS/PHP/MySQL)
392 Theories and Practice in CIS
400 Data Communications & Network Management*
410 Project Management*
442 Systems Analysis and Design
451 Database Administration
460 Electronic Commerce Systems*
471 Advanced Information Systems (capstone)
491 Directed Readings
493 Independent Study
496 Special Topics
500 Management of Information Systems (MBA)*
505 Advanced Project Management (MBA)*
560 Advanced E-Commerce Systems (MBA)*

Other at Colorado Mesa University, 2003-20xx
BUGB 105 Freshman Business Seminar
BUGB 520 Topics: Project Management (MBA)
BUGB 530 Research Design (MBA)
BUGB 595 Research Practicum (MBA)
MANG 410 Effective Workplace Communications
MANG 510 Organizational Theory & Behavior (MBA)*
MARK 335 Sales & Sales Management
MARK 350 Marketing Research
MARK 500 Marketing Strategy (MBA)

PPCC, UCCS, UNK, (unduplicated with other institutions), 1980-2003:
Hardware, Software & Architecture
Operating Systems
AS/400 Operations
FORTRAN Programming
BASIC Programming
Assembler Programming
RPG IV Programming
Computer Simulation
Computer Assisted Instruction*
Computer Managed Instruction*
Principles of Marketing
Salesmanship

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:

Carpenter, D.A., & Hodge, K. (2015, forthcoming Nov. 2015). Send him with Todd. *Journal of Case Studies, 33* (2).

Carpenter, D.A., & Hodge, K. (2015). Too big for his britches. *Journal of Case Studies, 33* (1). 26, 160-164.

Carpenter, D.A., Hodge, K., & Joyner, F. F. (2014). Who's training whom? *Journal of Critical Incidents, 7.* 132-134

Carpenter, D.A., & Hodge, K. (2014). You're not good enough. *Journal of Case Studies, 32*(1). 60-64.

Carpenter, D.A. (2013). Open source software volunteerism vs. motivating potential of primary employment: suggestions for a research agenda. *Journal of Information Systems Applied Research,6*(2). 22-30.

Carpenter, D.A.,. McGinnis, D., Slauson, G.J., & Snyder, J. (2013. A longitudinal study assessing the Microsoft Office skills course. *Information Systems Education Journal, 11*(4). 66-83.

Snyder, J., Carpenter, D.A., Slauson, G.J., Skinner, J., & Nash, C. (2012). Beyond the bake sale: fundraising and professional experience for students involved in an information systems student chapter. *Information Systems Education Journal,10*(6), 72-83.

Slauson, G.J., Carpenter, D.A., & Snyder, J. (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.

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.

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., & Slauson, G. J. (2014). Do students appreciate the motivating potential score of work? *Proceedings of 56th Mountain Plains Business Conference.* [Pocatello, ID, October 2014.]

*Davis, C., & Carpenter, D.A. (2014). Are businesses prepared for cyber warfare? *Proceedings of 56th Mountain Plains Business Conference.* [Pocatello, ID, October 2014.]

*Carpenter, D.A., & Hodge, K. (2014). Too big for his britches. *Proceedings of 36th Annual Society for Case Research Summer Case Writer's Workshop.* [Rock Hill, SC, June 2014].

*Carpenter, D.A., & Hodge, K. (2014). Send him with Todd. *Proceedings of 36th Annual Society for Case Research Summer Case Writer's Workshop.* [Rock Hill, SC, June 2014].

*Carpenter, D.A., & Hodge, K. (2014). Too big for his britches. (Embryo.) *Proceedings of Annual Meeting of Society for Case Research.* [Chicago, March 2014].

*Carpenter, D.A., & Hodge, K. (2014). Send him with Todd. (Embryo.) *Proceedings of Annual Meeting of Society for Case Research.* [Chicago, March 2014].

*Carpenter, D.A. (2013). Experiential learning by instructor role playing in systems analysis and design class. *Proceedings of 55rd Mountain Plains Management Conference.* [Cedar City, UT, October 2013.]

Carpenter, D.A., & Hodge, K. (2013). What about Todd? *Proceedings of 35th Annual Society for Case Research Summer Case Writer's Workshop.* [Danbury, CT, June 2013].

Carpenter, D.A., (2013). Backing into a meaningful organization theory discussion about research and intrinsic motivation of MBA students. *Proceedings of Southwestern Decision Science Institute Conference.* [Albuquerque, March 2013].

*Carpenter, D.A., Slauson, G.J., McGinnis, D., & Snyder, J. (2012). Assessing the Microsoft Office skills course: computer-mediated delivery and pre-post-surveys. *Proceedings of ISECON Conference.* [New Orleans, October 2012].

*Carpenter, D.A., (2012). Open source software volunteerism vs. motivating potential of primary employment: suggestions for a research agenda Abstract published. *Proceedings of CONISAR Conference.* [New Orleans, October 2012].

*Carpenter, D.A. (2012). Waterfall or watermill? A better SDLC analogy. *Proceedings of 54rd Mountain Plains Management Conference.* [Kearney, NE, October 2012.]

*Carpenter, D.A., Parmen, D. & Bridge, M.K. (2012). Making your team work and successful project management. Abstract published for workshop. *Proceedings of 54rd Mountain Plains Management Conference.* [Kearney, NE, October 2012.]

*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.

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 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).

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 practicum advisor for 16 MBA students. August 2014 – May 2015.

Faculty advisor for eight students for CMU Student Showcase. April 2014.

Faculty practicum advisor for 10 MBA students. August 2013 – May 2014.

Faculty advisor for one student for CMU Student Showcase. April 2012.

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].

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 & Carpenter, Hough-Feldman & Gilpin, in list of publications on previous pages herein.

SUCCESSFUL GRANTSMANSHIP ACTIVITIES:

Oct 12 – May 13 CMU Faculty Development Grant.

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 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 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. $600 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.

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 <u>News Watch</u> 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:

2013-present Reviewer for Society of Case Research conference, workshop, journals.

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, <u>Introduction to Computer Hardware, Systems Software, Operating Systems</u>, (Santa Cruz: Mitchell Publishing, 1989). A "blind" review of the author's initial manuscript proposal.

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

OTHER MONOGRAPHS

ACADEMIC PROGRAM REVIEWS:

Aug-Oct 2014 Co-authored Self-Study for 2007-14 Academic Program Review of CIS program at CMU.

Jul 2007 Self-Study for 2002-07 Academic Program Review of Computer Information Systems at MSC.

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

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. Computer Science & Information Systems.

POSITION PAPERS AT KSC/UNK/MSC/CMU:

2012 Plan to switch CIS programs from IS2002 to IS2010 Model Curriculum at CMU.

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.

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 Global Sources Information Technology Pgm.

1985-on Proposals for Improving Labs & Physical Facilities, Computer Science & 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 Computer Competency Requirement at UNK." Academic Computing Comm.

Nov 1991 "Proposal for a System Administrator for CS&IS Department." Result: agreed but no funding.

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

Mar 1990 "Future of KSC Academic Computing." Result: Faculty Senate comm on academic computing

Jan 1989 "Proposal: Four Standing Committees in Computer Science & Information Systems." Adopted.

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

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

Mar 1986 "Proposal to Create Information Systems Programs at KSC." Result: majors, minor, courses.

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

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

MISCELLANEOUS:

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

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

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 & informational sheets.

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

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

1978-79 Quasar Computer Service, Marketing Manual, sales literature pieces, part of employee manual

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.

2015(Under development). Just Dan: An Inspiring Novel of Valor in the Voyages of Angels Series.

2015 (Under revision). Love Songs and Vacuums. Volume of poetry.

2015 (Under revision). Growing Up and Somewhat Wise. Volume of poetry.

2016 (Under development). Untitled: An Inspiring Novel of Faith in the Voyages of Angels Series.

2016 (Under development). Untitled. Volume of poetry.

2017 (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 2010 – Present   Chair & Business Dept. rep 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.

Jan 2007 - Present   Member, Business Department MBA Committee; chair 2013- Present

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

Dec 10 – Oct 11   Assisted, prepared, & hosted 53rd annual conference of Mountain Plains Management Association, including: Created MPMA conference web site,

Maintained and managed emailing list of 4000 names,

Arranged track chairs, reviewers, discussants and session chairs,
    Edited Conference Proceedings and prepared CD,
    Created conference program and schedule,
    Served as master of ceremonies for business meeting and banquet.

Nov 2005 - Nov 2010   Member of MSC/CMU Human Resources Office's Benefits Advisory Group.

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

Dec 08 – Oct 09   Assisted, prepared, & hosted 51st annual conference of Mountain Plains Management Association, including: Created MPMA conference web site,

Maintained and managed emailing list of 6000 names,

Arranged track chairs, reviewers, discussants and session chairs,
    Edited Conference Proceedings and prepared CD,
    Created conference program and schedule.

Sep 2006 - May 2008   Member of Business Department's Academic Honesty Board

Aug 2006 - Aug 2007   Chair of CIS Committee on Assessment and Accreditation.

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

May 2005 – May 2010   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 System

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.

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 Master 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 & 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 ADVOCATE FOR IMPROVING ACADEMIC COMPUTING AT UNK:
  Sep 85 – May 03 Supervised independent studies & class projects.
  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.
  Aug 90 – May 00 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 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
  Nov 95 – May 03 Member of UNK Chancellor's Technology Advisory Committee.
  Spring-Sum 1999 Surveyed Faculty Computing Preferences, Chancellor's Technology Advisory Comm.
  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 committee's report.
Spring 1997   Member of Faculty Search Committee for Department of Management and Marketing.
Oct 92 – Oct 99   Volunteer for NU Foundation's Faculty & staff Campaign.
Dec 92 – Dec 96   Member, UNK's Evaluation Team: Who's Who in American Colleges & 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.

COMMUNITY SERVICE ACTIVITIES

RELATED TO PROFESSION:

Supervised dozens of CIS Systems Analysis, CIS Capstone, MBA Marketing, and MBA Practicum students and teams as they performed analysis projects for local businesses. (2007-present).

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 Museum of Western Colorado on database design (summer 2013).

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

Consulted to Scotts Bluff County Law Enforcement Unification Project; info requirements of eight law enforcement agencies (County Sheriff, 4 Police Depts, Jail, County Attorney, Comm Center). '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, 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/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).

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),

SAMPLE OF OTHER ACTIVITIES:

Oct 2001   Organizer, Sponsor, Master of Ceremonies, Global Sources E-Commerce Symposium.
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.
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 research.
1988-2000   Sigma Xi's presentation of research sponsored by UNK's Research Services Council.
1988-2003   Biennial World Affairs Conferences, University of Nebr 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, KS.
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, seminar sponsored by Hewlett Packard Co. in Denver.
May 1984 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 Southern Colo. Chapter of Data Processing Management Assn.

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.

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).

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

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

May 1984 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.

HONORS AND RECOGNITION:

Excellent (i.e. top) rating for annual performance evaluation for 2003-present

Exemplary rating for annual performance evaluation (one of a small group selected each year) for 2006, 2007, 2011, 2012, 2013, and 2014.

Colorado Mesa University, first recipient of Associated Student Government's monthly faculty parking space award (Sep 2010).

Best Paper Award at International Business and Economics Research Conference for Bridge, M.K., Carpenter, D.A. & Barbee, P (2010). Developing a local price index. (Oct 2010).

Mesa State College: Nominated for Distinguished Faculty Award (May 2009).

Associated Student Government and Chamber of Commerce Outstanding Educator Award (May 2008).
Best Paper in Pedagogy Track Award at Mountain Plains Management Conference for Agrawal, Vipin K., Carpenter, D.A. & Agrawal, Vijay K. (2007). Measuring radical change in systems analysis and design course. (Oct 2007).

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. (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).

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 & May 97).

University of Nebraska at Kearney: Outstanding Service Recognition 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: 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 by president 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 and billing quotas (73, 74, 75).

CERTIFICATIONS:

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

Resume
Emma Fleck (nee McClelland) PhD

Contact: 2846 Grand Falls Drive
Grand Junction
Colorado 81501
efleck@coloradomesa.edu
970-270-6653

Academic Qualifications

August 2011   Awarded Fellowship of the Higher Education Academy

May 2011   University of Ulster, Northern Ireland
Post Graduate Certificate in Teaching Higher Education

Nov 2006   University of Ulster, Northern Ireland
    PhD in Entrepreneurship
Title "The Growth and development of female entrepreneurial firms in Ireland"
External Examiner: Professor Sara Carter, OBE

June 2002   University of Ulster
BA (Hons) International Business Studies
Awarded: 1st Class Honours
Graduated in top 2% of graduating class

Brief Outline of Career History

June 2013- Present   **Colorado Mesa University (Tenure Track)**
        Assistant Professor of Entrepreneurship and Marketing

September 2007- June 2013   **University of Ulster (Tenured)**
Senior Assistant Professor of Entrepreneurship and Marketing

January 2007-September 2007   **University of Ulster**
Research Fellow and Conference Co-ordinator

December 2005-December 2006**JCDecaux, Belfast**
Development Director for International outdoor marketing company

September 2005-December 2005   **University of Ulster**
Research Associate

September 2003- Sept 2007   **University of Ulster**
Part-time Lecturer

2000-2002 (June – Sept only)   **Northern Ireland Assembly**
Senior Assistant to the Deputy Speaker of the Northern Ireland assembly

Scholarship

Scientific Publications

Peer Reviewed Journals (in print)

Fleck, E. (2015) 'To grow or not to grow: Challenges or Choices for Female Entrepreneurs?' Journal of Business Diversity, Vol 15, No. 2 (forthcoming).

Shinde, U. and **Fleck, E.** (2015) 'What Spirituality can bring to leaders and managers: Enabling creativity, empathy and a stress free workplace' Journal of Organizational Psychology, Vol 15, No. 1 (forthcoming).

Rouse, J., Treanor, L. and **Fleck, E.** (2013) 'The gendering of entrepreneurship: theoretical and empirical insights', International Journal of Behaviour and Research, Vol. 19, No. 5.

Fleck, E., Neergaard, H. And Hegarty, C. (2011) 'The Politics of Gendered Growth' International Journal of Gender and Entrepreneurship, Volume 3, No. 2

Hutchinson, K. C, **Fleck, E**. and Lloyd-Reason, L. (2009) 'The Role of Business Support Organisations in the Process of Retailer Internationalisation', *International Review of Retail, Distribution and Consumer Research*, Vol 19, No. 4 pp.371-388.

Hutchinson, K., **Fleck, E** and Lloyd-Reason, L. (2009) 'An Investigation into the Initial Barriers to Internationalisation: Evidence from Small UK Retailers'. Journal of Small Business and Enterprise Development, Vol.16, No. 4, pp.544-568.

Reavley, M., Lituchy, T. and **McClelland, E.** (2005) 'Female Entrepreneurs in International Trade' International Journal of Entrepreneurship and Small Business, Vol. 2, No. 1, pp. 57-78.

McClelland, E., Swail, J., Bell, J. and Ibbotson, P. (2005) 'Following the pathway of female entrepreneurs: a six country investigation', International Journal of Entrepreneurial Behaviour and Research, Vol. 11, No.2, pp 84-107.

McClelland, E (2004), 'Irish Female Entrepreneurs – mapping the route to Internationalisation' Irish Journal of Management, Vol. 25, No. 2, pp. 92-107

Peer Reviewed Book Chapters

Hutchinson, K and **Fleck, E.** (2011) 'The Role of the Owner-Manager in the Internationalization of SMEs: Promoter or Inhibitor?' in: *Managerial Cognition and Strategic Management. Rethinking Internationalization Strategies.* Nova Science.

Conference Proceedings (Refereed)

Fleck, E., Mathwich, B and Jouflas, G. (2015) Analysis of Assessment Tools for a Longitudinal Study of a Student Run Enterprise, Mountain Plains Management Conference, Colorado Mesa University, 16-18 September, 2015.

Perry, N and **Fleck, E.** (2015) The Economic Cost of Domestic Hunger in Mesa County, Mountain Plains Management Conference, Colorado Mesa University, 16-18 September, 2015.

Fleck, E (2015) 'To grow or not to grow: Challenges or Choices for Female Entrepreneurs?' Presented at the South Western Academy of Management, Houston, March 11-13.

Shinde, U. and Fleck, E (2015) 'Mindful Management: Leveraging Spirituality in the Workplace as Management Resource'. Presented at the South Western Academy of Management, Houston, March 11-13

Mattwich, B. Fleck, E. and Jouflas, G. (2015) Experiential Learning as an Evolving Process: A longitudinal study of a student run hospitality enterprise. Presentation at Council on Hotel, Restaurant, and Institutional Education, California State University, February 7-8th.

Jouflas, G., Mathwich, B. and Fleck, E. (2014) 'An investigation of Experiential Learning within Higher Education in the United States: Structure, Sustainability and Measurement' Presented at the International Conference for Small Business, Dublin, 11th-14th June, 2014.

Smyth, I., McCracken, M. and Fleck, E. (2013) 'Keeping On the Family Ties: The Role of Family Social Capital in the Succession Process", Presented at the International Small Business and Entrepreneurship Conference, Cardiff, 12th-13th November 2013.

Fleck, E., Hegarty, C. And Neergarrd, H. (2010) "To grow or not to Grow: Challenges and choices for women Entrepreneurs", Present at the International Small Business and Entrepreneurship Conference, London, UK (2nd-4th November)

Neegaard, H. and Fleck, E. (2010) 'Developing Principles of Growth'. Presented at the 2010 Diana International Conference on Women's Entrepreneurship Research, Banff, Canada (3rd- 5th August).

Reid, A. Fleck, E and Hutchinson, K. (2010) 'Business Intelligence Reporting for SME Retailers: Towards a Conceptual Framework'. Presented at the AMA Summer Marketers Education Conference, Boston (13th-16th August).

Hutchinson, K., Fleck, E. and Lloyd-Reason, L. (2009) 'The Role of Private and Public Support Organizations in Assisting UK Retailers to Overcome Barriers to International Expansion', presented at the *EAERCD Conference*, Surrey, England, 11-13 July 2009. Chosen for the special edition of International Review of Retail, Distribution and Consumer Research.

Fleck, E. and Hegarty, C. (2008) 'Barriers to the Growth of Female Entrepreneurial Organisations' Presented at the DIANA International Research Symposium, Belfast, November 2008.

Fleck, E (2008), 'The Growth and Development of Female Entrepreneurial Organisations- Evidence from Ireland' Presented at the ISBE, International Small Business Conference, Belfast, November 2008.

Hegarty, C. and Fleck, E. (2008) 'Growth: the stylish option for female entrepreneurs in Northern Ireland?' Presented at the ISBE, International Small Business Conference, Belfast, November 2008.

McClelland, E. and McBride, N (2007) 'Analysing the training needs among the voluntary and community sector in Northern Ireland', Presented at the Developing a Strategy and vision for Social Enterprises in the 21st Century Conference, September, 2007.

Hutchinson, K., McClelland, E and Lloyd-Reason, L. (2007) 'An Investigation into the Initial Barriers to Internationalisation: Evidence from Small UK Retailers' McGill International Entrepreneurship Conference, September 2007, LA.

McClelland, E., Swail, J., Bell, J. and Ibbotson, P. (2005) 'Following the pathway of female entrepreneurs: a six-country investigation'. Presented at the 7th Annual McGill Conference, McGill University, Montreal, September.

Reavley, M., Lituchy, T. and **McClelland, E.** (2004) 'Female Entrepreneurs in International Trade'. Presented at the UKAIB conference, University of Ulster, Magee, April.

McClelland, E. (2003) 'An exploratory cross-border study of internationalising female Entrepreneurs in Ireland' Presented at the 6th Annual McGill Conference, University of Ulster, Magee. September.

(d) Competitive Research Grant Applications

September 2014: 5 year grant, worth $1,250,000
Daniels Fund Ethics Initiative
The purpose of the grant is to engage and teach young people about principle-based ethics, and to demonstrate that subscribing business ethics builds long-term value for all stakeholders.
Outcome: Successful

November 2009 (£5,000)
British Academy/ ACU Grant for International Collaboration
Application entitled: Gaining Online Advantage via E-Tailing: Strategies for Small Independent Retailers. Funding was sought to collaborate with Prof Frances Gunn, Ryerson University, Canada on this project.
Outcome – alpha rated application.

October 2009 (£1,500)
Academy of Marketing and Higher Education Academy Subject Centre for Business Management Accountancy and Finance funding submitted. Funding sought to develop a model for interactive collaboration in teaching marketing. October 2009
Outcome: Successful

July 2009 (£7,500)
Research and Knowledge Exchange (RAKE) Fund
E-tailing: The use of technology in creating an online advantage for SME Retailers in the UK?
Outcome – alpha rated application.

January 2009 (£7,500)
British Academy Small Research Grant
"E-Tailing: A viable route to international growth for small retailers?"
Outcome: Successful

December 2008 (£3,000)
University of Ulster HEIF Academic Enterprise Funding Application submitted:
"Now Grow"- Mentoring for Business Growth Scheme, is a joint initiative between Department of Business, Retail and Financial Services and the Causeway Enterprise Agency.
Outcome: Successful

December 2008 (£5,000)
University of Ulster HEIF8 Cross Faculty Project Application submitted:
'Creative Branding and Design Business Solutions for Small Firms in North West' is a joint initiative between the Ulster Business School and Faculty of Arts.
Outcome: Successful

December 2008 (£3,000)

University of Ulster HEIF Academic Enterprise Funding Application submitted:
'Growing Business Online for Retailers in Northern Ireland'. The project aimed to provide business advice and support to smaller resource constrained retailers struggling to compete in the current economic climate.
Outcome: Successful

(e) Measures of Esteem in Research

December 2015- Present   Reviewer for South Western Academy of Management Conference

January 2012- Present   PhD supervisor to a student undertaking a project entitled, "The management of family social capital in family owned SMEs"

January 2011- July 2013   Guest Editor for a special edition of *International Journal of Entrepreneurial Behaviour and Research* entitled The Gendering of Entrepreneurship: Theoretical and Empirical Insights.

September 2010- Present   Founding member of the Gender and Enterprise Network, a Special Interest Group of the Institute for Small Business and Entrepreneurship.

August 2010- Present   Reviewer for Education and Training

August 2010- Present   Reviewer for the International Journal of Gender and Entrepreneurship

July 2010- Present   Reviewer for *Entrepreneurship and Regional Development*

July 2010- Present   Reviewer for the *International Journal of Entrepreneurial Behaviour and Research*
March 2010-Present   Reviewer for New Marketing Textbooks

March 2010- Present   Reviewer for British Academy of Management conference: Retail Special Interest Group

March 2009   Reviewer for EAERCD (European Association for Education and Research in Commercial Distribution) Conference July 2009

December 2008- Present   Reviewer for ESRC Mid-Career Fellowship Grants

September 2008- Present   Member of Ireland's Network of Teachers and Researchers in Entrepreneurship

September 2007- Present   Member of Institute for Small Business and Entrepreneurship

Teaching and Administration

(a) Areas of Teaching Experience and Expertise

Postgraduate
Entrepreneurship and Innovation
Strategic Marketing

Advanced
Entrepreneurship

Small Business Management
Entrepreneurial Mindset
Independent Honors Class
International Marketing (online and traditional format)
International Business
Marketing Management
Marketing Communications
Marketing Research
Management of SME's
Promotions

Introductory
Principles of Entrepreneurship- Multidisciplinary Bootcamp class
Principles of Marketing (Online and traditional format)
Freshman Year Initiative
Organisation Studies
Principles of HRM

In Development
Online Marketing and Sales
Creating Marketing Materials

3. Service Activity (Key activities and brief outline only)

(a) Local Community
2014-2015:   Conducted training events for the Grand Junction Chamber of Commerce
               Invited speaker for the World Affairs Council of Western Colorado
               Invited speaker for the Montrose chamber of commerce

2007-2014:   Conducted training and mentoring for local businesses
               Regularly provided seminars to local businesses on start-up activities

(b) Campus
2014-Present: Leading member of the Presidents Committee to design and create Maverick Innovation Center
Serving on E-Portfolio Committee to choose e-portfolio system for the University
Serving on Milestone Committee to change general education classes to integrated Milestone classes
Serving on the Higher Education for Learning Committee to develop report for University HLC visit.

2009-2013: Served on leading committees at the campus level at the University of Ulster

(c) Department
2013-present: Served on the select Assessment Committee to ensure the collection and analysis of assessment data for HLC purposes.
          Leader in the development of the new Honors Program (design, implementation, advertising etc). I now serve as Honor Society Advisor for the Business Department.
          Lead a group of lecturers and supported their teaching activities for entrepreneurship and marketing classes.
Served on multiple search committees for new Faculty
Served on Accreditation Committee to investigate the possibility of gaining accreditation for the Business School
Advise student groups for the University's Showcase

Represented the department at the Mav Scholar Event and the Graduate Fair
Represented the department at MavTalks

2007-2013:   Assistant Subject Director and freshman tutor for 350 students
Served on subject planning committees for validation/ revalidation to design and implementation new
undergraduate and post graduate courses.

4. Consultancy Work

Sept 2009-June 2012   Knowledge Transfer Partnership ($150,000 over 2 years)
Working with Menary's Retail Limited, a mid-level retail organization in Northern Ireland, I developed and
implemented a tailored Business Information (BI) strategy that allowed the company to effectively communicate
with and listen to its customers and better meet customer needs.

March 2011- May 2011 "Eco-nomic". As part of the Innovation Promoters Programme (6 days) to support
rebrand and launch of new product. (Value $7,500)

January-April 2011   Knowledge Club and Newtownabbey Borough Council, Northern Ireland. In collaboration
with Newtownabbey Borough Council, I held a Business Seminar entitled 'Strategies for Growth'. Twenty five
companies within the Newtownabbey Borough Council area attended the event which was followed up by a second
funded event in April 5th to encourage businesses to utilise social media tools. ($2,500)

February 2010 HEIF Connect: Developing entrepreneurial skills through the Xing tool. Funding was sought to
provide entrepreneurial training to final year students before attending the Flux enterprise competition. ($400)

October- December 2009   "Ballyeamon Eggs", Cushendall. Market Research development and marketing
plan. ($12, 000 but given Free Gratis as part of the Business in the Community mentoring initiative- 25 hours)

June 2009-July 2009   Invest Northern Ireland Innovation Voucher ($6,000)
Marketing Research, Strategy and Plan for Gold and Silver Plating Services. Carried out for acceptable Enterprises,
Larne.

Jan 2009- April 2009   Invest Northern Ireland Innovation Voucher ($6,000)
                            'Efficiency appraisal of stock management and pricing systems'.
            Carried out for Hutchinson Tiles, Coleraine.

Dec 2008- January 2009Invest Northern Ireland Innovation Voucher ($6,000)

Sept –December 2008   Market Research Report for UUTech ($5,500)
The potential uses for NMR technology within the pharmaceutical industry in the UK and Ireland.

May – August 2008   Market Research Report for UUTech ($5,500)
'Tank Hawk' a cross faculty project between the Ulster Business School and the School of Environmental Science.

January 2008   University of Ulster HEIF Academic Enterprise Funding ($3,000)
This was match funded by the Causeway Enterprise Agency (£1850.00) Together this funding was used to hold a
training and networking event entitled 'Intrigued to Innovate' for women entrepreneurs. This event held on the
29th May 2008 attracted over 140 women from all over Northern Ireland.

5. Further Information

Scholarships and Awards

2015	**Presidents Merit Award for Excellence**	
	Value $1,000	

2014   **Professional Development Fund**
Colorado Mesa University
To attend SWAM conference Value $2,000

2014   **Presidents Merit Award for Excellence**
Value $500.00

2010   **Erasmus Travel Grant**
To conduct teaching and research at Aarhus School of Business at Aarhus University, Denmark. Value $4,000

2009   **Flux UK award**
I mentored a group of students to win the UK national award in enterprise
Value $5,000

2002-2006   **Department of Education and Learning (DEL)**
Full educational scholarship for PhD study. Value $180,000

June 2001   **International Ambassador of the Year 2000-2001**
Received from: Cornell College, USA
2000   **Business Education Initiative**
Full educational scholarship to study in Cornell College, USA for 1 year
Value $85,000

Name:
Glenn C Fossett

Start Year: 2004

Program:
Accounting

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Department:
Business
Faculty Rank
○ Professor   ◉ Assistant Professor
○ Associate Professor   ○ Instructor

Full-time Faculty Vita

Highest Degree

MBA/CPA   Western State College   Business   Year -1989
Education: (List all degrees beginning with most recent-include post docs and external certificates)
MBA - 1989
BBA - 1975
Certified Internal Auditor - 1984 Certified Public Accountant - 1991 Certified Management Accountant - 1995
Certified Fraud Examiner - 1997 Certified in financial Forensics - 2008
Teaching 2003-Present:
Courses Taught
 ACCT 201, Financial Accounting, ACCT 202, Managerial Accounting,
 ACCT 321 Intermediate Accounting,
 ACCT 322 Intermediate Accounting II,
 ACCT 331, Cost Accounting,
 ACCT 401 Governmental Accounting,
 ACCT 402, Advanced Accounting,
 ACCT 441 Individual Income Tax,
 ACCT 442 Advanced Tax and Tax Research, ACCT 496 Fraud and Forensic Accounting Evidence of
Continuous Improvement
"Crossing the Line" - Association of Certified Fraud Examiners - Self Study 8/2003 ACFE - readings - Self
Study 2/2003
Company Orientation - Rocky Mountain Health Plans 4/2003 Access Training - Powertrain   5/2003
Introduction to CPT Codes - NICTA 6/2003 Introduction to Insurance Fraud - NICTA 6/2003
Training Theory for Fraud Investigators - NICTA 6/2003 "Conducting Internal Investigations- ACFE - Self
Study 8/2003 "Professional Interviewing Techniques" - ACFE - Self Study 9/2003 "Beyond the Numbers" -
ACFE   Self Study 10/2003
Course Preparation for Fraud Awareness Training and Presentation to RMHP Employees 1/2003 - 12/2003
"Advanced Forensic Techniques for Accountants" - AICPA Self Study 10/2003 Colorado Ethics and Cr & R -
Professional Education Services - Self Study 10/2003

AHM Examination - Academy of Healthcare Management - 1/2004
Business Valuations in the Healthcare Industry - AICPA Self Study - 2/2004 ACFE - readings - Self Study
5/2004

"Corporate Espionage" - ACFE - Self Study 5/2004 "Investment Cons" - ACFE - Self Study 5/2004
Excel 2000 Macros - Continuing Academics for Accountants - Self Study 7/2004 Access 2000 - Continuing
Academics for Accountants - Self Study 7/2004 Association of Certified Fraud Examiners Annual Conference
7/2004
Faculty Symposium - Colorado Society of CPAs 10/2004
Institute of Management Accountants - Colloquium on Change in Education   Seminar 10/2004 Management
496 "Business Scandals" Mesa State College Spring 2005
Institute of Management Accountants - Colloquium on Change in Education   Seminar 10/2006 Sociology 396
"White Collar Crime" Mesa State College Spring 2007
West Virginia University Fraud and Forensic Accounting Educators Conference 5/2008 West Virginia University
Fraud and Forensic Accounting Educators Conference 7/2009 ACFE Annual Conference 7/2009
ACFE Self Study - Mortgage Fraud 12/2010 ACFE Self Study - Securities Fraud 12/2010
ACFE Self Study - Internal Control for Fraud Prevention 12/2010 ACFE Self Study - Governmental Fraud
12/2010
ACFE Self Study - Practical Ethics - 12/2010 CSCPA - Govermental and Not for Profit !2/2010 CSCPA - Self
Study Ethics 12/2011
Faculty Development - Lumina Profile - January 2012
Innovative Materials/Activities
Created and instructed the first Fraud and Forensics Accounting class at CMU - used material accumulated from
several years of research and the resources available from the ACFE
Created and taught first Managerial Accounting (ACCT 202) classes on-line Supervision of Student
Research/Project(s)
All Managerial Accounting (ACCT 202) students are required to prepare two Excel-computer based programs -
the first one prepares the four basic accounting statements and the second one prepares 11 budgets for a selected
company
All Governmental Accounting (ACCT 401) students prepare a computer -based set of financial statements for a
selected governmental entity
All Governmental (ACCT 401) students research and answer a set of questions relating to a CAFR
(Comprehensive Annual Financial Report) for a selected governmental entity
All Advanced Accounting (ACCT 402) students research and prepare a written report regarding selected
accounting problems
- they also prepare an Excel-based response to a selected question
All Individual Income Tax (ACCT 441) students research and prepare an answer to a selected question in the
proper income tax memo format - they also prepare basic Income Tax Returns
All Advanced Tax and Tax Research (ACCT 442) students prepare answers to selected questions and participate
in a Taxpayer Assistance Program (TAP) with the assistance of selected area CPAs

Scholarship and Creative Work, 2003-Present:
Scholarship Related to Discipline

Conference Presentation

Collaborated with Suzanne Lay and Dr. Geoffrey Gurka on a paper studying the potential correlation between
personality traits and performance in accounting among first year accounting students. Presented at Mountain
Plains Conference at Weber State - selected as Paper of the Year

Assisted Dr. Geoffrey Gurka on a paper regarding the input from local tax preparers on the positive
characteristics of the Volunteer Income Tax Program.,(now known as TAP - Taxpayer Assistance Program)
which he presented at the Mountain Plains Conference at Weber State.

Scholarship Related to Pedagogy in Discipline

Conference Presentation

Presented a topic for a paper at the Mountain Plains Conference in Boise State on teaching Intermediate Accounting at the Mountain Plains Conference in Boise, Idaho - fall 2009

Professional Memberships
Member of the American Institute of Certified Public Accountants - CPA and CFF Member of the Institute of Internal Auditors
Member of the Institute of Management Accountants Member of the Association of Certified Fraud Auditors
Member of the Colorado Society of Certified Public Accountants
Service 2003-Present:
University
A. I am the Faculty Athletic Advisor, which is the liaison between the Academic departments and the athletic department duties include attending weekly Athletic Department meetings and conducting end of the year interviews with departing
senior athletes from various athletic programs
Served on the selection committee for the Athletic Director - 2004
Served on the search committee for the Head Women's Basketball Coach. - 2007 Served on a search committee for a Creative Writing English teacher. - 2007 Served on a search committee for the head men's soccer coach - 2008
Served on a search committee for the men's wrestling coach - 2009 Served on a search committee for the football coach - 2011

Department
I have performed all departmental duties as assigned, including serving on the Retention Committee; working on an accounting committee to select a new accounting text; working on an accounting committee to develop and re-evaluate our

course objectives 2004 - present
Served on the search committee for three accounting professors 2006 and 2011
Completed, in concert with the other accounting professors, a review of our accounting program. This included topics such as which courses we teach, the plans for our accounting program, the results of our efforts, the changes that must be incorporated as a result of enacted legislation at the state level, as it regards, graduating accountants that must have 150 hours in order to be certified as a Certified Public Accountant in Colorado (effective 2015). This review, which incorporated 15 separate topics and several appendices was presented to the reviewer from Oregon State University. We then discussed the program review and its contents with the reviewer and I conducted a class with him as a guest in my Intermediate Accounting I class.
Advisor of the Accounting Club

Community
Served as a Board Member and Treasurer for the Grand Junction Symphony for the past four years - 2004 - 2010
Served as a Financial Reviewer for the United Way, on an annual basis evaluating the financial statements of selected
applicants for United Way funds
Served as a member of the United Way Audit Committee, which involved, selecting an auditor to audit the financial statements of the United Way of Grand Junction and evaluating their final report.
Volunteer soccer coach for a youth soccer team and have been for 10 seasons I also periodically volunteer to referee youth soccer games, time permitting
Annually volunteer to referee Special Olympic basketball at their regional tournament and have for the past 4 years Blood donor and a member of the Gallon Club

Advising 2003-Present:

Department level
Kept 5 posted office hours per week, plus I have given all students enrolled in my classes my office telephone number, my e-mail address and my home telephone number - 2004 - present

Attempted to contact each of my advisees once during the academic semester, plus I answer questions for each student who asks me regarding course choices and academic pursuits - 2004 - present

Attended the accounting club meetings and the have also attended the Back-To-School nights - 2004 - present
Currently have 28 advisees, many of whom I see daily in class. - 2004 - present

I assisted with registration for incoming freshman - 2009 - present

Honors and Awards 2003-Present:

Professional Experience:

2004 - Present	Assistant Professor of Accounting	Mesa State College
2003-2004	Fraud Auditor	Rocky Mountain Health Plans
2002-2003	Controller	Luxury Wheels
1999-2002	Accounting Lecturer	Mesa State College
1999-1999	Accountant	Grand Junction Housing Authority
1998-1998	Accountant	Wastren, Inc.
1996-1997	Controller	Wolf Gaming, Inc
1991-1996	Manager, Cost & General Ledger	Rust Geotech, Inc.
1990-1991	Accountant	Western Aviators
1988-1990	Manager of Accounting/Controller	Powderhorn Resort Corp.
1985-1987	Office Manager	Williams, Turner and Holmes, P.C.
1981-1984	Senior Auditor	Central Bancorporation, Inc.
1979-1981	Assistant Comptroller/Auditor	People's Bank and Trust
1978-1979	Manager	The Monastery, Inc.
1976-1978	Staff Accountant	Midland International Corp.
1974-1976	Revenue Agent	Internal Revenue Service

Name:

Brian F Fraser

Start Year: 2014

Program:
Business Administration

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Department:
Business

Faculty Rank

○ Professor   ⦿   Assistant Professor

○ Associate Professor   ○   Instructor

Highest Degree

MS   University of
Denver   Finance   2010

Education: (List all degrees beginning with most recent-include post docs and external certificates)

2010 - Master of Science in Finance, University of Denver

2009 - Bachelor of Business Administration, Mesa State College

Teaching 2003-Present:
Courses Taught
Fina 301
Managerial Finance
Fina 401
Entrepreneurial
Finance
Econ 201 Principles of
Macroeconomics Cisb 101
Business Information
Technology

Evidence of Continuous Improvement
Pursuing CFA designation - Current Status: Level II Candidate

Innovative Materials/Activities
Fall 2015: Created and taught an online section of FINA-

301 Supervision of Student Research/Project(s)

Scholarship and Creative Work, 2003-Present:

<u>Scholarship Related to Discipline</u>

Books
Journal
Articles
Conference
Presentation
Fraser, B.F. (2015). Financial Literacy Defined. *57th Annual Global Mountain Plains Conferences.* Grand Junction, CO.
Book reviews
Technical Reports
Book Chapters
Other

<u>Scholarship Related to Pedagogy in Discipline</u>

Books
Journal Articles Conference Presentation Book reviews
Technical Reports
Book Chapters
Other

<u>Creative Work Related to Discipline</u>

Performances
Exhibits
Publications

<u>Other</u>: Grants Patents
Unpublished research
Sabbaticals Fullbright

<u>Professional Memberships</u>
Service 2003-Present:
<u>University</u>
Member, HLC Integrity: Ethical and Responsible Conduct Committee - Fall 2015
<u>Department</u>
Director, Daniels Fund Ethics Initiative - 2014 to Present
Member, Teamwork Student Learning Outcome (SLO) Committee - Fall 2014 to Spring 2015
Member, Quant Tenure-Track Faculty Search Committee - Spring & Fall 2015
Chair, Ethics Student Learning Outcome (SLO) Committee - Fall 2015
Advising 2003-Present:
<u>University level</u>
<u>Department level</u>
Spring 2015 - 23 Advisees - Contact group to remind them about registration and meet with them upon request
Fall 2015 - 58 Advisees - Contact group to remind them about registration and meet with them upon request
Honors and Awards 2003-Present:
<u>National</u>

<u>Regional</u>

<u>Local</u>

Geoffrey Gurka, Ph.D. Vita

Office Address
Colorado Mesa University
1100 North Avenue
81504
Grand Junction, CO 81501-3122

Home Address
659 McCaldon Way
Grand Junction, CO

Tel: (970) 248-1230   Fax: (970) 248-1730
E-Mail: ggurka@coloradomesa.edu

Education
Ph.D.   Business Administration (Major: Accounting; Minor: Tax) Michigan State University, East Lansing, Michigan, 1992.

M.Acc.   Florida State University, Tallahassee, Florida, 1983. CPA Florida, 1982 (inactive).

B.A.   Economics, University of Connecticut, Storrs, Connecticut, 1981.

Work Experience
2011-Current Professor of Accounting
Colorado Mesa University, Grand Junction, Colorado

2006-2011   Professor of Accounting
Mesa State College, Grand Junction, Colorado

2001-2006   Associate Professor of Accounting
Mesa State College, Grand Junction, Colorado.

1996-2001   Associate Professor of Accounting
Southern Connecticut State University, New Haven, Connecticut.

1991-1996   Assistant Professor of Accounting
University of Baltimore, Baltimore, Maryland.

1985-1991   Graduate Assistant - Accounting
Michigan State University, East Lansing, Michigan.

1989-1990   Member, Board of Directors for Colonial Townehouses, Inc.,
Lansing, Michigan. A non-profit housing co-operative.

1983-1985   Senior Tax Accountant
Ernst & Whinney, Hartford, Connecticut.

1981-1983   Graduate Assistant - Accounting
Florida State University, Tallahassee, Florida.

Honors and Awards

Best Paper - Accounting, 52nd Annual National Mountain Plains Management Conference:
2010 IRS Awards for Outstanding Public Service: 2005, 2002
IRS Certificates of Appreciation: 2006, 2005, 2004, 2001, 2000, 1999, 1998, 1995.
State of CT VITA and TCE Volunteers Certificates of Appreciation: 2001, 2000, 1999, 1998.
School of Business Service Contributor of the Year Award, May 1999.
School of Business Teacher of the Year Award (nominated), Spring 1999.
Volunteer of the Month: May 1995, 1994.
Graduate Office Fellowships, 1985-1991
Ranked #1 at the E & W Northeast Reg. National Tax Training Program, Level 1, 1984.

Beta Alpha Psi, 1993. Beta Gamma Sigma, 1993.
Omicron Delta Epsilon, Honor Society for Economics, 1981. Phi Beta Kappa, 1981.
Magna Cum Laude graduate, 1981.

Administrative Release Time - Faculty Coordinator for the VITA Program, Spring 2001, 2000.

Courses Taught
Undergraduate
Intermediate Accounting II, Intermediate Accounting I, Principles of Financial Accounting,
Advanced Tax and Tax Research (Advanced Studies in Taxation, Advanced Tax Accounting,
Taxation of Entities), Individual Income Taxation (Federal Income Taxation, Income
Taxation)

Graduate
Managerial Accounting, Tax Research and Writing (Tax Planning and Research), Financial
Accounting, Corporate Taxation, & Taxation of Entities

Other Instructional Activities and Accomplishments
2014   Developed Smitty Inc. and Monopoly projects for use in *Financial Accounting*.

2013   Adopted Monopoly Project for use in *Financial Accounting*. Adopted Gleim Personal
Classroom (CPA exam preparations tool) for use in *Intermediate I*. Adopted new text in
Intermediate Accounting I which required development of a new syllabus, assignments, and
lecture notes.

2012   Created LinkedIn group for posting position announcements for current accounting
students and recent graduates. Created LinkedIn discussion groups for *Intermediate Accounting
I & II*, and *Financial Accounting*, to facilitate out-of-classroom course-related discussions.
Created a personal blog for use in all courses (*The Penguin's Roost*) to post class
announcements and other course related information. Adopted Gleim Personal Classroom (CPA
exam preparations tool) for use in *Intermediate II*. Adopted new course texts in *Intermediate II*
and *Financial Accounting* which required development of new syllabi, assignments, and lecture
notes. Acquired FASB's Accounting Standard Codification Research Service for research use by
faculty and students.

2011   Volunteered to switching teaching emphasis to Intermediate Accounting to improve the value of *Intermediate Accounting I* and *II* to all business degrees. Redesigned *Intermediate Accounting I & II* to include team-based learning. Adopted a new course text in *Intermediate I* which required development of a new syllabus, assignments, and lecture notes.

2010   Revised assessment validation exam for *Financial Accounting* to accommodate adoption of new textbook and material coverage.

2009   Redesigned MSC's *Tax Assistance Program* to foster greater student self-reliance by organizing students into teams and appointing two advanced students to serve as Partners-in-charge.

2009   Spearheaded adoption of new text for all sections of *Financial Accounting* emphasizing on-line examination and homework capabilities. Adoption required development of a new syllabus, assignments, and lecture notes.

2008   Redesigned MSC's *VITA Program* to run independently of the IRS.

2007   Developed a second knowledge assessment validation method for *Financial Accounting* to support designation as a General Education course. Method involves application of pre- & post-tests at the start & end of each semester course.

2007   Spearheaded adoption of new text for tax courses (including selection of all new research and return projects, new course syllabi and new lecture notes). Spearheaded adoption of new text for all sections of *Financial Accounting* (on-line homework, quiz, and exam capability; new course syllabus and on-line lecture notes).

2005-06 Adopted new tax research text for use in tax courses (AICPA: *Tax Research Techniques*).
Faculty Adviser - Accounting Club. Obtained from the IRS three laptop computers (on loan) for use in VITA. Redesigned MBA Managerial Accounting including revised syllabus and new case projects.

2005   Acquired a second dedicated high capacity printer to facilitate tax return preparation in the *VITA Program*. Obtained from the IRS three laptop computers (on loan) for use in *VITA*. Faculty Adviser - Accounting Club. Revised web pages to include lecture notes for *Managerial Accounting* (MBA).

2004   To assist students in preparing tax returns in the VITA program, obtained from the IRS three laptop computers and two printers (on loan). Acquired dedicated high capacity printer (funded by charitable contribution) and portable flash drive for VITA use. To improve tax student research skills, and to better prepare students for the CPA exam (which in 2004 moved on-line), tax exams were moved to a computer lab to allow students access to the RIA Checkpoint on-line tax research service. Adopted a new text in the MBA *Managerial Accounting* course and included 13 new cases. Coordinated the accounting student Visitation Day.

2003   Spearheaded adoption of RIA's CheckPoint web based tax accounting and finance research service for students, faculty, and library use. Named Tara Everett to *CPAexcel Scholarship*. Constructed web pages providing accounting career planning tips (e.g., resume and interviewing tips, a prototype resume for accounting students, and links to relevant web pages). Nominated Rachel Springsteel to *CPAexcel Scholarship*.

2002   Revised web pages to include lecture notes for Financial Accounting, Income Taxation, and Advanced Tax & Tax Research courses; VITA information; course syllabi; and links to information about the CPA exam in Colorado.

2001   Named Katheryn Martsolf to *CPAexcel Scholarship*.

1999   Redesigned *Advanced Studies in Taxation* as a research and writing course.

1997   Adapted *Federal Income Taxation* to the AICPA Model Tax Curricula. Implemented team based learning in *Managerial Accounting for Non-Accounting Majors*. Established a prototype course *(Volunteer Income Tax Assistance)* in student community volunteerism. Revised *Federal Income Taxation* to allow enrollment by all juniors and seniors.

1996   Developed a graduate course *(Tax Planning and Research)* on tax research and writing techniques, ethical responsibilities, professional standards, codes of conduct, and return preparation standards. Adapted *Advanced Studies in Taxation* to AICPA Model Tax Curricula.

1994   Developed a graduate course *(Taxation of Entities)* encompassing C Corps., S Corps., partnerships, trusts & estates, practitioner responsibilities, & ethics.

1993   Redesigned *Tax Research and Writing* (graduate) to emphasize verbal communication skills. Revised *Advanced Tax Accounting* and *Tax Research and Writing* (graduate) to emphasize taxpayer and practitioner responsibilities and ethics.

1992   Spearheaded adoption of TurboTax tax return preparation software for student use in university computer labs.

Publications
"Substantial Authority, Neutralization, and the Practitioner's Ethic." *Business Journal* (Fall-Spring 2002).

"Income Tax Returns: Filing Facts and Requirements." *WG&L Tax Ideas* (April 2000).

"Filing Facts and Requirements for Income Tax Returns." *WG&L Tax Ideas* (November 1999). "Income Tax Returns Filing Facts." *WG&L Tax Ideas* (July 1998).
With D. Forgione, "How to Handle Manufacturers and Processors' Inventories at Cost." *WG&L Tax Ideas* (July 1995).

With Korb, P., and J. Sigler, "The (New) Itemized Deductions Limitation and the (Old) Tax Benefit Rule." *The Ohio CPA Journal* (August 1994).

With S. Dilley, "Short-cut Method for Computing New Corporate Income Tax Rates." *Taxation for Accountants* (January 1987).

Proceedings
"Exploring the Value of Teaching Tools in Intermediate Accounting" *Proceedings of the 55th National Mountain Plains Management Conference,* (October 2013)

"The Bleeding Edge – Using Linux in the Office & Classroom" *Proceedings of the 54th National Mountain Plains Management Conference,* (October 2012)

"Intermediate Accounting: A Student Team Approach," *Proceedings of the 53rd Annual National Mountain Plains Management Conference,* (October 2011)

"Humanmetrics and Intermediate Accounting Students." *Proceedings of the 52nd National Mountain Plains Management Conference,* (October 2010)

With Lay, S. and C. Fossett, "Personality Type as a Predictor of Success in Principles of Accounting." *Proceedings of the 51st National Mountain Plains Management Conference,* (October 2009)

"An Investigation into Taxpayer Assessment of a Volunteer Income Tax Assistance Program." *Proceedings of the Mountain Plains Management Conference,* (October 2003).

With McGinnis, D., Vail, R., and M. Zimmerer, "Competencies of Business School Graduates: The Employers' Perspective." *Proceedings of the Mountain Plains Management Conference,* (October 2003).

"An Investigation into Student Academic and Work Experiences of a Volunteer Income Tax Assistance Program." Proceedings of the 2000 New England Business Administration Association, *Business in the 21st Century,* New Haven, CT (April 2000).

Presentations
"The Efficacy of Monopoly in Financial Accounting" *Mountain Plains Management Conference,* September 2015.

"The Value of Teaching Tools in Intermediate Accounting" *Mountain Plains Management Conference,* October 2014.

"Exploring the Value of Teaching Tools in Intermediate Accounting" *Mountain Plains Management Conference,* October 2013.
"The Bleeding Edge – Using Linux in the Office & Classroom" *Mountain Plains Management Conference,* October 2012.

"Intermediate Accounting: A Student Team Approach." *Mountain Plains Management Conference,* October 2011.

"Investigation & Evaluation of Employer Experiences with Accounting Graduates Who Participated in an Income Tax Assistance Program." *Mountain Plains Management Conference*, October 2010.

"Humanmetrics and Intermediate Accounting Students." *Mountain Plains Management Conference,* October 2010.

"Personality Type as a Predictor of Success in Principles of Accounting." *Mountain Plains Management Conference,* October 2009.

With Betty Harris, "It's a Bummer - A Taxing Project." *Midwest Regional Meeting of the American Accounting Association,* April 2005.

With Betty Harris, "It's a Bummer." *Mountain Plains Management Conference - Roundtable Discussion,* October 2004.

"An Investigation into Taxpayer Assessment of a Volunteer Income Tax Assistance Program." *Mountain Plains Management Conference,* October 2003.

With McGinnis, D., Vail, R., and M. Zimmerer, "Competencies of Business School Graduates: The Employers' Perspective." *Mountain Plains Management Conference,* (October 2003).

"The Impact of Volunteer Income Tax Assistance on a Student's Skills and Capabilities." *Mountain Plains Management Conference,* October 2001.

"An Investigation into Student Academic and Work Experiences of a Volunteer Income Tax Assistance (VITA) Program." *2000 New England Business Administration Association International Conference,* April 2000.

"Contributions of a Volunteer Income Tax Assistance Program to a Student's Skills and Experiences." *6th Annual CSU Research Foundation Conference,* October 1999.

"Substantial Authority, Neutralization, and the Practitioner's Ethic." *Northeast Regional Meeting of the American Accounting Association,* April 1999.

"How to Handle Manufacturers and Processors' Inventories at Cost." *Washington Area Research Society,* April 1995.

Research Grants
"An Investigation into Client Experiences with an Academic Volunteer Income Tax Assistance Program," Summer 2002, Mesa State College.

"Substantial Authority, Neutralization, and the Practitioner's Ethic," Fall 2000, Southern Connecticut State University.

"An Investigation into the Contributions of a Volunteer Income Tax Assistance Program into a Student's Academic and Work Experiences," Spring 2000, Southern Connecticut State University.

"An Investigation into Employer Familiarity and Experiences with, and Preferences for, VITA Student Volunteers," Fall 1999, Southern Connecticut State University.

Invited Presentations
"Accounting Resume Writing & Interviewing Tips." *Presented to the accounting students of Mesa State College* (November, 2005)

"Resume Construction for Accountants." *Presented to the accounting students of Mesa State College* (November, 2003)

"Tax Research and the Standards for Recommending Tax Return Positions." *Presented to the faculty & students of Mesa State College* (December 2000).

"Tax Research and the Standards for Recommending Tax Return Positions." *Presented to the faculty & students of Elizabethtown College* (November 2000).

"Volunteer Income Tax Assistance at Southern." *Good Morning Southern* (February 2000).
"An Overview of the United States Tax System." *Morgan Pacific Training Seminars* (October 1998).
"Policy Implications of Tax Law: The Role of Tax Practitioners." *Morgan Pacific Training Seminars* (October 1998).

Interviews
"Tax Assistance Program at Mesa State College." KREX TV (February 12, 2011) "Some Degrees Better in the Rough Economy." The Daily Sentinel (May 8, 2010) "Tax Assistance Program at Mesa State College." KREX TV (February 8, 2010) "Tax Assistance Program at Mesa State College." KJCT TV (February 13, 2009) "Tax Assistance Program at Mesa State College." KKCO TV (February 10, 2009)

"Business Students Augment Coursework with Real-World Experience." *MavConnections* (December, 2005)

"East Coast's Gurka Brings Accounting Expertise to College." *Mesa State Criterion* (March 6, 2002).

"Mesa State Professor Relishes Taxing Challenges." *The Business Times of Western Colorado* (September 5, 2001).

"Southern Traverses Cultural Boundaries." *CSU Today* (Spring, 1999).

Reviews
Harrison, W. T., Horngren, C. T., and C. W. Thomas, Financial Accounting, 10th Edition, Upper Saddle River, New Jersey: Pearson Education, Inc. (2015)

Horngren, Harrison, and Oliver, Financial and Managerial Accounting, 3rd Edition, Upper Saddle River,

New Jersey: Pearson Education, Inc. (2010)

Phillips, F., R. Libby, and P. A. Libby, Fundamentals of Financial Accounting, 3rd Edition, New York, NY: McGraw-Hill/Irwin (2008)

Research in Progress
"Using Gleim Assessment Quizzes in Intermediate Accounting." Status: Research in Progress.

"Retaining and Motivating Financial Accounting Students – The Monopoly Effect." Status: Research in Progress.

"Motivating Students in Intermediate Accounting." Status: Research in Progress.

Conferences
Mountain Plains Management Conference (2015, 2014, 2013, 2012, 2011, 2010, 2009, 2004, 2003, 2001)
Colloquium on Change in Accounting Education (2006)
Colorado Society of CPAs - Accounting Educator Symposiums (2008, 2006, 2004, 2001)
New England Business Administration Association (NEBAA) (2000)
6th Annual CSU Research Foundation Conference (1999)
Volunteer Income Tax Assistance Site Coordinator Conference (1999, 1998, 1997) Northeast Regional Meeting of the American Accounting Association (1999) Globalizing Curriculum Conference (1998)
New England Educational Assessment Network Conference (1998) SummerTech (1998)
1997 New England Business Administration Association International Conference - Discussant (1997)
American Accounting Association Annual Conference (1995, 1990) American Taxation Association Annual Conference (1995) American Accounting Association Eastern Conference (1994) Washington Area Research Society (1995, 1994, 1993)
Baltimore Area Research Society (1995, 1994, 1993)

Professional Associations
American Accounting Association - Tax Section (1991 to Current) American Accounting Association (1991 to Current)
Colorado Society of CPAs (2001 to 2012) SCSU Business Research Center (1999-2001)
American Accounting Association - Accounting, Behavior & Organizations Section (1993-1998)
American Accounting Association - Computer Resources Committee (1993-94)

Other Professional Activities
Mountain Plains Management Association - Board of Directors (2014-Current, 2010-2011)
Mountain Plains Management Conference - Conference Chair (2011)
Mountain Plains Management Conference - Accounting Reviewer (2009)
Mountain Plains Management Conference - Accounting Track Chair (2004)
Mountain Plains Management Conference - Finance & Economics Track Chair (2004)
Mountain Plains Management Conference - Accounting, Finance & Economics Reviewer (2004)
Coordinator - Accounting Student Visitation Day & Reception (2003)
Conference Organizing Committee: 2000 NEBAA International Conference Managerial Accounting (1997 Ed.), D. Morse and J. Zimmerman - Reviewer

West's Federal Taxation of Corps., Partnerships, Estates, and Trusts (1994 Ed.) - Reviewer Accounting, Behavior and Organizations 1994 Research Conference - Reviewer Accounting Educators Journal (1993) Ad-hoc Reviewer

College and University Committees & Other Campus Activities
Undergraduate Curriculum Committee (2015-Current)
Tenure & Promotion (2014-2015)
RIA Checkpoint Administrator (2003-Current)
Library Advisory Committee (2003-2012, Chair 2008-2009) Distinguished Faculty Award (2006-2007)
Tenure & Promotion (2006-2007)
Undergraduate Curriculum Committee (2003-2004)
Graduate Council (2001-2003)
University Subcommittee on Instruction (2000-2001)
Research and Scholarship Advisory - Secretary (1999-2000), Faculty Bibliography Focus Group (1998-2000), University Assistant Supervisor (1999-2000), Member (1998-1999)
SummerTech Organization (2000, 1999)
Undergraduate Curriculum Forum (1998-2000), Assessment (1998-2000), Alternate (1997-1998)
Government Relations (1993-1996) Student Relations (Co-chair: 1992-1993)

School & Department Committees, and Other Activities
Mentor Adjunct faculty member (2015, 2014)
Developed/Revised Smitty Inc. and Monopoly projects for use in all Financial Accounting courses (2015, 2014)
Accounting Program Financial/Managerial Committee (2015, 2014)

Mentor for Assistance Professor (2014)
Business Department Assessment Committee (2013-2015 (Chair))
WileyPLUS (on-line homework manager) Course Administrator (2013-Current)
Accounting Faculty Search (2013 – 2014, 2005-2006, 2001-2003, 1998-2000, 1996-1997)
Business Department BUGB 105 Assessment Committee (2013) Mentor for two Accounting Adjunct faculty (2013)
Mountain Plains Management Conference - Conference Chair (2011)
Accounting Program Curriculum Committee (2009-2011, 2007)
MBA Committee (2007 - 2011)
Accounting Program Review (2010, 2004)
Gen Ed Assessment - Financial Accounting Validation (2010 (Chair), 2007 (Chair))
Financial Accounting Text Adoption (2009 (Chair), 2007 (Chair))
Accounting Club Adviser (2004-2006)
New Product Innovation Task Force (Spring, 2003)
Faculty Composition/Development & Intellectual Contributions (2001-2002)
Elections (1999-2001)
MBA Advisory (1999-2000)
Personnel (1999-2000)
Curriculum - Chair (1998-1999) Secretary (1999-2000, 1997-1998), Member (1996-1997)
Accounting Society Adviser (1996-1998)
Student Outcome Assessment (1997-1998)
AACSB Intellectual Contributions Committee Team Leader (Spring 1997)

Sabbatical (1996-1997)
Intellectual Contributions (1993-1996)
Curriculum - Undergraduate Tax (1992-1996), Graduate Tax (1993-1996)
Faculty Research - Chair (1993-1995), Member (1992-1993)
Beta Alpha Psi (1992-1993) International Task Force (1992-1993)

Community Service
Tax Assistance Program/Volunteer Income Tax Assistance: Faculty Coordinator for the
undergraduate student program to provide free income tax advice and return preparation
assistance to the community (2009-2011, 1998-2007, 1993-1996)

Timothy S. Hatten, PhD

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719 Niblic Dr.   Cell (970) 208-2467
Grand Junction, CO 81506.   Work (970) 248-1731

EXECUTIVE SUMMARY

- Sole author of top selling Small Business/Entrepreneurship textbook in college market
- Fulbright Scholar to Reykjavik University (Iceland) - Entrepreneurship
- Fulbright Scholar to Copenhagen Business Academy (Denmark) - Entrepreneurship
- Built Study Abroad program for CMU campus
- Provided leadership for national award-winning business incubator
- Owner/manager of family Chevrolet/Buick/Cadillac dealership

EXPERIENCE

1994-Present   Colorado Mesa University (formerly Mesa State College MSC), Grand Junction
CMU is the fastest growing regional college in Colorado with current headcount of
approximately 9,500 students. CMU has a unique role and mission being the only institution in
Colorado charged with offering associate, baccalaureate, and graduate degrees. The Department
of Business has the largest number of declared majors with just under 2,000.

    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 CMU:
        Introduction to Business - oncampus and online
        Principles of Marketing
        Advanced Marketing Management
        Principles of Management
        Small Business Management - oncampus and online
        Small Business Consulting
        Supervised over 100 Business Administration Internships
    Graduate courses taught at CMU:
        Strategic Marketing
        Entrepreneurship

Served on a wide variety of campus committees including 3 years on Executive Committee for
Faculty Senate, CMU 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 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.].**

Fall 2009, students placed in the top 10 of 50+ participating in EdVenture General Motors National Case Competition

Fall 2010, students participated in EdVenture Honda CRZ National Case Competition

Spring 2012 - CMU students were selected as finalists in the American Energy Works National Case Competition sending a team of 5 to the Executive Board of the American Petroleum Institute in San Francisco, CA **(3rd Place)**

Fall 2012 - Participated in the American Natural Gas Association Collegiate Challenge (5th Place)

Spring 2013 - CMU students were selected as finalists in the AT&T Campus Brand Challenge sending a team of 5 to present their IMC to AT&T executives including the CEO in Dallas, TX **(2nd Place)**

Fall 2013 - The class was split into two groups participating in different EdVenture Partners projects - 1) Finding Energy's Rational Middle (non-competitive, but our strategies were implemented by the client organization) and 2) Qatar 2022 Women's Soccer Challenge

Spring 2014 - Participated in Challenge Your Energy IQ competition

Fall 2014 - Participated in Credit Karma Campus Challenge and also completed IMC for local Kids Backpack food collection program

Spring 2015 - American Fuel and Petrochemical Manufacturers (AFPM) Recruitment Challenge: Students competing in this unique program are challenged to become ambassadors and advocates for employment in the fuel and petrochemical industries. Their primary objective is to develop and execute a comprehensive, compelling and creative integrated marketing communications (IMC) campaign which increases awareness and interest in the fuel and petrochemical manufacturing industries careers.

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
- New product feasibility plan and investigation of legal/HR issue for Bulldog Co.
- Marketing Analysis for Bloomin Babies Birthing Center

- Apparel/Textile industry cluster analysis for GJ Business Incubator Center

Department Chair -
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.

Director of Study Abroad -
In the mid-2000s I began recognizing a significant need on CMU campus. Having had the opportunity to live in other countries, I understood the value that students receive from being immersed in other cultures. I began the due diligence process on study abroad providers. Finding ISEP to be an affordable way for CMU to spend a semester or academic year in one of 150 universities in 50 countries, I took CMU through the process of becoming a full member. Accomplishing that, I became Director of International Student Exchange for the campus. While currently only approximately 20 students per semester participate, 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
                      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 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,
- 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 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.

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," <u>International Journal of Hospitality & Tourism Administration,</u> 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," <u>Journal of Education for Business.</u> pp.224-227.

Textbooks

Hatten, T.S. (2016) <u>Small Business Management: Entrepreneurship and Beyond,</u> 6th ed. Cincinnati: Cengage Publishing. Comprehensive college-level textbook that consistently sells in the top two of its market. I also write Instructor Resource Materials, and Test Bank. The 6th edition was major re-construction of the book making it more compatible with both print and digital student learning needs.

Hatten, T.S. (2012) <u>Small Business Management: Entrepreneurship and Beyond,</u> 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) <u>Contemporary Business,</u> 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 - removed from press) <u>Visualizing Contemporary Business,</u> 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. After 18-months of revision, publisher decided to "go a different direction" and killed the project.

Hatten, T.S. (2009), <u>Small Business Management: Entrepreneurship and Beyond,</u> 4th edition. Boston: Houghton Mifflin Publishing. Comprehensive college-level textbook that consistently sells in the top three of its market.

Hatten, T. S.(2009) <u>Instructor's Resource Manual</u> supplement for my <u>Small Business Entrepreneurship and Beyond, 4th ed.</u> (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) <u>Test Bank</u> supplement for Hatten <u>Small Business Entrepreneurship and Beyond, 4th edition</u> (2009) Boston: Houghton Mifflin Publishing. Over 1,800 true/false,

multiple-choice, short answer, and essay items.

Hatten, T.S. (2006), <u>Small Business Management: Entrepreneurship and Beyond</u>, 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) <u>Instructor's Resource Manual</u> supplement for my <u>Small Business Entrepreneurship and Beyond, 3rd ed.</u> (2006) Boston: Houghton Mifflin Publishing.

Hatten, T. S. (2006) <u>Test Bank</u> supplement for Hatten <u>Small Business Entrepreneurship and Beyond, 3rd edition</u> (2006) Boston: Houghton Mifflin Publishing. Over 1,800 true/false, multiple-choice, short answer, and essay items.

Hatten, T.S. (2003), <u>Small Business Management: Entrepreneurship and Beyond</u>, 2nd edition. Boston: Houghton Mifflin Publishing.

Hatten, T. S. (2003) <u>Instructor's Resource Manual</u> supplement for Hatten <u>Small Business Entrepreneurship and Beyond, 2nd edition</u> (2003) Boston: Houghton Mifflin Publishing.

Hatten, T. S. (2003) <u>Test Bank</u> supplement for Hatten <u>Small Business Entrepreneurship and Beyond, 2nd edition</u> (2003) Boston: Houghton Mifflin Publishing. Over 1,800 true/false, multiple-choice, short answer, and essay items.

Hatten, T. S. (1997) <u>Small Business: Entrepreneurship and Beyond</u>. Upper Saddle River, NJ: Prentice Hall.

Hatten, T. S. (1996) <u>International Marketing Case Studies</u>, supplement to Farese, L.S., Kimbrell, G., Woloszyk, C.A. (1996). <u>Marketing Essentials</u>, 2nd ed. Mission Hills, CA: Glencoe/McGraw-Hill.

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.

Faculty led Student International Trips
In 2008 I led a group of 28 MSC business students touring businesses and cultural sites in Hong Kong, Beijing, Xi'an, Shanghai, and Shenzhen China.

In 2012 I led a group of 25 CMU business students touring businesses and cultural sites in Vienna, Budapest, Krakow, Prague, and Copenhagen.

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" Study Abroad, 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, 2010, 2012

Alpha Chi Professional Writing/Publication Forum Panel – 2006, 2011

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.

"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). <u>Marketing</u>, 2nd ed. Englewood Cliffs, NJ: Prentice Hall.

<u>Book reviews</u>
"E-Myth Worth Revisiting by Small Business Owners" in *Grand Valley Business Times*, June 1996. Review of <u>The E-Myth Revisited: Why Most Small Businesses Don't Work and What To Do About It,</u> by Michael E. Gerber (HarperBusiness Publishers).

<u>The 22 Immutable Laws of Marketing: Violate Them at Your Own Risk</u> by Ries and Trout for *The Grand Valley Business Times*. February 1997.

<u>The Dilbert Future</u> by Scott Adams for *The Grand Valley Business Times*. August 1997.

<u>Grants funded</u>
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 – The Grand Junction Business Incubator Center
Small Business Institute Directors Association (SBIDA)
United State Association of Small Business and Entrepreneurship (USASBE) – elected Vice President of Marketing/Membership – 2007-2009.

<div align="center">

STANTON HEISTER
1036 Belford Ave.
Grand Junction, CO 81501
Cell: 919-302-4747
Email: sheister@coloradomesa.edu

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Career Objective

A full time faculty position where I can contribute to impacting student performance through learning and character development.

Summary of Qualifications

- Instructor – ILT, Blended
- Learning Strategy/Metrics
- Organizational Development
- Project Management
- Marketing Metrics

- Product Marketing
- Product Management
- P&L/ Budget Mgt
- Sales Strategy
- Market Research

- Consultative Sales Skills
- Interpersonal Skills
- Presentation Skills
- Business Development
- Marketing/Planning

Achievements

- **Outstanding Performance Teradata Stock-Option Award**   2009
- **Bottom Line Impact – Sales MBA Program**   2006
- **Broadreach Arc Award – Outstanding Achievement**   2000
- **Crystal Team Excellence Award – DAT Connect**   1997
- **Presidents Club - ADP**   1990 and 1991

Professional Experience

- Product Marketing Management, Planning, Budgeting and Forecasting
- Marketing Research/Strategy
- Managing "Learning 2.0" organization change project
- Managing the deployment and delivery of training to the global Teradata sales audience
- Learning metrics dashboard and analysis
- Driving strategic direction of the global learning organization through Performance Consulting, Customer Interaction and Management
- Manufacturing Production Supervision and Process Control
- Managing both domestic and international associates
- Lead major sales planning strategy/execution events worldwide & trained sales teams on sales execution with large international companies in industries such as Manufacturing, Telecommunication, Banking/Financial, Retail, Travel and Transportation etc.
- Designed, Developed and Delivered sales skill courses in a variety of formats including Instructor Lead, Blended Learning, Distance Learning, and WBT
- Project management of large IT projects using Life Cycle Methodology tools/processes
- Excelling in the area of Sales and Management

EDUCATION

Doctor of Business Administration   **MBA**   **BS in Business Admin.**
Argosy University International Business   University of Portland   University of Michigan

EXPERIENCE

August 2012 to Present – Colorado Mesa University

Assistant Professor of Management – As Assistant Professor at Colorado Mesa University, I am responsible for teaching 4 courses per semester, advising 25+ students, service in the form of campus faculty assignments & student service and scholarship. I have taught Introduction to Business, Principals of Management and Organizational Behavior, Small Business Management, Sales and Sales Management, International Business and Emerging Markets. I currently act as the co-chair to the communication assessment team and advise an emerging fraternity on campus. I have recently published a 200 page dissertation and am working on additional publications in the management arena.

September 2009 to Present – Peak Performance Business Consulting LLC

Principal; Peak Performance Business Consulting
For the past 6 years, Stan has launched and managed a consulting company focusing on improving company performance through corporate development, market research and process consulting. During this time, Stan has worked with numerous companies such as Royal Caribbean, Deluxe Checks, Sun Trust Bank and Novo Nordisk. Stan has also provided consulting and training expertise in the Data Warehousing arena to many Fortune 500 organizations in multiple industries.

April 2001 – September 2009 - Teradata Corporation

Director of Learning Strategy and Metrics - Aug 2008 – September 2009
In August 2008, Stan was promoted to Director of Learning Strategy and Metrics for the Learning Organization within Teradata. In this position, Stan was responsible for researching technology, budget analysis and driving the strategic direction of the global learning organization.

He led an Organizational Change Project called "Learning 2.0" which was in response to the technological and cultural changes taking place in the workplace. Technological changes brought on by Web 2.0 and cultural changes taking place as a result of the influx of a new generation of learners entering the workforce. Under Stan's direction, the Learning 2.0 team created the team's charter, defined and documented the current state and desired state which produced the gap that was to be addressed. They then formulated a compelling business case, strategy and communication plan. The team identified 15 initiatives (several under each "Strategic Pillar") that were later defined and launched as projects.

As Director of Learning Strategy and Metrics, Stan also developed a learning metrics dashboard, rebuilt course surveys and conducted analysis on metrics on a quarterly basis.

Manager, Demand Creation Leaning Consultants; Teradata - January 2003 to August 2008
In January 2003, Stan was promoted to manager of the Demand Creation Training Consultant and Planner team. This team, made up of 10 learning professionals, was responsible for deploying and delivering training to the global demand creation audience within Teradata. Stan managed the hiring training, strategy and the direction of this team. The team was international and had members from the Americas, EMEA (Greater Europe and Africa) and APC (Asia Pacific).

The team also had responsibility of consulting with sales teams internationally by leading sales planning sessions and helping to set the strategy and tactics sales teams use to go to market in the competitive data warehousing industry. Stan was responsible for developing a course that was focused on training teams internationally on the importance and mechanics of sales planning and strategy. Stan delivered this class in 5 different countries and has facilitated more than 150 planning sessions all over the world and in six different industries.

Stan has traveled extensively both within the US and internationally including more than 25 countries worldwide. He understands different cultures and how learning should be applied to these societies and regions. Instructor lead subjects that Stan has delivered include but are not limited to; Consultative Sales Skills, Presentation Skills, Facilitation Skills, Questioning and Objection Handling; Sales Simulations; Sales Strategies, Leadership Strategies, Managing Consultants.

Other Titles and Positions held include:

Sr. Management Consultant/Engagement Manager – Overall project management and oversight of multiple simultaneous IT and infrastructure related projects; full life cycle management

Product Marketing Manager – Profit and Loss responsibility, full cycle management - developing customer requirements, internal requirements and guiding cross-functional teams to complete software and manufacturing product development cycles. Marketing, Forecasting, Budget and Sales responsibilities.

Senior Market Researcher – Market intelligence, research and data analysis used in strategic and tactical decision making

Production Supervisor – Auto assembly line supervision managing up to 70 employees in high productivity environment

Certifications and Additional Qualifications:

Certified in Effective Meeting Management and Facilitation – Leadership Strategies

Certified CRM Program Manager – Patricia Seybold

Certified Presentation Skills – Baker Communications

Certified Data Warehouse Professional – Teradata Corporation

Certified Data Warehouse Technology Bronze – Netezza Corporation

Georgann Jouflas

Teaching Experience	**Colorado Mesa University (formerly Mesa State College), Grand Junction, CO** Instructor—Spring 1991 – Present

Responsible for all components of college level instruction, including course preparation, classroom instruction, and student evaluation. Integrated development of oral and written communication skills and practical application of theory in all courses.
Developed new course for the Entrepreneurship discipline: Exploring Entrepreneurial Opportunities (Lean Launch Pad) and Applied Financial Management

Courses taught include:

Entrepreneurship/Small Business
- o Entrepreneurship (ENTR450)
- o Exploring Entrepreneurial Opportunities (ENTR343
- o Entrepreneurial Finance (ENTR401)
- o Small Business Consulting (ENTR401)
- o Small Business Management (ENTR302)
- o Applied Financial Management (ENTR370)

Strategy
- o Business Strategy (MANG491)

Management Principles
- o Organization Behavior (MANG 301)
- o Principles of Management (MANG201)
- o Supervisory Concepts (MANG221)
- o Business Protocol (MANG391)

Lower Division Courses
- o Financial Accounting (ACCT 201)
- o Managerial Accounting (ACCT 202)
- o Introduction to Business (BUGB101)
- o Freshman Business Seminar (BUGB 105)
- o Business Communications (BUGB211)
- o Bookkeeping for Small Business (OFAD105)
- o Principles of Marketing (MARK201)
- o English Composition (ENG111)
- o Beverage Management (CUAR136)

Western Colorado Community College--Community Education Center, Grand Junction, CO— Spring 1999 – Spring 2008
Developed Accounting, QuickBooks software, and Marketing seminars for small business owners & their staff.

The Business Incubator Center
Lead Instructor for the Leading Edge Program—Fall 2001 – Spring 2008
Leading Edge is a Small Business Development Center 12-week course assisting small business owners with all aspects of running a business and writing a business plan. Program integrates community professionals and resources.

George Washington University, Washington, DC
Teaching Assistant —May 1986--July 1987

Taught computer software applications, including Lotus 1-2-3, dBase, word-processing, and statistical analysis software to undergraduate marketing students. Assisted professors in consulting projects.

Advising

E-Club Advisor Colorado Mesa University
Advisor—2008-present

Served as Advisor to the Entrepreneurship Club. Instrumental in growing club membership from 5 members to 20 members. Accompanied 8-16 students annually to the national Collegiate Entrepreneurs' Organization in Chicago, IL. Won Advisor of the Year 2014 Collegiate Entrepreneurs' Organization

The Point, Grand Junction, CO
Advisor—Spring 2013 - present

Advising students to develop a student-run coffee shop/ pub. Project included leading a group of students in all aspects of business development and operations including market research, zoning and facilities development, menu development, operations and marketing. Business employs 20 students with approximately 30 additional students working on the concept as application of classroom theory.

Entrepreneurship and Management concentration
Advisor—2008-present (20-30 advisees)

Participated in Colorado Mesa University Freshman Orientation Summer 2013-15

Sustainability Project
Advisor to inter-disciplinary working on sustainability issues
2011-12---team worked with and presented findings to Vail Resorts
2012-13—team developed a pilot composting facility for Colorado Mesa University

Leadership Academy, Colorado Mesa University, Grand Junction, CO
Advisor –Leadership Academy II 2009-2010,

Service/ University

Colorado Mesa University
Entrepreneurship Day Committee 2008- present

Elevator Pitch Competition 2008-present—coordinator for competition

Idea Challenge Fall 2013—present -- help coordinate competition with engineering, computer science, business, theater, and mass communication students

Search Committee: Hospitality Management 2009

Search Committee: Aquatics Director 2010

Wellness Committee 2010-present

Leadership Academy 2007-2010

Office Administration program, *Advisory Committee,* 2000-2004

Culinary Arts Program, *Advisory Committee, 1996-2001*

Colorado Mesa University--Department of Business
Retention Committee 2007-present
Alternative Delivery Committee 2007-2010

Service/ Department & Community

Professional:
Coleman Faculty Entrepreneurship Fellows Summit: Presentational on Lean Launch Pad Classroom August 2015

Community
Mesa Youth Services Foundation (Partners of Mesa County)
President Board of Trustees, 2013- present

Partners of Mesa County
Board Members, 2013-present

St Nicholas Orthodox Church-Annual Greek Festival
Event Coordinator, 2001-present

School District 51 volunteer 2001-2009

Western Colorado Community Foundation
Vice Chairperson Board of Trustees, 2000-2006

Mesa County School District 51, Business Education
Advisory Committee, 1995-2001

Colorado Restaurant Association-Western Slope Chapter
President, 1995

Research Experience/ Grants Awarded

Coleman Foundation Faculty Entrepreneurship Fellowship
Grants awarded annually August 2011-Augst 2015 $15,000 to $30,800 annually
Project coordinator overseeing ten fellows from disciplines across campus to integrate entrepreneurship into their disciplines. Colorado Mesa University is one of 18 schools nationally that receive this grant.

Colorado Mesa University Faculty Development Grant
Grant awarded 2013 $1500
"Flipping the Principles of Accounting Classroom" with Suzanne Lay

Horizon Drive Business District Economic and Business Opinion Study
Grant awarded May 2011 $14,500
Study of business trends and economic impact of business with city district. Completed with Dr. John Redifer and James Curtsinger

El Pomar Foundation
Grant awarded January 2011 $10,000
"Teaching 21st Century Skills in Northwest Colorado Schools"
Conducted primary and secondary research in Northwest Colorado school districts to assess the methodology and success of teaching 21st century skills.

Colorado Mesa University Faculty Development Grant
Grant awarded 2009 $1,500
"Integrating Listening to Business Results into Strategic Management Courses." with R. Vail

Listening to Business Project
Grants awarded 2004, 2006, 2008. $13,000 to $46,000
Conducted primary research through interviewing 100 businesses in Mesa County, Colorado in order to advise economic development agencies allocating resources for business retention and expansion.

El Pomar Foundation
Grant awarded July 2008. $5,000
"Northwest Colorado Communities Addressing Growth Together" Summit Report

Competitive Edge Program 2003-2004
Grant awarded: Enterprise Zone Marketing grant $5,000
Pilot project researched methods of assisting existing businesses in strategic planning.

Community Kitchen Project 1996
Grant awarded: Colorado Department of Agriculture Marketing Feasibility grant $15,000
Project researched the feasibility of using excess agriculture products combined with a training program for women coming off of public assistance to produce value-added products The program used a working entrepreneurial environment to train the participants in business and job skills. Project studied the feasibility of using this "training project" as an anchor tenant for a Kitchen Incubator. Final report presented to the Colorado Department of Agriculture.

"Leading the Sustainable Organization at Vail Resorts", *Journal of Business Strategy*, 35(6), 19-30.Journal of Business Strategy Galpin, T.J., Jouflas, G., and Gasta, M. 2014

"An investigation of Experiential Learning within Higher Education in the United States Structure, Sustainability and Measurement" *International Council on Small Business and Entrepreneurship conference* Dublin, Ireland with Britt Mathwich and Emma Fleck

"Developing Best Practices for Applied Learning—Student Run Businesses" Western Federation of the Council on Hotel, Restaurant, and Institutional Education February 2014 with Bob Mayer and Britt Mathwich

"Flipping the Principles of Accounting classroom" Mountain Plains Management Conference 2013 with Suzanne Lay

Publications/ Presentations Assessing the Effectiveness of Student-Run Businesses as Part of a Business Curriculum" Mountain Plains Conference 2013

"Teaching 21st Century Skills" Mountain Plains Management Conference, October 2011

"What is Leadership?: A Generational Investigation" Mountain Plains Management Conference October 2010

"Northwest Colorado Communities Addressing Growth Together" Summit report, August 2008. Thea Chase and Georgann Jouflas

Invited to present research and academic materials to regional management meeting for American National Bank 2008

Invited to present research findings to regional Credit Union presentation 2008

Invited to speak to Mesa County Economic Development Partners 2008

Invited to participate and master of ceremonies for PBL DEP dinner January 2008

"Using Business Perceptions in Economic Development" Mountain Plains Management Conference October 2008

"Investigating Regional Collaboration in Northwest Colorado", May 2008. Dr. John Redifer, Thea Chase, Georgann Jouflas, Suzanna Morris

"Socio-Economic Impacts of Growth", August 2007. A five county Western Colorado study looking at the impacts of accelerated growth in this energy rich region. Commissioned by the El Polmar Foundation. Other authors include Dr. John Redifer and Ms. Thea Chase.

Publications/ Presentations

"LISTENING TO BUSINESS: Using Business' Perceptions to Guide Economic Development" September 2006, Mountain Plains Management Conference

Food Manufacturers' Guide 1997, published for the Business Incubator Center. Guide assists food manufacturers with regulations, labeling and pricing.

Marketing Decisions Using Expert Choice Decision Support Software, Forman, Ernest H. with Dyer, Robert F., Forman, Eileen A., Jouflas, Georgann, McLean Virginia, 1987.

Paperboard Packaging Council Industry Survey 1986
Assisted in large scale forecasting project and report for the Paperboards Packing Council in Washington, DC

Education

Masters of Business Administration (1986)
George Washington University, Washington, DC
Area of emphasis: Management, Planning, and Control

Bachelor of Arts in International Affairs (1983)
University of Colorado, Boulder, CO
University of Pittsburgh-Semester at Sea program (1981)
Intensive study of the cultural, political, and economic aspects of Asia, the Middle East, and Europe. Program included research in each region.

Professional Development

The Character Code Facilitator certification (October 2015) use of the Color Code personality profile to develop leaders and teams.

The Experiential Classroom Clinic (September 2015)
Premier clinic for faculty who are relatively new to the teaching of entrepreneurship and the building of entrepreneurship program.

Lean Launch Pad Educators Seminar (November 2014)
Certified to teach the Lean Launch Pad entrepreneurship curriculum as used at Stanford and Berkeley University. Program funding by Funded by the National Science Foundation and managed by Stanford University

G. Suzanne Lay, CPA
slay@coloradomesa.edu
Colorado Mesa University
Department of Business (Accounting)

Home Address: **Office Address:**
371 Rodell Drive   ACB 201 D
Grand Junction, CO 81507   1100 North Avenue
970-523-0467   Grand Junction, CO 82501
970-201-8111 (cell)   970-248-1573

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EDUCATION:

Master of Science in Business Education, May 2006
      Emporia State University
      GPA: 4.0/4.0

Master of Business Administration, May 1998
      University of Missouri at Kansas City
      GPA: 4.0/4.0

      Bachelor of Science in Accounting, May 1993
      Norfolk State University
      GPA: 3.95/4.0
      Honors: NSU Outstanding Accounting Student, 1993
               NSU Summa Cum Laude

CERTIFICATION:

Certified Public Accountant
- Colorado License # 28212
- Kansas Certificate # 7584 and Permit #1592 (License lapsed 6/30/2010)
- Missouri Certificate #17383 (License inactive)

TEACHING EXPERIENCE:

Associate Professor of Accounting
Colorado Mesa University (formally Mesa State College) (August 2006-Present)
- Teach 12 credit hours per semester
- Student Evaluation median of medians 5/5 for ALL classes taught

Evaluation Period	Overall Rating
2013	Exemplary
2012	Exemplary
2011	Exemplary
2010	Exemplary
2009	Exemplary
2008	Exemplary

2007	Exemplary
2006	Excellent

My courses evolve to improve on ideas that worked well in previous courses and change the aspects of the course that weren't as successful based on student feedback. This changing process requires that I stay up-to-date in my field of accounting as well as in teaching methods. The following table highlights some of the improvements I've made to my courses during my term at Mesa:

Course	Year	Improvement	Student Evaluation Results
ACCT 201	2006	Increased the amount of homework assignments collected for practice and points based on mid-course feedback from students.	5/5
ACCT 201	2007	Introduced a comprehensive project to help students understand the big picture of the accounting cycle.	5/5
ACCT 412	2007	Added a communications module based on feedback from accounting firms and research that indicated new graduates lacked appropriate verbal and written communication skills.	5/5
ACCT 201	2008	Began extensively using an online homework manager in addition to manual homework assignments and saw improvement in course passing rate of approximately 10%.	5/5
ACCT 392	2008	Adopted new textbook based on unfavorable feedback from students in prior two years regarding text.	5/5
ACCT 392	2009	Incorporated QuickBooks module to give accounting students hands-on experience with an accounting software system based on survey of firms hiring our program graduates.	5/5
ACCT 392	2009	Launched client consulting projects to give students experience in accounting for a real business using accounting software based on research on experiential learning. The project helps improve critical thinking and problem-solving skills as well as improves interpersonal skills such a working as a member of a team and with an outside client.	5/5

Instructor of Accounting and Business

Kansas City Kansas Community College (August 2003-July 2006)
- Taught 15-21 credit hours per semester
- Advised students
- Served on assessment, ACBSP accreditation and HLC accreditation committees

COURSES TAUGHT:

Course Number	Course Name	Institution
ACCT 201	Principles of Financial Accounting	CMU
ACCT 350	Ethics for Accounting Professionals	CMU
ACCT 360	Professional Preparation I	CMU
ACCT 392	Accounting Information Systems	CMU
ACCT 401	Audit I	CMU
ACCT 402	Audit II	CMU
BUGB 105	Freshman Business Seminar	CMU
SUPP 101	Freshman Year Initiative	CMU
BUSN 101	Accounting I (Financial)	KCKCC
BUSN 102	Accounting II (Financial)	KCKCC
BUSN 203	Managerial Accounting	KCKCC
BUSN 204	Business Law I	KCKCC
BUSN 206	Business Law II	KCKCC
BUSN 210	Introduction to Business	KCKCC
BUSN 286	Principles of Management	KCKCC
BUSN 211	Business Communications	KCKCC
BUSN 110	Business Math	KCKCC

BUSINESS EXPERIENCE:
Program Manager III, Enterprise Accounting Services Department
Sprint Corporation, Overland Park, KS (November 1995-August 2003)
- Researched and recommended accounting treatment for various transactions
- Monitored compliance with fiscal policy
- Responsible for the accuracy of financial statements for various entities
- Planned, organized and implemented the integration of over 100 acquired legal entities
- Prepared and gave presentations on various accounting project plans and results
- Managed several simultaneous projects and cross-functional project teams
- Provided leadership to other staff members on projects
- Responsible for the accounting of Sprint Capital Corporation (1995-1996)
- Responsible for the debt and equity accounting of Sprint Corporation (1995-1996)
- Supervised staff accountants in Corporate Accounting (1995-1996)

Audit Senior

Deloitte & Touche LLP, Kansas City, MO (August 1993-November 1995)
- Planned, organized, and performed audit engagements
- Prepared financial statements and related footnote disclosures
- Supervised audit engagement teams and provided on-the-job training to new staff
- Served clients in manufacturing, insurance, banking, and not-for-profit industries
- Selected for early promotion to Audit Senior position

PROFESSIONAL AFFILIATIONS:
- Colorado Society of CPAs (2006-Present)
- Member of Education Foundation (2015-Present)
- American Institute of Certified Public Accountants (2007-2012)
- Mountain Plains Management Association (2007-Present)
  - Board Member (2010-Present)
  - Board President (2014-Present)
- AICPA On Campus Champion for MSC (2007-2009)
- Teachers of Accounting at Two-Year Colleges (2004-2006)
- American Accounting Association (2005-2006)

PROFESSIONAL DEVELOPMENT:
- MSC Faculty Workshop with Dr. Ley (April 2010)
- MSC Professional Development Seminar with Dr. Phelps (January 2010)
- MSC Online Teaching Workshop with Dr. Bailey (April 2009)
- Prentice Hall Accounting Symposium for Educators (February 2009)
- MSC "Ten Best Teaching Practices/Ten Worst Teaching Practices Workshop" (May 2007)
- MSC "Reaching the 75% of Students Who Don't Do the Readings Workshop" (May 2007)
- MSC Respondus Training (November 2006)
- MSC WebCT Advanced Workshop (November 2006)
- KCKCC Online Teaching/WebCT Training (March 2005)
- Accounting Section of the "Faculty Development in International Business" Seminar – University of South Carolina, Moore School of Business (June 2004)

CONTINUING PROFESSIONAL EDUCATION: Must earn 80 hours of continuing education every two years to maintain CPA licensure. Listed below are courses completed since beginning at CMU in Fall 2006:

Course Name	Sponsoring Organization	Date	Hours Earned
2006 Faculty Symposium	COSCPA	Oct 2006	8
Auditing Developments	American CPE	Oct 2006	10
Audit Workpapers, Forms, and Checklists: Avoid the Documentation Trap	AICPA	Mar 2007	10

Computer Security: Crime and Fraud Prevention	American CPE	Jun2007	12
Making Money with Special Engagements	American CPE	Jul 2007	12
Annual Update for Accountants and Auditors	COSCPA	Nov 2007	8
Auditor/Accountant Communications: SAS No 112 – Practice Issues; SAS No 114	AICPA	Sep 2008	1
International vs. U.S. Accounting: An Introduction	AICPA	Sep 2008	1
Audit Sampling: Introduction to Risk Assessment	AICPA	Oct 2008	1
Audit Sampling: Tests of Controls; Selecting a Representative Sample	AICPA	Oct 2008	2
In a CPA's Professionalism We Must Trust	AICPA	Oct 2008	1
Auditing Accounts Receivable	AICPA	Oct 2008	1
Individual Tax: Filing Requirements and Personal Exemptions & Tax Credits plus Comfort Letters	AICPA	Oct 2008	2
Auditing Cash	AICPA	Oct 2008	1
Fraud in the Financial Statements: The Problem	AICPA	Oct 2008	1
Auditing Inventory	AICPA	Nov 2008	1
Auditing Current Liabilities	AICPA	Nov 2008	1
Prentice Hall Accounting Symposium for Educators	Prentice Hall	Feb 2009	8
2008 Annual A&A Update: Various Recent FASB Standards	AICPA	Mar 2009	3
Ethics: Superlative Software Corp. – You are the CFO	AICPA	Mar 2009	1
Uses of Analytical Procedures and Analytical Procedures in a Review Engagement	AICPA	Mar 2009	2
Yellow Book: Ethical Principles and General Standards	AICPA	Mar 2009	2
Yellow Book: Rationale, Use and Application	AICPA	Mar 2009	1
Auditing Long-Term Debt & Equity Accounts and Income Statement Accounts	AICPA	Mar 2009	2
Auditing Property and Equipment	AICPA	Mar 2009	1
2009 Economic Stimulus Act: Changes for Individuals	AICPA	Jun 2009	1
Detecting Misappropriation Schemes: The Pervasive Threat of Employee Theft	AICPA	Jun 2009	2

CaseWare Working Papers – Getting Started for New Staff Members	LearnLive	Jun 2009	10
Building Partnerships with Academia: Audit Session	KPMG	Jun 2009	2
Building Partnerships with Academia: Advisory Session on Top Client Issues and Priorities	KPMG	Jul 2009	2
2009 Annual A&A Update: Auditing in a Changing Environment	AICPA	Aug 2009	1
2008 Qrtly Update-A&A#1: FASB Codification; SFAS 141(R); AICPA, ASB, ARSC, PCAOB activities	AICPA	Aug 2009	1
The ABCs of XBRL	AICPA	Aug 2009	1
Field Work Documentation: Workpaper Critique and Improvement	AICPA	Aug 2009	1
Enterprise Risk Management: A Look at COSO's New Framework	AICPA	Aug 2009	1
Government Accounting and Reporting: Introduction	AICPA	Aug 2009	1
Performing a Compilation Engagement	AICPA	Aug 2009	1
2009 Public Company Update: SEC Final and Proposed Rules and Other Initiatives in 2008	AICPA	Aug 2009	2
2009 Annual A&A Update: Recent FASB Pronouncements	AICPA	Sep 2009	3
Auditing Real-World Frauds: "Introduction to Fraud" plus "Internal Controls in Small Entities"	AICPA	Sep 2009	1
SEC Reporting: The SEC and the Laws It Administers	AICPA	Sep 2009	2
Common Frauds & Internal Controls: The Acquisitions Cycle: Ordering, Receiving, and Warehousing	AICPA	Sep 2009	1
Applying Risk Assessment Standards: Understanding the Entity and Its Environment	AICPA	Sep 2009	3
Issues for Tough Economic Times: Fraudulent Educational Credentials	AICPA	Sep 2009	1
Payroll Tax: Overview, Update, and Reference Guide	AICPA	Sep 2009	1
COBOA Standards, Rules & Restrictions	COSCPA	Oct 2009	2
Annual Update for Accountants and Auditors	COSCPA	Oct 2009	8
Professional Ethics: The AICPA's Comprehensive Course	AICPA	Dec 2009	8

Insights on the SEC Meeting and Possible Implications to U.S. Public Companies	KPMG	Feb 2010	1
New Custody Requirements: Are you Ready?	Deloitte LLP	Mar 2010	1
Recession and Recovery: Great Challenges, Greater Opportunities	Deloitte LLP	Mar 2010	1.5
History of IFRS, Framework & General IFRS vs. U.S. GAAP Differences	KPMG	Mar 2010	1
IFRS and Tax: Driving Value through Advanced Preparation	Deloitte LLP	Mar 2010	1
KPMG/NACD Audit Committee Webcast: A Quarterly Update	KPMG	Mar 2010	1
Quarterly Accounting Roundup: an Update of Important Developments	Deloitte LLP	Mar 2010	1.5
KPMG IFRS Institute Webcast: Stock Compensation under IFRS	KPMG	May 2010	1
404 Institute Webcast	KPMG	May 2010	1
Reducing Risk in the Financial Close: Effective Governance in the Last Mile	Deloitte LLP	June 2010	1
KPMG/NACD Audit Committee Webcast	KPMG	June 2010	1
Quarterly Accounting Roundup: An Update of Important Developments	Deloitte LLP	June 2010	1.5
Corporate Governance: The Latest Trends and Results from the 2010 Proxy Season	Deloitte LLP	July 2010	1
Tax Accounting: Mid-Year Update	Deloitte LLP	July 2010	1
Evolving Global Anti-Bribery & Corruption Regulations – Understanding the Implications of the UK Bribe	KPMG	July 2010	1
Responsive Finance: Enabling the CFO to Address Today's Challenges	Deloitte LLP	July 2010	1
Cyber Crime: Phishing and Hacking and Fraud, Oh My!	Deloitte LLP	July 2010	1
Capital Planning Trends: New Ways Organizations are Adapting to Uncertain Times	Deloitte LLP	July 2010	1
The FASB and IASB Modified Convergence Strategy	KPMG	July 2010	2
The Future of Private Company Reporting	KPMG	July 2010	1.5
Preparing for Increased Taxes: If Not Now, When?	Deloitte LLP	Aug 2010	1
Business Analytics: Shifting from Hindsight to Insight to Foresight	Deloitte LLP	Aug 2010	1
KPMG IFRS Fixed Assets and Fixed Asset Impairments	KPMG	Sep 2010	1
KPMG/NACD Quarterly Audit Committee Webcast	KPMG	Sep 2010	1.5

What Deloitte Alumni should know about how to prepare for the upturn in the Economy	Deloitte LLP	Oct 2010	1
KPMG IFRS Pensions, Termination Benefits & Other Provisions	KPMG	Oct 2010	1
Global Service Delivery Transformation: Emerging Trends in the Economic Recovery	Deloitte LLP	Oct 2010	1
Making Ethics Count: Ethical Leadership for Bottom Line Results	COSCPA	Oct 2010	2
2010 Accounting Faculty Symposium	COSCPA	Nov 2010	4
Global Expansion: Know the Potential Roadblocks	Deloitte LLP	Nov 2010	1
Pricing and Profitability Management: Why CFOs Should Pay Closer Attention	Deloitte LLP	Nov 2010	1
Government and Nonprofit Annual Update	COSCPA	Dec 2010	8
Analytics and Cloud Computing	Deloitte LLP	Feb 2011	1
IASB Convergence Projects Update	KPMG	Feb 2011	1
The Board and Information Technology: Leading Practices in Oversight and Use	Deloitte LLP	Feb 2011	1
Social Software for Business Performance	Deloitte LLP	Mar 2011	1
IAS 1 Financial Statement Presentation IAS 7 Statement of Cash Flows	KPMG	Mar 2011	1
KPMG/NACD Audit Committee Webcast	KPMG	Mar 2011	1.5
Visualizing the Future of Accounting Education	Wiley Faculty Network	Mar 2011	5.5
The State of the Media Democracy: Understanding the Connected Customer	Deloitte LLP	Apr 2011	1
New FASB-IASB Lease Accounting Standard	Deloitte LLP	Apr 2011	1
Denver Alumni Event Tax and Accounting Update	Deloitte LLP	May 2011	2
Application of Financial Intelligence Tools in Risk Management	Deloitte LLP	June 2011	1
Evolving Natural Gas Markets: Can Demand Match Supply?	Deloitte LLP	June 2011	1
Global Trends in Venture Capital: State of the IPO Market	Deloitte LLP	June 2011	1
Quarterly Update: Hot Topics and a Discussion of Indefinite-Lived Intangible Assets	Deloitte LLP	June 2011	1
DCAA Internal Control Audits: Latest Compliance Risks for Government Contractors	Deloitte LLP	July 2011	1
Revenue Recognition: A Comprehensive Update on the Joint Project	Deloitte LLP	July 2011	1.5

Environmental Exposures: Potential Implications for Business Strategies and Transactions	Deloitte LLP	Aug 2011	1
Annual Update for Accountants and Auditors	COSCPA	Sep 2011	8
M&A Trends and Strategies: Capitalizing on a Rebounding Market	Deloitte LLP	Sep 2011	1
Avoiding Calamitous Results: Lessons Learned about Addressing the Business Impact of Natural Disasters	Deloitte LLP	Oct 2011	1
Ethics & the AICPA's Principles, Rules, and Responsibilities	COSCPA	Oct 2011	2
Energy Sustainability – Alternative Energy Project Development	KPMG	Oct 2011	1
CFO Financial Forum Webcasts: Year-End Update - SEC and Accounting Developments	KPMG	Jan 2012	1.5
Oil & Gas Update	COSCPA	Jan 2012	1
The Dodd-Frank Act: A Path Forward for Energy Companies	Deloitte LLP	Feb 2012	1
Retail Globalization: Balancing the Opportunities and Risks of International Expansion	Deloitte LLP	Feb 2012	1
Building Confidence, Motivation & Success	Wiley Faculty Network	Mar 2012	5
Valuing Distressed Securities in an Uncertain Market	Deloitte LLP	Mar 2012	1
IFRS Requirements for Business Combinations	KPMG	Mar 2012	1
Transparency & Cost Recovery: Using Analytics to Address Fraud, Waste, and Errors	Deloitte LLP	Mar 2012	1
Tablet Computing: A View through the Fourth Screen	Deloitte LLP	Mar 2012	1
IFRS Requirements for Assets Held for Sale & Discontinued Operations	KPMG	Apr 2012	1
Insights into cloud adoption in the public sector, improving cost savings and efficiency	KPMG	Apr 2012	1.5
Chair Tour – Western Slope	COSCPA	Aug 2012	1
The Yellow Book Interpreted	CPE Link	Aug 2012	16
Annual Update for Accountants and Auditors	COSCPA	Sep 2012	4

Market Forces at Work: Life Sciences Implications of Changes in Health Care Delivery, Access and Coverage	Deloitte LLP	Nov 2012	1
Tax Return Preparer Ethical Issues	CPE Link	Nov 2012	2
What's around the Corner for Health Care Organizations and Policymakers?	Deloitte LLP	Dec 2012	1
Sustainability Reporting: What in the World is Going On?	Deloitte LLP	Jan 2013	1
2012-2013 Real Estate & Investment Federal Tax Update	CPE Link	Jan 2013	3
Managing Health: Moving from Volume to Value	Deloitte LLP	Jan 2013	1
Blurring the Lines: Information Security in a World Without Boundaries	Deloitte LLP	Jan 2013	1
The Performance Imperative: Reaching Beyond Cost Cuts and Product Delivery Improvements	Deloitte LLP	Jan 2013	1
Operating at Medicare Rates: Sink or Swim?	Deloitte LLP	Feb 2013	1
Joint FASB/IASB Revenue Recognition Project – Update and Discussion with FASB Staff	KPMG	Feb 2013	2
FASB Financial Instruments Project – Classification and Measurement of Financial Instruments	KPMG	Feb 2013	1
Doing Tax Research Online for Free	CPE Link	Mar 2013	2
Advanced Cyber Threats: What's the Impact of the New Executive Order?	Deloitte LLP	Mar 2013	1
Retirement Plans, Pensions, and Annuities	CPE Link	Apr 2013	3
Tax Treatment of Life Insurance Proceeds	CPE Link	Apr 2013	5
Building a Profitable Payroll Business	CPAwebengage, Inc.	May 2013	1
Dodd-Frank Section 1504: A Path Forward for Resource Extraction Issuers	Deloitte LLP	May 2013	1
Ethics for Accountants	CPE Link	Aug 2013	4
Private Company Developments	KPMB	Sep 2013	1
How ESOPS can benefit CPAs and their clients	CPAAcademy	Oct 2013	2
Major Changes Made to the Auditing Standards: The Clarity Project SAS Nos. 122-126	CPE Link	Oct 2013	8
Advanced ESOP Strategies: Options and Alternatives	CPAWebengage	Feb 2014	1.5
Determining Sales Tax for your Small Business	CPAWebengage	Feb 2014	1
Audit Sampling	AICPA	June 2014	7.5
Chair Tour Update	COCPA	July 2014	1

Technology in Real Estate: Time to Cover New Ground	Deloitte LLP	Sep 2014	1
M&A in Power and Utilities: What's Driving Recent Activities?	Deloitte LLP	Sep 2014	1
Characteristics of an Exceptional Ethics and Compliance Program: It Starts at the Top	Deloitte LLP	Sep 2014	1
Gender Communication Differences: The Impact at Work	CPAWebengage	Sep 2014	1.5
Quarterly Accounting Roundup: An Update on Important Developments	Deloitte LLP	Sep 2014	1.5
Non-Traded REITs: Setting a Course Toward a Liquidity Event	Deloitte LLP	Oct 2014	1
Utilizing Online Education to Sell Services	CPAWebengage	Oct 2014	1.5
Generational Differences in Communication	CPAWebengage	Oct 2014	1.5
Profitable Payroll for your Practice	CPAWebengage	Oct 2014	1.5
Implementing COSO: Insights to Help You Reach the Finish Line	Deloitte LLP	Oct 2014	1
Top Ten Business Myths: How Accounting Professionals Can Help Dispel These Myths	CPAWebengage	Oct 2014	1.5
IRS Approves E-Signatures on Form 8879	CPAWebengage	Nov 2014	1.5
SEC Hot Topics	Deloitte LLP	Nov 2014	1.5
2014 Mix and Match Conference	COCPA	Dec 2014	16
The New Era of Mobile Payments and Solutions	Deloitte LLP	April 2015	1
COCPA Chair Tour	COCPA	July 2015	1
Reining in risk: Reducing surprise in commodity hedging	Deloitte LLP	Sep 2015	1
Patients as consumers: How engaged patients could reshape healthcare	Deloitte LLP	Sep 2015	1
A Review of Revenue Recognition 2015	Accounting Today	Sep 2015	1
Enabling secure citizen access to online services: The imperative is growing	Deloitte LLP	Oct 2015	1
SSARS 21 and the Preparation of Financial Statements	CPAWebengage	Oct 2015	1
Cover your Assets: 10 Internal Controls for any Size Organization	CPA Academy	Oct 2015	1.5
Understanding Affordable Care Act Reporting	Accounting Today	Oct 2015	1
COCPA 2015 Faculty Symposium	COCPA	Oct 2015	7
Cost Accounting Fundamentals	CPA Academy	Oct 2015	1.5

JOURNAL AND CONFERENCE PROCEEDING PUBLICATIONS (all refereed/blind reviewed):

Lay, G.S. (2014) Inverting the Principles of Accounting Classroom. Proceedings from *Mountain Plains Business Conference 2014.*

Lay, G.S. (2013). The Fourth "E". Proceedings from *Mountain Plains Management Conference 2013.*

Lay, G.S. & Snyder, J. (2012). Implementing a degree qualifications profile. Proceedings from *Mountain Plains Management Conference 2012.*

Lay, G.S. (2011). An updated investigation of topical coverage in the AIS course. Proceedings from *Mountain Plains Management Conference 2011.*

Lay, G.S. (2010). Experiential learning for accounting students. *International Journal of Learning 17.*

Gurka, G., Lay, G.S., & Fossett, C. (2010). Humanmetrics and intermediate accounting students. Proceedings from *Mountain Plains Management conference 2010.*

Lay, G.S. (2010). CPA exam preparation in difficult economic times. Proceedings from *Mountain Plains Management Conference 2010.*

Lay, G.S. (2010) Updating the accounting information systems course. Proceedings from *Mountain Plains Management Conference 2009.*

Lay, G.S., Gurka, G. & Fossett, C. (2009). Personality type as a predictor of success in principles of accounting. Proceedings from *Mountain Plains Management Conference 2009.*

Lay, G.S. (2008). Improving success of undergraduate principles of accounting students by exploring new methods. *International Journal of Learning 15.*

Lay, G.S. (2007). Improving writing skills of audit students. Proceedings from *Mountain Plains Management Conference 2007.*

Lay, G.S., Slauson, G.J. & Parman, D. (2007). Developing a college life coach program to retain business students. Proceedings from *Mountain Plains Management Conference 2007.*

PRESENTATIONS:
- "Assessing Teamwork within the BBA Curriculum" at the Mountain Plains Business Conference (September 2015)

- "To Flip or Not to Flip: Flipped Classroom 101" at the Mountain Plains Business Conference (September 2015)

- "Grades-vs-Assessment" at the Mountain Plains Business Conference (September 2015)

- "Inverting the Principles of Accounting Classroom" at the Mountain Plains Business Conference (October 2014)

- "The Fourth E" at the Mountain Plains Management Conference (October 2013)

- "Flipping the Principles of Accounting Classroom" panel discussion at the Mountain Plains Management Conference (October 2013)

- "Implementing a Degree Qualifications Profile" at the Mountain Plains Management Conference (October 2012).

- "An Updated Investigation of Topical Coverage in the AIS Course" presented at Mountain Plains Management Conference (October 2011)

- "CPA Exam Preparation in Difficult Economic Times" presented at Mountain Plains Management Conference (October 2010) – Best Paper Award, Accounting Track

- "Experiential Learning for Accounting Students" presented via video at the International Conference on Learning/Hong Kong (July 2010)

- "Updating the Accounting Information Systems Course" presented at Mountain Plains Management Conference (October 2009)

- "Improving Success of Undergraduate Principles of Accounting Students by Exploring New Methods" presented at the International Conference on Learning/Chicago (June 2008)

- "Improving Writing Skills of Audit Students" presented at Mountain Plains Management Conference (October 2007)

- "Developing a College Life Coach Program to Retain Business Students" presented at Mountain Plains Management Conference (October 2007)

- "Starting Point for Financial Planning" presented to students for the Residence Hall Association (November 2006)

- "Flexible Work Arrangements," delivered to the Women's Division of the Leavenworth Chamber of Commerce (March 2004)

MASTERS PROGRAM FIELD STUDY PROJECTS:
Emporia State University
- "Accounting Scandals and Sarbanes-Oxley in Introductory Accounting" (Spring 2006)
- "Teaching Accounting Online" (Spring 2005)

- "International Accounting and the Community College" (Fall 2004)

SCHOLARLY REVIEWS:
Continuing Professional Education Course Reviews:
- American CPE "Making Money with Special Engagements" (2007)
- American CPE "Computer Security: Crime & Fraud Prevention" (2007)
- American CPE "Auditing Developments" (2006)
- AICPA "Auditing Accounts Receivable" (2006)
- AICPA "Audit Tools: Confirmation and Sampling" (2006)

Textbook Reviews:
- Financial and Managerial Accounting/Principles of Accounting by Horngren, Harrison & Oliver (2009)
- Financial Accounting: A Decision Makers' Perspective, 2nd Edition by Spiceland, Thomas & Herrmann (2008)
- Fundamentals of Financial Accounting, 2nd Edition by Phillips, Libby & Libby (2008)
- Financial Accounting: A Decision Makers' Perspective, 1st Edition by Spiceland, Thomas & Herrmann (2007)

Conference Paper Peer Reviews:
- Mountain Plains Management Conference Student Paper Track Chair (2011)
- Mountain Plains Management Conference (2010)
- Mountain Plains Management Conference Student Paper Track Chair and Accounting Track Peer Reviewer (2009)
- Mountain Plains Management Conference (2007 & 2008)

Journal Article Peer Reviews:
- Mountain Plains Journal of Business and Economics (2013)
- International Journal of Learning: Volume 17 Associate Editor (2010)
- Mountain Plains Journal of Business and Economics (2010)
- International Journal of Learning: Volume 15 Associate Editor (2008)

COLLEGE COMMITTEES:
College-Wide:
- Tutorial Services Advisory Committee (Fall 2010-2012)
  - Invited to participate
- LMS Review Committee (Fall 2010)
  - Invited to participate
  - Evaluating learning management systems to replace WebCT
- CMU Assessment Committee (Spring 2008-Present)
  - Department representative
- CMU Tutorial Services Advisory Committee (Spring 2010-Present)
- CMU NSSE Committee (2009 & 2010)

- o Invited to participate
- o Evaluated CMU 2008 & 2008 results from National Survey of Student Engagement and assisted in providing recommendations to administration based on those results
- KCKCC (assessment) sub-committee for Higher Learning Commission's North Central Association of Colleges and Schools accreditation (2005)
  - o Assisted in summarizing college-wide assessment activities for HLC report
- KCKCC committee to develop college-wide critical thinking assessment tools (2004)

Departmental:

- CMU Business Department Online Policies Committee (Fall 2010-Present)
  - o Chair
  - o Developing departmental policies for online courses
- CMU Accounting Program Review Committee (Fall 2009-Present)
  - o Wrote the assessment section of the report
  - o Participated in editing and evaluating entire report
- CMU Business Department Alternative Delivery Committee (2006-Present)
- CMU Business Department Recruiting, Advising and Retention Committee (2007-2008)
- KCKCC sub-committee for Association of Collegiate Business Schools and Programs accreditation (2004-2005)

COLLEGE SERVICE:

- Institution-wide Assessment Coordinator (Spring 2011- Present)
- Freshman Year Initiative Instructor (Fall 2011)
- CMU Accounting Club Advisor (2006-2011)
  - o Oversaw and advised officers
  - o Attended all meetings and events
  - o Accompanied the members to Denver for two days each fall to meet professionals and tour accounting firms
- Oversaw Accounting Club booth and attended CMU's Business Department's Welcome Back Nights (2007-Present)
- Mentored colleague in development and teaching of ACCT 202 online for Summer 2010 delivery
- WileyPlus accounting faculty course administrator (2009-Present)
  - o Set up all sections in WileyPlus each semester
  - o Provide technical assistance to CMU accounting professors and students utilizing WileyPlus
- Greeted and directed participants at Entrepreneurship Day (April 2010)
- Prepared justification and presented proposed changes to the Accounting Program to the CMU Curriculum Committee (Fall 2009)
- Gave a brief (ad hoc) presentation on the CMU Accounting Program and our preparation for a 150 hour rule to a group of approximately 90 local CPAs at a continuing education course, "Colorado Board of Accountancy Statutes, Rules, and Regulations," (Oct. 2009)

- Gave a brief welcome and introduction of the accounting program to the District 51 Business Advisory Board (Feb. 2009)
- Developed online section of ACCT 201 for Fall 2008 and subsequent delivery
- Served as an accounting coach/consultant for Entrepreneurship Day (April 2007 and 2008)
- Greeted students at Mesa Madness (February 2008)
- Served as a group mentor for BUGB 105, Freshman Business Seminar (Fall 2007)
  - Met with student groups throughout the semester
  - Available to freshman mentees for questions or issues throughout the semester
- Made presentations at local high schools regarding accounting as a career and the CMU accounting program
  - Fruita Monument HS (2007 and 2009)
  - Central HS (2008)
  - Grand Junction HS (2007)
- Assisted in proctoring final KCKCC college-wide assessment exams for graduating students (2005-2006)
- Developed an international accounting module for Accounting II course (2005)
- Founded a Business Advisory Board for the KCKCC Business Division and facilitated all meetings (2004-2006)

COMMUNITY SERVICE:
- Grand Junction Regional Airport Authority Audit Committee (2015-Present)
- Wingate Elementary PTA member and Secretary/Treasurer (2009 – 2011)
- Girl Scouts of Colorado – Chipeta Council Troop Leader (Fall 2010-present)
- Organized the Department's Paper Goods and Personal Care Item Drive to benefit the Western Slope Food Bank of the Rockies (Fall 2007)
- Planning and organizing committee member for a local softball tournament to benefit the ALS Association (Spring 2007)
- KCKCC Relay for Life Participant (June 2004)
- ALS Walk to D'Feet Volunteer (September 2001)
- Kansas City Run for ALS (September 2000)
- Alzheimer's Association Memory Walk (1999)
- Junior Achievement Business Basics Instructor (October 1996 and November 1992)
- Junior Achievement Bowl-A-Thon (1994)

ADVISING:
- Advise approximately 50 CMU accounting students
  - Assist with planning schedules
  - Review program sheets for graduation
  - Actively review resumes for nearly all accounting students nearing graduation or seeking internships

- - - o Provide interview guidance and conduct mock interviews for
      accounting students
    - o Provide guidance to prospective students on the accounting
      program
    - o Provide guidance to individuals in the community to determine if
      they are eligible or how they may become eligible to sit for the
      CPA Exam in Colorado
  - Advise at Freshman Orientation each semester (formally SOAR) (2006-
    Present)
  - Gave presentation on the Accounting Program and as a career to BUGB
    105, Freshman Business Seminar (Fall 2006, Fall 2007, Fall 2008, Fall
    2009, Fall 2010)
  - Gave a presentation on Effective Online Learning to BUGB 105,
    Freshman Business Seminar (Spring 2009)
  - KCKCC: Served as official academic advisor for up to 60 accounting and
    business students (2003-2006)
  - KCKCC: Advised new students during open enrollment (2003-2006)
  - Served as a faculty mentor in the KCKCC Mentor Program (2005-2006)

HONORS & AWARDS:
  - CMU Exemplary Faculty Rating (2007, 2008, 2009 & 2010)
  - Grand Junction Chapter of Commerce Outstanding Educator (2008)
  - Sprint Values Excellence Award (March 2000)

TECHNOLOGY PROFICIENCY:
  - QuickBooks
  - ACL (Auditing Software)
  - Smart Classroom Technology
  - WebCT
  - Desire 2 Learn (D2L)
  - Microsoft Office

Name:

Britt   R Mathwich

Start Year: 2011

Program:
Business Administration

Department:
Business

Faculty Rank

○ Professor   ⊙   Assistant Professor

○ Associate Professor⊙   Instructor

Highest Degree

MA   Eastern New Mexico University - Portales, NM   Organizational
Communication 1982

Education: (List all degrees beginning with most recent-include post docs and external certificates)

1982 Eastern New Mexico University, Portales, NM
- M.A., Organizational Communication

1976 University of New Mexico, Albuquerque, NM
- B.A., Psychology, Minors Political Science and Business

Certifications
- 2012 Certified Hospitality Educator
- 1990 - Principal Centered Leadership (Steven Covey)
- 1988 - Certified Hospitality Administrator (CHA)
- 1987 - Certified Food & Beverage Director (CFBD)

Teaching 2003-Present:
 <u>Courses Taught</u>
 MANG 201 Principles of Management
 HMGT 310 Hospitality Travel and
 Tourism Marketing HMGT 410
 Hospitality Facilities Management
 HMGT 450 Hospitality Sales and Marketing Strategies
 HMGT 496 Topics: Executive Decisions in Hospitality, Leadership, Ethics, Employee Relations and
 External Relations HMGT 101 Introduction to Hospitality
 HMGT496 Topics: Training and Development in the
 Hospitality Industry HMGT 351 Community Travel and
 Tourism
 HMGT 470 Hospitality

Management Strategies
BUGB 105 Freshman
Business Seminar
MARK 335 Sales and
Sales Management
HMGT 217 Hotel
Operations

**Evidence of Continuous
Improvement**

Mountain Plains Business
Conference Oct 2011
Lumina Degree Profile
Workshop Jan 2012

Western Council of Hotel, Restaurant and Institutional
Education, Spring 2012 Academic Affairs Teaching Ken
Bain Workshop Aug 2012
D2L Learning - two
sessions Dec 2011
Mountain Plains Business
Conference Oct 2012
Attended Academic Affairs Professional Development Workshops Paul Geston Jan 2013/Mark
Taylor Aug 2013 Western Council of Hotel, Restaurant and Institutional Education Feb 2013
D2L Learning - two sessions 2013
American Hotel Lodging Association (AHLA)
Summer Summit 2013 Annual (AHLA) Fall
Conference 2013
Colorado Hotel & Lodging Assoc. AHLA Fall 2013
Education Workshops
Academic Affairs Professional Workshop by Dr. Terrel Rhodes, January 16-17, 2014
Academic Affairs Professional Workshop by Dr. Leslie Myers, August 14-15, 2014.

Western Council of Hotel, Restaurant and Institutional
Education Feb 2014 Degree Works Workshop 2014
Taught Western Hospitality Summit Service Gold Certification Workshop 2013-2014

Academic Affairs Professional Workshop   January 2015

Western Council of Hotel, Restaurant and Institutional
Education Feb 2015

Innovative Materials/Activities
Developed Capstone Course for the new Hospitality Management Curriculum, Implementing a Hotel
Simulation for Students to run giving practical applications to Hospitality Management
Strategies

Scholarship and Creative Work, 2003-Present:
 Scholarship Related to Discipline
 Mountain Plains Business Conference /Presentation on Applied Learning in Student Run
 Businesses 2013 (Co Author) Western Council of Hotel, Restaurant and Institutional Education
 Panel Presentation Best Practices: Applied Learning
         Opportunities in Hospitality Programs Feb
 2014 Co-Author WCHRIE Presentation: Industry
 Partnerships and Assessment Feb 2014
 International Council for Small Business Conference: An Investigation of Experiential Learning Within
         Higher Education in the United States: Structure, Sustainability and Measurement Poster
         Presentation June 2014 (Co-Author)

 WCHRIE Presentations: Internships Today and Tomorrow Panel Discussion, Britt Mathwich,
 Robert Mayer
 Experiential Learning as An Evolving Process, Britt Mathwich, Georgan Joufas, Emma
 Fleck, Feb 2015. Daniel's Fund Ethics Initiative White Paper, Analysis of Ethics Education
 in Hospitality Programs July 2015.

Other
 Reviewed Certified Hospitality Administrator Exam Update for AHLA Educational Institute. 2005
 Reviewed chapter on Executive Housekeeping Operations for the new AHLA Educational Institute
         Book entitled "The Next Generation of Hospitality." 2012
 Reviewed Supervisory Skill Builders Third Edition for AHLA with the Training and Educational
 Council Committee 2013 Reviewed Chapter 3 "Leadership and the Guest Cycle" for AHLA Educational
 Institute Hospitality Training and
         Management Program for High Schools 2012
 Lodging Magazine Article on Small and Independent
 Properties 2012 Professional Consulting: The Lodge Resort
 and Spa 2011-2015

 Professional Memberships
 American Hotel and Lodging
 Association   1986-Present New Mexico Hotel and Lodging Association
 1986-2015
 Colorado Hotel and Lodging Association   2012-Present
 International Council of Hotel Restaurant and Institutional Education 2012-Present

Service 2003-Present:

 Community
 Colorado Mesa University
    Educational Assistance Service Committee   2012-Present
    Western Colorado Community College Culinary Advisory Board   2012-Present
    Business Management Search Committee   2013
    Business Marketing Search Committee   2013
    Developed and Sponsored New Hospitality Management Club   2013-Present
    Sabbatical Committee   2014-Present

Service to Professional
Organizations <u>National</u>

American Hotel & Lodging Association (AH&LA)
Board of Directors	1994-2010
Executive Board Member	2000-2002
Resort Committee	2003-2011
Small & Independent Properties Committee (SIPAC)	1994-2014
SIPAC Chairman	2007-2014
Strategic Planning Task Force	2003-2004
Experience Lodging Advisory Council	2002-2006
Educational Institute Advisory Committee	2007- Present

<u>Regional</u>

New Mexico Lodging Association (NMLA) Member   1985-2015
Colorado Hotel & Lodging Association: Education Committee 2012-Present

Advising 2003-Present:
Assisted in four group advising sessions
2012 Averaged approximately 40
Advisees 2012 Assisted in four group
advising sessions 2013 Averaged
approximately 45 Advisees 2013
Assisted in two group advising sessions
2014 Averaged approximately 50
Advisees 2014
Advisor to Hospitality Management Club 2013-Present

Professional Experience:

Assistant Professor Hospitality Management Department of Business 2011-Present Colorado Mesa University
Grand Junction, CO 81501

BRM Consulting 2011-
Present Hospitality
Consulting Firm

President/Chief Executive Officer
1986 - 2015 Great Inns of the Rockies Midway, UT
Miscellaneous Management Positions for a Hospitality Management and Ownership Company

President Resort Golf
Management, LLC 2003-
2009
* Expanded Great Inns to include management of three additional eighteen-hole golf courses.

Teaching Assistant/Research Assistant

1981-1982 Eastern New Mexico University Portales, NM

- Completed an alumni career study for the Dean of the school of business.
- Taught entry level communication classes

Owner

1978-1985 Britt's 4 Table Steakhouse Portales, NM

- Developed a successful restaurant and catering business while attending graduate school that appealed to local residents and area visitors
- Sold this profitable business in 1985

Restaurant Manager

1976-1977 Champs Restaurant Merrill, WI

- Without previous experience, took over a high volume 24 hour restaurant with 25 employees, during owner's illness
- Implemented cost controls, new menu items and basic marketing to increase revenue and profitability dramatically.

5 Conference Presentations   1 Other (related to discipline)

Reviewed Certified Hospitality Administrator Exam Update for AHLA Educational Institute. 2

Name:

Robert W. Mayer

Start Year: 1987

Program:
Business Administration

Department:
⊙ Business Associate Professor

Highest Degree

MSBA   University of Northern
Colorado   Business   1982

Education: (List all degrees beginning with most recent-include post docs and external certificates)
MSBA, Business, University of Northern Colorado, 1981-1982
B.S. Marketing, Metropolitan State College, Denver, Colorado, 1978

Teaching 2003-Present:
Courses Taught
BUGB 249, Personal Finance: The

Business of Life MARK 231,

Principles of Marketing

MARK 335, Sales and Sales Management

BUGB 105, Freshman

Business Seminar

TRAV 101, Travel

Industry I

MANG 499, Internship

Evidence of continuous improvement: (Workshops, seminars, conference sessions attended. Sort by
        date - begin with most current.)

Participated in the Introduction of Student Response Systems, I>Clickers to Colorado

Mesa Campus Participated in the Introduction and development of WebCT on the

Colorado Mesa Campus

Western Federation CHRIE 2012 Regional Conference, Las Vegas, NV,

January 27-28, 2012 Mountain Plains Management Conference, Grand

Junction, CO, October 5-7, 2011 International CHRIE 2011 Conference,

Denver, Colorado, July 27-30, 2011

Scholarship and Creative Work, 2003-Present:
Scholarship Related to Discipline

PUBLICATIONS:
with R. Vail, "Designing a Personal Finance Course: Asking Potential Students" the refereed proceedings of the 49th Mountain Plains Management Conference. Kearney, Nebraska, October 2007.

with R. Vail "No Pulse at All: The Challenge of Maintaining Engagement in Scholarship" the refereed proceedings of the 48th Mountain Plains Management Conference. Utah Valley State College, Orem, Utah, October 2006.

with R. Vail "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 R. Vail "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.

Service 2003-Present:
Member Business Department Alternative
Delivery Committee Chair, Student Technology
Committee, 1998- 2006 Educational Access
Services Committee, 2001- Present
Past Chair, Campus Technology Council,
1998-2002 Past Chair, Lectures and
Forums Committee, 1995-2000 Chair, 7
Departmental Hiring Committees
Member Business Department Alternative
Delivery Committee

Advising 2003-Present:
University level
Soar Sessions: 8

Mesa Experience Sessions: 4

Honors and Awards 2003-Present:

American Psychological Foundation Gold Medal Award for Life Achievement in the Science of

Psychology, 2011. American Psychological Association Distinguished Scientific Contribution Award,

2006.

Association for Psychological Science William James Fellow Award, 2006.

Regional
American Psychological Association Division 20 Master Mentor Award, 2005.
Local
Yale University Graduate School Mentorship
Award, 2005.

Professional Experience:
DOUBLETREE HOTEL, VAIL CO, SEPTEMBER 1985-JUNE 1986
Director of Marketing and Sales
1. Orchestrated opening of hotel sales effort
2. Member of Hotel's Executive Committee
3. Managed hotel sales staff of four people

THE VAIL RESORT ASSOCIATION, VAIL CO, OCT 1978-MARCH 1981

Director of Marketing

1. Created community marketing plans and coordinated all Marketing activities
   for theTown of Vail
2. Supervised sales staff of five
3. Created and supervised advertising and media

Name:

Deborah G Parman

Start Year: 2004 FT

Program:
Business Administration

Department:
Business

Faculty Rank
Assistant Professor ⊙

Highest Degree

MA   Institution University of Redlands
Discipline   Management   Year 1987

Education: (List all degrees beginning with most recent-include post docs and external certificates)

PCM - Professional Certified Marketer, American Marketing

Association. 2012. MA, Management, University of Redlands -

- California, 1987

BA, Technical Journalism, Colorado State University -- Ft. Collins, CO, 1978.

Teaching 2003-Present:
Courses Taught
BUGB 105, Freshman Business Seminar
SUPP 101, College Success
Strategies (pre-2003) BUGB 211
Business Communication
MANG 201,
Principles of
Management
MARK 231,
Principles of
Marketing MARK
325, Consumer
Behavior MARK
332, Promotion
MARK 350,
Marketing
Research MARK
496, Topics,
Marketing Project
MANG 499,
Internship
Evidence of Continuous Improvement

"Colorado Economic Outlook," with Dr. Richard Wobbekind, Colorado University Leeds School of Business. Featured presentation for the Grand Junction Area Chamber of Commerce's Quarterly Membership Luncheon, December 2014.

"Dream Great Dreams," with Johan Khalilian at the Phi Beta Lambda National Leadership Conference. Nashville, TN. June 2014.

"Principles of Extraordinary Conflict Resolution," with Gornie Williams, Associate Dean, Business and Information Technology, Tulsa Community College, at the Phi Beta Lambda National Leadership Conference. Nashville, TN. June 2014.

"Netiquette: Managing Your Online Life" with Dawn Juniper, The Etiquette Company, at the Phi Beta Lambda National Leadership Conference. Nashville, TN. June 2014.

"Secrets to College Life Success," with Clint Pardoe at the Phi Beta Lambda National Leadership Conference, Anaheim, CA. June 2013.

"Essential Keys for Communicating in the American Business Environment," with Gornie Williams, Associate Dean, Business and Information Technology, Tulsa Community College, at the Phi Beta Lambda National Leadership Conference. Anaheim, CA. June 2013.

"The Everest Within," with Luis Benitez, Colorado Leadership Alliance Summit, January 28, 2012

"Sustainable Skills: Your Future in the Global Economy," with Kelly Brough, President and CEO, Denver Metro Chamber of Commerce, Colorado Leadership Alliance Summit, January 28, 2012.

"Servant Leadership," Colorado Leadership Alliance Summit, January 28, 2012.

"Teaching Essential Merger and Acquisition (M&A) Skills," with Timothy Galpin, Morgan Bridge, and Matt Rosenberg at the 53rd Annual National Mountain Plains Management Conference, CMU, October 5, 2011.

"Student Team Skills Development: Use of an Online Peer Evaluation," with Robert Anson, Boise State Universtiy at the 53rd annual National Mountain Plains Management Conference, CMU, October 5, 2011.

"Should the use of Teams be a Required Aspect of Higher Education?" with Sarah Emery and Ryan Woodward, Colorado Mesa University at the 53rd Annual National Mountain Plains Management Conference, CMU, October 5, 2011.

"Community Service" workshop attended at the Phi Beta Lambda National Leadership Conference, Orlando, June, 2011. "Goal Setting, Leadership, and Personal Development," workshop attended at the Phi Beta Lambda National Leadership

Conference, Orlando, June, 2011.

"The Art of Negotiation," with Eric Weinberg. Phi Beta Lambda National Leadership Conference, Nashville, 2010. "Leading with Open Arms," with Sharon A. Meyers, President and CEO, Meyers Technical Services. Phi Beta Lambda

National Leadership Conference, Nashville, 2010.

"Solving for X," with Mark Wiggins. Phi Beta Lambda National Leadership

Conference, Nashville, 2010. Phi Beta Lambda National Leadership Conference,

Anaheim, CA, June, 2009.

Mountain Plains Management Conference, Mesa State College, 2009.

National Fall Leadership Conference, Phi Beta Lambda, Denver, CO. November

13-14, 2009. National Leadership Conference, Phi Beta Lambda, Atlanta GA,

June 2008.

"Teaching Critical Thinking: Active Learning," with Ed Neal, Director of Faculty Development, Mesa State College Professional Development Seminars, May 1-2, 2008.

"Designing Courses that Promote Critical Thinking," with Ed Neal, Director of Faculty Development, Mesa State College Professional Development Seminars, May 1-2, 2008.

Mountain Plains Management Conference,

Kearney, NE, 2007. National Leadership

Conference, Phi Beta Lambda, June 2007.
Future Business Leaders of America State
Conference, Vail, CO, 2006. National Leadership
Conference, Phi Beta Lambda, June 2006.
Future Business Leaders of America-Phi Beta Lambda National Fall Leadership Conference, Salt Lake City, UT, 2005.
P.A.C.T Conference, Central High School, Grand Junction, 2005.
Leadership workshop, National Leadership Conference, Phi Beta Lambda, June 2005.

Innovative Materials/Activities

"Business Student Retention," a student research project designed to discover effective retention strategies at the collegiate level. MARK 350.
"The Real World of Business," student project prototype designed to implement real-world techniques in the classroom, MARK 325.
"Focus Group" student project design
for MARK 325.. Field Research
design projects for students in MARK
325.

Supervision of Student Research/Project(s)

Summer, 2015. Supervised market research for the Grand Junction Police Department for a community perception and data analysis. Future Business Leaders of America-Phi Beta Lambda (FBLA-PBL) project.
Fall, 2014. Supervised an Economic Impact Analysis student research project (PBL) for the Museum of Western Colorado.
Summer, 2014. Supervised three students as part of an Topics (Marketing Research) class who conducted research and analyzed the findings for "Guest and Visitor Research," a study for the Museum of Western Colorado.
Fall, 2013. Supervised a Competitive Analysis student research project for the Museum of Western Colorado.
Summer, 2013. Supervised three students as part of an independent study class who conducted research and analyzed the findings for "Guest and Visitor Research," a study for the Museum of Western Colorado.
August - December, 2013. Thirty-six students working in teams of 3-4, research, design, and conduct market research for the Shop Local Initiative, a project for the Grand Junction Area Chamber of Commerce. As part of MARK 350.
January - May, 2013. Forty students working in teams of 3-4, research, design, and conduct market research titled, "The Value of CMU's Business Department: What's in it for Me?" as part of MARK 350.
January 17 - May 4, 2012. Forty-five students working in teams of 5-6, research, design, and write an Integrated Marketing Communication (IMC) Plan as part of MARK 332.
January 17 - February 22, 2012. Forty-nine students working in teams of 5-6, design, implement, and analyze and marketing survey to measure brand recognition (MARK 325)
Fall Semester, 2011. Approximately fifty students working in teams of 5-6, conduct a focus group marketing research project to determine product feasibility and acceptance. (MARK 325)

Fall Semester, 2011. Approximately fifty students working in teams of 5-6, conduct market research on consumer confidence (MARK 325)

April, 2011: three students presented the Phi Beta Lambda Community Service Project at the Colorado Leadership Conference, Denver.

April, 2011: PBL students conducted a shopper survey for the Mesa Mall, contracted by H. Blount Hunter Retail & Real Estate Research Company.

June, 2011: two students presented case study analysis on Business Ethics at the Phi Beta Lambda National Leadership Conference in Orlando, FL.

June, 2011: two students presented "Emerging Business Issues," at the Phi Beta Lambda National Leadership Conference in Orlando, FL.

April 27, 2011. Mesa State College 2nd Annual Student Showcase. Four students presented the Phi Beta Lambda Community Service Project.

April 27, 2011. Mesa State College 2nd Annual Student Showcase. Six students presented the "Perception of Ten Common Restaurant Logos" research project.

June, 2010: two students presented case study analysis on Business Ethics at the Phi Beta Lambda National Leadership Conference in Nashville, TN.

April 28, 2010. Mesa State College Student Showcase. Four students presented "Survey of Consumer Brand Awareness" research project.

June, 2009: two students presented case study analysis on Business Ethics at the Phi Beta Lambda National Leadership Conference in Anaheim, CA.

June, 2009: two students presented case study analysis on Marketing Analysis and Decision Making at the Phi Beta Lambda National Leadership Conference in Anaheim, CA.

June, 2008: two students presented "Emerging Business Issues," at the Phi Beta Lambda National Leadership Conference in Atlanta, GA.

June, 2006: two students presented "Emerging Business Issues," at the Phi Beta Lambda National Leadership Conference in Nashville, TN.

June, 2006: three students presented "Business Ethics," at the Phi Beta Lambda National Leadership Conference in Nashville, TN.

June, 2005: two students presented "Emerging Business Issues," at the Phi Beta Lambda National Leadership Conference in Orlando, FL.

"Assessing Teamwork within BBA Curriculum," with Suzanne Lay and Kyle Stone. 57th Annual Global Mountain Plains Business Conference. Colorado Mesa University, Grand Junction, CO Fall, 2015.

"Student Teamwork: Best Practices," panel discussion with David Rogers and Donald Carpenter. 53rd Annual National Mountain Plains Management Conference. Colorado Mesa University, Grand Junction, CO. October 5, 2011.

"The Impact of Student Organizations on Retention: A View of Social Integration on Persistence of College Students," 51st Annual National Mountain Plains Management Conference. Mesa State College, Grand Junction, CO. Fall, 2009.

"Developing a College Life Coach Program to Retain Business Students," with Suzanne Lay and Gayla Slauson. 49th Annual National Mountain Plains Management Conference. Kearney, NE. Fall, 2007.

"Developing Your Own Effective Communication Style," Future Business Leaders of America State Leadership Conference.
Vail, CO. 2006.

"The Dreaded Job Interview," Future Business Leaders of America-Phi Beta Lambda National Fall Leadership Conference, Salt Lake City, UT. 2005."Developing Inner Confidence," P.A.C.T Conference, Central High School, Grand Junction, CO.2005.
Scholarship Related to Pedagogy in Discipline

Creative Work Related to Discipline

Performances / Presentations
June, 2015. "Success Strategies for Managing Your PBL Chapter," conference presentation made at the FBLA-PBL National Leadership Conference. Chicago, IL.
February, 2015. "Economic Impact of Museum Visitors," presentation made to the Board of Directors, Museum of Western Colorado.
August, 2014. "Chapter Management - Membership Mentoring," Phi Beta Lambda officer training workshop.
March, 2014. "The Biggest Marketing Mistakes Made by Businesses & How to Avoid Them," workshop presented to the Montrose business community, sponsored by the Montrose Chamber of Commerce. With Dr. Emma Fleck.
August, 2013. "Developing An Attitude of Gratitude," Phi Beta Lambda officer training workshop.
February 11, 2012. "Career Development" workshop presented to the Leadership Academy at Colorado Mesa University. Spring, 2011. "Career Development" workshop presented to the Leadership Academy at Colorado Mesa University.
January 23, 2010. "S.W.O.T." workshop presented to the Leadership Academy at Colorado Mesa University.
March 7, 2009. "Career Development" workshop presented to the Leadership Academy at Colorado Mesa University. February 7, 2009. "S.W.O.T." workshop presented to the Leadership Academy at Colorado Mesa University.

Professional Memberships
Professional Member, Phi Beta Lambda.
Member, Grand Junction Area Chamber of
Commerce Board of Directors, Colorado Phi
Beta Lambda
Board of Directors, National Future Business Leaders of America-Phi Beta
Lambda Board of Directors, Museum of Western Colorado

Service 2003-Present:
University

2015
Campus Planning Committee for the Student
Showcase Department committee for
retention
Department committee chair for SLO
Development
Advisory committee for Western Colorado Community College Marketing
Program
Faculty Advisor for the Future Business Leaders of America-Phi Beta Lambda. CMU students received

nine national awards.
Faculty Advisor for Christian Student
Fellowship
Faculty Facilitator - Student Showcase - Professional
Programs Advised two sessions of CMU Freshman
Orientation
Assisted with J-term Effective Workplace
Communication class Participated in Welcome Back Night
Facilitator for Entrepreneurship
Day Assisted with Senior
Recognition ceremony
Assisted with Who's Who Recognition
ceremony

2014
Campus Planning Committee for the Student
Showcase
Faculty Advisor for the Future Business Leaders of America-Phi Beta Lambda. CMU students receive
seven national awards.
Faculty Advisor for Christian Student
Fellowship
Faculty Facilitator - Student Showcase - Professional
Programs Advised one session of CMU Freshman
Orientation
Assisted with J-term Effective Workplace
Communication class Participated in Welcome Back Night
Facilitator for Entrepreneurship
Day Assisted with Senior
Recognition ceremony
Assisted with Who's Who Recognition
ceremony Attended 2014 commencement
Assisted with graduation reception

2013
Campus Planning Committee for the Student
Showcase
Faculty Advisor for the Future Business Leaders of America-Phi Beta Lambda. CMU students receive
nine national awards.
Faculty Advisor for Christian Student
Fellowship
Faculty Facilitator - Student Showcase - Professional
Programs Advised two sessions of CMU Freshman
Orientation
Assisted with J-term Effective Workplace
Communication class Participated in Welcome Back Night
Participated in Entrepreneurship Day
Assisted with Senior
Recognition ceremony Assisted
with Who's Who Recognition

ceremony Attended 2013
commencement
Assisted with graduation
reception

2012
Campus Planning Committee for the
Student Showcase Chair, Leadership
Academy campus committee
Faculty Advisor for the Future Business Leaders of America-Phi Beta Lambda. CMU students receive
six national awards.
Faculty Advisor for Christian
Student Fellowship
Faculty Facilitator - Student Showcase -
Professional Programs Advised two sessions
of CMU Freshman Orientation
Assisted with J-term Effective Workplace Communication class

2011
Campus Planning Committee for the
Student Showcase
Faculty Advisor for the Future Business Leaders of America-Phi Beta Lambda. CMU students receive
twelve national awards.
Campus Committee Chair for the Leadership Academy at Colorado
Mesa University Faculty Advisor for Christian Student Fellowship
Faculty Facilitator - Student Showcase - Professional Programs

2010
Campus Planning Committee for the
Student Showcase
Faculty Advisor for the Future Business Leaders of America-Phi Beta Lambda. MSC students receive
twelve national awards.
Campus Committee Co-Chair for the Leadership Academy at Colorado
Mesa University Faculty Advisor for Christian Student Fellowship
Faculty Facilitator - Student Showcase -

Professional Programs 2009

Campus Planning Committee for the
Student Showcase
Faculty Advisor for the Future Business Leaders of America-Phi Beta Lambda. MSC students receive
fourteen national awards and Mesa State is ranked fifth in the nation for number of awards earned by
a single chapter.
Campus Committee Co-Chair for the Leadership Academy at Colorado
Mesa University Faculty Advisor for Christian Student Fellowship
Student

Orientation

Volunteer

2008

Faculty Advisor for the Future Business Leaders of America-Phi Beta Lambda. MSC students receive eight national awards. Campus Committee Co-Chair for the Leadership Academy at Colorado Mesa University
Faculty Advisor for Christian
Student Fellowship Campus
Committee for Web Content
Search Committee for Assistant Director of

Student Activities 2007

Faculty Advisor for the Future Business Leaders of America-Phi Beta Lambda. MSC students receive ten national awards. Campus Committee Co-Chair for the Leadership Academy at Colorado Mesa University
Student Orientation Volunteer

2006

Faculty Advisor for the Future Business Leaders of America-Phi Beta Lambda. MSC students receive nine national awards. Student Orientation Volunteer

2005
Faculty Advisor for the Future Business Leaders of America-Phi Beta Lambda. MSC students receive four

national awards. Department

2015
Academic Advisor for 40+
students
Committee Chair, SLO
(Teamwork) committee Served
as advisor for transfer student
Faculty Advisor for the Future Business Leaders of America-
Phi Beta Lambda Guest Interviewer for Effective Workplace
Communication class - J-Term Assisted with Welcome Back
Night
Committee for Retention

2014
Academic Advisor for 40+
students
Committee Chair, SLO
(Teamwork) committee Served
as advisor for transfer student
Faculty Advisor for the Future Business Leaders of America-
Phi Beta Lambda Guest Interviewer for Effective Workplace
Communication class - J-Term Assisted with Welcome Back

Night
Assisted with Senior
Recognition ceremony Assisted
with commencement ceremony

2013
Academic Advisor for
39+ students Served as
advisor for transfer
student
Faculty Advisor for the Future Business Leaders of America-
Phi Beta Lambda Guest Interviewer for Effective Workplace
Communication class - J-Term Assisted with Welcome Back
Night
Assisted with Senior
Recognition ceremony Assisted
with commencement ceremony

2012
Academic Advisor for
39+ students Served as
advisor for transfer
student
Faculty Advisor for the Future Business Leaders of America-
Phi Beta Lambda Guest Interviewer for Effective Workplace
Communication class - J-Term Assisted with Welcome Back
Night
Assisted with Senior
Recognition ceremony Assisted
with commencement ceremony

2011

Academic Advisor for 39+
students
Business Department Committee -
Newsletter Development
Faculty Advisor for the Future Business Leaders of America-
Phi Beta Lambda Guest Interviewer for Effective Workplace
Communication class - J-Term Search Committee for
Assistant Professor of Marketing
Search Committee for Construction
Management Faculty 2010

Academic Advisor for 39+ students
Faculty Advisor for the Future Business Leaders of America-Phi Beta
Lambda Guest Interviewer for Effective Workplace Communication
class - J-Term

2009

Academic Advisor for 39+ students
Faculty Advisor for the Future Business Leaders of America-Phi Beta
Lambda Guest Interviewer for Effective Workplace Communication
class - J-Term MBA Student Advisor
Department Committee for Recruitment and Retention

2008
Academic Advisor for 30+ students
Faculty Advisor for the Future Business Leaders of America-Phi Beta
Lambda Guest Interviewer for Effective Workplace Communication
class - J-Term Department Committee for Recruitment and Retention

2007
Academic Advisor for 30+ students
Faculty Advisor for the Future Business Leaders of America-Phi Beta
Lambda Guest Interviewer for Effective Workplace Communication
class - J-Term Department Committee for Recruitment and Retention

2006
Academic Advisor for 25+ students
Faculty Advisor for the Future Business Leaders of America-Phi Beta
Lambda Guest Interviewer for Effective Workplace Communication
class - J-Term

2005
Academic Advisor for 25+ students
Faculty Advisor for the Future Business Leaders of America-Phi Beta
Lambda Guest Interviewer for Effective Workplace Communication
class - J-Term

National
National Board of Directors, Future Business Leaders of America-Phi Beta Lambda

Regional

Board of Directors, Colorado Phi Beta
Lambda Board of Directors, Museum of
Western Colorado

Local
Member, Grand Junction Area Chamber of
Commerce Member, Museum of Western
Colorado
Volunteer, Grand Junction March of Dimes
Volunteer, District 51 Foundation
Advising 2003-Present:

University level

2015 - Student Orientation
Volunteer 2014 - Student
Orientation Volunteer 2013 -
Student Orientation
Volunteer 2012 - Student
Orientation Volunteer 2011 -
Student Orientation
Volunteer 2009 - Student
Orientation Volunteer 2007 -
Student Orientation
Volunteer 2006 - Student
Orientation Volunteer

Department level

2015 - Academic Advisor for 40+
students 2014 - Academic Advisor for
40+ students
2003 - 2013 - Academic Advisor for 39+ students
2005 - 2013 - Advised 30+ students each semester as part of BUGB 105 for class
schedules 2009 - served as an MBA student advisor.

Honors and Awards 2003-Present:

National

2013 Outstanding Advisor, Phi Beta Lambda
2010 Who's Who Among Executives and
Professionals 2009 Outstanding Advisor, Phi Beta
Lambda
2008 Outstanding Advisor, Phi Beta
Lambda 2008 Who's Who Among
America's Teachers 2007 Who's Who
Among America's Teachers 2006
Outstanding Advisor, Phi Beta
Lambda 2006 Who's Who Among
America's Teachers

Regional

2013 Outstanding Advisor, Colorado Phi Beta
Lambda 2009 Outstanding Advisor, Colorado
Phi Beta Lambda 2008 Outstanding Advisor,
Colorado Phi Beta Lambda 2006 Outstanding
Advisor, Colorado Phi Beta Lambda

Local

2013 CMU Maverick Award, Club Advisor of
the Year 2012 CMU Maverick Award, Club

Advisor of the Year

Professional Experience:

Marketing research and analysis.

Consultant, marketing and management for small business start-

ups. Feature writer for Builder Architect Magazine.

Economic research and analysis, Western Colorado Bureau of Economic and Business Research.

Configuration Management - Boeing Aerospace contracting to the Department of Defense.

Technical Editor - Bendix Field Engineering contracting to the Department of Energy.

NATHAN C. PERRY, PHD

AFFILIATION

Assistant Professor of Economics at Colorado Mesa University (August 2010-Present)

EDUCATION

Ph.D. in Economics, University of Utah, Salt Lake City, UT, August 2010
> Dissertation: Three essays on exchange rates: The current account, the capital account, and Latin America.

B.A. Economics, Westminster College, Salt Lake City, UT, May 2004
B.A. Philosophy, Westminster College, Salt Lake City, UT, May 2004

PEER REVIEWED JOURNAL PUBLICATIONS

Vernengo, M., and Perry, N. (Accepted for publication with minor revisions, forthcoming). The balance of payments constraint and inflation: The case of Argentina. *Economic Notes.*

Perry, N., & Vernengo, M. (2014). What ended the great depression? Re-evaluating the role of fiscal policy. *Cambridge Journal of Economics, 38*(2), 349-368. doi: 10.1093/cje/bet035.

Von Arnim, R., Bannister, S., & Perry, N. (2013). Employment prospects: A global model of recovery and rebalancing. *Cambridge Journal of Economics*, 37(1), 17-33. doi: 10.1093/cje/bes043.

Perry, N., & Schonerwald, C. (2012). Institutions, geography, and terms of trade in Latin America: An evaluation of the Washington consensus. *International Journal of Political Economy, 41*(1), 66-94. doi: 10.2753/IJP0891-1916410103.

COMPLETED PAPERS SUBMITTED TO JOURNALS

Perry, N., & Cline, N. (2013). Wages, exchange rates, and the great inflation moderation: A post-Keynesian view. Working Paper No. 759, March 2013, *The Levy Economics Institute.* doi:10.2139/ssrn.2236208. (submitted for publication, revise and resubmit).

Schonerwald, C., & Perry, N. (In submission). A Bayesian analysis of the monetary policy rule in Latin America.

BOOKS

Hsu, S, and Perry, N. (2014). Lessons in sustainable development from Malaysia and Indonesia. New York: Palgrave.

BOOK CHAPTERS

Perry, N. (2015). Open market operations. In P.L. Rochon and S. Rossi (Ed.), *The Encyclopedia of Central Banking* (pp. 383-385). Northampton, MA: Edward Elgar.

Perry, N. (2015). Monetary policy objectives. In P.L. Rochon and S. Rossi (Ed.), *The Encyclopedia of*

Central Banking (pp. 343-345). Northampton, Massachusetts: Edward Elgar.

Perry, N. (2014). Debt and deficits: Economic and political issues. Global Development and the Environment (GDAE), 42 pgs. http://www.ase.tufts.edu/gdae/education_materials/modules/DebtAndDeficits.pdf. Also downloadable at http://business-schools-for-impact.org/course-content.

Perry, N., & Schonerwald, C. (2009). The effects of international trade, geography and institutions in the economic development of Latin America. In A. Zago, F. Azevedo, and D. Triches (Ed.) *Latin American Economic Integration* (pp. 149-168). Viamão, Brazil: Entremeios.

WORKING PAPERS SERIES

Perry, N. (2015). Ethics in the economics profession. Daniels Fund Ethics Initiative, White Paper. Posted July 2015.

BOOK REVIEWS

Perry, N. (Forthcoming Spring 2016). A review of "What have we learned?" By Akerlof, Blanchard, Romer, and Stiglitz. *The Social Science Journal*.

FELLOWSHIPS

Daniels Funds Ethics Initiative Grant Fellow, *Ethics in Economics*. Funded by the Daniels Fund Ethics initiative, $8,000. (2015): Funding to conduct research on ethics in the economics profession as well as create classroom exercises and tools for student ethics assessment.

Visiting Research Fellow, Global Development and the Environment Institute (GDAE). (May 2012-May 2014). Wrote a teaching module (designed as a textbook chapter) on deficits and debt to complement GDAE's macroeconomics textbook. Contributed to debt/deficit chapter in GDAE's textbook.

GRANTS

Research Associate, *Pathways to nature in Mesa County*. Funded by Mesa County Health Department $28,500, (2015-2016). Grant funding used to conduct community surveys and write a report on how Mesa County can better connect its community to the outdoors.

Research Associate, Grand Valley *Public Lands Quality of Life Study*. Funded by the Bureau of Land Management, $22,000. (2015). Created reading room used to facilitate future research projects on the value of public lands in Mesa County. Website: http://healthymesacounty.org/active-communities/blm-reading-room.

PEER REVIEWED CONFERENCE PROCEEDINGS (STUDENTS IN ITALICS)

Snyder, J., & Perry, N. (2015). What are the determinants of grades in quantitative decision making courses? *Proceedings of the Mountain Plains Management Conference*. Grand Junction, CO, September 2015.

Perry, N., Fleck, E., *Abellera, R., Adleman, S., Davis, P., Delgado, A., Hastings, A., Heaton, L.,*

Hovland, E., Kraeker, B., Phillips, M., Ruark, R., & Turley, H. (2015). The economic cost of domestic hunger in Mesa County. *Proceedings of the Mountain Plains Management Conference*, Grand Junction, CO, September 2015.

Perry, N. (2011). The Role of the financial account in exchange rate determination. *Proceedings of Mountain Plains Management Conference*, Grand Junction, CO, October 2011.

Schonerwald, C., & Perry, N. (2008). Institutions, geography, and terms of trade in Latin America: A longitudinal econometric analysis. *Anais do XXXVI Encontro Nacional de Economia [Proceedings of the 36th Brazilian Economics Meeting]*.

OTHER WORK/PUBLICATIONS

Goodwin, N., Nelson, J., & Harris, J. (2013). *Macroeconomics in Context* (2nd ed.). Contributed to deficit/debt chapter during my research fellowship.

Hubbard, G, & O'Brien, A. (2012). *Money, banking, and the financial system, 1st edition*. Prentice Hall (Pearson). Hired by Pearson to write the end of chapter questions for the whole book.

Perry, N., Wilhelm, S., & Hilman, J. (2005). The state of working Utah. Yearly published report for Utah Issues that details the progress of Utah's working poor (30 pgs). Downloadable at: http://www.earncentral.org/documents/fiscalanalysis-swu2005-1.pdf.

INVITED PRESENTATIONS

Perry, N., & Hsu, S. (2014, December). *Sustainable development in Asia*. Presented findings from book (*Lessons in sustainable development from Malaysia and Indonesia*) at Global Development and the Environment Institute (GDAE), Boston, MA.

Perry, N. (2011, April). *The transmission of monetary policy in the US: Testing the credit channel and the role of endogenous money*. Presented paper at the University of Utah Macroeconomics and Money Seminar, Salt Lake City, UT.

CONFERENCE PRESENTATIONS (STUDENTS IN ITALICS)

Perry, N. (2015, September). *What are the determinants of grades in quantitative decision making courses?* Paper presented at the Mountain Plains Management Conference, Grand Junction, CO.

Perry, N., *Adleman, S., Heaton, L., Ruark, R.,* (2015, September). *The economic cost of domestic hunger in Mesa County*. Paper presented at the Mountain Plains Management Conference, Grand Junction, CO.

Perry, N. (2014, March). *Wages exchange rates and the great moderation*. Paper presented at the Eastern Economics Association Conference, Boston, MA.

Perry, N. (2013, May). *Structural changes in global manufacturing: A panel analysis*. Paper presented at the Eastern Economics Association Conference, New York, NY.

Perry, N. (2013, May). *The importance of industrial diversification for trade: A panel data approach*. Paper presented at the Eastern Economics Association Conference, New York, NY.

Perry, N. (2012, September). *The great moderation and the burdens of adjustment.* Presented paper at the 11th Annual International Post Keynesian Conference, Kansas City, MO.

Perry, N. (2012, March). *The great moderation and the burdens of adjustment.* Presented paper at the Eastern Economics Association Conference, Boston, MA.

Perry, N., & Schonerwald, C. (2012, March). *Evaluating the impact of western hemisphere trade agreements on trade flow: A gravity model approach.* Presented paper at the Eastern Economics Association Conference, Boston, MA.

Perry, N. (2011, October). *The role of the financial account in exchange rate determination.* Presented paper at the Mountain Plains Management Conference, Grand Junction, CO.

Perry, N. (2011, October). *Evaluating trade agreements and the role of distance: A gravity model approach.* Presented paper at the Mountain Plains Management Conference, Grand Junction, CO.

Perry, N., & Kamerling, R. (2011, February). *The transmission of monetary policy in the US: Testing the credit channel and the role of endogenous money.* Presented paper at the Eastern Economic Association Conference, New York, NY.

Perry, N. (2010, February). *Monetary policy rule in Latin America: A Bayesian analysis with an A-G prior.* Presented paper at the Eastern Economic Association Conference, Philadelphia, PA.

Perry, N., & Schonerwald, C. (2009, January). *Institutions, geography, and terms of trade in Latin America: A longitudinal econometric analysis.* Presented paper at the American Economic Association meetings, San Francisco, CA.

TEACHING EXPERIENCE

COLORADO MESA UNIVERSITY, GRAND JUNCTION, CO
Fall 2010-Present
      <u>Assistant Professor</u>
      Courses taught:
      Introduction to Macroeconomics (4 sections)
      Introduction to Microeconomics (2 sections)
      Money and Banking (5 sections)
      Intermediate Macroeconomics (5 sections)
      Intermediate Microeconomics (5 sections)
      Econometrics (2 sections)
      Business Statistics (1 section)
      Quantitative Decision Making (20 sections, 5 online)
      American Economic History (2 sections)
      International Economics (1 section)
      Business Honors (1 section)

UNIVERSITY OF UTAH, SALT LAKE CITY, UT
Fall 2005-Summer 2010
      <u>Instructor</u>
      Courses taught:
      Micro/Macro "Jumbo" Economics course (5 sections each)
            Approximately 200 students per course
            Both Introductory Macro and Micro in one semester
            Assigned 4 teaching assistants

Introduction to Macroeconomics (standard course) (1 section)
Introduction to Microeconomics (standard course) (1 section)
Current Economic Problems (2 sections)
Money and Banking (4 sections)
The Economics of Sex, Drugs, and Crime (Prohibition) (2 sections)
Health Economics (Masters Level) (1 section)
American Economic History (2 sections)

WESTMINSTER COLLEGE, SALT LAKE CITY, UT
Fall 2006-Summer 2010
 <u>Adjunct Professor</u>
 Courses taught:
 Introduction to Macroeconomics (3 sections)
 Introduction to Microeconomics (10 sections)
 Health Economics (1 sections)
 The Economics of Prohibition (4 sections)
 Economics as a Social Science (1 section)
 Business Quantitative Methods (2 sections)

WEBER STATE UNIVERSITY, OGDEN, UT
Fall 2008-Spring 2010
 <u>Adjunct Professor</u>
 Courses taught:
 Introduction to Macroeconomics (4 sections)

RELATED PROFESSIONAL EXPERIENCE

UTAH ISSUES
2005
 Economist: Published "State of Working Utah."
  Conducted low income and poverty related economic research to report and lobby to Utah State legislature.

URBAN COMMUNITY CENTER
2004
 Economist: Tax and Poverty Research, Legislative Lobbying

AMERICAN EXPRESS
1999-2004
 Accounting/Technical Support
  Reconciled bank travelers cheques accounts, technical support for the software used to reconcile the accounts.

PROFESSIONAL SERVICE: JOURNAL MANUSCRIPT REVIEWS

Review of Keynesian Economics (Summer 2014)

Journal of Asian and African Studies (Spring 2014)

Social Science Quarterly (Summer 2015)

PROFESSIONAL SERVICE: TEXTBOOK REVIEWS

Reviewer, Worth Publishers, "Microeconomics". Goolsbee, Levitt, Syverson. 2nd edition. (2015).

Reviewer, Pearson, "Economics of Social Issues" by Grant (2013).

Reviewer/Consultant Board, Pearson, "Intermediate Macroeconomics" by Hubbard, Obrien, and Rafferty. 1st Edition. Spring (2009).

Reviewer/Consultant Board, Pearson, "Money and Banking" by Hubbard and O'Brien. 1st Edition. Spring (2009).

Reviewer/Consultant Board, McGraw-Hill, "Economics," by Gelbach and Smith (2008).

Reviewer, Prentice Hall "Introduction to Microeconomics" by Karl E. Case and Ray C. Fair, 9th edition. Fall/Spring 2008. (Entire book review with feedback).

Reviewer, Prentice Hall "Introduction to Macroeconomics" by Karl E. Case and Ray C. Fair, 9th edition. Fall/Spring (2008). (Entire book review with feedback).

Content Expert, Western Governors University, Fall (2006): Context Expert for pedagogy and course design.

UNIVERSITY SERVICE/COMMITTEE WORK

Faculty Salary and Benefits Representative (2015-Present)

Job Search Committee for Quantitative Decision Making (Spring 2015)

Business Honors Society Faculty Advisor (Fall 2014-Present)

Job Search Committee for Econ/Finance Professor (Spring 2014)

Job Search Committee for Computer Information Science Professor (Spring 2014)

Tutorial Learning Center committee (2013-Present)

Accreditation Committee (2013-Present)

Critical Thinking Department Outcome Assessment Committee (2014-Present)

Honors Program Development Committee (2014)

Job Search Committee for Computer Information Science Professor (Spring 2013)

Job Search Committee for Management Professor (Spring 2012)

Economics Book Club Faculty Advisor (2011/2012)

Ph.D. selection committee member, University of Utah, (2007-2010)

HONORS AND AWARDS

Colorado Mesa University Faculty Professional Development Fund (2014): $760 for travel funds to make a presentation at Global Development and the Environment.

Nominated for Teacher of the Year, Fall 2005 (Microeconomics), Summer 2007 (Health Economics), Fall 2007 (Introduction to Microeconomics), Fall 2008 (Microeconomics and Macroeconomics), Spring 2008 (Microeconomics and Macroeconomics) at University of Utah

Sigma Chi Fraternity (University of Utah) Annual Teaching Award (2009)

Presidential Scholarship, Westminster College, 1999-2003

SOFTWARE KNOWLEDGE

STATA (cross sectional/time series econometrics)

IMPLAN (economic impact reports)

PROFESSIONAL ASSOCIATIONS

National Association of Forensic Economists (NAFE)

Eastern Economics Association

COMMUNITY BOARDS/ACTIVITIES

Kids Voting Mesa County (Vice President of the Board of Directors)

MEDIA APPEARANCES

2/18/15: The Daily Sentinel, Grand Junction, CO., front page story ""Taxpayers to foot bill for Country Jam's security." http://www.gjsentinel.com/news/articles/taxpayers-to-foot-bill-for-jams-security/.

9/30/14: The Daily Sentinel, front page story "Economic impact of Country Jam nearly $10.6 million, study shows." http://www.gjsentinel.com/news/articles/economic-impact-of-country-jam-nearly-106-million.

9/30/14: KKCO 11 News, http://www.nbc11news.com/news/headlines/Country-Jam-officials-release-economic-impact-study-results-277520511.html.

8/20/12: The Bill Jones Show 97.7 KNOZ, comparing Obama's budget to Paul Ryan's budget, and discussing Medicare changes.

6/13/12: Salt Lake Tribune, testimony in constitutional court case: http://www.sltrib.com/sltrib/news/54306779-78/gang-injunction-court-jones.html.csp.

6/10/12: The Bill Jones Show 1230 KEXO, Grand Junction, Talking about Paul Ryan's budget plan

5/27/12: The Bill Jones Show 1230 KEXO, Grand Junction, Discussing income inequality

8/2011: The Economist Magazine Weekly Papers:
         www.economist.com/blogs/freeexchange/2011/08/economics

Assistant Professor of Computer Information Systems
Colorado Mesa University
1100 North Ave, Grand Junction, CO 81501
(970) 261-7699
Email: dpumphrey@coloradomesa.edu

EDUCATION

2014   PhD, Management Information Systems. University of Mississippi, Oxford, MS

1992   M.S., Computer Information Systems. Georgia State University, Atlanta, GA

1987   B.S.B.A Data Processing & Quantitative Analysis. University of Arkansas, Fayetteville, AR

PUBLICATIONS

Pumphrey, D., Aiken, M., & Vanjani, M. (2011). A Research Model for Multilingual Electronic Meeting Systems. *Business Research Yearbook.* 110.

PRESENTATIONS

Lay, S. & Pumphrey, D. (2015). So You Want to Flip Your Class. Mountain Plains Management Conference. Grand Junction, CO, September 2015.

Eason, C., Pumphrey, D. (2012) Stuckiness: Exploring Online Social Media Usage. Presented at the Southeast Marketing Symposium. Knoxville, TN, February 2012.

Reithel, B. & Pumphrey, D. (2013). Android Forensics. 2013 Mississippi Digital Forensics Conference hosted by the Federal Bureau of Investigation

HONORS

Outstanding PhD Student for the University of Mississippi School of Business Administration, 2012-2013

DISSERTATION

Mr. Hyde or Dr. Jekyll: The mindsets and characteristics of the information security professional

RESEARCH IN PROGRESS

Pumphrey, D., Carpenter, D. "Benefits Plan Implementation: An ethical dilemma." Working Title
Fleck, E., Pumphrey, D. "Social Media Stalking: Brand Impact and Loyalty." Working Title.

Pumphrey, D. "Open the Floodgates: Information Security's Flawed Hiring." Working Title.

Pumphrey, D. "Identifying Failed Software Developer Security Approaches." Working Title.

Pumphrey, D. "Use of the Delphi Method in Developing Latent Class Analysis Questions." Working Title.

Pumphrey, D. & Eason, C. "Hotel California effect on social networking: The inadequate explanation of the network effect on individuals' social media migration"

Reithel, B., Pumphrey, D, Guo, X., & Mukhopadyay, S. "Counterproductive spoliation behavior of I.S. professionals in eDiscovery"

Pumphrey, D, Ammeter A., & Reithel B. "Determinants of Senior IT Management Decisions to Hire Virtual IT Contractors"

Novicevic, M. & Pumphrey D. "Latent class analysis: A review of the management literature"

Classroom/Teaching

2015 Fall	CISB 241 – Business Analysis
	CISB 310 – Enterprise Systems & Architecture
	CISB 331 – Advanced Business Programming
	MANG 491 – Business Strategy

2015 Spring	CISB 210 – Fundamentals of Information Systems
	CISB 206 – Business Application Programming
	MANG 491 – Business Strategy

2014 Fall	CISB 210 – Fundamentals of Information Systems (2 classes)
	CISB 310 – Enterprise Architecture
	CISB 331 – Advanced Business Programming

| 2014 Spring | CISB 210 – Fundamentals of Information Systems (4 classes) |

Joint teaching appointment in both Information Systems and Computer Science at the University of Mississippi

| 2013 Fall | CSCI 103 – Survey of Computing (45 students) |

| 2013 Summer | CSCI 111 – Computer Science I (Java Programming) (17 students) |

| 2013 Spring | CSCI 103 – Survey of Computing (49 students) |

BUS 400 – Agile Software Development. (11 students). Created course material and providing instruction to MIS & Computer Science students.
MIS 309 – Managing Information Systems (Teaching Assistant, 130 students)

2012 Fall	CSCI 103 – Survey of Computing (44 students)
	MIS 309 – Managing Information Systems (Teaching Assistant, 130 students)
2012 Spring	MIS 309 – Managing Information Systems (42 students)
	MIS 309 – Managing Information Systems (Teaching Assistant, 130 students)
2011 Summer	MIS 309 – Managing Information Systems (24 students)
2011 Spring	MIS 619 – Information Systems Strategy (Teaching Assistant, 75 students)

Adjunct Faculty at the University of Phoenix, Tulsa Campus

2001 – 2005   Information Systems, Project Management classes at the undergraduate and graduate level.

PROFESSIONAL EXPERIENCE

2005 - 2010   *Information Technology Management.* Tulsa, OK. Provided strategic direction for mid-tier oil & gas exploration & production information technology department.

2003 – 2005   *Software Development Management.* Tulsa, OK. Provided direction to software development teams. Product & project management.

2000 – 2003   *Enterprise Architect.* Tulsa, OK. Guided technical direction for over 500 software development professionals in Java & Microsoft.NET software development at national energy generation & distribution company

1993 – 1999   *Enterprise Consultant.* Atlanta, GA. Consultant to numerous information technology departments for mid-sized and Fortune 500 companies.

1987 – 1993   *Programmer, Systems Analyst, Project Manager.* Ft. Smith, AR; Atlanta, GA. Various programming, analyst, & project management roles for companies in insurance, transportation, & credit scoring industries.

Name: Matthew H Rosenberg
Start Year: 2011
Program: Business Administration
Department: Business**Faculty**
Highest DegreeMPA   The University of Texas at Austin   Professional Accounting   2002
Education: (List all degrees beginning with most recent-include post docs and external certificates) Chartered Financial Analyst (CFA) Certified Public Accountant (CPA) Masters of Professional Accounting Bachelor of Business Administration

Teaching 2003-Present:
Courses Taught Financial Strategy (MBA)Financial Management (Corporate Finance) Fundamentals of InvestmentsSecurity Analysis & PortfolioManagementInternational Financial Management (International Finance) Life and Health InsuranceProperty & Casualty Insurance
Evidence of Continuous Improvement

Scholarship and Creative Work, 2003-Present:
 Conference PresentationPalisade Risk Management Conference Presentation (Nov 2011)
Mountain Plains Academic Conference (Oct 2011) - Teaching Mergers & Acquisitions

Service 2003-Present: UniversityCMU Alpine Ski Team Volunteer Assistant Coach CMU Varsity Baseball Volunteer Assistant Coach

Advising 2003-Present: University levelDepartment level

Professional Experience: Investment Banking - Wachovia SecuritiesCommercial Real Estate Finance - GE Commercial FinanceCommercial Real Estate Investment - Jackson Oats Shaw Corporate Real Estate Investment Advisory - RoseCap Investment Advisors, LLCConsulting - RoseCap Consulting,

Curriculum Vitae

EDUCATION

Ph.D. Educational Leadership and Human Resource Studies, Colorado State University -- 2003

Master of Science in Human Resource Management, in Economics, University of Utah -- 1979

Bachelor of Science, English Literature and Language/Education, 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	Development of Learning Organizations
Organizational Leadership	Organizational Structure
Benchmarking Best Practices	Employee Performance Appraisal Design
Team Orientation & Program Design	Equal Access for Disabled Populations
Employee Job Satisfaction Assessment	Coaching as a Best Practice
Employee Job Satisfaction Enhancement Practices	Employee Engagement

AWARDS & HONORS

Recipient of 2010 Best Paper in Management award, Mountain Plains Management Conference in Ogden, Utah, October 2010

Mesa State College Merit award bonus for excellent annual performance 2008, 2009, 2010, 2011, 2012, 2013, 2014

Recipient of 2008 Human Resources Professional of the Year Award, Western Colorado Human Resource Association, presented at WCHRA Fall Conference, September, 2008

Recipient of 2004 Educator of the Year in Human Resources Award, Human Resource Management Association for South Western United States, Presented in San Antonio, Texas, October 2004

Recipient of Edward W. Chance Memorial Rural Education Dissertation Research Award, presented at National   Rural Education Association Annual Convention – Fall 2003

Nominated for Michael R. Losey Human Resource Research Award, national Society of Human Resource Management, by Western Colorado Human Resource Association Board of Directors, January 2004

Inducted into Phi Kappa Phi Academic Honor Society, May 2004

PROFESSIONAL EXPERIENCE

Colorado Mesa University–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 CMU over last 22 years include:

Human Resource Management	Pre-Employment Assessment and Screening (Staffing)
Principles of Management	Organizational Behavior
Business and Admin. Communications	Supervisory Management
Strategic HRM (MBA course)	Entrepreneurship
Freshman Business Seminar	Professional Career Management
Advanced Human Resource Mgmt. (capstone)	

     Every semester, student-course-evaluations have 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 were 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 human resource management (HRM) 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 HRM. 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 <u>directing and coordinating the academic services of the College</u>. 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 <u>extremely significant increases</u> 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.

<u>HR international consulting</u>: 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 CMU Committees and Groups

Campus Committees:
Human Subjects Research Committee Board, Mesa State College – Currently Chair; Vice-Chair and   Co-Chair in the past. 2003 *to present.*
Employee Professional Handbook Committee – Appointed by Faculty Senate - September, 2011 *to present*
Tenure and Promotion Committee – Fall, 2013
Working Group for Improving Student Academic Success – Spring, 2011 *to 2013*
HLC Assessment Committee: Section 4c – Fall, 2011 *to present*
Tenure and Promotion Committee – Fall, 2011
Academic Policies Committee – Member – 2010 to 2013
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.

CMU and Business Department Search Committees:

Director of Human Resources – Member – 2015-2016
Management/Strategy – Chair, 2013-2014
Management /Human Resource Management – Chair, 2011-2012

Management/Human Resource Management/Quantitative Analysis – Chair, 2010-2011
Economics/Quantitative Analysis – Chair, 2009-2010
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
Business Faculty Performance Evaluation Committee – Chair 2014 -- present
Business Department Faculty Evaluation Design/Review Committee, member - 2006-present
Business Department Student Learning Objective: Written and Oral Communication -- 2013
- present
MSC Club Advisor --Society for Human Resource Management (SHRM) student chapter.
(MSC SHRM   Club has won the Colorado (State HR Games 7 out of 10 years.)
1998- Present
CMU Business Department Strategic Planning Committee -- 2012- present
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, 2016.

"SHRM Senior Certified Professional" by Society for Human Resource Management (SHRM), January 2015 to January 2018.

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.

CONFERENCE PRESENTATIONS

"Traditional Performance Evaluations: Experiencing a slow and painful death?", Presentation about a majority of companies moving away from traditional 'rating scales' methods of performance evaluation and toward more holistic approaches that more accurately assess performance and include more robust feedback mechanisms. 57th Annual Global Mountain Plains Business Conference, CMU, Grand Junction, CO., September 17, 2015

"Unstructured Employment Interviews: A disquieting selection phenomenon and a postsecondary, pedagogical quandary", Presentation discussing the possible reasons why employers persist in using unstructured employment interviews in opposition to the overwhelming evidence that the practice is fraught with negative legal ramifications and that they are very poor predictors of future job performance of candidates. Additionally, discussed the problem of teaching university business students about unstructured interviews and having to describe them as one of the most common forms of employment testing. 56th Annual Global Mountain Plains Business Conference, Idaho State University, Pocatello, ID. October, 2014

"Informing the Research on Employee Selection Practices: Why do employers persist in favoring applicant interviews as predictors of future job performance?" Discussion of employment interviews, their benefits and their shortcomings. 55th National Mountain Plains Management Conference, Southern Utah University, Cedar City, UT. October 2013

"Praising & Rewarding Employees in a Depressed Economy" Interactive session where participants had the opportunity to respond to research questions on whether praise and rewards are more prevalent, or less

prevalent, in a depressed economy. It appears that the Great Recession pushed employers away from rewards and toward employee retention based upon job security alone. 54th National Mountain Plains Management Conference, Kearney, NE. October
10-13, 2012

"Informing the Research on Postsecondary Performance Evaluation". An abstract presentation/workshop to determine the direction of the author's continued research on postsecondary performance evaluation. Proceedings for Mountain Plains Management Conference, Colorado Mesa University, Grand Junction, CO, October 5-7, 2011

"Performance Assessment", Leadership Academy, Western Healthcare Alliance. Online technology used to present a workshop for healthcare managers on the subjects of performance management and performance assessment. March 22, 2011

"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" Proceedings for Mountain Plains Management Conference, Pocatello, ID Oct. 8-11, 2008. Paper accepted for MPMA proceedings and presentation, September, 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, Paper accepted for proceedings and presentation at 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, WCHRA Fall Conference, October, 2003

"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 Dissertation Award Winner Presentation. Fall 2003

"An Integrated, Postsecondary Academic Learning Assistance System", College Reading and Learning Association, State Meeting, Grand Junction, CO. Spring 2003

"Congratulations! You Are Now a Manager!" Western Colorado Human Resource Association Annual Conference, Grand Junction, CO. April 2001. Invited presenter

"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.

"Successful Internships and Career Development." International Students Association, Grand Junction, CO. Summers of 1996-2001.

"Career Development." Phi Beta Lambda, Grand Junction, CO. Fall, 1999.

International 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.

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   .

Reviewer for Blind Review Conference Papers, Textbook Review, Private Consulting, Memberships

Reviewer for Blind Review Conference Papers

Reviewed Management and Pedagogy papers for 57th 57th Annual Global Mountain Plains Business Conference, CMU, Grand Junction, CO., September 17, 2015

Reviewed *General Management, Technology and Management Education* papers for 2010 Southwest Academy of Management (SWAM), October, 2010

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.

Aggregated Scholastic Activities:

Books:	01
Book Chapters:	02
Book Reviews	07
Conference Presentations	21
Grant ($1,000)	01
Journal Articles	02

Gayla Jo Slauson

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| September 2014 |

Educational History:

MBA   May, 1992, University of Southern Colorado (Now CSU-Pueblo)\

BBA, emphasis in Computer Information Systems.   May, 1990, Mesa State College (now Colorado Mesa University) graduated Summa Cum Laude and Student with Highest GPA.

Additional certifications:
- CCP (Certified Computing Professional), 1994
- MOUS (Microsoft Office Specialist – Excel), 2013

Employment History:

Associate Professor: 2004 – present, Computer Information Systems, Colorado Mesa University

Assistant Professor: 1998-2003 Computer Information Systems, Mesa State College

Instructor: 1993-1998 Computer Information Systems, Mesa State College

Lecturer: 1990-92 Computer Information Systems, Mesa State College (taught twelve one credit classes and over 700 students each year)

Additional prior employment as a bookkeeper, receptionist, cashier, tutor and spreadsheet consultant

Teaching Achievements:

Courses taught at university level:
Business:
Introduction to Business
Business Communications
Organizational Behavior
Business Mathematics
Principles of Marketing
Principles of Management
Introduction to Nonprofit Leadership

Computer Information Systems:
Business Information Technology
Introduction to Business Software
Advanced Business Software
Theories of Information Systems
Fundamentals of Information Systems
Management of Information Systems
Microcomputer Applications
Solving Problems using Spreadsheets and Statistical Software
Solving Problems in Business Using Database Software
COBOL I and COBOL II
BASIC
VBA (Visual BASIC for applications)
Access (Database)
Excel, Lotus 1-2-3 (Spreadsheets)
Word, Word Perfect (Word Processing)
PowerPoint (Presentation)

Other:
Introduction to Higher Education
Honors Courses
Courses for Teachers to earn CE Credits for Mesa County School District
Leadership Academy Sessions
Leading Edge Seminar Presenter for Small Business Development Center
Women in Management Course Presenter
Session teacher at two Women's conferences
Traveled to Kenya and worked with Kenyan entrepreneurs on business marketing plan in June, 2009

Sampling of Awards Earned

- 2015 Earned Distinguished Faculty Award for Colorado Mesa University

- 1990-2014 Earned "Excellent" ratings for teaching from Department Chair, peers, students, and other administrators

- 2003 Awarded Wall of Fame Teacher Award by Academic Services at Mesa State College

- 1993 Awarded Outstanding Teacher Recognition Award by Grand Junction Chamber of Commerce

- 1990-Spring,2014 Consistently earned excellent teacher evaluation ratings

- 1990 Outstanding Future Business Teacher Award, 1st Place Nationally Phi Beta Lambda

Scholarly Achievements:
Articles appearing in Journals (limited to last seven years):

Snyder, J., and Slauson, G. (2014). Majoring in Information Systems: Reasons
Why Students Select (or not) Information Systems as a Major. *Information
Systems Education Journal.*

Carpenter, D., McGinnis, D., Slauson, G. & Snyder, J. (2013). Assessing the Microsoft Office
Skills Course: Computer Mediated Delivery and Pre- and Post-Surveys. *Information Systems
Education Journal,* 11(4), p. 66-83.

Snyder, J., Carpenter, D., Slauson, G., Skinner, J. and Nash, C. (2012). Beyond the Bake Sale:
Fundraising and Professional Experience for Students Involved in an Information Systems
Student Chapter. *Information Systems Education Journal,* 10(6), p. 72-83.

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.

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.

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.

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.

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.

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.

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.

Articles Appearing in Other Publications

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.

McGinnis, D., Slauson, G. (2002). Global IT Worker Shortage Perceived or Real?, Global
Business Trends: Contemporary Readings, ABA (Academy of Business Management), pg 71

Refereed Proceedings Publications (limited to past nine years)

Snyder, J. and Slauson, G. (2015). Differences in Males and Females in When and Why They
Become Interested in Information Systems Majors. Proceedings of the EDSIG Conference –
Conference on Information Systems and Computing Education, Paper 2015/3411

Snyder, J., and Slauson, G. (2013). Majoring in Information Systems: Reasons Why Students Select
(or not) Information Systems as a Major. Proceedings of the 2013 ISECON.
*Distinguished Paper Award

Slauson, G. and Snyder, J. (2012). Asking the Right Questions to Change Perception of Business Students Regarding CIS Programs. Proceedings of the 2012 Mountain Plains Management Conference.

Carpenter, D., McGinnis, D., Slauson, G. and Snyder, J. (2012). Assessing Computer Skills Course and Computer Mediated Delivery via Pre- and Post-Surveys. Proceedings of the 2012 Information Systems Educators Conference.

Slauson, G. (2011). Using Easy Excel Tools with Clickers to Make Large or Small Classes on Any Subject Immediately Engaging. *Proceedings of the 2011 ISECON*

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.*
*Best Paper Award, Pedagogy Track

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.*

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.*

Carpenter, D., Snyder, J., & Slauson, G. (2010). Motivating and Managing MBA Students versus Computer Professionals and Others. *Proceedings of the 2010 MPMC.*

Slauson, G. (2010). A More Comprehensive System Approach to Student Relationship Management in a Business Department to Improve Retention. *52nd Annual Mountain Plains Management Conference Proceedings*

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.*
*Best Paper Award, Pedagogy Track

Slauson, G., Snyder, J., & Carpenter, D. (2008). Capitalizing Quickly on the Information Asset by Learning-on-the Fly, *Proceedings of the MPMA Conference.*

Snyder, J., Slauson, G., & Carpenter, D. (2008). An Action Plan to Increase IS Enrollment Based on Recent Survey Evidence, *Proceedings of the ISECON.*

Slauson, G., Snyder, J., & Carpenter, D. (2008). Encouraging Students to Learn on the Fly in CIS Courses, *Proceedings of the ISECON.*

Carpenter, D., Slauson, G., Snyder, J. & Winniford, M. (2008). Motivating and Managing IT Professionals Versus Bankers, *Proceedings of the WDSI.*

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.*

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.*

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.*

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.*

Lay, S., Parman, D., & Slauson, G. (2007). Developing a College Life Program to Retain Business Students, *Proceeding of the 49th Annual Mountain Plains Management Conference.*

Slauson, G., Carpenter, D. & Snyder, J. (2006). Copyright Ethics: Relating to
   Students at Different Levels of Moral Development, *Proceedings of the*
ISECON.
Snyder, J., Carpenter, D., & Slauson, G. (2006). MySpace.com A Social
   Networking Site and Social Contract Theory, *Proceedings of the ISECON*.
   *Meritorious Paper Award

Book Chapter and Study Guide
Slauson, G. & Grabow, C. (2003). Framing Leadership Issues for System Developers, Current
Issues in IT Education, editor McGill, T. Chapter 10, ISBN 1-931777.

Slauson, G. (1997). Student Study Guide for Computers and Information Processing, Second Ed.,
Course Technology, ISBN 0-7600-4922-X.

Served as Reviewer and Session Chair

Information Systems Education Journal
Information Systems Education Conference
Mountain Plains Management Conference
CONISAIR Conference

Examples of Invited or refereed talks/presentations to professional meetings

Presentation at Mountain Plains Management Conference on the History of Colorado
Mesa University's Department of Business
Spring 2015 Presentation at the Riverside Education Center to students encouraging them to pursue
higher education
Presentation at the Higher Learning Commission Conference, April 2014
Presentation Faculty Colloquium, February, 2010
Presentation for Leadership Academy, March, 2009
Presentation at the Senior Center on Identity Theft, 2006

Professional Affiliations:

AITP   Association of Information Technology Professionals
MPMA   Mountain Plains Management Association

Examples from Professional Service:

Lead writer, Bachelor of Business Administration (BBA) with twelve concentrations program
review, Fall, 2015

Working Group on Faculty Effort Allocation, Fall, 2015

Responsible for CIS Lecturer classroom observations/evaluations, Fall 2015

Member of Working Group to Improve Student Academic Success (WGISAS 3.0) 2015, assisted with evaluation of Elucian software tools to improve retention

Faculty Trustee, elected position, 2013-2015 (participant in CMU's Board of Trustees Meetings and Events)

Steering Committee Member and Criterion Two Chairperson, leading the effort for Reaffirmation of Reaccreditation visit for CMU, Higher Learning Commission

Faculty Senate, represented Department of Business, served on executive committee and as Faculty Senate president 2010-2011

Campus Wellness Committee 2010-2012

Calendar Committee 2010-2014

Strategic Planning Committee for Mesa State College, 2010

Awarded Outstanding Service - Faculty Award, Mesa State College 2001

Examples from Community Service:
Board member of Strong Schools, Strong Communities, nonpartisan community group 2013-2015

Provided community service through course projects in assisting organizations in the community with Access database and Excel spreadsheet assistance

Stephen Minister in community, providing one-on-one ministry for individuals going through crisis, 2012-present

Lay leader and fill-in speaker for various churches in the community, 2011 Lay speaker of the Year, Rocky Mountain Annual Conference United Methodist Churches

Served on Comprehensive Plan Focus Group for the City of Grand Junction, 2010

Other:
Introduction to Higher Education
Honors Courses
Courses for Teachers to earn CE Credits for Mesa County School District
Leadership Academy Sessions
Leading Edge Seminar Presenter for Small Business Development Center
Women in Management Course Presenter
Session teacher at two Women's conferences
Traveled to Kenya and worked with Kenyan entrepreneurs on business marketing plan in June, 2009

Johnny Snyder

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josnyder@coloradomesa.edu
June 2015

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 Advisor: Dr. Richard Gibbs

Employment History:

Professor: 2010 – present; Department of Business, Computer Information
        Systems, Colorado Mesa University (formally Mesa State College),
        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, Department of Business, 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

Consulting Activities:
- Spreadsheet construction to enable project tracking for Genesis Designs Architecture and Planning (2006)
- Faculty/Staff Training and Change Management for the Office 2007 deployment at Mesa State College (2009)
- Mathematical model development and data analysis for Geovic mining company (2009)
- Web site design and construction for JF Strothman Distillery (2012)
- Spreadsheet construction to evaluate effective/ineffective football defensive strategies for the CMU football team (2014)
- Sales force pricing model and spreadsheet construction for Colorado Custom Elevator and Lift (2015)

Other Employment:
From 1977 to 1988 positions included retail sales person, ski rental and repair shop employee and manager, ski lift operator and ski patrol, warehouse (shipping/receiving), construction trades and remodel work, restaurant and kitchen work.

Teaching:

Master's Committees/Advisement:

Leland Byers (MBA), 2011
    Fighting Monsters, and Being Taxed for it? A Look at Possible Government
    Taxation in Virtual Worlds
Justin Kawcak (MBA), 2011
    How Admissions Offices in Colorado are Using Social Media
Bill Adams (Natural Resource Management), 2002
    A Kill Rate Model for Texas Mountain Lions (MS Thesis)
Lynn Cassell (Biology), 2002
    Analysis of Vocalizations of Lilian's Race of the Eastern Meadowlark (*Sturnella   magna lilianae*) in West Texas (MS Thesis)

Bachelor's Advisement/Senior Project Direction/Honors Thesis Supervision/Student Project Advisement:
Corey Jimerson (Finance/Economics), 2015
    Student Showcase Paper
    *Best in Track Award

Mark Boomgaard (Computer Information Systems), 2015
*First Place, Microsoft Office Solutions, Second Place, Business Analysis, AITP National Collegiate Conference
Jordan Fisher (Computer Information Systems), 2015
> ***Second Place, PC Troubleshooting AITP National Collegiate Conference**
Zach Horrall (Computer Information Systems), 2015
*First Place, Microsoft Office Solutions, Second Place, Business Analysis, AITP National Collegiate Conference
Dustin DeLor (Computer Information Systems), 2014
> ***Third Place, PC Troubleshooting Competition, AITP National Collegiate Conference**
Michael Rowe (Computer Information Systems), 2014
> ***Honorable Mention, PC Troubleshooting, AITP National Collegiate Conference**
Dustin DeLor (Computer Information Systems), 2013
> ***Third Place, PC Troubleshooting Competition, AITP National Collegiate Conference**
Paul Ducray (Computer Information Systems), 2013
> ***Honorable Mention, PC Troubleshooting**
> **Top Ten, Security Competition, AITP National Collegiate Conference**
Steven Nolan and Heather Flaherty (Computer Information Systems), 2012
> ***Honorable Mention, Business Analytics Competition, AITP National Collegiate Conference**
Sydney Jensen (Computer Information Systems), 2012
> **Student Showcase Paper**
> ***Best in Track Award**
Leyland Byers (MBA), 2012
> **Student Showcase Paper**
Steven Nolan (Computer Information Systems), 2011
> **Paper accepted to Mountain Plains Management Association's annual conference**
> ***Best Paper Award, Student Track**
Megan Vogel (Computer Information Systems), 2011
> **Student Showcase Paper**
> ***Best In Track Award**
Triston Arisawa and Megan Vogel (Computer Information Systems), 2011
> ***Honorable Mention, Web Design, 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**
Josh Major (Computer Information Systems), 2011
> ***Honorable Mention, Network Design Competition, AITP National Collegiate Conference, 2011**
Cole Nash (Management), 2011
> ***Honorable Mention, Network Design Competition,**
> ***Third Place, Student Paper Competition, AITP National Collegiate Conference, 2011**

Nick Bjorklund (Economics/Finance), 2010

Paper accepted to the Second Annual Four Corners Conference on   Globalization
Lyndsay Yerbic (Computer Information Systems), 2010
   ***Honorable Mention, Student Paper Competition at the AITP National
   Collegiate Conference, 2010**
Ed Cart (Computer Information Systems), 2010
   ***Honorable Mention, Student Paper Competition at the AITP National
   Collegiate Conference, 2010**
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**
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**
Amanda Nesbit (Computer Information Systems), 2009
   ***Top Ten Placement, Student Paper Competition at the AITP National
   Collegiate Conference, 2009**
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**
Telicia Chaffin (Computer Information Systems), 2008
   **Web Site Design Competition for the Manufacturers Council, AITP National
   Collegiate Conference, 2008**
Charles Smith (Computer Information Systems), 2008 Human Microchip Implantation
   ***Top Ten Placement, Student Paper Competition at the AITP National
   Collegiate Conference, 2008**
   ***Paper published in Volume 3, number 3 of *The Journal of Technology
   Management and Innovation*, 2008**
Telicia Chaffin (Computer Information Systems), 2007 From E-voting to I-voting
   ***Presented at the 2007 MPMA Conference at Kearney Nebraska, included in
   proceedings**
AITP Team Banner Competition, 2007
   ***First Place Award, Artistic Category, 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**
Charles Smith (Computer Information Systems), 2007 Podcasting for Universities
   ***Top Ten Placement, Student Paper Competition at the AITP National
   Collegiate Conference, 2007**
Telicia Chaffin (Computer Information Systems), 2007 E-voting
   ***Third Place Award, Student Paper Competition at the AITP National
   Collegiate Conference, 2007**
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**

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
Bernie Calderon (Mathematics), 2004
        An Analysis of the TExES Exam
Ida Ramirez (Mathematics), 2003
        Numerical Solution of a Titration Problem
Jose Carillo (Mathematics), 2003
        The Mathematics of Coupled Dynamical Systems
Erica Price (Mathematics), 2000
        Stability of a Spring/Dashpot System

Classroom Teaching:

Institution	Courses Taught
University of New Mexico 1988 - 1998	Math 111, Mathematics for Elementary School Teachers I Math 112, Mathematics for Elementary School Teachers II Math 123, Trigonometry Math 129, A Survey of Mathematics Math 150, College Algebra Math 162, Calculus I Math 163, Calculus II Math 180, Business Calculus I Math 181, Business Calculus II Math 215, Mathematics for Elementary School Teachers III Math 264, Calculus III Math 314, Linear Algebra Math 316, Differential Equations
Southwestern Indian Polytechnic Institute 1995-1997	Math 150, College Algebra Math 162, Calculus I Math 163, Calculus II
Pacific University 1998-1999	Math 122, College Algebra Math 125, Pre-calculus Math 165, Introduction to Contemporary Mathematics Math 206, Numerical Linear Algebra Math 226, Calculus I Computer Science 230, Introduction to Software Tools
Sul Ross State University 1999-2005	Math 1300, Developmental Mathematics Math 1310, University Mathematics Math 1315, University Algebra Math 1320, Calculus I Math 1321, Calculus II Math 1342, Statistics Math 2320, Calculus III Math 3101/CS 3101, Departmental Seminar Math 3306/CS3306, Numerical Analysis

	Math 3306, Computing in Mathematics Math 3320, Differential Equations Math 3350, History of Mathematics Math 4360, Complex Variables Math 4390, Senior Project Math 5301, Graduate Special Topics GBA 3350, Business Statistics CIS 3323, Human Computer Interaction CIS 3360, Legal and Ethical Issues in Computing in Business CIS 3370, System Analysis and Design
Universidad Autónoma de Chihuahua (UACH) 2003-2005	GBA 5309, Quantitative Analysis and Decision Theory for Business GBA 5304, Management Information Systems
Colorado Mesa University (formerly - Mesa State College) 2005 - present	CISB 101, Business Information Technology CISB 205, Advanced Business Software CISB 206, Business Database Application Programming (VBA) CISB 210, Fundamentals of Information Systems CISB 241, Business Analysis CISB 305, Solving Problems Using Spreadsheets and Statistical Software CISB 306, Solving Problems with Databases CISB 341, Quantitative Decision Making CISB 395, Independent Study CISB 396, CISB Research CISB 400, Data Communication and Network Management CISB 442, Systems Analysis and Design CISB 451, Database Administration CISB 460, Electronic Commerce CISB 491, Directed Readings CISB 560, Electronic Commerce - MBA MANG 341, Quantitative Decision Making

Other Teaching Activities	
University of New Mexico, Department of Mathematics and the Office of the Provost 1990-1991	New Mexico Junior Mathematics Prognosis Exam Project (JUMP) - A statewide outreach program geared to increase success in high school mathematics programs.
University of New Mexico, Minority Engineering, Mathematics and Science Project 1994-1995	A tutoring/mentoring program designed to increase participation and success of underrepresented populations in the study of engineering disciplines.
University of New Mexico, Native American Program, College of Engineering 1994-1995	A resident program for Native Americans geared to increase participation and success of the student in the classroom.
Southern Pueblo Agency 1994-1995	A teaching initiative striving to certify Native American teachers who would then

	return to their pueblos to accept teaching positions in tribal schools.
Phillips Academy Andover, Massachusetts 1995	A residential program for students to increase their knowledge base for study in US institutions of higher education.
Sul Ross State University 1999-2004	PASS (Program for Academic Success and Socialization) A bridge program for first generation college students. This course taught skills and techniques necessary for students to thrive in the University.
Colorado Mesa University 2005 - present	As the faculty advisor to the student chapter of the AITP, I plan and conduct monthly meetings, recruit and train students to staff our fundraising activities, Computer Heroes (a computer hardware and software repair shop) and MSDNAA software provision for students in qualifying classes. I also mentor and train students to compete in the AITP's National Collegiate Conference.

Scholarly Achievements:

Articles appearing in Journals:

Snyder, J., and Slauson, G. (2014). Majoring in Information Systems: Reasons
Why Students Select (or not) Information Systems as a Major. *Information Systems Education Journal, 12(3),* p. 59-66.

Snyder, J. (2013). Wikipedia: Librarians' Perspectives on Its Use as a
Reference Source. *Reference & User Services Quarterly 53(2),* p.155-163;
DOI: 10.5860/rusq.53n2.155

Carpenter, D., McGinnis, D., Slauson, G. & Snyder, J. (2013). Assessing the   Microsoft Office Skills Course: Computer Mediated Delivery and Pre- and Post-   Surveys. *Information Systems Education Journal,* 11(4), p. 66-83.

Snyder, J. (2013). Wikipedia in the Academic Environment:
Faculty and Student Perspectives, *International Journal on E-Learning.* 12(3), p. 303-327.

Snyder, J., Carpenter, D., Slauson, G., Skinner, J. and Nash, C. (2012). Beyond the Bake Sale: Fundraising and Professional Experience for Students Involved in an   Information Systems Student Chapter. *Information Systems Education Journal,*   10(6), p. 72-83.

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.

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.

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.

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.
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.
Snyder, J. (2009). Usability – A Teaching and School Service Project, *Journal of Information Systems Education* 20(1), p. 13-16.
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.
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.
Snyder, J. (1997). Stability Considerations for Numerical Methods. *SIAM Review,* 39(4), p. 755-760.
 Snyder, J. (1995). A Brief History of Population Models. *The Pentagon,* Fall 1995, p.9-18.

Articles Appearing in Other Publications

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.

Refereed Proceedings Publications

Snyder, J. (2015). Numerical Evidence of Students' Use of Wikipedia. IABPAD 2015.
Snyder, J. (2015). What Are the Determinants of Grades in Quantitative Decision Making Courses? Mountain Plains Management Conference, 2015.
Snyder, J. and Slauson, G. (2015). Differences in Males and Females in When and Why They Become Interested in Information Systems Majors. EDIGSIG 2015.

Snyder, J., and Slauson, G. (2013). Majoring in Information Systems: Reasons Why Students Select (or not) Information Systems as a Major. Proceedings of the 2013 ISECON.
        *Distinguished Paper Award
Snyder, J., and Lay, S. (2012). Implementing a Degree Qualifications Profile. Proceedings of the 2012 Mountain Plains Management Conference.
Slauson, G. and Snyder, J. (2012). Asking the Right Questions to Change Perception of Business Students Regarding CIS Programs. Proceedings of the 2012 Mountain Plains Management Conference.
Carpenter, D., McGinnis, D., Slauson, G. and Snyder, J. (2012). Assessing Computer Skills Course and Computer Mediated Delivery via Pre- and Post-Surveys. Proceedings of the 2012 Information Systems Educators Conference.
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.*
Snyder, J. (2011). Wikileaks and Social Contract Theory. *Proceedings of the Four
        Corners Conference on Globalization.*
Snyder, J. (2011). Wikipedia: Librarians Perspectives' on Its Use as a Reference
        Source. *Proceedings of the 2011 MPMC.*

*Best Paper Award, Pedagogy Track

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.*

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.*

Carpenter, D., Snyder, J., & Slauson, G. (2010). Motivating and Managing MBA Students versus Computer Professionals and Others. *Proceedings of the 2010 MPMC.*

Snyder, J. (2010). Wikipedia as an Academic Reference: Faculty and Student Viewpoints. *AMCIS 2010 Proceedings.*

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.*

Snyder, J. (2009). Wikipedia as an Academic Reference: Faculty Perspective, *Proceedings of the MPMA Conference.*

*Best Paper Award, Pedagogy Track

Slauson, G., Snyder, J., & Carpenter, D. (2008). Capitalizing Quickly on the Information Asset by Learning-on-the Fly, *Proceedings of the MPMA Conference.*

Snyder, J. (2008). Cultural Dimensions of Web Design Elements, *Proceedings of the MPMA Conference.*

Snyder, J., Slauson, G., & Carpenter, D. (2008). An Action Plan to Increase IS Enrollment Based on Recent Survey Evidence, *Proceedings of the ISECON.*

Slauson, G., Snyder, J., & Carpenter, D. (2008). Encouraging Students to Learn on the Fly in CIS Courses, *Proceedings of the ISECON.*

Carpenter, D., Slauson, G., Snyder, J. & Winniford, M. (2008). Motivating and Managing IT Professionals Versus Bankers, *Proceedings of the WDSI.*

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.*

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.*

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.*

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.*

Snyder, J. (2007). It's a Wiki-World: Utilizing Wikipedia as an Academic Reference, *Proceedings of the MPMA Conference.*

Slauson, G., Carpenter, D. & Snyder, J. (2006). Copyright Ethics: Relating to Students at Different Levels of Moral Development, *Proceedings of the ISECON.*

Snyder, J., Carpenter, D., & Slauson, G. (2006). MySpace.com A Social Networking Site and Social Contract Theory, *Proceedings of the ISECON.*

*Meritorious Paper Award

Bridge, M., Snyder, J. & Naas, J. (2006). The Development Methodology Of A
Metropolitan Statistical Area Price Index Model, *Proceedings of the IBER* &
TLC.
Muñoz, J. & Snyder, J. (2006). The Corporate Social Responsibility of Pure-Play Sites versus
Brick-and-Mortar Corporations, *Proceedings of the MPMA Conference.*
Snyder, J. (2005). Evaluating E-Commerce: An Aesthetic Perspective,
Proceedings of the MPMA Conference.

Reviewing Activities

Journal of Information Systems Education
Information Systems Education Journal
Information Systems Education Conference
Four Corners Conference on Globalization
Mountain Plains Management Conference

Invited or refereed talks/presentations to professional meetings

"Numerical Evidence of Students' Use of Wikipedia" October, 2015
The International Academy of Business and Public Administration Disciplines
(IABPAD) Conference Las Vegas, Nevada
"Report on the National Collegiate Conference" May, 2015
Mile High Chapter of the AITP Monthly Meeting; Denver, Colorado
**(Invited presentation including student presenters: Kaemen Chiles, Mark
Boomgaard, Jordan Fisher)**
"Report on the National Collegiate Conference" May, 2013
Mile High Chapter of the AITP Monthly Meeting; Denver, Colorado
(Invited presentation including student presenters:
Kaemen Chiles, Dustin Delor, and Michaela Ervin)
"Report on the National Collegiate Conference" May 2011
Mile High Chapter of the AITP Monthly Meeting; Denver, Colorado
(Invited presentation including student presenters: Cole Nash,
Paul Ducray, Nathan Woods,)
"Wikipedia: Librarians Perspectives' on Its Use as a Reference Source"
MPMC 2011, Grand Junction, Colorado, October 2011
"Report on the National Collegiate Conference"
Mile High Chapter of the AITP Monthly Meeting; Denver, Colorado
(Invited presentation including student presenters:
Tristen Arisawa, Michael Ervin, Nathan Woods)
"Wikipedia as an Academic Reference: Faculty and Student Perspectives"
AMCIS 2010, Lima, Peru, August 2010
"Wikipedia as an Academic Reference: Faculty Perspective"
MPMA 2009, Grand Junction, Colorado, October 2009
"Cultural Dimensions of Web Design Elements"
MPMA 2008, Pocatello, Idaho, October, 2008
"An Action Plan to Increase IS Enrollment Based on Recent Survey Evidence"
ISECON 2008, Phoenix, Arizona, November, 2008

"Encouraging Students to Learn on the Fly in CIS Courses"
ISECON 2008, Phoenix, Arizona, November, 2008
"Report on the National Collegiate Conference"
Mile High Chapter of the AITP Monthly Meeting; Denver, Colorado, May, 2008
(Invited presentation including student presenters:
Bill Jackson and Telicia Chaffin)
"Using the National Collegiate Conference as a Student Chapter Focal Point"
AITP National Collegiate Conference
(Invited presentation including student presenters:
Bill Jackson and Telicia Chaffin)
Memphis, Tennessee, March, 2008
"Using the National Collegiate Conference as a Focal Point for an AITP Student
Chapter's Annual Activities"
ISECON 2007, Pittsburgh, Pennsylvania, November, 2007
"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
"The National Collegiate Conference Team Experience"
Mile High Chapter of the AITP Monthly Meeting; Denver, Colorado, May, 2007
(Invited presentation including student presenters:
Bill Jackson, Jarrod Harper, and Telicia Chaffin)
"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
"Evaluating E-commerce: An Aesthetic Perspective"
Mountain Plains Management Association Annual Meeting
Southern Utah University, Cedar City, Utah, October, 2005
"Partial Differential Equations and Population Models"
Mathematical Association of America Regional Meeting
Austin, Texas, April, 2000
"The Balloon Bifurcation"
1996 Region V Conference, Kappa Mu Epsilon, Mathematics
Honor Society, Grand Junction, Colorado, April 21, 1996.
"A History of Population Models"
Thirtieth Biennial Convention, Kappa Mu Epsilon,
Mathematics Honor Society, Durango, Colorado, April 21, 1995.
"An Introduction to Dynamical Systems"
1994 Region V Conference, Kappa Mu Epsilon, Mathematics
Honor Society, Albuquerque, New Mexico, April 9, 1994.

Professional Conferences:

Supercomputing
  April, 1991
Society of Mathematical Biologists Annual Meeting
  May, 1995
October Pre-service Conference for the Training of Teachers
  October, 1999
Mathematical Association of America Texas Section Meeting
  April, 2000; April 2002
Texas Association of Two Year Colleges Annual Meeting
  May, 2002
Mathematical Association of America Texas Section Meeting
  April, 2003
Dallascon – Wireless Security Conference
  May, 2004
Mountain Plains Management Association
  October, 2005; October 2006; October 2007; October 2008; October 2009;   October
2011; October 2015
National Collegiate Conference of the AITP (Faculty Sponsor)
  April, 2006; March 2007; March 2008; April 2009; March 2010; April 2011;
  April 2012, April 2013
DEFCON 14
August, 2006
ISECON (Information Systems Educators Conference)
  November, 2007; November 2008
Americas Conference on Information Systems
  August, 2010
Four Corners Conference on Globalization
  October, 2010, 2011, 2013
The International Academy of Business and Public Administration Disciplines
(IABPAD) Conference
  October, 2015

Professional Affiliations:

AITP   Association of Information Technology Professionals
EDSIG   AITP Education Special Interest Group
MPMA   Mountain Plains Management Association

Educational Activities:

Location Advantage, ESRI MOOC
  June 2015

Microsoft Certified Technology Associate Certificates
  Security (2013)

Networking (2013)

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

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 Association Annual Conference, CIS Track
2010 -	Conference Organizing Committee, Four Corners Conference on Globalization, presenter, session chair
2010	Session Chair, AMCIS 2010 in Lima, Peru
2011	Track Chair, Mountain Plains Management Association Annual Conference, CIS Track
2010 - 2012	Faculty Advisory Board for the Student Leadership Council, Association of Information Technology Professionals

| 2015 | Track Chair, Mountain Plains Management Association Annual Conference, CIS Track |

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 mathematics 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, Mathematics 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
2008 - 12	BOCA (Business Organizations, Clubs, and Associations) Committee
2009	Faculty Search Committee (Economics)
2010	Faculty Search Committee (Quantitative Methods/Management faculty)
2010 -	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
2010 - 14	Organizing Committee, Four Corners Conference on Globalization
2011	Pre-Tenure Committee
2011	Search Committee (Quantitative Methods/Management faculty)
2011 - 12	Web/Marketing Committee
2011 - 13	MBA Committee
2011 - 13	Higher Learning Commission Re-accreditation Committee; Criterion One
2013 - 16	Search Committees (Computer Science, two positions; Computer Information Systems, two positions)
2012 -	Faculty Senate (Vice-President 2013-2015; President Elect 2015-2016)
2015 -	Departmental Retention Committee (Chair)

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 - 12	Faculty Advisor to the Association of Information Technology Professionals Student Leadership Council (National Level Position)
2010 -	Member, Board of Directors, Little Mavericks Learning Center

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 a 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, Presentation Tools, Spreadsheet Tools, SPSS, Stat View, PhasePlane, LocBif, ArcGIS, 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

Distinguished Paper Award, ISECON 2013

Nominated by a peer faculty member for Distinguished Faculty Award, 2013-2014

KYLE B. STONE, Ph.D.
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mailto:kbstone13@mesanetworks.net

EDUCATION

Ph.D. Human Resource Studies   6/2007 – 8/2010
Specialization: Organizational Performance and Change
Colorado State University - Fort Collins, CO.
Dissertation: *Relationships between organizational performance and change factors and manufacturing firms' leanness.* Available from ProQuest Digital Dissertations and Theses database: AAT 3419114.
Advisor: Dr. Tom Chermack

M.Ed. Human Resource Studies   8/2003 – 5/2007
Specialization: Adult Education and Training
Colorado State University - Fort Collins, CO
Thesis Title: *Closing the Gap: Researching Manufacturing Workforce Needs and Educational Requirements of the 21st Century Workforce.* Advisor: Dr. Karen Kaminski

B.S. Industrial Arts and Technology   8/1986 – 5/1990
Central Missouri State University, Warrensburg, MO.
Coursework emphasis: Manufacturing and Industrial Engineering; Aviation.

AREAS OF EXPERTISE

Human Resource Management; Leader-Manager Development; Organizational Development; Change management and facilitation; Adult Education and Training; Instructional Design; Operations management; Lean transformation; Process improvement.

HIGHER EDUCATION EXPERIENCE

Colorado Mesa University   8/2013 – Current
Assistant Professor of Management
Department of Business
1100 North Avenue
Grand Junction, CO 81501

Tenure-Track appointment August 2013. Responsible for teaching courses in the B.B.A. Management, Human Resource Management concentrations in addition to Operations Management and Organizational Behavior within the M.B.A. program. Responsibilities include teaching on-campus and online courses, advising undergraduate and graduate students, various committee assignments, assessment of learning, and continuous improvement activities. Allocation of workload is 60% teaching, 20% scholarly, and 20% Service.

Fort Hays State University   8/2010 – 8/2013
Assistant Professor of Management
College of Business and Entrepreneurship
Department of Management and Marketing
600 Park Street, McCartney Hall #224
Hays, KS 67601

Tenure-Track appointment August 2010. Primary faculty responsible for Human Resource Management (HRM) concentration within the B.B.A, M.B.A., and M.P.S. programs. Responsibilities include teaching on-campus and virtual

college courses, management of six HRM adjunct faculty, advising undergraduate and graduate students, various committee assignments, assessment of learning and continuous improvement activities. Allocation of workload is 45% teaching, 20% Director of MDC, 20% scholarly, and 15% Service.

Fort Hays State University   8/2010 – 8/2013
Director, Management Development Center (MDC)
College of Business and Entrepreneurship
Department of Management and Marketing
501 S. Campus Dr., McCartney Hall #224
Hays, KS 67601

The Management Development Center (MDC) is the consulting center for FHSU located in the College of Business and Entrepreneurship. Primary activities consist of consulting with local, regional, and statewide organizations; design, develop and deliver professional development workshops; and strategic placement of high-potential internships. Consulting engagements have typically consisted of organizational assessments, manager and leader development, performance management, and process improvement. 2011 - 2012 activities: generated over 420 consulting hours, designed eleven professional development workshops with an enrollment of 127 customers.

Workshops: Manager as Change Agent; Manager as Politician; Systematic Change; Facilitating Change; Essential Customer Service, Fundamentals of Supervision Series (5 sessions); Leadership Transformation: Understanding your Leadership Style; What's my Communication Style; The Five Dysfunctions of a Team; Leader-Manager; Matrix Manager.

Fort Hays State University   8/2011 – 8/2013
BBA Assessment and AACSB Accreditation, Assistant to the Dean
College of Business and Entrepreneurship
Department of Management and Marketing
501 S. Campus Dr., McCartney Hall #224
Hays, KS 67601

Leadership role responsible for developing a comprehensive system for assurance of student learning within the BBA program. Responsibilities include: Chair Assurance of Learning committee; administer ETS-Major Field Test to all graduating seniors and analyze data (on-line, on-campus, and China operations); gather data from faculty; analyze and report findings within annual report; Advisor role to Dean regarding AACSB accreditation.

Colorado State University   8/2008 – 6/2010
Instructor
School of Education, College of Applied Human Sciences
209 Education Building
Fort Collins, CO 80523

Designed course materials for both classroom and on-line delivery in addition to teaching responsibility for graduate students enrolled in the Organizational Performance and Change Masters program and Adult Education and Training Masters program. Taught courses at various satellite locations in addition to CSU's main campus in Fort Collins, CO.

Courses taught while at CSU: Change Facilitation, Intervention Strategies, Consultation and Analysis of Organizations, Strategic Human Resource Development, Human Resource Development, Program Development and Instructional Design, and Assessment, Evaluation, and ROI.

PUBLICATIONS

Published - Peer-reviewed journals

Stone, K.B. (2015) The Burke-Litwin organizational assessment survey: Reliability and Validity. *Organizational Development Journal*. 33(2): 33-50.

Harris, G., Stone, K.B., Mayeshiba, T., Componation, P., Farrington, P. (2014). Transitions from teaching lean tools to teaching lean transformation. *Journal of Enterprise Transformation*. 4(3): 191-204. DOI: 10.1080/19488289.2014.930545

Stone, K.B. (2012). Lean transformation: Organizational performance factors that influence firms' leanness. *Journal of Enterprise Transformation*. 2(4): 229-249.

Stone, K.B (2012). Four decades of lean: A systematic literature review. *International Journal of Lean Six Sigma*. 3(2): 112 – 132.

Stone, K.B. (2010). Kaizen Teams: Integrated HRD Practices for Successful Team Building. In J.W. Gilley & A.M. Waite (Eds.), Team building: A critical analysis of the fundamentals that improve organizational effectiveness. *Advances in Developing Human Resources*. 12(1): 61 - 78.

Stone, K.B., Kaminski, K., Gloeckner, G. (2009). Closing the Gap: Researching Manufacturing Workforce Needs and Educational Requirements of the 21st Century Workforce. *Journal of Industrial Teacher Education, 45(3)*: 5 - 33.

Manuscripts in Preparation:

Stone, K.B, Brown, L., Smith, S. Organizational Assessment: An integrated qualitative and quantitative approach to defining the current-state of organizational health. Target: Journal of Management; Journal of Applied Behavioral Science; Human Resource Development Quarterly.

Book Chapters / Sections:

Stone, K.B. (2008). Continuous Improvement Planning. In Gilley, J. W., Gilley, S. A., Quatro, & Dixon-Krausse, P. (Eds.), *The Praeger Handbook of Human Resource Management* (pp. 58 - 61). Westport, CT: Praeger.

PROCEEDINGS

Refereed Proceedings & Presentations:

Stone, K.B., Parman, D., & Lay, S. (2015). Assessing Teamwork within BBA Curriculum. (September 17, 2105). *Proceedings of the 57th Annual Global Mountain Plains Business Conference* (n.p.) Grand Junction, CO

Stone, K.B., (2014). Integration of Lean Concepts within Management Education. *Proceedings of the 2014 Engineering Lean Six Sigma Conference / Lean Educators Conference* (n.p.) Orlando, FL. Retrieved from: http://www.xcdsystem.com/lss/proceedings/prof61.html

Stone, K.B., Brown, L.M, & Smith, S. (2013). Organizational Assessment: An integrated qualitative and quantitative approach to defining the current state of organizational health. (February 13, 2103). *Proceedings of the Academy of Human Resource Development 2013 International Research Conference in the Americas* (n.p.) Washington, DC: AHRD:

Stone, K.B. (2012). The Burke-Litwin organizational assessment survey: Reliability and Validity. (March 3, 2012). *Proceedings of the Academy of Human Resource Development 2012 International Research Conference in the Americas* (n.p.) Denver, CO: AHRD: 2384 - 2407

Stone, K.B. (2011). The Burke-Litwin organizational assessment survey: Findings from the field. (October 10, 2011).

Proceedings of the 2011 Business and Leadership Symposium (n.p.) Fort Hays State University: Hays, KS.

Stone, K.B. (2011). Four Decades of Lean Literature: A Systematic Literature Review. *Proceedings of the 2011 Lean Educators Conference* (n.p.) University of Alabama Huntsville, Huntsville, AL.

Stone, K.B. (2011). Lean Transformation: Organizational Performance Factors that Influence Firms' Leanness. *Proceedings of the 2011 Lean Educators Conference* (n.p.) University of Alabama Huntsville, Huntsville, AL.

Stone, K.B. & Chermack, T.J (2011). Relationships between organizational performance and change factors and manufacturing firms' leanness. *Proceedings of the Academy of Human Resource Development 2011 International Research Conference in the Americas* (n.p.) Schaumburg, IL: AHRD: 2634 – 2669.

Stone K.B. (2010) Shifting the Status Quo: Change Facilitation Techniques. *Proceedings of the 2010 Lean Educators Conference* (n.p.) Embry-Riddle Aeronautical University, Daytona Beach, FL.

Stone, K. B. (2010). Lean Transformation: Organizational Performance and Change Factors Associated with Leanness. In Storberg-Walker, J., Graham, C.M., & Dirani, K.M. (Eds.) *Proceedings of the Academy of Human Resource Development 2010 International Research Conference in the Americas* (n.p.) Knoxville, TN: AHRD: 2588 – 2598.
Stone, K. B. (2009). Lean Thinking: Origins, Principles and Implications for Human Resource Development. In Storberg-Walker, J. & Graham, C.M. (Eds.) *Proceedings of the Academy of Human Resource Development 2009 International Research Conference in the Americas* (n.p.) Arlington, VA: AHRD: 1289 – 1318.

OTHER PRESENTATIONS   INVITED

Managing Multiple Generations within the workplace: Current Trends and Recent Research. (October 18, 2011). Western Kansas Human Resource Management Association. Kyle B. Stone

Working with different generations in the 21ˢᵗ Century. (November 17, 2010). Kansas Marketplace Conference: Dodge City, KS. Kyle B. Stone

Closing the Gap: Educational Requirements for the 21ˢᵗ Century Production Workforce (November 10, 2009). ISTec (Information Science & Technology Center) Industrial Advisory Council. Kyle B. Stone

Introduction To Lean Production (March 30, 2009). Poudre School District – Rocky Mountain High School, Ft. Collins, CO for class Wired Project. Kyle B. Stone

Staying Current in the Field of Adult Education and Training (October 11, 2008). Colorado State University, Ft. Collins, CO for class EDAE692: Staying Current. Kyle B. Stone

Introduction to Lean Thinking (July 24, 2008). Regis University, Denver, Co. for class MSM651: Delivering Business Process Improvement. Kyle B. Stone

Introduction to Value Stream Mapping (July 17, 2008). Regis University, Denver, Co. for class MSM651: Delivering Business Process Improvement. Kyle B. Stone

TRAINING PROGRAM DEVELOPMENT

Stone, K.B. (2015). Leader as Change Agent. Designed and Delivered, 3.5 hours GVLA Workshop (52 pages).

Stone, K.B, (2015). Organization Development and Change. Designed and Delivered, 3.5 hours GVLA Workshop (65 pages).

Stone, K.B. (2011). Manager as Politician. Designed and Delivered, 4 hour MDC Workshop (40 pages).

Stone, K.B. (2010). Facilitating Change. Designed and Delivered, 4 hour MDC Workshop (77 pages)

Stone, K.B. (2010). Systematic Change. Designed and Delivered, 4 hour MDC Workshop (60 pages)

Stone, K.B. (2010). Manager as Change Agent. Designed and Delivered 4 hour MDC Workshop (34 pages).

Stone, K.B. (2007). Altec Production System, Level 2 Training Program: Applying the Altec Production System. Designed for Altec Industries (271 pages).

Stone, K.B. (2006). Altec Production System. Level 1 Training Program: Introduction to the Altec Production System. Designed for Altec Industries (86 pages).

HONORS AND DISTINCTIONS

Fellowship   Spring 2015 - Current
- Daniels Ethics Fund Initiative

ADHR Best Reviewer Award (Sage Publishing)   Winter 2014
- Advance in Human Resource Development (ADHR) Editorial Board

Highly Commended Award (Emerald Publishing)   Fall 2013
- Four Decades of Lean: A Systematic Literature Review
- International Journal of Lean Six Sigma

Outstanding Scholarly Activity Award – Fort Hays State University   Fall 2012
- College of Business and Entrepreneurship

Edmund Shearer Advising Award Nominee – Fort Hays State University   Fall 2012
- College of Business and Entrepreneurship

Visiting Scholar – Fort Hays State University   Summer 2012
- Northwest Universities for Nationalities, Gansu, Lanzhou, China

Summer Research Grant – Fort Hays State University   Summer 2012
- Funding to support on-going organizational research

SERVICE – COLORADO MESA UNIVERSITY

Departmental Service

- Ethics Committee - member (2015)
- Accreditation Committee - Chair (2014 – Current)
- Assurance of Learning Committee – Chair (2013 - Current)
- MBA Committee - member (2013 – Current)
- SHRM Student Club – Co-Advisor (2014 - Current)
- Search Committee – Department Head – Business (2015)
- BBA Program Review Committee – (2015)

University Service

- Teacher 2 Teacher Committee - member (2013 – Current)
- HLC Committee – Criterion 5 (2015)

Professional / Academy Service

- Editorial Board – Advances in Human Resource Development (2012 – 2015)
- Reviewer – Journal of Enterprise Transformation (2012 – Current)
- Reviewer – Organizational Development Journal (2015 – Current)

- AACSB Steering Committee (2011 – 2012)
- Ad Hoc Reviewer:
  - Academy of Human Resource Development Conference (2011, 2012)
  - Journal of Enterprise Transformation (2011)
  - Lean Educators Conference (2010, 2011)
- Assessment of Learning Committee (Co-Chair): (2010 – 2012)
- Assistant to the Dean for Assessment of Learning (2011 – 2012)
- EdNet – Lean Advancement Initiative: FHSU Coordinator, Conference planning committee (2009 – 2012)
- Mentor: Access to Academic Opportunity Grant student (2010 – 2012)
- National Survey of Student Engagement Task Force (NSSE) (2011-2012)
- Research Committee (Scholarship, Human Subjects, & Ethics): (2010 – 2012)
- Search Committee: Provost office – State Director for Kansas Small Business Development Center (2010 – 2011)
- Search Committee: HR Director – Fort Hays State University (2011-2012)
- Search Committee: Faculty – Strategy/International Business (2011-2012)
- Virtual College Advisory Board (2011-2012)

PROFESSIONAL ORGANIZATION MEMBERSHIPS

- Academy of Human Resource Development (AHRD) 2006 - Current
- Academy of Management (AOM) 2008 - Current
- American Society for Training and Development (ASTD) 2004 - Current
- International Society for Performance Improvement (ISPI) 2007 – 2013
- Society for Industrial and Organizational Psychology (SIOP) 2015 - Current
- Society of Human Resource Management (SHRM) 2004 – Current
- Western Colorado Human Resource Association (WCHRA) 2014 - Current
- The Association for Operations Management (APICS) 2013 – 2014

COURSES TAUGHT

Colorado Mesa University

Year	Semester	Course Title: Location	Credit Hours	Enrollment
2015	Fall	MANG 301: Organizational Behavior (on-campus)	3	25
2015	Fall	MANG 301: Organizational Behavior (on-campus)	3	25
2015	Fall	MANG 301: Organizational Behavior (online)	3	25
2015	Fall	MANG471: Operations Management (On-campus)	3	25
2015	Spring	MANG371: Human Resource Management (on-campus)	3	27
2015	Spring	MANG371: Human Resource Management (online)	3	25
2015	Spring	MANG373: Leadership (on-campus)	3	32
2015	Spring	MANG471: Operations Management (On-campus)	3	36
2014	Fall	MANG 301: Organizational Behavior (on-campus)	3	26

Year	Semester	Course Title: Location	Credit Hours	Enrollment
2014	Fall	MANG 301: Organizational Behavior (on-line)	3	25
2014	Fall	MANG501: Operations Management (MBA On-campus)	3	15
2014	Fall	MANG510: Organizational Theory and Behavior (MBA On-campus)	3	9
2014	Spring	MANG 301: Organizational Behavior (on-campus)	3	27
2014	Spring	MANG 301: Organizational Behavior (online)	3	24
2014	Spring	MANG371: Human Resource Management (on-campus)	3	25
2014	Spring	MANG373: Leadership (on-campus)	3	25
2013	Fall	MANG 301: Organizational Behavior (on-campus)	3	25
2013	Fall	MANG 301: Organizational Behavior (on-campus)	3	27
2013	Fall	MANG 401: Consulting (on-campus)	3	8
2013	Fall	MANG 501: Operations Management MBA (on-campus)	3	15

Fort Hays State University

Year	Semester	Course Title: Location	Credit Hours	Enrollment
2013	Summer	MGT 310: Management Principles (on-line)	3	28
2013	Spring	MGT 611: Human Resource Development (on-campus)	3	25
2013	Spring	MGT 602: Operations Management (on-campus)	3	25
2012	Fall	MGT 613: Total Compensation (on-campus)	3	21
2012	Fall	MGT 613: Total Compensation (on-line)	3	25
2012	Fall	GBUS 674VA: Culminating Experience - MLS-HRM	3	5
2012	Spring	MGT 611: Human Resource Development (on-campus)	3	28
2012	Spring	MGT 301: Management Principles (on-campus)	3	28
2011	Fall	MGT 611: Human Resource Development (on-campus)	3	25
2011	Fall	MGT 613: Total Compensation (on-campus)	3	18
2011	Fall	MGT 613: Total Compensation (on-line)	3	23
2011	Spring	MGT 611: Human Resource Development (on-campus)	3	37
2011	Spring	MGT 614: Training & Development (on-campus)	3	11
2011	Spring	MGT 614: Training & Development (on-line)	3	24
2010	Fall	MGT 611: Human Resource Development (on-campus)	3	26
2010	Fall	MGT 612: Recruitment, Selection, and Retention (on-line)	3	22

Year	Semester	Course Title: Location	Credit Hours	Enrollment
2010	Fall	MGT 613: Total Compensation (on-line)	3	25

Colorado State University

Year	Semester	Course Title: Location	Credit Hours	Enrollment
2010	Spring	EDOD 672 Change Facilitation: Colorado National Guard	3	18
2010	Spring	EDOD 672 Change Facilitation: Denver Center	3	17
2010	Spring	EDOD 674 Intervention Strategies	3	18
2009	Fall	EDOD 665 Consultation & Analysis of Organizations: Colorado National Guard	3	18
2009	Summer	EDOD 670 Strategic HRD: Denver Center	3	17
2009	Summer	EDOD 670 Strategic HRD: Colorado National Guard	3	18
2009	Spring	EDAE 692 Program Development and Instructional Design: Ft. Collins Campus	3	11
2008	Fall	EDOD 506 Human Resource Development: Denver Center	3	18
2008	Fall	EDOD 506 Human Resource Development: Colorado National Guard	3	20
2008	Fall	EDAE 690 Assessment, Evaluation, and ROI: Denver Center	3	9

GRADUATE ADVISEES (Ph.D)

Year: 2013 - 2014
University: University of Texas – Tyler (Dr. Jerry Gilley – Committee Chair)
Student: Gayle B. Wooten
Degree: Ph.D Human Resource Development
Title: Testing the relationships among transformational factors in a post secondary environment.
http://dspace.uttyler.edu/xmlui/handle/10950/213
Method: Quantitative

INDUSTRY EXPERIENCE

KB Stone Consulting   4/2007 – Current
Fruita, Colorado
Owner

A triad of services offered through process consultation to assist with interventions in the area of Organizational Learning (training & workforce development, learning management systems), Organizational Performance (KPI's, ROI, strategy-making, process improvement), and Organizational Change (facilitation, OD assessment). Primary activities involved diagnosing organizational issues, identifying solutions, designing and implementing interventions, evaluate results, and long-term sustainability support. Consulting experience in manufacturing, engineering, telecommunications, SBIR, public schools, military, and healthcare.

Altec Industries - Puregas L.L.C.   11/2003 – 4/2007
Broomfield, Colorado
Operations Manager

Successfully transitioned acquisition of Puregas from competitor to *The Altec Way*. Responsible for the daily management of production, materials, quality control, manufacturing engineering, safety and value stream coordination. Established self-directed workforce within a visually controlled shop floor environment. Implemented Kanban for 75% of all production parts, increased inventory turns 50%, decreased lead-times 50%, increased productivity 34%. Implemented visual metrics measuring quality, productivity, warranty, workplace organization, and associate improvement initiatives. Developed and conducted training in the areas of Lean Manufacturing, Kanban implementation, cohesive team building, OSHA mandated safety training, Operational Method Sheets (work instructions), and supplier relations. Annual revenues were approximate $15M with workforce of 55 people.

Altec Industries   5/2001 – 11/2003
Daleville, Virginia
Plant Manager

Greenfield start-up facility. Initial responsibilities were the project management of $12M, 190,000 sq.ft. focus factory. Additional responsibilities were the procurement of equipment; hiring and training of skilled workforce; and commissioning of start-up operations. Manage daily production requirements, lead Kaizen events, address quality issues and provide root cause analysis, equipment procurement and maintenance, environmental compliance, lead weekly production meetings with all plant associates to address safety, quality, cost, delivery, labor relations, and weekly production schedules. Lead monthly safety training seminars and quality focus meeting in welding, electrical, hydraulic, wet paint, and final test. Present weekly reports to Director of Manufacturing summarizing total shipments, direct vs. indirect hours, budgets, and monthly targets. Perform interviewing and pre-employment training seminars for new associates. Annual revenues were approximately $25M with a workforce of 75 people.

Altec Industries   1/1998 – 5/2001

St. Joseph, Missouri
Manufacturing Engineer

Core team member of Lean Manufacturing initiative leading Kaizen events for multiple manufacturing facilities. Trained by TBM Consulting and Simpler Consulting in the ways of Lean Thinking. Developed capital equipment budgets. Specified, purchased, installed and trained personnel on equipment consisting of laser cutting systems, welding equipment, bulk gas systems, powder coating and wet paint systems, horizontal machining centers, dielectric test equipment, air compressors, air purification systems, emergency power generators, weld smoke and dust collection systems, overhead crane systems, robotic welding systems, and air make-up heating systems. Responsible for presenting project justification to Vice President of Manufacturing and tracking cost savings from improvements implemented detailing productivity, square footage, throughput, Takt Time, quality, safety, and on-time delivery.

Altec Industries,   5/1997 – 1/1998
St. Joseph, Missouri
Production Supervisor

Managed daily production requirements for 25 associates in the prime paint line and increased throughput 50% within three months. Other special projects included modernization of steel pretreatment system and process improvements in the Final Assembly Paint booths that reduced cure time by 50%. Reduced weld smoke throughout fabrication plant by installing weld fume collection systems improving work environment for associates.

Altec Industries   10/1996 – 5/1997
St. Joseph, Missouri
Associate Engineer

Provided technical support to the Canadian Divisions of Altec for all equipment manufactured at the St. Joseph, Missouri, facility. Received certification for Fluid Power Society (FPS) Mobile Mechanic and Hydraulic Technician and assisted with training other associates in FPS certification. Developed Altec's Mobile Mechanic training brochure that was used to promote FPS training thought the industry.

Tom Miller, Inc. (TMI)   10/1994 – 10/1996
Division of Flair Air Systems
Holly, Michigan
Project Engineer

Designed HVAC systems primarily for the automotive paint finishing industry which includes engineering of direct gas fired burners, cooling coils, reheat coils, humidification, filtration, and blowers. Provided engineering submittal drawings and assist the job throughout all stages of manufacturing and commissioning of equipment. Performed research and development on TMI's patented Target Air humidification system.

Pneumatic Products Corporation   11/1992 – 10/1994
Division of Flair Air Systems
Brighton, Michigan
Field Service Manager

Established factory direct Authorized Service Center for Pneumatic Products Corporation compressed air purification equipment and Flair Environmental solvent recovery systems. Concentrated on expanding service statewide for existing and competitive equipment.

The Condit Company   6/1992 – 11/1992
Memphis, Tennessee
Field Service Manager / Technician

Established Authorized Service Center for Pneumatic Products Corporation desiccant air dryers which included field service on equipment, upgrading equipment, training seminars, preventative maintenance programs, service contracts, and assisted the customer with the management of current air systems for instrument air, process air, pharmaceutical air and utility air.

The Condit Company   8/1990 – 6/1992
Kansas City, Missouri
Application Engineer

Provided engineers estimates and quotes in accordance with customer requirements for packaged vacuum pump systems, process pump systems, and desiccant air dryers for compressed air systems. Established Authorized Service Center for Pneumatic Products Corporation.

CONSULTING EXPERIENCE

Company	Location	Services Provided	Date
Grand Valley Leadership Academy	Grand Junction, CO	Workshop: Leader As Change Agent	March 2015
Grand Valley Leadership Academy	Grand Junction, CO	Workshop: Organization Development and Change	March 2015
Cross Manufacturing	Lewis, KS	Value Stream Mapping Event	April 2013
Kansas Small Business Development Network	Topeka, KS	Workshop: Consulting Best Practices	April 2013
EngeryNET	Hays, KS	Strategic Planning, quarterly and annual reports associated with Workforce Solutions Fund Grant	February 2011 – March 2013
Boot Hill Casino and Resort	Dodge City, KS	Workshop: Leader Development	March 2013
Boot Hill Casino and Resort	Dodge City, KS	Workshop: Five Dysfunctions of a Team	February 2013
Boot Hill Casino and Resort	Dodge City, KS	Workshop: Supervising with Confidence	October 2102
Boot Hill Casino and Resort	Dodge City, KS	Workshop: Supervising with Confidence	September 2102
Hays Medical Center – Critical Access Hospital Leadership Symposium	Hays, KS	Workshop: People Styles at Work	September 2012
Kansas Small Business Development Network	Topeka, KS	Workshop: Facilitating Change	April 2012

Company	Location	Services Provided	Date
Sunflower Electric Power Corporation	Hays, KS	Organizational-Wide Survey and Assessment	October 2011 – March 2012
Kansas Small Business Development Network	Topeka, KS	Workshop: Communication and Managing Change	October 2011
Poudre School District – Rocky Mountain High School	Ft. Collins, CO	Wired – Introduction to Lean Production	March 2009
Altec Industries	St. Joseph, MO	Engineering Value Stream Mapping Event	May 2008
Colorado State University	Fr. Collins, CO	Research and Development Center – Statistical Analysis	February 2008
Altec Industries	Roanoke, VA	Lean Summit – APS Level 2 Launch	January 2008
Altec Industries	St. Joseph, MO	Engineering 5's Event, Visual Management Board	July 2007
Altec Industries	St. Joseph, MO	Engineering 5's Event	June 2007
Altec Industries	Raleigh, NC	Value Stream Mapping Event	April 2007

COMMUNITY SERVICE

Hays Paint-A-Thon   September 27, 2011
Painter (6 hours)

Hays Rotary Club – Hays, KS   November 2010 – August 2011
Rotarian (15 hours)

Outreach United Resource Center, Inc.   November 2008 – April 2010
Longmont, Colorado
Warming Center (50 hours)

Habitat for Humanity   October 2007 – April 2008
Longmont, Colorado
General Labor (40 hours)

Life Bridge Christian Church   July 2005 – Sept 2006
Longmont, Colorado
Lighting Technician (100 hours)

Dearborn Volunteer Fire Department   Jan. 1997 - Jan. 2001
Dearborn, Missouri
Firefighter / 1st Responder (600 Hours)

Skaith Elementary School   Aug. 1998 - May 2000
St. Joseph, Missouri
Mentor for at-risk children (126 hours)

Name: Richard L Vail

Start Year: 1997

Program: Business Administration

Department: Business

Faculty Rank: Professor

COLORADO MESA
U N I V E R S I T Y

Full-time Faculty Vita

Highest Degree: DPhil.   University of Oxford   Management Studies   1990

Education: (List all degrees beginning with most recent-include post docs and external certificates)
Doctor of Philosophy, Management Studies, University of Oxford -- Templeton College, 1990
Master of Science, Industrial Management, University of Dublin -- Trinity College, 1986
Master of Business Administration, University of Colorado -- Boulder, 1985
Bachelor of Science in Mechanical Engineering, University of California -- Davis, 1975

Previous Positions in Higher Education:
Senior Lecturer in Business Studies, University of Dublin --Trinity College, 1989 - 1997
Associate Faculty Member of the Irish Management Institute, 1990 - 1997
Visiting Professor at Senshu University, Tokyo, Japan, 1994 - 1995

Teaching at Mesa 2003-Present:
Courses Taught
        BUGB 249 Personal Finance: the Business of Life
        BUGB 249 Personal Finance: The Business of Life
        BUGB 520 Special Topic - Business Scandals
        BUGB 595 Management Practicum
        MANG 471 Operations Management (in class and online)
        MANG 491 Business Strategy
        MANG 496 Special Topic - Business Scandals
        MANG 500 Advanced Management Theory
        MANG 501 Production and Operations Management
        MANG 590 Strategic Management

Evidence of Continuous Improvement
- "Ethical Leadership Town Hall Event" September 24, 2015.
- 57th Annual National Mountain Plains Management Conference, Grand Junction, Colorado, Sept 2015.
- webinar "Topic: Talk Nerdy to Me: Voice Thread Live Webinar" Tracy DeBellevue, September 16, 2015.
- webinar with J.M. Sykes, "Re-thinking the Online and Hybrid Classroom: Three Ideas to Make Digital Work for You" July 9, 2015.
- FERPA Training with Holly Teal, CMU Registrar, February 5, 2015.
- Department Assessment Discussion with Dr. Gloria Rogers, January 14, 2015.
- Capsim "Global DNA Demo" Dec 31, 2014.
- Cengage webinar "Get your students to Think Like A Manager" Oct 31, 2014.
- 56th Annual National Mountain Plains Management Conference, Pocatello, Idaho, Oct 2014.
- IT training for presentations in Escalante Hall, August 15, 2014.

- CMU "Online Training Essentials" Course Apr 14 through May 4, 2014.
- Karol Kanoy "The Student EQ Edge" Apr 3, 2014.
- Capsim "TeamMATE Live Demo" Sep 5, 2014.
- Harvard Publishing "Teaching with Cases Online," Feb 24 through Mar 7, 2014.
- Dr. Terry Rhodes, Faculty Development General Education Workshop Jan 16-17, 2014.
- seminar "We've Done It For You!" on Dec 18, 2013.
- "D2L Open-Lab Help Sessions" on Dec 17, 2013.
- seminar "OPA! Online Personal Awesomeness" on Nov 1, 2013.
- 55th Annual National Mountain Plains Management Conference, Cedar City, Utah, October 2013.
- seminar "Like a version" on Aug 12, 2013.
- seminar "Guided Tour of Your Desire2Learn Learning Environment" on Jul 10, 2013.
- Association of American Colleges and Universities (AAU&C) 2013 Institute on General Education and Assessment at the University of Vermont, Burlington, Jun 1 to Jun 5, 2013.
- seminar "Build an A+ Gradebook!" on May 21, 2013.
- seminar "May the Course be with You" Part 1 on Apr 8, 2013. "Practice Operations" February 19, 2013.
- Faculty Development General Education Workshop with Dr. Paul Gaston, Jan 10-11, 2013.
- CMU Teacher 2 Teacher Event Dec 5, 2012.
- "Building Dynamic Teams with Gamification" Nov 15, 2012.
- Dr. Heather Miller "Providing Quality Feedback in Your Online Course: How to Do It and Keep Your Sanity" Nov 7, 2012.
- Dr. Heather Miller "Effectively Facilitating Discussion Threads" Oct 24, 2012.
- 4th Four Corners Conference on Globalization, Grand Junction, Colorado, Oct, 2012.
- 54th Annual National Mountain Plains Management Conference, Grand Junction, Colorado, Oct, 2012.
- Dr. Heather Miller "Putting Your Course Online: Practical Strategies for Getting Started" Oct 3 2012.
- Dr. Tim Galpin "Leading the Sustainable Organization" Sep 19, 2012.
- Dr. Christian Terwiesch "Introduction to Operations Management" Sep-Dec, 2012.
- Dr. Ken Bain Workshop, Aug 9-10, 2012.
- Capsim webinar "New Tool to Assess Team Effectiveness" Aug 1, 2012.
- Capsim webinar "Introduction to Capsim's Ethics Plug-in" Jul 16, 2012.
- Capsim "Professor's Scholarship Challenge" Jun-Jul 2012.
- Capsim "Professor's Scholarship Challenge" Jun-Jul 2012.
- CaptureLiveHD Demonstration, Jan 23, 2012.
- Dr. Paul Gaston Workshop on *The Degree Qualification Profile*, Jan 5-6, 2012
- Sonia Brandon Workshop on Learning and Study Strategies Inventory (LASSI) Implementation, Oct 18, 2011.
- 3rd Four Corners Conference on Globalization, Grand Junction, Colorado, Oct 2011.
- 53nd Annual National Mountain Plains Management Conference, Grand Junction, Colorado. Oct 2011.
- Dr. Jessica Herrick Workshop on Assessment, Jan 13-14, 2011.
- 2nd Four Corners Conference on Globalization, Grand Junction, Colorado, Oct 2010.
- 52nd Mountain Plains Management Conference, Layton, Utah, Oct 2010.
- 8th Annual International Online Conference for Teaching and Learning, Mar 2010.
- Dr. Patty Phelps Workshop on Restoring the Joy of Teaching and Ways to Promote Learning, Jan 16, 2010.
- Dr. Barbara Millis's Workshop on Course Redesign and Revitalization, Jan 16, 2009.
- Kathryn Ley Workshops on Online Learning, April 29-30, 2010.

- 51st Mountain Plains Management Conference, Grand Junction, Colorado, Oct 2009.
- Keith Bailey Workshops on Online Learning Apr 20 - May 1, 2009.
- Dr. Barbara Millis's Workshop on Course Redesign and Revitalization, Jan 16, 2009.
- 50th Mountain Plains Management Conference, Pocatello, Idaho, Oct 2008.
- Dr. Ed Neal Workshops on Critical Thinking May 1-2, 2008 15th National ATE Principal Investigators Conference, Oct 2008.
- Dr. Diane Nyhammer Workshops on Assessment Jan 18, 2008.
- Dr. Linda Nielson Workshops on Teaching May 3-4, 2007
- 14th National ATE Principal Investigators Conference, Oct 2007.
- 49th Mountain Plains Management Conference. University of Nebraska, Kearney, Nebraska, Oct 2007.
- Dr. Ed Neal Workshops on Critical Thinking May 1-2, 2008.
- 48th Mountain Plains Management Conference, Utah Valley State College, Orem, Utah, Oct 2006.
- Southwest Academy of Management Conference, Oklahoma City, Oklahoma, Mar 2006.
- Business as an Agent of World Benefit Conference, Cleveland, Ohio, Oct 2006.
- 47th Mountain Plains Management Conference, Cedar City, Utah, Oct 2005.
- 3rd Annual Workshop on Agent-Based Modeling with NetLogo July 2005.
- Institute for Operations Research and Management Science Annual Meeting, Denver, Oct 27, 2004.
- 46th Annual Mountain Plains Management Conference, Grand Junction, Colorado, Oct 14, 2004.
- 100th Annual Meeting of the American Political Science Association, Chicago, Sept 5, 2004.
- 2nd Annual Workshop on Agent-Based Modeling with NetLogo July 2004.
- 45th Annual Mountain Plains Management Conference, University of Idaho, Moscow, Idaho, Oct 2003.
- 1st European Operations Management Association/Production and Operations Management Society Joint International Conference at Cernobbio, Italy, Jun 2003.

Innovative Materials/Activities
- Professor Bob Mayer and I have developed a simulation of a financial life to illustrate the long term effects of financial decisions for BUGB 249 Personal Finance the Business of Life.
- To provide a publishing experience for graduate students I have develop a class industry analysis project where each student writes a chapter, which is peer reviewed about some aspect of the industry chosen by the class.

Supervision of Student Research/Project(s)
  2008, BUGB 590 Thesis. In coordination with Dr. J. Moorman, I supervised the graduate thesis of R. Rittenoure, which looked at the use of various drilling equipment by his employer.
  2008, CRMJ 494 Senior Seminar in Criminal Justice. In coordination with Dr. M. Gizzi I advised on a senior project by R. Slater, which looked at Management Practices at the Grand Junction Police Department.

Scholarship and Creative Work, 2003-Present:
Scholarship Related to Discipline
Peer Reviewed Conference Proceedings
  with B. Mayer, published a reviewed conference proceeding article "Simulating Financial Lifetime" presented at the 50th Mountain Plains Management Conference, Pocatello, Idaho, October 2008.
  with B. Mayer "No Pulse at All: The Challenge of Maintaining Engagement in Scholarship" the refereed proceedings of the 48th Mountain Plains Management Conference. Utah Valley State 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.

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.

"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: Servizi Grafici Editoriali, 2003) , Volume III, pp 1009-1016, the refereed proceedings of the first European Operations Management Association/Production and Operations Management Society Joint International Conference at Cernobbio, Italy, 16-18 June 2003.

Conference Presentation

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, Oct 2010.

presented "A Brief History of the Mountain Plains Management Conference" at the 50th Mountain Plains Management Conference, Pocatello, Idaho, Oct 2008.

an invited panelist at "On Organizing the Mountain Plains Management Conference" at the 50th Mountain Plains Management Conference, Pocatello, Idaho, Oct 2008.

with D.Doty, J.Sluder, and W.McCracken, presented a booth at the 14th National ATE Principal Investigators Conference.

Oct 2007

with M.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, Apr, 2006.

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, Mar 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, Sept 5, 2005.

"Exploring the Service Profit Chain using an Agent-based Model" a presentation at the Institute for Operations Research and Management Science Annual Meeting, Denver 2004, Oct 27, 2004.

with Michael C. Gizzi "Exploring agent-based phenomena using NetLogo" a plenary presentation at the 46th Annual Mountain Plains Management Conference Oct 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, Sept 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, Sept 4, 2004.

Book Chapters

"Studying the Impact of Technology" in Vail, Richard (editor) The Impact of Technology - Spring 2015 (Colorado Mesa University MBA Program, 2015).

"Studying the Financial Services Industry" in Vail, Richard (editor) The Financial Services Industry - Spring 2014 (Colorado Mesa University MBA Program, 2014).

"Studying Las Vegas" in Vail, Richard (editor) Las Vegas - Spring 2013 (Colorado Mesa University MBA Program, 2013)

"Studying the Energy Industry" in Vail, Richard and Kawcak, Justin (editors) The Energy Industry - Spring 2012 (Colorado Mesa University MBA Program, 2012)

"Studying the Financial Services Industry" in Vail, R. (editor) The Financial Services Industry - Spring 2011 (Mesa State College MBA Program, 2011)

"Studying the Financial Services Industry" in Vail, R. (editor) The Financial Services Industry - Spring 2010 (Mesa State College MBA Program, 2010)

"Studying the Financial Services Industry" in Vail, R. (editor) The Financial Services Industry - Spring 2009 (Mesa State College MBA Program, 2009)

"Studying the Entertainment Industry" in Vail, R. (editor) The Entertainment Industry - Spring 2008 (Mesa State College MBA Program, 2008)

"Studying Business Scandals" in Vail, Richard (editor) Business Scandals - Spring 2004 (Mesa State College MBA Program, 2004)

Other

"Techniques for Teaching Ethics in Management: A White Paper" Daniels Fund Ethics Initiative. (2015) Retrieved from https://danielsfundethics.org/index.php/articles-a-publications/item/techniques-for-teaching-ethics-in-management.

presentation to interested members of the CMU Department of Business "Online Groups." February 11, 2015.

with J. Sluder, and W. McCracken "Integrated Learning Systems: A Model Approach" the final report on the National Science Foundation Grant Number 0603465, Aug 2010.

presented a public lecture "Business Strategy in the Automobile Industry" at the Gateway Auto Museum Theater. Sept 2007

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. Apr 2005.

Scholarship Related to Pedagogy in Discipline

Peer Reviewed Conference Proceedings

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.

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.

Conference Presentations

"Measuring Ethical Development: An Initial Exploration" at the 57th Annual Global Mountain Plains Management Conference, Grand Junction, Colorado. September, 2015

"A Student Perspective of Online Learning," a reviewed presentation at the 56th Annual National Mountain Plains Management Conference, Pocatello, Idaho, October 2014.

with Mayer, B. "Have You Converted? After All These Years, Delivering an Online Course is Still a Challenge," at the 55th Annual National Mountain Plains Management Conference, Cedar City, Utah, October 2013.

"Reflections on a MOOC," at the 55th Annual National Mountain Plains Management Conference, Cedar City, Utah, October 2013.

"Developing Team Working Skills Using Group Projects" at the 52nd Mountain Plains Management Conference, Layton, Utah, Oct 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, Mar 17-19, 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, Oct 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. Jan 2009.

with R. Mayer, S. Becker, a poster session "How Engaging is Classroom Technology?" Rocky Mountain Psychological Association Convention, Boise, Idaho, Apr 2008.

with R. Mayer, S. Becker, "How Engaging is Classroom Technology?" Mesa State College Faculty Colloquium Apr 2008.

Creative Work Related to Discipline

International National

Invited review of the beta version of the Practice Operations simulation (McGraw-Hill) 2013

with Michael Gizzi and Tom Lairson "New Wealth Distribution" NetLogo simulation model extension made available as a community model on the web October 2003

Local

with B. Mayer, "Money for a Life Time" a personal finance simulation. 2007 - present

with Michael Gizzi "Factions" a NetLogo simulation and online learning activity about several concepts from Madison's Federalist, 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.

Other:

Grants Proposed

with D.Doty, J.Sluder, and W.McCracken submitted a National Science Foundation Grant "Planning Grant for a Renewable Energy and Natural Energy Workforce (RENEW) Technician Training Center Planning Grant for an ATE Center for Technician Training in Energy Production" Number 0835275. (2008)

with D.Doty, J.Sluder, and W.McCracken submitted a National Science Foundation Grant "Planning Grant for an ATE Center for Technician Training in Energy Production" Number 0802558. (2007)

Grants Funded

with B. Bishop, L. Miller, R. Mayer, and S. Becker developed and was awarded a Mesa State College strategic planning grant "Increasing Student Engagement and Skill Practice through Motivational Interviewing." (2008)

with G. Jouflas developed and was awarded a Mesa State College strategic planning grant "Integrating Listening to Business Results into Strategic Management Courses." (2008)

with R. Mayer developed and was awarded a Mesa State College strategic planning grant "Integrating Project Based Learning into a General Education Course." (2008)

with B. Bishop, L. Miller, R. Mayer, and S. Becker developed and was awarded a Mesa State College strategic planning grant "Increasing Student Engagement and Skill Practice through Motivational Interviewing." (2007)

with R. Mayer, and S. Becker developed and was awarded a Mesa State College strategic planning grant "Exploring the use of Student Response Systems, Podcasts and Simulations in the Classroom." (2007)

D.Doty, J.Sluder, and W.McCracken and M. Gizzi submitted and was awarded with a National Science Foundation Grant "Integrated Learning Systems: A Model Approach" Number 0603465. (2006)

Unpublished research

with S.R.Murray and J.Cordova "The Development of a Sport and Fitness Management Track for an MBA Program" (2006)

Professional Memberships
- Mountain Plains Management Association (1999 - present)
- Southwest Management Academy of Management (2006)
- A founding member of the Center for Agent-Based Modeling, Mesa State College (2003-2006)
- European Operations Management Association (2003)
- Production and Operations Management Society (2003)

Service 2003-Present:

Service to Colorado Mesa University
- Professional Faculty Development Fund Committee (2007 - present)
- Judge, Annual Student Showcase (2013 - 2015)
- University Tenure and Promotion Committee (2011 - 2013)
- Faculty Senate, Faculty Salary and Benefits Committee, Chair (2011 - 2012)
- Higher Learning Commission Criterion 5 Self-study Assessment Committee (2011 - 2013)
  Curriculum Committee (2005)
- Graduate Council (ex-officio, 2003-2005)
- Tomlinson Library Strategic Review Committee (2003-2005)
- NCA Accreditation Self-study Assessment Committee (2002-2003)
- AACSB Accreditation Steering Committee (2001-2003)
- Search Committees: Technical Writing, Graduate Nursing, and Dean, School of Business and Professional Studies.
- Student Conduct Board (2012 to present)
- Essential Learning Committee (2013-2015)
- VALUE Rubric Subcommittee of the Working Group (2013)
- General Education Working Group (2012-2015)
- Senate Handbook Revision Task Force (2012-2013)
- Working group for HLC Criterion 5D, Lead (2012-2013)

Service to Business Department
- Department Accreditation Committee, Chair (2014 - present).
- Department Assessment Subcommittee on Analytical Skills, Chair (2014 - present).
- MBA Steering Committee (2006 - present)
- Business Department Assessment Committee (2006 - 2007)
- Business Department Management Program Review Committee, Lead (2006-2007)
- Product Improvement Task Force - Business Programs (2003)
- Search Committees: Management, Economics, Travel and Tourism, Hospitality, Strategic Management, and Construction Management.
- BBA Program Assessment Working Group (2012)
- BBA Program Rubric Development Committee (2012-2013)
- Department Quantitative Methods, Chair (2012-present)
- MBA Program Assessment Working Group (2012-present)
- Department BUGB 105 Assessment Committee (2012-2013)
- Department Strategic Assessment Rubric Committee (2012).
- Department Working Group on a Retention Strategy (2012-2013).
- Mentoring Mr. Rick Taggart; Dr. Kyle Stone; and Dr. David Pumphrey.

Service to Community -- National/State/Regional
  Local
- member Chief's Leadership Council of the Grand Junction Police Department (2009-2010).
- consulting project for the Grand Junction Police Department. with M. Gizzi and B. Gardner

worked on a project for the Grand Junction Police Department. My part in this was conducting semi-structured interviews with individual police department employees. (2007-2009)
- member of the Finance Committee First United Methodist Church, Grand Junction, Colorado. (2004-2007)
- attended meetings of the Competitive Edge Workshop for Entrepreneurs sponsored by the Mesa County Business Incubator and run by Georgann Jouflas in an advisory role. (2003-2004)
- external program evaluation for Management Department, School of Business, Metropolitan State College of Denver, Colorado, Fall 2004.
- member of the Mesa County Community Economic Development Strategy Steering Committee. (2003 - 2004)

Service to Professional Organization(s)

International
- reviewer for the Journal of Artificial Societies and Social Simulation (2005-present)

National
- reviewer for Pearson Publishing (2009, 2014) Panel Member McKinsey Quarterly(2012-present)

Regional
- reviewer for the Four Corners Conference on Globalization (2011-2012)
- reviewer for the Mountain Plains Journal of Business and Economics (2003-present)
- reviewer for the Mountain Plains Management Conference (1998-present)
- reviewer for the Southwest Academy of Management Conference (2006-2012) board member Mountain Plains Management Conference (2003-2010, 2015)
- chair of the 51st Annual Mountain Plains Management Conference Oct, 2009 and Sept 2015.
- with Mary Zimmerer, co-chair of the 46th Annual Mountain Plains Management Conference Oct, 2004.

Local
- member of the Manufacturer's Council of Mesa County. (2005-2012)

Advising 2003-Present:

University level
- Student Orientation sessions (2003-present)
- Manned the Department of Business Booth at MavScholars event on Sep 26, 2014. DegreeWorks August 12, 2014.
- Judged Student Showcase Engineering Projects, May 2, 2014.
- "Don't Worry Alone" Campus Safety Education and Awareness, Dr. Nicoletti February 12, 2014. Safe Zone training session July 24, 2013.
- CAPP/Degree Audit Refresher Feb 6, 2012.
- Safety Training Workshop with Dr. John Nicoletti Feb 15, 2012. "What We've Learned from the LASSI Pilot" Apr 27, 2012.
- Student Orientation on Aug 3, 2012.
- MBA Table at the Graduate Fair Sep 12, 2012 Trans Gender Workshop, Nov 29, 2012

Department level
- Advising Undergraduate Management Students (approximately 60)
- Advising Graduate Management Students (approximately 10).
- Presented "Management: A Story" as an introduction to Management BUGB 105 Freshman Business Seminar (2003-2013).
- Presented "Management" as an introduction to Management BUGB 105 Freshman Business Seminar (2014- present).
- MBA Orientation (2012 - present).
- MBA Research Day Presentations (2008 - present).

- MBA Picnic and MBA Christmas Party Department of Business Welcome Back Night
- Phi Beta Lamda practice presentations
- Entrepreneurship Elevator Pitch practice presentations (2012 - 2013)

Professional Experience:

Management

- 2001-2005 MBA Director, Mesa State College. (Mesa State College became Colorado Mesa University) The MBA Director was responsible for academic oversight of the Master of Business Administration Program, academic advising of MBA students.
- 2002-2004 Associate Dean, School of Business and Professional Studies, Mesa State College. The Associate Dean acted in the absence of the Dean and was responsible for curriculum review and development.
- 1990-1997 Director of Research for the School of Business Studies. The Director of Research was responsible for coordination and administration of graduate research students, staff seminars and research information.
- 1996-1997 Director, Howmedica. The Board of Directors of a small Irish pharmaceutical company provided oversight of company management, particularly strategy and compensation.
- 1981-1985 U.S. Army Reserve Officer, Platoon Commander, Liaison Officer and Unit Evaluator. A Platoon Commander was directly responsible for the management of an Military Police Platoon and the facility in which it was housed. The Liaison Officer provided local oversight and coordination for the activities of three reserve units.
- 1980-1983 Engineer with Westinghouse at the Naval Reactors Facility, Idaho Falls, Idaho. Plant Maintenance Coordinator, Long Range Planner, and Site Production Scheduler. The Site Production Scheduler was responsible for daily scheduling and coordinating of the work of 60 craftsmen working on the maintenance of three power plants.
- 1975-1979 U.S. Army Officer: Armored Cavalry Platoon Leader, Redeye Platoon Leader, and Regimental Ammunition Officer. The Regimental Ammunition Officer was responsible for coordination of ammunition, petroleum and general supply for a 3,000 man combat unit and administrating a $6 million budget.

COLORADO MESA
U N I V E R S I T Y
DEPARTMENT OF BUSINESS

Program
Review
Rejoinder

Bachelor of Business Administration
Bachelor of Applied Science in Business Administration

Program Review External Review Rejoinder

The BBA faculty were appreciative of the insights and comments provide by the external reviewer for the BBA/BAS degrees. The opportunity to both review the program internally and to have an external review is beneficial in maintaining a current and vibrant business program. The faculty concurs with the need for accreditation and the resources that will be needed in order to achieve the accreditation and appreciate the external reviewer's insights into that process as well. While the BBA faculty agreed with many of the reviewer's comments, faculty felt additional information would clarify/correct a few statements made by the reviewer.

The BBA faculty agreed that increasing the number of doctorally qualified full-time faculty is a needed goal. Full-time faculty not only assist in teaching classes, full-time faculty also participate in scholarship, departmental/campus service and advising. However, the statement that 35-40 lecturers are used in the department does not fully reflect that many lecturers teach a course a semester or at times, one course a year. The faculty felt that utilizing FTE would provide a better measure. When looking at FTE as provided by the Budget Office, Lecturer FTE was recorded as 7.7 compared to full-time faculty of 13, for 2015-2016. In addition, many of the Lecturers have taught in the department for many semesters and are highly vested in CMU and the department.

Referring to Table 3, the faculty feel the curriculum is appropriate to the breadth, depth and level of the discipline, since concentrations, not majors, are offered. While additional faculty may be needed to further the concentration course objectives, faculty feel the program curriculum is appropriate.

Also referring to Table 3, faculty feel that while scholarship can be improved, the statement that over half of the faculty are not current in scholarship, does not reflect the current Boyers-Rice scholarship model currently utilized by the department. Using this model, over 80% of the faculty are current in scholarship. The faculty are also aware that departmentally scholarship needs to be increased and are currently evaluating differing scholarship criteria, that in addition to increasing scholarship departmentally, would also in the future, more closely align with accreditation scholarship standards.

A recurring recommendation by the external reviewer centered on the number of concentrations within the department. The external reviewer suggested that the concentrations should be reviewed to determine demand. Needs assessments have occurred on all new concentration added, thus the new concentrations have been vetted for demand.

The external reviewer suggested the business core classes should be increased to include Quantitative Decision Making. This class is already included in the core. The recommendation to eliminate Marketing Research from the core either increases the number of hours in the Marketing concentration or eliminates the opportunity for marketing students to learn SPSS, a valuable marketing software program, as well as marketing specific quantitative analysis. In order to decrease the need for discipline specific courses, the external reviewer

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recommended combining Economics, Finance and Insurance. These three concentrations do have classes that carry over between the three concentrations and students taking the finance concentration frequently also have a double concentration in either Insurance or Economics, showing the student demand for all three concentrations.

An additional recommendation was to combine Management, Human Resource Management and Hospitality Management so a common Human Resource course could be used by all three. HRMA 371 is the Human Resource Management class that is currently not only used by these three concentrations but by all concentrations in the BBA. Combining or eliminating the Information Systems/Managerial Information concentrations was also a recommendation. All of these courses are used in other degrees/concentrations. Eliminating these concentrations would not eliminate the need for these courses. While the reviewer suggested that the Emerging Markets concentration should be eliminated, the faculty disagree. Emerging Markets is undergoing a name change to International Business. In business today, the importance of International Business cannot be underestimated.

While reducing the number of concentrations could potentially decrease the need for some classes, the faculty have already insured that many classes are used by more than one concentration. Furthermore, many students do pursue a double concentration and are drawn to the Department due to the variety of concentrations available. Current departmental marketing focuses on the opportunity for students to have double concentrations and a variety of concentrations from which to choose.

The reviewer recommended a more consistent rotation of online courses. Faculty concur. All courses for the BBA Management concentration will be online in the next academic year and the faculty are currently developing a course rotation plan, specific to online courses.

While the faculty are currently evaluating accreditation, the decision will be a departmental, not a program goal. Furthermore, while accreditation is a department goal, AACSB is still under consideration as the departmental accreditation choice. The Eligibility Report that has been submitted to AACSB will provide needed direction in the accreditation process.

The reviewer recommended combining the departmental curriculum and assessment committees. While it is agreed that assessment should inform curriculum, combining the two committees may not necessarily be needed since all program, assessment and curriculum decisions come before the entire department for a departmental vote. The faculty do agree that assessment outcomes should be one of the driving forces in programmatic changes.

Two minor changes in the external review include the following: Suzanne Lay, Accounting, is currently working toward a doctoral degree but does not yet have a PhD and Ms. Lay does in fact receive release time for assessment activities, albeit at the campus level.