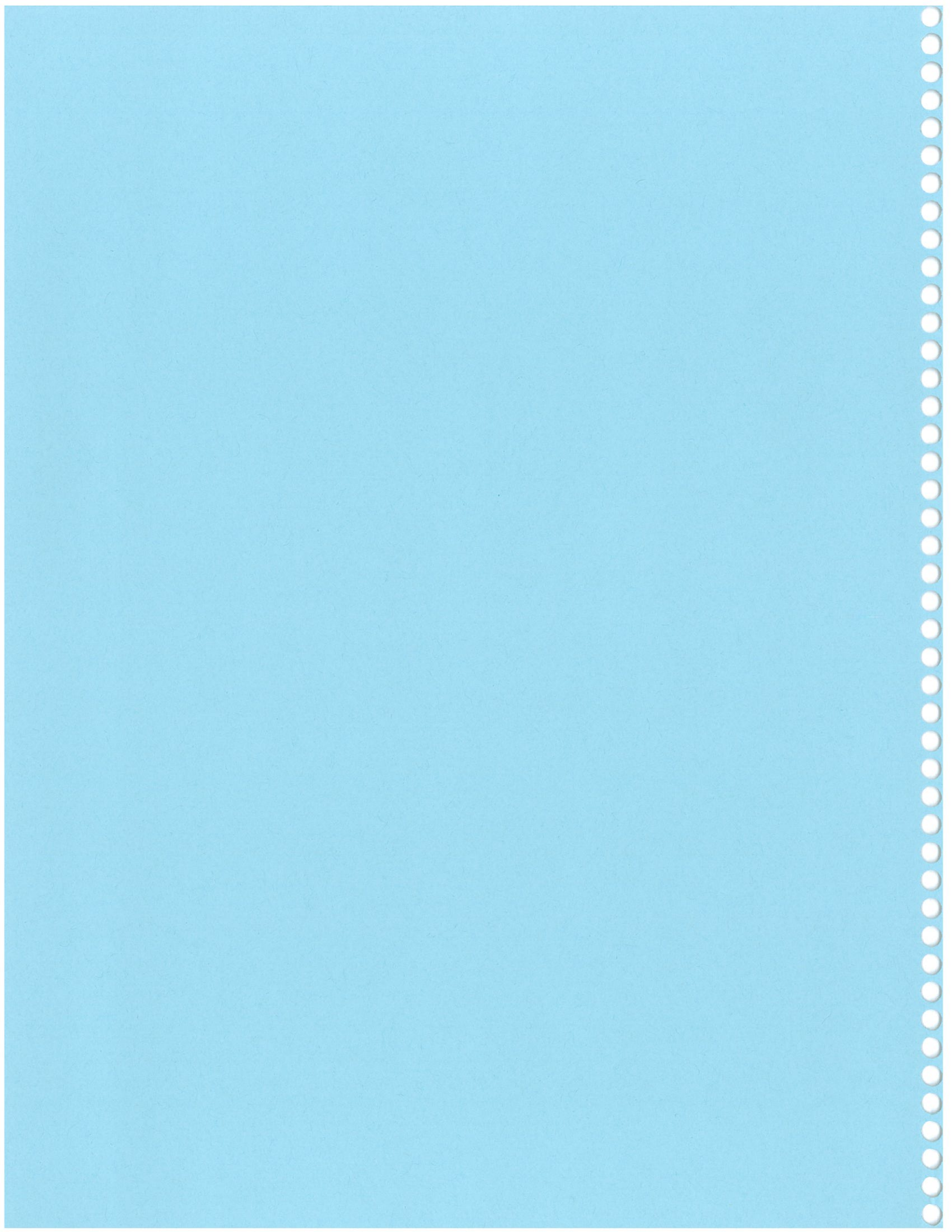**MESA**
S T A T E
C O L L E G E

AY 2008 – 2009
Program Review

Business

Bachelor of Business Administration

Bachelor of Applied Science in Business Administration

Master of Business Administration

Program Review
2004-2008

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

The Business Department at Mesa State College hosts a graduate degree, two undergraduate degrees, eight concentrations, and four minors that are a part of this review. The Department also hosts the Associate of Arts in Business, and the Associate of Arts in Computer Information Systems as well as the Bachelor of Science in Accounting, the Bachelor of Science in Construction Management, the Bachelor of Applied Science in Computer Information Systems, and the Bachelor of Science in Computer Information Systems, which are not included in this review.

The degrees offered that are a part of this review are the following:
    Bachelor of Applied Science in Business Administration
    Bachelor of Business Administration with concentrations in the following:
        Management
        Marketing
        Business Economics
        Entrepreneurship
        Finance
        Human Resource Management - new this fall
        Landman/Energy Management
        Travel, Tourism and Commercial Recreation Management
    Minors in the following:
        Business Administration
        Economics
        Entrepreneurship
        Travel and Tourism
All degree options under review, draw from many of the same business courses, the same set of resources, and the same set of faculty.

Highlights of the history of the Business Program at Mesa State College follow:

1925	Mesa College opened as Junior College - AAS in Business Administration offered
1974	Mesa College - 4-year Bachelor of Science in Management offered for first time
1978	Data Processing, Management, Marketing, Personnel Management specialties added
1980	Degree changed to Bachelor of Business Administration with the above specialties offered
1983	Specialty changed to Emphasis - Administrative Office Management, Management, Business Computer Information Systems, Marketing, Business Software Engineering, Personnel Management
1985	Finance emphasis added
1989	Name changed to Mesa State College and Business Economics concentration added

1993	Emphasis changed to concentrations: Administrative Office Management, Business Economics, Business Computer Information Systems, Finance, Management, Marketing, Personnel Management
1994	Personnel Management changed to Human Resource Management
1995	Park and Recreation Management concentration added
1997	Master of Business Administration added - First graduate program at Mesa State College
1999	Park and Recreation Management changed to Travel, Tourism and Commercial Recreation Management
2002	Concentration in Business Computer Information Systems changed to a Bachelor of Science in Computer Information Systems
2003	Human Resource Management concentration dropped
2005	Deans disbanded - Department Chairs became Department Heads
2006	Entrepreneurship concentration added
2007	Human Resource Management and Landman/Energy Management concentrations added - Bachelor of Science in Construction Management added

B. Program goals and objectives and relationship to the role and mission of Mesa State College.

The goals and objectives of the Business program as stated in the program review for 1998-2003 were as follows:

The common objectives of Business Administration programs are to educate students to commence and continue to develop in a wide range of professional business careers.

To provide basic conceptual business knowledge as a foundation for career development.
Prepare students with the necessary skills and understanding to enter and succeed in national and international business professions.
Provide students specialized training through the various concentrations for a future of self-reliance and economic opportunity.
Enable individuals to gain a better understanding of the agencies, functions, methods, and organizations of business enterprises.
Develop an understanding of business ethics.
Develop and enhance student communication skills, both oral and written.
Provide opportunities for students to develop critical thinking skills.
Develop in students the ability and processes necessary for life-long learning as management, employees and consumers.
Aid students in their personal economic planning, in buying for consumption, and in safeguarding their interests as consumers.
To provide the required education and training that will enable graduates to be prepared for graduate study in business.
To provide students in other programs a basic understanding of the role of business and basic business knowledge.

Fall 2005, the Business Department began the process of evaluating departmental goals and objectives and developed the following mission statement for the department. Similar statements have been developed for each concentration. See Appendix.

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

The above goals and mission statement are consistent with the goals of Mesa State College as stated in the 2008-2009 Catalog, page 7. *"The role and mission of the College was reenacted in 2003 by the Colorado General Assembly: There is hereby established a College at Grand Junction, to be known as Mesa State College, which shall be a general baccalaureate and specialized graduate institution with moderately selective admissions. Mesa State College shall offer liberal arts and sciences programs and a limited number of professional, technical and graduate programs..."* The programs offered by the Business Department include a two-year program, four-year programs, and a graduate degree. The Department is also actively involved in distance delivery assisting in fulfilling the regional education provider component of Mesa State College.

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

Table 1a shows the enrollments and degrees awarded for the last five academic years. Enrollments in 2005 were the greatest with program graduates peaking in 2006. The MBA program graduated the largest class ever spring 2005 with 28 graduates. Since the last program review in 1998-2003, undergraduate program majors have increased from 586 to 788, a 34% increase in enrollment. Recent enrollments in the Business Department mirror enrollments of the larger campus where the last two years' enrollments have not been at previous levels. Several factors could be playing a role in the change in enrollment patterns.

The growing economy in the Mesa State service area and the extremely low unemployment rate in Mesa County for the last two years, 4.2% in July of 2008, 3.2% in 2007 and 4.0% in 2006, have significantly impacted not only businesses but Mesa State. With the economy doing well, people are choosing to work instead of pursuing higher education. Higher education is frequently considered a counter-cyclical industry. With the Energy Industry offering $60,000 as a beginning base salary, many students have chosen to postpone their college careers and work instead. The shortage in the labor force has caused local businesses to also increase their base wages, making employment much more attractive to incoming and current students.

Despite these factors, including all business department programs, major count has averaged 1,600 students the last five years with a total of 967 business degrees awarded over the time period of this review. The business department degrees continue to be among the most highly sought degrees on campus.

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Table 1a. Business Enrollments, Majors and Graduates AY 2004-2008

	2004	2005	2006	2007	2008	5-Year Numbers
Majors						
BBA/BAS	897	905	915	884	788	878 Average
MBA	69	39	40	49	42	48 Average
Degrees Awarded						
BBA/BAS	140	140	172	154	112	718 Total
MBA	15	28	9	11	9	72 Total
TOTAL DEGREES*	185	200	234	194	154	967 Total
Majors						
ALL BUSINESS MAJORS *	1,711	1,712	1,714	1,581	1,461	1,636 Average

Date drawn from information supplied by Institutional Research as of 8/30/2008
*All majors includes BBA/BAS/MBA/CIS/ACCT/AA

While enrollments in the business programs are significant, the department has increased recruitment efforts the last two years and plans to continue. Several differing tactics have been used. Since a large percentage of Mesa students are drawn from Mesa County, the Business Department has started the process of developing relationships with local area high schools. Advertising has been targeted to the local high schools, faculty have visited local high schools and attended classes where various business programs have been presented, the local PBL chapter has worked with the FBLA high school chapters and beginning fall 2008, the business club officers and faculty are working to become more involved in recruitment at the area high schools.

Advertising for the MBA program has increased and in addition, presentations to local service clubs were given last year with the emphasis on increasing awareness of and participation in the program. These will continue this year to differing service club groups. The MBA Alumni Chapter has become more active in the past two years with one of its primary goals increasing awareness of the MBA program on the Western Slope. As active recruitment continues, enrollments should follow.

An encouraging indicator last fall and this fall is that enrollment in Bugb 105 has increased. This course is the first course business freshman take at Mesa State and as such is an indication of the number of majors for future years. Last year the enrollment in that course was up by 69 students and this year fall enrollment is comparable. Only 12 students are needed spring semester to match last year's total enrollment numbers. For the last five years, on average, spring enrollment in this class has been 56 students. This is a seen as a positive sign that overall enrollments may be increasing.

C. Analysis of need for the program (continued)
ii) Other considerations

Not only does the Business Department offer a variety of degrees on campus for a traditional student body, the Department has been active in alternative delivery. The BBA with a concentration in management has all required business courses available through the Mesa@Night program. Using this delivery method, working students can acquire their four-year degree in business taking only night classes. All courses for this concentration are offered at least once a year which allows students not only to acquire their degree but also the ability to select the classes that best fit their schedule. Both traditional and nontraditional students participate in these classes. Full-time and part-time faculty teach these courses and the majority of the upper division classes, like the day classes, are taught by full-time faculty.

The MBA program is also a program designed to facilitate the working nontraditional student. All classes in the program are offered at night. Compressed elective classes are also offered in this program, primarily in the summer, where students prefer a shortened class time. The MBA is one of two graduate programs offered by Mesa State.

The BBA with a concentration in management is also offered via distance delivery to Montrose. The majority of the classes can be taken at the Montrose campus from full-time main campus faculty who, as they offer the class in Montrose, also have a class of students at Mesa. While these classes have been made available so that all required courses are offered either in the summer or once during the fall or spring semester, at night, these classes do not always make due to low or no enrollment at the Montrose center.

Online and hybrid delivery are the newest methods of providing classes to the population outside the main campus thus allowing the business program to again assist in fulfilling the regional education provider mission of the college. Many hours have been spent developing the mission statement, developing course objectives and goals, and currently the department is in the process of developing course and program assessments. With these tools in place, the department is now able to offer online and hybrid classes that will be comparable in content and quality to main campus courses. A delivery concern, however, is that additional faculty will be needed to offer more sections of these or other courses since the faculty currently carry a full-load. Increasing alternative delivery courses will either decrease the number of sections offered on campus or require more faculty in order to offer additional sections in alternative formats.

Another important component of the business program is the outreach role it plays in the local business community. Through the Entrepreneurial Business Institute, EBI, consulting classes are able to work with several small businesses every semester. The project-based learning is instrumental in allowing students to apply the information learned in class as well as provide valuable information and services to local businesses. The EBI also provides a venue for the upper division economics students to analyze and

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evaluate local economic data and to present information based upon that data through the quarterly newsletter. Entrepreneurship Day is a great opportunity for the business community to become involved with the business department and for small business owners to gain additional knowledge in successfully running their own small business. Beginning this fall, monthly workshops will be hosted by the EBI to provide more in-depth training for local small business owners. These opportunities and others provide a valuable win-win scenario where students gain valuable applied learning experiences and the business community gains valuable consulting expertise and services.

Table 2a. Credit Hour Production 2004-2008 BBA sections

	Fall 04	Spring 05	Fall 05	Spring 06	Fall 06	Spring 07	Fall 07	Spring 08
Bugb								
100-200	1325	1196	1225	961	1083	938	1209	962
300-400	441	435	432	447	429	429	339	405
total	1766	1631	1657	1408	1512	1367	1548	1367
Econ								
100-200	804	648	771	576	771	528	801	498
300-400		120	120	45	207	183	159	108
total	804	768	891	621	978	711	960	606
Finance								
100-200								
300-400	426	376	471	405	417	336	393	342
total	426	376	471	405	417	336	393	342
Mang								
100-200	657	531	663	531	513	546	513	543
300-400	1383	1551	1614	1725	1161	1278	1107	1201
total	2040	2082	2277	2256	1674	1824	1620	1744
Mark								
100-200	507	561	447	534	432	441	447	468
300-400	588	699	603	600	555	540	441	483
total	1095	1260	1050	1134	987	981	888	951
Trav								
100-200	84	39	75	78	45	24	48	24
300-400	51	36	39	54	27	0	24	36
total	135	75	114	132	72	24	72	60
MBA	282	263	204	204	201	192	195	198
Totals	6548	6455	6664	6160	5841	5435	5676	5268

Data derived from capacity reports from Banner.

Table 2a demonstrates credit hour production by semester for 2004-2008 broken down by subject area. Again enrollments are substantial in demonstrating the role the business program plays on campus.

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

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

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

The Academic Classroom Building where the department moved this fall has three wonderful computer classrooms that will allow business students access to needed hardware and software on a regular basis, which was not previously available. Several business classes were, for the first time this fall, appropriately taught in computer classrooms. A continued requirement will be access to these classrooms and to the current software used by businesses which will require not only changing software to match industry needs but also continued faculty training in order to teach the new software. Looking forward, this is a need that will not change.

Another need and differentiating factor in the business program is the opportunity for students to apply the information learned in class to live projects. Thus, the need for applied learning projects with local businesses. These live projects require increased student/faculty/business community interaction which is time intensive. However, the outcome of the hands-on experience has been invaluable in increasing student learning and beneficial to the business community as well. It is truly a win-win. Adequate faculty resources to oversee the projects and time for faculty to develop relationships in the community to locate the applied projects are required.

An additional need for resources is adequate faculty to teach upper division classes in the applied manner as described and to offer classes in alternative formats, as well as deliver the graduate program. Since the majority of the business classes and sections are full, in order to offer more of any class, including alternative delivery, increased faculty resources are needed. Alternative delivery will require an increase in faculty resources or a decrease in courses offered on the main campus. Faculty are also needed to develop and teach the graduate classes. With the move to the increased research requirement and the elevation of the practicum to include analytics, increased

faculty resources are needed. While the changes have been positive in the MBA program, it is important that the undergraduate program not be negatively impacted. In order to insure quality programs, increased full-time faculty resources for both programs are required.

ii) Faculty and Staff

Ten full-time tenure track faculty teach primarily in the BBA/BAS/MBA programs. The accounting and computer information systems faculty as well as two full-time and 20 part-time adjunct assist in providing delivery of the coursework. All were chosen for their combination of educational and work experience background. Eight of the ten full-time faculty teaching primarily in the BBA/BAS/MBA programs have terminal degrees.

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

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

Dr. Morgan K. Bridge (1995), Professor, Ph.D. (University of Wyoming)
Ms. Thea Chase (2006), Assistant Professor, M.B.A. (University of Colorado-Denver)
Dr. Mike Gallagher (2003), Professor, Ph.D. (Texas A & M University)
Dr. Timothy S. Hatten (1995), Professor, Ph.D. (University of Missouri)
Dr. Ward Huffman (2008), Assistant Professor, D.B.A (Nova Southeastern University)
Dr. Frank Markham (2001), Associate Professor, D.B.A. (Louisiana Technical University)
Mr. Robert W. Mayer (1987), Associate Professor, M.S. (University of Northern Colorado)
Dr. Jerry W. Moorman, Professor (1990), Ed.D. (Mississippi State University)
Dr. Pat Schutz, Assistant Professor (2004), Ph.D. (Colorado State University)
Dr. Richard Vail (1997), Professor, D.Phil. (Oxford)

In addition the accounting and computer information systems faculty teach both the core courses in the program as well as concentration courses in various areas.

Dr. Donald Carpenter (2003), Professor, Ph.D. (University of Nebraska-Lincoln)
Mr. Craig Fossett (2004), Assistant Professor, M.B.A. (Western State College)
Ms. Suzanne Lay (2006), Assistant Professor, M.S. Ed. (Emporia State University)
Mr. David Rogers, (1975), Professor, M.B.A., C.P.A (Golden Gate University)
Ms. Gayla Jo Slauson (1993), Associate Professor, M.B.A. (University of Southern Colorado)
Dr. Johnny Snyder (2005), Assistant Professor, Ph.D. (University of New Mexico)

Five non-tenure track faculty teach full-time or near full-time with several other adjunct faculty teaching one and two courses a semester.

Cristin Groves (2005), Lecturer of Business, B.B.A., M.B.A. (Mesa State College)
Georgann Jouflas (1991), Lecturer of Business, M.B.A (The George Washington University)
Deb Parman (1993), Lecturer of Business, MA.M. (University of Redlands)
Harry Willson (2001), Lecturer of Business, M.S. (Colorado State University)
Jerry Young (1996), Lecturer of Business, B.S. B.A. ABD (University of Denver)

iii) Physical Facilities

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

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

The rooms used by upper division classes have been equipped with moveable tables and chairs which allow for differing room configurations based upon classroom needs. All rooms have amazing audio-visual capabilities as well as Internet access, another necessity in business classes.

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

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

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

iv) Instructional equipment, including information technology and its use

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

v) Library, including DVD, video, etc.

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

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

vi) Unique resources of revenue and expenditures

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

Another unique expenditure in the department is the MBA program. Since the majority of classes are taught by senior, full-time faculty and all classes are capped at approximately 20 students, costs per credit hour are higher for this program than for the undergraduate program. It is interesting to note MBA student credit hour production has increased. Current students are taking more hours in the program. Fixed costs are those costs beyond the control of the department and include a variety of costs ranging from

facility costs to administration costs. These costs have increased significantly the last one to two years. With the graduate program removed from the total variable costs, variable costs for the BBA/BAS are $88 per credit hour. However, including both the graduate and undergraduate expenditures for both program, overall costs averaged $187 a credit hour for the last four years as demonstrated in Table 3a. See the Appendix for the complete set of budget reports supplied by the Budget Office.

Table 3a. Enrollment Data and Cost Per Credit Hour 2004-2008

	2004	2005	2006	2007
Number of credit hours produced	12,167	12,782	12,314	10,760
Number of sections	147	161	159	163
Number of full-time tenure track faculty	11	10	10	11
FTEF	21	21	21	21
SCH:FTEF*	642	603	542	520
Graduate Variable Costs by credit hour	160	189	319	576
Graduate Fixed Costs by credit hour	176	123	122	193
Graduate Credit Hour Production	630	495	345	366
Undergrad Variable Costs by credit hour	77	65	68	88
Undergrad Fixed Costs by credit hour	85	74	110	143
Total Variable Costs Graduate and Undergraduate	941,644	889,551	919,251	1,125,575
Total Variable Costs by credit hour	77	70	75	105
Total Fixed Costs Graduate and Undergraduate	103,621	973,932	1,159,381	1,589,083
Total Fixed Costs by credit hour	85	76	94	148
Total Costs Graduate and Undergraduate	1,977,935	1,863,483	2,274,552	2,714,658
Total Cost per credit hour	163	146	185	252

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

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

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

ii) Changes since the most recent program review

The recommendations from the 1998-2003 program review follow:

1. *Due to lack of faculty resources, changing faculty composition and continuing changes in the area of business, concentrations should again be evaluated.*

2. *Both the Business Administration minor and the Associate of Business Administration should be evaluated in light of current industry trends.*

3. *Examine the feasibility of adding a research component to concentrations.*

4. *Maintain low enrollment in upper division classes in order to insure the application of principles learned in the business classes.*

5. *Continue to examine the feasibility of an Entrepreneurship concentration.*

Since the last program review, 1998-2003, the business core and all concentrations have been evaluated and in many instances changes have occurred. Concentrations in human resource management, entrepreneurship and landman/energy management have been added. In addition a minor in entrepreneurship was added and the minor in business administration was evaluated and changes implemented. The associate of business administration was changed according to state mandate.

A research component has been added to concentrations and an applied project has also been added in all areas. In order to accomplish this, all upper division courses have been capped at 25 students. Communication skills, both writing and oral presentations, have also been emphasized. The recommendations from the last program review have been met.

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

Program assessment at Mesa State College is a formalized process of submitting an assessment plan and then a report on a rotating basis. The assessment plans and reports for the programs and the time period under review are included in the Appendix. The department assessment plan has evolved over the last five years as the departmental mission statement, concentration statements and course objectives have been evaluated and changes implemented.

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

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

All students in the capstone BBA course, Mang 491 are required to take the MFT, Major Field Test for Business. This test, produced by ETS, Educational Testing Services, measures basic business knowledge, a measurement of objective one. Students do well on the test, scoring in the top 60th-85th percentile for all years under review. Table 4a. with scores by year follows.

Table 4a. MFT Scores - Spring 2000-Spring 2008

Year	Department Score	Percentile	Number of Seniors Taking the MFT
Spring 2000	158.2	77th Percentile	67
Spring 2001	157.3	76th Percentile	83
Spring 2002	156.1	72nd Percentile	91
Spring 2003	157.9	81st Percentile	90
Spring 2004	160.7	85th Percentile	90
Spring 2005	155.8	65th Percentile	93
Spring 2006	154	60th Percentile	108
Spring 2007	158	80th Percentile	74
Spring 2008	157	70th Percentile	59

Departmental Assessment Files

Business students score well on this assessment, more than meeting the criteria set in the assessment plan. Based upon data received from the MFT, more emphasis has been placed on the quantitative courses. A new approach was taken in the quantitative decision making course where students were provided with increased business applications for various analytical problems. In the marketing research class, SPSS was

added and a research project utilizing SPSS was assigned. In the MBA class, emphasis was placed upon analytics as well as an increased focus of the practicum in using the tools learned in research design. All concentrations now have a research component requiring concentration appropriate analytical skills to address weaknesses identified by the assessment data.

Based upon input from the assessment process, increased emphasis has been placed on communication skills, both writing and oral presentation skills. In the Bugb 211 class each semester, a pre-test and post-test is given, measuring writing skills. An adequate score on the post-test is a necessary component for passing the course. Also a departmental grading rubric has been developed for both writing assignments and presentations. This insures that students are constantly and consistently evaluated in each of these communication areas. In the upper division courses, major applied projects require a written component as well as a presentation of that research. These courses build upon Bugb 211 where basic communication skills were introduced. The MBA program has added Research Day as a requirement of the practicum and research design course. MBA students must successfully present and defend their research to not only the professor but their peers and the business community in attendance. This increased focus on communication matches not only the assessment goals of the program but also required skills demanded by industry.

A survey is given in the Mang 491 course where students are asked to evaluate their Mesa State business experience. On this survey, in all categories, students scored their responses as a 4 or better on a five-point scale. The tables are located in the Appendix. Institutional Research conducted an online survey of alumni spring 2008. Data was collected in a manner which allowed extraction of responses for BBA, BAS and MBA students. The number of students responding was 88 across all three categories. See the Appendix for the complete survey. Of the 88 students, the majority responded that they were able to write effectively, communicate orally, and think creatively. Seventy-one out of 88 felt the instruction in their major was above average or excellent, while over 75 percent felt the value of their education was above average or excellent. See Appendix for complete survey.

After reviewing all data received, it appears that students are acquiring the business body of knowledge needed as well as both written and oral communication skills and the ability to think analytically and creatively. In addition, students are also satisfied with their education. While continuing assessment is necessary in order to insure a quality program, the faculty are pleased with the progress made to date.

Additional assessment is provided by the state, regional, and national competitions in which Mesa State business students participate. PBL, the general business organization, placed eight students at the national level this summer in a variety of business areas. The Business Strategy Game is a business simulation used each semester in the Mang 491 course. This summer one team placed 1st in an industry competition among 153 teams from around the world. The SHRM club took first and second at their state competition this spring. Thus in a variety of venues, Mesa State

business students do well compared to their peer groups as demonstrated by their placement in off-campus competitions; again another demonstration of the success of the program.

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

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

Faculty participate in student evaluations each semester. All tenure-track non-tenured faculty are required to evaluate all classes. Many of the full-time faculty also have all their classes evaluated as well and must conduct evaluations in at least one class. Department head evaluations as well as peer evaluations also occur. Since the business classes build upon the previous class, discussion between faculty occurs as content is integrated from class to class, another venue for evaluation.

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

(2) Advising: All faculty advise business students. As students declare their concentration, they are placed with a faculty member in that area. All BAS students currently are assigned to the BAS advisor. The BAS advising is intensive since each student must be dealt with individually to ascertain the requirements needed for the successful completion of their degree. All MBA students are also assigned an advisor. The MBA students are shared among all full-time faculty, with some deference given to interest area. An increased load in advising in the MBA program has arisen in conjunction with the increased research required in the practicum. MBA students are required to have a faculty member in discipline work with them on their research project. While this has increased the rigor, quality, and discipline content of the practicum, it has also increased faculty workload since this advising can be intensive.

One of the strengths of the program is the faculty interaction with students, which occurs during the advising process. Most faculty far exceed the required one hour a day office hour and this is evidenced in the strength of the faculty student relationships in the department. This is also a strength as indicated on the Institutional Research Survey conducted. See Appendix.

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(3) Service: The majority of the faculty serve on discipline specific committees, departmental committees, and campus committees. Currently the department has a faculty member who has served as President of the Faculty Senate and currently sits on the Faculty Senate Executive Board, and a faculty member who is Vice-Chair of the Curriculum Committee, examples of campus committees requiring many hours of service. Also three faculty members have received the Outstanding Service Faculty Award for many hours of campus service. Many opportunities for service are available on campus and many of these positions are filled with business faculty.

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

Business Scholarship Summary 2004-2008

	Local Presentations	Regional Presentations	International Presentations	Textbook and Book Chapters	Ancillary Products	Consulting Projects	Other
2004-2008	15	25	10	3	21	21	8

Textbook: (2005) Successful Business Planning for Entrepreneurs. South-Western Publishing Co., Cincinnati, Ohio.

International Conference: (2006) "Economic Impact of Business Incubation", Speaker and paper presentation. First Conference on Business Incubation, Technology Innovation Center, Kingston, Jamaica.

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

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

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

Textbook: (2009) <u>Small Business Management: Entrepreneurship and Beyond</u>, 4th edition. Boston: Houghton Mifflin Publishing.

(5) Other achievements: The faculty have also accomplished a variety of other achievements over the time period of this review. Following are some examples. More detailed information is contained in the faculty vitae in the Appendix.

> Fall semester 2007, Tim Hatten's Advanced Marketing class 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/universities.]**
> Deb Parman was chosen PBL Outstanding Advisor of the Year at the State Level.
> Pat Schutz was chosen for the Outstanding Educator of the Year in Human Resources.
> Frank Markham received the Master Professor 2008 Hall of Fame Award from the Business Strategy Game.

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

There are many individual success stories from graduates of the programs under review. Following is a compilation of a few of the current successes

> Mesa State has one of the most award winning chapters of Phi Beta Lambda in the state. This summer at Nationals held in Atlanta, Georgia, the Mesa State Chapter brought back eight top ten awards.
> The SHRM club took first and second place at the State competition hosted by Mesa State this spring.
> Several business students were inducted into Alpha Chi, the national scholastic honor society. This is the highest academic honor a student may achieve at Mesa State College.
> Students were selected as Who's Who recipients, a scholastic/service award.
> Aaron Hawes (BBA/2008), won his industry in the Business Strategy Game Summer Global Invitational competition.
> April Quinn (BBA/2008), accepted a position with Jobbing.com, a *Fortune 500* Fastest Growing Company.
> Jason Bourget, Evelin Selechnick, Elizabeth Tice, Travis Willden, Erik Fuller, Scott Nelson, Christina Sterling, Ronald Turner placed in the Business Strategy Game Global 100 for their performance in financial ratio analysis.
> Laurie Soucie, Loan Officer, Alpine Bank.
> Clayton Carmak, James Swainston, Sean Van Elderen, Brent Cassidy, Tamani Hetrick, Jason Sack where members of two team that tied for fifth place in the Spring Business Strategy Game Global Top 20.

- ➤ Loren Lenc and Dean Thomson came in second in their industry in the Business Strategy Game Global Invitational competition.
- ➤ Mike Burns, Regional President, Alpine Bank.
- ➤ Ashley Vargo accepted the position of Business Finance Specialist with the Initiative Foundation, a non-profit consulting firm that helps secure financing for opening or expanding small businesses.
- ➤ Emily Cheesman; Marketing Intern, Broadmoor Hotel, Colorado Springs CO.
- ➤ Kendra Bornhoff: Marketing Intern, Colorado Rapids, Denver CO.
- ➤ Alyssia Zoelle; Travel and Recreation Intern, Grand Californian Hotel, Disneyland.
- ➤ Freddie Hampe; Travel and Intern, Ritz Carlton Hotel, Beavercreek CO.
- ➤ Dave and Mandy Vindiola, entrepreneurs - several ventures in real estate.
- ➤ Ken Riskey, entrepreneur e-Bay company selling Legos.
- ➤ Brandon Wood, Walmart, Assistant Store Manager.
- ➤ Tom Espeland, Academy Bank, Vice President.
- ➤ Trevor Johnson, Vice President, Alpine Bank.

The major assessment test that the department uses each semester is the MFT - Major Field Test which is administered by Educational Testing Services. This is a test used by colleges and universities across the United States. Last year, 447 institutions used the MFT in Business and 32, 217 students took this test. Mesa State business students scored in the 70th percentile with 59 students taking the test. This assessment again demonstrates the value added by the business program.

F. Strengths identified by the review.

Strengths of the program include the following:

Curriculum: The curriculum within the BBA/BAS/MBA programs has undergone significant examination the last five years, with a variety of changes implemented. Courses have been added, deleted, and changed to meet the changing business environment. An increased emphasis on communication skills both in writing and oral presentations as well as an increase in critical thinking and analytical skills has shown improvement. Scores on the MFT demonstrate students are achieving the requisite body of business knowledge. Development continues in this area.

Faculty: A major strength of the program is in the quality of faculty who are truly committed to student success both in and out of the classroom. The faculty not only provide the requisite body of business knowledge, they also provide opportunities for students to demonstrate this core body of knowledge in applied projects and research in the upper division and MBA classes. These projects require increased student to student and student to faculty interaction which strengthens learning. Students, when asked, cite faculty as a key component of the program. See alumni survey in Appendix.

Small Class Sizes in Upper Division Classes: The ability to conduct applied projects and to increase communication skills mandates smaller class sizes in upper division courses. The cap of 25 students in upper division courses has allowed both

increased projects and presentations in these classes. The smaller class size in the MBA program allows increased interaction not only with faculty but also between students. The smaller class sizes are cited by students as a program strength.

Applied Projects and Internships: Recent opportunities like the Department of Defense marketing project and small business consulting opportunities under the direction of a faculty member allow students actual business world application opportunities and increased faculty-student interaction. Internships are being utilized to provide students with practical learning experiences outside the classroom. See Appendix for a listing of some of the businesses currently participating in the internship program. These internships provide not only applied learning opportunities but also networking opportunities that frequently lead to student placement upon graduation.

Entrepreneurial Business Institute, EBI and Listening to Business: The EBI provides a venue for the department to connect with the business community. The consulting class, the economic data analysis, the Idea Challenge and Entrepreneurship Day are examples where students are provided opportunities to directly interact with businesses in a variety of ways. Listening to Business also provides this interaction with the business community and the opportunity for students to be directly involved in the research process with live data. This direct interaction with the business community strengthens what occurs daily in the classroom.

Business Student Clubs: The Business clubs are integral to student success. PBL, AITP, SHRM, Accounting Club and Entrepreneurship Club provide students another opportunity to apply classroom instruction. These organizations also provide students with opportunities for leadership, networking and academic competition. Business clubs also increase student to student and student to faculty interaction.

National Scores and National Awards: The scores on the most recent exit examination for business majors put BBA graduates at the 70th percentile and above, demonstrating the acquisition of the basic business body of knowledge. PBL members placed extremely well at Nationals this year bringing back eight top ten awards. SHRM club members placed first and second at their State competition this spring.

State of the Art Facilities: The Academic Classroom Building will allow business classes the access to computer classrooms required of the program. The ability to integrate software programs into classes is exciting. The movable tables and chairs in the classrooms facilitates the interactive learning environment required in the upper division courses. And the instructional boardroom will facilitate the presentation skills of both the undergrad and graduate programs as students have access to an environment similar to what they will encounter in the business world.

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

G. Areas needing strengthening identified by the review.

Faculty Resources: The number of full-time faculty has dropped from 11 to 10 full-time tenure track faculty. Consequently, more adjunct professors have been utilized for the lower division courses. For academic and programmatic reasons, as well as recruitment and retention, this may not be in the best interest of the students. Since the same faculty resource pool is used for all programs, an increase in workload in one area, such as MBA or alternative delivery, requires additional adjunct in order for the lower division courses to be offered. While the department has been fortunate to find dedicated and qualified adjunct to assist in teaching classes, the department would like more full-time faculty in lower division classes in an effort to recruit and retain the students who are beginning their business program. More outreach into the business community, a positive for the business department, would also be facilitated with increased faculty. While the department is very appreciative of the progress that has been made in raising faculty salaries recently, BBA/MBA/BAS faculty continue to be remunerated below the national average, which makes hiring and then retaining new faculty difficult.

Professional development: The geographic isolation of the area, combined with the professional needs of continuing professional development, association memberships, training and scholarship, provides a challenge for faculty. Increased funding would allow an increase in professional development. With the increased emphasis on software programs and analytics, increased faculty training is a necessity in order to teach these classes effectively and to maintain currency in discipline. While faculty have been creative in covering these costs, many times faculty are unable to attend needed conferences and training.

Retention and Recruitment: Increased focus on not only student recruitment but also retention is a departmental goal. Increased communication with the local high schools and the increased institutional advertisement by Mesa State will help to positively impact perceptions about programs at Mesa. A decreased faculty to student ratio as well as more full-time faculty in the lower division courses as students make commitments to business programs will also increase and improve retention rates. Increased faculty and student interaction in the freshman class continues to be a goal as differing strategies are evaluated for effectiveness. Retention of current freshmen is key to growing the program.

Alternative delivery: While the department has moved forward in preparing to offer the management concentration via alternative delivery; online and hybrid course offerings are in the developmental stages. A focus on quality is essential in order to insure all sections of all courses regardless of location and professors are comparable. With limited resources, primarily in the area of faculty, an increase in this delivery methodology should not be undertaken at the expense of the current program. Currently in order to offer a class in an alternative delivery format a faculty must be taken from a main campus course and reassigned. Thus, either the on-campus section must be cancelled or an adjunct must be hired to cover the on-campus course.

Quality Control for Alternative Delivery Courses: Distance delivery, online courses, hybrid courses, and other alternative delivery courses must be under the direct control of the department in order to maintain the quality of the program. The quality of

delivery and the quality of the course must mirror the on-campus courses. Thus, faculty, textbooks, syllabi and assessments must be under the Department's direction and control.

H. Vision
i) Proposals for strengthening the program

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

The business programs at Mesa State College are quality programs as demonstrated by student successes, faculty accomplishments and alumni awards. As the program continues to grow, significant progress has been made to assure program quality remains high. MFT data, national awards and graduate success stores are indicators that the programs are providing business students the necessary knowledge, skills and abilities to be successful in the business world. A major strength of the program has been and continues to be the relationship faculty develop and maintain with students, even after graduation. Facilitating these interactions is essential to program success. Another key to success is the continued interaction and support of the business community within the business program.

Continued Curriculum Development: In order to maintain the level of quality and move the business programs forward, the faculty continue to improve the curriculum from making minor modifications in weekly assignments to adding courses, and adding programs. Moving forward with necessary changes is key to a successful department since the business industry is constantly changing and thus curriculum must be under continuing development. For example, strengthening the analytical component to achieve desired student outcomes is necessary. Furthermore these courses must be taught as project based learning courses that include business applications in order for students to make the connection between quantitative analysis and the application in business decision making. In addition it would be helpful if the business programs were categorized as professional programs on campus thus allowing for the department to choose appropriate degree distinction coursework and to exceed the 60 hour credit rule when necessary, thus strengthening the curriculum.

Increased Enrollments: As with any program, increasing enrollments strengthen the program. Focus on growing the program through the venues previously mentioned will provide increased revenues to support increased expenditures. However, the local economy will play a key role in enrollments. As the economy remains strong, enrollments may not increase significantly.

Continued focus on developing course objectives with comparable assessments: While much progress has been made in developing a unified set of business core courses across all sections, delivery methods, and faculty; work must

continue in this area to assure that all courses regardless of professor or location meet the quality standards of the department. Assessment criteria are a natural outcome of this process and will be a valuable tool in determining progress for assessment of the program regardless of the professor teaching, or the location of the course, or the method of delivery.

International Component: An international component would provide differentiation and additional experiences for students at both the undergraduate and graduate level and is a topic that should be evaluated for viability. With the business trip to China this summer, faculty feel similar student trips and increased experiences are valuable. As the world becomes increasingly a global community, the ability to cross national and international borders will become important. Students today must have an appreciation of the role the international markets will play in all businesses. This is important for both the graduate as well as undergraduate programs. Venues to increase this exposure should be explored.

Alumni Access: Increased access to alumni is a resource that needs further development. While many faculty have individual graduates with whom they maintain contact, as a whole, the institution and the department need to cultivate alumni who can provide much needed advisory board membership, recruitment opportunities, student internships and employment and future funding to include scholarships. This is true even more so for the MBA program. Increased attention to developing these alumni into meaningful long-term relationships will be profitable for the programs.

ii) Program priorities requiring additional resources

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

Students must continue to acquire a strong knowledge base in business. The business basics must be taught in the lower division courses which then allow additional applied learning to occur in the upper division courses. In order to accomplish this, additional full-time faculty are needed to assist in teaching these essential introductory classes. An increased emphasis in analytics will also strengthen the program.

Applied and project based learning must continue to occur. This mandates that faculty remain current in their disciplines and maintain appropriate connections in the business community to facilitate the necessary projects.

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

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

Upper division classes must remain small so that presentations can occur. When needed, additional sections must be offered in order to allow students the opportunity to participate in applied learning projects and presentations.

Retention as well of recruitment of new students is critical. An increased focus on the freshman and sophomore level classes with increased faculty to student interactions is needed in order to retain current business students. Increased advertising and increased relationship building with local high schools is also necessary.

Faculty resources for the MBA need to be addressed. While the project based learning that is occurring in the practicum and research design class is exciting and beneficial to students, faculty advising and workloads have increased. In order to not detract from the undergrad program, faculty must be provided time to work with the graduate students on these time intensive projects.

Appendix A

Program Statistics

Table 1A Undergraduate Enrollment by Major Code, Spring Terms 2004 - 2008
Mesa State College

Level	Major Code	Program Name	2004	2005	2006	2007	2008
Baccalaureate							
	3120	Pre-Business Administration					
		New Majors	81	70	91	84	70
		Continuing Majors	318	368	367	328	331
	Sub-Total		**399**	**438**	**458**	**412**	**401**
	3121	Administrative Office Manage					
		New Majors	0	0	0	0	0
		Continuing Majors	1	1	0	0	0
	Sub-Total		**1**	**1**	**0**	**0**	**0**
	3122	Bus Admin-Economics					
		New Majors	2	0	0	4	2
		Continuing Majors	12	6	0	2	1
	Sub-Total		**14**	**6**	**0**	**6**	**3**
	3125	Bus Admin-Finance					
		New Majors	1	3	1	5	8
		Continuing Majors	22	14	8	10	4
	Sub-Total		**23**	**17**	**9**	**15**	**12**
	3126	Bus Admin-Management					
		New Majors	5	12	16	24	31
		Continuing Majors	119	81	83	36	20

Sub-Total		**124**	**93**	**99**	**60**	**51**
3127	Bus Admin-Marketing					
	New Majors	8	12	6	6	23
	Continuing Majors	66	47	30	20	15
Sub-Total		**74**	**59**	**36**	**26**	**38**
3129	Bus Admin-Travl,Tour&Comm Mgmt					
	New Majors	1	3	1	3	3
	Continuing Majors	16	10	8	7	1
Sub-Total		**17**	**13**	**9**	**10**	**4**
3170	Business Administration					
	New Majors	0	0	16	7	2
	Continuing Majors	0	0	6	50	27
Sub-Total		**0**	**0**	**22**	**57**	**29**
All Business Baccalaureate						
	New Majors	**98**	**100**	**131**	**133**	**139**
	Continuing Majors	**554**	**527**	**502**	**453**	**399**
Grand Total		**652**	**627**	**633**	**586**	**538**
Master's						
8100	Master of Business Admin					
	New Majors	27	7	4	4	7
	Continuing Majors	19	30	14	21	23
Sub-Total		**46**	**37**	**18**	**25**	**30**
8110	MBA-Conditionally Accepted					
	New Majors	3	4	7	9	2

28

Continuing Majors	9	11	6	3	3
Sub-Total	**12**	**4**	**13**	**12**	**5**
8119 MBA-NonGrad Degree w/o Bacc					
New Majors	0	0	0	0	0
Continuing Majors	0	0	0	0	0
Sub-Total	**0**	**0**	**0**	**0**	**0**
8139 MBA-NonGrad Degree w/Bacc					
New Majors	0	0	0	0	0
Continuing Majors	3	1	0	0	1
Sub-Total	**3**	**1**	**0**	**0**	**1**
All Business Master's					
New Majors	30	11	11	13	9
Continuing Majors	31	31	20	24	27
Grand Total	**61**	**42**	**31**	**37**	**36**

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Table 1A Undergraduate Enrollment by Major Code, Summer Terms 2003 - 2007
Mesa State College

Level	Major Code	Program Name	2003	2004	2005	2006	2007
Baccalaureate							
	3120	Pre-Business Administration					
		New Majors	9	3	4	6	5
		Continuing Majors	45	77	87	74	72
	Sub-Total		**54**	**80**	**91**	**80**	**77**
	3121	Administrative Office Manage					
		New Majors	0	0	0	0	0
		Continuing Majors	0	0	0	0	0
	Sub-Total		**0**	**0**	**0**	**0**	**0**
	3122	Bus Admin-Economics					
		New Majors	2	0	0	0	0
		Continuing Majors	1	4	0	0	2
	Sub-Total		**3**	**4**	**0**	**0**	**2**
	3125	Bus Admin-Finance					
		New Majors	0	0	0	0	0
		Continuing Majors	9	7	1	3	2
	Sub-Total		**9**	**7**	**1**	**3**	**2**
	3126	Bus Admin-Management					
		New Majors	1	1	2	3	0
		Continuing Majors	44	27	19	18	9
	Sub-Total		**45**	**28**	**21**	**21**	**9**
	3127	Bus Admin-Marketing					
		New Majors	0	0	1	0	1
		Continuing Majors	31	14	10	6	6
	Sub-Total		**31**	**14**	**11**	**6**	**7**
	3129	Bus Admin-Travl,Tour&Comm Mgmt					
		New Majors	0	0	2	0	0
		Continuing Majors	6	4	4	3	3
	Sub-Total		**6**	**4**	**6**	**3**	**3**

3170	Business Administration					
	New Majors	0	0	0	1	1
	Continuing Majors	0	0	0	7	9
Sub-Total		**0**	**0**	**0**	**8**	**10**

All Business Baccalaureate

	New Majors	**12**	**4**	**9**	**10**	**7**
	Continuing Majors	**136**	**133**	**121**	**111**	**103**
Grand Total		**148**	**137**	**130**	**121**	**110**

Master's

8100	Master of Business Admin					
	New Majors	0	0	0	1	0
	Continuing Majors	7	18	8	4	3
Sub-Total		**7**	**18**	**8**	**5**	**3**
8110	MBA-Conditionally Accepted					
	New Majors	3	2	0	0	0
	Continuing Majors	10	5	0	3	3
Sub-Total		**13**	**7**	**0**	**3**	**3**
8119	MBA-NonGrad Degree w/o Bacc					
	New Majors	0	0	0	0	0
	Continuing Majors	0	0	0	0	0
Sub-Total		**0**	**0**	**0**	**0**	**0**
8139	MBA-NonGrad Degree w/Bacc					
	New Majors	0	0	0	1	0
	Continuing Majors	1	0	0	0	0
Sub-Total		**1**	**0**	**0**	**1**	**0**

All Business Master's

	New Majors	**3**	**2**	**0**	**2**	**0**
	Continuing Majors	**18**	**23**	**8**	**7**	**6**
Grand Total		**21**	**25**	**8**	**9**	**6**

Table 1A Undergraduate Enrollment by Major Code, Fall Terms 2003 - 2007
Mesa State College

Level	Major Code	Program Name	2003	2004	2005	2006	2007
Baccalaureate							
	3120	Pre-Business Administration					
		New Majors	201	202	205	148	171
		Continuing Majors	181	257	241	282	292
	Sub-Total		**382**	**459**	**446**	**430**	**463**
	3121	Administrative Office Manage					
		New Majors	0	0	0	0	0
		Continuing Majors	0	0	0	0	0
	Sub-Total		**0**	**0**	**0**	**0**	**0**
	3122	Bus Admin-Economics					
		New Majors	7	1	0	3	0
		Continuing Majors	7	5	1	0	2
	Sub-Total		**14**	**6**	**1**	**3**	**2**
	3125	Bus Admin-Finance					
		New Majors	2	4	5	9	4
		Continuing Majors	26	13	6	7	7
	Sub-Total		**28**	**17**	**11**	**16**	**11**
	3126	Bus Admin-Management					
		New Majors	27	24	61	18	19
		Continuing Majors	115	75	52	40	19

Sub-Total		142	99	113	58	38
3127	Bus Admin-Marketing					
	New Majors	12	24	17	19	9
	Continuing Majors	59	41	26	12	10
Sub-Total		**71**	**65**	**43**	**31**	**19**
3129	Bus Admin-Travl,Tour&Comm Mgmt					
	New Majors	3	3	4	6	0
	Continuing Majors	17	12	8	4	4
Sub-Total		**20**	**15**	**12**	**10**	**4**
3170	Business Administration					
	New Majors	0	0	7	50	11
	Continuing Majors	0	0	0	17	26
Sub-Total		**0**	**0**	**7**	**67**	**37**
All Business Baccalaureate						
	New Majors	252	258	299	253	214
	Continuing Majors	**405**	**403**	**334**	**362**	**360**
Grand Total		657	661	633	615	574
Master's						
8100	Master of Business Admin					
	New Majors	6	10	4	10	9
	Continuing Majors	17	27	17	15	12
Sub-Total		**23**	**37**	**21**	**25**	**21**
8110	MBA-Conditionally Accepted					
	New Majors	10	0	4	2	5

33

Continuing Majors	21	5	3	5	7
Sub-Total	**31**	**5**	**7**	**7**	**12**
8119 MBA-NonGrad Degree w/o Bacc					
New Majors	0	0	0	0	0
Continuing Majors	0	0	0	0	0
Sub-Total	**0**	**0**	**0**	**0**	**0**
8139 MBA-NonGrad Degree w/Bacc					
New Majors	3	1	0	0	1
Continuing Majors	2	0	0	0	0
Sub-Total	**5**	**1**	**0**	**0**	**1**
All Business Master's					
New Majors	19	11	8	12	15
Continuing Majors	40	32	20	20	19
Grand Total	**59**	**43**	**28**	**32**	**34**

MAJORS: BUSINESS DEPARTMENT, AY 2004 - 2008

Number of Majors in AY --

Degree	Code	Description	2004 1st Major	2004 Total	2005 1st Major	2005 Total	2006 1st Major	2006 Total	2007 1st Major	2007 Total	2008 1st Major	2008 Total
AA	2141	Liberal Arts, Business Admin	264	368	244	350	245	353	178	265	226	274
AA	2145	Liberal Arts, Bus Comp Inf Sys	18	37	18	38	18	37	24	34	26	34
AA	2190	Liberal Arts, Undeclared Busin	45	92	63	110	62	109	82	134	98	128
		Program Subtotal	327	497	325	498	325	499	284	433	350	436
BS	3105	Accounting-Governmental Acctg	1	1	1	1	1	1	0	0	0	0
BS	3106	Accounting-Information Tech	4	5	4	5	5	6	5	7	5	8
BS	3107	Accounting-Managerial Acctg	1	1	1	1	1	1	0	0	0	0
BS	3108	Accounting-Public Accounting	58	59	60	64	62	66	57	58	51	54
BS	3191	Pre-Accounting	85	100	95	124	95	124	78	102	75	92
		Program Subtotal	149	166	161	195	164	198	140	167	131	154
BAS	3170	Business Administration	0	0	23	25	22	24	71	86	38	53
BS	3190	Undeclared, Business	37	71	50	92	47	88	43	85	34	60
BBA	3118	Bus Admin-Landman/Energy Mgt									2	3
BBA	3119	Bus Admin-Entrepeneurship									8	9
BBA	3121	Administrative Office Manager	1	1	0	0	0	0	0	0	0	0
BBA	3122	Bus Admin-Economics	8	14	1	2	1	2	7	12	4	9
BBA	3125	Bus Admin-Finance	20	26	2	3	13	17	20	31	18	20
BBA	3126	Bus Admin-Management	125	140	13	17	134	144	88	93	74	80
BBA	3127	Bus Admin-Marketing	80	99	134	143	50	69	35	49	45	56
BBA	3128	Bus Admin-Human Resources M	1	1	0	0	0	0	0	0	0	0
AAS	1160	Travel, Rec Hospitality Mgmt	1	6	1	3	1	3	1	3	0	0
BBA	3129	Bus Admin-Travl,Tour&Comm M	18	21	50	69	15	17	13	16	9	10
BBA	3120	Pre-Business Administration	502	518	527	551	527	551	486	509	470	488
		Program Subtotal	793	897	801	905	810	915	764	884	702	788
BBA	3123	Business Computer Info System	3	4	14	16	2	3	1	1	3	3
BS	3165	Computer Information Systems	36	36	29	30	29	30	19	20	17	18
BAS	3166	Computer Information Systems									2	2
BS	3193	Pre-Computer Info Systems	32	42	21	29	21	29	21	27	14	18
		Program Subtotal	71	82	64	75	52	62	41	48	36	41
MBA	8090	Graduate, Non-Degree Seeking	0	0	0	0	0	0	0	0	0	0
MBA	8100	Master of Business Admin	51	58	23	25	24	26	32	34	30	31
MBA	8110	MBA-Conditionally Accepted	9	9	14	14	14	14	12	13	8	8
MBA	8139	MBA-NonGrad Degree w/Bacc	2	2	0	0	0	0	2	2	2	3
		Program Subtotal	62	69	37	39	38	40	46	49	40	42
Department Total			1,402	1,711	1,388	1,712	1,389	1,714	1,275	1,581	1,259	1,461

Accounting Registrations and Credit Hours by Academic Year - AY 2004 - AY2008

	AY 2004		AY 2005		AY 2006		AY 2007		AY 2008		5 Year Change - Credit Hours	
	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	#	%
Lower - 100	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
Lower - 200	598	1794	591	1773	557	1671	564	1692	576	1728	-66	-3.68%
Upper - 300	113	400	151	575	174	649	130	496	171	656	256	64.00%
Upper - 400	92	354	107	372	138	470	149	525	116	415	61	17.23%
Total Undergraduate	803	2548	849	2720	869	2790	843	2713	863	2799	251	9.85%
Master's Total	21	63	13	39	8	24	18	54	17	51	-12	-19.05%

Business (BUGB) Registrations and Credit Hours by Academic Year - AY 2004 - AY2008

	AY 2004		AY 2005		AY 2006		AY 2007		AY 2008		5 Year Change - Credit Hours	
	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	#	%
Lower - 100	518	1392	546	1471	488	1313	460	1220	492	1247	-145	-10.42%
Lower - 200	335	1011	349	1050	291	873	267	801	308	924	-87	-8.61%
Upper - 300	205	633	201	603	186	561	185	555	164	492	-141	-22.27%
Upper - 400	100	303	91	273	106	318	89	267	80	240	-63	-20.79%
Total Undergraduate	1158	3339	1187	3397	1071	3065	1001	2843	1044	2903	-436	-13.06%
Master's Total	75	225	61	161	48	132	46	138	38	120	-105	-46.67%

Economics Registrations and Credit Hours by Academic Year - AY 2004 - AY2008

	AY 2004		AY 2005		AY 2006		AY 2007		AY 2008		5 Year Change - Credit Hours	
	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	#	%
Lower - 100	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
Lower - 200	439	1317	484	1452	449	1347	433	1299	433	1299	-18	-1.37%
Upper - 300	135	405	86	258	52	156	94	282	64	192	-213	-52.59%
Upper - 400	36	108	21	63	3	9	36	108	25	75	-33	-30.56%
Total Undergraduate	610	1830	591	1773	504	1512	583	1689	522	1566	-264	-14.43%
Master's Total	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!

Finance Registrations and Credit Hours by Academic Year - AY 2004 - AY2008

	AY 2004		AY 2005		AY 2006		AY 2007		AY 2008		5 Year Change - Credit Hours	
	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	#	%
Lower - 100	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
Lower - 200	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
Upper - 300	212	636	224	672	238	714	189	567	200	600	-36	-5.66%
Upper - 400	58	174	44	130	54	162	62	186	45	135	-39	-22.41%
Total Undergraduate	270	810	268	802	292	876	251	753	245	735	-75	-9.26%
Master's Total	23	69	20	60	20	60	14	42	16	48	-21	-30.43%

Management Registrations and Credit Hours by Academic Year - AY 2004 - AY2008

	AY 2004		AY 2005		AY 2006		AY 2007		AY 2008		5 Year Change - Credit Hours	
	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	#	%
Lower - 100	34	102	34	102	24	72	15	45	21	63	-39	-38.24%
Lower - 200	400	1206	363	1092	374	1122	338	1014	331	993	-213	-17.66%
Upper - 300	613	1839	660	1980	705	2115	469	1407	432	1296	-543	-29.53%
Upper - 400	276	917	290	948	360	1224	336	1032	334	1012	95	10.36%
Total Undergraduate	1323	4064	1347	4122	1463	4533	1158	3498	1118	3364	-700	-17.22%
Master's Total	84	252	80	240	36	108	48	144	49	147	-105	-41.67%

Marketing Registrations and Credit Hours by Academic Year - AY 2004 - AY2008

	AY 2004		AY 2005		AY 2006		AY 2007		AY 2008		5 Year Change - Credit Hours	
	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	#	%
Lower - 100	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
Lower - 200	366	1098	356	1068	327	981	291	873	305	915	-183	-16.67%
Upper - 300	296	888	358	1074	351	1053	312	936	249	747	-141	-15.88%
Upper - 400	51	153	71	213	50	150	53	159	59	177	24	15.69%
Total Undergraduate	713	2139	785	2355	728	2184	656	1968	613	1839	-300	-14.03%
Master's Total	27	81	15	45	17	51	17	51	13	39	-42	-51.85%

Travel Registrations and Credit Hours by Academic Year - AY 2004 - AY2008

	AY 2004		AY 2005		AY 2006		AY 2007		AY 2008		5 Year Change - Credit Hours	
	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	Registrations	Credit Hours	#	%
Lower - 100	42	126	41	123	38	114	23	69	24	72	-54	-42.86%
Lower - 200	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
Upper - 300	34	102	29	87	44	132	9	27	20	60	-42	-41.18%
Upper - 400	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!
Total Undergraduate	76	228	70	210	82	246	32	96	44	132	-96	-42.11%
Master's Total	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!

Undergraduate Business Majors, Fall Terms 2003-2007
Mesa State College

Level	Major Code	Program Name	2003	2004	2005	2006	2007
Freshman							
	3120	Pre-Business Administration	113	114	128	73	84
	3121	Administrative Office Manage	0	0	0	0	0
	3122	Bus Admin-Economics	0	0	0	0	0
	3125	Bus Admin-Finance	0	0	0	0	0
	3126	Bus Admin-Management	1	0	0	0	0
	3127	Bus Admin-Marketing	0	0	0	0	0
	3129	Bus Admin-Travl,Tour&Comm Mgmt	0	0	1	0	0
	3170	Business Administration	0	0	0	37	7
	TOTAL		114	114	129	110	91
Sophomore							
	3120	Pre-Business Administration	145	138	117	139	126
	3121	Administrative Office Manage	0	0	0	0	0
	3122	Bus Admin-Economics	0	0	0	0	0
	3125	Bus Admin-Finance	1	0	0	0	0
	3126	Bus Admin-Management	6	3	1	0	0
	3127	Bus Admin-Marketing	1	1	0	0	0
	3129	Bus Admin-Travl,Tour&Comm Mgmt	2	0	0	0	0
	3170	Business Administration	0	0	1	3	11
	TOTAL		155	142	119	142	137
Junior							
	3120	Pre-Business Administration	82	139	124	123	126
	3121	Administrative Office Manage	0	0	0	0	0
	3122	Bus Admin-Economics	4	0	0	1	0
	3125	Bus Admin-Finance	5	0	1	0	0
	3126	Bus Admin-Management	36	6	7	2	2
	3127	Bus Admin-Marketing	19	6	2	2	2
	3129	Bus Admin-Travl,Tour&Comm Mgmt	3	3	0	1	0
	3170	Business Administration	0	0	1	8	3
	TOTAL		149	154	135	137	133
Senior							
	3120	Pre-Business Administration	42	68	77	95	127
	3121	Administrative Office Manage	0	0	0	0	0
	3122	Bus Admin-Economics	10	6	1	2	2
	3125	Bus Admin-Finance	22	17	10	16	11
	3126	Bus Admin-Management	100	91	105	56	36
	3127	Bus Admin-Marketing	51	58	41	29	17
	3129	Bus Admin-Travl,Tour&Comm Mgmt	15	12	11	9	4
	3170	Business Administration	0	0	5	19	16
	TOTAL		240	252	250	226	213
ALL CLASSES							
	3120	Pre-Business Administration	382	459	446	430	463
	3121	Administrative Office Manage	0	0	0	0	0
	3122	Bus Admin-Economics	14	6	1	3	2
	3125	Bus Admin-Finance	28	17	11	16	11
	3126	Bus Admin-Management	143	100	113	58	38
	3127	Bus Admin-Marketing	70	64	43	31	19
	3129	Bus Admin-Travl,Tour&Comm Mgmt	20	15	12	10	4
	3170	Business Administration	0	0	7	67	37
	TOTAL		657	661	633	615	574
Master's							
	8100	Master of Business Admin	23	37	21	25	21
	8110	MBA-Conditionally Accepted	31	5	7	7	12
	8119	MBA-NonGrad Degree w/o Bacc	0	0	0	0	0
	8139	MBA-NonGrad Degree w/Bacc	5	1	0	0	1
	TOTAL		59	43	28	32	34

Level	Major Code	Program Name	2003	2004	2005	2006	2007
Freshman							
	3120	Pre-Business Administration	8	10	8	13	6
	3121	Administrative Office Manage	0	0	0	0	0
	3122	Bus Admin-Economics	0	0	0	0	0
	3125	Bus Admin-Finance	0	0	0	0	0
	3126	Bus Admin-Management	0	0	0	0	0
	3127	Bus Admin-Marketing	0	0	0	0	0
	3129	Bus Admin-Travl,Tour&Comm Mgmt	0	0	0	0	0
	3170	Business Administration	0	0	0	1	0
TOTAL			8	10	8	14	6
Sophomore							
	3120	Pre-Business Administration	18	18	22	10	15
	3121	Administrative Office Manage	0	0	0	0	0
	3122	Bus Admin-Economics	0	0	0	0	0
	3125	Bus Admin-Finance	0	0	0	0	0
	3126	Bus Admin-Management	0	2	0	0	0
	3127	Bus Admin-Marketing	1	1	0	0	0
	3129	Bus Admin-Travl,Tour&Comm Mgmt	0	0	0	0	0
	3170	Business Administration	0	0	0	1	4
TOTAL			19	21	22	11	19
Junior							
	3120	Pre-Business Administration	21	29	26	26	34
	3121	Administrative Office Manage	0	0	0	0	0
	3122	Bus Admin-Economics	0	0	0	0	0
	3125	Bus Admin-Finance	3	0	0	0	0
	3126	Bus Admin-Management	16	2	4	1	0
	3127	Bus Admin-Marketing	7	1	1	0	1
	3129	Bus Admin-Travl,Tour&Comm Mgmt	0	1	0	0	0
	3170	Business Administration	0	0	0	0	1
TOTAL			47	33	31	27	36
Senior							
	3120	Pre-Business Administration	7	23	35	31	22
	3121	Administrative Office Manage	0	0	0	0	0
	3122	Bus Admin-Economics	3	4	0	0	2
	3125	Bus Admin-Finance	6	7	1	3	2
	3126	Bus Admin-Management	29	24	17	20	9
	3127	Bus Admin-Marketing	23	12	10	6	6
	3129	Bus Admin-Travl,Tour&Comm Mgmt	6	3	6	3	3
	3170	Business Administration	0	0	0	6	5
TOTAL			74	73	69	69	49
ALL CLASSES							
	3120	Pre-Business Administration	54	80	91	80	77
	3121	Administrative Office Manage	0	0	0	0	0
	3122	Bus Admin-Economics	3	4	0	0	2
	3125	Bus Admin-Finance	9	7	1	3	2
	3126	Bus Admin-Management	45	28	21	21	9
	3127	Bus Admin-Marketing	31	14	11	6	7
	3129	Bus Admin-Travl,Tour&Comm Mgmt	6	4	6	3	3
	3170	Business Administration	0	0	0	8	10
TOTAL			148	137	130	121	110
Master's							
	8100	Master of Business Admin	7	18	8	5	3
	8110	MBA-Conditionally Accepted	13	7	0	3	3
	8119	MBA-NonGrad Degree w/o Bacc	0	0	0	0	0
	8139	MBA-NonGrad Degree w/Bacc	1	0	0	1	0
TOTAL			21	25	8	9	6

Undergraduate Business Majors, Spring Terms 2004-2008
Mesa State College

Level	Major Code	Program Name	2004	2005	2006	2007	2008
Freshman							
	3120	Pre-Business Administration	74	78	103	62	55
	3121	Administrative Office Manage	0	0	0	0	0
	3122	Bus Admin-Economics	0	0	0	0	0
	3125	Bus Admin-Finance	0	0	0	0	0
	3126	Bus Admin-Management	0	0	1	0	0
	3127	Bus Admin-Marketing	0	0	0	0	0
	3129	Bus Admin-Travl,Tour&Comm Mgmt	0	0	0	0	0
	3170	Business Administration	0	0	1	22	3
	TOTAL		**74**	**78**	**105**	**84**	**58**
Sophomore							
	3120	Pre-Business Administration	133	127	124	131	100
	3121	Administrative Office Manage	0	0	0	0	0
	3122	Bus Admin-Economics	0	0	0	0	0
	3125	Bus Admin-Finance	1	0	0	0	0
	3126	Bus Admin-Management	5	1	0	0	0
	3127	Bus Admin-Marketing	1	0	0	0	0
	3129	Bus Admin-Travl,Tour&Comm Mgmt	0	0	0	0	0
	3170	Business Administration	0	0	4	12	8
	TOTAL		**140**	**128**	**128**	**143**	**108**
Junior							
	3120	Pre-Business Administration	132	124	118	113	139
	3121	Administrative Office Manage	0	0	0	0	0
	3122	Bus Admin-Economics	2	0	0	0	0
	3125	Bus Admin-Finance	1	0	0	0	0
	3126	Bus Admin-Management	13	6	6	0	1
	3127	Bus Admin-Marketing	6	3	0	1	1
	3129	Bus Admin-Travl,Tour&Comm Mgmt	3	0	0	0	0
	3170	Business Administration	0	0	4	3	3
	TOTAL		**157**	**133**	**128**	**117**	**144**
Senior							
	3120	Pre-Business Administration	60	109	113	106	107
	3121	Administrative Office Manage	1	1	0	0	0
	3122	Bus Admin-Economics	12	6	0	6	3
	3125	Bus Admin-Finance	21	17	9	15	12
	3126	Bus Admin-Management	106	86	92	60	50
	3127	Bus Admin-Marketing	67	56	36	25	37
	3129	Bus Admin-Travl,Tour&Comm Mgmt	14	13	9	10	4
	3170	Business Administration	0	0	13	20	15
	TOTAL		**281**	**288**	**272**	**242**	**228**
ALL CLASSES							
	3120	Pre-Business Administration	399	438	458	412	401
	3121	Administrative Office Manage	1	1	0	0	0
	3122	Bus Admin-Economics	14	6	0	6	3
	3125	Bus Admin-Finance	23	17	9	15	12
	3126	Bus Admin-Management	124	93	99	60	51
	3127	Bus Admin-Marketing	74	59	36	26	38
	3129	Bus Admin-Travl,Tour&Comm Mgmt	17	13	9	10	4
	3170	Business Administration	0	0	22	57	29
	TOTAL		**652**	**627**	**633**	**586**	**538**
Master's							
	8100	Master of Business Admin	46	37	18	25	30
	8110	MBA-Conditionally Accepted	12	4	13	12	5
	8119	MBA-NonGrad Degree w/o Bacc	0	0	0	0	0
	8139	MBA-NonGrad Degree w/Bacc	3	1	0	0	1
	TOTAL		**61**	**42**	**31**	**37**	**36**

CREDIT HOUR PRODUCTION: BUSINESS DEPARTMENT, AY 2004 - 08

Course	Course Cr Hr	AY 2004		AY 2005		AY 2006		AY 2007		AY 2008		5-Year Average		Enr/ Section
		Enrollment	Sections	Enrollment	Sections	Enrollment	Sections	Enrollment	Sections	Enrollment	Sections	Enrollment	Sections	
BUSINESS:														
BUGB 101 Introduction to Business	3	356	7	379	7	337	7	300	8	263	7	327.0	7.2	45.4
BUGB 105 Freshman Business Seminar	2	162	5	167	5	151	6	160	5	229	7	173.8	5.6	31.0
BUGB 211 Business Communications	3	227	9	252	10	237	10	238	11	234	10	237.6	10.0	23.8
BUGB 231 Survey of Business Law	3	29	1	29	1	24	1	29	1	19	2	26.0	1.2	21.7
BUGB 249 The Business of Life	3	75	2	67	2	30	1			55	4	56.8	2.3	25.2
BUGB 293 Cooperative Education	3	2	1									2.0	1.0	2.0
BUGB 293 Cooperative Education	6	2	1	1	1							1.5	1.0	1.5
BUGB 349 Legal Env/Business	3	150	4	151	4	138	5	132	6	123	5	138.8	4.8	28.9
BUGB 351 Business Law I	3	23	1	26	1	24	1	22	1	17	1	22.4	1.0	22.4
BUGB 352 Business Law II	3	26	1	24	1	23	1	31	1	24	1	25.6	1.0	25.6
BUGB 393 Cooperative Education	6	6	3			1	1					3.5	2.0	1.8
BUGB 401 International Business	3	97	3	91	3	106	4	89	4	80	4	92.6	3.6	25.7
BUGB 493 Cooperative Education	3	2	2									2.0	2.0	1.0
BUGB 493 Cooperative Education	6	1	1									1.0	1.0	1.0
BUSINESS (cont.):														
BUGB 500 Adv Business Law and Ethics	3	22	1	15	1	17	1	10	1	12	1	15.2	1.0	15.2
BUGB 510 Global Business	3	12	1							3	1	7.5	1.0	7.5
BUGB 520 Seminar in Current Bus Topics	1			11	1	6	1	9	1			8.7	1.0	8.7
BUGB 520 Seminar in Current Bus Topics	3	22	3	13	2	15	5	3	2	6	3	11.8	3.0	3.9
BUGB 530 Research Design	3							13	1	8	1	10.5	1.0	10.5
BUGB 590 Thesis	6							6	1	2	1	4.0	1.0	4.0
BUGB 595 Research Practicum	3	19	2	22	2	10	2	5	2	7	1	12.6	1.8	7.0
TOTAL BUGB		1,233.0	48.0	1,248.0	41.0	1,119.0	46.0	####	45.0	1,082.0	49.0	1,145.8	45.8	25.0
TOTAL BUGB SCH		3,564.0		3,558.0		3,197.0		####		3,023.0		3,264.6		

CREDIT HOUR PRODUCTION: BUSINESS DEPARTMENT, AY 2004 - 08

Course	Course Cr Hr	AY 2004		AY 2005		AY 2006		AY 2007		AY 2008		5-Year Average		
		Enrollment	Sections	Enrollment	Sections	Enrollment	Sections	Enrollment	Sections	Enrollment	Sections	Enrollment	Sections	Enr/ Section
ECONOMICS:														
ECON 201 Prin Of Macroeconomics-GTSS1	3	238	4	268	4	257	5	257	4	267	4	257.4	4.2	61.3
ECON 202 Prin Of Microeconomics-GTSS1	3	201	4	216	4	192	4	176	4	166	4	190.2	4.0	47.6
ECON 301 Labor-Management Relations	3	33	1	15	1					11	1	19.7	1.0	19.7
ECON 310 Money & Banking	3	46	1	36	1	26	1	31	1	24	1	32.6	1.0	32.6
ECON 320 History of Economic Ideas	3							16	1			16.0	1.0	16.0
ECON 342 Inter Macroecon Theory	3	28	1	22	1	13	1	27	1	18	1	21.6	1.0	21.6
ECON 343 Inter Microecon Theory	3	28	1	13	1	13	1	20	1	11	1	17.0	1.0	17.0
ECON 410 Public Sector Economics	3	27	1					10	1	11	1	16.0	1.0	16.0
ECON 420 International Economics	3	6	1	12	1			25	1	14	1	14.8	1.0	14.8
ECON 495 Independent Study	3	1	1	9	2	3	2	1	1			3.5	1.5	2.3
TOTAL ECON		610.0	15.0	591.0	15.0	504.0	14.0	563.0	15.0	522.0	14.0	558.0	14.6	38.2
TOTAL ECON SCH		1,830.0		1,773.0		1,512.0		####		1,566.0		1,674.0		
ENERGY MANAGEMENT/LANDMAN:														
EMGT 340 Energy Industry Fundamentals	3									4	1	4.0	1.0	4.0
EMGT 450 Energy Land Practices	3									2	1	2.0	1.0	2.0
TOTAL EMGT										6.0	2.0	6.0	2.0	3.0
TOTAL EMGT SCH										18.0		18.0		
FINANCE:														
FINA 301 Managerial Finance	3	195	7	203	6	199	6	156	6	166	7	183.8	6.4	28.7
FINA 320 Fundamentals of Investments	3	17	1	21	1	39	1	33	1	34	1	28.8	1.0	28.8
FINA 401 Entrepreneurial Finance	3	8	1	12	1	10	1	25	1	17	1	14.4	1.0	14.4
FINA 410 Financial Markets/Institutions	3	15	1	1	1							8.0	1.0	8.0
FINA 420 Security Analys/Portfolio Mgmt	3	9	1	13	1	15	1	17	1	15	1	13.8	1.0	13.8
FINA 431 Int'l Financial Management	3	16	1			19	1					17.5	1.0	17.5
FINA 451 Finance Mgmt Theory/Applicatio	3	10	1	10	1	10	1	20	1	13	1	12.6	1.0	12.6
FINA 495 Independent Study	1			1	1							1.0	1.0	1.0
FINA 495 Independent Study	3			7	1							7.0	1.0	7.0
FINA 500 Financial Strategy	3	23	1	20	1	20	2	14	1	16	1	18.6	1.2	15.5
TOTAL FINA		293.0	14.0	288.0	14.0	312.0	13.0	265.0	11.0	261.0	12.0	283.8	12.8	22.2
TOTAL FINA SCH		879.0		862.0		936.0		795.0		783.0		851.0		

CREDIT HOUR PRODUCTION: BUSINESS DEPARTMENT, AY 2004 - 08

Course	Course Cr Hr	AY 2004 Enrollment	AY 2004 Sections	AY 2005 Enrollment	AY 2005 Sections	AY 2006 Enrollment	AY 2006 Sections	AY 2007 Enrollment	AY 2007 Sections	AY 2008 Enrollment	AY 2008 Sections	5-Year Average Enrollment	5-Year Average Sections	Enr/ Section
MANAGEMENT:														
MANG 121 Human Relations in Business	3	34	1	34	1	24	1	15	1	21	1	25.6	1.0	25.6
MANG 201 Principles of Management	3	381	9	352	9	360	9	329	9	323	9	349.0	9.0	38.8
MANG 221 Supervisory Concepts/Practices	3	13	1	10	1	14	2	9	1	8	1	10.8	1.2	9.0
MANG 299 Internship	3	4	3									4.0	3.0	1.3
MANG 299 Internship	6	2	1	1	1							1.5	1.0	1.5
MANG 300 Small Business Management	3	168	5	148	5	177	7	144	7	121	5	151.6	5.8	26.1
MANG 301 Organizational Behavior	3	147	6	157	6	168	7	103	7	118	6	138.6	6.4	21.7
MANG 302 Entrepreneurship	3	80	3	95	4	103	4					92.7	3.7	25.3
MANG 331 Quantitative Decision Making	3	133	4	134	5	122	4	109	5	45	2	108.6	4.0	27.2
MANG 341 Quantitative Decision Making	3									25	1	25.0	1.0	25.0
MANG 371 Human Resource Management	3	85	3	110	4	120	5	107	5	97	5	103.8	4.4	23.6
MANG 372 Employment Assessment	3					15	1	6	1	26	2	15.7	1.3	11.8
MANG 396 Topics	3			16	1							16.0	1.0	16.0
MANG 401 Small Business Consulting	3							16	2	17	2	16.5	2.0	8.3
MANG 401 Small Business Consulting	6					27	2					27.0	2.0	13.5
MANG 410 Effective Workplace Communica	3									27	1	27.0	1.0	27.0
MANG 450 Entrepreneurship	3							68	5	66	5	67.0	5.0	13.4
MANG 471 Operations Management	3	70	3	76	3	99	4	75	4	64	4	76.8	3.6	21.3
MANG 491 Business Strategy	3	151	5	153	6	156	6	138	6	123	6	144.2	5.8	24.9
MANG 495 Independent Study	1	2	2							2	1	2.0	1.5	1.3
MANG 495 Independent Study	2									1	1	1.0	1.0	1.0
MANG 495 Independent Study	3	1	1					2	1	1	1	1.3	1.0	1.3
MANG 496 Topics	3			24	1	50	2	20	1	22	2	29.0	1.5	19.3
MANG 499 Internship	3	21	3	11	4	7	2	9	2	6	2	10.8	2.6	4.2
MANG 499 Internship	6	31	4	26	3	21	2	8	1	5	2	18.2	2.4	7.6
MANG 500 Advanced Management Theory	3	20	1	16	1	17	1	16	1	10	1	15.8	1.0	15.8
MANG 501 Operations Management	3	21	1	13	1	8	1	5	1	15	1	12.4	1.0	12.4
MANG 510 Organizational Theory/Behavior	3	20	1	18	1			13	1	12	1	15.8	1.0	15.8
MANG 520 Human Resource Management	3			14	1			4	1			9.0	1.0	9.0
MANG 590 Business Strategy	3	23	1	19	1	11	1	10	1	12	1	15.0	1.0	15.0
TOTAL MANG		1,407.0	58.0	1,427.0	59.0	1,499.0	61.0	#####	63.0	1,167.0	63.0	1,341.2	60.8	22.1
TOTAL MANG SCH		4,316.0		4,362.0		4,641.0		#####		3,511.0		4,094.4		

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CREDIT HOUR PRODUCTION: BUSINESS DEPARTMENT, AY 2004 - 08

Course	Course Cr Hr	AY 2004 Enrollment	Sections	AY 2005 Enrollment	Sections	AY 2006 Enrollment	Sections	AY 2007 Enrollment	Sections	AY 2008 Enrollment	Sections	5-Year Average Enrollment	Sections	Enr/ Section
MARKETING:														
MARK 231 Principles of Marketing	3	366	8	356	8	327	8	291	8	305	7	329.0	7.8	42.2
MARK 325 Consumer Behavior	3	76	2	112	4	102	4	89	4	75	4	90.8	3.6	25.2
MARK 332 Promotion	3	98	4	73	3	100	4	89	4	81	4	88.2	3.8	23.2
MARK 335 Sales and Sales Management	3	68	3	102	4	91	4	78	4	40	2	75.8	3.4	22.3
MARK 350 Marketing Research	3	54	3	71	4	58	4	56	4	53	4	58.4	3.8	15.4
MARK 432 Advanced Marketing	3	33	1	60	2	50	2	41	2	42	2	45.2	1.8	25.1
MARK 495 Independent Study	3							1	1	2	1	1.5	1.0	1.5
MARK 496 Topics	3	18	1	11	1			11	1	15	1	13.8	1.0	13.8
MARK 500 Marketing Strategy	3	27	1	15	1	17	1	17	1	13	1	17.8	1.0	17.8
TOTAL MARK		740.0	23.0	800.0	27.0	745.0	27.0	673.0	29.0	626.0	26.0	716.8	26.4	27.2
TOTAL MARK SCH		2,220.0		2,400.0		2,235.0		####		1,876.0		2,150.4		
TRAVEL, TOURISM, & RECREATION:														
TRAV 101 Travel Industry I	3	21	1	28	1	25	1	15	1	16	1	21.0	1.0	21.0
TRAV 102 Travel Industry II	3	21	1	13	1	13	1	8	1	8	1	12.6	1.0	12.6
TRAV 350 Private/Commer Rec Syst	3	17	1	17	1	13	1	9	1	8	1	12.8	1.0	12.8
TRAV 351 Community Tourism Systems	3	8	1	12	1	13	1			12	1	11.3	1.0	11.3
TRAV 352 Public Recreation Systems	3	9	1			18	1					13.5	1.0	13.5
TOTAL TRAV		76.0	5.0	70.0	4.0	82.0	5.0	32.0	3.0	44.0	4.0	60.8	4.2	14.5
TOTAL TRAV SCH		228.0		210.0		246.0		96.0		132.0		182.4		

DEPARTMENT:														
DEPT TOTAL		5,883	232	6,045	234	5,891	247	5,294	244	5,205	241	5,668	241	23.5
DEPT TOTAL SCH		17,758		18,215		17,805		15,911		15,611		17,074		

*GE: AS = gen ed applied studies reqm't.
*GE: SBS = gen ed SBS reqm't.

Business/Economics/Finance/Management/Marketing SCH	13,165	12,767	11,222	10,893

CREDIT HOUR PRODUCTION: BUSINESS DEPARTMENT, AY 2004 - 08

Course	Course Cr Hr	AY 2004 Enrollment	AY 2004 Sections	AY 2005 Enrollment	AY 2005 Sections	AY 2006 Enrollment	AY 2006 Sections	AY 2007 Enrollment	AY 2007 Sections	AY 2008 Enrollment	AY 2008 Sections	5-Year Average Enrollment	5-Year Average Sections	Enr/ Section
ACCOUNTING:														
ACCT 201 Prin of Financial Acct	3	374	11	360	11	364	12	385	13	372	13	371.0	12.0	30.9
ACCT 202 Prin of Managerial Acct	3	224	7	231	8	193	8	179	9	204	8	206.2	8.0	25.8
ACCT 311 Advanced Managerial Accounting	3			11	1	27	1	22	1	25	1	21.3	1.0	21.3
ACCT 321 Intermediate Accounting I	4	36	1									36.0	1.0	36.0
ACCT 321 Intermediate Accounting I	5			40	1	44	1	38	1	53	1	43.8	1.0	43.8
ACCT 322 Inter Accounting II	4	25	1	36	1	39	1	30	1	37	1	33.4	1.0	33.4
ACCT 331 Cost Accounting	3	28	1	33	1	31	1	25	1	32	1	29.8	1.0	29.8
ACCT 332 Cost Accounting II	3	12	1									12.0	1.0	12.0
ACCT 392 Accting Information Systems	3	8	1	27	1	31	1	15	1	22	1	20.6	1.0	20.6
ACCT 393 Cooperative Education	3	4	2	2	2	2	2			2	1	2.5	1.8	1.4
ACCT 393 Cooperative Education	6			2	1							2.0	1.0	2.0
ACCT 401 Governmental Accounting	3	19	1	18	1	29	1	25	1	19	1	22.0	1.0	22.0
ACCT 402 Advanced Accounting	3	16	1	23	1	25	1	26	1	17	1	21.4	1.0	21.4
ACCT 411 Auditing I	3	12	1	14	1	32	1	29	1	18	1	21.0	1.0	21.0
ACCT 412 Auditing II	3	6	1	12	1	13	1	16	1	15	1	12.4	1.0	12.4
ACCT 441 Individual Income Tax	4			19	1	20	1	27	1	25	1	22.8	1.0	22.8
ACCT 441 Individual Income Tax	5	19	1									19.0	1.0	19.0
ACCT 442 Advanced Tax/Research	5	17	1	16	1	18	1	24	1	21	1	19.2	1.0	19.2
ACCT 493 Cooperative Education	3	1	1	5	2	1	1	1	1	1	1	1.8	1.2	1.5
ACCT 493 Cooperative Education	6	2	1					1	1			1.5	1.0	1.5
ACCT 500 Managerial Accounting	3	21	1	13	1	8	1	18	1	17	1	15.4	1.0	15.4
TOTAL ACCT		**824.0**	**34.0**	**862.0**	**36.0**	**877.0**	**35.0**	**861.0**	**36.0**	**880.0**	**35.0**	**860.8**	**35.2**	**24.5**
TOTAL ACCT SCH		**2,611.0**		**2,759.0**		**2,814.0**		**####**		**2,850.0**		**2,760.2**		

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CREDIT HOUR PRODUCTION: BUSINESS DEPARTMENT, AY 2004 - 08

Course	Course Cr Hr	AY 2004		AY 2005		AY 2006		AY 2007		AY 2008		5-Year Average		
		Enrollment	Sections	Enrollment	Sections	Enrollment	Sections	Enrollment	Sections	Enrollment	Sections	Enrollment	Sections	Enr/Section
COMPUTER INFORMATION SYSTEMS:														
CISB 100 Basic Computer Skills	1					15	2	10	2			12.5	2.0	6.3
CISB 101 Business Info Technology	3	468	17	496	19	477	22	402	19	393	18	447.2	19.0	23.5
CISB 131 COBOL Programming	3	17	1	25	1							21.0	1.0	21.0
CISB 205 Advanced Business Software	3	101	4	115	5	96	5	89	5	90	4	98.2	4.6	21.3
CISB 210 Fundamentals of Info Systems	3	23	2	31	3	28	2	45	2	33	2	32.0	2.2	14.5
CISB 295 Independent Study	1					1	1					1.0	1.0	1.0
CISB 305 Solving Problems with Software	3							26	2	16	1	21.0	1.5	14.0
CISB 331 Advanced Business Programming	3					9	1	8	1	8	1	8.3	1.0	8.3
CISB 341 Quantitative Decision Making	3									13	1	13.0	1.0	13.0
CISB 392 Info Systems Theory/Practice	3	31	2	18	1	9	1	10	1	8	1	15.2	1.2	12.7
CISB 393 Cooperative Education	3	1	1									1.0	1.0	1.0
CISB 393 Cooperative Education	6			2	1			1	1			1.5	1.0	1.5
CISB 393 Cooperative Education	12			1	1							1.0	1.0	1.0
CISB 396 Topics	3									15	1	15.0	1.0	15.0
CISB 400 Data Comm/Network Mgmt	3	17	1	18	1	14	1	13	1	7	1	13.8	1.0	13.8
CISB 442 Systems Analysis and Design	3	20	1	21	1	11	1	14	1	12	1	15.6	1.0	15.6
CISB 451 Database Administration	3	7	1	14	1	21	1	10	1	10	1	12.4	1.0	12.4
CISB 460 Electronic Commerce Systems	3					16	1	10	2	6	1	10.7	1.3	8.0
CISB 471 Advanced Information Systems	3	8	1	14	1	21	1	6	1	4	1	10.6	1.0	10.6
CISB 491 Directed Readings in CIS	2									1	1	1.0	1.0	1.0
CISB 493 Cooperative Education	3	2	1	2	1							2.0	1.0	2.0
CISB 493 Cooperative Education	4	1	1	1	1							1.0	1.0	1.0
CISB 493 Cooperative Education	6	3	1									2.0	1.0	2.0
CISB 495 Independent Study	1			1	1	3	1	1	1			1.7	1.0	1.7
CISB 495 Independent Study	3	1	1			1	1	2	2			1.3	1.3	1.0
CISB 496 Topics	3					19	3					19.0	3.0	6.3
CISB 500 Management of Info Systems	3					11	1					11.0	1.0	11.0
CISB 560 E-Commerce Systems	3									1	1	1.0	1.0	1.0
TOTAL CISB		700.0	35.0	759.0	38.0	753.0	46.0	647.0	42.0	617.0	38.0	695.2	39.4	17.6
TOTAL CISB SCH		2,110.0		2,291.0		2,224.0		#####		1,850.0		2,079.4		

DEGREES AWARDED: BUS.   S DEPARTMENT, AY 2004 - 2008

CIP/Degree/Major	Academic Year					Five-Year Total
	2004	2005	2006	2007	2008	
520301 BS Accounting-Governmental Acctg	0	0	1	0	0	1
520301 BS Accounting-Information Tech	1	1	2	1	3	8
520301 BS Accounting-Managerial Acctg	0	0	1	0	0	1
520301 BS Accounting-Public Accounting	16	13	24	18	21	92
Program Subtotal	17	14	28	19	24	102
240101 AA Liberal Arts, Business Admin	23	16	34	27	15	115
520101 BBA Administrative Office Manage	0	1	0	0	0	1
520101 BBA Bus Admin-Economics	7	6	1	3	1	18
520101 BBA Bus Admin-Entrepeneurship	0	0	0	0	3	3
520101 BBA Bus Admin-Finance	11	12	6	16	10	55
520101 BBA Bus Admin-Human Resources Mgt	2	0	0	0	0	2
520101 BBA Bus Admin-Management	49	53	85	65	44	296
520101 BBA Bus Admin-Marketing	40	43	36	28	28	175
520101 BBA Bus Admin-Travl,Tour&Comm Mgmt	8	9	9	8	4	38
520299 BAS Business Administration	0	0	1	7	7	15
Program Subtotal	140	140	172	154	112	718
240101 AA Liberal Arts, Bus Comp Inf Sys	4	1	7	1	5	18
520101 BBA Business Computer Info System	1	3	0	0	0	4
521201 BS Computer Information Systems	8	14	18	9	4	53
Program Subtotal	13	18	25	10	9	75
520101 MBA Master of Business Admin	15	28	9	11	9	72
Department Total	185	200	234	194	154	967

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| Program/Department | ...time Faculty in Academic Year - | | | | Four-Year |
	2005	2006	2007	2008	Average
Accounting					
Tenured HC	2	2	2	2	
Tenure-track HC	2	2	2	2	
0.8 Appointments HC*	0	0	0	0	
Transitional HC	0	0	0	0	
Total Full-time HC	4	4	4	4	
Total FTEF	4.88	4.63	4.88	4.63	4.75
SCH:FTEF	565.95	608.43	567.59	616.22	589.55
Business/Economics/Finance/Management/Marketing					
Tenured HC	9	8	7	7	
Tenure-track HC	2	2	3	4	
0.8 Appointments HC	1	2	2	2	
Transitional HC	0	0	0	0	
Total Full-time HC	12	12	12	13	
Total FTEF - Business	4.96	5.67	5.46	5.96	
Total FTEF - Economic	2.13	1.75	1.88	1.75	
Total FTEF - Finance	1.67	1.63	1.38	1.50	
Total FTEF - Managem	7.88	8.13	8.00	8.00	
Total FTEF - Marketing	3.38	3.38	3.63	3.25	
Total FTEF - Travel	0.50	0.63	0.38	0.50	
Total FTEF	20.50	21.17	20.71	20.96	20.83
SCH:FTEF	642.20	603.17	541.91	519.75	576.75
Computer Info Systems					
Tenured HC	2	2	3	3	
Tenure-track HC	1	2	1	1	
0.8 Appointments HC	0	0	0	0	
Transitional HC	0	0	0	0	
Total Full-time HC	3	4	4	4	
Total FTEF	5.08	5.42	5.00	4.33	4.96
SCH:FTEF	450.98	410.33	384.40	427.25	418.24

FACULTY SUMMARY · BUSINESS DEPARTMENT, AY 2005 · 08

Program/Department	Full-time Faculty in Academic Year ·				Four-Year Average
	2005	2006	2007	2008	
Energy Management/Landman					
Tenured HC	0	0	0	0	
Tenure-track HC	0	0	0	0	
0.8 Appointments HC	0	0	0	0	
Transitional HC	0	0	0	0	
Total Full-time HC	0	0	0	0	
Total FTEF	0.00	0.00	0.00	0.25	0.06
SCH:FTEF	-	-	-	72.00	72.00
Department Total					
Tenured HC	13	12	12	12	
Tenure-track HC	5	6	6	7	
0.8 Appointments HC	1	2	2	2	
Transitional HC	0	0	0	0	
Total Full-time HC	19	20	20	21	
Total FTEF	30.46	31.21	30.58	30.16	30.60
SCH:FTEF	598.10	570.46	520.25	517.55	551.59

Comments

Business WORKLOAD 2007 - 08

Rank	Course	Instructor	Track	Enrollments	Course CH	Student CH	FTEF	FTES	FTES/FTEF
1 - T/TT	BUGB 105	Bridge	, Morgan	A	38	2.000	76			
1 - T/TT	BUGB 520	Bridge	, Morgan	A	2	3.000	6			
1 - T/TT	ECON 201	Bridge	, Morgan	A	102	3.000	306			
1 - T/TT	ECON 202	Bridge	, Morgan	A	80	3.000	240			
1 - T/TT	FINA 301	Bridge	, Morgan	A	39	3.000	117			
1 - T/TT	FINA 320	Bridge	, Morgan	A	34	3.000	102			
1 - T/TT	FINA 420	Bridge	, Morgan	A	15	3.000	45			
1 - T/TT	FINA 451	Bridge	, Morgan	A	13	3.000	39			
1 - T/TT	FINA 500	Bridge	, Morgan	A	16	3.000	48			
1 - T/TT	MANG 410	Bridge	, Morgan	A	27	3.000	81			
1 - T/TT	MARK 350	Carpenter	, Donald	A	13	3.000	39			
1 - T/TT	MARK 500	Carpenter	, Donald	A	13	3.000	39			
1 - T/TT	FINA 301	Chase	, Thea	A	24	3.000	72			
1 - T/TT	FINA 301	Chase	, Thea	A	28	3.000	84			
1 - T/TT	FINA 401	Chase	, Thea	A	17	3.000	51			
1 - T/TT	MANG 450	Chase	, Thea	A	12	3.000	36			
1 - T/TT	MANG 450	Chase	, Thea	A	19	3.000	57			
1 - T/TT	MANG 450	Chase	, Thea	A	8	3.000	24			
1 - T/TT	MANG 450	Chase	, Thea	A	22	3.000	66			
1 - T/TT	MANG 450	Chase	, Thea	A	5	3.000	15			
1 - T/TT	MARK 231	Chase	, Thea	A	36	3.000	108			
1 - T/TT	BUGB 401	Gallagher	, Michael	A	18	3.000	54			
1 - T/TT	BUGB 401	Gallagher	, Michael	A	14	3.000	42			
1 - T/TT	BUGB 401	Gallagher	, Michael	A	30	3.000	90			
1 - T/TT	BUGB 401	Gallagher	, Michael	A	18	3.000	54			
1 - T/TT	BUGB 510	Gallagher	, Michael	A	3	3.000	9			
1 - T/TT	MANG 201	Gallagher	, Michael	A	57	3.000	171			
1 - T/TT	MANG 201	Gallagher	, Michael	A	31	3.000	93			
1 - T/TT	MANG 300	Gallagher	, Michael	A	13	3.000	39			
1 - T/TT	BUGB 101	Hatten	, Tim	A	60	3.000	180			
1 - T/TT	BUGB 101	Hatten	, Tim	A	33	3.000	99			
1 - T/TT	BUGB 520	Hatten	, Tim	A	3	3.000	9			
1 - T/TT	MANG 300	Hatten	, Tim	A	27	3.000	81			
1 - T/TT	MANG 300	Hatten	, Tim	A	18	3.000	54			

1 - T/T/T	MANG 300	Hatten	, Tim	A	35	3.000	105
1 - T/T/T	MANG 401	Hatten	, Tim	A	11	3.000	33
1 - T/T/T	MANG 401	Hatten	, Tim	A	6	3.000	18
1 - T/T/T	MARK 432	Hatten	, Tim	A	20	3.000	60
1 - T/T/T	MARK 432	Hatten	, Tim	A	22	3.000	66
1 - T/T/T	MARK 496	Hatten	, Tim	A	15	3.000	45
1 - T/T/T	ECON 201	Kukeli	, Agim	A	90	3.000	270
1 - T/T/T	ECON 301	Kukeli	, Agim	A	11	3.000	33
1 - T/T/T	ECON 310	Kukeli	, Agim	A	24	3.000	72
1 - T/T/T	ECON 342	Kukeli	, Agim	A	18	3.000	54
1 - T/T/T	ECON 343	Kukeli	, Agim	A	11	3.000	33
1 - T/T/T	ECON 410	Kukeli	, Agim	A	11	3.000	33
1 - T/T/T	ECON 420	Kukeli	, Agim	A	14	3.000	42
1 - T/T/T	MANG 341	Kukeli	, Agim	A	25	3.000	75
1 - T/T/T	BUGB 101	Markham	, Frank	A	27	3.000	81
1 - T/T/T	BUGB 101	Markham	, Frank	A	13	3.000	39
1 - T/T/T	BUGB 101	Markham	, Frank	A	61	3.000	183
1 - T/T/T	MANG 491	Markham	, Frank	A	18	3.000	54
1 - T/T/T	MANG 491	Markham	, Frank	A	17	3.000	51
1 - T/T/T	MANG 491	Markham	, Frank	A	23	3.000	69
1 - T/T/T	MANG 491	Markham	, Frank	A	14	3.000	42
1 - T/T/T	MANG 501	Markham	, Frank	A	15	3.000	45
1 - T/T/T	BUGB 249	Mayer	, Robert	A	12	3.000	36
1 - T/T/T	BUGB 249	Mayer	, Robert	A	20	3.000	60
1 - T/T/T	MANG 496	Mayer	, Robert	A	1	3.000	3
1 - T/T/T	MARK 231	Mayer	, Robert	A	42	3.000	126
1 - T/T/T	MARK 335	Mayer	, Robert	A	21	3.000	63
1 - T/T/T	MARK 335	Mayer	, Robert	A	19	3.000	57
1 - T/T/T	TRAV 101	Mayer	, Robert	A	16	3.000	48
1 - T/T/T	BUGB 530	Moorman	, Jerry	A	8	3.000	24
1 - T/T/T	BUGB 590	Moorman	, Jerry	A	2	6.000	12
1 - T/T/T	MARK 350	Moorman	, Jerry	A	16	3.000	48
1 - T/T/T	MARK 350	Moorman	, Jerry	A	15	3.000	45
1 - T/T/T	MARK 350	Moorman	, Jerry	A	9	3.000	27
1 - T/T/T	MANG 201	Norman	, Steven	A	34	3.000	102
1 - T/T/T	MANG 201	Norman	, Steven	A	61	3.000	183
1 - T/T/T	MANG 301	Norman	, Steven	A	24	3.000	72

1 - T/T	MANG 301	Norman	, Steven	A	25	3.000	75
1 - T/T	MANG 301	Norman	, Steven	A	14	3.000	42
1 - T/T	MANG 301	Norman	, Steven	A	2	3.000	6
1 - T/T	MANG 371	Norman	, Steven	A	28	3.000	84
1 - T/T	MANG 496	Norman	, Steven	A	21	3.000	63
1 - T/T	MANG 510	Norman	, Steven	A	12	3.000	36
1 - T/T	BUGB 105	Schutz	, Patrick	A	38	2.000	76
1 - T/T	BUGB 105	Schutz	, Patrick	A	29	2.000	58
1 - T/T	MANG 221	Schutz	, Patrick	A	8	3.000	24
1 - T/T	MANG 371	Schutz	, Patrick	A	21	3.000	63
1 - T/T	MANG 371	Schutz	, Patrick	A	3	3.000	9
1 - T/T	MANG 371	Schutz	, Patrick	A	21	3.000	63
1 - T/T	MANG 371	Schutz	, Patrick	A	24	3.000	72
1 - T/T	MANG 372	Schutz	, Patrick	A	17	3.000	51
1 - T/T	MANG 372	Schutz	, Patrick	A	9	3.000	27
1 - T/T	MANG 201	Slauson	, Gayla	A	20	3.000	60
1 - T/T	MANG 331	Snyder	, John	A	25	3.000	75
1 - T/T	MANG 331	Snyder	, John	A	20	3.000	60
1 - T/T	BUGB 249	Vail	, Richard	A	15	3.000	45
1 - T/T	BUGB 249	Vail	, Richard	A	8	3.000	24
1 - T/T	BUGB 520	Vail	, Richard	A	1	3.000	3
1 - T/T	MANG 471	Vail	, Richard	A	13	3.000	39
1 - T/T	MANG 471	Vail	, Richard	A	26	3.000	78
1 - T/T	MANG 471	Vail	, Richard	A	18	3.000	54
1 - T/T	MANG 471	Vail	, Richard	A	7	3.000	21
1 - T/T	MANG 500	Vail	, Richard	A	10	3.000	30
1 - T/T	MANG 590	Vail	, Richard	A	12	3.000	36
				A Total	2,136	294.000	6309	12.25	210.30	17.17
1 - T/T	MANG 495	Bridge	, Morgan	B	1	2.000	2
1 - T/T	MANG 495	Bridge	, Morgan	B	1	3.000	3
1 - T/T	MANG 495	Bridge	, Morgan	B	2	1.000	2
1 - T/T	MARK 495	Hatten	, Tim	B	2	3.000	6
1 - T/T	MANG 499	Mayer	, Robert	B	3	3.000	9
1 - T/T	MANG 499	Mayer	, Robert	B	1	6.000	6
1 - T/T	MANG 499	Mayer	, Robert	B	4	6.000	24
1 - T/T	MANG 499	Mayer	, Robert	B	3	3.000	9
1 - T/T	BUGB 595	Moorman	, Jerry	B	7	3.000	21

1 - T/TT Total			**B Total**	24	30.000	82	1.25	2.73	2.19
				2,160	324.000	6391	13.50	213.03	15.78
3 - FT Temp BUGB 211	Jouflas	, Georgann	A	25	3.000	75			
3 - FT Temp BUGB 211	Jouflas	, Georgann	A	27	3.000	81			
3 - FT Temp BUGB 211	Jouflas	, Georgann	A	27	3.000	81			
3 - FT Temp MANG 300	Jouflas	, Georgann	A	28	3.000	84			
3 - FT Temp MANG 301	Jouflas	, Georgann	A	30	3.000	90			
3 - FT Temp MANG 301	Jouflas	, Georgann	A	23	3.000	69			
3 - FT Temp MANG 491	Jouflas	, Georgann	A	21	3.000	63			
3 - FT Temp MANG 491	Jouflas	, Georgann	A	30	3.000	90			
3 - FT Temp MARK 325	Parman	, Deborah	A	22	3.000	66			
3 - FT Temp MARK 325	Parman	, Deborah	A	17	3.000	51			
3 - FT Temp MARK 325	Parman	, Deborah	A	25	3.000	75			
3 - FT Temp MARK 325	Parman	, Deborah	A	11	3.000	33			
3 - FT Temp MARK 332	Parman	, Deborah	A	24	3.000	72			
3 - FT Temp MARK 332	Parman	, Deborah	A	12	3.000	36			
3 - FT Temp MARK 332	Parman	, Deborah	A	22	3.000	66			
3 - FT Temp MARK 332	Parman	, Deborah	A	23	3.000	69			
3 - FT Temp BUGB 101	Willson	, Harry	A	58	3.000	174			
3 - FT Temp BUGB 105	Willson	, Harry	A	30	2.000	60			
3 - FT Temp BUGB 211	Willson	, Harry	A	25	3.000	75			
3 - FT Temp BUGB 211	Willson	, Harry	A	26	3.000	78			
3 - FT Temp MANG 201	Willson	, Harry	A	42	3.000	126			
3 - FT Temp MARK 231	Willson	, Harry	A	55	3.000	165			
3 - FT Temp MARK 231	Willson	, Harry	A	35	3.000	105			
3 - FT Temp MARK 231	Willson	, Harry	A	43	3.000	129			
3 - FT Temp BUGB 105	Young	, Jerry	A	22	2.000	44			
3 - FT Temp FINA 301	Young	, Jerry	A	15	3.000	45			
3 - FT Temp FINA 301	Young	, Jerry	A	2	3.000	6			
3 - FT Temp FINA 301	Young	, Jerry	A	36	3.000	108			
3 - FT Temp FINA 301	Young	, Jerry	A	22	3.000	66			
3 - FT Temp MARK 231	Young	, Jerry	A	62	3.000	186			
3 - FT Temp MARK 231	Young	, Jerry	A	32	3.000	96			
			A Total	872	91.000	2564	3.79	85.47	22.54
3 - FT Temp Total				872	91.000	2564	3.79	85.47	22.54
6 - PT MANG 201	Ast	, John	A	8	3.000	24			
6 - PT MANG 201	Ast	, John	A	6	3.000	18			

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	Course	Last Name	First Name	Grade				
6 - PT	EMGT 340	Clapp	, Timothy	A	4	3.000	12	
6 - PT	ECON 201	Duncan	, Rex	A	63	3.000	189	
6 - PT	ECON 202	Duncan	, Rex	A	52	3.000	156	
6 - PT	ECON 202	Duncan	, Rex	A	27	3.000	81	
6 - PT	BUGB 105	Hansen	, Cristin	A	41	2.000	82	
6 - PT	BUGB 105	Hansen	, Cristin	A	31	2.000	62	
6 - PT	BUGB 211	Hansen	, Cristin	A	23	3.000	69	
6 - PT	BUGB 211	Hansen	, Cristin	A	22	3.000	66	
6 - PT	BUGB 211	Hansen	, Cristin	A	28	3.000	84	
6 - PT	BUGB 211	Hansen	, Cristin	A	27	3.000	81	
6 - PT	MANG 121	Hansen	, Cristin	A	21	3.000	63	
6 - PT	MANG 201	Hansen	, Cristin	A	64	3.000	192	
6 - PT	BUGB 231	Johnson	, Douglas	A	15	3.000	45	
6 - PT	EMGT 450	Mallory	, John	A	2	3.000	6	
6 - PT	BUGB 231	Masters	, David	A	4	3.000	12	
6 - PT	ECON 201	McNeil	, Daniel	A	12	3.000	36	
6 - PT	ECON 202	McNeil	, Daniel	A	7	3.000	21	
6 - PT	TRAV 350	Mort	, Eddie	A	8	3.000	24	
6 - PT	BUGB 351	Multz	, Carroll	A	17	3.000	51	
6 - PT	BUGB 352	Multz	, Carroll	A	24	3.000	72	
6 - PT	BUGB 500	Multz	, Carroll	A	12	3.000	36	
6 - PT	TRAV 102	Sharp	, Daniel	A	8	3.000	24	
6 - PT	BUGB 349	Skinner	, Joseph	A	36	3.000	108	
6 - PT	BUGB 349	Skinner	, Joseph	A	28	3.000	84	
6 - PT	BUGB 349	Skinner	, Joseph	A	29	3.000	87	
6 - PT	BUGB 349	Skinner	, Joseph	A	28	3.000	84	
6 - PT	BUGB 349	Skinner	, Joseph	A	2	3.000	6	
6 - PT	BUGB 101	Smith	, Ronald	A	11	3.000	33	
6 - PT	BUGB 211	Smith	, Ronald	A	4	3.000	12	
6 - PT	TRAV 351	Taylor	, John	A	12	3.000	36	
				A Total	676	94.000	1956	3.92	65.20	16.65
6 - PT Total					676	94.000	1956	3.92	65.20	16.65
Grand Total					3,708	509.000	10911	21.21	363.70	17.15

INSTITUTIONAL RESEARCH ALUMNI SURVEY

Mesa State College
Alumni Survey

Thank you for taking a few moments of your time to fill out this survey. Mesa State College is administering this survey to try to help the individual departments determine how to improve their programs and better serve current and future students. The survey should take 5-12 minutes.

How satisfied are you with your education at MSC in the following areas:

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Writing effectively	○	○	○	○	○
Using computers	○	○	○	○	○
Quantitative abilities (e.g. statistics, mathematical reasoning)	○	○	○	○	○
Synthesize and integrate ideas and information	○	○	○	○	○
Communicating well orally	○	○	○	○	○
Listening effectively	○	○	○	○	○
Thinking creatively	○	○	○	○	○
Acquiring new skills and knowledge on my own	○	○	○	○	○
Leading and supervising groups of people	○	○	○	○	○
Functioning effectively as a member of a team	○	○	○	○	○
Maintaining a healthy lifestyle	○	○	○	○	○
Developing awareness of social problems	○	○	○	○	○
Appreciating the arts	○	○	○	○	○
Organizing information	○	○	○	○	○
Decision making skills	○	○	○	○	○

Mesa State College
Alumni Survey

How would you rate the following aspects of your experience at MSC?

	Poor	Below Average	Average	Above Average	Excellent
General education instruction	○	○	○	○	○
Instruction within major	○	○	○	○	○
Availability of faculty in general education courses	○	○	○	○	○
Availability of faculty in major courses	○	○	○	○	○
Course availability	○	○	○	○	○
Academic advising	○	○	○	○	○
Digital environment	○	○	○	○	○
Library facilities	○	○	○	○	○

	Definitely No	No	Unsure	Yes	Definitely Yes
If you could do it over again would you attend Mesa State College?	○	○	○	○	○

	Poor	Below Average	Average	Above Average	Exceptional
Considering the cost of education, the time and effort put forth, and the amount you learned, how good of a value was your education at Mesa State?	○	○	○	○	○

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Mesa State College
Alumni Survey

	Not well at all	A little	So-so	Fairly well	Very well
How well do you think your business degree prepared you with critical, analytical, and technical skills to enhance your problem solving ability?	○	○	○	○	○
How well do you think your business degree prepared you with communication skills?	○	○	○	○	○
How well do you think your business degree improved your knowledge of business?	○	○	○	○	○
How satisfied are you with your business program of study?	○	○	○	○	○

	Very Low	Low	Average	High	Very High
How would you rate the overall quality of your Business Administration education at Mesa State?	○	○	○	○	○

	Yes	No
Are you currently employed in a field related to Business Administration?	○	○

Mesa State College
Alumni Survey

What is the title of your position?

_____

How well do you think MSC prepared you for your position when you compare yourself to others in your field of work?

○ I was very well prepared

○ I was generally well prepared

○ I was slightly unprepared

○ I was inadequately prepared

Why are you not currently employed in a field related to your major?

○ I found a more desirable position in another field.

○ I have not been able to find a position related to my major.

○ I have not seriously looked for a position related to my major.

○ I have been attending graduate school since graduating.

Other: (Please Specify)

_____

	Yes	No
Have you enrolled in a graduate degree program in Business Administration since graduating from MSC?	○	○

Mesa State College
Alumni Survey

	Master's	Doctoral	Other
What level of degree program was it?	○	○	○

	Yes	No	In the process of finishing
Did you complete this program?	○	○	○

What courses would have better prepared you
for this program?

_____

_____

How well do you think MSC prepared you for this degree program when you compare yourself to others in the program?

○ I was very well prepared

○ I was generally well prepared

○ I was slightly unprepared

○ I was inadequately prepared

What is the likelihood that you will pursue a graduate degree in the next 5 years?

○ Highly likely

○ Somewhat likely

○ Unsure

○ Somewhat unlikely

○ Highly unlikely

	Master's	Doctoral	Other
If you decided to pursue a graduate degree, at what level would it be?	○	○	○

Mesa State College
Alumni Survey

What Business Administration classes did you
take that have been of most use to you?

_____

_____

_____

_____

If you could add a class to the Business
Administration major requirements, what class
would it be?

_____

_____

What suggestions, if any, do you have for
improving the Business Administration Major at
Mesa State?

_____

_____

_____

_____

	Definitely No	No	Unsure	Yes	Definitely Yes
If you could do it over again would you enroll in the same major program?	○	○	○	○	○

All Respondents Frequencies

Writing_Effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	1.1	1.1	1.1
	Dissatisfied	2	2.3	2.3	3.4
	Neutral	12	13.6	13.8	17.2
	Satisfied	53	60.2	60.9	78.2
	Very Satisfied	19	21.6	21.8	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

Using_Computers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	2	2.3	2.3	2.3
	Dissatisfied	3	3.4	3.4	5.7
	Neutral	18	20.5	20.7	26.4
	Satisfied	42	47.7	48.3	74.7
	Very Satisfied	22	25.0	25.3	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

Quantitative_Ability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	1.1	1.1	1.1
	Dissatisfied	6	6.8	6.9	8.0
	Neutral	21	23.9	24.1	32.2
	Satisfied	40	45.5	46.0	78.2
	Very Satisfied	19	21.6	21.8	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

Integrate_Ideas

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	1.1	1.1	1.1
	Neutral	10	11.4	11.5	12.6
	Satisfied	53	60.2	60.9	73.6
	Very Satisfied	23	26.1	26.4	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

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Communicate_Orally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	1.1	1.2	1.2
	Dissatisfied	6	6.8	7.0	8.1
	Neutral	5	5.7	5.8	14.0
	Satisfied	50	56.8	58.1	72.1
	Very Satisfied	24	27.3	27.9	100.0
	Total	86	97.7	100.0	
Missing	System	2	2.3		
Total		88	100.0		

Listen_Effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	1.1	1.1	1.1
	Dissatisfied	2	2.3	2.3	3.4
	Neutral	8	9.1	9.2	12.6
	Satisfied	54	61.4	62.1	74.7
	Very Satisfied	22	25.0	25.3	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

Thinking_Creative

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	1.1	1.1	1.1
	Dissatisfied	3	3.4	3.4	4.6
	Neutral	13	14.8	14.9	19.5
	Satisfied	43	48.9	49.4	69.0
	Very Satisfied	27	30.7	31.0	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

Acquire_Skills_On_Own

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	1.1	1.1	1.1
	Dissatisfied	1	1.1	1.1	2.3
	Neutral	7	8.0	8.0	10.3
	Satisfied	44	50.0	50.6	60.9
	Very Satisfied	34	38.6	39.1	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

Lead_Groups

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	1.1	1.1	1.1
	Dissatisfied	8	9.1	9.2	10.3
	Neutral	19	21.6	21.8	32.2
	Satisfied	36	40.9	41.4	73.6
	Very Satisfied	23	26.1	26.4	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

Team_Member

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	2	2.3	2.3	2.3
	Dissatisfied	1	1.1	1.1	3.4
	Neutral	13	14.8	14.9	18.4
	Satisfied	39	44.3	44.8	63.2
	Very Satisfied	32	36.4	36.8	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

Healthy_Lifestyle

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	1.1	1.1	1.1
	Dissatisfied	8	9.1	9.2	10.3
	Neutral	26	29.5	29.9	40.2
	Satisfied	35	39.8	40.2	80.5
	Very Satisfied	17	19.3	19.5	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

Aware_Social_Problems

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	1.1	1.2	1.2
	Dissatisfied	4	4.5	4.7	5.9
	Neutral	25	28.4	29.4	35.3
	Satisfied	37	42.0	43.5	78.8
	Very Satisfied	18	20.5	21.2	100.0
	Total	85	96.6	100.0	
Missing	System	3	3.4		
Total		88	100.0		

Appreciate_Art

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	2	2.3	2.3	2.3
	Dissatisfied	7	8.0	8.0	10.3
	Neutral	36	40.9	41.4	51.7
	Satisfied	30	34.1	34.5	86.2
	Very Satisfied	12	13.6	13.8	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

Organize_Info

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	1.1	1.1	1.1
	Dissatisfied	1	1.1	1.1	2.3
	Neutral	8	9.1	9.2	11.5
	Satisfied	53	60.2	60.9	72.4
	Very Satisfied	24	27.3	27.6	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

Decision_Making

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	1.1	1.2	1.2
	Neutral	13	14.8	15.3	16.5
	Satisfied	45	51.1	52.9	69.4
	Very Satisfied	26	29.5	30.6	100.0
	Total	85	96.6	100.0	
Missing	System	3	3.4		
Total		88	100.0		

Gen_Ed_Instruction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	39	44.3	45.3	45.3
	Above Average	37	42.0	43.0	88.4
	Excellent	10	11.4	11.6	100.0
	Total	86	97.7	100.0	
Missing	System	2	2.3		
Total		88	100.0		

Instruction_Within_Major

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below Average	4	4.5	4.6	4.6
	Average	12	13.6	13.8	18.4
	Above Average	37	42.0	42.5	60.9
	Excellent	34	38.6	39.1	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

Faculty_Availability_Gen_Ed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	1	1.1	1.2	1.2
	Below Average	1	1.1	1.2	2.4
	Average	36	40.9	42.9	45.2
	Above Average	29	33.0	34.5	79.8
	Excellent	17	19.3	20.2	100.0
	Total	84	95.5	100.0	
Missing	System	4	4.5		
Total		88	100.0		

Faculty_Availability_Major

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	1	1.1	1.1	1.1
	Below Average	3	3.4	3.4	4.6
	Average	11	12.5	12.6	17.2
	Above Average	28	31.8	32.2	49.4
	Excellent	44	50.0	50.6	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

Course_Availability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	4	4.5	4.6	4.6
	Below Average	10	11.4	11.5	16.1
	Average	37	42.0	42.5	58.6
	Above Average	28	31.8	32.2	90.8
	Excellent	8	9.1	9.2	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

Academic_Advising

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	3	3.4	3.4	3.4
	Below Average	13	14.8	14.9	18.4
	Average	31	35.2	35.6	54.0
	Above Average	23	26.1	26.4	80.5
	Excellent	17	19.3	19.5	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

Digital_Environment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	1	1.1	1.2	1.2
	Below Average	11	12.5	12.8	14.0
	Average	48	54.5	55.8	69.8
	Above Average	21	23.9	24.4	94.2
	Excellent	5	5.7	5.8	100.0
	Total	86	97.7	100.0	
Missing	System	2	2.3		
Total		88	100.0		

Library_Facilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	1	1.1	1.1	1.1
	Below Average	6	6.8	6.9	8.0
	Average	34	38.6	39.1	47.1
	Above Average	36	40.9	41.4	88.5
	Excellent	10	11.4	11.5	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

Attend_Again

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	3	3.4	3.4	3.4
	Unsure	13	14.8	14.9	18.4
	Yes	35	39.8	40.2	58.6
	Definitely Yes	36	40.9	41.4	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

Value_of_education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below Average	3	3.4	3.5	3.5
	Average	15	17.0	17.4	20.9
	Above Average	31	35.2	36.0	57.0
	Excellent	37	42.0	43.0	100.0
	Total	86	97.7	100.0	
Missing	System	2	2.3		
Total		88	100.0		

Frequencies - BBA Majors - General Questions

Writing_Effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	3.2	3.2	3.2
	Dissatisfied	1	3.2	3.2	6.5
	Neutral	2	6.5	6.5	12.9
	Satisfied	20	64.5	64.5	77.4
	Very Satisfied	7	22.6	22.6	100.0
	Total	31	100.0	100.0	

Using_Computers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	3.2	3.2	3.2
	Neutral	5	16.1	16.1	19.4
	Satisfied	14	45.2	45.2	64.5
	Very Satisfied	11	35.5	35.5	100.0
	Total	31	100.0	100.0	

Quantitative_Ability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	3.2	3.2	3.2
	Dissatisfied	3	9.7	9.7	12.9
	Neutral	5	16.1	16.1	29.0
	Satisfied	16	51.6	51.6	80.6
	Very Satisfied	6	19.4	19.4	100.0
	Total	31	100.0	100.0	

Integrate_Ideas

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	3.2	3.2	3.2
	Neutral	2	6.5	6.5	9.7
	Satisfied	20	64.5	64.5	74.2
	Very Satisfied	8	25.8	25.8	100.0
	Total	31	100.0	100.0	

Communicate_Orally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	3.2	3.2	3.2
	Dissatisfied	2	6.5	6.5	9.7
	Neutral	1	3.2	3.2	12.9
	Satisfied	15	48.4	48.4	61.3
	Very Satisfied	12	38.7	38.7	100.0
	Total	31	100.0	100.0	

Listen_Effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	3.2	3.2	3.2
	Dissatisfied	2	6.5	6.5	9.7
	Satisfied	17	54.8	54.8	64.5
	Very Satisfied	11	35.5	35.5	100.0
	Total	31	100.0	100.0	

Thinking_Creative

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	3.2	3.2	3.2
	Dissatisfied	1	3.2	3.2	6.5
	Neutral	2	6.5	6.5	12.9
	Satisfied	16	51.6	51.6	64.5
	Very Satisfied	11	35.5	35.5	100.0
	Total	31	100.0	100.0	

Acquire_Skills_On_Own

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	3.2	3.2	3.2
	Neutral ·	2	6.5	6.5	9.7
	Satisfied	16	51.6	51.6	61.3
	Very Satisfied	12	38.7	38.7	100.0
	Total	31	100.0	100.0	

Lead_Groups

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	3.2	3.2	3.2
	Dissatisfied	2	6.5	6.5	9.7
	Neutral	2	6.5	6.5	16.1
	Satisfied	14	45.2	45.2	61.3
	Very Satisfied	12	38.7	38.7	100.0
	Total	31	100.0	100.0	

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Team_Member

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	3.2	3.2	3.2
	Neutral	3	9.7	9.7	12.9
	Satisfied	10	32.3	32.3	45.2
	Very Satisfied	17	54.8	54.8	100.0
	Total	31	100.0	100.0	

Healthy_Lifestyle

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	3.2	3.2	3.2
	Dissatisfied	3	9.7	9.7	12.9
	Neutral	6	19.4	19.4	32.3
	Satisfied	11	35.5	35.5	67.7
	Very Satisfied	10	32.3	32.3	100.0
	Total	31	100.0	100.0	

Aware_Social_Problems

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	3.2	3.2	3.2
	Dissatisfied	3	9.7	9.7	12.9
	Neutral	5	16.1	16.1	29.0
	Satisfied	17	54.8	54.8	83.9
	Very Satisfied	5	16.1	16.1	100.0
	Total	31	100.0	100.0	

Appreciate_Art

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	3.2	3.2	3.2
	Dissatisfied	6	19.4	19.4	22.6
	Neutral	12	38.7	38.7	61.3
	Satisfied	7	22.6	22.6	83.9
	Very Satisfied	5	16.1	16.1	100.0
	Total	31	100.0	100.0	

Organize_Info

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	3.2	3.2	3.2
	Dissatisfied	1	3.2	3.2	6.5
	Neutral	1	3.2	3.2	9.7
	Satisfied	18	58.1	58.1	67.7
	Very Satisfied	10	32.3	32.3	100.0
	Total	31	100.0	100.0	

Decision_Making

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissastisfied	1	3.2	3.3	3.3
	Satisfied	16	51.6	53.3	56.7
	Very Satisfied	13	41.9	43.3	100.0
	Total	30	96.8	100.0	
Missing	System	1	3.2		
Total		31	100.0		

Gen_Ed_Instruction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	13	41.9	41.9	41.9
	Above Average	13	41.9	41.9	83.9
	Excellent	5	16.1	16.1	100.0
	Total	31	100.0	100.0	

Instruction_Within_Major

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below Average	2	6.5	6.5	6.5
	Average	2	6.5	6.5	12.9
	Above Average	13	41.9	41.9	54.8
	Excellent	14	45.2	45.2	100.0
	Total	31	100.0	100.0	

Faculty_Availability_Gen_Ed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below Average	1	3.2	3.2	3.2
	Average	12	38.7	38.7	41.9
	Above Average	12	38.7	38.7	80.6
	Excellent	6	19.4	19.4	100.0
	Total	31	100.0	100.0	

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Faculty_Availability_Major

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below Average	1	3.2	3.2	3.2
	Average	2	6.5	6.5	9.7
	Above Average	11	35.5	35.5	45.2
	Excellent	17	54.8	54.8	100.0
	Total	31	100.0	100.0	

Course_Availability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	3	9.7	9.7	9.7
	Below Average	2	6.5	6.5	16.1
	Average	12	38.7	38.7	54.8
	Above Average	11	35.5	35.5	90.3
	Excellent	3	9.7	9.7	100.0
	Total	31	100.0	100.0	

Academic_Advising

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	1	3.2	3.2	3.2
	Below Average	2	6.5	6.5	9.7
	Average	13	41.9	41.9	51.6
	Above Average	8	25.8	25.8	77.4
	Excellent	7	22.6	22.6	100.0
	Total	31	100.0	100.0	

Digital_Environment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	1	3.2	3.2	3.2
	Below Average	3	9.7	9.7	12.9
	Average	16	51.6	51.6	64.5
	Above Average	9	29.0	29.0	93.5
	Excellent	2	6.5	6.5	100.0
	Total	31	100.0	100.0	

Library_Facilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below Average	2	6.5	6.5	6.5
	Average	12	38.7	38.7	45.2
	Above Average	14	45.2	45.2	90.3
	Excellent	3	9.7	9.7	100.0
	Total	31	100.0	100.0	

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Attend_Again

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	1	3.2	3.2	3.2
	Unsure	2	6.5	6.5	9.7
	Yes	13	41.9	41.9	51.6
	Definitely Yes	15	48.4	48.4	100.0
	Total	31	100.0	100.0	

Value_of_education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below Average	2	6.5	6.5	6.5
	Average	3	9.7	9.7	16.1
	Above Average	10	32.3	32.3	48.4
	Excellent	16	51.6	51.6	100.0
	Total	31	100.0	100.0	

Frequencies - MBA Responses - General Questions

Writing_Effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	5	38.5	38.5	38.5
	Satisfied	7	53.8	53.8	92.3
	Very Satisfied	1	7.7	7.7	100.0
	Total	13	100.0	100.0	

Using_Computers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	4	30.8	30.8	30.8
	Satisfied	6	46.2	46.2	76.9
	Very Satisfied	3	23.1	23.1	100.0
	Total	13	100.0	100.0	

Quantitative_Ability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	15.4	15.4	15.4
	Satisfied	6	46.2	46.2	61.5
	Very Satisfied	5	38.5	38.5	100.0
	Total	13	100.0	100.0	

Integrate_Ideas

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	1	7.7	7.7	7.7
	Satisfied	8	61.5	61.5	69.2
	Very Satisfied	4	30.8	30.8	100.0
	Total	13	100.0	100.0	

Communicate_Orally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	10	76.9	83.3	83.3
	Very Satisfied	2	15.4	16.7	100.0
	Total	12	92.3	100.0	
Missing	System	1	7.7		
Total		13	100.0		

Listen_Effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	3	23.1	23.1	23.1
	Satisfied	9	69.2	69.2	92.3
	Very Satisfied	1	7.7	7.7	100.0
	Total	13	100.0	100.0	

Thinking_Creative

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	4	30.8	30.8	30.8
	Satisfied	5	38.5	38.5	69.2
	Very Satisfied	4	30.8	30.8	100.0
	Total	13	100.0	100.0	

Acquire_Skills_On_Own

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	1	7.7	7.7	7.7
	Satisfied	7	53.8	53.8	61.5
	Very Satisfied	5	38.5	38.5	100.0
	Total	13	100.0	100.0	

Lead_Groups

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	1	7.7	7.7	7.7
	Neutral	4	30.8	30.8	38.5
	Satisfied	4	30.8	30.8	69.2
	Very Satisfied	4	30.8	30.8	100.0
	Total	13	100.0	100.0	

Team_Member

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	1	7.7	7.7	7.7
	Satisfied	7	53.8	53.8	61.5
	Very Satisfied	5	38.5	38.5	100.0
	Total	13	100.0	100.0	

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Healthy_Lifestyle

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	5	38.5	38.5	38.5
	Satisfied	6	46.2	46.2	84.6
	Very Satisfied	2	15.4	15.4	100.0
	Total	13	100.0	100.0	

Aware_Social_Problems

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	9	69.2	69.2	69.2
	Satisfied	1	7.7	7.7	76.9
	Very Satisfied	3	23.1	23.1	100.0
	Total	13	100.0	100.0	

Appreciate_Art

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	9	69.2	69.2	69.2
	Satisfied	3	23.1	23.1	92.3
	Very Satisfied	1	7.7	7.7	100.0
	Total	13	100.0	100.0	

Organize_Info

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	15.4	15.4	15.4
	Satisfied	8	61.5	61.5	76.9
	Very Satisfied	3	23.1	23.1	100.0
	Total	13	100.0	100.0	

Decision_Making

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	15.4	16.7	16.7
	Satisfied	7	53.8	58.3	75.0
	Very Satisfied	3	23.1	25.0	100.0
	Total	12	92.3	100.0	
Missing	System	1	7.7		
Total		13	100.0		

Gen_Ed_Instruction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	3	23.1	23.1	23.1
	Above Average	9	69.2	69.2	92.3
	Excellent	1	7.7	7.7	100.0
	Total	13	100.0	100.0	

Instruction_Within_Major

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	1	7.7	7.7	7.7
	Above Average	7	53.8	53.8	61.5
	Excellent	5	38.5	38.5	100.0
	Total	13	100.0	100.0	

Faculty_Availability_Gen_Ed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	5	38.5	41.7	41.7
	Above Average	4	30.8	33.3	75.0
	Excellent	3	23.1	25.0	100.0
	Total	12	92.3	100.0	
Missing	System	1	7.7		
Total		13	100.0		

Faculty_Availability_Major

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	1	7.7	7.7	7.7
	Above Average	6	46.2	46.2	53.8
	Excellent	6	46.2	46.2	100.0
	Total	13	100.0	100.0	

Course_Availability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below Average	1	7.7	7.7	7.7
	Average	7	53.8	53.8	61.5
	Above Average	3	23.1	23.1	84.6
	Excellent	2	15.4	15.4	100.0
	Total	13	100.0	100.0	

Academic_Advising

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below Average	2	15.4	15.4	15.4
	Average	7	53.8	53.8	69.2
	Above Average	3	23.1	23.1	92.3
	Excellent	1	7.7	7.7	100.0
	Total	13	100.0	100.0	

Digital_Environment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below Average	2	15.4	15.4	15.4
	Average	9	69.2	69.2	84.6
	Above Average	2	15.4	15.4	100.0
	Total	13	100.0	100.0	

Library_Facilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	6	46.2	46.2	46.2
	Above Average	5	38.5	38.5	84.6
	Excellent	2	15.4	15.4	100.0
	Total	13	100.0	100.0	

Attend_Again

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Unsure	2	15.4	15.4	15.4
	Yes	6	46.2	46.2	61.5
	Definitely Yes	5	38.5	38.5	100.0
	Total	13	100.0	100.0	

Value_of_education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	1	7.7	7.7	7.7
	Above Average	6	46.2	46.2	53.8
	Excellent	6	46.2	46.2	100.0
	Total	13	100.0	100.0	

	Very Low	Low	Average	High	Very High
How would you rate the overall quality of your MBA education at Mesa State?	○	○	○	○	○

	Yes	No
Are you currently employed in a field related to Business Administration?	○	○

Mesa State College
Alumni Survey

What is the title of your position?

_____

How well do you think MSC prepared you for your position when you compare yourself to others in your field of work?

○ I was very well prepared
○ I was generally well prepared
○ I was slightly unprepared
○ I was inadequately prepared

Why are you not currently employed in a field related to your major?

○ I found a more desirable position in another field.

○ I have not been able to find a position related to my major.

○ I have not seriously looked for a position related to my major.

Other: (Please Specify)

_____

	Yes	No
Have you enrolled in a Doctorate program in Business Administration since graduating from MSC?	○	○

Mesa State College
Alumni Survey

At what institution did you enroll? _____

	Yes	No	In the process of finishing
Did you complete this program?	○	○	○

What courses would have better prepared you
for this program? _____

How well do you think MSC prepared you for this degree program when you compare yourself to others in the program?

○ I was very well prepared

○ I was generally well prepared

○ I was slightly unprepared

○ I was inadequately prepared

What is the likelihood that you will pursue a Doctorate in the next 5 years?

○ Highly likely

○ Somewhat likely

○ Unsure

○ Somewhat unlikely

○ Highly unlikely

Mesa State College
Alumni Survey

What MBA classes did you take that have been
of most use to you?

_____

_____

What MBA classes did you take that were of
little use to you?

_____

_____

If you could add a class to the MBA program
requirements, what class would it be?

_____

_____

What suggestions, if any, do you have for
improving the MBA program at Mesa State?

_____

_____

_____

_____

	Definitely No	No	Unsure	Yes	Definitely Yes
If you could do it over again would you enroll in the same major program?	○	○	○	○	○

Frequencies - MBA Responses

MBA_Quality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	5	38.5	38.5	38.5
	High	6	46.2	46.2	84.6
	Very High	2	15.4	15.4	100.0
	Total	13	100.0	100.0	

MBA_Employed_Related_Field

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	13	100.0	100.0	100.0

MBA_Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		1	7.7	7.7	7.7
	Account Representative	1	7.7	7.7	15.4
	Business Owner	1	7.7	7.7	23.1
	Director	1	7.7	7.7	30.8
	Director of Alumni Relations	1	7.7	7.7	38.5
	General Manager	1	7.7	7.7	46.2
	Marketing Manager	1	7.7	7.7	53.8
	Materials Manager	1	7.7	7.7	61.5
	Operations Manager	2	15.4	15.4	76.9
	Reporter/Sales	1	7.7	7.7	84.6
	Staff Accountant	1	7.7	7.7	92.3
	Vice President	1	7.7	7.7	100.0
	Total	13	100.0	100.0	

MBA_Prepared_for_Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I was very well prepared	8	61.5	61.5	61.5
	I was generally well prepared	4	30.8	30.8	92.3
	I was slightly unprepared	1	7.7	7.7	100.0
	Total	13	100.0	100.0	

MBA_Why_Not_Employed

		Frequency	Percent
Missing	System	13	100.0

MBA_Why_Not_Employed_Other

		Frequency	Percent
Missing	System	13	100.0

MBA_Pursue_Doctorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	13	100.0	100.0	100.0

MBA_Doctorate_Inst

		Frequency	Percent
Missing	System	13	100.0

MBA_Complete_Doctorate

		Frequency	Percent
Missing	System	13	100.0

MBA_Courses_for_Doctorate_Program

		Frequency	Percent
Missing	System	13	100.0

MBA_Prepared_for_Program

		Frequency	Percent
Missing	System	13	100.0

MBA_Chance_Doctorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Somewhat likely	3	23.1	23.1	23.1
	Unsure	1	7.7	7.7	30.8
	Somewhat unlikely	1	7.7	7.7	38.5
	Highly unlikely	8	61.5	61.5	100.0
	Total	13	100.0	100.0	

MBA_Enroll_In_Same_Major

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Definitely No	1	7.7	7.7	7.7
	No	1	7.7	7.7	15.4
	Yes	5	38.5	38.5	53.8
	Definitley Yes	6	46.2	46.2	100.0
	Total	13	100.0	100.0	

Business Classes of Most Use
- Moorman's Marketing and Consumer Behavior
- Entrepreneurship, Strategic Management, HR Management
- Marketing Management
- All the Finance classes with Professor Parkes
- International Business, Small Business Management, Organizational Behavior, Business Law
- marketing, sales
- Business Communications, Entrepreneurship, Advanced Marketing, Accounting.
- Promotions
- Community Tourism & Sales
- Quantitative Decision Making, Operations Management, Finance and accounting, Human resources
- Personal Finance, Financial Fundamentals (Dr. Bridge's class)
- Business Strategies, entreprenureship,Human Resources & Promotions
- Finance
- Quantitative Analysis, Policies, Finance
- Small Business Management, Entrepreneurship, Org. Behavior, HR
- Business Policies Marketing, Management
- Marketing and Human Resource Management
- Statistics Business Entrepreneur
- Economic/management classes
- Sales & Sales Management, Entrepreneurship
- All of the Management Courses
- Marketing Research and Business Strategy
- Operations Management / Strategic Management Small Business Administration, Managerial Accounting
- almost all of them. Advanced Marketing for sure, Promotions, & Business Strategies
- Communication, Marketing Research, Economics (cost benefit)
- Upper Level Marketing and Management

Business Classes of Little Use
- Comp 101
- Statistical Analysis
- Business Stats
- Introduction to Marketing
- Most of the classes were useful and provided well-rounded kn
- I have used aspects from each class that I have taken.
- Statistics
- human resources
- Sales
- Business Policies, Marketing Management, Business Statistics

- All were usefull
- Law
- Quantitative Analysis
- English Lit (but I like it alot).
- statistics
- Marketing
- Human Resource Mang
- Consumer Behavior
- Operations Management
- n/a

Business Classes to Add
- Advertising, a more detailed marketing level, Coordinating
- Leadership and Communication
- Special Events
- Cost Accounting
- Web design
- Insurance
- International business, spanish in business, upper level sales class
- Finance 2
- A basic communications class
- Eco Business
- Sports Marketing
- Finance
- Making Business Presentations (Focusing on Speech Making)
- Marketing Analysis class - it's a requirement for Marketing majors but should also be for Management majors
- Not sure
- Business Law & World Government
- Something that deals more with computers & technology
- A better capstone class or possibly a class that integrates more `real world` experience as internships or working with the Incubator more to see what a real business looks like rather than reading about them or examining the separate processes that make up a business.
- Advanced Entrepreneurship courses, which I now understand they have.
- A class designed to develop and understanding of Leadership / Employee Management / Workplace Politics
- Tne class teaches you how to use the Adobe design software
- Effective workplace communication should be a required class.
- More marketing classes - Marketing Design Classes

Suggestions for Business Department

- None, it was great
- Just as Marketing and Management classes are required of other concentrations, everyone should take at least one course in Finance and Accounting.
- Add concentrations of International Business and Human Resource Management
- More classes geared towards the real life sales and marketing not the theory of...
- Add a construction management program
- For marketing majors specifically I would recommend taking some communications/PR courses and a basic graphic design course. This would have helped me in my jobs. Whether or not you perform job functions in these areas, it still will help you to have familiarity with those areas.
- I think every business major should have to do an intership, because the really life experience is so much better than the class room teaching. I believe that I would have been better prepared if I had taken an intership
- More hands on applications. More internship work.
- I think the advising was weak. I went to three advisors with one question and got three different answers. No one was on the same page. Maybe make it that you have to have a sign off from your advisor once a year. that way people are forced to meet with them.
- Need to teach/show how to actually go about opening up and running a business
- Keep the quality of teachers up and continue to have smaller class sizes
- Ethics classes would be a plus. Real Estate & Law related classes would have helped me out, too.
- Make it a requirement to know how to use Adobe software. For a marketing degree I have found that they like you to know Adobe prorams (Illustrator, InDesign, Photoshop.)
- The Grand Junction area has so many businesses and the growth potential is at an extreme high. Why not take advantage of it by trying to create a job placement program (or similar idea) to work with the community by benefiting students, businesses, and promoting the Business Department of MSC?
- Integrate more local business people into the curriculum as much as you can to add more practical matter in the subject.
- Require an upper division class that reviews the important information learned that can be so quickly forgotten. Reviewing the most important and relevant information as it can be applied to the employment opportunities. All subjects should be included, Finance, Accounting, Management, Market
- Add more classes from the major in diverse areas of study

MBA Classes of Most Use
- Research Practicum
- Research and Design, finance, marketing
- General management classes - production, marketing, management and advanced management
- Finance, Marketing, Operations Management
- Finance, Management, Entrepreneurship, Organizational Behavior, Production and Operati
- Finance and Management
- All Business core classes.
- Advanced Management Theory Research Practicum Organizational Theory & Behavior
- Accounting

MBA Classes of Little Use
- Management Theory - Just a recap from undergrad level. This is suppose to be one of the more intriguing classes in an MBA program. I thought I learned not thing more than what I already knew.
- finance
- All have some value.
- All have been useful. Leadership class was probably the least needed due to training in seminars.
- Entreprenueral
- I have used aspects from each class that I have taken.
- E-Commerce Systems
- Some Art/Graphic class that needed to tie into brand identity more.

MBA Classes to Add
- A life time learning class would be nice to introduce students on programs offered in the Grand Valley to keep bettering yourself even after we receive degrees. For example, Certification options, PreRetirement Seminars, Leadership Programs, Community service options. Key areas that can help a graduated become life time learners. Also maybe an international skills class of some sort, being that business is becoming more globalized. (language, customs, business practices..)
- Statistics.
- Marketing analysis and how to measure results of a successful advertising campaign
- Computer Information Systems
- I can't think of one.
- Human Resources
- Business Creation
- Economics

Suggestions for MBA Department

- Allow the classes to be a lot more interactive than lecture style. Try not to make MBA class material so much like the undergraduate material. We want to learn more that what we learned in the undergrad level, thus we enroll in the MBA Program to learn more, not the same recap. Challenge students to think outside the box.
- Anything that could provide practical application of management principles.
- Solidifying the effort to link students with graduates and other people in the business world. There seems to be good progress in this area. I would also try to link students who are struggling in certain subjects with alumni who are strong in those subjects.
- Add a creative business track
- What? How can you improve on a program where the student to teacher ratio great. Great teachers and interation.
- Work more with major organizations in the area

Frequencies - BBA Majors

Bus_Tech_Skills

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A little	1	3.2	3.2	3.2
	So-so	4	12.9	12.9	16.1
	Fairly well	17	54.8	54.8	71.0
	Very Well	9	29.0	29.0	100.0
	Total	31	100.0	100.0	

Bus_Communication_Skills

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A little	1	3.2	3.2	3.2
	So-so	5	16.1	16.1	19.4
	Fairly well	16	51.6	51.6	71.0
	Very Well	9	29.0	29.0	100.0
	Total	31	100.0	100.0	

Bus_Knowledge

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not well at all	1	3.2	3.2	3.2
	A little	3	9.7	9.7	12.9
	So-so	1	3.2	3.2	16.1
	Fairly well	10	32.3	32.3	48.4
	Very Well	16	51.6	51.6	100.0
	Total	31	100.0	100.0	

Bus_Program_of_Study

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not well at all	1	3.2	3.3	3.3
	A little	3	9.7	10.0	13.3
	So-so	1	3.2	3.3	16.7
	Fairly well	12	38.7	40.0	56.7
	Very Well	13	41.9	43.3	100.0
	Total	30	96.8	100.0	
Missing	System	1	3.2		
Total		31	100.0		

Bus_Quality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	2	6.5	6.5	6.5
	Average	3	9.7	9.7	16.1
	High	15	48.4	48.4	64.5
	Very High	11	35.5	35.5	100.0
	Total	31	100.0	100.0	

Bus_Employed_Related_Field

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	25	80.6	80.6	80.6
	No	6	19.4	19.4	100.0
	Total	31	100.0	100.0	

Bus_Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		8	25.8	25.8	25.8
	Area Coordinator	1	3.2	3.2	29.0
	Assessment Analyst I	1	3.2	3.2	32.3
	Assistant Vice President	1	3.2	3.2	35.5
	Bureau Manager	1	3.2	3.2	38.7
	Business Development	1	3.2	3.2	41.9
	Co-President	1	3.2	3.2	45.2
	Controller	1	3.2	3.2	48.4
	dSign Systems Editor	1	3.2	3.2	51.6
	Escrow Officer / Real Estate Closer	1	3.2	3.2	54.8
	Financial Administrator	1	3.2	3.2	58.1
	Front Desk Manager	1	3.2	3.2	61.3
	General Manager	1	3.2	3.2	64.5
	Head of Marketing and Special Operations	1	3.2	3.2	67.7
	Marketing & Communications Director	1	3.2	3.2	71.0
	Project Engineer	1	3.2	3.2	74.2
	sales	1	3.2	3.2	77.4
	Sales Administration Coordinator / Account Manager	1	3.2	3.2	80.6
	sales manager	1	3.2	3.2	83.9
	Sales Manager	1	3.2	3.2	87.1
	Senior Financial Analyst	1	3.2	3.2	90.3
	Special Events	1	3.2	3.2	93.5
	Vice President of Operations and Business Development	1	3.2	3.2	96.8
	VIP Sales	1	3.2	3.2	100.0
	Total	31	100.0	100.0	

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Bus_Prepared_for_Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I was very well prepared	10	32.3	40.0	40.0
	I was generally well prepared	13	41.9	52.0	92.0
	I was slightly unprepared	2	6.5	8.0	100.0
	Total	25	80.6	100.0	
Missing	System	6	19.4		
Total		31	100.0		

Bus_Why_Not_Employed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I have not been able to find a postion related to my major	2	6.5	40.0	40.0
	I have not seriously looked for a position related to my major	2	6.5	40.0	80.0
	I have been attending graduate school since graduating	1	3.2	20.0	100.0
	Total	5	16.1	100.0	
Missing	System	26	83.9		
Total		31	100.0		

Bus_Why_Not_Employed_Other

		Frequency	Percent
Missing	System	31	100.0

Bus_Grad_School

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	4	12.9	12.9	12.9
	No	27	87.1	87.1	100.0
	Total	31	100.0	100.0	

Bus_Level_of_Grad_Program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masters	4	12.9	100.0	100.0
Missing	System	27	87.1		
Total		31	100.0		

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Bus_Complete_Grad_Program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1	3.2	25.0	25.0
	In the process of finishing	3	9.7	75.0	100.0
	Total	4	12.9	100.0	
Missing	System	27	87.1		
Total		31	100.0		

Bus_Courses_for_Grad_Program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		30	96.8	96.8	96.8
	Statistics (I had to retake it since I received a C at Mesa)	1	3.2	3.2	100.0
	Total	31	100.0	100.0	

Bus_Prepared_for_Program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I was very well prepared	2	6.5	50.0	50.0
	I was generally well prepared	2	6.5	50.0	100.0
	Total	4	12.9	100.0	
Missing	System	27	87.1		
Total		31	100.0		

Bus_Chance_of_attending_grad_program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly likely	8	25.8	29.6	29.6
	Somewhat likely	7	22.6	25.9	55.6
	Unsure	7	22.6	25.9	81.5
	Somewhat unlikely	2	6.5	7.4	88.9
	Highly unlikely	3	9.7	11.1	100.0
	Total	27	87.1	100.0	
Missing	System	4	12.9		
Total		31	100.0		

Bus_Chance_Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masters	23	74.2	92.0	92.0
	Doctoral	1	3.2	4.0	96.0
	Other	1	3.2	4.0	100.0
	Total	25	80.6	100.0	
Missing	System	6	19.4		
Total		31	100.0		

Bus_Enroll_In_Same_Major

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	2	6.5	6.5	6.5
	Unsure	1	3.2	3.2	9.7
	Yes	7	22.6	22.6	32.3
	Definitley Yes	21	67.7	67.7	100.0
	Total	31	100.0	100.0	

Frequencies - BAS Majors

Bus_Tech_Skills

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fairly well	1	50.0	50.0	50.0
	Very Well	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Bus_Communication_Skills

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fairly well	1	50.0	50.0	50.0
	Very Well	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Bus_Knowledge

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	So-so	1	50.0	50.0	50.0
	Very Well	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Bus_Program_of_Study

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	So-so	1	50.0	50.0	50.0
	Fairly well	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Bus_Quality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	1	50.0	50.0	50.0
	Very High	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Bus_Employed_Related_Field

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	2	100.0	100.0	100.0

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Bus_Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Assistant Director of Admissions	1	50.0	50.0	50.0
	Prevention and Education Coordinator	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Bus_Prepared_for_Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I was very well prepared	1	50.0	50.0	50.0
	I was generally well prepared	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Bus_Why_Not_Employed

		Frequency	Percent
Missing	System	2	100.0

Bus_Why_Not_Employed_Other

		Frequency	Percent
Missing	System	2	100.0

Bus_Grad_School

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	2	100.0	100.0	100.0

Bus_Level_of_Grad_Program

		Frequency	Percent
Missing	System	2	100.0

Bus_Complete_Grad_Program

		Frequency	Percent
Missing	System	2	100.0

Bus_Courses_for_Grad_Program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		2	100.0	100.0	100.0

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Bus_Prepared_for_Program

		Frequency	Percent
Missing	System	2	100.0

Bus_Chance_of_attending_grad_program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly likely	2	100.0	100.0	100.0

Bus_Chance_Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masters	2	100.0	100.0	100.0

Bus_Enroll_In_Same_Major

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Unsure	1	50.0	50.0	50.0
	Definitley Yes	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Frequencies - BAS Majors - General Questions

Writing_Effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	2	100.0	100.0	100.0

Using_Computers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	1	50.0	50.0	50.0
	Very Satisfied	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Quantitative_Ability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	1	50.0	50.0	50.0
	Very Satisfied	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Integrate_Ideas

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	2	100.0	100.0	100.0

Communicate_Orally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	1	50.0	50.0	50.0
	Very Satisfied	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Listen_Effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	1	50.0	50.0	50.0
	Very Satisfied	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Thinking_Creative

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	1	50.0	50.0	50.0
	Very Satisfied	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Acquire_Skills_On_Own

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	1	50.0	50.0	50.0
	Satisfied	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Lead_Groups

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	2	100.0	100.0	100.0

Team_Member

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	2	100.0	100.0	100.0

Healthy_Lifestyle

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	1	50.0	50.0	50.0
	Very Satisfied	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Aware_Social_Problems

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	2	100.0	100.0	100.0

Appreciate_Art

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	1	50.0	50.0	50.0
	Satisfied	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Organize_Info

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	1	50.0	50.0	50.0
	Very Satisfied	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Decision_Making

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	1	50.0	50.0	50.0
	Very Satisfied	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Gen_Ed_Instruction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	1	50.0	50.0	50.0
	Above Average	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Instruction_Within_Major

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	1	50.0	50.0	50.0
	Excellent	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Faculty_Availability_Gen_Ed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Above Average	1	50.0	100.0	100.0
Missing	System	1	50.0		
Total		2	100.0		

Faculty_Availability_Major

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	1	50.0	50.0	50.0
	Excellent	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Course_Availability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below Average	1	50.0	50.0	50.0
	Average	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Academic_Advising

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	1	50.0	50.0	50.0
	Above Average	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Digital_Environment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	2	100.0	100.0	100.0

Library_Facilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below Average	1	50.0	50.0	50.0
	Above Average	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Attend_Again

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Unsure	1	50.0	50.0	50.0
	Definitely Yes	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Value_of_education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Above Average	1	50.0	50.0	50.0
	Excellent	1	50.0	50.0	100.0
	Total	2	100.0	100.0	

Appendix B

Finance and Budget

Method: Modified Credit Hour with Depreciation

Program	Division	Credit Hrs	Total Variable (Fac)	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COST:	Remedial TL/CH	Lower TL/CH
Business										
Accounting and Comp Info										
ACCT	Lower	1,617	202,997	126	239,521	148	442,518	274		
ACCT	Upper	1,021	132,226	130	151,237	148	283,463	278		
ACCT	Graduate	54	12,836	238	10,525	195	23,361	433		
CISB	Lower	1,510	182,596	121	223,779	148	406,375	269		
CISB	Upper	301	99,482	331	44,608	148	144,089	479		
CISB	Graduate		-		-		-			
		4,503	630,136	140	669,669	149	1,299,805	289		271
Business										
BUGB	Lower	1,898	111,721	59	277,285	146	389,006	205		
BUGB	Upper	822	71,767	87	120,089	146	191,855	233		
BUGB	Graduate	129	74,816	580	24,880	193	99,695	773		
ECON	Lower	1,209	49,197	41	176,627	146	225,824	187		
ECON	Upper	390	46,261	119	56,976	146	103,237	265		
FINA	Upper	753	85,351	113	110,008	146	195,359	259		
FINA	Graduate	42	8,671	206	8,100	193	16,771	399		
MANG	Lower	1,026	73,319	71	149,892	146	223,211	218		
MANG	Upper	2,274	338,385	149	332,216	146	670,601	295		
MANG	Graduate	144	88,998	618	27,773	193	116,771	811		
MARK	Lower	831	41,181	50	121,404	146	162,584	196		
MARK	Upper	1,095	92,726	85	159,972	146	252,698	231		
MARK	Graduate	51	38,410	753	9,836	193	48,246	946		
TRAV	Lower	69	2,841	41	10,080	146	12,921	187		
TRAV	Upper	27	1,932	72	3,945	146	5,877	218		
		10,760	1,125,575	105	1,589,083	148	2,714,658	252		201

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Method: Modified Credit Hour with Depreciation

Program	Division	Credit Hrs	Total Fac Comp/Variable	VAR/CH	Total Fixed	Fixed/CH	TOTAL	TL COST!
Business								
Accounting and Comp Info								
ACCT	Lower	1,581	157,396	100	184,639	117	342,036	216
ACCT	Upper	1,119	142,214	127	130,684	117	272,898	244
ACCT	Graduate	24	9,786	408	3,104	129	12,891	537
CISB	Lower	1,653	180,067	109	196,446	119	376,514	228
CISB	Upper	372	92,316	248	44,209	119	136,525	367
CISB	Graduate	33	8,939	271	4,337	131	13,275	402
		4,782	590,719	124	487,337	102	1,154,139	241
Business								
BUGB	Lower	2,102	96,798	46	230,610	110	327,408	156
BUGB	Upper	879	52,033	59	96,435	110	148,468	169
BUGB	Graduate	126	47,616	378	15,407	122	63,023	500
ECON	Lower	1,278	32,906	26	140,209	110	173,115	135
ECON	Upper	165	37,937	230	18,102	110	56,039	340
FINA	Upper	876	73,795	84	96,106	110	169,901	194
FINA	Graduate	60	17,011	284	7,336	122	24,347	406
MANG	Lower	1,116	113,152	101	122,436	110	235,588	211
MANG	Upper	3,153	272,713	86	345,915	110	618,627	196
MANG	Graduate	108	37,098	344	13,206	122	50,304	466
MARK	Lower	951	17,652	19	104,334	110	121,986	128
MARK	Upper	1,203	100,979	84	131,981	110	232,960	194
MARK	Graduate	51	8,276	162	6,236	122	14,512	285
TRAV	Lower	114	5,183	45	12,507	110	17,690	155
TRAV	Upper	132	6,102	46	14,482	110	20,584	156
		12,314	919,251	75	1,159,381	94	2,274,552	185

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MESA STATE COLLEGE
RI CREDIT HOURS
INSTRUCTIONAL DEPT COSTS BY DISC BY DIVISION
Cost Allocation Methodology: Modified Credit Hour
FY05

CAMPUS/ORG	DISC		LEVEL	CH's	TL FAC COMP/VAR	VAR/CH	TL OTH COMP	TOTAL FIXED	FIXED/CH	TOTAL COSTS
BUSINESS										
MAIN	1110 BUGB	DIVISION	Lower Divi:	2,413	80,569	33	6357.592196	179,277	74	259,846
MAIN	1110 BUGB		Upper Divi:	876	46,117	53	2308.01938	65,083	74	111,201
MAIN	1110 BUGB		Graduate	150	34,699	231	8072.404494	18,501	123	53,200
MAIN	1110 ECON	DIVISION	Lower Divi:	1,323	25,259	19	3485.741598	98,294	74	123,553
MAIN	1110 ECON		Upper Divi:	321	48,448	151	845.7468275	23,849	74	72,297
MAIN	1110 FINA	DIVISION	Upper Divi:	802	41,223	51	2113.049706	59,586	74	100,809
MAIN	1110 FINA		Graduate	60	11,044	184	3228.961798	7,401	123	18,445
MAIN	1110 MANG	DIVISION	Lower Divi:	1,161	80,053	69	3058.916096	86,258	74	166,311
MAIN	1110 MANG		Upper Divi:	2,856	312,990	110	7524.775512	212,190	74	525,180
MAIN	1110 MANG		Graduate	240	40,362	168	12915.84719	29,602	123	69,965
MAIN	1110 MARK	DIVISION	Lower Divi:	1,038	19,085	18	2734.844882	77,119	74	96,205
MAIN	1110 MARK		Upper Divi:	1,287	133,012	103	3390.891486	95,619	74	228,632
MAIN	1110 MARK		Graduate	45	7,445	165	2421.721348	5,550	123	12,996
MAIN	1110 TRAV	DIVISION	Lower Divi:	123	5,201	42	324.0712143	9,138	74	14,339
MAIN	1110 TRAV		Upper Divi:	87	4,041	46	229.2211028	6,464	74	10,505
	1110 Total			12,782	889,551	70	59011.80483	973,932	76	1,863,483

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MESA STATE COLLEGE
FY04 Cost Analysis

Dept/Subj	BANNER	FT03 S04	Faculty Comp	Class Comp	Dept Head Comp	Admin Comp	Academic Support	Stud Srvs Alloc	Inst Supp Alloc		OCE	TOTAL COSTS	TOTAL COSTS/CH
BUSINESS													
BUGB LOWER	1110	1,727.0	105,169	4,336	420		25,842	32,380	29,587	..13	14,486	252,233	145
BUGB UPPER		1,561.0	117,734	3,919	380		23,358	29,268	26,743	36,187	13,094	250,662	161
ECON LOWER		1,205.0	60,424	3,026	293		18,031	22,593	20,644	27,919	10,103	163,098	135
ECON UPPER		541.0	26,337	1,358	132		8,095	10,143	9,258	12,534	4,538	72,406	134
FINA UPPER		810.0	118,409	2,034	197		12,120	15,187	13,877	18,767	6,794	187,385	231
MANG LOWER		1,741.0	45,252	4,371	423		26,051	32,643	29,827	40,337	14,604	193,508	111
MANG UPPER		2,254.0	287,119	5,660	548		33,727	42,261	38,615	52,223	18,907	479,060	213
MARK LOWER		1,158.0	65,059	2,903	281		17,299	21,674	19,805	26,783	9,697	163,499	141
MARK UPPER		944.0	99,665	2,370	230		14,125	17,699	16,173	21,872	7,918	180,052	191
TRAV LOWER		128.0	6,304	316	31		1,865	2,362	2,159	2,919	1,057	17,033	135
TRAV UPPER		102.0	10,174	256	25		1,526	1,912	1,747	2,363	856	18,659	185
1110 Total		12,167.0	941,644	30,550	2,959		182,058	228,124	208,445	281,896	102,057	1,977,735	163
ACCOUNTING/CISB													
ACCT LOWER	1120	1,668.0	152,164	-	975		51,210	31,274	28,576	38,646	24,070	326,916	166
ACCT UPPER		727.0	118,745	-	425		22,320	13,631	12,455	16,844	10,491	194,911	268
CISB LOWER		1,738.0	182,745	-	1,016		53,359	32,586	29,775	40,288	25,060	384,830	210
CISB UPPER		252.0	44,809		147		7,737	4,725	4,317	5,839	3,637	71,210	263
1120 Total		4,385.0	498,463		2,564		134,625	82,216	75,124	101,596	63,276	957,605	218

Appendix C

Library Assessment

Library Program Assessment
John U. Tomlinson Library
Mesa State College

Date of Assessment: September 2008
Purpose of Assessment: Program Review
Program under review: Business Administration
Program Level/s: Bachelor, Master
Liaison Signature: This review was prepared by Tom Harris

1. Collection Assessment

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

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

In addition, for the area of energy management, the following Library of Congress subject headings were examined:

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

An examination of the Library of Congress Classification ranges and subject headings listed above indicates that there are about 7,726 titles in the collection.

> a. Reference Support:
> The reference collection has a variety of resources covering business administration topics. These include specialized dictionaries, handbooks and encyclopedias. A few of the more recent titles added to the collection include: *Encyclopedia of American Industries* (2007, 2 volumes); *Encyclopedia of Business Ethics and Society* (2008, 5 volumes); *Market Share Reporter* (2008, 2 volumes); *Encyclopedia of American Women in Business* (2005, 2 volumes).
>
> The Reference Collection also houses an area known as Business Services. Shelved in this location are titles that are updated on a weekly, monthly, quarterly or annual basis. Examples of titles in this area include: *The Value Line Investment Survey*; *Morningstar Mutual Funds*; *Standard & Poor's Industry Surveys*.

b. Monographic Sources
Age Analysis (include at the discretion of the Liaison)
14% have been published since 2000
27% published 1990 – 1999
20% published 1980 – 1989
39% published before 1980

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

Tomlinson Library maintains a subscription to *Business Source Premier*, one of the major periodical databases supporting the discipline. *BSP* provides full text for more than 2,300 periodicals, including more than 1,100 peer-reviewed business publications. Another subscription database, *OmniFile Select*, provides additional full-text periodical support for this program.

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

As a Selective Federal Depository, Tomlinson Library receives documents from many Federal departments and agencies, such as the Census Bureau, Small Business Administration, and Department of Labor. Increasingly, these items are distributed in an electronic format, and are represented by a catalog record in our online catalog. A web link within the record takes the user to the document.

2. Evaluation of the total collection

a. Strengths

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

The monographic collection is fairly current, with over 40% of titles published since 1990. Electronic access to materials is very good. With remote authentication in place, MSC students, faculty and staff can access these materials 24 hours a day.

b. Weaknesses

Ongoing review of this collection would help to identify and remove dated materials.

3. Recommendations

Faculty in the Business Administration program actively participate in the selection of materials for the library collection. It is anticipated that this will continue into the future. This participation is appreciated, and is a necessary component in the building of a collection that is both current and retrospective in its support of the curriculum.

Library Director: Elizabeth W. Brodak   Date: September 5, 2008

Appendix D

Most Recent Program Review Summary

PROGRAM REVIEW
BUSINESS ADMINISTRATION
1998-2003

A. PROGRAM DESCRIPTION

The purpose of the Business Administration program is to provide a comprehensive education in business preparing the student for creative and responsible citizenship and leadership roles in business and society - domestic and worldwide. The curriculum is responsive to social, economic, and technological developments and reflects the applications of evolving knowledge in economics, technology and the behavioral and quantitative sciences as well as business.

The Bachelor of Business Administration degree is designed to provide an education in various fields of business and prepare the student to pursue a career in the field of business. The audience served is any person desiring to enter a business profession or to continue formal study in a graduate school. In addition, the program provides an opportunity for individuals currently employed, in any career area, to further their education and enhance their opportunities for career development.

The Bachelor of Business Administration programs are the responsibility of the Department of Business Administration under the School of Business and Professional Studies. The School of Business and Professional Studies is one of three instructional units at Mesa State College.

The current areas of concentration in the Bachelor of Business Administration degree are the following:
> Business Economics
> Finance
> Management
> Marketing
> Travel, Tourism and Recreation Management

B. <u>PROGRAM GOALS AND OBJECTIVES</u>

The common objectives of Business Administration programs are to educate students to commence and continue to develop in a wide range of professional business careers.

1. To provide basic conceptual business knowledge as a foundation for career development.

   a. Prepare students with the necessary skills and understanding to enter and succeed in national and international business professions.

   b. Provide students specialized training through the various concentrations for a future of self-reliance and economic opportunity.

   c. Enable individuals to gain a better understanding of the agencies, functions, methods, and organizations of business enterprises.

   d. Develop an understanding of business ethics.

   e. Develop and enhance student communication skills, both oral and written.

   f. Provide opportunities for students to develop critical thinking skills.

   g. Develop in students the ability and processes necessary for life-long learning as management, employees and consumers.

   h. Aid students in their personal economic planning, in buying for consumption, and in safeguarding their interests as consumers.

2. To provide the required education and training that will enable graduates to be prepared for graduate study in business.

3. To provide students in other programs a basic understanding of the role of business and basic business knowledge.

C. EVIDENCE THAT GOALS AND OBJECTIVES ARE BEING ACHIEVED

1. Goal one is to provide basic conceptual business knowledge as a foundation for career development. As an indication that this goal is being addressed, the extensive business core and the different concentrations in the Business Administration program must be addressed as evidence of exposure to career oriented preparation. In their senior year, MSC Business Administration students take the standardized Business Major Field Test (MFT) developed and normed by the Educational Testing Service (ETS) and the Graduate Record Examinations (GRE) Board. The Major Field Tests provide reliable data for individual and group measurement at the undergraduate level by assessing student learning in their major field of study. The results of this testing have shown the Department mean score for students to be well above average - scoring at or above the 60th-percentile. Spring 2003 students scored at the 81st percentile. Spring of 2002 one student received a perfect score on this national test. Every semester, several students individually score above the 90th percentile. See attached table.

2. Goal two is to provide the required education and training that will enable graduates to be prepared for graduate study in Business Administration. Concrete data is not available for an accurate assessment of the achievement of this goal, but anecdotal evidence shows examples of our graduates successfully applying for graduate schools. Mesa State business graduates are now or have attended University of Colorado, Colorado State University, University of Utah, University of Oregon, and many other universities.

    More concrete data should become available to support this goal as Institutional Research and the Alumni Office complete their alumni database.

3. Goal three is to provide other students in other programs a basic understanding of Business Administration. All Mesa State College students have the opportunity to enroll in Introduction to Business and/or Personal Finance as general education requirements. Students in the areas of education and social sciences also complete economics courses, as well as many non-business majors who take business classes as part of their non-degree area hours. These courses provide students an opportunity to gain knowledge about the impact of business on their daily lives.

D. ANALYSIS REGARDING NEED FOR THE PROGRAM

1. Enrollment, graduation rates, and other relevant data.
Please see attachment in the Appendix for a complete set of data.

The number of majors and graduates continues to increase in the BBA. In the last program review there were 496 majors compared to 923 today, which is a 46% increase. The increase in numbers indicates the importance of this program.

2. Review of program inputs, good practices, and program outputs.

REVIEW OF PROGRAM INPUTS

Program Design

Mesa State has a Bachelor of Business Administration degree with concentrations in the areas of Business/Economics, Finance, Management, Marketing, and Travel, Tourism and Recreation Management. These Programs have been designed to serve the needs of future decision makers by offering a comprehensive major in business, providing a broad background in the common body of knowledge. The curriculum underwent major revision in Fall-Spring 2000-2001 by the department faculty. Courses were added, dropped and redesigned in order to provide students with the best program of study possible within resource constraints.

Faculty

The Department of Business Administration currently consists of twelve full-time and 12 part-time faculty members. All were chosen for their combination of educational and work experience background. Eleven of the full-time faculty have terminal degrees in a business field.

Each person has strengths in a specific area of business but all are capable of teaching a variety of subjects. The faculty members are active in campus, business and community activities both to increase their effectiveness in the classroom and to increase the visibility of the Business Administration program.

The present faculty, their length of service to the college, academic rank, and education are listed below.

Dr. Morgan K. Bridge (1995), Associate Professor, Ph.D. (University of Wyoming)
Dr. Mike Gallagher (2003), Professor, Ph.D. (Texas A & M University)
Dr. Timothy S. Hatten (1995), Associate Professor, Ph.D. (University of Missouri)
Dr. John A. Knappenberger (1992), Professor, Ph.D. (University of Colorado)
Dr. Frank Markham (2001), Associate Professor, D.B.A. (Louisiana Technical University)
Robert W. Mayer (1987), Associate Professor, M.S. (University of Northern Colorado)
Dr. Jerry W. Moorman, Professor (1990), Ed.D. (Mississippi State University)
Dr. David M. Rees (1983), Professor, Ph.D. (University of Oregon)
Dr. Rob Sitz (2000), Associate Professor, Ph.D. (Arizona State University)
Dr. Richard Vail (1997), Professor, D.Phil. (Oxford)
Dr. Alan Wallace (1999), Associate Professor, Ph.D. (University of South Carolina)
Dr. Mary Zimmerer (1998), Professor, Ph.D. (Colorado State University)

Recruitment is now underway to fill two existing positions for faculty and part-time faculty who are retiring. The first position is to fill the Economics position for the Professor who is retiring and the second position is the Director for the Research Bureau who will teach ½ time and direct Bureau activities ½ time.

Summary of Curriculum Requirements

See attachment in Appendix.

Physical Resources

The physical resources are divided into two areas, each addressed individually. These areas are library and facilities.

- Library -Library resources are being strengthened annually with gains being made to bring the number of volumes, periodicals, and reference materials to a higher level. Students and faculty also have access to MARMOT, CARL, and Internet, which allows interlibrary loans throughout the state of Colorado, and access to the World Wide Web. Additionally, the library has access to Prospector, Business Source Premier that is a database that contains over 3,067 periodicals, journals, etc, in the area of business as well as the Fortune 500 database, which contains corporate information from 1995 to today. Mergents, which contains information on over 25,000 companies and 9,000 government and municipal securities is also available.

- Facilities - The majority of business courses are taught in Houston Hall, which has a selection of classrooms for the variety of classes being taught in the Business Administration program. Overflow classes are assigned primarily to temporary modular classrooms and to Wubben Hall. Adequate classroom space is becoming an issue as the number of business students continues to grow. Even though the Business Administration Department teaches a variety of business classes for the Mesa At Night Program, utilizing classroom space in the evening, finding a classroom for an additional class at any time is becoming an issue. The majority of the classrooms in Houston Hall are "smart rooms" with access to the Internet, the school network system and video displays.

REVIEW OF GOOD PRACTICES

The Business faculty is well published as evidenced by 4 books, 2 textbook supplements, and numerous articles and presentations at national conferences as well as regional conferences and international conferences. Presenters have received two Awards for Best Papers this fall at the IBER Conference. For the past three years, one faculty member has received the Best Reviewer Award in the area of technology and management for the Southwestern Management Conference.

Faculty are also resources for numerous local speaking engagements and research projects on the Western Slope. Faculty have spoken and presented at City and County meetings, for Alpine Bank, Rotary and the local Wine Association.

The Bureau of Research and Economic Development, which is located in the School of Business and Professional Studies, is developing as a much needed resource for the Western Slope. The Director's position will be a tenure-track position in the Department of Business Administration where this faculty member will teach ½ time and direct the Bureau ½ time. Faculty have been involved in numerous projects sponsored by the Bureau where their various expertise has been essential to the success of the Bureau, as well as providing business professors with community exposure and experiences. The Bureau has worked with the following local entities: Chamber of Commerce, GJEP, Western Colorado Business Development Corporation, Mesa County, City of Grand Junction, City of Montrose, Montrose County, United Company and the Colorado State Office of Demographer.

Numerous local firms are involved with the Department of Business Administration through the provision of scholarships, firm visits, and guest speakers including the following: Bray and Company, Community Hospital, Pyramid Printing and the State Judicial System.

The Advanced Marketing and Research Classes in Spring of 2003 were able to put into practice the knowledge gained in these two classes as they participated in developing a marketing campaign for the new Honda *Element.* The campaign was part of a competition where 23 other schools from across the nation worked on developing the best ad campaign. MSC's campaign was then formally presented to Rubin Pastaer and Associates, representatives from Honda's advertising agency. The team placed 4th among all 23 schools, many of which were from much larger institutions.

Two faculty have received the prestigious Fulbright scholarships since the last review. Dr. Tim Hatten was a visiting Professor in Iceland and Dr. Alan Wallace is currently a visiting Professor in Hungary.

REVIEW OF PROGRAM OUTPUTS

Faculty Activities

Eleven of the 12 faculty members in the Business Administration department have a doctorate degree.

The faculty are primarily involved in classroom teaching which is the primary mission of Mesa State College. However, they are also heavily involved in service and research. In addition, some of their activity consists of consulting in the local business community.

Many of the faculty members are actively involved in community service and service organizations. Guest speakers are regularly invited to the various classes from a variety of differing businesses both local and regional as discussed above.

Professional conferences are attended regularly where papers are presented. These conferences are international, national and regional, again demonstrating the professionalism of the faculty.

The level of faculty commitment to students is demonstrated by the number of hours faculty are available to work with students one-on-one. Most business professors have an open-door policy and are available to work with students many hours each day. Student-faculty interaction is one of the strong components of the Department of Business Administration.

Student Activities

Mesa State has one of the most award winning chapters of Phi Beta Lambda in the state. Students attend the conferences and take top places in the competitive events. The Chapter also sponsors tours of local businesses and invites guest speakers to campus.

In 2003, 3 BBA students were elected into Alpha Chi, the national scholastic honor society. This is the highest academic honor a student may achieve at Mesa State College.

In 2003, 17 BBA students were selected for induction into Who's Who in American Colleges and Universities. This again is a national honor society.

E. __STRENGTHS IDENTIFIED__

CURRICULUM   The curriculum within the BBA department has undergone significant examination in the last two years, where a variety of changes were implemented. Also, since business is an ever-changing field, the curriculum is under constant scrutiny.

STUDENTS   The BBA student body is a diverse group of a high caliber, as demonstrated by the individual MFT scores.

ENROLLMENT   The BBA program has maintained strong enrollment for the past several years. There were 87 BBA graduates in 1996, as compared to 142 graduates in 2003, which is an increase of 63%.

FACULTY   The overall faculty credentials have been strengthened since the last reporting period. As of fall 1997, 87 percent held a doctorate as compared to 91 percent in Fall 2003. With the increase in faculty with terminal preparation there has also been a corresponding increase in scholarly production.

INTERNSHIPS   Internships are being utilized to provide students with practical work experience outside the classroom. One faculty member is currently primarily responsible for internships and receives a reduction in course assignments in order to facilitate this process. See attachment for a listing of some of the businesses currently participating in the internship program.

STUDENT INTERACTION   The Business club, Phi Beta Lambda, provides students opportunities for leadership and academic competition. Recent opportunities like the Honda Element campaign allow students actual business world application opportunities. Faculty-student interaction is an ongoing process.

NATIONAL SCORES   The scores on the most recent exit examination for business majors put BBA graduates at the 81st percentile.

TECHNOLOGY   All faculty have fully networked computers in individual offices. This allows full on-line research capabilities. Additionally, technical support personnel are available full-time.

F. **WEAKNESSES IDENTIFIED**

FACULTY SALARY   The BBA faculty continue to be remunerated well below the national average although recent salaries of new faculty have been higher. This disparity in salary affects both faculty recruitment and retention although attempts to increase salaries of incoming faculty creates the problem of compression. Hiring new faculty has been increasingly difficult since our wages fall so far below what other similar institutions are offering.

NUMBER OF FACUTY   While there has been an increase in the number of students; there has not been a proportional increase in the number of full-time faculty. Consequently, more adjunct professors have been utilized. For academic and program reasons, this may not be in the best interest of the students. However, progress is being made in this area as three searches are currently underway, although two positions are for faculty who are retiring.

PROFESSIONAL DEVELOPMENT   The geographic isolation of the area, combined with the professional needs of continuing education requirements, association memberships and scholarship, renders the professional development funding provided by Mesa State College drastically inadequate. These costs, which must be incurred, are often paid by the faculty members themselves.

G. RECOMMENDATIONS

ALL RECOMMENDATIONS FROM THE 1992-97 REPORT WERE MET:

1. Increase student recruitment activities to ensure enrollment levels.

2. Due to changing faculty composition, all concentrations should be evaluated and adjusted in light of faculty expertise.

3. Because of low enrollments in the Business Administration minor, it should be evaluated for current industry compatibility.

4. Examine the feasibility of adding an Entrepreneurship concentration.

5. Evaluate the math requirement for BBA majors.

RECOMMENDATIONS FOR THIS REPORT:

1. Due to lack of faculty resources, changing faculty composition and continuing changes in the area of business, concentrations should again be evaluated.

2. Both the Business Administration minor and the Associate of Business Administration should be evaluated in light of current industry trends.

3. Examine the feasibility of adding a research component to concentrations.

4. Maintain low enrollment in upper division classes in order to insure the application of principles learned in the business classes.

5. Continue to examine the feasibility of an Entrepreneurship concentration.

Business Administration Department
Academic Program Review Data Sheet
Fall 1998-Spring 2003

			98-99	99-00	00-01	01-02	02-03
1.	**Credit Hours Produced**						
	Fall Semester						
	a.	Lower Division	2820	2880	2841	2950	3394
	b.	Upper Division	2939	2856	3039	2768	3228
	c.	Total	5759	5736	5880	5718	6622
	Spring Semester						
	a.	Lower Division	3630	3129	3013	2988	3300
	b.	Upper Division	2369	2384	2748	2983	3052
	c.	Total	5999	5513	5761	5971	6352
	Summer						
	a.	Lower Division	405	288	240	228	135
	b.	Upper Division	450	372	429	483	579
	c.	Total	855	660	669	711	714
2.	**Annual Student FTE**		412.93	397.0	410.3	413.3	456.3
3.	**Number of Majors**		586	619	662	744	923
4.	**Number of Program Graduates**		117	110	138	119	142
5.	**Faculty FTE**						
	a.	Instructional					
		Full Time	NA	9.06	12.53	11.59	11.49
		Part Time		5.64	0.90	1.98	3.69
	b.	Non-Instructional	NA				
	c.	Total		14.70	13.43	13.57	15.18
	d.	% Tenured	NA	44%	55%	34%	36%
6.	**Faculty Load**						
	a.	Average Credit Hours	24	24	24	24	24
	b.	Average Contact Hours	12	12	12	12	12
7.	**Student FTE/Faculty FTE**		NA	27	31	30	30
8.	**Number of Courses Offered**						
	a.	Lower Division	71	61	60	61	52
	b.	Upper Division	89	76	82	86	87
	c.	Total	160	137	142	147	139
9.	**Average Class Size**						
	a.	Lower Division	NA	34	34	34	45
	b.	Upper Division	NA	26	27	25	26
	c.	Graduate	NA	11	11	13	14

*MBA classes included under upper division courses and hours

APPENDIX
BUSINESS ADMINISTRATION MAJOR
(2003-2004)

1. Core (Common body of knowledge)

Course			Hrs
ACCT	201	Principles of Financial Accounting	3
ACCT	202	Principles of Managerial Accounting	3
BUGB	105	Freshman Business Seminar	2
BUGB	211	Business Communications	3
BUGB	349	Legal Environment of Business	3
CISB	101	Business Information Technology	3
FINA	301	Managerial Finance	3
MANG	201	Principles of Management	3
MANG	491	Business Policies and Management	3
MARK	231	Principles of Marketing	3
		TOTAL	29

2. CONCENTRATION REQUIREMENTS: 18-27 hours

3. Electives: 6-12 hours

4. General Education: A minimum of 33 hours, plus 3 hours physical education

5. Courses that need to be taken as General Education or electives: MATH 113/MATH 121, STAT 214, ECON 201 and ECON 202.

6. Non-business electives: 18 hours

CONCENTRATION IN BUSINESS/ECONOMICS

ECON	342	Intermediate Macroeconomic Theory	3 hours
ECON	343	Intermediate Microeconomic Theory	3 hours
MANG	331	Quantitative Decision Making	3 hours
Upper division Economics prefix			12 hours
		TOTAL	30 hours

Electives: 9 hours business upper division

CONCENTRATION IN FINANCE

ECON	310	Money and Banking	3 hours
FINA	320	Fundamentals of Investments	3 hours
FINA	401	Working Capital Management	3 hours
FINA	410	Financial Markets and Institutions	3 hours
FINA	420	Security Analysis and Portfolio Mgmt	3 hours
FINA	431	International Financial Management	3 hours
FINA	451	Financial Mgmt: Theory and Application	3 hours
MANG	331	Quantitative Decision Making	3 hours

Select two courses, 6 hours from:

ECON	342	Intermediate Macroeconomic Theory	3 hours
ECON	342	Intermediate Microeconomic Theory	3 hours
ACCT	321	Intermediate Acct I or	
ACCT	331	Cost Accounting I	3 hours
		TOTAL	30 hours

CONCENTRATION IN MANAGEMENT

BUGB	401	International Business	3 hours
MANG	300	Small Business Management	3 hours
MANG	301	Organizational Behavior	3 hours
MANG	302	Entrepreneurship	3 hours
MANG	331	Quantitative Decision Making	3 hours
MANG	371	Human Resource Management	3 hours
MANG	471	Production/Operations Management	3 hours
		Total	30 hours

Electives: 9 hours business upper division business

CONCENTRATION IN MARKETING

MANG	301	Organizational Behavior	3 hours
MARK	325	Consumer Behavior	3 hours
MARK	332	Promotion	3 hours
MARK	335	Sales and Sales Management	3 hours
MARK	350	Marketing Research	3 hours
MARK	432	Advanced Marketing	3 hours
		TOTAL	30 hours

Electives: 12 hours business upper division

CONCENTRATION IN TRAVEL, TOURISM AND COMMERCIAL RECREATION MANAGEMENT

MANG	371	Human Resource Management	3 hours
TRAV	101	Travel Industry I	3 hours
TRAV	102	Travel Industry II or Mang 221	3 hours
TRAV	310	Travel and Tourism Marketing Tech or Mark 332	3 hours
TRAV	350	Private and Commercial Rec Systems	3 hours
TRAV	351	Community Tourism Systems	3 hours
TRAV	352	Public Recreation Systems or Mang 302	3 hours
MANG	499	Internship	6 hours
		TOTAL	36 hours

Electives: 9 hours business upper division

MINOR IN BUSINESS ADMINISTRATION

ACCT	201	Principles of Financial Accounting	3 hours
ACCT	202	Principles of Managerial Accounting	3 hours
BUGB	349	Legal Environment of Business	3 hours
CISB	101	Business Information Technology	3 hours
FINA	301	Managerial Finance	3 hours
MANG	201	Principles of Management	3 hours
MARK	231	Principles of Marketing	3 hours
		TOTAL	24 hours

Electives: 3 hours business upper division

ASSOCIATE OF BUSINESS ADMINISTRATION

ACCT	201	Principles of Financial Accounting	3 hours
ACCT	202	Principles of Managerial Accounting	3 hours
BUGB	101	Introduction to Business	3 hours
BUGB	211	Business Communications	3 hours
CISB	101	Business Information Technology	3 hours
		TOTAL	15 hours

Business requirements:	15 hours
Electives:	9 hours
General Education:	A minimum of 34 hours, plus 2 hours of physical education

Department of Business Administration
MFAT Scores
Fall 1998-Spring 2003

Year	MSC Score	Percentile Rank
Fall 98	156.8	65 %ile
Spring 99	157.8	77 %ile
Fall 99	151.7	38 %ile
Spring 00	158.2	77 %ile
Fall 00	153.9	50 %ile
Spring 01	157.3	76 %ile
Fall 01	158.3	81 %ile
Spring 02	156.1	72 %ile
Fall 02	155.9	72 %ile
Spring 03	157.9	81 %ile

Department of Business Administration
Businesses Participating in the BBA Internship Program
2003

Western Colorado Center for the Arts
Coorstek
Fuoco Motor Company
Colorado Division of Wildlife
Bookcliff Country Club
M & R Properties
Walt Disney World
3D Systems
Hamilton Sunstrand
Radio Shack
Hot Topics
Dunlaps
Colorado Concrete Association
City of Grand Junction
State of Colorado - Ron Teck
Holiday Inn - Montrose
Warning Lites and Equipment
Incubator Center
Dirt-N-Iron
St. Mary's Hospital
Taco Bell
Walgreens
Grace Homes
Larchwood Inns
College Liquor
AG Edwards
Performing Arts Conservatory
Sam's Club
West Star Bank
Kwiki Tire
KMSA Radio
Wells Fargo Financial

Appendix E

Assessment Plan and Results

Department of Business
Assessment Matrix
Fall 2006

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

Learning Outcomes   Assessment Tools

Knowledge in functional area – major   MFT
                                               491 Project
                                               Internship surveys
                                               Employer surveys
                                               Advisory Board

Knowledge in functional area - concentration   MFT
                                               capstone course

Knowledge in other functional area   MFT

Analytical problem solving   capstone courses or quant courses

Creative problem solving   Business Plan - Entrep.

Ethical framework   capstone course

Communication skills - presentation   491 Presentation

Communication skills - written   Capstone course

PROGRAM ASSESSMENT REPORT

Business
(Instructional Degree Program)

BBA
(Degree Level)

2006-2007   Plan
(Assessment Period Covered)

(Date Submitted)

Submitted By: Morgan Bridge
(Department Head or Faculty Assessment Representative)

Expanded Statement of Institutional Purpose Linkage:

Institutional Mission / College Goals Reference:

The principle focus of our curricular program is undergraduate education in the liberal arts and sciences and a limited number of professional, technical and graduate programs.

....all graduates of baccalaureate level will have developed a depth of understanding in their major field.

Intended Educational (Student) Outcomes:

1. Graduates will demonstrate a mastery of the body of knowledge appropriate for a BBA degree.

2. Graduates will demonstrate appropriate business communication skills in writing.

3. Graduates will demonstrate appropriate business communication skills in oral presentations.

First Educational (Student) Outcome #1: Graduates will demonstrate a mastery of the body of knowledge appropriate for a BBA degree.

First Means of Program Assessment for Outcome #1:

1a. Means of Program Assessment and Criteria for Success: The average score on the MFT will be at or above the 50 percentile cutoff score for 60% of the business seniors.

1a. Summary of Assessment Data Collected:

1a. Use of Results to Improve Program:

Second Means of Assessment for Outcome #1:

1b. Means of Program Assessment and Criteria for Success:
75% of employer surveys will indicate students had the requisite business body of knowledge required.

1b. Summary of Assessment Data Collected:

1b. Use of Results to Improve Program:

Intended Educational (Student) Outcome #2: . Graduates will demonstrate appropriate business communication skills in writing.

First Means of Assessment for Outcome #2:

2a. Means of Program Assessment and Criteria for Success: Bugb 211 will require students to pass an English diagnostic test in order to pass the required course.

2a. Summary of Assessment Data Collected:

2a. Use of Results to Improve Program:

Second Means of Assessment for Outcome #2:

2b. Means of Program Assessment and Criteria for Success: In Fina 301, students will be required to complete an essay test demonstrating writing proficiency as dictated on the attached rubric. 80% of students will achieve proficient or above on this essay.

2b. Summary of Assessment Data Collected:

2b. Use of Results to Improve Program:

Intended Educational (Student) Outcome #3: Graduates will demonstrate appropriate business communication skills in oral presentations.

First Means of Assessment for Outcome #3:

3a. Means of Program Assessment and Criteria for Success: Bugb 211 will require students to complete both a group and individual presentation with a grade of 80% or better in this required course using a common rubric.

3a. Summary of Assessment Data Collected:

3a. Use of Results to Improve Program:

Second Means of Assessment for Outcome #3:

3b. Means of Program Assessment and Criteria for Success:
80% of the students in the Mang 491 will successfully complete a group and/or individual presentation according to the attached communication rubric.

3b. Summary of Assessment Data Collected:

3b. Use of Results to Improve Program:

PROGRAM ASSESSMENT PROGRESS REPORT

Business

(Instructional Degree Program)

BBA

(Degree Level)

2006-2007   Report

(Assessment Period Covered)

_11/07_

(Date Submitted)

Submitted By: **Morgan Bridge**

(Department Head or Faculty Assessment Representative)

Expanded Statement of Institutional Purpose Linkage:

Institutional Mission / College Goals Reference:

The principle focus of our curricular program is undergraduate education in the liberal arts and sciences and a limited number of professional, technical and graduate programs.

....all graduates of baccalaureate level will have developed a depth of understanding in their major field.

Intended Educational (Student) Outcomes:

1. Graduates will demonstrate a mastery of the body of knowledge appropriate for a BBA degree.

2. Graduates will demonstrate appropriate business communication skills, including both writing skills and oral presentation skills

First Educational (Student) Outcome #1: Graduates will demonstrate a mastery of the body of knowledge appropriate for a BBA degree.

First Means of Program Assessment for Outcome #1:

1a. Means of Program Assessment and Criteria for Success: The average score on the MFT will be at or above the 50 percentile cutoff score for 60% of the business seniors.

1a. Summary of Assessment Data Collected: The MFT was administered both Fall 07 and Spring 08. Fall 07 59 students participated with 74 students participating Spring 07. The 50%tile cutoff equated to a break score of 150 on the test.

Compiling both semesters, 72% of the students scored a 150 or better on the MFT with only 37 students scoring 150 or less.

1a. Use of Results to Improve Program: The MFT was broken down by area and discipline. Management students scored less well, particularly in the area of management. At least one full-time faculty has been assigned to the Principles Classes each semester since in reviewing it was noted the primary management class recently had been taught only by adjunct. The Quantitative skills continued to be addressed as the Quant class is redesigned and quant skills are implemented into other core business classes.

Second Means of Assessment for Outcome #1:

1b. Means of Program Assessment and Criteria for Success:
75% of employer surveys will indicate students had the requisite business body of knowledge required.

1b. Summary of Assessment Data Collected: This survey instrument is under development - with the goal of implementing summer/fall 08.

1b. Use of Results to Improve Program:

Third Means of Assessment for Outcome #1:

1c. Means of Program Assessment and Criteria for Success:
75% of senior business students surveyed will indicate they received the requisite business body of knowledge required.

1c. Summary of Assessment Data Collected: Fall 06 and Spring 07 over 200 business seniors were surveyed through a survey instrument administered in Mang 491. Of the students surveyed, over 75% felt they had received the requisite body of business knowledge - 4+ on a scale of 5.0 (4.0=agree, 5.0=strongly agree)

1c. Use of Results to Improve Program: While the results were favorable in this assessment, work will continue on particularly the analytical and critical thinking areas.

Intended Educational (Student) Outcome #2: . Graduates will demonstrate appropriate business communication skills including both writing skills and oral presentation skills.

First Means of Assessment for Outcome #2:

2a. Means of Program Assessment and Criteria for Success: Bugb 211 will require students to pass an English diagnostic test in order to pass the required course.

2a. Summary of Assessment Data Collected: The diagnostic test was given to all sections of Bugb 105 fall 07 and spring 08. Nine sections of the class were taught between the two semesters. The sections averaged 25 students in each section. 95% of the students in the Bugb 211 sections passed the diagnostic test.

2a. Use of Results to Improve Program: The full-time faculty assigned to this course redesigned the diagnostics test summer 07. The test now more obviously aligns with the writing rubric used by the department. The goal is that both students and all faculty, including adjunct will more consistently assess writing skills across all business classes.

Second Means of Assessment for Outcome #2:

2b. Means of Program Assessment and Criteria for Success:
75% of senior business students surveyed will indicate they received the requisite business communication skills.

2b. Summary of Assessment Data Collected: : Fall 06 and Spring 07 over 200 business seniors were surveyed through a survey instrument administered in Mang 491. Of the students surveyed, over 75% felt they had received the requisite business communication skills - 4+ on a scale of 5.0 (4.0=agree, 5.0=strongly agree)

2b. Use of Results to Improve Program: While the results were favorable in this assessment, work will continue on business writing skills and business presentation skills in all business classes.

PROGRAM ASSESSMENT REPORT

Business

(Instructional Degree Program)

BBA

(Degree Level)

2005-2006 Final

(Assessment Period Covered)

_____

(Date Submitted)

Submitted By: **Morgan Bridge**

(Department Head or Faculty Assessment Representative)

Expanded Statement of Institutional Purpose Linkage:

Institutional Mission / College Goals Reference:

The principle focus of our curricular program is undergraduate education in the liberal arts and sciences and a limited number of professional, technical and graduate programs.

....all graduates of baccalaureate level will have developed a depth of understanding in their major field.

Intended Educational (Student) Outcomes:

1. Graduates will demonstrate a mastery of the body of knowledge appropriate for a BBA degree.

2. Graduates will demonstrate appropriate business communication skills in writing.

3. Graduates will demonstrate appropriate business communication skills in oral presentations.

First Educational (Student) Outcome #1: Graduates will demonstrate a mastery of the body of knowledge appropriate for a BBA degree.

First Means of Program Assessment for Outcome #1:

1a. Means of Program Assessment and Criteria for Success: The average score on the MFT will be at or above 50 percentile for 90% of the business seniors.

1a. Summary of Assessment Data Collected:
There were 108 students that took the MFT test spring 2006. Of the 108 taking the test, 45 scored below the 152 cutoff point for 50 percentile. Consequently, the goal was not achieved of 90% of business students scoring at 152 or better.

1a. Use of Results to Improve Program:
During Spring and Fall semester, faculty have spent much time reviewing curriculum. One of the first outcomes was to align course objectives between sections and then also between courses. Beginning Fall 2006 semester, all sections will contain at least three common primary course objectives. Adjuncts who frequently teach the lower division courses will be made aware of these objectives and training will occur in order to help facilitate attainment of course objectives. Faculty also spent time within discipline working on course mapping. This continues. Lastly, the bar was probably set too high and will be adjusted in the next plan.

Second Means of Assessment for Outcome #1:

1b. Means of Program Assessment and Criteria for Success:
75% of employer surveys will indicate students had the requisite business body of knowledge required.

1b. Summary of Assessment Data Collected:
The database to accomplish the gathering of this body is under development and progress has been substantial. The questionnaire to facilitate the gathering of the data is underway. By next spring, data should be available.

1b. Use of Results to Improve Program:

Intended Educational (Student) Outcome #2: . Graduates will demonstrate appropriate business communication skills in writing.

First Means of Assessment for Outcome #2:

2a. Means of Program Assessment and Criteria for Success: Bugb 211 will require students to pass an English diagnostic test in order to pass the required course.

2a. Summary of Assessment Data Collected: Multiple sections of Bugb 211 are taught each semester. Spring semester, students taking 211 passed the diagnostic test in order to pass the class.

2a. Use of Results to Improve Program:
Faculty teaching Bugb 211 are continuing to develop tools to facilitate student success in the course.

Second Means of Assessment for Outcome #2:

2b. Means of Program Assessment and Criteria for Success: In Fina 301, students will be required to complete an essay test demonstrating proficiency as dictated on the attached rubric. 80% of students will achieve proficient or above on this essay.

2b. Summary of Assessment Data Collected:
Development of a common dept rubric is underway. Two differing iterations have been reviewed. Fall 2006 is the goal for final agreement upon a rubric to use across courses to assess communication skills. The attached rubric is a draft copy only.

2b. Use of Results to Improve Program:

Intended Educational (Student) Outcome #3: Graduates will demonstrate appropriate business communication skills in oral presentations.

First Means of Assessment for Outcome #3:

3a. Means of Program Assessment and Criteria for Success: Bugb 211 will require students to complete both a group and individual presentation with a grade of 80% or better in this required course

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3a. Summary of Assessment Data Collected: In all sections of Bugb 211, a group and individual presentation is required for successful completion of the course.

3a. Use of Results to Improve Program:
Faculty continue to develop, assess and monitor communication skills for business majors. In all upper division courses, a group presentation is required. In many an individual presentation is also required. Development of the common rubric will facilitate the assessment process in order to improve communication skills.

Second Means of Assessment for Outcome #3:

3b. Means of Program Assessment and Criteria for Success:
80% of the students in the Mang 491 will successfully complete a group and/or individual presentation according to the attached rubric.

3b. Summary of Assessment Data Collected:
Again the rubric is still under development. However, the requirement for successful completion of the individual and/or group project is in place. In order to pass this capstone course, students must successfully complete the communications requirement.

3b. Use of Results to Improve Program:

Mesa State College
Assessment Report

Assessment Record for :
Bachelor of Business
Administration

Assessment Period: September-04   September-05
Date Submitted: 3-Nov-04

Includes Assessment reports for those
Instructional Programs listed below:

Title of Instructional Degree Program	Degree Level
	(Associate, Bachelors, Masters, etc.)
Bachelor of Business Adminstration	BBA

	Morgan Bridge,
Submitted by:	Chair

Department Chair or Faculty Assessment Representative

Degree Program: BBA   **0**

Assessment Period Covered: September-04 to   September-05
Date Submitted: 3-Nov-04

Expanded Statement of Institutional Purpose Linkage:

Institutional Mission Reference:
The principal focus of our curricular program is undergraduate education in the liberal arts and sciences and a limited number of professional, technical, and graduate programs.

College/University Goal(s) Supported:
.....all graduates of baccalaureate level will have developed a depth of understanding in their major field

Intended Education (Student) Outcomes:

1. Graduates will demonstrate a mastery of the body of knowledge appropriate for a BBA degree.

2. Graduates will demonstrate an awareness of contemporary issues surrounding business, including but not limited to the following: the international environment, issues of diversity, technology and ethics.

3. Graduates will demonstrate appropriate business communication skills.

Degree Program: BBA

Assessment Period Covered: September-04 to   September-04

Date Submitted: 03-Nov-04

Intended Educational (Student) Outcome:

3. Graduates will demonstrate appropriate business communication skills.

0

First Means of Assessment for Outcome Identified Above:

Means of Program Assessment and Criteria for Success:

3a. Employers surveyed after each internship will state that over 75% of the graduates had proficient business communication skills. ***Program assessment was changed to a revamping of the required course Bugb 211.***

Summary of Assessment Data Collected:

Bugb 211 has been changed to include a diagnostic english grammar test for all students. The pass rate is 100% since the test must be passed in order for successful completion of the course.

Use of Results to Improve Instructional Program

The focus in Bugb 211 is to improve writing skills through better use of the English language. Students understand the test must be passed at an 80% or above to complete the required course. Faculty in these courses are focusing on assisting students to acquire this knowledge. A writing rubric is under development that will be used in 80% of all jr/sr level courses that focuses on this same skill set in order to increase business student communication skills. A similar rubric is under development for oral

Second Means of Assessment for Outcome Identified Above:

Means of Program Assessment and Criteria for Success:

3a. Graduates surveyed by Institutional Research will state that over 75% had proficient business communication skills.

Summary of Assessment Data Collected:

Information not collected.

Use of Results to Improve Instructional Program

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<div align="center">

Mesa State College
Assessment Report

Degree Program: BBA

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Assessment Period Covered: _____September-04 to_____ September-04

Date Submitted: _____03-Nov-04_____

Intended Educational (Student) Outcome:

> 2. Graduates will demonstrate an awareness of contemporary issues surrounding business, including but not limited to the following: the international environment, issues of diversity, technology and ethics.

First Means of Assessment for Outcome Identified Above:

Means of Program Assessment and Criteria for Success:

2a. A survey will be conducted in the senior capstone course where 75% of the students will demonstrate their awareness of contemporary business issues.

Summary of Assessment Data Collected:

Survey information not collected; however, oral presenations demonstrated an overall understanding of student awareness of contemporary business issues. Capstone projects required current industry analysis which always includes contemporary issues. 90% of the students succesfullly completed their capstone project.

Use of Results to Improve Instructional Program

Second Means of Assessment for Outcome Identified Above:

Means of Program Assessment and Criteria for Success:

2b. The employer survey conducted after each internship will demonstrate 75% of the students were aware of contemporary business issues.

Summary of Assessment Data Collected:

Information not collected.

Use of Results to Improve Instructional Program

<div align="center">

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Third Means of Assessment for Outcome Identified Above:

Means of Program Assessment and Criteria for Success:
2c.

Summary of Assessment Data Collected:
NA

Use of Results to Improve Instructional Program
NA

0

Mesa State College
Assessment Report

Degree Program: BBA

Assessment Period Covered: September-04 to September-04
Date Submitted: 03-Nov-04

Intended Educational (Student) Outcome:

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1. Graduates will demonstrate a mastery of the body of knowledge appropriate for a BBA degree.

First Means of Assessment for Outcome Identified Above:

Means of Program Assessment and Criteria for Success:
1a. Over half of the students taking the MFAT will be at or above the 150 cut-off which is the 50 percentile and above. Over half of the students taking the MFAT in the area of economics will score a 45 or better cut-off and in the area of finance a cut-off of 37 or better

Summary of Assessment Data Collected:
The MFT was administered Fall 2004 and Spring 2005. Fall 2004, 61 students took the test. Of the 61 taking the test, 74% were at the 150 or above cutoff and above. Spring 2005, 93 students took the test. Of the 93 students taking the test, 62% were at the 150 cutoff or above. Fall 2004, Spring 2005, 65% of the students achieved the 45 cutoff in economics and 60% achieved the cutoff of 37 or above in finance. Spring 2005, 95% of the students met or exceeded the 45 cutoff in economics

Use of Results to Improve Instructional Program
The results varied greatly from fall to spring indicating a group of students with varying abilities. Emphasis will be placed in the capstone course and the finance course in order to insure all students acquire this body of knowledge.

Second Means of Assessment for Outcome Identified Above:

Means of Program Assessment and Criteria for Success:

1b. Graduates will be surveyed annually through Institutional Research with 75% stating they had the requisite business knowledge for their current jobs in business.

Summary of Assessment Data Collected:

Information not collected.

Use of Results to Improve Instructional Program

Third Means of Assessment for Outcome Identified Above:

1c. Employer surveys will be conducted after each internship with 75% of employers stating the students had the requisite business body of knowledge required for the job.

Summary of Assessment Data Collected:

Information not collected.

Use of Results to Improve Instructional Program

Appendix F

Faculty Vitae

Dana R. Baldukas, M.B.A., B.A.
P.O. Box 1016
Ouray, CO 81427
Phone: (970)325-0555   Email: dana_baldukas@msn.com

OBJECTIVE
Results driven self-starter with exceptional interpersonal communication skills. My goal is to acquire a challenging teaching position.

RELEVANT EXPERIENCE
MileStone Healthcare @ Montrose Memorial Hospital - Montrose, CO   **01/08 – Present**
Case Coordinator - Acute Inpatient Rehabilitation Unit
- Responsible for managing the marketing efforts of this new unit, census development, building both internal and external referral bases, and conducting patient pre-admission screenings.

Volunteers of America / Valley Manor Care Center – Montrose, CO   **09/07 – 01/08**
Manager, Human Resources
- Responsible for managing the human resource function for a 110-bed long term care facility. Current census is 71 and employee base is 110.

Kelly/HRFirst – Troy, MI / Racine, WI   **10/05 – 08/07**
Talent Acquisition Group
- Ethicon Endo-Surgery, Inc. (a *Johnson & Johnson* company) talent acquisition – responsibilities include talent acquisition for EES's headquarters and corporate staff positions.
- CNH talent acquisition program – responsibilities included talent acquisition for CNH's corporate staff positions, logistics and supply chain, and engineers for product development in New Holland, PA.
- GE Healthcare's talent acquisition program - responsibilities included talent acquisition for all of GE Healthcare's marketing roles in the US and partial responsibilities for the UK.

Concordia University Wisconsin - Mequon, WI   **08/03 – 11/06**
Adjunct Instructor - Sherman Park Campus, Mequon, and Milwaukee Midtown Campuses
- Courses taught: Principles of Management, Organizational Behavior, Marketing Management, Interpersonal Communication, Human Resource Management, Macroeconomics, and Ethics and Leadership in Health Care (graduate course taught through distance learning program).

Adecco USA - Melville, NY / Racine, WI   **11/03 – 07/05**
Client Service Manager/Managed Services Program Manager
- Managed services manager for an 8M dollar contract labor account including peripheral responsibilities for a remote location in Bay City, MI. My primary responsibilities were to create strategic relationship development through successful account operations management, and to create exit barriers relative to potential contract expiration. Both goals were successfully accomplished.

- Operationally, I was responsible for the P&L activity of 2 cost centers. I had 6 direct reports, 4 additional FTE that had dotted line relationships to me and 350+ contract labor associates on average throughout CY 2004. Additionally, I was asked to identify best practice opportunities at a remote location in Bay City, MI. Additional major accomplishments include leading an account re-engineering in order to deliver 24-hour service to client. This goal was met and a further net accomplishment of this process was the achievement of 0 turnover of our internal on-site team during the driving of this process; also achieved a decrease in overall turnover rates of associate employees to single digit rates.

- Strategic and tactical planning initiatives to drive results included increasing operational efficiencies and decreasing our cost to serve; added revenue generation initiatives, diversity initiatives, creating exit barriers through EPB and EDI billing processes, and leveraging the national contract.

- Business development management – major accomplishments for CY 2004 include an increase in client's production spend from 3.3M spend in CY '03 to 5.1M spend in CY '04. Client had new start-up operations and my team's responsibility was fulfillment. My team had a 98% fulfillment rate.

- Risk & Liability management

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- Major accomplishments for CY 2004 include: 0 lost work time (first time in 5 years); 2 OSHA recordables changed: 1 to non-work related and 1 to undetermined
- Standardization of WC program
- Standardization of UC program
- Created a SOP manual for end-users

- Quality management – integrity of operations, business development, and people quality was proven through client satisfaction surveys, metrics and key performance indicators.

Aurora Health Care - Milwaukee, WI   **10/97 - 11/03**
Account Representative - Occupational Health (Aurora's South Region - Racine, Kenosha, and Walworth counties)
- Responsible for generating new customer sales, relationship establishment, and customer retention
- Growth rate for Kenosha in 2001 was 28.98%. The region's overall growth rate for the year 2001 was 16.95%
- Growth rates for 2002 include 20% for Kenosha, 15.98% for Racine, 15.14% for Burlington, and 20.89% for Walworth
- Successfully negotiated placement of Aurora logo on twelve scoreboards for a term of three years at a little league sports complex in Racine
- Functional cross-selling of health services across the disciplines to business and industry

Recruiter
- Interviewed, evaluated, and recommended candidates for entry level, technical, and professional positions
- Facilitated pre-employment processes to include, but not limited to, drug testing, pre-employment physicals, and criminal background checks
- Equity assessments
- Planning and coordinating recruitment strategies based on the compensation packages appropriate to Aurora's compensation philosophy
- Provided general human resource support to approximately 750 employees: the breakdown was service to approximately 250 employees in an outpatient clinic setting; and service to approximately 500 employees in an inpatient setting. The inpatient setting included both bargaining and non-bargaining unit environments.

Olsten Staffing Services - Milwaukee, WI Franchise   **7/95 - 5/97**
Personnel Supervisor
- Interviewed a wide variety of candidates in large volumes
- Responsible for light industrial, clerical, professional, and technical job placement
- Facilitated all aspects of drug testing and criminal background checks as required by area employers
- Assisted corporate office with unemployment and worker's compensation

Microvideo Learning Systems - New York, NY   **2/90-1/92 and 3/93-2/94**
Office Manager & Regional Sales Representative
- Responsible for selling video based training for popular PC software to fortune 500 companies in the central U.S. territory -- acquiesced national contracts that included Honeywell and Johnson & Johnson
- Tradeshow coordinator
  - Managed administrative support staff

EDUCATION
UNIVERSITY of COLORADO at DENVER and HEALTH SCIENCES CENTER – Denver, CO
Ph.D. Student - Clinical Science Ph.D. Program   **01/08 - Present**

CONCORDIA UNIVERSITY - Mequon, WI
Master of Business Administration - May 2002
Double Concentration: Health Care Administration and Human Resource Management

HEALTH CARE ADMINISTRATION INTERNSHIP - Burlington, WI
Aurora Medical Group @ the Burlington Clinic (at the time, 44+ multi-specialty physician group) - Burlington, WI
Administrative Intern – September 2001 – December 2001

CONCORDIA UNIVERSITY - Mequon, WI
B.A. Management and Communication - May 2000
Cum Laude

CONTINUING EDUCATION AND CERTIFICATIONS (PARTIAL LIST)
ETHICON ENDO-SURGERY, INC. – Blue Ash, OH
HR University, Corporate Office of Privacy
Safe Harbor Privacy Training for U.S. HR Professionals – *March 2007*

STATE OF COLORADO – Denver, CO   **07/07/05 – 07/07/08**
Substitute Authorization (three year) - License #0310870
(Renewal in process)

AURORA OCCUPATIONAL HEALTH SERVICES - Wauwatosa, WI
Breath Alcohol Technician - February 2001
Previously proficient in 49 CFR Part 40 Procedures; previously proficient in operation of EBT, Lifeloc PBA 3000B

AFFILIATIONS and COMMUNITY PARTICIPATION (Partial List)
- AcademyHealth – Health Economics Interest Group Member
- American College of Healthcare Executives – Past member
- Concordia University Wisconsin - MBA Advisory Council
- Montrose Kiwanis Club – Present Member
- Racine Kiwanis Club - Past board member; interclub committee chair, and sponsored activities committee
- Racine Youth Sports - Past board member; baseball committee, coach for 3 years, appeals committee, public relations committee, and 25th anniversary celebration committee
- Wellness Council of America – Past member

RELEVANT PRESENTATIONS (Partial List)
- "Managing in a Turbulent World" – delivered to Adecco – Wisconsin Division Branch Managers
- "How to Reduce Your Workers Compensation Costs" – delivered to Adecco – Wisconsin Division Branch Managers
- "Business Ethics" – delivered to SRAAT group

References available upon request

490 Tejon Drive   970.248.1169 work
Grand Junction, CO 81503

Morgan Kay Bridge, Ph.D.

Experience:

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

2000-2004   Mesa State College   Grand Junction, CO
Associate Professor
- Teaching classes in the areas of finance, economics and management
- Conducting research in applied economics
- Serving on department/campus committees
- Advising students throughout the process of degree completion

2002-Current   Mesa State College   Grand Junction, CO
Department Head
- Responsible for supervising approximately 18+ employees
- Manage effectively departmental budget
- Implement curriculum changes for program development
- Develop 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

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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

1995-2004   Bridge Consulting and Publishing   Grand Junction, CO

Consultant/Publisher

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

Education

June 1992-May 1994   University of Wyoming   Laramie, WY

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

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
- Managerial Finance
- Public Sector Economics
- Introduction to Business
- Principles of Management
- Personal Selling
- Survey of Economics
- Small Business Management

Principles of Microeconomics
Fundamentals of Investments
Problems in Managerial Finance
Entrepreneurship
Freshman Business Seminar
Records Management
Business/Corporate Finance

Research Experience

Publications:
Invited unpaid author of the monthly *Economic Update* for <u>The Business Times of Western Colorado</u> – July 1999 – December 1999.

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Invited unpaid author of the monthly *Economic Update* for The Business Times of Western Colorado – January 2000 – December 2000.

Invited unpaid author of the monthly *Economic Update* for The Business Times of Western Colorado – January 2001- December 2001.

Invited unpaid author of the monthly *Economic Update* for The Business Times of Western Colorado – January 2002-December 2002.

Invited unpaid author of the monthly *Economic Update* for The Business Times of Western Colorado – January 2003-December 2003.

Invited unpaid author of the monthly *Economic Update* for The Business Times of Western Colorado – January 2004- September 2004.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Professional Presentations:
Presented a paper entitled, "Increasing Student Learning in Introductory Economics Classes" at the National Council on Economic Education Annual Meeting in Boise, Idaho in October of 1999.

Presented a paper entitled "Tools of Assessment" in April of 2000 at the Colorado Regional Higher Education Assessment Conference in Denver, Colorado.

Presented a paper entitled, "Financial Market Efficiency and Times of National Crisis" at the Mountain Plains Management Conference in Pocatello, Idaho, in October of 2001.

Co-presented a paper entitled, "Can a Freshman Seminar Contribute to Business Program Completion" at the Mountain Plains Management Conference held in Durango, Colorado in October of 2002.

Invited workshop with Susan Becker and Sharon Schakel for the Fall 2002 Faculty Development Conference on efficient and effective grading at Mesa State College.

Presented a paper co-authored with Dave Rees, entitled, "Price Index Development Specific to a Metropolitan Statistical Area" at the International Business and Economics Research Conference in Las Vegas, Nevada in October of 2003. The paper was chosen as Best Session Paper.

Paper accepted for presentation at the 2004 International Business and Economics Research Conference in Las Vegas, Nevada, October 2004.

Other:
Text reviewer for <u>AP Economics Macroeconomics Student Activities</u>, two chapters.

Session Chair for the International Business and Economics Research Conference in October of 2003 held in Las Vegas, Nevada.

Curriculum Vitae
DONALD A. CARPENTER

Table of Contents

Curriculum Vitae
DONALD A. CARPENTER

ACADEMIC DEGREES

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

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

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

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

PROFESSIONAL EXPERIENCE

2003-Present Mesa State College, Grand Junction, CO
                Professor of Computer Information Systems

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

1985-2000   University of Nebraska at Kearney
                Professor of Computer Science & Information Systems
                Chair, Department of Computer Science & Information Systems

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

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

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

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

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

CONTACT AND PERSONAL INFORMATION:

   Office: Department of Business
            Mesa State College
            Room 105, Houston Hall
            1100 North Avenue
            Grand Junction, Colorado 81501-3122

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

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

PRINCIPAL ONGOING COLLEGIATE ACTIVITIES:

Member, Mesa State College Faculty Senate's Curriculum Committee.

Member, Mesa State College Faculty Senate's Salary and Benefits Committee.

Member, Mesa State College Human Resource Office's Benefits Committee.

Member, Mesa State College Business Department's M.B.A. Committee.

Coordinator, MSC Business Department's assessment data collection & analysis.

Chair, MSC Computer Information Systems Assessment & Accreditation Committee.

Participant on MSC'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, conference organizer (since 2003)

Decision Sciences Institute, member, reviewer, discussant (since 1992)

Western & Midwest Decision Sciences Institute, member, presenter, discussant

Association for Information Technology Professionals (formerly DPMA) (since 1972)

Association for Computing Machinery, former member, presenter (1985-2003)

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.

COURSES TAUGHT:

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

MARK at Mesa State College
335 Sales & Sales Management
350 Marketing Research
496 Selected Topics
500 Marketing Strategy
520 (BUGB) Selected Topics

Elsewhere (unduplicated):
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

SCHOLARSHIP LEADING TO PUBLICATIONS

INVITED CHAPTERS:

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. & Agrawal, V.K. (2008). Infusing information technology into the core business curriculum: A change management project. *Journal of Business Inquiry, 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.

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

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

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

*Carpenter, D. A., & Bridge, M. K. (2008, forthcoming). 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:

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.

RESEARCH AND MANUSCRIPTS IN PROCESS:

Predictors of Future Success in IT Jobs Theme

Carpenter, D.A., & Slauson, G.J. Snyder, J., Winniford, M. (2008, intended). Continuing search for predictors of future success in IT jobs. Intended as MPMC conference paper, then journal article.

Assessment Theme

Carpenter, D. A., & Bridge. M. K., (2008?, under review). The ISA exam as a program assessment tool: Pre-post test and comparison to the MFT. Journal of Information Systems Education, Special Issue on IS Education Assessment.

Carpenter, D. A. & Bridge, M. (2008?, intended). Expanding the longitudinal assessment study. Intended for Mountain Plains or other fall conference.

Carpenter, D.A. (2008?) What constitutes the complete college experience? Proceedings of Mountain Plains Management Conference. Under development.

Pedagogy

Carpenter, D. A. (2008?, under review). Simplifying normalization. Journal of Information Systems Education.

Infusing IT into the Business Curriculum and Outsourcing Theme

Agrawal, V. K., Carpenter, D. A., Agrawal, V. K. (2009?). Comparing impact on students of radical and incremental course changes. Mountain Plains Journal of Business and Economics. ON HOLD while additional research is being conducted to expand paper for journal publication.

Agrawal, V.K, Agrawal, V.K., Hughes, L.W., & Carpenter, D.A. (2008, under review). College curriculum and incremental change: A longitudinal case study. Proceedings of Decision Science Institute. In review.

Agrawal, V.K, Carpenter, D.A., Hughes, L.W., & Agrawal, V.K.,. (2008, under review). College curriculum and radical change: A longitudinal case study. Proceedings of Decision Science Institute. In review.

Meaningfulness Theme

Carpenter, D.A. (2008, intended). Use of PIL in determining future job success. Logotherapy Congress paper.

Goal Programming Theme

Carpenter, D.A., Slauson, G.J., McGinnis, D.R. (200?, possible (waiting for administrative permission to proceed)). Retrofitting goal programming to previous years departmental budgets. Intent: conference paper. Intent: conference paper, then journal article.

Spirituality Theme

Smith, L., & Carpenter, D. (2009, in reconsideration). Linking science and spirituality by reexamining free will versus predestination. *Science and Spirit.*

Carpenter, D. (2009, projected). Argument for ultra-pluralism of religions. Intent: conference paper, journal article.

Novels

Carpenter, D. A. (2009, projected). *Voyages of Angels.* Awaiting review.

Carpenter, D.A. (2009, projected). *Beth.* In writing stage. First draft completed.

Carpenter, D. A. (2009, projected). *Reporter's Notepad.* Under development.

OTHER SCHOLARSHIP

INVOLVEMENT WITH STUDENT RESEARCH:

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

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

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

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

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

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

SUCCESSFUL GRANTSMANSHIP ACTIVITIES:

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

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

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

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

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

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

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

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

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

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

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

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

COMPETITIVELY SELECTED PRESENTATIONS:

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

INVITED PRESENTATIONS:

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

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

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

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

MANUSCRIPTS REVIEWED:

2004-present Reviewer for several articles for Fall Conferences of Mountain Plains Management Association.

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

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

2006 Reviewed papers for ISECON and IACIS.

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

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

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

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

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

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

OTHER MONOGRAPHS

POSITION PAPERS AT KSC/UNK/MSC:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

ACADEMIC PROGRAM REVIEWS:

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

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

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

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

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

MISCELLANEOUS:

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

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

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

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

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

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

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

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

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

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

COLLEGIATE SERVICE ACTIVITIES

AS CIS FACULTY MEMBER AT MESA STATE COLLEGE (Aug 2003 – Present)

Sep 2005 – Present   Business Dept. representative on Faculty Senate's Curriculum Committee.

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

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

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

Aug 2006 – Present   Member, Business Department Assessment Committee

Jan 2007 – Present   Member, Business Department MBA Committee

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

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

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

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

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

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

Aug – Oct 2004 Created paperwork and championed to Curriculum Committee several CIS curriculum changes,
including: Course addition: CISB 100 Basic Computer Skills
Course addition: CISB 331 Advanced Business Programming
Course addition: CISB 460 Electronic Commerce Systems
Course deletion: CISB 131 COBOL Programming
Program modification: BS in Computer Information Systems

Oct – Nov 2006   Assisted Business Department Head to create BBA concentration and four courses in Energy
Management.

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:

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

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

AS AN ADVOCATE FOR IMPROVING ACADEMIC COMPUTING AT UNK:

Sep 85 – May 03   Supervised independent studies & class projects to improve computing for UNK depts.
Spring-Fall 1986   Chaired VPAA's Ad Hoc Advisory Task Force on Instructional Computing.
    Developed/co-authored a campus-wide statement of instructional computing needs.
Spring-Fall 1986   Served on committee to computerize KSC Foundation/Alumni Office. Created data flow
    diagrams which were used as model to analyze operations of admin offices.
Fall 86-Spring 87 Served on State College Board of Trustees' RFI/RFP Task Force for 4 state colleges.
July - Sept 1988   Member of Academic Computing Task Force, appointed by State College Presidents.
Spring 1989   Member of VPAA's Ad Hoc Academic Computing Advisory Group.
Fall 1989   Developed justification of need for UNK Director of Academic Computing position;
    result: creation of Faculty Senate's Academic Computing Committee.
Fall 90-Spring 93 Advisor to Dean of Continuing Studies on creating computer labs at College Park,
Spring 1995   Member of Faculty Senate's Task Force on a Computing Competency Requirement at UNK.
Aug 90 – May 00 Member, Faculty Senate's Academic Computing Committee. Secretary 92-96. Chair 99-00.
Oct 94 – May 96 Chair of UNK ACC's Telecommunications, Standards and Policies Subcommittees.
Dec 95 – Aug 98 Member of UNK Vice Chancellor for University Relations' Internet Task Force.
Spring-Sum 1996 Member of NU Provost's Committee on Special Information Technology Related Projects.
Fall 98-Spring 99 Member of NU Provost's Committee on Distance Education Policies.
May 97 - Feb 98 Chair, Chancellor's Search Committee for Director of Computer Services.
Nov 99 – May 00 Member of UNK Sr VCAA's Ad Hoc Committee on Information Technology Programs.
Nov 95 – May 03 Member of UNK Chancellor's Technology Advisory Committee.
Spring-Sum 1999 Surveyed Faculty Computing Preferences, Chancellor's Technology Advisory Committee.
Sep 00 - May 03 Chair, UNK Business and Technology Ad Hoc Information Technology Committee

OTHER UNK SERVICE ACTIVITIES:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Produced annual reports and proposals for improving the program;

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

COMMUNITY SERVICE ACTIVITIES

RELATED TO MY PROFESSION:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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),

OTHER PROFESSIONAL ACTIVITIES

CERTIFICATIONS:

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

HONORS AND RECOGNITION:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

SAMPLING OF OTHER ACTIVITIES:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Thea Chase

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OBJECTIVE

To excel in my profession as a visionary and leader, positively impacting world living conditions through economic solutions. Through teaching and continuous learning provide others with tools and encourage them to think and reason which enables them to achieve their dreams.

EXPERIENCE

2005-Present Assistant Professor of Entrepreneurship and Management, Mesa State College, Grand Junction, CO

Tenure tract faculty with primary responsibility in the Entrepreneurship concentration. Other specialties include Finance, Marketing and introductory business core classes.
  - Advisor, E-Club
  - Member, Lectures and Forums Committee
  - Member, Alternative Delivery Committee

1993-2005   Executive Director, Western Colorado Business Development Corporation, Grand Junction, Colorado

The Western Colorado Business Development Corporation commonly referred to as the Business Incubator Center (BIC), www.gjincubator.org is an internationally recognized leader in the field of entrepreneurship development. BIC provides an array of services, tools and resources that guide entrepreneurs through business start-up, growth and retrenchment. BIC is the "go to" organization for local entrepreneurs and annually serves over one thousand business owners and prospective business owners. Through its twenty-year history BIC loaned approximately $10.5 million to start-up and growing companies, housed 300+ emerging firms and trained and counseled thousands of entrepreneurs.

BUSINESS MANAGER

In 1993 the Business Incubator Center had an unsure future facing eviction from its facilities with no operating budget in place. While Executive Director, the corporation grew from assets of $1.5 million to over $7 million and from an annual budget of $125 thousand to over $1.3 million, with seventy-five percent of annual operating revenues generated internally and the balance

received from public and private sources. The organization had a stable source of income, eleven employees, over five months operating cash reserves and a strong balance sheet.

- Management of the Corporation including role of Chief Financial Officer, Human Resource Manager, Marketing and Fundraising oversight.
- Manager of Business Incubator Program including recruitment, screening, program development and technical assistance to companies.
- Enterprise Zone Administrator under contract with Mesa County providing access to state tax credit for growing companies in targeted regions of Mesa County and tax credit benefits for donors to economic and community development non-profits.
- Property Manager for Riverview Technology Corporation operating the 46-acre industrial/commercial site transferred to the community by the Department of Energy. In charge of coordination for master plan development and demolition of contaminated buildings.
- **Grants Funded:** Between one hundred to one hundred fifty thousand dollars annually to support operations, over two million dollars for capital projects and two million five hundred thousand for capitalization of loan funds. Grant sources include federal, state and local governments, foundations, corporations, associations and individuals.

ENTREPRENEURSHIP SERVICE PROVIDER

- Lead a vibrant and dynamic non-profit Corporation, which provided technical assistance, funding, space and education to entrepreneurs. Special Recognition Award received from the Grand Junction Area Chamber of Commerce 2004 and Downtown Development Authority 1995.
- Managed a world class **Business Incubator Program** which received five national awards; 1996 Business Incubator of the Year, 1998 Tenant of the Year in Manufacturing for Little Bear Snowshoes, 2001 Graduate of the Year in Manufacturing for Little Bear Snowshoes, 2005 Tenant of the Year in Manufacturing for Action Publishing, Inc., 2005 Graduate of the Year in Manufacturing/Technology for Canyon Electronics and Cables. The Business Incubator program boasted an 80% graduation rate and has been a significant catalyst for the entrepreneurial climate in Western Colorado as noted by the Small Business Administration and Cognetics Research.
- Instrumental in the creation of the **Western Colorado Venture Forum** – An annual event started in 1999, which provides a venue for entrepreneurs to meet investors. This program offers entrepreneurs the opportunity to pitch their ideas to a panel of investors and provides the broader audience educational topics important to growing entrepreneurial firms. These include; angel and venture capital investing, strategic planning, exit strategies, taking products to market and market research.
- Worked on creating the **Excellence in Entrepreneurship** award distributed annually to successful Mesa County firms exemplifying the characteristics of entrepreneurship.
- Partnered in the start up of the Entrepreneurial Business Institute's **Economic Gardening** project; a hybrid of Littleton Colorado's internationally known market research program and the U.S. Small Business Administrations Small Business Institute. Mesa State College (MSC) and BIC initiated an on going consulting program for business students

linked to local small businesses.

- Started regular classes in "**How to Start a Business**" now offered weekly at BIC
- Redesigned "**Leading Edge**" business plan development class from a speaker only format to a lead instructor with workbooks and text. This sixteen-week class was attended by at least 40 businesses per year and averages 90% graduation or completion of a business plan.
- Established **ISO/AS Program**, the first of its kind, to support companies seeking quality certification of manufacturing processes. Six entrepreneurial companies were engaged in this rigorous program to enable them to access new international markets. Financial and technical assistance was provided to facilitate marketing, financial planning and lean manufacturing efforts. One hundred thousand dollars was raised for the program to offset costs for obtaining the registration and subsequent marketing projects.
- Created a **Student Internship Program**. For over ten years BIC provided internships for students majoring in business, computer science and applicable fields. A win-win for student and local companies, interns were supervised by BIC staff and placed directly with companies working to solve specific business issues.
- Initiated translation of "How to Start a Business" class, loan documents and business counseling into Spanish. The first class in Western Colorado was offered spring '06 in Grand Junction, CO.

NATIONAL, STATE AND LOCAL RESOURCE FOR ENTREPRENUERSHIP SERVICES

- A resource for the Governors Office of Economic Development in the area of Entrepreneurship Development services. Provided direct consultation to Colorado communities of Ouray, Silverton, Arvada, Montrose, Georgetown, Durango, Colorado Springs and Fort Collins. Provided direct consultation to near by states with projects in Sante Fe, N.M., Farmington, N.M. and Davis County, Utah.
- Regular contributor to the monthly National Business Incubation Association Review and several books published by the National Business Incubation Association (NBIA).
- Advisor to the Economic Development Administration for regional projects.
- Routinely presented to City of Grand Junction, Mesa County, Fruita and Palisade on impact of entrepreneurship on the economy and the value of entrepreneurship development as an economic development strategy.

1996-2006 Adjunct Professor, Mesa State College, Grand Junction, Colorado

Taught Marketing and Finance at MSC, a four-year state college with approximately 6000 students, which also offers a Community College curriculum and masters degree in Business Administration. As a business leader in the community provided students with the benefit of direct exposure to local companies and their leadership. An example was the closing of the Hamilton Sundstrand (HS) plant. This case was used in Financial Management Theory/Application. Annual reports and secondary research provided background information about United Technologies Corporation and how the HS plant closure fit into their broader strategies. The HS CFO was brought into class to add valuable information not readily available

through secondary sources and gave students important insights to a significant local issue.

Other Contributions:
- Served on Advisory Board for Phi Beta Lambda
- Facilitated Scholarships for students to attend the Western Colorado Venture Forum
- Maintained Business Research program at BIC for 3 years

1990-1992   Graduate Assistant, University of Colorado, Denver

Graduate Assistant/Research during MBA studies. Performed research and wrote various reports for the Colorado Department of Transportation and the Public Utilities Commission. Published work; "Bus Regulation Study for the State of Colorado" prepared for the State of Colorado Department of Transportation by the University of Colorado at Denver Graduate School of Business and Administration, August 1992.

1987-1993   Business Consulting in Finance and Marketing for photography, restaurant and plant services businesses.

1987   General Manager/Owner Stock Imagery, Denver, Colorado

1986   Photography Researcher US News and World Report, NYC, N.Y.

1983-1986   General Manager and Account Executive, Uniphoto, Inc. Washington, D.C.

ORGANIZATIONS

- Colorado Business Incubation Association, President Founding Board - current
- Mesa County Manufacturers Council Board, Secretary – current
- Riverview Technology Corporation, Vice-President – current
- Palisade Tourism Council – current
- Governors Council on Small Business, member both Owens and Romer administrations – Governors Council on Defense Conversion and Retention, member
- National Business Incubation Association Board of Directors and Executive Committee
- Hilltop Community Resources, Board of Directors and Executive Committee
- Mesa Land Trust Board of Directors and Executive Committee
- Kiwanis Club of Grand Junction Board of Directors – current member
- Economic Development Partners representative
- Grand Junction Economic Partnership ex-officio Board member
- Grand Junction Housing Committee member
- Committee on Fruita Greenway Business Park Development
- Committee on business development for Palisade downtown
- White House Conference on Small Business, Delegate to Colorado State Conference

- Kaufman Center for Entrepreneurial Leadership's Regional Entrepreneurship Catalyst program, Engagement Partner 2001-2002

NOTABLE

Ms. Chase has had numerous press events including TV and radio interviews, newspaper and magazine coverage. She is known as an expert in her field and has spoken at numerous conferences, meetings and to special interest groups. Most notable were her participation in the exploration of business incubation as a tool for economic development in Jamaica and presentation of her paper, "Economic Impact of Business Incubation" in 2006 and appearances in 1998 and 2003 as the International Keynote Speaker for the Australia New Zealand Association of Business Incubators and related organizations in Bernie, Tasmania and Brisbane, Queensland Australia. Her paper: "Responsive, Proactive, Sustainable, Three Keys to a Successful Entrepreneurial Support Strategy" was published at the Brisbane conference. Ms. Chase is especially honored by her selection to be the first presenter of the "Fundamentals of Incubator Management" workshop, the first program in the certification effort for business incubator professionals. This all day workshop was presented at NBIA's Fall Training Institute in 2006 and the International Conference in 2007.

Invited International Presentations

"Economic Impact of Business Incubation", October 2006 speaker and paper presentation. First Conference on Business Incubation, Technology Innovation Center, Kingston, Jamaica.

"Responsive, Proactive, Sustainable, Three Keys to a Successful Entrepreneurial Support Strategy," International Keynote Speaker, National Conference of the Australian and New Zealand Association of Business Incubators, Business Enterprise Centres Australia, Inc. and National NEIS Association, Surfers Paradise, QLD Australia, October 2003. **Refereed Publication** – "Responsive, Proactive, Sustainable, Three Keys to a Successful Entrepreneurial Support Strategy".

"Business Incubation in the United States," International Keynote Speaker, Small Enterprise Association of Australia and New Zealand, Bernie, Tasmania, Australia, September 1998.

Reviewer: infoDev a division of the World Bank, "Innovation and Entrepreneurship in Developing Countries: Impact Assessment and Lessons Learned from infoDev's Global Network of Business Incubators" 3/07.

Publications

"Northwest Colorado Communities Addressing Growth Together", August 2008. Thea Chase and Georgann Jouflas.

"Investigating Regional Collaboration in Northwest Colorado", May 2008. Dr. John Redifer, Thea Chase, Georgann Jouflas, Suzanna Morris.

"Business Planning for Emergencies; Tools and Guidelines for Health Care Professionals", February 2008. Exploration of the use of business planning workbook for emergency preparedness. Commissioned by Mesa County Health Department.

"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. Georgann Jouflas.

"Economic Impact of the Arts", August 2007. Survey and study of the impact of arts organizations on the local economy. Commissioned by the Grand Junction Commission on the Arts.

"Economic Impact of Business Incubation", October 2006 Kingston, Jamaica.

"Responsive, Proactive, Sustainable, Three Keys to a Successful Entrepreneurial Support Strategy", October 2003, Brisbane, Australia

Selection of Professional Presentations

"The Business of Medicine", July-August 2008. A five part seminar series used to train physician offices in business planning techniques. Sponsored by the Mesa County Health Department.

"Fundamentals of Business Incubation" National Business Incubation Association International Conference on Business Incubation, Seattle, WA 4/07. All day workshop and first program of certification project.

"Fundamentals of Business Incubation" National Business Incubation Association Fall Training Institute Denver, CO 10/06. All day workshop and first program of certification project.

"Achieving Incubator Financial Self-Sufficiency" 19th Annual Conference on Business Incubation, Baltimore, MD 5/05.

"Micro-enterprise: A Key Component of Community Economic Development" Colorado Micro Credit Conference, Investing in Poverty Alleviation Locally and Globally, Denver, CO 9/05.

"Building a Strong Local Economy" Mesa County Leadership Program, 4/05.

"A Glimpse at Local Economic Drivers" Colorado Economic Development Commission, 10/05.

"Entrepreneurship in Western Colorado" MBA students at MSC, 11/04.

"Business Incubation: A Tool for Economic Development" Rural Economic Tools, Techniques and Strategies Forum Holyoke, CO 2/04.

"Role of Technology in Entrepreneurship" Governors Technology Summit, Grand Junction, Colorado, 9/03.

"Entrepreneurial Development" session organizer and presenter Economic Developers Council of Colorado Fall Conference Grand Junction, Colorado 10/03.

"Starting a Small Business" guest lecturer Introduction to Small Business, Dr. Beatrice Lucero, Mesa State College 11/10/03, 11/11/03.

"Business Incubation: Why it Works, Why it is Important, Why Support it" Keynote speaker, San Juan College Enterprise Center 11/03.

"Maximizing Entrepreneurial Ventures Chance for Success" High Performing Communities: Growing and Supporting Entrepreneurs Keynote Lunch Speaker, Montrose, Colorado 9/02.

"When Your Old Building Becomes too Old" NBIA Annual Conference Toronto, Ontario, Canada 4/02.

"A Good Fit: Incubators, Small Business Development Centers and Revolving Loan Funds" BIA National Conference Cleveland, Ohio, 5/00.

"Presentation of Models of Incubator and SBDC Collaboration" session organizer and presenter, Association of Small Business Development Centers Annual Conference, Keystone, Colorado, 10/97.

"Incubator Client Case Studies II: Service/Manufacturing/Mixed Use Incubators" National Business Incubation Association Scottsdale, AZ, 4/95.

"The Bottom Line is the Bottom Line; Budgeting for Arts Related Businesses" 1994 Colorado Arts Convention Montrose, Colorado.

Numerous additional presentations to local service clubs and associations including Realtors, Builders, Downtown Development Authority, Rotary, Lions and Kiwanis.

EDUCATION
University of Colorado, Denver
Master of Business Administration, 1992
Outstanding MBA Graduate of the Year 1992
Beta Gamma Sigma honor society member

American University, Washington, D.C.
Bachelor of Arts Political Science 1983

Eisenhower College of Rochester Institute of Technology
Public Policy and World Studies 1979-1982

Tilton Academy Tilton N.H. High School Diploma 1979

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ACADEMIC/ADMINISTRATIVE EXPERIENCE

President   IDAHO STATE UNIVERSITY, Pocatello, ID (2005-2006) Served as Interim President at the request of the Idaho State Board of Education

MESA STATE COLLEGE, Grand Junction, CO (1996 to 2003) Mesa State is a general baccalaureate and specialized graduate institution.

UNIVERSITY OF HOUSTON, Victoria, TX (1886-87) Served as Interim President of the UH Victoria Campus.

Vice President   IDAHO STATE UNIVERSITY (1987-1996) Vice President for Academic Affairs (1989-96), Dean of the College of Business (1987-89) and Professor of Business Management with tenure.

Dean   UNIVERSITY OF HOUSTON, Dean of Business Administration, Professor of Business with tenure (1984-87).

Department Chair   UNIVERSITY OF ARKANSAS - LITTLE ROCK. Chair and Professor of Management with tenure, Department of Management (1980-84).

Faculty Appointments   MESA STATE COLLEGE, Grand Junction, CO (1996-Present) Appointed Professor of Business with tenure in 1996. Began full-time teaching assignment in 2003.

SOUTHWEST TEXAS STATE UNIVERSITY. Director, Small Business Institute and Associate Professor of Finance (1977-80) with tenure. Assistant Professor of Management (1971-1973, 1974-75).

TROY STATE UNIVERSITY, European Graduate Management Program. Visiting Professor of Management on leave from SWT (1975-77).

TEXAS A&M UNIVERSITY, College Station, TX. Lecturer in Management on leave from SWT (1973-74).

DEL MAR COLLEGE, Corpus Christi, TX. Instructor of Management (1969-71).

EDUCATION

Ph.D.   TEXAS A&M UNIVERSITY, Management (1975). Dissertation: An Experimental Investigation of the Impact of Stated Purpose on Performance Evaluation

M.B.A.   TEXAS A&M-Kingsville, Management and Finance (1971).

B.B.A.   SOUTHWEST TEXAS STATE UNIVERSITY (Now Texas State University) Business Administration (1967).

ACADEMIC/TEACHING HONORS & AWARDS

- 1976-77 Outstanding Professor, Troy State University, European Graduate Program
- Runner-up, 1978-79 Piper Professor Award for teaching excellence (Southwest Texas State)
- Recipient of 1971 Heinz Foundation National Graduate Fellowship and Texas Restaurant Association Graduate Education Fellowship
- Member of Beta Gamma Sigma, Sigma Iota Epsilon, and Phi Kappa Phi scholastic and honor societies

SPECIAL QUALIFICATIONS

- Graduate of American Association of State Colleges and Universities (AASCU) New Presidents Academy (1996) and Experienced Presidents Academy (2000)

- Use of Spanish and very limited knowledge of German and Turkish. Lived and worked six years in Europe (3 1/2 years in Spain). Extensive travel: U.S., Mexico, Europe, Southeast Asia, China, the Middle East, Africa, Russia, and the Balklands.

- Computer language, computer and electronics technical training from IBM, BENDIX and BURROUGHS Corporations. FORTRAN, COBOL, BASIC languages. Banner System, spreadsheet, database, word processing, Internet, and E-mail user.

OTHER MANAGEMENT EXPERIENCE

PROCTER & GAMBLE DISTRIBUTING CO., Cincinnati, OH. Unit Manager, Bakery, Restaurant, & Institutional Food Division, Southwest Area (Texas/Louisiana), (1967-69).

PHILLIPS PETROLEUM COMPANY, Bartlesville, OK. Manager of company-owned, salaried service station, SS#19093, San Marcos, Texas (1966-67). Full-time employment (48 hours per week) while attending SWT full time.

TEXAS EDUCATION FOUNDATION, Gary Job Corps Training Center, San Marcos, TX. Dormitory/Area Manager (1965-66). Full-time employment while attending SWT full time.

Various management consulting activities in the United States and Europe with:

ALCOA	MOTOROLA
CAMELOT INNS	RADIOLOGY CONSULTANTS
CITY UNIVERSITY (WA)	SAFETY RAILWAY SERVICE
CENTRAL WA UNIVERSITY	SAVERS FEDERAL
FIRST FEDERAL OF ARKANSAS	SOUTHWESTERN BELL
FORD MOTOR COMPANY (Turkey)	TEXAS INSTRUMENTS
JDK ENTERPRISES (U.K.)	UNIVERSITY OF ARKANSAS
KENTUCKY FRIED CHICKEN	UTAH HIGHER ED SYSTEM, others

SELECTED COMMUNITY/PROFESSIONAL/UNIVERSITY SERVICE ACTIVITIES

- Chairman, United Way of Mesa County 2001 Fund Drive (Received UW national award)
- Chairman, Education Committee, Data Processing Management Association
- Chairman, Pocatello Chamber of Commerce/INEL Coordinating Committee (ID)
- Chairman, School District #25 Plant Levy Renewal Steering Committee (ID)
- Vice-Chair, Board Member, Bannock Regional Medical Center (ID)
- Executive Committee Member, Grand Junction/Grand Valley Vision 2020 (CO)
- Executive Committee Member, Grand Valley Events Center (CO)
- Board Member, American Decision Sciences Institute
- Board Member, Rocky Mountain Athletic Conference
- Board Member, U.S. Small Business Administration (Region X)
- Board Member, Wayne Aspinall Foundation (CO)
- Board Member, Saccomanno Education Foundation (CO)
- Board Member, Grand Junction Chamber of Commerce (CO)
- Board Member, Grand Junction Economic Partnership (CO)
- Board Member, Regional Board of Cooperative Educational Services (CO)
- Board Member, Idaho Innovation Center (ID)
- Board Member, Greater Pocatello Chamber of Commerce (ID)
- Board Member, Bannock County Industrial Development Commission (ID)
- Board Member, Victoria Bach Festival (1985-87)
- Board Member, Victoria Economic Development Corporation (1985-87)
- Board Member, Victoria Incubator Foundation (1985-87)

- Rotary International, Paul Harris Fellow, host family for International Student Exchanges; Optimist Club, Coach for Junior Olympics; and church financial director. Also have worked on several other community initiatives such as Boys' Clubs, American Heart Association, American Cancer Society, Kidney Foundation, community blood and voter registration drives

- U.S. Delegate to United States/China Joint Session on Industry, Trade, and Economic Development, Beijing, China, May/June, 1989

- Accreditation evaluator for American Association of Collegiate Schools of Business and Commission on Colleges (Northwest Association of Schools and Colleges) - 18 U.S. visitations and reports, 2 in Europe, 1 in Asia. Current or past member of several academic and professional organizations including American Association of State College and University Presidents, Academy of Management, Southwest Decision Sciences Institute (past president), American Institute for Decision Sciences (past vice president), Data Processing Management Association, etc. Numerous university and college service activities including a variety of boards, cabinets, committees, and councils such as chair of Faculty Research Committee, editor, Faculty Bulletin; vice-chair, Faculty Senate; at previous institutions.

MILITARY SERVICE

Four years as a Cryptographer in the U.S. Air Force. Vietnam-era veteran, held Cosmic Top Secret/Top Secret Crypto Security Clearance filed with 4th District, O.S.I., File# 68D-41-848.

PERSONAL

Born in Mineral Wells, Texas of Scotch-Irish descent; 6'0", 190 lbs. Wife; (Flo, B.S. (SWT), M.A. (UH)); and one daughter (Lauren, BS, Colorado State University). Enjoy hiking, skiing, golf, cartooning and poetry (I have published several cartoons and poems).

PUBLICATIONS, RESEARCH, AND SCHOLARLY ACTIVITIES

Author of 50+ articles in professional publications such as Computerworld, Management World, Management Accounting, Interface, Data Management, Personnel, Arkansas Business, The Cornell Hotel and Restaurant Administration Quarterly, etc. Also have published a supplemental text and instructor's guide, handbooks, reports, book chapters, and several scholarly papers. Below is a sample of this work. A complete list of publications is available on request.

SELECTED JOURNAL PUBLICATIONS

"An Inconvenient Perception," International Journal of Business and Public Administration, Vol 12, No. 2 (June, 2007)

"Computer Literacy is a Professional Responsibility," Management Accounting, Vol. 66, No. 8 (February, 1985).

"An Analytical Study of Industry's Computer Education Needs," Interface, Vol. 1, No. 1 (Winter, 1979).

"More Bias in Performance Evaluation?" Personnel, Vol. 55, No. 4, (July-August, 1978).

"The Economics of Training," The Cornell Hotel and Restaurant Administration Quarterly, Vol. 18, No. 1 (May, 1977).

SELECTED PAPERS AT PROFESSIONAL MEETINGS

"An Inconvenient Perception," Proceedings, International Academy of Business and Public Administration Disciplines, Dallas, TX, May 3-6,2007. Recipient of outstanding paper award.

"Teaching Intermediate Statistics Using Spreadsheet Enhancements," Proceedings, 17th Annual Western Decision Sciences Institute, Kona, HI, March 30-April 2, 1988.

"On a New Relationship between Physical Distribution and Marketing: Doing for Marketing What it Cannot Do for Itself," Proceedings, National Academy for Marketing Sciences Conference, Las Vegas, NV, May 6-8, 1982.

"Zero-base Budgeting: Its Managerial Implications," Proceedings, Southwest American Institute for Decision Sciences Conference, Dallas, TX, March 5-8, 1982.

"Microcomputer Support for Small Business Marketing Information and Research," Proceedings, National Academy of Marketing Sciences, Miami, FL, April 30, 1981.

SELECTED OTHER PUBLICATIONS AND CREATIVE ACTIVITY

Book Chapter: "Financial Management and Budget Planning: A Primer for Chief Academic Officers," James Martin et al., First Among Equals: The Role of the Chief Academic Officer (Baltimore, MD: Johns Hopkins Press, 1997).

Editor, Decision Sciences in the Public and Private Sectors: Theory and Applications, Proceedings of the Sixteenth Annual Conference, American Institute for Decision Sciences, Southwest Region, New Orleans, LA, March 5-9, 1985.

Officer Effectiveness Reports: A Pilot Study in Human Services Training. Final report prepared for the U.S. Department of Defense, 1975.

Cristin Diane Groves
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Fruita, CO 81521
970-216-8284 (Cell)
crhansen@mesastate.edu

Objective	Share my Management and Finance education and experience with business degree seeking students.
Education	1999 – 2003 Mesa State College Grand Junction, CO

- MBA, Masters of Business Administration Degree
- G.P.A. 3.91

1991 – 1996   Mesa State College   Grand Junction, CO
- BBA, Bachelors of Business Administration Degree
- Double Major – Finance and Management
- G.P.A 3.05

Experience

Jan. 05 – Present   Mesa State College   Grand Junction, CO
Adjunct Professor of Business Administration
- Educate students in the following areas: Principles of Management, Business Communication, Introduction of Business, Human Relations in Business, and Freshman Business Seminar
- Help students accomplish educational goals
- Plan lectures and organize class material for each course
- Developed Human Relations in Business course
- Lead students in learning business principles and practices
- Set control measures to ensure each student's progress
- Received excellent student evaluations in each semester

April 05 – May 06   Hansen Bros. Golf & Hockey   Grand Junction, CO
- Designed effective marketing strategies for the company
- Developed marketing campaigns
- Worked with non-profit charities on various golf sponsorships
- Worked directly with media vendors in developing effective marketing strategies

Aug. 04 – May 05   Action Publishing Inc.   Grand Junction, CO
Sales Representative
- Sold student agendas to schools across the nation
- Executed excellent customer service and human relations skills
- Obtained new school and school district accounts
- Highest sales growth of all the sales representatives
- Retained and maintained existing accounts

Strategic Planning Team Member
- Visionary planning for the entire organization

June 94 – Dec. 00   Envision Inc.   Grand Junction, CO
Sales Director Jan. 98 - Dec. 00
- Top sales representative and team leader of sales department
- Sold student agendas to schools and school districts across the country

- Generated new accounts – Sales Growth up to 50%
- Maintained existing accounts – 85% retention rate
- Provided schools and school districts excellent customer service – 98% customer satisfaction rate
- Generated creative marketing strategies for the organization with the President of the company
- Developed strong human relations skills by fostering relationships with each school and district
- Generated the largest sales amount of the company's total sales for each of the above years
- Oversaw the marketing department: created job descriptions, developed departmental operating procedures, created and oversaw budgets, and maintained other operational activities for the department.

Finance/Accounting Aug. 96 – Jan. 98
- Collaborated with the Vice President and banks regarding strategic financial solutions to meet short and long-term financial goals
- Responsible for the accounting department- financial statements, accounts payable, accounts receivable, payroll, and taxes
- Prepared and maintained all financial statements- income statements, cash flow statements, and balance sheets
- Recorded and maintained inventory receivables and payables
- Prepared budgets for various departments
- Proficient in MYOB and QuickBooks accounting software

Production Worker June 94 – Aug 96
- Produced the student agendas

Other Experience

Strategic Business Consulting
- Developed strategic business plans and solutions for
  - 2002 Colorado Java House
  - 2003 Storage Shed Financing Company
  - 2006 New product development and business planning for a local entrepreneur

Skills

Excellent communication skills
- Currently teaching a Business Communication course

Outstanding computer skills
- Proficient in: Excel, Word, PowerPoint, MYOB, Internet Explorer, Outlook Express, and QuickBooks
- 2005 completed QuickBooks training course

Extremely strong aptitude for learning and a team player

Activities and Achievements

1991-1995 Team member of the Mesa State College varsity women's basketball team - developed a strong sense of team work and leadership

Geoffrey Gurka, Ph.D.
Vita

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E-Mail: ggurka@mesastate.edu
Home Page: http://students.mesastate.edu/~ggurka/index.htm

Education

Ph.D.   Business Administration (Major: Accounting; Minor: Tax) Michigan State

M.Acc.   Florida State University, Tallahassee, Florida, 1983.

CPA   Florida, 1982 (inactive).

B.A.   Economics, University of Connecticut, Storrs, Connecticut, 1981.

Work Experience

2001-Current   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.

1982-1983   Graduate Assistant - Accounting
               Florida State University, Tallahassee, Florida.

Honors and Awards

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
Graduate
Managerial Accounting, Tax Research and Writing (Tax Planning and Research), Financial Accounting, Corporate Taxation, & Taxation of Entities

Undergraduate
Individual Income Taxation (Federal Income Taxation, Income Taxation), Advanced Tax and Tax Research (Advanced Studies in Taxation, Advanced Tax Accounting, Taxation of Entities), Principles of Financial Accounting, Intermediate Accounting I, Managerial Accounting for Non-Accounting Majors, Cost Accounting, Survey of Accounting Concepts

Other Instructional Activities and Accomplishments
2006 - 07   Spearheaded adoption of new text for tax courses (including selection of all new
Financial   Accounting (on-line homework, quiz, and exam capability; new course
syllabus   and new on-line lecture notes). Initiated curriculum change to minimum
C   required in all undergraduate courses for accounting majors.

2005 - 06   To facilitate tax return preparation in the Volunteer Income Tax Assistance
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.

2004 - 05   Acquired a second portable flash drive and a second dedicated high capacity
                  Accounting Club. Revised web pages to include lecture notes for Managerial

2003 - 04   To assist students in preparing tax returns in the VITA program, obtained from
portable flash drive   for VITA use.

To improve tax student research skills, and to better prepare students for the
research service.   Adopted a new text in the MBA *Managerial Accounting*
course and included 13   new cases. Coordinated the accounting
student Visitation Day.

2002 - 03   Spearheaded adoption of RIA's CheckPoint web based tax accounting and finance
                  research service for student, faculty, and library use. Named Tara Everett to
for   accounting students, and links to relevant web pages). Nominated Rachel

2002	Revised web pages to include lecture notes for Financial Accounting, Income
2001	Named Katheryn Martsolf to *CPAexcel Scholarship*.
1999	Redesigned *Advanced Studies in Taxation* as a research and writing course.
1997 - 98	Adapted *Federal Income Taxation* to the AICPA Model Tax Curricula. student community volunteerism. Revised *Federal Income Taxation* to allow
1996 - 97	Developed a graduate course (*Tax Planning and Research*) on tax research and *Taxation* to AICPA Model Tax Curricula.
1994	Developed a graduate course (*Taxation of Entities*) encompassing C Corps., S

1993 - 94 Redesigned *Tax Research and Writing* (graduate) to emphasize verbal
responsibilities and ethics.

1992	Spearheaded adoption of TurboTax tax return preparation software for student

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

"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

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, etc.

"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).

Research in Progress

Humanmetrics of Mesa State College Accounting Students. Instrument selected and research design approved by Human Subjects Committee. Data collection in process.

"An Investigation into Employer Familiarity and Experiences with, and Preferences for, VITA Student Volunteers."

Conferences

Colloquium on Change in Accounting Education (2006)
Colorado Society of CPAs - Accounting Educator Symposiums (2004 - 2006, 2001)
Mountain Plains Management Conference (2004, 2003, 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

Colorado Society of CPAs (2001 to Current)

American Accounting Association - Tax Section (1991 to Current)

American Accounting Association (1991 to Current)

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 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

Library Advisory Committee (2003-Current, anticipated chair 2008-2009)

Distinguished Faculty Award (2006-2007)

Tenure & Promotion (2006-2007)

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

MBA Committee (Spring 2007-Current)

Accounting Club Adviser (2004-2006)

Accounting Faculty Search (2005-2006, 2001-2003, 1998-2000, 1996-1997)

Accounting Program Review (2004)

Curriculum Committee (Fall 2003 - Fall 2004)

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

Volunteer Income Tax Assistance: Faculty Coordinator for the undergraduate student program to provide free income tax advice and return preparation assistance to the community (1998-2007, 1993-1996

Timothy Scott Hatten *thatten@mesastate.edu*

719 Niblic Dr.   *Home (970) 248-9290*
Grand Junction, CO 81506.   *Work (970) 248-1731*

OBJECTIVE

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

EXPERIENCE

1994-Present   Mesa State College, Grand Junction Colorado
MSC is the fastest growing regional college in Colorado with current headcount of approximately 6,000 students. MSC has a strong commitment to liberal arts and sciences with a limited number of professional programs. MSC has a unique role and mission being the only institution in Colorado charged with offering associate, baccalaureate, and graduate degrees.

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

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

Pedagogical competition – in Spring semester 2003, the Advanced Marketing class I taught competed in a live consulting project marketing a new vehicle (the Element) for Honda Motor

Co. through EdVenture Partners. The class created a working marketing agency to research, implement, and evaluate a promotional campaign. MSC was the smallest school competing against 28 colleges and universities (including Georgetown, Florida State, Ohio State, Univ. of CO-Boulder, Univ. of Arizona, and Univ. of Conn). My **MSC team placed fourth** behind CU-CO Spgs, Univ. Texas – Austin, and Univ. Southern California. Honda has 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.].**

Live Small Business Consulting Projects – 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:
2006 - 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
2007 – 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
2008 - Site analysis for strategic expansion of Business Incubator Center
      Product line analysis for Innovative Textiles
      Redesign of Grand Junction Business Resource Guide

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

Fulbright Scholarship – 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.

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

SBI consulting case summaries:
- Marketing plan/promotion package for national wild game food distributor.
- Set up computerized accounting system/designed international marketing strategy for light manufacturer.
- Policy/personnel manual for computer company.
- Marketing plan for new technical service business.
- Marketing plan/market research for automobile dealership.
- Production plan for cap/apparel manufacturer.

- New product research (e-forms)/territory expansion plan for office supply business.
- Marketing plan for specialty calendar business.

1990-1992   University of Missouri-Columbia
           Instructor of Marketing Education
           Graduate Teaching Assistant
           Part time PhD student
           Courses taught at UMC:
                    Principles of Salesmanship
                    Coordination of Sales Trainers
                    Coordination of Marketing Internships
                    International Marketing
                    Entrepreneurship
                    Vocational Student Organizations
                    Program of Activities
                    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," International Journal of Hospitality & Tourism Administration, vol. 3, no. 1 2002, pp. 21-48.

Hatten, T. S., & Ruhland, S. R. (March/April 1995) "Student Attitude Toward Entrepreneurship as Affected by Participation in a SBI Program," Journal of Education for Business. pp.224-227.

Textbooks
Hatten, T.S. (in press) The World of Business, Boston: Houghton Mifflin Publishing. New Introduction to Business textbook and package of ancillaries. Sixteen chapter first draft completed and reviewed.

Hatten, T.S. (2009), Small Business Management: Entrepreneurship and Beyond, 4th edition. Boston: Houghton Mifflin Publishing.
I revised my text for Houghton Mifflin to publish its 4th edition beginning Fall '06 and completed the manuscript May '07 with the finished book released January '08. I was notified that sales of

my 3rd ed surpassed the text that had been the market leader for two decades. From May through December '07, I completely revised the IRM including PowerPoints, Test Bank, and Business Planning Guide. My total time in this revision was over 1,500 hours.

Hatten, T. S.(2009) Instructor's Resource Manual supplement for my Small Business Entrepreneurship and Beyond, 4th ed. (2009) Boston: Houghton Mifflin Publishing.
- Lecture notes
- Discussion and critical thinking question prompts
- End of chapter case discussion points
- Answers to Comprehension Checks
- Video case discussion points

Hatten, T. S.(2009) Test Bank supplement for Hatten Small Business Entrepreneurship and Beyond, 4th edition (2009) Boston: Houghton Mifflin Publishing. Over 1,800 true/false, multiple-choice, short answer, and essay items.

Hatten, T.S. (2006), Small Business Management: Entrepreneurship and Beyond, 3nd edition. Boston: Houghton Mifflin Publishing.
Comprehensive, college-level text complete with four-color photos, cases, readings, business plan examples and full range of supplements. Text description from Houghton Mifflin:

Houghton Mifflin states "Hatten provides a balanced introduction to both entrepreneurship and small business management before turning his focus toward achieving and maintaining a sustainable competitive advantage as a small organization. Current issues including global opportunities, service, quality and technology are highlighted throughout the text, and the Third Edition features an increased emphasis on small business ownership by women and minority groups. Additional coverage is given to the new Small Business Administration size standards, creating a personalized business plan, and e-commerce.

- *New!* A full chapter is devoted to creating a business plan. Two complete plans written by undergraduate students appear in the text--one designed for a service business, the other for a retail establishment. Electronic Business Plan Templates are also available online.

- *New!* "What Would You Do" exercises provide realistic opportunities for students to think critically and realistically.

- *New!* "Profile in Entrepreneurship" boxes spotlight individuals who've created new products and businesses.

- *New!* Eduspace course management system.

- *New!* Coverage of small business ownership by women and minority groups has been increased throughout the text

- *New!* End of chapter questions ("Comprehension Checks") have been added to each chapter.

- Author created supplements including the Instructors Resource Manual, Test Bank and PowerPoint slides, ensure seamless integration of the text and teaching resources.

- A shorter length accommodates one semester courses without sacrificing important topics.

- *GoVenture* - computerized business simulation

- Video cases for each chapter

- Dedicated homepage with monthly updates, student study guide, internet exercises, 8 sample business plans, comprehensive business plan templates."

Hatten, T. S.(2006) Instructor's Resource Manual supplement for my Small Business Entrepreneurship and Beyond, 3rd ed. (2006) Boston: Houghton Mifflin Publishing.

Hatten, T. S.(2006) Test Bank supplement for Hatten Small Business Entrepreneurship and Beyond, 3rd edition (2006) Boston: Houghton Mifflin Publishing. Over 1,800 true/false, multiple-choice, short answer, and essay items.

Hatten, T.S. (2003), Small Business Management: Entrepreneurship and Beyond, 2nd edition. Boston: Houghton Mifflin Publishing.

Hatten, T. S.(2003) Instructor's Resource Manual supplement for Hatten Small Business Entrepreneurship and Beyond, 2nd edition (2003) Boston: Houghton Mifflin Publishing.

Hatten, T. S.(2003) Test Bank supplement for Hatten Small Business Entrepreneurship and Beyond, 2nd edition (2003) Boston: Houghton Mifflin Publishing. Over 1,800 true/false, multiple-choice, short answer, and essay items.

Hatten, T. S. (1997). Small Business: Entrepreneurship and Beyond. Upper Saddle River, NJ: Prentice Hall.

Hatten, T. S. (1996). International Marketing Case Studies, supplement to Farese, L.S., Kimbrell, G., Woloszyk, C.A. (1996). Marketing Essentials, 2nd ed. Mission Hills, CA: Glencoe/McGraw-Hill.

Hatten, T. S.(1994). Marketing case studies, supplement to Mason, R. E., Rath, P. M., Husted, S. W., & Lynch, R. L. (1994) Marketing practices and principles, 5th ed. New York: McGraw-Hill.

Hatten, T. S.(1991). Principles of Marketing. Center for Independent Study; University of Missouri Extension: Columbia.

Invited International Presentation

In October/November 1998 I was invited to conduct two four-week seminars on Entrepreneurship in Magadan, Russia. I taught a beginning and an advanced course on writing a

business plan to budding Russian entrepreneurs through the University of Alaska – Anchorage Russian American Business Center. This experience was an extension of my textbook scholarship. In working with my interpreters, I translated business planning into courses that met for three hours per day three days per week. I also scheduled individual consultations six hours per day six days per week.

Refereed Publications
"Differentiation of Small Business Management and Entrepreneurship Classes" with Fred Fry. SBIDA/USASBE Proceedings, Orlando, FL, February 2001.

"Business Protocol Research: Preliminary Findings" with Jerry Moorman. 2000 Mountain Plains Management Electronic Journal, October 2000.

"The Impact of Technology on Education: Distance Learning – Three Perspectives – Administration, Instructor, and Student" with Morgan Bridge and Daisy Thorshov. October 1997 Mountain Plains Management Conference Proceedings. Grand Junction, CO.

"Linking With Business is Our Business" with James Fleming, Knute Knudson, Ken Blair, and Kerry Youngblood. October 1997 Mountain Plains Management Conference Proceedings. Grand Junction, CO.

Compiled and published 600-page Conference Proceedings as Conference Co-Chair October 1997 Mountain Plains Management Conference.

"Using Internet to Prepare Students for the 21st Century" with Morgan Bridge, Trustee/FACT Conference Proceedings, Crested Butte CO, January 1996.

"Student Entrepreneurial Characteristics and Attitude Change Toward Entrepreneurship as Affected by Participation in a SBI Program." Small Business Institute Directors' Association Proceedings, San Antonio, TX, February 1994.

"Taking Small Business Classrooms on the Road." Small Business Institute Directors' Association Proceedings, San Diego, CA, February 1993.

"Enhancing the Educational Environment of the Small Business Classroom." Small Business Institute Directors' Association Proceedings, Washington, DC, January 1992.

Non-Refereed Publications

"The Wild, Wild West – Colorado's Western Slope" 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 2008.

"Business Incubation" presentation to 2007 Western Slope Real Estate Update for University of Denver, Burns School of Real Estate & Construction Management, Aug. 2007.

Keynote address for Alpha Chi annual banquet - 2007

Alpha Chi Professional Writing/Publication Forum Panel – 2006

Downtown Grand Junction Kiwanis – Fall 2006

"Machining Manufacturing Marketing Seminar – for ISO 9000 certification via Business Incubator Center and MAMTC – September 2005

MSC Faculty Colloquium – Icelandic Experience, 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, (in press – 2010) <u>Marketing Management</u> 1E, Cincinnati, OH: Cengage Publishing.

(2001) <u>GoVenture</u> Business Simulation software. Boston: Houghton Mifflin Publishing.

Monezka, Trent, & Handfield (1999) <u>Purchasing and Supply Chain Management</u>, Cincinnati: South-Western Publishing.

Lamb, C. W., Hair, J.F., & McDaniel, C. (1996). <u>Principles of Marketing</u>, 3rd ed. Cincinnati: South-Western Publishing.

Robinson, & Hogan (1995). <u>Small Business Management</u>, Burr Ridge, IL: Irwin.

Keegan, W., Moriarty, S., & Duncan, T. (1995). <u>Marketing</u>, 2nd ed. Englewood Cliffs, NJ: Prentice Hall.

Book reviews
"E-Myth Worth Revisiting by Small Business Owners" in *Grand Valley Business Times*, June 1996. Review of <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.

Grants funded
Grand Junction Visitor & Convention Bureau. "The Economic Impact of Tourism on the Grand Valley." Developed and supervised administration of an intercept survey and cataloging of license plates at selected community events such as Country Jam, Dinosaur Days, and the Air Show.

Center for Innovation, Technology, and Enterprise. South Dakota Governor's Office of Economic Development. Marketing Plan written for LifePlan R_x - Personal health maintenance system. $8,500.

EDUCATION
University of Missouri-Columbia

Graduated 1993. PhD
Major area: Marketing Education
Support areas: Marketing/Management
                 Higher and Adult Education

Central Missouri State University, Warrensburg
Graduated 1987. MSEd, Marketing Education.

Western State College of Colorado, Gunnison
Graduated 1982. BA, Business Administration.
Emphasis: Management

ORGANIZATIONS
Board of Directors – Western Colorado Business Development Corporation
Small Business Institute Directors Association (SBIDA)
United State Association of Small Business and Entrepreneurship (USASBE) – elected Vice
        President of Marketing/Membership – 2007-2009.

Ward S. Huffman

Doctor of Business Administration, Finance
Nova Southeastern University, 2007.

Master of Business Administration, Finance
and Marketing
University of Colorado, 1976

195 Larchwood Ct.
Fruita, Colorado 81521

Home: 970-639-2933

Education

1999-2007	DBA, Finance, Nova Southeastern University, 2007.
1974-1976	MBA, Finance and Marketing, University of Colorado
1964-1968	BA, Zoology, University of Colorado

Licenses and Certificates

Colorado Real Estate Appraiser, 1991-1994
Securities Exchange Commission, Series 7, 1987-1990
Commercial Pilot, Multi-engine, Instrument, 1964-Present

Professional Organizations

Financial Management Association
American Planning Association
Association of State Floodplain Managers

Conference Presentations

May, 2007

"Using a neural network to build a hydrologic model of the Big Thompson River"
Water Resource Management Association Conference, Kos, Greece

May, 2007

"Using a neural network model to forecast flood events on the Big Thompson River"
River Basin Managers Conference, Kos, Greece

September, 2001

"GIS, Expert Systems and Neural Networks: Disaster Planning, Response, and Recovery"
International Association of River Basin Managers, Cardiff, Wales, UK

February, 2001

"Renewable and Sustainable Energy"
Monolithic Dome Institute, Fort Worth, Texas

May, 2000

"Sustainability, 101"
An Environmental Open Forum, Hocking College, Nelsonville, Ohio

May, 1999

"Building Consensus in Communities"
Association of State Floodplain Managers, Portland, Oregon

April, 1999	**"Community Sustainability and Weatherization"** U. S. Department of Energy, Region III Weatherization Conference, Rocky Gap, Maryland
March, 1999	**"Community Sustainability and Weatherization"** U. S. Department of Energy Region II Weatherization Conference, Atlantic City, New Jersey
February, 1999	**"Sustainability in Disaster Planning"** Disaster Planning and Mitigation Conference Federal Emergency Management Agency Nagaganset, Rhode Island
November, 1998	**"Sustainable Recovery from Disasters"** Federal Emergency Management Agency, Region VIII Conference, Brown County, Tennessee
September, 1998	**"Building Consensus in Your Community"** Community Stewardship Academy, University of Wisconsin, Greenbay, Wisconsin.
June, 1998	**"Designing Sustainable Communities"** American Association of Engineering Educators, Washington D. C.

Publications

October, 2007	**"Hydrologic modeling of the Big Thompson River using a Neural Network"** October, 2007, Conference Proceedings, Intelligent Systems Design and Applications Association
May, 2007	**"Using a neural network to build a hydrologic model of the Big Thompson River"** Water Resource Management Association, Conference Proceedings, May, 2007

May, 2007	**"Using a neural network model to forecast flood events on the Big Thompson River"** River Basin Managers Conference Proceedings, May, 2007
September, 2001	**"GIS, Expert Systems and Neural Networks,"** September 2001. Conference Proceedings, International Association of River Basin Managers
Summer, 2001	**"Renewable and Sustainable Energy,"** Summer 2001, Journal of the Monolithic Dome Institute

Military Experience

1969-1998	United States Air Force and Air Force Reserves (Retired)
1970-1998	Senior Pilot, United States Air Force
1991-1998	Chief of Command and Control, 302nd Military Airlift Wing

Positions Held

Aug. 2008-Present	Assistant Professor of Business, **Mesa State College.** Teaching Managerial Finance, Investments, and Money and Banking. Advising MBA candidates on thesis and practicums. Other duties as assigned.
1997-2006	Senior Financial Specialist, **U. S. Department of Energy.** Provided consulting services to communities throughout the United States on Grant Writing, Financing Energy Projects. Program Manager—Grant Writing Seminars. (Retired)
2005-2008	Instructor, Regis University. Teaching finance, financial management, investments, international

finance, financial institutions, sources of capital and capital markets.

1996-2008	Instructor, **University of Phoenix.** Teaching finance, financial management, investments, international finance, and financial institutions to undergraduates and graduate students.
1993-1997	Internal/External Auditor, **U. S. Department of Energy**
1989-1991	Pilot, Boeing 727, **Eastern Airlines**
1991-1993	Real Estate Appraiser, **Armbrust Appraisal Service**
1981-1986	Internal Revenue Agent, **U. S. Department of Treasury**
1979-1981	Securities Broker, **Wall Street West**
1976-1979	Insurance Agent, **Security Mutual Life**

743 Wedge Drive   Phone 970-245-6669
Grand Junction, CO 81506   Cell: 970-260-9500
gjouflas@mesastate.edu

Georgann Jouflas

Education

Masters of Business Administration (1986)
    The 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.

Teaching Experience

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 applicati of theory in all courses.
- Courses taught include:
    - Business Strategy (MANG491
    - Financial Accounting (ACCT 201)
    - Principles of Management (MANG201)
    - Supervisory Concepts (MANG221)
    - Small Business Management (MANG302)
    - Organization Behavior (MANG 301)
    - Business Protocol, (MANG391)
    - Introduction to Business (BUGB101)
    - Business Communications, (BUGB211)
    - Bookkeeping for Small Business (OFAD105)
    - Principles of Marketing (MARK201)
    - English Composition. (ENG111)
    - Beverage Management (CUAR136)

Western Colorado Community College--Community Education Center, Grand Junction, CO—Spring 1999 - Present
- Developed Accounting, Quickbooks software, and Marketing seminars for small business owners & their staff. Seminars are presented three times per year.

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.

The 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.

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Research Experience/ Grants Awarded

Listening to Business Project Grant received 2004, 2006, 2008. Conducting 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 received July 2008. "Northwest Colorado Communities Addressing Growth Together" Summit Report

Dixson Center for Entrepreneurial Development. Links Project, Oct 2000, Developed over 500 web links for college-based web site promoting entrepreneurial activity.

Competitive Edge Program 2003-2004
Grant awarded: Enterprise Zone Marketing grant
Pilot project researched methods of assisting existing businesses in strategic planning.

Community Kitchen Project 1996
Grant awarded: Colorado Department of Agriculture Marketing Feasibility grant
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.

Publications

"Northwest Colorado Communities Addressing Growth Together" Summit report, August 2008. Thea Chase and Georgann Jouflas.

"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.

"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

Professional Experience

Mesa County-ED Partners' Listening to Business Project, Grand Junction, CO
Project Manager—August 2004 – Present
The Listening to Business (LTB) Program is a one year pilot project sponsored by ED Partners, a collaboration of public and private organizations focused on implementing

unified economic development strategies in Mesa County. Duties included:
- Working with advisory group from participating agencies to develop project guidelines.
- Performing on going public relations for the project
- Scheduling interviews with 100 businesses in targeted industries
- Coordinating interview teams made up of board members from the Chamber of Commerce, Economic Partnership, Business Incubator Center, County Commissioners, and City Council members
- Providing participating agencies with periodic reports
- Develop a final report that includes analysis of survey results and recommended issues for action

Planning Oversight Committee, City of Grand Junction, Mesa County, Grand Junction Chamber of Commerce, Grand Junction, CO
Program Consultant—January 2006 – Present
- Develop survey instrument.
- Interview individuals and businesses completing projects through city and county planning departments.
- Meet monthly with city, county and chamber representatives to report on results of surveys.
- Compile survey results and report bi-annually.

The Business Incubator Center, Grand Junction, CO
Program Consultant—October 1996– Present
- Developed and managed the Competitive Edge program, a one-year pilot program for small businesses assisting owners in strategic planning and networking.
- Consulted with small business owners in areas of business start-up, marketing, bookkeeping, and software implementation.
- Coordinated implementation of new Kitchen Incubator Center. Wrote and received grants to fund the feasibility study for the project.
- Created and managed the Community Kitchen Project, a training program for women on public assistance. The program used a working entrepreneurial environment to train the participants in business and job skills.

Zaphod Inc., dba River City Cafe, Grand Junction, CO
Owner/ Operator—March 1990-October 1996
- Owned and managed corporation running two restaurants: River City Cafe & Bar and Dorothy's Diner (1990-1991). River City also included bar and entertainment business.
- Responsible for all aspect of business with annual sales of $850,000
- Managed 30-35 employees.
- Maintained all accounting, inventory control, and food costing systems

New West Foods, Grand Junction, CO
President/CEO—February 1991—December 1996
- Developed and managed small food manufacturing business which sold its products to food wholesalers in the western United States.
- Wrote business plan to get initial stockholder funding.
- Managed day to day functioning of business including hiring and training raw material procurement, equipment procurement, shipping logistics, broker management, and accounting.

Unique Business Systems

Internal Consultant—February 1989 -- November 1989
- Analyzed work flow of departments within the company.
- Selected, designed, and implemented new procedures and software to improve effectiveness and efficiency.

Product Manager—February 1988 -- 1989
- Product Manager for vertical market software for POS/Accounting PC/LAN systems.
- Coordinated product development, technical support, documentation, and quality control.
- Developed and implemented marketing plan, promotional literature, advertising, and publicity.
- Coordinated all trade show logistics, set-up, and displays.
- Hired, trained and managed sales and technical support staff for the product.

Sales Manager—September 1987-- February 1988
- Responsible for developing national sales department for new product.
- Established and managed all corporate and franchise accounts.
- Achieved sales quota of 2-3 system installations per month.

Tenneco Inc. Government Liaison Office, Washington, DC

Lobbyist Assistant—July 1983--July 1985
- Attended and reported on congressional hearings and industry meetings.
- Obtained visas from foreign embassies for company officials.
- Responsible for office accounts payable and vendor liaison.
- Supervised use of office information systems.

Community Affiliations

Western Colorado Community Foundation,
Vice Chairperson Board of Trustees, 2000-present

St Nicholas Orthodox Church-Annual Greek Festival,
Event Coordinator, 2001-present

Mesa State College, Office Administration program,
Advisory Committee, 2000-present

Mesa County School District 51, Business Education,
Advisory Committee, 1995-present

Mesa State College-Culinary Arts Program,
Advisory Committee, 1996-present

Colorado Restaurant Association-Western Slope Chapter,
President, 1995

G. Suzanne Lay, CPA

slay@mesastate.edu
371 Rodell Drive
Grand Junction, CO 81507
(970) 523-0467

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

TEACHING EXPERIENCE:

Assistant Professor of Accounting
Mesa State College (August 2006-Present)
- Teach 12 credit hours per semester
- Accounting Club Advisor
- Serve on MSC Assessment Committee
- Serve on Department Committees including Alternative Delivery Committee
- Developed online section of ACCT201 for Fall 2008 delivery
- Advise approximately 30 accounting students
- Advise freshman students at orientation each semester

Instructor of Accounting and Business
Kansas City Kansas Community College (August 2003-July 2006)
- Taught 15-21 credit hours per semester
- Served as official academic advisor for up to 60 accounting and business students
- Advised new students during open enrollment
- Founded a Business Advisory Board for the KCKCC Business Division and facilitate all meetings
- Participated as a faculty mentor in the KCKCC Mentor Program
- Utilized SMART classroom technology
- Developed an international accounting module for Accounting II course
- Served on sub-committee for Association of Collegiate Business Schools and Programs accreditation
- Served on sub-committee for Higher Learning Commission's North Central Association of Colleges and Schools accreditation
- Served on committee to develop college-wide critical thinking assessment tools
- Assisted in proctoring final college-wide assessment exams for graduating students
- Proficient in WebCT

G. Suzanne Lay, CPA

COURSES TAUGHT:

Principles of Accounting	Managerial Accounting	Audit I
Audit II	Accounting Information Systems	Business Law I
Business Law II	Introduction to Business	Business Math
Business Communications		Principles of Management

CERTIFICATION:

Certified Public Accountant
- Kansas Certificate # 7584 and Permit #1592
- Missouri Certificate #17383

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)
- American Institute of Certified Public Accountants (2007-Present)
- AICPA On Campus Champion for MSC (2007-Present)
- Teachers of Accounting at Two-Year Colleges (2004-2006)
- American Accounting Association (2005-2006)

PROFESSIONAL DEVELOPMENT:
- Completed KCKCC's Online Teaching/WebCT Training (March 2005)
- Attended the Accounting Section of the "Faculty Development in International Business" Seminar – University of South Carolina, Moore School of Business (June 2004)
- Earn 80 continuing education hours every two years for CPA licensure

PRESENTATIONS AND PUBLICATIONS:

- "Improving Success of Undergraduate Principles of Accounting Students by Exploring New Methods" presented at the International Conference on Learning in Chicago (June 2008)
- "Improving Success of Undergraduate Principles of Accounting Students by Exploring New Methods" in processed of being published by the International Journal of Learning (Fall 2008)
- "Improving Writing Skills of Audit Students" presented at Mountain Plains Management Conference and published in proceedings (October 2007)
- "Developing a College Life Coach Program to Retain Business Students" presented at Mountain Plains Management Conference and published in proceedings (October 2007)
- "Flexible Work Arrangements," delivered to the Women's Division of the Leavenworth Chamber of Commerce (March 2004)
- "Humanmetrics in Accounting" (in progress)

FIELD STUDY PROJECTS:

Emporia State University
- Teaching Accounting Online (Spring 2005)
- International Accounting and the Community College (Fall 2004)
- Accounting Scandals and Sarbanes-Oxley in Introductory Accounting

COMMUNITY INVOLVEMENT:

- Organized the Department's Paper Goods and Personal Care Item Drive to benefit the Western Slope Food Bank of the Rockies (fall 2007)
- Served on the planning and organizing committee for a local softball tournament to benefit the ALS Association (spring 2007)
- Served as an accounting coach/consultant for Entrepreneurship Day (April 2007 and 2008).
- KCKCC Relay for Life Participant (June 2004)
- ALS Walk to D'Feet Volunteer (November 2001)
- Junior Achievement Business Basics Instructor (October 1996 and November 1992)

FRANK B. MARKHAM

EDUCATION

<u>DBA</u> Louisiana Tech University, Louisiana
        Major: Management
        Minors: Marketing, Quantitative Analysis/Information Systems,
                 Economics

<u>MBA</u> Troy State University, Alabama
        Major: Management

<u>BSM</u> Embry Riddle Aeronautical University, Florida
        Major: Management

<u>AAA</u> North Carolina State University, North Carolina
        Major: Agriculture

**TEACHING
EXPERIENCE
<u>2001-present</u>**

ASSOCIATE PROFESSOR (tenured 2004) — Mesa State College, Colorado

Graduate instruction: Strategy and Policy, Production & Operations
    Management, Innovation and Technology Management.

Undergraduate instruction: Business Strategy, Operations Management,
    Principles of Management, Introduction to Business.

Course development: Developed and conducted graduate level course in
    Technology and Innovation Management. Introduced simulations to all
    strategy and policies courses. Incorporated Excel activities for problem
    analysis and resolution in all upper division and graduate courses taught.

Student development: Active in student résumé development and job search
    activities. Advised graduate, upper division and prospective students. Served
    on academic committees for graduate students. Currently advising sixty-five
    students.

Service: <u>College committees:</u> Graduate Council (vice-chair), Technology
    Council, Tenure & Promotion, General Education Core Review, Faculty Pay
    & Benefits. <u>School committees</u>: AACSB Faculty Development. <u>Department</u>:
    Curriculum development, Faculty Search (nine to date, chaired three).

<u>1998-2001</u>:

ASSOCIATE PROFESSOR — Northwest Missouri State University, MO

Graduate instruction: Organizational Behavior, Advanced Management Theory.

Undergraduate instruction: Organizational Policy & Decision Making,
    Production/Operations Management (both traditional and Web-based),
    Organizational Theory & Behavior, Human Resource Management,
    Principles of Management.

Course development: Developed and conducted department's first on-line course
    in Production/Operations Management for an on-line, web-based B.S. in
    Management.

Student development: Active in student résumé development and job search
    activities. Mentored student internships. Served on thesis and academic
    committees for graduate students. Selected as the university's first advisor to
    on-line, degree seeking students. Typically advised eighty to one hundred
    traditional students.

Service: <u>University committees:</u> Graduate Council, Educational Digital Technology, Telecommunications-Based Delivery Systems. <u>School committees:</u> MBA Council, Instructional Technology, Business Core Curriculum Evaluation. <u>Department:</u> Several faculty selection and department planning/curriculum committees.

1996-1998:   **ASSOCIATE PROFESSOR** — Lambuth University, TN

Undergraduate instruction: Business Strategy, Principles of Business, Organizational Behavior, Organizational Theory, Retailing, Consumer Behavior, and Advertising.

Student development: Active in student résumé development and job search activities. Advised forty upper and lower division students.

Service: Participated on several committees including University Admissions, Academic Appeals, chaired the Learning Disabilities Committee, and several faculty search committees.

Note: Lambuth did not have a graduate business program.

1991-1996:   **ASSISTANT PROFESSOR** — Radford University, VA

Undergraduate instruction: Business Strategy, Organizational Behavior, Compensation, and Principles of Management. Incorporated a computer simulation in Compensation. Introduced Internet, e-mail, and computer-based practical exercises in upper division courses. As the lead strategy instructor, incorporated a computer-based business simulation in the Business Strategy course.

Student development: Student activities included advising twenty-five junior and senior students, assisting as co-sponsor for Phi Beta Lambda, helped initiate and served as a committee member for the department's Management Internship Program. Active in student job search activities including reference letters and student résumé development.

Service: Served on various departmental committees and was one of the initial members of the Student Internship Committee.

Note: Participation on committees was limited by department policy due to ABD status.

1990-1991:   **INSTRUCTOR** — Louisiana Tech University, LA

Graduate instruction: Human Resources Management (graduate course at Bossier City extension center).

Undergraduate instruction: Production and Operations Management and Supervision.

Student development: Student advisor for thirty freshman and sophomore students.

1988-1990:   **GRADUATE TEACHING ASSISTANT** — Louisiana Tech University, LA

Graduate instruction: Human Resources Management (graduate course at Bossier City extension center).

Undergraduate instruction: Production and Operations Management and Introduction to Business.

| 1984-1988: | **ASSISTANT PROFESSOR** and **CHAIR** — Fitchburg State College, MA |

Administrative responsibilities: Scheduling, budgeting, department operations, and curriculum development. Served on budget committees, assisted in facility upgrade planning, planned and supervised program development for the department. Reported to the Vice President for Academic Affairs.

Undergraduate instruction: Taught upper division courses in management, law, ethics, and leadership, including leadership laboratories. Counseled students.

| 1982-1984: | **ADJUNCT PROFESSOR** — St. Leo College, Hopewell, VA |

Undergraduate instruction: Introduction to Data Processing and BASIC language at the Fort Lee Extension Center. Functioned as the site manager for the design and installation of the microcomputer laboratory. Developed curriculum for introductory data processing training.

PROFESSIONAL CONTRIBUTIONS

Publications, Proceedings, and Presentations - peer reviewed

"Business Simulations in Capstone Courses," Mountain Plains Management Conference, 2004

"Incorporation of Business Simulations in Capstone Courses," workshop presentation, Mountain Plains Management Conference, 2004

"*e*-Commerce = *e*-Work: Organizing for the New Millennium," with Drs. Howard Combs and Robert Spillman, *The Atlantic Marketing Association Proceedings*, October 2000.

"Telecommuting Preparedness: An Examination of Salient Perceptions Among Information Technology Professionals," with Drs. Howard Combs and Robert Spillman, *The Regional Review*, May 2000.

"Telecommuting: Acceptance, Adoption, and Application," with Dr. Robert Spillman, *The Journal of Computer Information Systems*, Summer 1997.

"Incorporating Telecommuting in Future Marketing Strategies," with Drs. Howard Combs and Robert Spillman, Best Paper Award, *Southeastern Chapter of The Institute for Management Science Proceedings*, October 1995.

"Telecommuting Preparedness: An Examination of Salient Perceptions Among Information Systems Professionals," with Dr. Robert Spillman, *The International Association for Information Management Proceedings*, December 1994.

Publications – editorial review

Business Communication Design: Creativity, Strategies and Solutions, Angell, 2nd ed., Power Point instructor support package, McGraw-Hill/Irwin, 2006.

Modern Management, Certo, 10th ed., Power Point instructor support package, under review by Prentice Hall, 2006.

Human Resource Management, Byars & Rue, 8th ed., Power Point instructor support package, McGraw-Hill/Irwin, 2005

Behavior In Organizations, Shani, 8th ed., Power Point instructor support package, McGraw-Hill/Irwin, 2005.

Organizational Behavior, Luthans, 10th ed., Power Point instructor support package, McGraw-Hill/Irwin, 2005.

Management Skills and Application, Rue & Byars, 10th ed., Power Point instructor support package, McGraw-Hill/Irwin, 2005.

Business Models, A Strategic Management Approach, Afuah, Power Point
instructor support package, McGraw-Hill/Irwin, 2004.

Human Resource Management, Byars & Rue, 7th ed., Power Point instructor
support package, McGraw-Hill/Irwin, 2004.

Organizational Behavior: Human Behavior at Work, Newstrom & Davis, 11th
ed., Power Point instructor support package, Irwin/McGraw-Hill, 2002.

Modern Management, Certo, 9th ed., Power Point instructor support package,
Prentice Hall, 2002.

Strategic Management in Action, Mary Coulter, 2nd ed., Instructor Manual,
Prentice-Hall, 2002.

Strategic Management in Action, Mary Coulter, 2nd ed., Power Point instructor
support package, Prentice-Hall, 2002.

Presentations – invited, non-reviewed

"Strategic Planning: Process and Application," Chamber of Commerce Seminar,
Jackson, TN, 1998.

"Marketing Strategy for the Small Business," Chamber of Commerce Small
Business Seminar, Jackson, TN, 1997.

"Career Management," Financial Management Association, Radford chapter,
February 1995.

"Job Prerequisites, Preparing for the Hunt," The Accounting Society, Radford
chapter, November, 1994.

"Supervision and Resource Management for the Small Business Leader," Small
Business Seminar, Bossier City, LA: Provided a series of presentations for the
Bossier City Small Business Development Center, 1989 through 1991.

Service

*Textbook reviewer, Essentials of Strategic Management: The Quest for
Competitive Advantage*, Gamble and Thompson, McGraw-Hill/Irwin, 2009

Director, Placement Services, Southern Management Association, 2002 through
present. Responsible for placement activities, convention communications
system and Placement Services web site *<www.mesastate.edu/sma>*

Track Chair, Operations, Technology and Innovation Management Track,
Southwest Academy of Management, 2004 - 2008.

Discussant, Mountain Plains Management Conference, 2004

Reviewer, Mountain Plains Management Conference, two tracks, 2004

Reviewer, The Regional Review, a publication of the Booth School of Business,
Northwest Missouri State University, 2003 - 2008.

Session Chair, Southwest Academy of Management, Technology, Innovation
and POM track, 2001 through 2007.

Discussant, Southwest Academy of Management, Technology, Innovation and
POM track, 1998 through 2007.

Reviewer, Southwest Academy of Management, Technology, Innovation and
POM track, March 1998 through 2008.

Outstanding Reviewer Award nominee, for the Southwest Academy of
Management, 1999, 2000, 2001 and 2002.

Co-director, Placement Center, Allied Southern Business Association, 1999 –

2001. Additional responsibilities included development and maintenance of the Placement Center's web-page <*www.mesastate.edu/sma*>.

Associate Director, Placement Center, Allied Southern Business Association, 1998.

Reviewer for the Southern Management Association, 1998, two tracks— Business Policy/Strategy and Information Systems, Production Quality and Technology tracks.

Reviewer for the Southwest Academy of Management, Business Policy/Strategy Track, 1997.

PROFESSIONAL EDUCATION

Approaches to Distance Learning, Southern Management Conference: Seminar on applications and techniques for distance and interactive education.

Teaching Large Classes Interactively, Southern Management Conference: Seminar on methods for effective teaching large class sections.

LISREL Mini-conference, Southern Management Conference: Seminar in application and use of LISREL statistical techniques.

Grant Development, Radford University: Seminar in grant development and submission.

Automatic Data Processing Officer Course, U.S. Army Institute of Personnel and Resource Management: Highly intensive thirteen-week program (twenty semester credits) in computer languages, hardware, and administration of computer resources including contract and human resource management topics.

Marketing Center Management Course, U.S. Army Institute of Personnel and Resource Management: Intensive four-week program presented by N. W. Ayer, a nationally recognized marketing firm.

CONSULTING

PATHWAYS COMMUNITY BEHAVIORAL HEALTHCARE, INC., Clinton, MO (1999-2000): Provided system analysis and updating of automated report generation system for a medical contractor to the state of Missouri.

JACKSON AREA CHAMBER of COMMERCE, Jackson, TN (1997-1998): Strategic Planning project team member: Provided expertise, assistance and training for Chamber members in strategic planning activities for city and county economic development.

MANAGEMENT EXPERIENCE 1984-1987:

CHIEF of DATA PROCESSING and OPERATIONS BRANCH — First Region, Reserve Officers' Training Corps, Fort Bragg, NC (three month period each summer): Coordinated data processing support and served as the database manager for 3800 cadet records at the ROTC summer training program. Responsible for the collection, input, validation and management of data and reports. Additionally performed as the government contracting officer responsible for contractor performance and disbursement.

1981-1984:

DEPUTY DIRECTOR of DATA SERVICES and CHIEF of COMPUTER OPERATIONS — United States Army Computer Systems Command, Fort Lee, VA: Managed one of the Army's largest computer sites. Responsible for the operation, maintenance, and installation of multiple computer and distributed data processing systems providing support to over five hundred civilian and military programming personnel. Direct management responsibility for one hundred and twenty personnel. Configurations and number of computer systems varied but typically consisted of ten IBM and

	Honeywell mainframe and minicomputer systems with networks serving over three hundred terminals, printers and numerous microcomputer systems. Developed annual budgets and administered maintenance and operation contracts exceeding five million dollars annually.
HONORS	*Master Professor, The Business Strategy Game*, 2008 Hall of Fame. *Outstanding Faculty Member*, Alpha Sigma Tau & Radford University Pan-Hellenic Beta Gamma Sigma National Business Honor Society Gamma Beta Phi National Honor Society Magna Cum Laude Who's Who Among Students in American Universities and Colleges
PROFESSIONAL ORGANIZATIONS	Business Policy and Strategy Net (Academy of Management) Management Education Division (Academy of Management) Southern Management Association Southwest Academy of Management International Conference on Advances in Management

ROBERT W. MAYER
Curriculum Vita
Fall 2008

Business Address   Home Address
Department of Business   630 31 ½ Road
1100 North Avenue   Grand Junction, CO 81504
Grand Junction, CO 81501

970-248-1728   970-434-8604
mayer@mesastate.edu

EDUCATION: M.S.B.A, University of Northern Colorado, 1984

B.S. Marketing, Metropolitan State College, 1978

Professional
Certifications: American Hotel and Motel Association:
Certified Hospitality Administrator (CHA)
Certified Hospitality Educator (CHE)

EMPLOYMENT:

MESA STATE COLLEGE AUGUST 1987-PRESENT
Associate Professor, School of Professional Studies
1.   Instructor in Marketing Department
2.   Instructor Travel Department
3.   Coordinator Business Department Internship Program

COLORADO MOUNTAIN COLLEGE SEPTEMBER 1981-AUGUST 1987
Associate Professor, Resort Management Program
1.   Full-time faculty 4 years; Leadville Campus
2.   One-half time; 1986 while on work leave
3.   1986-1987 Instructional Coordinator Resort Management
Program, Vail Center.

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 the Town of Vail
2.   Supervised sales staff of five
3.   Created and supervised advertising and media

TEACHING:

Areas of Interest: Marketing, Travel, Co-Operative Education

Courses Taught
Last 5 Years: BUGB 249-Business for a Lifetime
                     MARK 335-Sales and Sales Management
                     MANG 499-Internship
                     MARK 231-Principles of Marketing
                     BUGB 105-Freshman Business Seminar
                     TRAV 101-Travel Industry I

Teaching
Innovations: Use of Student Response Systems & PC Tablet in classroom..

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.

SELECTED PRESENTATIONS:
with R. Vail,. S. Becker, "How Engaging is Classroom Technology?" Mesa State
   College Faculty Colloquium April, 2008.

with R. Vail,. S. Becker, a poster session "How Engaging is Classroom Technology?"
   Rocky Mountain Psychological Association Convention, Boise, Idaho, April 2008.

Peer reviewer and session chair, 46th Mountain and Plains Management   conference
at Mesa State College, October 2004

with Dr. Morgan Bridge, Richard Vail and I conducted a panel discussion titled "Can A Freshman Business Seminar Contribute to Business Program Completion?" at the 44th Mountain Plains Management Conference. Durango, Colorado, October 2002.

with R. Vail "Using WebCT to Coordinate Internships" a poster session at the Colorado State Colleges Professional Development Conference, FACT, Frisco, Colorado, September 2001

"On Sabbatical: What are you doing here?" at the 42nd Annual Mountain Plains Management Conference. Cedar City, Utah, October 2000

with R. Vail and M. Gizzi, "Mesa Online Internet Courses: Reports from a Pilot Project" for the faculty of Mesa State College, October 11, 2000.

with R. Vail, and M. Gizzi presented at the FACT conference "Mesa Online Internet Courses: Reports from a Pilot Project". Crested Butte, Colorado, October 1999.

with R. Vail "Are Online Courses Worth the Effort?" a poster session at Syllabus99 Conference. Santa Clara, California, July 1999.

COLLEGE SERVICE:

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, 5 Departmental Hiring Committees

COMMUNITY SERVICE:

School District 51 District Technology Committee
School District 51 District Accountability Committee
School District 51 Elementary School Computer Lab Supervisor (one afternoon per week for 10 years)
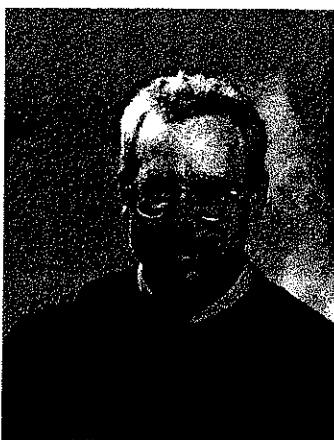
Steven M. Metheny, PE
Assistant General Manager
Delta-Montrose Electric Association
PO Box 910
Montrose, Colorado 81402-0910
(970) 240-1260
e-mail: smetheny@dmea.com

Steve was raised and educated in northwestern New Mexico. He received his bachelor's degree in Electrical Engineering from New Mexico State University, Las Cruces, New Mexico and his master's degree in Electrical Engineering from the University of Colorado, Boulder, Colorado

He is a registered Professional Engineer in the State of Colorado.

He has had various experiences in electric cooperatives, municipals, public power agencies, and investor owned electric utilities since 1973.

He is the Assistant General Manager Delta-Montrose Electric Association (DMEA) in Montrose, Colorado.
He is a past president of the Montrose Chamber of Commerce Board of Directors
He is currently the president of the Montrose Baseball Association and a member of the Mesa State College Advisory Committee.

In addition to his utility career, he is an adjunct professor at Mesa State College, and is the owner in a Sports Academy business. His passions are coaching baseball, energy efficiency, computers, digital photography, mountain biking, 4-wheeling, and spending time with his family.

DR. JERRY WAYNE MOORMAN

COLLEGE ADDRESS

Mesa State College
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Grand Junction, CO 81502
(303) 248-1514
email: jmoorman@mesastate.edu

HOME ADDRESS

303 Music Lane
Grand Junction, CO 81506
(303) 243-1340

PERSONAL DATA

Marital Status: Married, One Child   Age: 59
Health: Excellent Overall   Sex: Male

EDUCATIONAL BACKGROUND

DOCTORATE - Ed.D. - Major in Industrial & Occupational Education With a Marketing Education Emphasis/Minor in School Admin.
Mississippi State University, May, 1979.

MASTERS - M.Ed. - Major in Secondary Supervision & Administration
Delta State University, May, 1976

BACHELORS - B.S. - Major in Marketing Education/Minor in Marketing
Mississippi State University, May, 1971

ADDITIONAL GRADUATE
STUDIES   University of Mississippi
University of Northern Colorado

PROFESSIONAL EXPERIENCE

Professor of Business Administration, Mesa State College, Grand Junction, Colorado, 1994 - present.
MBA Director, Mesa State College. I served in this position twice.
Dean, Mesa At Night, Mesa State College
Vice President for Student Services and External Relations, Mesa State College, Grand Junction, Colorado, 1993-1994.
Dean, School of Technology, Mesa State College
Assistant Vice President for Academic Affairs and Dean of the School of Technology, Mesa State College, Grand Junction, Colorado, August, 1991 - 1993.
. . . General duties regarding Academic Affairs
. . . Responsible for the School of Technology
. . . Responsible for developing the new Unified Technical Education Campus
. . . Responsible for the Mesa State College Montrose Center
. . . Responsible for all Continuing Education (Director reports to me)
. . . Responsible for the Tutorial Learning Center (Director reports to me)
Director of Continuing Education, Mesa State College, January - July, 1991.
. . . Responsible for all extended/continuing education activities
Assistant/Associate Professor, Department of Occupational and Vocational Education, University of North Texas, June, 1987, - December, 1990. Received tenure letter prior to leaving
. . . Responsible for the Marketing Teacher Education Program
. . . Director of the Corporate Services Center/University Economic Development Effort
Assistant to the President, Pueblo Community College, November, 1985 - May, 1987.
. . . Responsible for all industry-specific training
. . . Responsible for all college marketing and public relations
. . . Responsible for all college-wide research

... Responsible for representing the college through public speaking engagements, etc.

... Executive Director of the College Foundation

Dean of Adult and Continuing Education, Pueblo Community College, August, 1984 -October, 1985

... Responsible for entire night school operation

... Responsible for industry-specific training

... Responsible for all college assessment activities

... Responsible for the Adult Basic Education Program

... Responsible for developing and administering all non-credit offerings

... Responsible for the Lifelong Learning Center for senior citizens

... Responsible for college placement

... Responsible for the Alumni Association

... Responsible for college-wide marketing and public relations

Business Division Coordinator, Pueblo Community College, May. 1983 - July, 1984

... Responsible for administering all Business Division departments

... Director of the Meyers Center for Small Business

... Responsible for teaching business classes

... Responsible for consulting with area small businesses

Director of Vocational Teacher Education, University of Northern Colorado, October, 1981 - May, 1983

... Responsible for administration of all vocational teacher education activities including six departments plus the credentialing unit

... Responsible for coordination with state and local agencies

... Responsible for fiscal management (approximately $350,000 per year)

... Responsible for planning and scheduling

... Responsible for articulation of all vocational programs

Marketing Education Teacher Educator, University of Northern Colorado,
July. 1980 - September, 1981

... Jointly responsible for the Marketing Education Teacher Education Program

... Responsible for Marketing Education in-service state-wide

... Responsible for liaison with state staff

... Responsible for funded projects

... Responsible for general teaching in the School of Business

Research and Curriculum Specialist, Marketing Education and Special Needs,
Research and Curriculum Unit, Mississippi State University, March, 1979, to June, 1980

... Primary responsibility was in researching the needs of and developing curriculum materials for Marketing Education and Special Needs

... Assigned as the IDECC representative for Mississippi

... Developed and conducted in-service workshops

Research Associate, Research and Curriculum Unit, Mississippi State University, August, 1978, to February, 1979

... Assigned to review vocational curriculum materials for the handicapped

Assistant Vocational Director, Greenville (MS) Municipal Separate School District, July, 1974 to June, 1977

... Administrative and supervisory responsibilities for 30 vocational instructors

... General administrative duties involved in the day-to-day operations of a 17 program, 88,000 square feet vocational complex

... Responsible for all program evaluation

... Responsible for adult education

Marketing Education Coordinator (Cooperative Education), Greenville Municipal Separate School District, April, 1973, to July, 1974, and May, 1971, to July, 1972

... Responsible for screening and selecting students

... Responsible for placing students on the job

... Responsible for classroom teaching

... Responsible for program graduates' follow-up

... Responsible for working with approximately 40 small businesses

PROFESSIONAL ACTIVITIES

Local Involvement

. . . Mesa County Economic Development Council Board of Directors
. . . NCATE Steering Committee - Mississippi State Un. & Un. of Northern Colorado
. . . North Central Steering Committee - Pueblo Community College
. . . Southern Association of Colleges and Schools visiting team member - Dallas Independent School District & Leland (MS) School District
. . . Comprehensive Program Review team member - Trinidad State Junior College
. . . Professional Secretaries International, Kachina Chapter, - member of the management advisory board and board chairman
. . . Junior Achievement Board Member
. . . Vocational Guidance Work Experience Program Advisory Committee
. . . Pueblo Chamber of Commerce
    Small Business Committee
    Ambassadors Club
    Leadership Pueblo Steering committee
    Seminar Committee
    Small Business of the Year Committee
. . . Canon City Chamber of Commerce
. . . Grand Junction Chamber of Commerce annual goals and objectives facilitator
. . . Kiwanis Club member; Pueblo, Denton (TX), & Grand Junction (Board of Directors)
. . . Chipeta Girl Scout Council - Marketing Committee

Major Presentations

. . . The International Academy of Business and Public Administration Disciplines, 2008.
. . . Mountain Plains Management Conference, 2006.
. . . Mountain Plains Management Conference, 2004.
. . . The International Academy of Business and Public Administration Disciplines, 2004.
. . . Mountain Plains Regional Management Conference (University of Southern Utah, 2000)
. . . Mountain Plains Regional Management Conference (San Diego, 1999)
. . . Mountain Plains Regional Management Conference (Denver, 1998)
. . . Mountain Plains Regional Management Conference (Grand Junction, 1997)
. . . Marketing Education National Conference (Las Vegas, 1997)
. . . Mountain Plains Management Conference (1997)
. . . Colorado Business Education State Conference (1995)
. . . National Marketing Education Conclave (1995)
. . . 1992 Grand Junction Chamber of Commerce Banquet
. . . Colorado Vocational Association (1991)
. . . National Marketing Education Directions Conference (1990)
. . . Texas Summer Workshop for New Teachers (1990)
. . . National Marketing Education Conclave (1990)
. . . National Marketing Education Research Conference (1990)
. . . Five State Marketing Education Conference (1989)
. . . Texas Summer Workshop for New Teachers (1989)
. . . National Marketing Education Conclave (1989)
. . . National Marketing Education Research Conference (1989)
. . . American Vocational Association National Conference (1988)
. . . Texas Summer Workshop for New Teachers (1988)
. . . National Marketing Education Conclave (1988)
. . . Valpar National Training Institute (1988)
. . . Carrollton (TX) Employer-Employee Banquet, Keynote (1988)
. . . National Southern Regional DECA Conference (1987)

... Idaho State Marketing Education Conference (1987)
... American Vocational Association National Conference (1987)
... Canon City Career Fair, 1200 in audience, Keynote (1986)
... American Vocational Association National Conference (1985)
... International Council For Small Business Nat. Meeting (1985)
... American Association of Community and Junior Colleges National Conference (1985)
... American Vocational Association National Conference (1984)
... Colorado Association of Vocational Administrators (1983)
... Colorado Vocational Association (1982)
... Mississippi Vocational Association Summer Conference (1981)
... Western Regional DECA Conference (1980)
... Six Mississippi Regional Counselor Workshops (1979)
... Numerous local presentations to service clubs and other community organizations

PROFESSIONAL CONSULTATION

... Montrose County, CO Surveyed all county residents in 2007 regarding land use
... Grand Junction Economic Partnership 2007 Survey of investors
... Recreation Center Task Force Surveyed 23000 households in Mesa County 92007, CO regarding a potential recreation center
... City of Montrose, Co Assorted several marketing research projects
... City of Grand Junction, Co Community Research – several marketing research projects
... Assorted small consulting projects for area small businesses
... United Companies, managed a research project to measure preferred customers' satisfaction
... Mesa County, county-wide perceptions research project
... St. Kathryn, Cellars, Inc., marketing research consultant
... Ghost wrote a trade book in 1999 for a Denver-based client
... Ghost wrote a 325 page trade book in 1997 for a TQM Consultant (book currently in Barnes & Noble)
... City Market (Division of Kroger), designed employee hiring systems
... McDonnell Douglas Corporation, three years as lead consultant in the area of pre-employment assessment and screening
... Gainesville Independent School District/Cooke County Community College, design of a student assessment system
... Valpar International, one year as a marketing consultant
... The Media Center (Pueblo, CO advertising agency), past corporate board member
.. East Texas Minority Business Development Council, small business development
... Emergi-Care, Inc. (a medical group in Colorado Springs, CO), management and marketing consultant plus past corporate board member
... General business consulting to over 100 small businesses
... TOTAL, Inc., commercial writing
... Marketing Education Resource Center, commercial writing
... Mississippi State University Research/Curriculum Center, curriculum material development
... Interstate Distributive Education Curriculum Consortium, curriculum material development
... Mississippi ARC Region, development of teacher education materials
... Kemper County (MS) School District, Accountability Instructional Management Project

PROFESSIONAL AFFILIATIONS (past and present)

... American Educational Research Association
... American Marketing Association
... American Vocational Association; Divisional Editorial Board & Research Committee
... Colorado Vocational Association
... Texas Vocational Association
... Mississippi Vocational Association
... National Marketing Education Association; Editorial Board, Research Committee and organizer of 1990 National Directions Conference

. . . Colorado Marketing Education Association; Past President
. . . Texas Marketing Education Association
. . . National Marketing Education Research Council; Board Member & organizer of the 1991 National Conference
. . . Colorado Association of Instructional Deans; past Vice President
. . . Colorado Association of Vocational Administrators
. . . American Association of Community and Junior Colleges
. . . National Council for Research and Planning; Rocky Mountain Regional Representative
. . . International Council for Small Business
. . . Phi Delta Kappa
. . . American Society for Training and Development

HONORS

Professional

. . . Awarded the "Harold Williams Award" for best research presentation at the 1990 National Marketing Education Research Conference
. . . One of three Mississippians selected as recipients of the National Education Professions Development Act Fellowship awarded by the U.S. Department of Education
. . . Pueblo, Colorado executive of the year in 1984-1985
. . . Selected as one of 50 participants in the Colorado Vocational Association "Think-Tank" in 1984
. . . Member of the National Distributive Education Clubs of America Hall of Fame

University

. . . President of the Graduate Student Body at Mississippi State University
. . . Vice President of the Graduate Student Body at Mississippi State University
. . . Who's Who in American Colleges and Universities as a graduate student (based on a GPA of 3.92 as a doctoral student)
. . . State President of the Distributive Education Clubs of America, Collegiate Division (undergraduate)

PROFESSIONAL PUBLICATIONS

TEXTBOOKS:

Moorman, Jerry W. and James Halloran, Successful Business Planning for Entrepreneurs, 2005. South-Western Publishing Co., Cincinnati, Ohio

Moorman, Jerry W., Writing a Business Plan: The Definitive List of Questions You Have to Answer Grand Junction, Colorado 2001.

Moorman, Jerry W., Writing a Business Plan: The Definitive List of Questions You Have to Answer 2nd Edition, Grand Junction, Colorado 2003.

Moorman, Jerry W. and James Halloran, Contemporary Entrepreneurship, South-Western Publishing Co., Cincinnati, Ohio, 1996.

Moorman, Jerry W. and James Halloran, Entrepreneurship, South-Western Publishing Co., Cincinnati, Ohio, 1993.

REFEREED:

Moorman, Jerry, "Advertising Influences on Traditional Age College Students," Proceedings of The International Academy of Business and Public Administration Disciplines, 2008.

Moorman, Jerry, "A Study to Examine College Students' Attitudes Toward Campus Bookstores, " Proceedings of Mountain Plains Management Conference, 2006.

Moorman, Jerry, "Traits of Effective Professors (Qualitative Paper), " Proceedings of Mountain Plains Management Conference, 2004.

Moorman, Jerry, "Traits of Effective Professors (Quantitative Paper), " Proceedings of The International Academy of Business and Public Administration Disciplines, ISSN 1547-4836, 2004.

Moorman, Jerry, "Business Protocol: Assessing Student Knowledge," <u>Proceedings of the ?th Annual Mountain Plains Management Conference</u>, 2000.

Moorman, Jerry W. and Tim Hatten, "Business Protocol: Assessing Student Knowledge," <u>Mountain Plain Journal of Business and Economics</u>, Volume 2, 2001.

Moorman, Jerry W., " Justifying HRM's Need for an Internal Marketing Plan", <u>Proceedings of the 41th Annual Mountain Plains Management Conference</u>, 1999.

Moorman, Jerry W., "A Comparison of selected Business Plan Components ", <u>Proceedings of the 40th Annual Mountain Plains Management Conference</u>, 1998.

Moorman, Jerry W., "HRM Faculty: Part of Your Local Economic Development Incentive Package?, <u>Proceedings of the 39th Annual Mountain Plains Management Conference</u>, 1997.

Moorman, Jerry W. and James R. Stone, "Identifying Contributions of Marketing Education to Business and Society," <u>Marketing Educators Journal</u>, 1990.

Moorman, Jerry W., "Get Ready, Get Set, Go," <u>Vocational Education Journal</u>, February 1991.

Moorman, Jerry, "Marketing Education: A Survey of State Supervisors Concerning Program Size, Growth, and Teaching Assignments," <u>National Research Conference Report 1990</u>, pp. 38-56.
> **NOTE**: The presentation of this research study won the "Harold William's Award" for best research presentation, 1990 Conference.

Moorman, Jerry, "What Bankers Have to Say About Business Planning," <u>IDEAS for Marketing Educators</u>, March, 1990, pp.7-8.

Moorman, Jerry W. and Cynthia G. Hess, "A Study of Texas Banks to Determine Business Plan Components for the Entrepreneur Planning to Start a Small Business," <u>National Research Conference Report 1989</u>, pp. 77-90.

Moorman, Jerry W. and James R. Stone, "Identifying Contributions of Marketing Education to Business and Society," <u>Business Education Forum</u>, February, 1989, pp. 32-34. Reprinted in same publication April, 1989, pp. 14-16.

Moorman, Jerry W., "Improving Adult Reading Skills Through a JTPA/Education Project," <u>The Journal for Vocational Special Needs Education</u>, Winter, 1989, pp. 15-16.

Moorman, Jerry W., "Tiny Town," <u>Vocational Education Journal</u>, January/February, 1989, p. 41.

Moorman, Jerry W. and P. Anthony Zeiss, "Predicting Training Success in a Customized Industry Project," <u>Community College Journal for Research and Planning</u>, Fall-Winter, 1988, pp. 15-18.

Moorman, Jerry W., <u>Vocational Education for the Handicapped, Inservice Instructional Unit</u>, ERIC, February, 1983.

Moorman, Jerry W., "IDECC for Special Needs," <u>Marketing Educator's News</u>, Winter, 1982.

Moorman, Jerry W., "Vocational Education for the Handicapped: A Study of Attitudes," <u>The Journal for Vocational Special Needs Education</u>, January, 1980, pp. 25-26, 30.

JOURNALS:

Moorman, Jerry and Gerald Jernigan, "A Practical Approach for Marketing Your Local Program," <u>California Marketing Education Journal</u>, Fall, 1990.

Moorman, Jerry W., "Teaching Entrepreneurship: What Do Students Really Need to Know?", <u>The Balance Sheet</u>, September/October, 1988, pp. 11-13.

Moorman, Jerry W., "Center for Small Business," <u>Colorado Business</u>, September, 1984, pp. 54-55.

BOOK CHAPTER:

        Moorman, Jerry W., "Expanding a Business," <u>Economic Development:</u>
          <u>Viewpoint from Business</u>, American Association of Community and
          Junior Colleges, Fall, 1989.

RESEARCH
MONOGRAPHS:

        Moorman, Jerry W., <u>Mainstreaming the Handicapped into Vocational</u>
          <u>Education: A Progress Report</u>, Mississippi State University:
          Research/Curriculum Unit, 1980.
        Moorman, Jerry W. and others, <u>Resources for Teachers of the</u>
          <u>Handicapped in Vocational Education</u>, Mississippi State
          University: Research/Curriculum Unit, 1979.
        Moorman, Jerry W., <u>Adults Need D.E. Too</u>, Mississippi State
          University: Research/Curriculum Unit, 1978.
        Moorman, Jerry W., <u>Vocational Education for the Handicapped: A</u>
          <u>Selected Resource Guide</u>, Mississippi State University:
          Research/Curriculum Unit, 1979.
        Moorman, Jerry W., <u>Vocational Education for the Handicapped: A</u>
          <u>Glossary of Terms</u>, Mississippi State University: Research/
          Curriculum Unit, 1979.
        Moorman, Jerry W., <u>Vocational Education for the Handicapped: A</u>
          <u>Study of Attitudes in Mississippi</u>, Mississippi State
          University: Research/Curriculum Unit, 1979.

ABSTRACTS/
EDITORIALS:

        Moorman, Jerry W.and Houston Polson, "Using Internet in the Marketing Classroom,
        " <u>Marketing Education Conclave Marketing Insights and Initiatives Conference Compendium 1995</u>.
        Moorman, Jerry W., "Marketing Planning for Marketing Education,"
        <u>Marketing Education Conclave Marketing Insights and Initiatives Conference Compendium 1990</u>, p.
17.
        Moorman, Jerry W., "Selling Your Educational Expertise in the
          Private Sector," <u>Marketing Education Conclave Conference</u>
          <u>Compendium 1989</u>, p. 140.
        Moorman, Jerry W., Marketing Education "INSIDER", <u>Vocational Education Journal</u>, Jan./Feb., 1989.

CURRICULUM:

        Moorman, Jerry and William T. Price, <u>Developing A Marketing Plan For</u>
          <u>A Marketing Program</u>, Marketing Education Association, Marketing Education Research Center,
          The Ohio State University, Columbus, Ohio, April, 1991.
        Moorman, Jerry, <u>Marketing to an Aging America, A Contemporary</u>
          <u>Case Study in Marketing</u>, Marketing Education Research Center,
          The Ohio State University, Columbus, Ohio, April, 1990.
          Distributed to Marketing Educators in 36 member states.
        Moorman, Jerry W. and others, <u>Basic Warehousing Training</u>, Pueblo
          Community College, 1986.
         Moorman, Jerry W. and Thomas Smith, <u>Managing Energy Resources for</u>
          <u>Marketing and Distributive Education</u>, Mississippi State
          University: Research/Curriculum Unit, 1981.
        Moorman, Jerry W., <u>Audio LAPS</u>, Marketing Education Research Center,
          The Ohio State University, Columbus, Ohio, April, 1981.
        Moorman, Jerry W. and Mildred Lester, <u>Marketing/Distributive</u>
          <u>Education Operations Manual: Project Methods</u>, Mississippi
          State University: Research/Curriculum Unit, 1980.

VIDEO:

Moorman, Jerry W. and others, "INSIGHT: Pre-employment Assessment and Screening," Dallas, TX, 1988.

Moorman, Jerry W. and John Kent, "Pueblo: Industry Training at its Best," Relovision, Colorado Springs, Colorado, 1987, (11 minute promotional).

Moorman, Jerry W. and others, "Walking Man" and "Shake, Rattle and Roll," Relovision, Colorado Springs, Colorado, 1986 (two DECA commercials).

NEWSPAPER COLUMNS PUBLISHED:

Grand Junction Free Press: 8 monthly columns published December 2004 – July 2005.

Grand Junction Daily Sentinel Daily Newspaper: 15 weekly columns published August – December, 2000

The Business Times of Western Colorado: 20 monthly columns published February, 1999 - September 2000

NON-ACADEMIC PUBLICATIONS:

Moorman, Jerry, Coahoma Street, A fiction novel, Farolito Press, Grand Junction Colorado.

Moorman, Jerry, A Body Less Perfect, A Book of Poetry, Farolito Press, Grand Junction Colorado.

Moorman, Jerry, ????? A book on Quality ghost written for a Quality Consultant. Newport Beach, California.

OTHER:

Moorman, Jerry, Get Ready, Get Set, Go, Marketing Education Association, Reston, Virginia.

Moorman, Jerry, "The Universities of Your Choice: A Marketing Decision", The Texas Diamond, Vol. 44, No. 2, p. 8.

Moorman, Jerry W. and Bill Hollenback, "Assessment: A Key to Success at Pueblo Community College," Valparspective, Spring, 1987, pp. 1, 6-7.

Moorman, Jerry W. and John Kent, McDonnell Douglas: The Pueblo Experience, Pueblo Community College, 1987.

Moorman, Jerry W., numerous articles, Marketing Education, Colorado Marketing Association, 1986-87.

Moorman, Jerry W., "Customized Industry Training: On Target in Pueblo," Colorado Insight, January 1987.

Moorman, Jerry W., "Attitudes of Mississippi Vocational Educators Toward the Handicapped", Ed.D. dissertation, Mississippi State University, 1979.

LARRY R. MOYER
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Grand Junction, CO 81502
(970)-241-3963   lrmoyer@bresnan.net

SUMMARY | Thirty years of increasing responsibility and expertise in all facets of the exploration, land and production phases of the oil and gas industry.

TECHNICAL | Extensive experience developing integrated geological, geophysical and engineering interpretations for use in exploration, field development and producing property evaluation, including geological and geophysical field and well-site supervision.

SPECIAL SKILLS | Licensed user of Petra. Extensive experience interpreting complex structures and deviated wells using dipmeter data and SCAT analysis. Have computer capability to generate SCAT plots. Complex analytical experience using accounting and CPA background.

OPERATIONS | Experienced with all aspects of managing operated and non-operated oil and gas properties with emphasis in accounting, Joint Operating Agreements, oil & gas sales contracts and marketing, AFE's, revenue audits, gas balancing audits, permitting, and filing of regulatory reports.

MARKETING | Successfully sold prospects to both industry and non-industry partners to fund drilling wells and producing property acquisitions.

EXPERIENCE

1987 to Present | Consulting Geologist and Independent Producer
Grand Junction, CO

Responsible for oil and gas exploration, field development, field supervision, property evaluation and administration.

Areas of concentration:
    Wyoming - Big Horn Basin and Central Wyoming.
    Colorado - Piceance, Sand Wash and Eagle Basins.
    Utah - Paradox and Uinta Basins.

1985 to 1987 | Consulting Geologist and Independent Producer, Santa Barbara, CA

Responsible for property evaluation, lease development and operating company management. Primary concentration was in the Ventura Basin and Southern San Joaquin Basin.

EXPERIENCE

1980 to 1985

Senior Geologist, Chevron USA, Inc., Denver, CO
Responsible for oil and gas exploration.
Assignments and areas of experience:

Project Leader - Rocky Mountain Foreland Basins, Wyoming
Geophysicist   - Piceance and Eagle Basins, Colorado
                                - Williston Basin, Montana
Geologist   - Ardmore and Marietta Basins, Oklahoma
                                - Ouachita Thrust Belt, Oklahoma

Chevron Technical Training Schools: Migration, Exploration Economic Evaluation, Linear Operators, Basic Geophysics, Corporate Stratigraphic, Corporate Structure, Formation Evaluation.

1978 to 1980

Geologist, National Geological Services / James P. Rogers, Denver, CO
Responsible for oil and gas exploration and analysis of well cuttings and cores. Areas of concentration: Kansas, Nebraska, Oklahoma and Utah.

1976 to 1977

Staff Accountant - Audit and Tax
Dalby, Wendland and Jensen, CPA's, Grand Junction, CO
Responsible for preparation of Federal and State Income Tax returns, auditing field work and drafting financial statements.

EDUCATION

University of Colorado, Boulder, Colorado
Master of Science Degree - Geology, May, 1980

Western State College, Gunnison, Colorado
B.A. Degree, June, 1976, Summa Cum Laude
Major: Accounting   Minor: Geology

Meeker High School, Meeker, Colorado
Graduated May, 1972, Valedictorian

PROFESSIONAL ORGANIZATIONS

American Association of Petroleum Geologists - Delegate 1992 - 1996
Society of Exploration Geophysicists
Grand Junction Geological Society - President 1992, Vice-President 1991
Rocky Mountain Association of Geologists - Co-chair House Comm. 1979
Colorado Oil and Gas Association – West Slope Chapter

PROFESSIONAL STATUS

American Association of Petroleum Geologists
Certified Petroleum Geologist No. 4041
Wyoming Professional Geologist - Registration No. PG-728
Utah Professional Geologist – No. 5555001-2250
Colorado Certified Public Accountant - Certificate No. 4402, (Inactive)

Carroll E. Multz

Professional Experience:

Shareholder/Board of Directors CARROLL E. MULTZ, P.C.,* Grand Junction, CO	1985 - 2001**
United States Commissioner and Chairman UPPER COLORADO RIVER COMMISSION	1992 - 1995
Shareholder/Board of Directors LaCROIX, ACHZIGER, MULTZ & CROKER, P.C., Grand Junction, CO	1981 - 1985
District Attorney, Fourteenth Judicial District GRAND, MOFFAT & ROUTT COUNTIES	1974 - 1981
Partner MULTZ, RIGGS & SANDLER, Colorado Springs, CO	1972 - 1974
Chief Trial Deputy, Fourth Judicial District Colorado Springs, CO	1968 - 1972
Private Practice (Law Clerk 1963 – 1964) Denver and Steamboat Springs, CO	1964 - 1968
Assistant Attorney General STATE OF MONTANA	1962 - 1963
Marshal and Law Clerk MONTANA SUPREME COURT	1961 - 1962

Professional Affiliations:

Member:	COLORADO & MESA COUNTY BAR ASSOCIATIONS
Former Member:	AMERICAN & COLORADO TRIAL LAWYERS ASSOCIATIONS; AMERICAN BAR ASSOCIATION
Former Member:	Drafting Committee: *COLORADO CRIMINAL CODE;* *COLORADO CODE OF CRIMINAL PROCEDURE*
Former Member:	Publications Committee (Past Chairman) COLORADO BAR ASSOCIATION
Former Member:	Continuing Legal Education (Past President) COLORADO BAR ASSOCIATION
Former Member:	Board of Editors (Past Chairman) *THE COLORADO LAWYER*

* Partner, Law Firm of: Multz & Lipton, Grand Junction CO (2000 to 2001); Multz, Salmon & Lipton, Grand Junction, CO (1997 to 2000); McMichael, Multz & Lipton, Grand Junction/Denver CO (1996 to 1997); McMichael, Burlingame, Multz & Lipton, Grand Junction/Denver CO (1993 to 1996); McMichael, Benedict & Multz, Grand Junction/Denver CO (1987 to 1993). ** Retired 07/01/01

MESA STATE COLLEGE, Grand Junction, CO (MBA Program) (School of Graduate & Professional Studies)	2000 - Present
MESA STATE COLLEGE, Grand Junction, CO	1990 - Present
UNIVERSITY OF SOUTHERN COLORADO EXTENSION, Grand Junction, CO (Paralegal Certificate Course)	2000
COLORADO CHRISTIAN UNIVERSITY, Grand Junction, CO (MBA Program) (School of Graduate & Professional Studies)	1997
COLORADO LAW ENFORCEMENT TRAINING ACADEMY WEST, Delta, CO	1979 - 1980
COLORADO LAW ENFORCEMENT TRAINING ACADEMY, Golden, CO	1972 - 1973
EL PASO COMMUNITY COLLEGE, Colorado Springs, CO	1970 - 1974
ARAPAHOE JUNIOR COLLEGE EXTENSION	
UNITED STATES AIR FORCE ACADEMY, Colorado Springs, CO	1969 - 1970
YAMPA VALLEY COLLEGE, Steamboat Springs, CO	1965 - 1968

Author:

ANATOMY OF A CRIMINAL JURY TRIAL (co-author, Len Chesler)	*2000*
CIVIL PROCESS - A COMPENDIUM FOR PEACE OFFICERS	*1979*
THE NEW COLORADO CRIMINAL CODE	*1973*
COLORADO CRIMINAL LAW HANDBOOK	*1970*
CRIMINAL LAW HANDBOOK FOR POLICE	*1969*
STUDENT WORKBOOK FOR CRIMINAL LAW	*1969*
CIVIL LAW HANDBOOK FOR POLICE	*1969*
NUMEROUS ARTICLES APPEARING IN VARIOUS PUBLICATIONS	

Lecturer/Legal Analyst:

VARIOUS LEGAL SEMINARS AND INSTITUTES (Lecturer)	
KJCT TV (Channel 8), Grand Junction, CO • "You and the Law" (Legal Analyst/Moderator)	1986
THE DAILY SENTINEL, Grand Junction, CO • Board of Editorial Page Contributors (Legal Analyst)	1984 - 1985
KREX RADIO, Grand Junction, CO • "Sounding Board" *(Co-Producer/Co-Host-one hour weekly program)*	1983
CABLEVISION TV CHANNEL 3, Colorado Springs, CO • "The Law Today" *(Producer/Host-30 minute tri-weekly program)*	1971 - 1972

Recognitions:

BOY SCOUTS OF AMERICA (National Council) • National Development of Scouting Award	2002
BOY SCOUTS OF AMERICA (National Council) • National Religious Award	1998
BOY SCOUTS OF AMERICA (National Council) • National Distinguished Service to Youth Award	1995
WESTERN COLORADO COUNCIL BOY SCOUTS OF AMERICA • Distinguished Service to Youth	1987
COLORADO DISTRICT ATTORNEYS COUNCIL • Distinguished Service Award	1978
THE DAILY PRESS-Moffat County • Man of the Year Award	1975
MARK L. SHEPARD • Distinguished Community Service Award	1975
CABLEVISION TV CHANNEL 3 • Award of Excellence (Producer/Host)	1972
EL PASO COUNTY • Outstanding Young Lawyer	1971

Carroll E. Multz
859 Quail Run Drive
Grand Junction, CO 81505
Telephone: (970) 242-0679

Carroll E. Multz

<u>EDUCATION</u>

<u>UNIVERSITY OF MONTANA SCHOOL OF LAW</u>, Missoula, MT   1958 - 1961 (law)
• Juris Doctor (J.D.) Degree 1961

<u>UNIVERSITY OF MONTANA</u>, Missoula, MT   1956 - 1958 (pre-law major)
• Bachelor of Science (B.S.) Degree - Business Administration 1958

<u>CARROLL COLLEGE</u>, Helena, MT   1954 - 1956 (pre-med major)

<u>CATHEDRAL HIGH SCHOOL</u>, Helena, MT   1950 - 1954

Carroll E. Multz

<u>BAR ADMISSIONS</u>

<u>UNITED STATES SUPREME COURT</u>	*1967*
<u>UNITED STATES COURT OF APPEALS, TENTH CIRCUIT</u>	*1967*
<u>FEDERAL DISTRICT COURT OF COLORADO</u>	*1964*
<u>STATE OF COLORADO</u>	*1964*
<u>FEDERAL COURT OF MONTANA</u>	*1961*
<u>STATE OF MONTANA</u>	*1961*

Carroll E. Multz

PRIOR BUSINESS OR PROFESSIONAL EMPLOYMENT

POSITIONS HELD AFTER ADMISSION TO COLORADO BAR:

CARROLL E. MULTZ, P.C., Grand Junction, CO   *1985 - 2001*
Shareholder/Board of Directors

TOWN OF PALISADE, Palisade, CO   *1985 - 1988*
Town Attorney

LaCROIX, ACHZIGER, MULTZ & CROKER, P.C., Grand Junction, CO   *1981 - 1985*
Shareholder/Board of Directors

FOURTEENTH JUDICIAL DISTRICT, Craig/Steamboat Springs, CO   *1974 - 1981*
District Attorney (Grand, Moffat and Routt Counties)

CITY OF MANITOU SPRINGS, Manitou Springs, CO   *1974*
Municipal Judge (El Paso County)

FEDERAL BANKRUPTCY TRUSTEE, El Paso County, CO   *1974*

MULTZ, RIGGS & SANDLER, Colorado Springs, CO   *1972 - 1974*
Partner

FOURTH JUDICIAL DISTRICT, Colorado Springs, CO   *1968 - 1972*
Chief Trial Deputy

MULTZ & BEACOM, Steamboat Springs, CO   *1965 - 1968*
Partner

LAWRENCE A. LONG, Denver, CO   *1964 - 1965*
Associate

POSITIONS HELD PRIOR TO ADMISSION TO COLORADO BAR

FUGATE, MITCHEM & HOFFMAN, Denver, CO   *1963 - 1964*
Law Clerk

STATE OF MONTANA, Helena, MT   *1962 - 1963*
Assistant Attorney General

MONTANA SUPREME COURT, Helena, MT   *1961 - 1962*
Marshal and Law Clerk

Carroll E. Multz

PROFESSIONAL ORGANIZATIONS

THE COLORADO LAWYER (CBA)
Board of Directors   1971 - 1991
Board of Editors   1971 - 1991
Chairman   1976 - 1979

CONTINUING LEGAL EDUCATION IN COLORADO. INC. (CBA)
Board of Directors   1972 - 1989
President   1975 - 1977

PUBLICATIONS COMMITTEE (CBA)
Committee Member   1971 - 1984
Chairman   1976 - 1979

COUNCIL CRIMINAL LAW SECTION (CBA)
Committee Member   1971 - 1984
Chairman   1974 - 1975

COLORADO DISTRICT ATTORNEYS COUNCIL
Member, Board of Directors   1974 - 1981
President   1978 - 1979

COLORADO CORRECTIONAL ASSOCIATION
Director   1978 - 1981

COLORADO COUNCIL OF LAW ENFORCEMENT ASSOCIATIONS
President   1979 - 1980

ANNUAL SURVEY OF COLORADO LAW (CBA)
Board of Directors   1972 - 1989
Board of Editors   1972 - 1974
Contributing Author   1975 - 1978

Member: Colorado Bar Association
                     Mesa County Bar Association

Former Member: American Trial Lawyers Association
                     Colorado Trial Lawyers Association
                     American Bar Association

Former Member: Various committees of the Colorado Bar Association
                     Most recent: Legal Education & Admissions Committee;
                     Court Reform Committee; Ethics Committee; Professionalism Committee

Former Member: National District Attorneys Association
                     Colorado District Attorneys Association
                     Northwest Colorado Bar Association
                     El Paso County Bar Association

Carroll E. Multz

SPECIAL APPOINTMENTS

COMMISSION ON JUDICIAL PERFORMANCE (21st Judicial District) *1999 - 2007*
(Appointed by Colorado Governor Bill Owens)

COLORADO RIVER ADVISORY COUNCIL *1999 - 2003*
(Appointed by Colorado Governor Bill Owens)

UNITED STATES MILITARY ACADEMIES ADVISORY BOARD *1998*
(Appointed by United States Senator Wayne Allard)

UNITED STATES COMMISSIONER AND CHAIRMAN *1992 - 1995*
Upper Colorado River Commission
(Appointed by United States President George Bush)

FEDERAL JUDICIAL SELECTION COMMITTEE *1994*
(Appointed by United States Senator Hank Brown)

UNITED STATES MILITARY ACADEMIES ADVISORY BOARD *1989 - 1990*
(Appointed by United States Senator William L. Armstrong)

SPECIAL PROSECUTOR (12th Judicial District) *1971*
CONVENING OF FIRST STATEWIDE GRAND JURY IN COLORADO
(Appointed by Colorado Attorney General Duke W. Dunbar)

SPECIAL PROSECUTOR *1968 - 1972*
(Various criminal cases throughout Colorado) *1974 - 1981*

Carroll E. Multz

CIVIC ORGANIZATIONS

WESTERN COLORADO COUNCIL BOY SCOUTS OF AMERICA
Member, Executive Board *1975 - Present*
President *1983 - 1986*
National Religious Award (1998); Silver Beaver Award (1987)
National and International Representative

WESTERN REGION. BOY SCOUTS OF AMERICA
Member *1992 - 1995*
Regional Advisory Board, North Central Region *1991 - 1992*

AREA V, WESTERN REGION. BOY SCOUTS OF AMERICA
Member, Area Executive Committee *1988 - 1995*
President *1992 - 1995*
Silver Antelope Award (1995)

MARILLAC CLINIC
Member, Board of Directors *1988 - 1994*
President *1988 - 1991*

NATIONAL COUNCIL ON ALCOHOLISM AND DRUG ABUSE OF MESA COUNTY
Member, Board of Directors *1992 - 1994*
President *1993 - 1994*

UNITED WAY OF MESA COUNTY
Member, Board of Directors *1983 - 1989*
President *1987 - 1989*

WESTERN SLOPE CHAPTER MARCH OF DIMES
Member, Executive Committee *1981 - 1985*
Community Campaign Committee *1986 - 1989*

WOMEN'S RESOURCE CENTER OF MESA COUNTY, INC.
Director *1983 - 1984*

KIDNEY FOUNDATION (Moffat County)
Chairman *1978 - 1980*

RURAL LAW ENFORCEMENT PROGRAM ADVISORY COMMITTEE
Director *1978 - 1980*

REGION XI CRIMINAL JUSTICE PLANNING COUNCIL *1974 - 1980*
Director

MOFFAT COUNTY COUNCIL FOR THE HANDICAPPED
Director *1977 - 1978*

MOFFAT COUNTY CHILD PROTECTION TEAM *1977 - 1978*
Member

Civic Organizations (continued)

EXTENSION ADVISORY COMMITTEE (4-H Program)   *1976 - 1978*
Director

NORTHWEST COLORADO VISITING NURSES ASSOCIATION, INC.   *1976 - 1978*
Director

MOFFAT COUNTY COMMUNITY CHARITIES, INC. (United Fund)   *1977 - 1978*
Chairman

MOFFAT COUNTY ALCOHOL AND DRUG ABUSE ADVISORY COUNSEL, INC.   *1975 - 1978*
Director

MOFFAT COUNTY DETOXIFICATION AND RESIDENTIAL CARE CENTER   *1975 - 1978*
Director

MOFFAT COUNTY CHAPTER MARCH OF DIMES   *1974 - 1978*
Chairman

CRAIG LIONS CLUB   *1976 - 1977*
Director

MOFFAT COUNTY YOUTH CARE CENTER   *1976*
Incorporator

MEN'S SOCIAL SERVICES CENTER (Salvation Army)   *1974*
Member, Advisory Committee
President

EL PASO COUNTY CHAPTER MARCH OF DIMES   *1972 - 1974*
Campaign Chairman

ROUTT COUNTY CHAPTER MARCH OF DIMES   *1966 - 1968*
Campaign Chairman

WESTERN COLORADO COUNCIL BOY SCOUTS OF AMERICA
Eagle Scout Board of Review (Routt County)   *1965 - 1968*

Carroll E. Multz

POLITICAL PARTY AFFILIATIONS

COLORADO REPUBLICAN STATE CENTRAL COMMITTEE
Member   *1989 - 1997*

THIRD CONGRESSIONAL DISTRICT
Member, Executive Committee   *1989 - 1997*
Chairman   *1991 - 1993*

REPUBLICAN NATIONAL CONVENTION
Delegate   *1992*

MESA COUNTY REPUBLICAN CENTRAL COMMITTEE
Chairman   *1989 - 1991*

7th SENATORIAL DISTRICT REPUBLICAN CENTRAL COMMITTEE
Chairman   *1989 - 1991*

55th REPRESENTATIVE DISTRICT REPUBLICAN CENTRAL COMMITTEE
Chairman   *1989 - 1991*

21st JUDICIAL DISTRICT REPUBLICAN CENTRAL COMMITTEE
Chairman   *1989 - 1991*

COLORADO REPUBLICAN STATE CENTRAL COMMITTEE
Member, Executive Committee   *1989 – 1991*

FOURTH CONGRESSIONAL DISTRICT
Chairman   *1979 – 1981*

MOFFAT COUNTY REPUBLICAN CENTRAL COMMITTEE
Chairman   *1977 – 1979*
Vice-Chairman   *1976 – 1977*

56th REPRESENTATIVE DISTRICT REPUBLICAN CENTRAL COMMITTEE
Vice-Chairman   *1976 - 1979*

31st SENATORIAL DISTRICT REPUBLICAN CENTRAL COMMITTEE
Chairman   *1975 - 1979*

COLORADO REPUBLICAN STATE CENTRAL COMMITTEE
Member   *1966 - 1968*

ROUTT COUNTY REPUBLICAN CENTRAL COMMITTEE
Secretary   *1966 - 1968*

Carroll E. Multz

AWARDS, HONORS and ACHIEVEMENTS

LAW SCHOOL:

<u>PHI DELTA PHI</u>
President   *1960 - 1961*

<u>LAW HOUSE</u>
President   *1960 - 1961*

SINCE:

<u>BOY SCOUTS OF AMERICA (National Council)</u>
National Service Award For Development of Scouting for Rural & Low Income Youth
(Whitney M. Young Award)   *2002*
National Religious Award (Spiritual Development of Youth) (St. George Award)   *1998*
National Distinguished Service to Youth Award (Silver Antelope Award)   *1995*

<u>WESTERN COLORADO COUNCIL BOY SCOUTS OF AMERICA (Grand Junction)</u>
Spirit of Scouting Award (Al Kimbrough Award)   *2000*
Founders Award   *1997*
Distinguished Service to Youth Award (Silver Beaver Award)   *1987*

<u>COLORADO DISTRICT ATTORNEYS COUNCIL</u>
Distinguished Service Award (Outstanding District Attorney for State)   *1978*

<u>REGION XI CRIMINAL JUSTICE PLANNING COUNCIL</u>
Award of Merit   *1976*

<u>THE DAILY PRESS (Craig/Moffat County)</u>
Man of the Year Award   *1975*

<u>MARK L. SHEPHERD AWARD (Craig)</u>
Distinguished Community Service   *1975*

<u>CABLEVISION TV CHANNEL 3 (Colorado Springs)</u>
Award of Excellence   *1971*

<u>EL PASO COUNTY (Colorado Springs)</u>
Outstanding Young Lawyer   *1971*

Carroll E. Multz

FACULTY POSITIONS

MESA STATE COLLEGE, Grand Junction, CO   *2000 - Present*
School of Graduate and Professional Studies
Course taught: *Advanced Business Law and Ethics (9)*

MESA STATE COLLEGE, Grand Junction, CO   *1990 - Present*
Courses Taught: *Business Ethics (7); Media Law and Ethics (2); Journalism Law and
Ethics (12), Law and the Arts (1); Introduction to Business (1);
Small Business Management (1); Survey of Business Law (1); Business Law I (12);
Business Law II (12); Legal Environment of Business (14)*

UNIVERSITY OF SOUTHERN COLORADO EXTENSION, Grand Junction, CO   *2000*
Course taught: *Paralegal Certificate Course (2)*

COLORADO CHRISTIAN UNIVERSITY, Grand Junction, CO   *1997*
School of Graduate and Professional Studies
Course taught: *Legal Issues in Business (2)*

COLORADO LAW ENFORCEMENT TRAINING ACADEMY WEST, Delta, CO   *1979 - 1980*
Courses taught: *Criminal Law for Police (1); Civil Law for Police (1)*

COLORADO LAW ENFORCEMENT TRAINING ACADEMY, Golden, CO   *1972 - 1973*
Courses taught: *Criminal Law for Police (1); Civil Law for Police (1)*

EL PASO COMMUNITY COLLEGE, Colorado Springs, CO   *1970 - 1974*
Courses taught: *Criminal Law for Police (4); Civil Law for Police (4)*
Member, Police Science Advisory Committee   *1971 - 1974*

ARAPAHOE JUNIOR COLLEGE EXTENSION, United States Air Force Academy   *1969 - 1970*
Courses taught: *Criminal Law for Police (1); Civil Law for Police (1)*

YAMPA VALLEY COLLEGE, Steamboat Springs, CO   *1965 - 1968*
Courses taught: *Biology 101 (3); Biology 102 (3); Biology 103 (1); Chemistry (2); Genetics (1);
Human Anatomy (1); Economics (2); Money & Banking (2); Business Law (2)*
President, Faculty Association   *1967 - 1968*

Lecturer: NATIONAL COLLEGE OF DISTRICT ATTORNEYS
        COLORADO DISTRICT ATTORNEYS TRAINING CONFERENCES
        COLORADO PROSECUTORS SCHOOL
        POLICE TRAINING SEMINARS
        PROBATION OFFICERS TRAINING SEMINARS
        JUDICIAL CONFERENCES
        COLORADO BAR ASSOCIATION CLE SEMINARS
        MASS MEDIA SEMINARS
        WATER CONFERENCES
        MISCELLANEOUS SEMINARS and SYMPOSIUMS

Note: Number in parenthesis behind course title denotes number of times taught.

Carroll E. Multz

<u>AUTHOR- BOOKS</u>

ANATOMY OF A CRIMINAL JURY TRIAL *	*2000*
CIVIL PROCESS - A COMPENDIUM FOR PEACE OFFICERS	*1979*
THE NEW COLORADO CRIMINAL CODE - *AN IN-DEPTH ANALYSIS*	*1973*
COLORADO CRIMINAL LAW HANDBOOK	*1970*
CRIMINAL LAW HANDBOOK FOR POLICE	*1969*
STUDENT WORKBOOK FOR CRIMINAL LAW	*1969*
CIVIL LAW HANDBOOK FOR POLICE	*1969*

* co-author, Len Chesler

Carroll E. Multz

AUTHOR – ARTICLES

"The New Colorado Criminal Code", *The Colorado Lawyer* (November 1971, p. 1).

"Article I, The Colorado Criminal Code", *The Colorado Lawyer* (February 1972, p. 1).

"Articles II & III, The Colorado Criminal Code", *The Colorado Lawyer* (March 1972, p. 27).

"Article IV, The Colorado Criminal Code", *The Colorado Lawyer* (April 1972, p. 9).

"Article V, The Colorado Criminal Code", *The Colorado Lawyer* (May 1972, p. 45).

"Articles VI & VII, The Colorado Criminal Code", *The Colorado Lawyer* (June 1972, p. 37).

"Article VIII, The Colorado Criminal Code", *The Colorado Lawyer* (July 1972, p. 23).

"Article IX, The Colorado Criminal Code", *The Colorado Lawyer* (August 1972, p. 13).

"Articles X - XV, The Colorado Criminal Code", *The Colorado Lawyer* (September 1972, p. 21).

"The Colorado Criminal Code: Part I," Vol. 9, No. 5 *The Colorado Policeman* 4 (November-December 1972).

"The Colorado Criminal Code: Part II," Vol. 9, No. 6 *The Colorado Policeman* 16 (January-February 1973).

"The Colorado Criminal Code: Part III," Vol. 10, No. 1 *The Colorado Policeman* 22 (March-April 1973).

"Landlord-Tenant Disputes", 4 *The Colorado Lawyer* 643 (April 1975.

"Criminal Law", *1975 Annual Survey of Colorado Law*, p. 77.

"Criminal Law", *1976 Annual Survey of Colorado Law*, p. 87.

"Termination of Tenancies and Leases" (Chapter 10), 1 *King's Colorado Practice* (West Publishing Co.), 1977 Pocket Parts, p. 76.

"Forcible Entry and Detainer" (Chapter 11), 1 *King's Colorado Practice* (West Publishing Co.), 1977 Pocket Parts, p. 81.

"The Use of Hypothetical Questions in Criminal Cases", 6 *The Colorado Lawyer* 611 (April 1977).

"Arrest, Search & Seizure; A General Overview", 6 *The Colorado Lawyer* 1897 (November 1977).

"Interstate Rendition Under the Uniform Criminal Extradition Act",* 6 *The Colorado Lawyer* 2135 (December 1977).

"Criminal Law",* *1977 Annual Survey of Colorado Law*, p. 89.

"Use of Demonstrative Evidence in Criminal Cases", 7 *The Colorado Lawyer* 1333 (August 1978).

"Cross-Examination In Criminal Cases", 7 *The Colorado Lawyer* 1727 (October 1978).

"Hypothetical Questions Revisited", 7 *The Colorado Lawyer* 1921 (November 1978).

"Criminal Law",* *1978 Annual Survey of Colorado Law*, p. 91.

"Presumptive Sentencing; Colorado's New Sentencing Act", 8 *The Colorado Lawyer* 2349 (December 1979).
Reprinted in Vol. 17, No. 1 *The Colorado Policeman* 87 (January-February 1980); and
The Connection (March 1980, p. 10).

"The Colorado Criminal Justice Records Act" 9 *The Colorado Lawyer* 1 (January 1980).
Reprinted in Vol. 17, No. 2 *The Colorado Policeman* 61 (March-April 1980); and
Vol. 20, No. 2 *Colorado Law Enforcement Officer* 17 (Spring 1980).

"Arrest, Stop & Frisk; An In-Depth Analysis",* 9 *The Colorado Lawyer* 647 (April 1980).
Reprinted in Vol. 17, No. 3 *The Colorado Policeman* 35 (May-June 1980).

"Courtroom Objections",* 9 *The Colorado Lawyer* 1769 (September 1980).

"Arrest, Stop & Frisk; An In-Depth Analysis: Part I",* Vol. 20, No. 4 *Colorado Law Enforcement Officer*
11 (Autumn 1980).

"Arrest, Stop & Frisk; An In-Depth Analysis: Part II",* Vol. 21, No. 1 *Colorado Law Enforcement Officer*
40 (Winter 1981).

"Demonstrative Evidence: Coming of Age", 22 *The Colorado Lawyer* 1191 (June 1993).

*denotes co-author

Carroll E. Multz

<u>MUSIC COMPOSTIONS</u>
(Lyrics and Music)

You Taught Me	© *1996*
Can't Live Without You	© *1995*
Not the Only One	© *1995*
It's You Who I See	© *1995*
How Can I Tell You	© *1994*
I Saw It All	© *1991*
United Way Theme Song	© *1987*
Can We Pick Up the Pieces	© *1987*
Will We Ever Be Free From Each Other	© *1979*
Don't Give Me Tomorrow*	© *1970*

* co-composer, Ed Rodgers

NANCY MURPHY
15422 FIRE MOUNTAIN ROAD
PAONIA, COLORADO 81428
(970) 527-4758 phone   (970)527-3958 fax
namurphy@tds.net

EXPERIENCE

2006-present	**Self employed** Freelance marketing projects	Paonia, CO

2003-2006   **CHACO, INC.**   Paonia, CO
Director of Marketing

- Managed all day-to-day marketing and customer service activities: developed concepts for marketing collateral and executed programs, developed and managed department budgets, managed outside vendors (design, Public Relations, Web site development and maintenance, Point-of-purchase, and printing), secured and negotiated pricing with outside vendors, created ways to generate revenue, provided marketing plans for strategic meetings (including competitive landscape, product and consumer trends, issues, product, pricing, distribution, promotion, etc.), and developed sales tools and supported sales reps and retailers.
- As a member of the executive team, developed strategy, goals, and plans.
- Identified growth opportunities, including new product lines, product line extensions, product improvement needs, pricing, and distribution, which lead to a 23% increase in sales.
- Created marketing, branding, and launch strategies for new products based on sales goals, forecasts, competitive analysis, industry and market trends.
- Worked closely with product development to develop product maps and align category offerings with target audience and distribution strategies.

1999-2003   **namurphy: marketing strategy and tactics**   Fort Worth, TX
Self employed

- Developed marketing, branding, and growth strategies for a variety of industries, including automotive, financial, healthcare, grocery, Internet, telecom (CLEC and wireless), and not-for-profit.
- Served as acting Director of Marketing and Sales Operations for Sprint PCS. Managed marketing effort of multiple distribution channels, including company-owned retail stores, third-party distributors, and business-to-business in North Texas and Oklahoma.
- Developed pricing, introduction, and launch strategies for leading Internet service provider, FlashNet, for new DSL services.
- Executed dealer introduction and launch of X5 for BMW of North America, Inc.
- Conducted research, including focus groups, for Volvo Cars of North America.
- Conceptualized and developed marketing and communication collateral, including printed material, advertising, CD-ROM, and electronic media content for radio, television, and Web sites.
- Clients included American Express, BMW of North America, Inc., Volvo Cars of North America, Easter Seals, Investment Property Specialists (CA), Central Market (an HEB company), FlashNet, Dallas Theater Center, and Fort Worth Dallas Ballet.

1995-1998   **FORT WORTH OPERA**   Fort Worth, TX
Chief Operating Officer

- Oversaw daily financial, human resources, and management issues, as well as developed and oversaw strategic initiatives.
- Monitored and reported day-to-day business management and financial stability of the company.
- Supervised and coordinated all non-artistic activities, including development, marketing, finance,

and education.

- Coordinated the preparation of annual and long-range plans and budgets with the staff for Executive Committee and Board approval.

Director of Marketing

- Analyzed and forecasted sales trends, identified new markets, developed and implemented strategic marketing plans to achieve projected earned income potential:
  - Achieved a 256% increase in total earned revenue and a 350% increase in subscription revenue;
  - Achieved a 229% increase in the subscriber base; and
  - Achieved an 84% subscriber renewal rate (industry standard 65-72%) for two consecutive seasons and increased it to 90% in the third year.
- Created strategies to achieve sold out performances and eventually a sold out season entirely through season subscription sales.
- Identified new audiences and created new subscription package targeted to Gen-Xers, *Twenty Plus or Minus*, which received local and national attention.
- Increased contributed income over $400,000 (in two years) by tying a tax-deductible contribution fee to prime seating locations.

1996   **ALEM COMPETITION SERVICES, LLP**   Atlanta, GA

Olympic Torch Relay (Clients: The Atlanta Committee for the Olympic Games and BMW-NA, Inc.)

- Executed logistics for unimpeded movement of the Olympic Torch through 43 states.
- Served as spokesperson to maintain the integrity of the BMW mark throughout the Olympic Torch Relay.

1992-1995   **BMW OF NORTH AMERICA, INC.**   Woodcliff Lake, NJ

Project Manager, Z3 Roadster Introduction and Launch

- Developed strategic marketing plans for the introduction of a new automobile into a new segment, analyzed competitive segment, and identified target market.
- Created concept, developed ideas, and managed planning, organization, and implementation of $15 million budget, marketing objectives, strategies, advertising, and promotional programs.
- Defined a new distribution channel for the automotive industry by introducing the first Z3 Roasters via the 1995 New Marcus Christmas Catalog.
- Piloted communications concept and channel distribution, coordinated necessary integration of efforts between all appropriate vendors and marketing related medium, such as public relations, direct mail, advertising, dealer advertising and marketing, merchandising, production and support, customer relations, sales support, auto shows, marketing research, and on-line services.
- Member of the team responsible for the James Bond GoldenEye/Z3 Roadster launch promotion, extensively cited as one of the premiere automotive marketing campaigns.

Marketing Management Associate

- Executed and managed advertising campaigns and branding efforts.
- Created concept, defined corporate image, and developed communication materials for 1994 North American auto shows.
- Assisted in developing marketing analyses and strategies for new product launches.
- Created corporate graphic standards manual and monitored corporate image for all printed materials.

Field Marketing Manager, Central Region   Schaumburg, IL

- Coordinated and executed on-going marketing and promotional activities for 14 state region.
  - Improved image and increased sales by determining optimal funding levels for marketing alternatives
  - Reduced overall cost, expedited ordering/planning, and improved on-sight presentation for regional auto shows

EDUCATION

1991-1993 **KELLOGG SCHOOL OF MANAGEMENT**   Evanston, IL
NORTHWESTERN UNIVERSITY
Masters of Management degree (MBA): Concentrations in marketing and strategy.

1992 **SCULOA DI DIREZIONE AZIENDALE**   Milan, Italy
MBA Exchange and Work Program. Course work included international strategy, marketing, and business policy. Team leader for consulting project that developed a strategic marketing plan for The Benetton Group's newly acquired company, United Optical.

1976-1980 **TRINITY UNIVERSITY**   San Antonio, TX
Bachelor of Arts degree in English

ADDITIONAL INFORMATION

2008- **MESA STATE COLLEGE**   Grand Junction, CO
Present Adjunct marketing professor for undergraduate students

2002- 2003 **TEXAS CHRISTIAN UNIVERSITY**   Fort Worth, TX
Adjunct marketing professor for undergraduate students

1997- 2003 **AMERICAN EXPRESS ARTS MARKETING PROJECT**
- Frequent guest lecturer on marketing strategy, building audiences, branding, and increasing earned revenue.
- Served on national panel to allocate marketing grants to arts organizations based on viability of proposed marketing plans.

2868 Darla Drive, Grand Jct. CO 81506
Telephone (970) 245-5834 (H)
Email: dparman@mesastate.edu

Deborah G. Parman

Synopsis

Results-oriented leader with exceptional organizational and managerial skills. Educator, workshop presenter, marketing consultant, event coordinator, public speaker, and project manager. Confident in liaison roles.

Education

MA.M. Business Management. University of Redlands, CA. 1987.
B.A. Technical Journalism. Colorado State University, Fort Collins, CO. 1978. Core emphasis in Technical Writing, Public Relations and News Editorial.

Professional Experience

2004-present Lecturer, Department of Business, Mesa State College. Full time faculty lecturing in upper division marketing courses.

2001-2002 Instructor of Marketing Education, Unified Technical Education Campus (UTEC). Taught high school level Marketing Education, developed course curriculum, directed student-run campus store, and advised for DECA (Distributive Education Clubs of America).

1993-2001
2003-2004 Adjunct faculty, Department of Business, Mesa State College. Lectured in Marketing, Communication, Management, and Business. Conducted workshops and seminars on same.

1998-2000 Feature writer for Builder Architect Magazine. Grand Junction.

1992-1993 Wrote and published *Economic Insight*, newsletter for the Western Colorado Bureau of Economic and Business Research. Responsible for database management, public relations, research and analysis. Supervised eight student interns.

1989-1991 Small business ownership. Colorado Native. Wholesale distributorship throughout resort areas of Colorado.

1983-1988 Progressive positions to Senior Configuration Manager with Rockwell International, Defense Communications Systems Division, Orange County, CA. Managed all CM departmental activities for a defense program budgeted at $90 million. Supervised staff of six.

1980-1982 Retail Management. Zale Corporation. Long Beach, CA.

1978-1979 Production Editor. Bendix Corporation, DOE. Grand Junction.

1977-1978 Communications Coordinator. Handled all agency public relations for the Larimer County Extension Service. Fort Collins, CO.

Recognition Service Expertise	
	• *Who's Who Among America's Teachers* (2006, 2007, 2008).
	• Recognized as PBL *Outstanding Adviser for Colorado* (2006 and 2008).
	• Faculty Advisor for Phi Beta Lambda (PBL) – Future Business Leaders America. (1999 – present).
	• Colorado Phi Beta Lambda Board of Directors.(2003 – present).
	• Board of Directors for the Western Colorado College Campus Ministries (WCCCM). (2006 – present).
	• Campus committee co-chair for the Leadership Academy at Mesa State. 2007-present).
	• Campus committee for Web Content (2008).
	• Search committee for Assistant Director of Student Activities (2008).
	• Department committee for recruitment and retention (RAR). (2007- present).
	• Workshop presenter, Mesa State Leadership Academy (2007-2008).
	• Member, Grand Junction Area Chamber of Commerce (since 2006).
	• Volunteer, Grand Junction March of dimes.
	• Volunteer, Grand Junction Business Incubator.
	• Presenter, Rocky Mountain Plains Conference, Kearney, NE (2007)
	• Guest speaker, FBLA Leadership Conference, Vail, CO. (2006)
	• Workshop presenter, FBLA-PBL National Fall Leadership Conference, Salt Lake City, UT. (2005).
	• Guest speaker, P.A.C.T. Conference, Central High School, Grand Junction. (2005).
	• Board member, Mesa County Executive Fair Board (2001-2002).
	• DECA Advisor (2001).
	• Presenter, Phi Beta Lambda Networking Seminar, MSC (1999-2000).
	• Presenter, series of career workshops for Mesa County Human Services (1998).
	• Presenter, Women in Management Seminar Series, MSC. (1994).

Accomplishments for Review Year 2007
Deborah Parman
In Consideration for the Exemplary Faculty Award

Teaching Effectiveness

- Averaged 4.75 median of medians score on student course evaluations.
- Taught two sections of MARK 325 and MARK 332 (2 course preps).
- Taught summer sessions of MARK 231 and MANG 201 (2 course preps).
- Incorporated information gathered from articles and journals into classroom lectures and activities.
- Restructured lecture format class into a practical application, project based format.
- Incorporated changes to class projects based upon student evaluation feedback.

Scholarship/Creative Activities

- Presented a paper at the Rocky Mountain Plains Conference in Kearney, NE (October, 2007). *"Developing A College Life Coach Program to Retain Business Students"* (G. Suzanne Lay, Deborah Parman, and Gayla Jo Slauson).
- Presented four workshops for Mesa State Leadership Academy: *"Speaking & Presentation Skills," "Effective Writing," "S.W.O.T. Training,"* and *"Job Interview Skills."*
- Prepared and presented (on behalf of Leadership Academy) the request for the Strategic Planning Grant (funded).
- Participated in Phi Beta Lambda Colorado Board of Directors meetings.
- Attended the New Venture forum sponsored by the Grand Junction Business Incubator
- Received recognition for *"Who's Who Among America's Teachers"* for excellence in teaching.

Service

- Assisted the Grand Junction March of Dimes (PBL) with preparation for Walk America.
- Served as advisor for the MSC chapter (44 student members) of PBL (Future Business Leaders of America).
- Served on the Colorado Phi Beta Lambda Board of Directors
- Membership in the Grand Junction Area Chamber of Commerce through PBL.
- Board of Directors for the Western Colorado College Campus Ministries (WCCCM).
- Department committee for recruitment and retention (RAR).
- Campus committee member on the Leadership Academy Committee (chair of the Leadership Curriculum Committee and Finance Manager).
- Campus committee for Web Content.
- Search committee for Assistant Director of Student Activities

Advising

- Academic advisor for 45 students..
- Advisor for the Mesa State chapter of Phi Beta Lambda (PBL).
- Mentored Freshman Business Seminar students throughout Fall semester – this included individual and group meetings as well as regular email contact.
- Advised potential students at "Mesa Madness," a recruitment activity.

Resume

Name: David E. Rogers

Rank: Professor of Accounting

Department: Business

Education:
>B.A. in Economics, University of New Mexico, 1966
>M.B.A. in Accounting, Golden Gate University, 1972
>C.P.A., Colorado, 1973

Professional Experience:
>1975 – Present, tenured faculty member, Mesa State College
>1987 – 2005 Department Chair - Accounting & CIS Department
>2002 – 2003 Acting Dean of the School of Professional Studies
>1977- 1995 Consulting and CPA work
>1972 – 1975 CPA with Haskins and Sells CPA firm
>1966-1972 Officer in the Navy

Scholarly Activity:
>1,200 classroom hours of CPE to maintain CPA certification
>Attended 27 faculty symposiums and workshops
>Presenter in 4 symposiums
>Co-author of 3 tax articles
>Received 2 research grants
>Received 5 faculty development grants
>Weekly tax tips on KREX News for two tax seasons
>Received a sabbatical in 2000 to author cost accounting case studies

Professional Honors:
>Faculty Senate President for two terms
>President of the Colorado Accounting Chairs for two terms
>Who's Who in the West for 3 years
>Mesa State College Outstanding Achievement in Service Award – 2005
>Exemplary Service Award from the Office of Enrollment Management

Gary A. Schroen, CPA
9355 S. Pepperwood Lane
Highlands Ranch, CO 80126
(303) 896-8596 (W)   (303) 791-6612 (H)

BACKGROUND SUMMARY

Experienced accounting/finance professional with a broad technical background, strong communications and partnering skills, and a track record including:

* Accounting   * Strategic and operations planning
* Operations analysis & improvement   * Budgeting
* Budgeting   * Supervisory experience
* Extensive knowledge of Excel & Access * Financial governance

CAREER HISTORY

Grand Junction Regional Airport
Business Manager   2007 to Present
    Responsible for all financial functions including annual audit, monthly and annual financial statements, banking, and budgets. Also responsible for all contracts with airport including advertising, litigation, ground leases, rental car and airline leases.

Mesa State College
Adjunct Accounting Instructor   2008 to Present
    Teach managerial accounting to MBA students. Responsible for lesson plans, grading, exams and teaching how accounting information is used as a tool to assist in business decision making.

Qwest Communications International Inc.
Alternative Channels – Financial Advisor   Oct 2005 to 2007
    Prepare budgets, perform variance analysis, and prepare monthly expense accruals. I was recognized in 2006 for my work on retail store profitability analysis. Interface with marketing to determine ROI on various marketing funding.

Various Financial Advisor Positions   1987 to Oct 2005
    Prepared budgets, performed variance analysis and journal entries. Analyzed the financial impact of various proposals impacting customer service departments.

    Performed revenue-booking assurance (analysis and analytic review) for products and entities of Qwest Communications International.

    Financial Advisor to several Vice Presidents. Generated annual long-range strategic plans and annual budgets for fulfillment and call center operations. Supported operations with product pricing and funding proposals, monthly variance analysis, and interfacing with other interdependent departments. Supervised two to four personnel.

Metropolitan State College of Denver – Accounting Instructor
Adjunct Accounting Instructor   1998 to Present
   Teach accounting classes to business and accounting majors. Responsible for all
   lessons plans, grading, advisement and all other aspects of teaching a college
   accounting class.

JFP Energy, Inc., Houston, TX – Oil and Gas Drilling Contractor
General Accounting Supervisor   1981 to 1987
   Primary responsibility was maintenance of the general ledger and monthly closing of
   consolidated financial statements and related reports for multi-companies and foreign
   operations. Accounted for operations of joint ventures, partnerships and overseas
   operations. Duties included financial accounting, cost accounting and international
   accounting. Supervised four to six personnel.

   Developed financial models to study joint ventures, alternative business investments,
   cash flow projections and budgets for corporate officers. Assigned to live in the
   countries of Brazil and New Zealand to set up an office and accounting reporting.

Central Michigan University – Mt. Pleasant, MI
Temporary Instructor
   Taught introductory financial and managerial accounting courses. Responsible for
   developing lesson plans, testing, grading and counseling.

Deloitte Haskins & Sells – Saginaw, MI
Staff Accountant
   Assisted in audits of medium to large international corporations.

<div style="text-align:center">EDUCATION/CERTIFICATIONS</div>

MS, Accounting, Central Michigan University, Mt. Pleasant, MI
BS, Personnel Administration, Michigan State University, E. Lansing, MI
Licensed Certified Public Accountant
Member of AICPA

PATRICK F. SCHUTZ, Ph.D.

Mesa State College:
1100 North Avenue
Grand Junction, Colorado, 81501
0-248-1748

Residence:
3681 G 7/10 Road
Palisade, Colorado, 81526
970-464-7118

Curriculum Vitae

EDUCATION

Ph.D. , Educational Leadership and Human Resource Studies, Colorado State University -- 2003

Master of Science in Human Resource Management, University of Utah -- 1979

Bachelor of Science, English Literature and Language/Psychology, Eastern Michigan University – 1973

SPHR Certification (Senior Professional in Human Resources) – Human Resource Certification Institute, 2000

A Limited Sample of numerous related seminars, courses, topics of private study:

Organizational Culture Design	Development of Learning Organizations
Organizational Leadership	Organizational Structure
Benchmarking Best Practices	Employee Performance Assessment Design
Team Orientation & Program Design	Equal Access for Disabled Populations
ployment Equity	Americans With Disabilities Act (ADA)
aching as a Best Practice	Colorado Performance Mgmt./Peak Performance

AWARDS & HONORS

Nominated for Human Resources Professional of the Year Award, Western Colorado Human Resource Association, 2007-2008...[to be determined 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, 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

sa State College – Assistant Professor, Dept. of Business Administration

August, 2003 to Present (Adjunct Prof. of Bus. Adm. since 1991)

Duties include classroom instruction, preparing lesson plans, designing and monitoring learning objectives and motivating for attendance and participation. Design tests and other measures of comprehension and knowledge assimilation by students. Design and implement experiential exercises. Research topics and keep abreast of new management concepts and practices. Excellent course evaluations available. Presently scheduled for Fall 2004, MANG 520 - MBA course on Human Resource Management. Courses taught at MSC over last 15 years include:

Human Resource Management	Pre-Employment Assessment and Screening
Professional Career Management	Principles of Management
Organizational Behavior	Business and Administrative Communications
Strategic HRM (MBA course)	Entrepreneurship

Every semester-student-course-evaluation I have ever received has been in the above average to excellent category. A limited sample of student comments from the *Human Resource Management* course evaluations follow:

"I liked the way Dr. Schutz has this class outlined with the tests [2 chapter test every other class].
As an evening class, there wasn't an overload of information for each test and the lectures are well-prepared for each class.
Research paper (The most effective aspect of this course)
This course is well done. I wouldn't'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.
I have enjoyed this class. Learned [new] things even though I work in an HR office.

Two Organizational Behavior sections taught simultaneously in Grand Jct. and Montrose:
I have enjoyed this course, and the way it was conducted.
Mr. Schutz was an excellent professor.
I've learned a lot about this subject. Mr. Schutz is a participative teacher and I've enjoyed taking the class. I was able to understand the material a lot easier because of all the group activities that we did.
[I liked] the class interaction and group focused structure.

Teaching Philosophy

I subscribe to an andragogical model of teaching in which the primary responsibility of learning resides with the learner, and the responsibility of teaching with the professor. Unlike the pedagogical model where the teacher assumes the responsibility for the students' learning, this philosophical framework is tied to adult learning theory. Postsecondary students have made a conscious choice to continue their education; this choice is essential to an understanding of my adoption of an andragogical approach. If

they have made the decision to attend college, then they have also made a decision to learn. Of course, the degree of vigor with which they pursue this end is as variable as the students themselves.

I too made a choice many years ago. My choice was to teach management theory and practice at the college level. The most satisfying and invigorating moments of my professional career have been those that involved teaching adults about subjects in the discipline of management. I attempt to incorporate group learning activities and encourage participation by praising students whenever possible. I am always on the lookout for new teaching techniques such as creating formats whereby students can "teach" certain appropriate sections of material to their classmates under my tutelage, and by engaging in stimulating experiential exercises in class. I constantly "check for understanding" by using various methods such as the Socratic method of questioning, and asking students to create verbal scenarios that illustrate their mastery of a concept.

Specific Courses and Sample Teaching Strategies

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 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 many years of experience with HRM, both theoretical and practical, to facilitate the learning of the less scintillating aspects such as compensation and organizational safety.

Pre-Employment Assessment & Screening: This course has only been taught several times since its design; it is an excellent course to reintroduce into the management curriculum regardless of whether or not an HRM major exists. The creation and utilization of job profiles, application forms, recruitment processes, and interview systems are activities with which all managers must have familiarity. Certainly the legal, ethical, and cultural aspects of pre-employment assessment and screening 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.

Organizational Behavior: A few years ago, Edgar Schein wrote:

> "...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 thread involves the study of organizational talent management and overall performance management and its many ancillary sub-topics such as performance appraisal and evaluation.

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

...esa State College – Director of Academic Services
May, 1992 – August, 2004

Perform all functions of directing and coordinating the academic services of the College. Responsible for the assessment, design, coordination of efforts and implementation of strategies, staffing, and evaluating of the following divisions:

Academic Advising & Career Planning --- academic advising for freshmen and career planning
Freshman Programs -- programs designed to encourage and educate freshmen toward retention
Educational Access Services ---------------- accommodative services for students with disabilities
Student Success Courses --------------------- Introduction to Higher Education, College Preparatory
Reading
Testing & Assessment ------------------------ national and local testing and assessment services
Tutoring ------------------------------------- academic, subject-specific tutoring
Math, Physics, Chemistry labs ---------------specialized tutoring in Math, Physics, Chemistry
UTEC Programs -------------------------------academic services to MSC students at UTEC
Montrose Center Programs --------------------academic services to all students at Montrose Center

Other duties of this position include liaison activities with faculty, administration, advisory committees and other agencies such as CCHE/CCCOES to determine program priorities and ensure program success. Screen, select, train, evaluate and retain professors for SUPP-101 "Introduction to Higher Education" and SUPP-090 "College Preparatory Reading," and Freshman Year Experience. This position provides leadership in the development of departmental policy, procedures and practices to provide structure for existing and future student academic support programs and services. This position also proposes new budgets and monitors eight (8) departmental budgets totaling approximately $550,000 including Perkins and CCHE/CCCOES regulatory activities. Duties also include designing and presenting continual training and development activities for nine professional and faculty departmental staff.

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 Campus, Personnel Director
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.

It is significant to note that I was hired as Campus Director at a time when this school was experiencing significant public relations problems and internal difficulties. After formulating a sophisticated organizational restructuring and organizational culture reorganization, this school experienced major gains in educational quality, student retention, enrollment and graduate placement. Superior employment reference is available 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. Recruited and trained all new and established employees. Contacted companies and marketed the services of

the firm. Designed advertising, public relations. Marketed beneficial qualities of client companies to potential placements. Marketed qualifications of prospective employees. Coordinated and designed training activities for all consultants relative to attainment of the organization's goals. Streamlined the organization and significantly increased market share, opened new markets in several categories of professional placement. Owned and operated this business concurrently with other professional activities, 1980-1987.

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: Designed, developed, and monitored on-the-job training programs for injured workers. On-site contact with injured workers. Determined eligibility for Worker's Compensation and rehabilitation services for injured workers. Vocational aptitude testing. Determined transferable skills for future employment for disabled individuals. Engaged in physician contact and physical therapy coordination. Became certified as Expert Witness for testimony in Worker's Compensation in Colorado. Marketed company services to major insurance companies and private businesses. Staff trainer and career development seminar leader. Developed work transition strategies for disabled clients. 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. Designed on-the-job training (OJT) programs that were partially responsible for national models for the JTPA program. Instrumental in the inclusion of the private sector in OJT programs. Recruited, hired and trained all counselors and instructors in relation to federal and state regulations as well as organizational goals, procedures, and compliance with contractual matters. Responsible for marketing of programs and participants to both public and private sector employers. Superior employment reference upon request.

Participation in Mesa State College Committees and Groups

General Groups:

Human Subjects Research Committee Board, Mesa State College -- Vice-Chair – Present - 2003.
Foundation for Excellent Schools / The Century Program -- Member, 2003.
S.T.A.R.T. Committee -- Executive retention committee member - 2003.

MSC Performance Management Planning Task Force – Chair - past.
After designing program and curriculum, recruited and staffed MSC group of 10 Classified and administrative personnel. Collectively designed and implemented innovative pay-for-performance and performance evaluation system for all administrative and Colorado Classified employees at Mesa State College. 2001-2002. Names of committee members are available.

Freshman Year Initiative (FYI) – Chair - past.
Program for Achieving Scholastic Success (PASS) – Co-Chair - past.
Task Force on Retention – Chair - past.
Tomlinson Library Strategic Planning Committee – Member - past.
Placement Advisory Board – Member - past.
Vocational Education Funding Committee – Member - past.
New Faculty Orientation (annual, two day format) – Chair/Facilitator for 7 years - past.
CISB Review Committee – Member - past.
Academic Council – Member - past.
New Building Design Committee (UTEC) – Member - past.
Center for Executive Development – Seminar Leader - past.

MSC Search Committees:

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

Lead Instructor: 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

ofessional 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, 2009.

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.

ER REVIEWED CONFERENCE AND PROCEEDINGS PAPERS

Schutz, P.F. (2008). Faculty Evaluation: Understanding and Potential Enhancement of the faculty Evaluation Process. Proceedings for Mountain Plains Management Conference. [MPMA, Pocatello, ID Oct. 8-11, 2008] Submitted for blind double review in July, 2008. Paper accepted for MPMA proceedings and presentation, September 2008

Schutz, P.F. (2004) Internet Recruiting & Beyond: Human Resource Management Evolves. Mountain Plains Management Association. [Grand Junction, CO, October 2004.].

REFEREED JOURNAL ARTICLES

Schutz, P.F. (2004). Upon entering college: First semester experiences of first- generation, rural students from agricultural families. Journal of Rural Education. Vol. 26, 1, Fall, 2004, 48-51.

Schutz, P.F. (2002). Transition from secondary to postsecondary for students with disabilities: An exploration of the phenomenon. Journal of College Reading and Learning, 33, 46-61.

BOOKS

Harvey, R. & Schutz, P.F. (1992). College Textbook. Career Development. Paradigm Publishing; Eden Prairie.

Schutz, P.F. (1990) Student Handbook. How To Find Your Dream Job: And have fun doing it!. TDR Publishing, Palisade, CO.

NEWSPAPER COLUMN

ıutz, P.F. (1980-1982). The Hiring Line. The Grand Junction Daily Sentinel. Grand Junction, CO.

NON-ACADEMIC PUBLICATION

Schutz, P. (1998). Humor Book. Pinto's Tales. TDR Publishing, Palisade, CO

Professional Presentations:

Human Resources:

Performance Appraisal Systems: Motivational processes or annual agony?
2007 Spring Conference, Western Colorado Human Resource Association,
April18, 2007. Invited presenter.

Behavioral Interviewing Concepts: Western Colorado Human Resource
Association. MSC SHRM Club students presented this program to WCHRA as
the invited program at monthly luncheon meeting. November, 2006. I scripted
and directed this activity.

Internet Recruiting & Beyond: Human Resource Management Evolves,
Mountain Plains Management Association, Proposal for paper presentation
submitted, MPMA 46th Annual Conference, October 14-16, 2004.

Future Trends in the Human Resource Profession: Western Colorado Human
Resource Association, Grand Junction, CO. Invited presenter, October, 2003.

Congratulations! You Are Now a Manager!: Western Colorado Human Resource
Association Annual Conference, Grand Junction, CO. April 2001.

Career Development: Phi Beta Lambda, Grand Junction, CO. Fall, 1999.

Successful Internships and Career Development: International Students
Association, Grand Junction, CO. Summers, 1996-2001.

Higher Education: They Don't Get It, Because They Don't Get It: Presentation at ACT Annual
Convention regarding first-generation college students, Denver, CO. Fall, 2003.

First Semester Experiences of Rural, First-Generation College Students from
Agricultural Families: National Rural Education Association Annual Convention,
Kearney, NE. Requested Award Winner Presentation. Fall 2003.

Academic Services: An Integrated, Postsecondary Academic Learning Assistance System. CRLA,
State Meeting, Grand Junction, CO. Spring 2003.

Dozens of presentations to students on disabilities, leadership, etc.

Int'l Presentation: <u>Transforming Tutor Training: How To Create a Three Credit Hour Tutor Training Course That is Comprehensive, Academically Rigorous and Emphasizes Group Learning Dynamics.</u> CRLA, Kananaskis, Alberta, Canada, 1996.

Textbook Review, Private Consulting, Memberships

Higher Education Textbook Reviewer:

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.
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. 2002 Colorado SHRM HR Games Colorado State Champions. 2004 HR Games Colorado State Champions, 2005 State Champions, 2006 State Champions, 2008 State Champions.
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.

Professional References

. Gary Bonvillian
.ce President for Academic Affairs and Professor of Business
Keuka College
Keuka Park, New York, 14478
315-279-5202
gbonvill@mail.keuka.edu

Dr. James Banning (Dissertation Advisor)
Professor (Dissertation Advisor)
School of Education, 1051 Education Bldg.
Colorado State University
Fort Collins, Colorado, 80523
970-491-7153
banning@cahs.colostate.edu

Ms. Cynthia McGrady, SPHR (Past President, WCHRA)
Human Resource Specialist
Sartomer Company, Inc.
569 24 ¼ Rd., Grand Junction, Colorado, 81505
970-245-8148 ext. 119
cynthia.mcgrady@sartomer.com

Dr. Jerry Moorman
.fessor of Business
Mesa State College
1100 North Avenue, ACB
Grand Junction, Colorado, 81501
970-1514 -- Office

Fall 1992 – May 1996: Business and Accounting Instructor for Colorado Mountain College, Glenwood Springs, Carbondale, and Spring Valley Campuses. Courses Instructed: Fall 1992 – Introduction to Business; Spring 1993 – Payroll Accounting; Fall 1993 – Intermediate Accounting I; Spring 1994 – Intermediate Accounting II, Computerized Accounting, and Payroll Accounting; Fall 1994 – Income Tax I; Spring 1995 – Income Tax II, class did not meet enrollment requirements therefore, cancelled; Fall, 1995 – Intermediate Accounting I; Spring, 1996 –Intermediate Accounting II.

March 1988 – June 1991: Director of Financial Aid at Western State College in Gunnison, Colorado.

November 1986 – March 1988: Accountant II for Western State College in Gunnison, Colorado.

July 1985-November 1986: Accountant and waitress for Ruby's Grill, Vail, Colorado.

October 1979 – July 1985: Accountant for Chadwick, Steinkirchner, Davis and Company, Grand Junction, Colorado.

Gayla Jo Slauson

Teaching Experience

Over the last seventeen years I have successfully taught a diverse group of lower and upper divisions courses in Business and Computer Information Systems and several courses for other entities. I have effectively taught students ranging from senior Honors Students to freshmen admitted only provisionally. Also, I have taught adults ranging in age from 18 to 80.

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

Programming:
- COBOL I and II
- BASIC
- VBA (Visual BASIC for applications)

Software:
- Access (Database)
- Excel, Lotus 1-2-3 (Spreadsheets)
- Word, Word Perfect (Word Processing)
- PowerPoint (Presentation)

Business:
- Introduction to Business
- Business Communications
- Organizational Behavior
- Business Math
- Principles of Marketing
- Principles of Management

Other:
- Introduction to Higher Education
- Honors Courses
- Courses for Teachers to earn CE Credits for Mesa County School District
- Leading Edge Seminar Presenter for Small Business Development Center
- Women in Management Course Presenter
- Teacher of Adult Bible Education Courses for local church, also session teacher at two Women's conferences

Teaching Awards
- 1990-2007 Earned "Excellent" ratings for teaching from Department Chair, peers, 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

- 1990-2007 Consistently earned high student evaluation ratings

- 1990 Outstanding Future Business Teacher Award, 1st Place Nationally Phi Beta Lambda

Examples of Innovative Techniques Used
- Knowledge bowls
- Cross examination debates
- Drama
- Poetry recitations
- Programming contests
- Decision Support System development
- Field trips and guest speakers
- One-minute speeches
- Who wants to be a Millionaire type games
- Test variety: hands-on, orals
- Structured note taking
- Nanostudies

Gayla Jo Slauson
Leadership Experience

Examples of Elected Positions

2003-2005 Elected by faculty to serve as Faculty Trustee on the Mesa State College Board of Trustees

1998-2005 Elected by departmental faculty to Faculty Senate as Senator

2001-2003 Elected by Faculty Senate to serve as member of CFAC (Faculty advisory group to the Colorado Commission on Higher Education)

2001-2003 Elected by CFAC members to serve as their representative on the GE-25, a statewide group determining how to implement legislation affecting general education requirements

1998-2000 Elected twice by the Faculty Senate to serve as Vice Chair of the Senate

1998-2001 Elected and served as faculty representative to the Office of State Colleges, in 2000-2001 served as voting Faculty trustee on Board

1996-1997 Elected by the committee to be Chair of Faculty Professional Development and Academic Enrichment

2005-2006 Elected by departmental faculty to serve on Promotion/Tenure Committees

Examples of Appointed Positions

2006 Administratively appointed to serve on the Higher Learning Steering Committee for Mesa State College

2002-2003 Administratively appointed to serve as Chair of Mission and Purposes Committee for the North Central Accreditation efforts, assisted in writing report for the Higher Learning Commission

2002-2004 Administratively appointed to serve on the Academic Master Plan Committee

1998-1999 Administratively appointed to serve as a member of Mesa State College's President's Council meeting monthly

1991-1997 Administratively appointed to serve on the Human Relations Council as representative enforcing compliance with diversity regulations such as the American Disabilities Act; assisted in over forty administrative and faculty searches across campus during this time

Examples of Chairperson Positions Held

2006-2007 Chairperson of Scheduling and Faculty Development in Computer Information Systems (CIS) Area in Dept of Business

2005-2006 Chairperson of two Search Committees for Faculty Searches in Dept of Business

1994-2000 Chairperson of the Computer Information Systems Community Advisory Board

Examples of Advisory Positions Held

2006-2007 CIS Curriculum and Advising Coordination Committee

2006-2007 CIS Assessment and Accreditation Committee

2006-2007 CIS Public Relations/Retention and Recruiting Committee

2006-2007 Early Alert Committee, Department of Business

2003-2004 Assisted with New Faculty Orientations

2001-2003 District 51 Partners in Education Technology Committee

1998-2000 Academic Affairs Committee, Office of State Colleges of Colorado

1992-1997 Honors Program Development Committee and then member of Honors Program Advisory Committee

1997 Technology Enhanced Education (TEES) Committee involved in distribution of grant monies based on faculty proposals

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Gayla Jo Slauson
Publications

Publications in Books and Journals

Slauson, Carpenter, and Snyder (2008). Copyright Ethics: Relating to Students at Different Levels of Moral Development. *Information Systems Education Journal, 6* (8). http://isedj.org/6/8/. ISSN: 1545-679X. (Also appears in *The Proceedings of ISECON 2006: §3332.* ISSN: 1542-7382.)

Snyder, J., Carpenter, D. and **Slauson, G.** (2007). MySpace.com – A Social Networking Site and Social Contract Theory. *ISEDJ (Information Systems Education Journal)*, 5(2), January 2, 2006.

McGinnis, D. and **Slauson, G.** (2003). Advancing Local Degree Programs Using the IS Model Curriculum. *ISEDJ*, 1(37), December 27, 2003.

Slauson, G. and Grabow, C. (2003) Framing Leadership Issues for System Developers, *Current Issues in IT Education*, editor McGill, T., Chapter 10, ISBN 1-931777.

McGinnis, D. and **Slauson, G.** (2002). Global IT Worker Shortage: Perceived or Real?. *Global Business Trends: Contemporary Readings*, ABA (Academy of Business Administration), pg 71.

Slauson, G. (1997). *Student Study Guide for Computers and Information Processing, Second Edition.* Course Technology. ISBN 0-7600-4922-X.

Meritorious or Best Paper Awards

Snyder, J., Carpenter, D. and **Slauson, G.** (2006). MySpace.com-A Social Networking Site and Social Contract Theory. *The Proceedings of ISECON 2006 (Information Systems Educators Conference)*, v23(Dallas), ISSN 1542-7382.

Carpenter, D., McGinnis, D., and **Slauson, G.** (2005). Invalid Predictors of Future Success in IT Jobs. *Proceedings of 47th Annual Fall Conference MPMA(Mountain Management Plains Association)*, Cedar City, Utah. October, 2005.

Additional Publications

Carpenter, **Slauson**, Snyder and Winniford (2008). Motivating and Managing IT Professionals versus Bankers. In *The Proceedings of the Thirty-Seventh Annual Western Decision Science Institute* (WDSI), San Diege, March 18, 2008.

Slauson, GJ. D Carpenter and J Snyder. (2007). Nano-Studies in a Business Course: Providing Small Portions of Information with Pointers to More Detail. In *The Proceedings of the 49th Annual Fall Conference Mountain Plains Management Association.* October, 2007

Lay, Parman, and **Slauson.** (2007). Developing a College Life Program to Retain Business Students, The Proceedings of the 49th Annual Fall Conference Mountain Plains Management Association. October, 2007.

Snyder, Jackson, Chaffin, and **Slauson** (2007). Using the National Collegiate Conference as a Focal Point for an AITP Student Chapter's Annual Activities, *Information Systems Educators Conference Proceedings*, Nov, 2007.

Slauson, G., Carpenter, D. and Snyder, J. (2006). Copyright Ethics: Relating to Students at Different Levels of Moral Development. *The Proceedings of ISECON 2006 (Information Systems Educators Conference)*, v23(Dallas), ISSN 1542-7382.

Carpenter, D. McGinnis, D. and **Slauson, G.** (2006). Motivating and Managing Computer Personnel in the 21st Century. *Proceedings of the 48th Annual Fall Conference MPMA*, Provo, UT., October, 2006.

Slauson, G. (2005). Using a Decision Support System to Teach Fundamental System Concepts. *Proceedings of 16th IRMA (Information Resources Management Association)*, Seattle, May 2005.

Carpenter, D., McGinnis, D. and **Slauson, G.** (2005). Tying an Organizational Budget to Enterprise Goals: A DSS for Budget Allocation Among Functional Units. *Proceedings of the 47th Annual Fall Conference MPMA*, Cedar City, UT. October 2005.

Carpenter, D., McGinnis, D., and **Slauson, G.** (2004). In Search of Predictors of Success in IT Jobs. *Proceedings of the Decision Sciences Institute*, Boston, November 2004.

Slauson, G. and Carpenter, D. (2004), Pedagogical Justification for Assigning a DSS Project in a Fundamentals of IS Course. *Proceedings MPMA*, Grand Junction, CO. October 2004.

Slauson, G. and Grabow, C. (2002). Systems Analysts Emerge as Leaders: Framing through IS in Contemporary Organizations. *Issues and Trends of Information Technology Management in Contemporary Organizations (proceedings for IRMA)*, May, 2002.

Slauson, G. (2002). Leading through Email; an Extension of Framing. *44th MPMA Conference Proceedings*, pg. 175.

Slauson, G. and McGinnis, D. (2002). An Information Systems Course Model that Emphasizes Non-Technical Skills. *ISECON Proceedings*, Cincinnati, OH, November 2002.

McGinnis, D., Grabow, C. and **Slauson, G.** (2000). Developing a New Major in Information Systems in a Four Year Program. *IRMA Proceedings*, Anchorage, AK, May, 2000.

Slauson, G. (1999). Teaching Ethics, *Compilation of papers for 1999 State Colleges Faculty Symposium*, Crested Butte, CO.

Slauson, G. and Slauson, M. (1994). Using Field Trips and Guest Speakers to Enhance Classes. *MPMA Conference Proceedings*, October, 1994.

Slauson, G. (1997). Test Bank for *Computers and Information Processing, 2nd ed.*, Fuller & Manning, Course Technology.

Gayla Jo Slauson
Education, Work, and Experience

Education

MBA (Masters of Business Administration), 1992, Colorado State University at Pueblo (formerly Univ. of So. Colorado, GPA 4.0.

BBA (Bachelors of Business Administration) Emphasis in Computer Information Systems, 1990, Mesa State College, Grand Junction, Colorado: OUTSTANDING GRADUATE AWARD FOR HIGHEST GPA – 3.97.

Additional undergraduate and graduate level courses taken at University of Colorado at Denver. Also attended Ft. Lewis College (Durango, CO) and Colorado State University (Ft. Collins, CO).

Certification: CCP (Certified Computing Professional).

Sampling of Awards earned/positions held as undergraduate:

First Place- Outstanding Future Business Teacher, National Phi Beta Lambda Award, Washington, DC, Summer, 1990.

Wall Street Journal Award, 1990.

Who's Who Among American College and University Students (MSC) and National Deans List (At UCD)

Alpha Chi Honor Society

Vice President of MSC Chapter of DPMA-Data Processing Management Association (currently AITP)

Tutor Trainer and Mentor for Academic Services

Textbook Reviewer

Haag (2003). *Management and Information Systems for the Information Age, 4th edition*, McGraw Hill.

McKeown, P. (2000). *Information Technology and the Networked Economy*, Harcourt.

Parker, C. (1998). *Understanding Computers Today & Tomorrow, 8th edition*. Dryden.

Also reviewed numerous papers for conferences.

Work

2000 to Present
Associate Professor of Computer Information Systems, Department of Business, Mesa State College, Grand Junction, Colorado

1996 to 2000
Assistant Professor of Computer Information Systems, Department of Accounting and Information Technology, MSC In 1998 Awarded Tenure

1993 to 1996
Instructor of Information Technology, Department of Accounting and Information Technology, MSC

1990 to 1993
Full-Time Lecturer in Computer Information Systems, MSC.

Prior Work experience included work as accounts receivables clerk for Allen Plumbing and Heating (Ft. Collins, CO), receptionist and bookkeeper for Durango Ornamental Iron (Durango, CO), Cashier and Sales Clerk for Yellow Front Store (Durango, CO) and receptionist for Bureau of Reclamation (Montrose, CO), as well as serving as full-time mother and homemaker for several years.

Speaking/ Consulting:

Leading Edge II Seminar for Small Business Development Center, March 24, 1993, Grand Junction, CO.

Lay-Minister/Speaker at variety of events and services for several Methodist churches.

AIMS (Academic Improvement Series) lectures to motivate students for several years in 1990s.

Presentations on Identity Theft for Senior Center and other senior groups.

Professional Consulting on Excel, Raven Ridge Resources, Inc., Grand Junction, Colorado

Panel Discussant:

Encouraging Girls to Consider Computing Careers, (ISECON 2001)
Innovations in Marketing Classes (Western Marketing Educators Conference), San Diego, CA

Editing: Assistant Editor, IBSCA (International Business Schools Computing Association) *IBS Computing News*, Fall, 1993.

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Gayla Jo Slauson
Experience (continued)

Awarded Outstanding Service - Faculty Award , Mesa State College 2001

Committees:
Numerous Search Committees, Tenure and Promotion Committees

District 51 Partners in Education Technology Committee, 2001-2003.

Budget Task Force Allocation Committee

Reader for honors thesis for two MBA students

Panelist at New Faculty Orientation Meetings for several years at MSC

Honors Program Development Committee, 1992 through 1997, MSC

Scheduling and Faculty Development for CIS, Chair

CIS Curriculum and Advising Coordination Committee

CIS Assessment and Accreditation Committee

CIS Public Relations/Retention and Recruiting Committee

Advisory Committee – CIS

Presenter:
Workshops for Administrative Assistants at Adams Mark Hotel, 2003

Summer Computing Courses for Teacher Recertification, District 51, 2002 and 2003

Rocky Mtn HMO training sessions for employees

EEE middle school students – programming

Gateway High School Graduation Speaker, 1995.

Two Rivers Toastmasters, Sergeant at Arms 1992

Chamber of Commerce Business Startup Series, 1991

Recruiting presentations at area high schools: Olathe, Delta, Montrose, DeBeque

Academic Excellence Reception Keynote Address, February 25, 2004.

Community Service:
Judged High School Debate and forensics competitions, various years

Worked with Resource Center as Mentor for young mothers.

Assisted with leading LiveWell community kickoff walks, Mesa County

Assisted at Worldwide Lessons in Leadership Conference cosponsored by MSC and *Fortune Magazine* in November 1998.

Keynote co-speaker, AITP Meeting in Denver, "IT Career Success" and "Does Your IT Job Motivate You?"

Presentation: "Got Ethics" , PBL workshop, State Leadership Conference, Saturday, April 1, 2006 in Grand Junction, Colorado

Adult education classes and presentations for Crossroads United Methodist Church (ongoing)

Women's Conference speaker – Pimentel, Dominican Republic on Living the Good Life, June, 2006

Facilitator – Workshops for CIS/CS faculty to collaborate for Office of State Colleges

Student Organization Sponsor:
PBL (Phi Beta Lambda) – for business students, 2 years

Bible Basics (1 year)

Campus Bible Study (3 years)

JOHNNY SNYDER

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josnyder@mesastate.edu
September 2008

Educational History:

M.S.   March 2005; Nova Southeastern University, Ft. Lauderdale, Florida 33329; Computer Information Systems

Ph.D.   August 1999; University of New Mexico, Albuquerque, New Mexico 87131; Applied Mathematics; Dissertation: "A Mathematical Analysis of Induced Defenses in a Plant-Herbivore System," Advisor: Dr. Deborah Sulky

M.A.   August 1991; University of New Mexico, Albuquerque, New Mexico 87131; Applied Mathematics

B.A.   April 1988; Fort Lewis College, Durango, Colorado 81302; Major: Mathematics; Minor: Computer Science

Employment History:

Associate Professor: 2005 – present; Department of Business Computer Information Systems, Mesa State College, Grand Junction, Colorado 81501

Associate Professor and Chair: 2003-2005; Department of Mathematics and Computer Science, Sul Ross State University, Alpine, Texas 79832 and Universidad Autónoma de Chihuahua, Chihuahua, Mexico

Assistant Professor: 1999-2003; Department of Mathematics and Computer Science; Sul Ross State University, Alpine, Texas 79832

Assistant Professor: 1998-1999; Department of Mathematics and Computer Science; Pacific University, Forest Grove, Oregon 97116

Faculty: 1994-1999; Department of Continuing Education; University of New Mexico, Albuquerque, New Mexico 87131

Teaching Assistant: 1988-94 and 1997-98 Department of Mathematics and Statistics; University of New Mexico, Albuquerque, New Mexico 87131

Adjunct Faculty: 1994-1997; Southwestern Indian Polytechnic Institute, Albuquerque, New Mexico 87121

Part-Time Instructor: 1994-1997; Department of Mathematics and Statistics, University of New Mexico, Albuquerque, New Mexico 87131

Graduate Assistant: 1994-1996; Minority Engineering Programs, College of Engineering; University of New Mexico, Albuquerque, New Mexico 87131

Teaching:

Master's Committees/Advisement:

Bill Adams (Natural Resource Management), 2002
A Kill Rate Model for Texas Mountain Lions

Lynn Cassell (Biology), 2002
Analysis of Vocalizations of Lilian's Race of the Eastern Meadowlark (*Sturnella magna lilianae*) in West Texas

Bachelor's Advisement/Senior Project Direction/Honors Thesis Supervision/Student Project Advisement:

Erica Price (Mathematics), 2000
Stability of a Spring/Dashpot System

Jose Carillo (Mathematics), 2003
The Mathematics of Coupled Dynamical Systems

Ida Ramirez (Mathematics), 2003
Numerical Solution of a Titration Problem

Bernie Calderon (Mathematics), 2004
An Analysis of the TExES Exam

Thomas Wolfe (Computer Information Systems), 2006
The E-Grocer Factor: Why Didn't It Work and How Can It Work Now
*First Place Award, Student Paper Competition at the AITP National Collegiate Conference, 2006

Juliana Munoz (Computer Information Systems), 2006
The Corporate Social Responsibility of Pure-Play Sites versus Brick-and-Mortar Corporations
Presented at the 2006 MPMA Conference at Orem, Utah, **included in proceedings**

Telicia Chaffin (Computer Information Systems), 2007
E-voting
*Third Place Award, Student Paper Competition at the AITP National Collegiate Conference, 2007

Charles Smith (Computer Information Systems), 2007
Podcasting for Universities
*Top Ten Placement, Student Paper Competition at the AITP National Collegiate Conference, 2007

Bill Jackson and Jarrod Harper (Computer Information Systems), 2007
*First Place Award, Web Site Design for the ASFCME Local 3375, AITP National Collegiate Conference, 2007

AITP Team Banner Competition, 2007
*First Place Award, Artistic Category, AITP National Collegiate Conference, 2007

Telicia Chaffin (Computer Information Systems), 2007
From E-voting to I-voting
Presented at the 2007 MPMA Conference at Kearney Nebraska, **included in proceedings**

Charles Smith (Computer Information Systems), 2008
Human Microchip Implantation
*Top Ten Placement, Student Paper Competition at the AITP National Collegiate Conference, 2008
*Paper accepted in Volume 3, number 3 of *The Journal of Technology Management and Innovation*, 2008

Telicia Chaffin (Computer Information Systems), 2008
Web Site Design for the Manufacturers Council, AITP National Collegiate Conference, 2008

Bill Jackson and Loren Gabriel (Computer Information Systems), 2008
Second Place Award, Web Site Design for the AFSCME Local 3375, AITP National Collegiate Conference, 2008

Classroom Teaching:

Semester	Course	Location
Fall 1988	Math 150, College Algebra	University of New Mexico (UNM)
Spring 1989	Math 162, Calculus I	UNM
Fall 1989	Math 180, Business Calculus I Math 181, Business Calculus II	UNM
Spring 1990	Math 180, Business Calculus I Math 181, Business Calculus II	UNM
Summer 1990	Math 123, Trigonometry	UNM

Fall 1990	New Mexico Junior Mathematics Prognosis Exam Project (JUMP)	Department of Mathematics and Statistics, in Conjunction with the Office of the Provost, University of New Mexico
Spring 1991	New Mexico Junior Mathematics Prognosis Exam Project	Department of Mathematics and Statistics, in Conjunction with the Office of the Provost, University of New Mexico
Summer 1991	Math 123, Trigonometry (two sections)	UNM
Fall 1991	Math 180, Business Calculus I New Mexico JUMP	UNM UNM
Spring 1992	Math 162, Calculus I New Mexico JUMP	UNM UNM
Summer 1992	Math 111, Mathematics for Elementary School Teachers I	UNM
Fall 1992	Math 150, College Algebra	UNM
Spring 1993	Math 162, Calculus I	UNM
Summer 1993	Math 163, Calculus II	UNM
Fall 1993	Math 264, Calculus III	UNM
Spring 1994	Math 123, Trigonometry Math 264, Calculus III Math 316, Differential Equations	Minority Engineering, Mathematics, and Science Project (MEMS)
Summer 1994	Math 129, A Survey of Mathematics	Native American Program, College of Engineering
Fall 1994	Math 123, Trigonometry Math 264, Calculus III Math 316, Differential Equations Math 112, Mathematics for Elementary School Teachers II	MEMS Southern Pueblo Agency
Spring 1995	Math 163, Calculus II Math 264, Calculus III Math 316, Differential Equations Math 215, Mathematics for Elementary School Teachers III	MEMS Southern Pueblo Agency
Summer 1995	Mathematical Modeling* Pre-Calculus	Phillips Academy Andover, Massachusetts
Fall 1995	Math 314, Linear Algebra Math 316, Differential Equations Math 150, College Algebra	MEMS Southwestern Indian Polytechnic Institute (SIPI)

Spring 1996	Math 181, Business Calculus II Math 314, Linear Algebra Math 316, Differential Equations Math 150, College Algebra	MEMS SIPI
Summer 1996	Math 316, Differential Equations Math 162, Calculus I	UNM SIPI
Fall 1996	Math 163, Calculus II Math 162, Calculus I	UNM SIPI
Spring 1997	Math 162, Calculus I Math 163, Calculus II	UNM SIPI
Fall 1997	Math 181, Business Calculus II	UNM
Spring 1998	Math 180, Business Calculus I	UNM
Summer 1998	Math 316, Differential Equations	UNM
Fall 1998	Math 122, College Algebra Math 125, Pre-calculus Math 206, Numerical Linear Algebra	Pacific University (PU)
Winter III	Math 165, Introduction to Contemporary Mathematics	PU
Spring 1999	Math 122, College Algebra Math 226, Calculus I Computer Science 230, Introduction to Software Tools	PU
Summer 1999	PASS Program	Sul Ross State University (SRSU)
Fall 1999	Math 1310, University Mathematics Math 1300, Developmental Mathematics, PASS Program	SRSU
Intersession 2000	Math 1315, University Algebra	SRSU
Spring 2000	Math 2306, Statistics Math 3306/CS3306, Numerical Analysis Math 3320, Differential Equations	SRSU
Summer 2000	Math 1310, University Mathematics Math 1321, Calculus II PASS Program	SRSU
Fall 2000	Math 2306, Statistics Math 1320, Calculus I Math 1300, Developmental Mathematics (PASS Program) Math 5301, Graduate Special Topics*	SRSU
Spring 2001	Math 1320, Calculus I (Distance to Marfa, Marathon and Sanderson High Schools) Math 1321, Calculus II Math 2306, Statistics Math 3320, Differential Equations	SRSU
Summer 2001	Math 1310, University Mathematics PASS Program	SRSU
Fall 2001	Math 1315, University Algebra Math 1316, Trigonometry Math 1342, Statistics Math 3101, Departmental Seminar	SRSU

Spring 2002	Math 1342, Statistics Math 1321, Calculus II Math 3320, Differential Equations Math 3101/CS 3101, Departmental Seminar	SRSU
Summer 2002	PASS Program	SRSU
Fall 2002	Math 1342, Statistics Math 2320, Calculus III GBA 3350, Business Statistics Math 4360, Complex Variables* Math 3101/CS 3101, Departmental Seminar	SRSU
Spring 2003	Math 1342, Statistics Math 1320, Calculus I (Distance to Marfa and Marathon High Schools) GBA 3350, Business Statistics GBA 5309, Quantitative Analysis and Decision Theory for Business	SRSU University Autónomo de Chihuahua (UACH)
Summer 2003	PASS Program	SRSU
Fall 2003	Math 2413, Calculus I Math 3101/CS 3101, Department Seminar Math 3306*, Computing in Mathematics* Math 4390, Senior Project CIS 3360*, Legal and Ethical Issues in Computing in Business*	SRSU
Spring 2004	Math 2413, Calculus I Math 2414, Calculus II Math 3101/CS 3101, Department Seminar CIS 3370*, System Analysis and Design* GBA 5304, Management Information Systems	SRSU
Summer 2004	GBA 5304, Management Information Systems	UACH
Fall 2004	Math 1325, Business Calculus Math 3101/CS 3101, Department Seminar Math 3350, History of Mathematics CIS 3360, Legal and Ethical Issues in Computing in Business	SRSU
Spring 2005	Math 1342, Statistics CIS 3323*, Human Computer Interaction* GBA 5309, Quantitative Analysis and Decision Theory for Business	SRSU UACH
Fall 2005	CISB 101, Business Information Technology CISB 210, Fundamentals of Information Systems CISB 460, Electronic Commerce	Mesa State College (MSC)
Spring 2006	CISB 101, Business Information Technology CISB 210, Fundamentals of Information Systems CISB 400, Data Communication and Network Management	MSC
Summer 2006	CISB 101, Business Information Technology	MSC

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Fall 2006	CISB 101, Business Information Technology CISB 460, Electronic Commerce (online class utilizing WebCT) MANG 331, Quantitative Decision Making	MSC
Spring 2007	CISB 101, Business Information Technology CISB 400, Data Communication and Network Management (Utilizing WebCT) MANG 331, Quantitative Decision Making (Distance learning format to Montrose, Colorado campus)	MSC
Fall 2007	CISB 101, Business Information Technology MANG 341/CISB 341, Quantitative Decision Making CISB 460/560, Electronic Commerce (Utilizing WebCT)	MSC
Spring 2008	CISB 101, Business Information Technology MANG 341/CISB 341, Quantitative Decision Making CISB 400, Data Communication and Network Management	MSC
Fall 2008	CISB 210, Fundamentals of Information Systems CISB 341/MANG 341, Quantitative Decision Making CISB 460, Electronic Commerce	MSC

* = courses developed and/or added into curriculum

Scholarly Achievements:

Articles appearing in Journals:

1. *A Brief History of Population Models*
   The Pentagon, Fall, 1995, p.9-18.
2. *Stability Considerations for Numerical Methods*
   SIAM Review **39**, n. 4, 1997, p. 755-760.
3. *MySpace.com A Social Networking Site and Social Contract Theory*
   Information Systems Education Journal **5**, n. 2, 2007.
4. *Copyright Ethics: Relating to Students at Different Levels of Moral Development*
   Information Systems Education Journal **6**, n. 1, 2008
5. *Using the NCC as a Focal Point for an AITP Student Chapter's Annual Activities*
   Information Systems Education Journal x, n. x, 2008

Refereed Proceedings Publications

1. Evaluating E-Commerce: An Aesthetic Perspective
   Proceedings of the 2005 MPMA Conference
2. The Corporate Social Responsibility of Pure-Play Sites versus Brick-and-Mortar Corporations
   with Juliana Munoz
   Proceedings of the 2006 MPMA Conference
3. The Development Methodology Of A Metropolitan Statistical Area Price Index Model
   with Morgan Bridge and Jeffrey Naas
   Proceedings of the 2006 IBER & TLC Conference
4. MySpace.com A Social Networking Site and Social Contract Theory
   with Gayla Slauson and Don Carpenter
   Proceedings of the 2006 ISECON Conference
   *Meritorious Paper Award
5. Copyright Ethics: Relating to Students at Different Levels of Moral Development,
   with Gayla Slauson and Don Carpenter
   Proceedings of the 2006 ISECON Conference
6. It's a Wiki-World: Utilizing Wikipedia as an Academic Reference
   Proceedings of the 2007 MPMA Conference
7. Motivating And Managing Computer Personnel In The 21st Century: Expanding The Pilot Study
   with Don Carpenter, Gayla Jo Slauson and MaryAnne Winniford
   Proceedings of the 2007 MPMA Conference
8. Nano-Studies in a Business Course; Providing Small Portions of Information with Pointers to More Detail
   with Gayla Jo Slauson
   Proceedings of the 2007 MPMA Conference
9. Using the National Collegiate Conference as a Focal Point for an AITP Student Chapter's Annual Activities
   with Gayla Jo Slauson, Bill Jackson, Telicia Chaffin
   Proceedings of the 2007 ISECON Conference
10. A Survey of Student Mastery of Computer Skills: Pretest of Ability
    with MaryAnne Winniford, Gayla Jo Slauson, Donald Carpenter
    Proceedings of the 2007 MPMA Conference
11. Motivating and Managing IT Professionals Versus Bankers
    with Donald Carpenter, Gayla Jo Slauson, MaryAnne Winniford
    Proceedings of the 2008 WDSI
12. Encouraging Students to Learn on the Fly in CIS Courses
    with Gayla Jo Slauson, Donald Carpenter
    Proceedings of the 2008 ISECON Conference
13. An Action Plan to Increase IS Enrollment Based on Recent Survey Evidence
    with Gayla Jo Slauson, Donald Carpenter
    Proceedings of the 2008 ISECON Conference
14. Cultural Dimensions of Web Design Elements
    Proceedings of the 2008 MPMA Conference

Invited or refereed talks/presentations to professional meetings

1. "An Introduction to Dynamical Systems"
    1994 Region V Conference, Kappa Mu Epsilon, Mathematics
    Honor Society, Albuquerque, New Mexico, April 9, 1994.
2. "A History of Population Models"
    Thirtieth Biennial Convention, Kappa Mu Epsilon,
    Mathematics Honor Society, Durango, Colorado,
    April 21, 1995.
3. "The Balloon Bifurcation"
    1996 Region V Conference, Kappa Mu Epsilon, Mathematics
    Honor Society, Grand Junction, Colorado, April 21, 1996.
4. "Partial Differential Equations and Population Models"
    Mathematical Association of America Regional Meeting
    April, 2000
5. "Evaluating E-commerce: An Aesthetic Perspective"
    Mountain Plains Management Association Annual Meeting
    Southern Utah University, Cedar City, Utah
    October, 2005
6. "The Corporate Social Responsibility of Pure-Play Sites versus Brick-and-Mortar
    Corporations"
    Mountain Plains Management Association Annual Meeting
    Utah Valley State College, Orem, Utah
    October, 2006
7. "The NCC Team Experience"
    Mile High Chapter of the AITP Monthly Meeting
    Denver, Colorado
    May, 2007
8. "It's a Wiki-World: Utilizing Wikipedia as an Academic Reference"
    Mountain Plains Management Association Annual Meeting
    University of Nebraska at Kearney
    October, 2007
9. "Using the National Collegiate Conference as a Focal Point for an AITP Student
    Chapter's Annual Activities"
    ISECON 2007, Pittsburgh, Pennsylvania
    November, 2007
10. "Using the NCC as a Student Chapter Focal Point"
    AITP National Collegiate Conference
    Memphis, Tennessee
    March, 2008
11. "Report on the NCC"
    Mile High Chapter of the AITP Monthly Meeting
    Denver, Colorado
    May, 2008
12. "Encouraging Students to Learn on the Fly in CIS Courses"

ISECON 2008, Phoenix, Arizona
November, 2008

13. "An Action Plan to Increase IS Enrollment Based on Recent Survey Evidence"
ISECON 2008, Phoenix, Arizona
November, 2008

14. "Cultural Dimensions of Web Design Elements"
MPMA 2008, Pocatello, Idaho
October, 2008

Contributed (unrefereed) abstracts/presentations:

1. "Linear Partial Differential Equations and Population Models"
Graduate Student Seminar, Albuquerque, New Mexico,
September 13, 1994.

2. "Plant-Herbivore Interactions: A Plant Quality Model"
Graduate Student Seminar, Albuquerque, New Mexico,
October 21, 1997

3. "Numerical Methods"
Department Seminar, Alpine, Texas
September, 1999

4. "H or h?"
Department Seminar, Alpine, Texas
March, 2000

5. "What's the Difference?"
Department Seminar, Alpine, Texas
September, 2000

6. "A minus times a minus is a plus"
Department Seminar, Alpine, Texas
February, 2001

7. "Benford's Distribution"
Department Seminar, Alpine, Texas
August, 2001

8. "The Spot Problem"
Department Seminar, Alpine, Texas
February, 2002

9. "Fibonacci Sequences and Generalized Fibonacci Sequences"
Department Seminar, Alpine, Texas
August, 2002

10. "Some Sums"
Department Seminar, Alpine, Texas
August, 2003

11. "On Presenting"
Department Seminar, Alpine, Texas
September, 2004

12. "Usability"
AITP Student Chapter Meeting, Grand Junction, Colorado

September, 2006
13. "Usability Challenge"
AITP Student Chapter Meeting, Grand Junction, Colorado
October, 2006
14. "Voting Theory"
AITP Student Chapter Meeting, Grand Junction, Colorado
November, 2006

Professional Conferences:

1. Supercomputing
April, 1991
2. Society of Mathematical Biologists Annual Meeting
May, 1995
3. October Pre-service Conference for the Training of Teachers
October, 1999
4. Mathematical Association of America Texas Section Meeting
April, 2000
5. Mathematical Association of America Texas Section Meeting
April, 2002
6. Texas Association of Two Year Colleges Annual Meeting
May, 2002
7. Mathematical Association of America Texas Section Meeting
April, 2003
8. Dallascon – Wireless Security Conference
May, 2004
9. Mountain Plains Management Association
October, 2005
10. National Collegiate Conference of the AITP (Faculty Sponsor)
April, 2006
11. DEFCON 14
August, 2006
12. Mountain Plains Management Association
October, 2006
13. National Collegiate Conference of the AITP (Faculty Sponsor)
March, 2007
14. Mountain Plains Management Association
October, 2007
15. ISECON (Information Systems Educators Conference)
November, 2007
16. National Collegiate Conference of the AITP (Faculty Sponsor)
March, 2008
17. Mountain Plains Management Association
October, 2008
18. ISECON (Information Systems Educators Conference)
November, 2008

Professional Affiliations:

AITP   Association for Information Technology Professionals
EDSIG AITP Education Special Interest Group

Service to Profession:

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.

Fort Lewis College:

1987-88	Senior Class Vice-President
1988	Student Representative, Presidential Selection Committee

University of New Mexico:

1989-95	Student representative to the Graduate Student Association (GSA) from the math department
1989-91	GSA representative to the campus planning committee
1989-93	GSA representative to the National Association of Graduate and Professional Students
1990-93	GSA representative to the student union board.
1992	Member, GSA evaluation task force
	President, GSA (Elected Position)
1992-93	Council Chair, GSA (Elected Position)
1993	Member, Student Union Building Director search committee
1997	Member, Math Department Committee on Graduate Studies

Sul Ross State University:

1999-02	Member, Research and Development Council
	Secretary 2000-01, Chair 2001-02
1999	Chair, Computer Science Faculty Search Committee

2000-02	Member, Orientation Committee
2000-01	Member, Recruitment Issues Committee
2000	Member, Computer Services Committee
2001-02	Living/Learning Centers Committee
2001-02	Computer Information Systems Program Development Committee
2002	Chair, Mathematics Faculty Search Committee
2002	Financial Aid Appeals Committee
2002-04	Library Information Technology Council
	Secretary 2002-03, Chair 2003-05
2004-05	Chair, Dean of Arts and Sciences Search Committee
2005	Computer Information Systems Faculty Search Committee

Mesa State College

2005-06	Faculty Search Committee (CIS)
2005-08	Curriculum Advisory Board for Colorado Mountain College
2006-08	Faculty Search Committee (Finance)
2006 -	Recruitment, Advisement and Retention Committee
2007 -	Luminis Web Portal Committee
2007 -	Web Content Committee
2008 -	Distance Education Committee

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 -	Member, Executive Council for the Western Colorado Council of the Boy Scouts of America

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 have been developing both service courses and courses for math majors that have been incorporated into the permanent curriculum. These include 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 teach a two week course every summer to students who have just graduated high school and are enrolling in Sul Ross State University for the fall semester. This is a "bridge" program designed to give these students (primarily first generation college students) an advantage to ensure their success in university studies. We review the basics of algebra and geometry as well as going over good study habits which include note taking and textbook marking. For some of the students, this is 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 have 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 teach classes that are televised to area high schools for dual credit (high school credit and university credit). Typically I teach college algebra or a calculus course 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)

Curriculum Development at Sul Ross State University

I organize and run the computer science and mathematics department seminar. In this forum, faculty and students present ideas from mathematics and computer science that they find interesting. One of the main focuses of the department is the training of pre-service teachers, so this forum provides a chance for the students to "get their feet wet" via presentations in this "safe" environment. Each student enrolled in the seminar is required to present two, twenty minute talks during the semester. (2001 - 2005)

Curriculum Development at Sul Ross State University

I am developing the CIS degree program, insuring that prerequisite classes are taught in a timely manner, obtaining and maintaining the computer hardware and

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software infrastructure, directing library acquisitions and advising CIS majors. (2003 – 2005)

Chairman Department of Computer Science and Mathematics

As the Chair of the department, I am 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 include 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, Mesa State College 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. These synergistic 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 Mesa State College. These activities have also facilitated student presentations in the "Student Scholars Symposium at Mesa State College and presentations to the sponsoring chapter, the Mile High Chapter of the AITP in Denver, Colorado. (2005 – present)

Distance Education, Mesa State College

As a regional service provider, Mesa State College 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

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. (2007 – present)

Faculty and Staff Training, Office 2007

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 customization tools, the help menu, and online help resources were addressed. (Summer and Fall, 2008)

Software Proficiencies:

Programming: Fortran, Pascal, VRML and Java
Operating Systems: Windows, Mac, UNIX, LINUX and Dos
Programs: Word Processor, PowerPoint, Spreadsheet, SPSS, Stat View, PhasePlane,
        LocBif, GIS, Oracle/SQL, ...
Distance Education: Experience with WebCT and Blackboard

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
Who's Who in American Education, 2007
Who's Who in American Education, 2008

Meritorious Paper Award, ISECON 2006

Grant Recipient, Faculty Professional Development Fund 2007 - $1,416.00

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

Joseph H. Skinner

Teaching Experience	Classroom: Between 1980 and 1985 taught several classes at Mesa College including Business Law, and Estates for Paralegals. I filled in for an ill professor and then taught several night classes.
	Professional CLE: I have taught CLE classes to attorneys across the Western Slope. These were approved for CLE credit. These focused on trust and estate areas of the law.

Employment

Currently active in the private practice of law specializing in the trust, estates and estate planning areas, as well as mediation.

1994-Nov. 2004   Wells Fargo (formerly Norwest)   Grand Junction, CO

Private Client Services Regional Manager

- Took the trust department from 83 million to 378 million
- Participant in Concord Elite-2001
- Selected for Advanced Leadership Seminar 2002
- Wrote and delivered an on-line class for PCS University

1990-1994   Colorado National Bank   Grand Junction, CO

Trust Manager

- Stabilized and grew department.

1976-1990   Various Postions   Grand Junction, CO

Practicing Attorney

- Trial work
- Utility Siting, land use, and condemnations
- General practice of law

Education

- 1970   Universtiy of Colorado   Boulder, Colorado
- BA, Liberal Arts
- Graduated with Distinction

1976   University of Colorado   Boulder, Colorado

- Juris Doctor

Professional
Memberships

Mesa County Bar Association
Colorado Bar Association
American Bar Association
Past memberships and activities also include
21st Judicial District Judicial Selection Committee
Colorado Economic Development Commission
Colorado Legal Grievance Committee
Courthouse Relocation Committee

Community
Activities

Western Colorado Community Foundation

Western Colorado Math and Science Center Board

Volunteer mediator for Small Claims Court

Business Education Foundation Board

St. Mary's Hospital Development Foundation Board

Hillcrest Ditch Company

Mesa County Water Association

United Way Information and Referral board

Family Health West Foundation Board

Hilltop Foundation Board

Downtown Development Authority

Hospice of the Grand Valley

Attention to Youth Board

Publications

Colorado Lawyer, April 1995, "Avoiding Tax Liens on Trusts", with co-author Don Jordan

Colorado Lawyer, December 2004, "Trust Income: New Possibilities and Approaches," with co-author William H. T. Frey

Various newspaper columns co-written with my wife and published as "Skinner Behaviorisms" in the Grand Junction Free Press

RESUME

Karin Slater, CPFO
63633 Ida Road
Montrose CO 81401
(970) 240-9047

Education:

Bachelor of Science in Accounting, Mesa State College, Grand Junction,
Colorado, August 1982.

Masters of Business Administration, Western State College, Gunnison, Colorado,
August 1989.

Vocational Credential- State of Colorado: Accounting and Business
Management

Professional Organizations: Member of Colorado Dept. of Education Financial
and Policies Committee, Board Member of Colorado Association of School
Business Officials, Education Committee for Colorado Government Financial
Officers Association, Member of national Government Financial Officers
Association and Association of School Business Officials.

Employment History:
July 1, 2002 – Current: Chief Financial Officer for Montrose County School
District RE-1J

October 23, 2000 – June 30, 2002: Accountant for Montrose County School
District RE-1J.

January 17, 2001- Current: Adjunct Accounting Professor Mesa State College

January 18, 1998 – October 22, 2000: Finance Director for Montrose County.

November 1996 – January 1998: Scanning Coordinator and Assistant Night
Foreman for Montrose City Market #3.

August 1996 – November 1996: Bookkeeper for Montrose City Market #40.

September 1991 – August 1996: Head Bookkeeper for Aspen City Market.

June 1991 – August 1996: Office Manager of W\J Ranch in Aspen.

CURRICULUM VITA
Dr. Richard L. Vail
September 2008

CURRENT POSITION
Professor of Business Administration, Mesa State College, Grand Junction, Colorado (since Fall 1997, promoted Spring 2002). Developing and teaching courses in Operations Management, Strategic Management, Management Theory and Personal Finance.

EDUCATION
10/86 to 8/89 **Doctor of Philosophy**, Templeton College, University of Oxford, England. My thesis was *A Contingency Approach to Just-in-Time Production Systems.*

9/85 to 9/86 Master of Science, Trinity College, University of Dublin, Ireland. My thesis was *An Expert System for Lot-sizing.*

9/83 to 5/85 Master of Business Administration, University of Colorado, Boulder, member of Beta Gamma Sigma, national business honors society.

9/71 to 6/75 Bachelor of Science in Mechanical Engineering, University of California, Davis, member of Tau Beta Pi, national engineering honors society.

ADDITIONAL EXPERIENCE
8/01 to 6/05 MBA Director, Mesa State College. Responsible for academic oversight of the Master of Business Administration Program, academic advising of MBA students.

4/02 to 6/04 Associate Dean, School of Business and Professional Studies, Mesa State College. Acted in the absence of the dean, responsible for curriculum review and development.

9/89 to 6/97 Senior Lecturer* in Business Studies, School of Business Studies, Trinity College, Dublin. Developing and teaching courses in Operations Management, Research Methodology, Organizational Change and the Impact of Technology. Teaching on undergraduates, MBA and executive Master of Science courses. Supervised doctoral students.

9/90 to 6/97 Director of Research for the School of Business Studies. Responsible for coordination and administration of graduate research students, staff seminars and research information.

9/90 to 6/97 Associate Faculty Member of the Irish Management Institute.

9/96 to 6/97 Director, Howmedica; a small Irish pharmaceutical company.

9/94 to 3/95 Visiting Professor at Senshu University, Tokyo, Japan. Teaching two introductory undergraduate courses in management. Contributed to the Senshu University community teaching program.

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* The position of Senior Lecturer in Irish Universities is between that of Assistant Professor and Associate Professor in American Universities. The entry teaching position in Irish Universities is Lecturer. Academics can and do achieve tenure at the level of Lecturer. Senior Lecturer is the next level, followed by Associate Professor and Professor. For example, in 1996 the School of Business Studies at Trinity College had 19 full-time academic staff -- 1 Professor, 1 Associate Professor, 3 Senior Lecturers and 14 Lecturers.

ADDITIONAL EXPERIENCE (continued)

11/86 to 9/89 Occasional Lecturer and Research Assistant, Templeton College, Oxford; while completing doctoral work. Taught an Operations Management course on the Master of Philosophy program; and contributed to various senior management programs.

10/85 to 5/86 Teaching Assistant, Trinity College, Dublin; while completing my Master of Science.

1/84 to 5/85 Teaching and Research Assistant, University of Colorado, Boulder; while completing MBA. Teaching assistant for undergraduate and MBA courses in Production and Operations Management.

6/81 to 8/85 U.S. Army Reserve Officer, in Idaho and Colorado: Platoon Commander, Liaison Officer and Unit Evaluator, while working on the MBA and working at Westinghouse.

4/80 to 6/83 Engineer with Westinghouse at the Naval Reactors Facility, Idaho Falls, Idaho. Plant Maintenance Coordinator, Long Range Planner, and Site Production Scheduler. Responsible for daily scheduling and coordinating of the work of 60 craftsmen working on the maintenance of three power plants.

10/75 to 10/79 U.S. Army Officer: Armored Cavalry Platoon Leader, Redeye Platoon Leader, and Regimental Ammunition Officer. Responsible for coordination of ammunition, petroleum and general supply for a 3,000 man combat unit and administrating a $6 million budget.

PUBLICATIONS

with B. Mayer, "Designing a Personal Finance Course: Asking Potential Students" the refereed proceedings of the 49th Mountain Plains Management Conference. Kearney, Nebraska, October 2007.

with B.Mayer "No Pulse at All: The Challenge of Maintaining Engagement in Scholarship" the refereed proceedings of the 48th Mountain Plains Management Conference. 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.

"Studying Business Scandals" in Vail, Richard (editor) Business Scandals - Spring 2004 (Mesa State College MBA Program, 2004) A collection of the writings of an MBA special topics class.

"Operations Management Education as a Service" in Spina, Gianluca; Vinelli, Andrea; Cagliano, Raffaella; Kalshschmidt, Matteo; Romano, Pietro; and Salvador, Fabrizio. (Editors) One World? One View of OM?: The Challenges of Integrating Research & Practice (Padova, Italy: Servizi Grafici Editoriali, 2003) , Volume III, pp 1009-1016, the refereed proceedings of the first EUROMA/POMS Joint International Conference at Cernobbio, Italy, 16-18 June 2003.

PUBLICATIONS (continued)

with Geoffrey Gurka, Denise McGinnis and Mary Zimmerer "Competencies of Business School Graduates: The Employers' Perspective" in the refereed proceedings of the 45th Annual Mountain Plains Management Conference, University of Idaho, Moscow, Idaho, October 9-11, 2003.

"Using A Web Site To Enhance Learning During the Management Practicum" refereed proceedings of the 43th Mountain Plains Management Conference. Pocatello, Idaho, October 2001.

with B. Mayer "Does this Convince You? Preliminary Results of a Quasi-Experiment Testing Online Course Effectiveness" in the refereed proceedings of the 41th Mountain Plains Management Conference. La Jolla, California, October 1999.

with B. Mayer "What Would It Take To Convince You? A Proposed Quasi-Experiment Testing Online Course Effectiveness" in the refereed proceedings of the 40th Mountain Plains Management Conference. Denver, Colorado, October 1998.

"The Life Cycle of a Multinational Subsidiary" in the refereed proceedings of the 39th Mountain Plains Management Conference. Grand Junction, Colorado, October 1997, pp 34-49.

with P. Coughlan, M. Keating, S. Kratzsch and D. Quade "Evaluating Movement Towards World Class Manufacturing in SMEs." in the refereed proceedings of the European Operations Management Association Conference, June, 1996.

with C.J. Cowton. *Accounting and the New Manufacturing: A Study of the Implications of Just-in-Time Production* (London: Institute of Chartered Accountants in England and Wales, 1996)

with M. Keating and P. Coughlan "Facilitating the Move to World Class Manufacturing: The Design and Delivery of a 'Demonstrator' Management Learning Programme for SMEs." in the refereed proceedings of the British Academy of Management Conference, September, 1995.

with C.J. Cowton "Making Sense of Just-In-Time Production: A Resource-based Perspective" *OMEGA, International Journal of Management Science*, Vol 22, No 5, 1994, pp 427-441.

"World Class Manufacturing at Garden County Foods" A video case study (Dublin: Trinity Institute, 1993).

"Trends in Manufacturing Systems Management" a chapter in Peppard, J. (ed.) *IT Strategy for Business* (London: Pitman Publishing, 1993) pp 176-202.

with M. O'Ceidigh. "Commercial Forces, Inequality of Bargaining Power, and the Enforcement of Contracts of Dependence." *Irish Law Times,* Vol 9, No 11, November, 1991, pp 258-260.

"Work Teams in Four Irish Manufacturing Subsidiaries" in Bennett, D. and Lewis, C. (eds.) *Achieving Competitive Edge* (London: Springer-Verlag, 1991) pp 461-466.

"Dynamic integration: some ideas from just-in-time manufacturing" *Computer Integrated Manufacturing Systems*, Vol 1, No 3, August, 1988, pp 179-185.

"An Expert System for Lot-sizing" *2nd Annual Expert Systems Conference Proceedings,* (refereed) (Oxford: Learned Information, 1986) pp 465-473.

SELECTED ADDITIONAL PRESENTATIONS

with R. Mayer,. S. Becker, "How Engaging is Classroom Technology?" Mesa State College Faculty Colloquium April, 2008.

with R. Mayer,. S. Becker, a poster session "How Engaging is Classroom Technology?" Rocky Mountain Psychological Association Convention, Boise, Idaho, April 2008.

with D.Doty, J.Sluder, and W.McCracken, attended and presented a booth at the 14th National ATE Principal Investigators Conference, October 2007.

presented a public lecture "Business Strategy in the Automobile Industry" at the Gateway Auto Museum Theater, September, 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, April, 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, March 2006.

with Michael C. Gizzi "Using Agent-Based Models in the Introductory American Government Course" a poster session at the 101th Annual Meeting of the American Political Science Association, Washington, September 5, 2005.

with Michael C. Gizzi an invited presentation "Exploring Emergence in Social and Natural Systems using NetLogo Agent-Based Modeling" University of Wyoming, Department of Computer Science, Laramie, WY. April 2005.
http://www.cs.uwyo.edu/~wspears/gizzi.txt

"Exploring the Service Profit Chain using an Agent-based Model" a presentation at the INFORMS Annual Meeting, Denver 2004, October 27, 2004.

with M.Gizzi "Exploring agent-based phenomena using NetLogo" a plenary presentation at the 46th Annual Mountain Plains Management Conference October 14, 2004.

with M.Gizzi "Revolutions on a Silicon Chip: Modeling the Revolutionary Process Using Netlogo Agent Based Modeling" a panel at the 100th Annual Meeting of the American Political Science Association, Chicago, September 5, 2004.

with William R. Wilkerson and Michael C. Gizzi "Agent-Based Modeling of Judicial Politics Phenomena: Exploring Classroom and Research Use" a poster session at the 100th Annual Meeting of the American Political Science Association, Chicago, September 4, 2004.

with M. Bridge, R. Mayer a panel discussion titled "Can A Freshman Business Seminar Contribute to Business Program Completion?" at the 44th Mountain Plains Management Conference. Durango, Colorado, October 2002.

invited panel member "Plenary Session and Wrap-up: Grade Inflation and What to do About it?" at the FACT Conference, September 2002. I presented brief prepared remarks on "What do grades mean?"

with T. Liesz and J. Moorman "A Model of Realistic Private Sector Consulting for Business Faculty" accepted for presentation at the 43th Mountain Plains Management Conference. Pocatello, Idaho, October 2001.

with B. Mayer "Using WebCT to Coordinate Internships" a poster session at the Colorado State Colleges Professional Development Conference, FACT, Frisco, Colorado, September 2001

"Enhancing Learning through Internships" at the 6th Annual Teaching With Technology Conference, Boulder, Colorado, August 2001

SELECTED ADDITIONAL PRESENTATIONS (continued)
"Some Ideas about Higher Education from Ireland, England and Japan" Mesa State College, Faculty Colloquium, February 2001.
with B. Mayer and M. Gizzi, "Mesa Online Internet Courses: Reports from a Pilot Project" for the faculty of Mesa State College, October 11, 2000.
with B. Mayer, and M. Gizzi presented at the FACT conference "Mesa Online Internet Courses: Reports from a Pilot Project". Crested Butte, Colorado, October 1999.
with B. Mayer "On Sabbatical: What are you doing here?" at the 42nd Annual Mountain Plains Management Conference. Cedar City, Utah, October 2000
with B. Mayer "Are Online Courses Worth the Effort?" a poster session at Syllabus99 Conference. Santa Clara, California, July 1999.
"Ireland" by invitation for the Global Interdependence and World Financial Markets workshop presented by the Colorado Council on Economic Education and the Center for Economic Education at Mesa State College. January, 23, 1999.
with C.J. Cowton "Just-in-time Manufacturing: A Study of the Implications for Accounting" presented at the Management Accounting Research Conference, Aston Business School, 4-5 January 1990.

SELECTED OTHER SCHOLARLY AND CREATIVE WORKS
with R. Mayer developed three versions of an Excel spreadsheet simulation "Money for a Life Time" for use in teaching Personal Finance, Fall 2007, Spring 2008.
with Michael Gizzi "Factions" a NetLogo simulation and online learning activity about several concepts from Madison's Federalist 10 September 2005.
"Icebreaker" A NetLogo simulation and group exercise tested at the 2nd and 3rd Annual Workshop on Agent-Based Modeling with NetLogo July 2004, July 2005.
with Michael Gizzi and Tom Lairson "New Wealth Distribution" NetLogo simulation model extension made available as a community model on the web October 2003 at http://ccl.northwestern.edu/netlogo/models/community/new_wealth_distribution
with Dr. Dan Arosteguy, Comprehensive Economic Development Strategy for Mesa County Sept 27, 2002.
"Leadership Training for Hamilton-Sundstrand" a series of discussions about leadership for the local Hamilton-Sundstrand manufacturing site through the Corporate Education Center (2001).
"Mesa State MBA going strong after 4 years." the subject an interview with Phil Castle, The Business Times of Western Colorado, July 18, 2001, page 8.
"Cooperative Education/Management Practicum" web site for BUGB 595 revised Fall 2005 using WebCT.
with J. Moorman and T. Liesz "2001 Customer Satisfaction Survey" an analysis of survey data for United Companies of Mesa County, April 2001.
"Mesa State professor offers broad prospective through 'different glasses.' " the subject of an interview with Phil Castle, The Business Times of Western Colorado, May 1999.
"Garden County" a business case study on CDROM, 1997 the content of a project by R. Brazil, P. Cahill, and L. Guthrie. "An Intranet Approach to Teaching Case Studies."
"Chopstick Management - What Can We Learn from Japan?" The Decision Roundtable, Decision, May/June 1996.

CURRENT SCHOLARLY PROJECTS

with D. Doty, J. Slutter, W. McCracken an NSF/ATE grant "Integrated Learning Systems: A Model Approach" to improve integration and team working skills used in new product development by system designers and manufacturing technicians. (Awarded April 20, 2006: Number 0603465)

with R. Mayer. "Designing and Using a Simulation for a Personal Finance Course" accepted for the 50th Mountain Plains Management Conference, October 2008.

with J. Cordova, and S. Murray "The Development of a Sport and Fitness Management Track for an MBA Program" paper drafted for submission.

with R. Mayer, "Integrating Project Based Learning into a General Education Course" (Mesa State College Strategic Management Grant.)

with B. Bishop, L. Miller, R. Mayer, and. S. Becker. "Increasing Student Engagement and Skill Practice Through Motivational Interviewing" (Mesa State College Strategic Management Grant.)

with G. Jouflas "Integrating Listening to Business Results into Strategic Management Courses" (Mesa State College Strategic Management Grant.)

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.

with M. Gizzi and B. Gardner a project for the Grand Junction Police Department.

TEACHING EFFECTIVENESS

Teaching Awards

- Nominated for a distinguished faculty award (2002)
- Certificate of Accomplishment for teaching innovation from Mesa State College (2001)
- Excellence in Teaching Award from the School of Business and Professional Studies Mesa State College (2000)

Summary Student Evaluations (on a 5 point scale)

Year	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Student Evaluation	4.47	4.42	4.47	4.49	4.42	4.33	4.40	4.50	4.50	4.46

COURSES TAUGHT at Mesa State College (1997 to Present)

Graduate	*Undergraduate*
Advanced Management Theory	Organizational Behavior
Production and Operations Management	Production/Operations Management
Strategy and Policy	Business Policies and Management
Management Practicum (Individual Projects)	International Management
Special Topic – Business Scandals	Special Topic – Business Scandals
	Business of Life (Personal Finance)

COURSES TAUGHT at Trinity College, Dublin (1989 to 1997)

MSc, MBA, and undergraduate level courses in Operations Management, Quantitative Methods, Research Methodology, Organizational Change and the Impact of Technology. Supervision of PhD and MSc Students.

COMMUNITY SERVICE ACTIVITIES

reviewer for the *Journal of Artificial Societies and Social Simulation*, the *Mountain Plains Journal of Business and Economics*, Pearson Publishing, Southwest Academy of Management, and the Mountain Plains Management Conference.

member of the Finance Committee First United Methodist Church, Grand Junction, Colorado. (2004 to 2007)

member of the Manufacturer's Council of Mesa County. (since 2005)

board member Mountain Plains Management Conference (2003-present)

external program evaluation for Management Department, School of Business, Metropolitan State College of Denver, Colorado, Fall 2004.

with Mary Zimmerer, co-chair of the 46th Annual Mountain Plains Management Conference at Mesa State College, October, 2004.

member of the Mesa County Community Economic Development Strategy Steering Committee. (2001 to 2004)

ON CAMPUS SERVICE ACTIVITIES for Mesa State College

- Business Department Assessment Committee (2006 to present)
- MBA Steering Committee (2006-present)
- Fulbright Program Advisor (1998-present)
- Business Department Management Program Review Committee (Chair 2006 to 2007)
- College Curriculum Committee (1997-2000, 2005)
- Graduate Council (ex-officio, 2001-2005)
- Library Strategic Review Committee (2004-2005)
- NCA Accreditation Self-study Assessment Committee (2002-2003)
- AACSB Accreditation Steering Committee (2001-2003)
- Product Improvement Task Force – Business Programs (2003)
- Technology Council (consultant, 2002)
- Academic Process Working Group - College Academic Master Plan. (2001)
- The Academy for Educational Excellence (1998)

Search Committees: Marketing, Business Administration, Economics, Technical Writing, Travel and Tourism, Strategic Management and Dean, School of Business and Professional Studies.

CONTACT INFORMATION

Mesa State College   Work: (970) 248-1125 (voice mail)
1100 North Avenue   Fax: (970) 248-1730
Grand Junction, Colorado   e-mail address: rvail@mesastate.edu
81501-3122

HARRY R. WILLSON
404 Willow Ridge Court
Grand Junction, CO 81503
(970) 255-8922
Email: hwillson@mesastate.edu

CAREER EXPERIENCE

2001-   ADJUNCT FACULTY, Mesa State College, Grand Junction, Colorado
             Teach or taught principles of marketing, principles of management,
             introduction to business, microeconomics, business communications,
             international business, and freshman business seminar college classes

2001-2005   PRO SHOP, Chipeta Golf Course, Grand Junction, Colorado
             Open and close operations; sales, and customer service.

1999,   ADJUNCT FACULTY, Utah Valley State College, Heber City, Utah
1994-1997   Taught college classes in policy, business principles, marketing,
             management information systems, and organizational behavior.

1990-2000   Park City Mountain Resort, Park City, Utah
             MOUNTAIN RESERVATIONS MANAGER
             Implemented a new reservation and booking system, maintained the
             existing system as backup, developed new training and staffing
             requirements, and obtained cooperation and support of suppliers for the
             new procedures.

             ASSISTANT TICKET OFFICE MANAGER
             Responsible for supervising daily operations and managing a staff of 60 in
             4 divisions. Was a primary member of a special project team evaluating
             central reservations systems, ski school reservations systems, lift access,
             and establishing an interdepartmental network for the company.

1987-1990   PROPRIETOR, International Minute Press, Boise, Idaho
             As owner and manager of an offset printing business increased sales 50%
             and developed a loyal client base, while reducing overhead expenses.

1985-1986   GENERAL MANAGER, Las Vegans for Better Business, Las Vegas, NV
             As part of a team, developed an acclaimed primary referral source for a
             citywide consumer help line. Worked to establish a nationwide network of
             distributors for airgun game supplies, a manufacturing source, a
             nationwide self-insurance plan, marketing, and pricing strategies.

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1984-1985   SALES ENGINEER, U.S. West Information Systems, Las Vegas, Nevada
             Technical sales support person in the initial location outside U.S. West's
             "core" territory. Responsible for supporting major sales efforts,
             coordinating special design activities with manufacturers, and training
             Account Executives   on new products.

1978-1984   TECHNICAL CONSULTANT
             AT&T Information Systems/Mountain Bell, Las Vegas, Nevada
             Selected as the first technical sales support person in a newly opened
             territory. Responsible for the system design and coordination of the
             installation of the first Dimension System 85 in Nevada. As TC on the
             National Account Team for both Amfac, Inc. and Mervyns, Inc. provided
             technical sales support which included expanding Mervyns' data network
             to 7 states.

             ACCOUNT EXECUTIVE, Boise, Idaho
             Lead sales and account management activities for selected accounts in a
             multistate area representing $8.5 million in annual revenue.

EDUCATION

COLORADO STATE UNIVERSITY, Fort Collins, Colorado
        Master of Science in Business Administration with Management
        Specialization

UNIVERSITY OF ARIZONA, Tucson, Arizona
        Bachelor of Science in Production and Operations Management

UNIVERSITY OF UTAH, Salt Lake City, Utah

REFERENCES

Available on request.

RESUME

JERRY W. YOUNG
September 2, 2008

Address:

2239 Stagecoach Road
Grand Junction CO 81507
(970) 245-8157

PERSONAL	Married, three children. Citizen: USA

ACADEMIC DEGREES

B.S.B.A.: University of Denver, 1965
M.A.: University of Phoenix, 1988
Ph.D.: University of Denver
Graduate School of International Studies
Field: International Politics
Concentration: Management and Technology
Course Work Completed and Comprehensive Pending

Other graduate studies: Adams State College, 1968

TEACHING EXPERIENCE

Mesa State College, Grand Junction, Colorado   1996-Present
          Adjunct Lecturer
Courses: Introduction to Business, Principles of Management,
          Principles of Marketing, Small Business Management,
          Supervisory Practices, Finance, Organizational Behavior,
          Freshman Business Seminar and Business Communications.

Montrose School District, Montrose CO
Business Teacher – Olathe   1967 – 1970
   • Accounting, Business Law, Office Practice Shorthand,
     Typing, Computers
   • Coached Cross Country
American Banking Institution (Delta Bank)
   • Instructor (part-time)   1969
   • Banking Accounting

"Accounting for Non-Accountants"   1973
   • Instructor (part-time)
   • Instructor for Adolph Coors Company

"Customer Service Training"   1977 – 1978
   • Instructor (part-time)
   • Instructor for Adolph Coors Company

BUSINESS ADMINISTRATIVE EXPERIENCE

Golden Technologies Company, Golden CO
(wholly owned subsidiary of ACX Technologies, a spin-off of Adolph Coors Company)

- Vice President, Finance & Administration   1990 – 1996
- Managed Accounting, Human Resources, Maintenance, Safety and Environmental
- Negotiated technology transfers and business development.
- Secretary – Treasurer of the Corporation
- Member of the Board of Directors   1991 - 1992
- Negotiator for environmental affairs
- Coordination of corporate legal affairs

ZeaGen, Inc. (subsidiary of Golden Technologies Co.)

- President   1993 – 1995
- Executive Vice President   1987 – 1988
- Managed Accounting, Sales and Marketing and Operations of vitamins, animal feeds and snack foods
- Responsible for strategic planning and expansion
- Secretary of the Corporation and a member of the Board of Directors

Adolph Coors Company – Golden CO

- Vice President, Business Development   1988 – 1989
- Responsible for technology transfers to international markets
- Managed patents and licensing activities
- Managed research and development of can manufacturing equipment.

Coors Food Products Company – Golden CO

- President   1980 – 1987
- Strategic Development of Growth
- Responsible for food development, sales and marketing and productions of food products from brewery waste products.

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Coors Brewing Company, Adolph Coors Company, Golden CO
- Vice President, Operations Planning   1975 – 1980
- Production Scheduling, Transportation, Logistics, Beer Ordering, long-range projections and emergency operations responsibilities.

- Director of Purchasing   1973 – 1975
- Manager of Budgeting and Financial Planning   1972 – 1973

Coors Porcelain Company, Golden CO
- Budgeting Manager   1970 – 1972
- Government Contract Officer

Montrose School District
- Business Teacher   1967 – 1970

Valspar Corporation, Denver and Rockford, IL
- Managing company owned stores   1963 – 1968

TRAVEL   International Business Negotiations and Technology Transfers:

Japan	1984 through 1987
Canada	1985
Mexico	1986 and 1987
Brazil	1980 through 1996
Argentina	1990
France	1990

LANGUAGES   Native in English, fluent in Portuguese

PROFESSIONAL ACTIVITIES

Chairperson:	Coors Energy Committee	1975 – 1976
	Coors Management Committee	1977 – 1978

MEMBER

ACX Technologies Pension & Retirement Committee	1990 – 1996
Board of Directors – Golden Technologies Company	1991 – 1992
Board of Directors – ZeaGen, Inc	1990 – 1996
Board of Directors – Golden Photon, Inc	
Board of Directors – Chronopol, Inc	
Planning Executive Institute	1975 – 1976
Denver Chamber of Commerce	1981 – 1984

CONSULTANCIES AND ADVISORY BOARDS

State of Colorado Department of Agriculture – Market Advisory Board	1990 – 1991
Colorado Governor's R.E.D.S. Task Force	1988 – 1989
VisiCom Laboratories	
San Diego CA – Advisor to the Board of Directors	1993 – 1996

INTERNAL – UNPUBLISHED WORKS

Decertification of Unions
Personnel handbooks
Environmental and Safety handbooks
Policy Development
The Denver International Airport: A Technology Disaster (a case study)
Financing Technology Projects in Brazil: A Case Study

OUTREACH ACTIVITIES

Volunteer Probation Counselor – Jefferson County Court System	1971 – 1972
Boy Scouts of American, Scout Leader	1975 – 1979

HONORS

"Future Business Leader," Phi Beta Lambda
"Climax – Moly Corporation Scholarship"
for Graduate Studies at Adams State College
"Dirty Harry Award" – ACX Board of Directors

EXTERNAL PROGRAM REVIEW

MESA STATE COLLEGE

Department of Business BBA/BAS/MBA Programs

OCTOBER, 2008

Prepared by:

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

TABLE OF CONTENTS:

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

A) Overview and brief history of Mesa State College.

The founding of Grand Junction Junior College in 1925, with 39 students enrolled in seven classes, marked the beginning of post-secondary education on Colorado's Western Slope. As Mesa Junior College, the number of students grew to 270 by fall 1937; headcount increased to 1,300 by 1963. Over that period, the range of community college programs expanded, and an area vocational school was added in 1967. By 1974, the college had evolved into a baccalaureate-granting institution, leading enrollment to triple in 16 years and reach 3,891 in fall 1979. In 1994, the Colorado legislature authorized Mesa State to offer selected graduate degrees in response to regional needs. With the addition of graduate programs, Mesa State College became the only four-year institution in Colorado to offer a full range of undergraduate programming that spans technical certificates, associate degrees (both academic and vocational), and baccalaureate degrees to master's degrees. Most recently, Mesa State formally created a two-year, open admission division in 2005: Western Colorado Community College.

B) Overview and brief history of the business program at Mesa State College.

The Department of Business hosts the various business programs at Mesa State. It offers a graduate degree (MBA), two undergraduate degrees (Bachelor of Applied Science in Business Administration, and Bachelor of Business Administration), eight concentrations and four minors. The first business

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program offered was an AAS degree created in 1925. Mesa College began offering a 4 year Bachelor of Science degree in 1974. Four years later, Data Processing, Management, Marketing and Personnel Management specialties were added to the program. The degree was changed to a Bachelor of Business Administration in 1980, and several other emphases were added over the next 5 years. In 1989, the institutional name was changed to Mesa State College, and a new concentration in Business Economics was added. By 1997, a need for a graduate program was recognized and the MBA was created. Programs and concentrations continue to be assessed and revised as needed to the present day.

There are three major elements of the overall business program, which are accounting (not included in this review), business administration and the Masters of Business Administration (MBA).

Business Administration: Students who major in business administration may obtain a Bachelor of Business Administration degree in any of several concentrations, which include Management; Marketing; Business Economics; Entrepreneurship; Finance; Human Resource Management; Landman/Energy Management; and Travel, Tourism and Commercial Recreation Management. They may also seek either an AA degree with an emphasis in Business Administration, or a Bachelor of Applied Science in Business Administration. Students who do not wish to seek a major in one of these disciplines but who wish to have some exposure to certain areas of the business environment may choose to minor in Business Administration; Economics; Entrepreneurship; or Travel and Tourism.

Masters of Business Administration: those students who seek further education beyond the Bachelors degree may choose to pursue an MBA. The Mesa State MBA degree, first begun in 1997, requires 36 semester hours to complete, and makes "extensive use of lectures, seminars, group projects, case studies and independent research." It includes a 24 hour core, a 6 hour general elective requirement, and a 6 hour research component. Though operated by the Business Department, guidelines on academic policy matters are approved by the Graduate Council.

2) Program goals and objectives, and their relationship to the role and mission of Mesa State College.

A) **The role and mission of Mesa State College**: as stated in the 2008-2009 general catalog (p. 7), the role and mission of the college was reenacted by the Colorado General Assembly in 2003 to be:

There is hereby established a College at Grand Junction, to be known as Mesa State College, which shall be a general baccalaureate and specialized graduate institution with moderately selective admissions. Mesa State College shall offer liberal arts and sciences programs and a limited number of professional, technical, and graduate programs. Mesa State College shall also maintain a community college role and mission, including vocational and technical programs. Mesa State College shall receive resident credit for two-year course offerings in its commission-approved service area. Mesa State College shall also serve as a regional education provider.

Additionally, the catalog describes the college's values and goals as:

Mesa State College aspires to provide an environment which promotes a wellness lifestyle...It shall be a goal of Mesa State College to maintain a healthy campus atmosphere conducive to learning and personal safety. Mesa State College is a democratic center of learning dedicated to the improvement of human capability... Committed first to instruction, as well as service and research, the College seeks to improve the unique talents and sense of social

responsibility of each student."

B) **Program Goals and Objectives:** The goals and objectives of the Business

Program, as stated in the self-study provided, were as follows:

"The common objectives of Business Administration programs are to educate students to commence and continue to develop in a wide range of professional business careers."

More specifically, the following were listed as specific goals for the MSC

Business Department in the program review for 1998-9003:

1) To provide basic conceptual business knowledge as a foundation for career development (which include):

   Prepare students with the necessary skills and understanding to enter and succeed in national and international business professions.

   Provide students specialized training through the various concentrations for a future of self-reliance and economic opportunity.

   Enable individuals to gain a better understanding of the agencies, functions, methods, and organizations of business enterprises.

   Develop an understanding of business ethics.

   Develop and enhance student communication skills, both oral and written.

   Provide opportunities for students to develop critical thinking skills.

   Develop in students the ability and processes necessary for life-long learning as management, employees and consumers.

   Aid students in their personal economic planning, in buying for consumption, and in safeguarding their interests as consumers.

2) To provide the required education and training that will enable graduates to be prepared for graduate study in business.

3) To provide students in other programs a basic understanding of the role of business and basic business knowledge.

These cumbersome goals were properly simplified and reorganized in 2005, to be presented in a more concise and assessable format. They are now embodied in the Department of Business Mission Statement, as follows:

C) Department of Business Mission Statement:

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

D) Relationship of the Goals and Mission of the Business Department to Mesa State College:

Part of the Mesa State Mission Statement includes:

Mesa State College shall offer liberal arts and sciences programs and a limited number of professional, technical, and graduate programs. Mesa State College shall also maintain a community college role and mission, including vocational and technical programs.

The Business program meets some of those goals. There is an opportunity for students to get an Associate of Arts degree in Business or Computer Information Systems; a Bachelor of Science in Accounting, the Bachelor of Science in Computer Information Systems, the Bachelor of Applied Science in Computer Information Systems, and the Bachelor of Science in Construction Management (all of which are not included in this review). These programs fall into the "professional and technical" programs mentioned in the MSC mission statement above, as well as "vocational and technical programs."

Likewise, the Bachelor of Applied Science in Business Administration, the Bachelor of Business Administration, and the Master of Business Administration degrees fulfill various aspects of the overall college mission, including *"offer liberal arts and sciences programs and a limited number of professional, technical, and graduate programs."* Also, the Department of Business offers some of its program through distance education, fulfilling the part of the mission stating *"Mesa State College shall also serve as a regional education provider."*

3) Analysis of the need for the program based on the trends, enrollments, graduates, faculty production, and other relevant data.

There is no question that the need for the Business program is rooted in the historical and current mission of the entire college, dating back to 1925. It has served the needs of students and community well over time. Comments on each individual area follow:

A) Trends: Macroeconomic trends in Grand Junction have, like the rest of the nation, been very positive until 2007. Since that time, while the rest of the nation has experienced a general slowdown, the local economy of Mesa State College has continued to thrive, largely due to the rise in energy costs, which has fueled the local gas and oil industries. The Self Study states that "unemployment in Mesa County was 3.2% in 2007 and 4.2% in July of 2008"- both well under the national average of 6.1%. Local businesses have also apparently increased their wages significantly to attract laborers, hurting enrollment further.

B) Enrollments: Enrollment trends are a serious problem. According to Table 1A of the Self Study, enrollment declined from 915 in the BBA/BAS programs in 2006 to 788 in 2008- a fall of 13.8%. MBA enrollment stayed relatively constant during the same period- increasing from 40 to 42 (5%). However, compared to 2004, the five year performance is more disconcerting- majors fell from 897 in 2004 to 788 in 2008, or 12.2%. MBA enrollment fell from 69 to 42, or 39%. Information provided by Institutional Research shows even more startling declines over the past two years in certain sub-disciplines, including Marketing (-26%); Marketing (-44%); and Travel (-41%). Credit hour production in the Introduction to Business course has fallen 22% in the same period. The Self Study indicates that the Business Department acknowledges the problem and its source, and is actively seeking to remedy the situation. Specific recommendations to address this problem are given at the end of this report.

C) Graduates: Graduate numbers, like enrollment discussed above, have fallen over the past two years. While the five year average has hovered around 140 per year (undergraduate) and 14 (graduate) per year, since 2006 the number of BBA/BS degrees awarded has fallen from 172 to 112 (-35%), while MBA graduates shrank from 28 in 2005 to 9 in 2008 (-64%). These numbers are very significant and must be addressed as mentioned above.

D) Faculty Production: There are 10 full-time business faculty (not including Accounting) teaching in the BBA/BAS and MBA programs, and 12 adjunct faculty, according to the most recent self-study. All of the full-time faculty appear to be actively engaged in teaching, service and professional development,

though some are not active in scholarly activity pursuits. Eight of the ten have terminal degrees. Each teaches 12 credit hours per semester, with a target of 3 or less preparations. While 12 hours is an industry standard for undergraduate faculty at four-year colleges, most institutions offering graduate degrees have reduced loads for graduate faculty. Additionally, all business faculty advise students, sit on committees and some also advise the 4 business clubs available to students.

E) Other Relevant Data:

1. The website. The MSC website is user-friendly and thorough. It is not difficult to navigate to the various business programs.

2. The MSC Mission Statement includes this sentence: *Mesa State College shall also serve as a regional education provider.* The Business Department serves this need by offering many courses in alternative delivery modes. The BBA has all required courses available through the Mesa@Night program, which is very attractive for working students who can only take night classes. Further, all MBA courses are offered at night as well. The Montrose campus is served well by distance delivery and by summer offerings. Lastly, the recent development of some online courses has further helped achieve this goal. Generally, the Business Department seems to be doing all it can within its constraints to accomplish the goals and mission of both the Department and the College, and should continue in this direction.

3. Faculty and staff honor students each year with the "Senior

Recognition" certificate. This is designed to recognize students who have done outstanding things during their MSC experience, which may include service, overcoming personal challenges, and other meritorious things.

4. Narrative Summaries of Resources.

A) Unique characteristics of the Program Influencing the Need for Resources.

The Self Study enumerates the following as "unique characteristics" of the Business Department: 1) the need for graduates to be familiar with necessary technology, 2) the need for applied, project-based learning, 3) resources to support the undergraduate and graduate programs. Another need not mentioned, but evident, is the need to support the development and servicing of the various alternative delivery modes to off-campus sites.

Item 1 above has been largely met with the move of the department into the Academic Classroom Building. This building has three computer classrooms with all the hardware and software programs needed at this time. All rooms are mediated with projectors and internet access. A large lecture hall, mediated conference room and patio access add to the utility and beauty of the facility. Faculty offices are of adequate size and are well-equipped.

Item 2 above is being met with various projects being done by students which involve community businesses. This student/faculty/business interface gives the student a 'real world' exposure to the practical aspects of the business theories they learn in class. Students can currently use 3-6 hours of internship

credit toward graduation. There is also a major focus on applied learning in the classes being taught.

Item 3 above continues to be a problem, especially for upper division and graduate program classes. Alternative delivery of courses requires more sections and thus heavier loads, which in turn require more faculty hires (or more extensive use of adjunct professors).

B) Faculty and Staff.

There are ten full-time tenured and tenure track faculty teaching in the BBA/BAS/MBA programs. In addition, there are accounting and CIS faculty, and two full-time and twenty part-time adjunct faculty providing assistance in delivering the courses to the students. All faculty members have relevant education and/or work experience. Eighty percent of the ten full-time BBA/BAS/MBA faculty have terminal degrees. The quality of the faculty appears to be generally good (though some are weak in their scholarly activity). However, the number of full-time faculty may be too low, given the number of undergraduate majors (about 600) and MBA students (about 34). By comparison, Southern Utah University, with fewer than 800 business majors, has 26 full-time faculty. This shortage of permanent faculty has required the Business Department to use more adjunct faculty to deliver courses. Approximately 40% of business classes were taught by non-tenure track faculty for Fall and Spring of 2008.

C) Physical Facilities.

The Business department relocated to the Academic Classroom Building in the Fall of 2008. This is a much improved environment from the previous

Houston Hall. Increased access to computers and upgraded software are resulting in better delivery of technology-related business courses. Classroom design, with computer stations around the perimeter and tables and chairs in the interior, allow for better integration of discussion and access to technology. Moveable tables and chairs in some rooms allow for differing configurations based on classroom needs. All rooms are mediated.

The instructional boardroom is another example of improved physical facilities. Mock boardroom discussions and a variety of presentation techniques enhance the educational experience of business students. Lastly, individual faculty offices and several break-out rooms offer a variety of opportunities for faculty/student interaction and group meetings.

D) Instructional Material (including information technology and its use).

The improved availability of technology resources in the ACB building and classrooms has already been discussed. The Self Study mentions the need for better hardware and software for individual faculty, to match that provided to the business students. This is especially critical if faculty members are expected to do more research and scholarly activity. This has largely been accomplished. Currently, faculty members are on a six-year rotation for computer and software upgrades, with the primary software provided by MSC IT. There are about 100 stations in the building (1500 at the MSC main campus). Funding has been good, with SPSS licensing funded by IT. A new data center is being built, and the goal is to change the 6 year rotation cycle to 5 years soon.

E) Library (including DVD, video, etc.)

The current library resources are probably adequate for the college in general at this point. The library has over 250,000 holdings, including 600 subscriptions. It is also a participating member of Prospector, a group of 23 academic libraries which share overnight services and holdings. According to the Self Study, the Tomlinson Library has specialized dictionaries, handbooks and encyclopedias in the business area, as recent as 2007. The Reference Collection has current issues of Morningstar Mutual Funds, the Value Line Investment Survey, and Standard & Poors Industry Survey's. Monographs are also available, but most are very dated. One very strong area is the periodicals, where over 50 issues of business magazines and journals are current and available in hard copy, including Business Week, the Wall Street Journal, and Harvard Business Review.

F) Unique Sources of Revenue and Expenses.

A) Lab Fees: Lab fees were recently added to computer-related classes. When these revenues are added to the MSC replacement program, the overall cost burden of technology has been reduced for the department.

B) The MBA: The Self Study also lists the MBA program as a unique cost for the department, since it is one of only a few graduate programs campus-wide. Graduate faculty members are generally more expensive, teach less, have greater scholarly output requirements and require more funding than undergraduate faculty.

5. Analysis of Effectiveness of Program.

A) Accreditations by Professional, Regional or National Associations.

Mesa State College and its various academic programs are accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools. There is no specific accreditation for the Business program from a regional or national association. The perception of quality that goes with accreditation is real. Given Mesa State's desire to appeal to students beyond its local geographic area, and the Business department competing for students with several accredited institutions around the state, the Department should fully assess whether the benefits of pursuing accreditation from ACBSP would be worth the effort (see recommendations).

B) Changes Since the Most Recent Program Review.

The most recent review was performed in 2003. The recommendations were: A) to reevaluate the concentrations; B) to reevaluate the BA minor and Associate degree in light of current industry trends; C) to consider adding a research component to concentrations, D) to maintain low enrollments in upper division classes to insure the application of principles learned in business classes, and E) to continue to examine the feasibility of an Entrepreneurship concentration.

In the intervening period, all core classes and concentrations have been evaluated, and changes made. Concentrations in human resource management, entrepreneurship and landman/energy management were added, in addition to a minor in entrepreneurship. Further, a research component was added to

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concentrations and an applied project added in all areas. All upper division

classes (and the Freshman Seminar) are capped at 25 students. Overall, the

recommendations made have been met as much as possible. However, at the

same time, these enrollment caps have increased the number of sections offered

and workload requirements of the faculty. At the time of this evaluation, Dr.

Jerry Moorman was conducting a survey of undergraduate business students

regarding student satisfaction in class scheduling, advisement, and other

curricular issues. This information will be helpful in making additional

assessments concerning when, what and where classes are offered in the future.

C) Assessment of Student Academic Achievements.

The three assessment objectives for the Business programs follow:

- Graduates will demonstrate a mastery of the body of knowledge
  appropriate for a BBA/MBA degree.

- Graduates will demonstrate appropriate business communication
  skills at both the undergraduate and graduate level, including
  writing and oral presentation skills.

- Graduates will demonstrate appropriate analytical and critical
  thinking skills at the undergraduate or graduate level.

Assessment tools include the Major Field Test for Business, produced by

the Educational Testing Services. This exam measures basic business knowledge

and compares MSC business students to those of other schools nationwide. Since

2000, the scores have ranged from the 60th percentile to the 85th percentile, with

an average of 74.

Another assessment tool is a pre-test, post-test exam given in the Bugb 211 class each semester, which measures writing skills. Students must score at a minimum level to pass the course.

Lastly, a survey is given in Mang 491 where students evaluate their own progress. In all categories, students rate their educational knowledge at 4.0 or higher, on a 5 point scale. Overall, it appears that MSC business students are adequately prepared, and that the programs are accomplishing the three goals listed above.

D) Faculty Success Data.

Faculty are assessed in the following areas: teaching, advising, service, scholarship, and other achievements.

1) **Teaching**: the ten full-time faculty teaching in the BBA/BAS/MBA programs have both academic and professional credentials and experience. Eighty percent have terminal degrees, and all teach at least 12 credit hours per semester. Five of these faculty have been recognized as outstanding educators by different organizations. All full-time faculty are evaluated each semester.

2) **Advising**: all faculty advise business students. In addition, many advise MBA students and shepherd them through their research project. This advising load, together with increased scholarly research, has increased the workload for faculty substantially in the past few years. The average number of advisees per faculty member is 60+, which requires a great deal of time. Nevertheless, the students are

satisfied with the quality of advisement and accessibility of instructors, according to both surveys and verbal comments to the evaluator at several meetings.

3) **Service**: most faculty serve on various departmental and campus committees. Some have served as Faculty Senate President, Curriculum Committee members and on other MSC committee assignments. Three faculty members have received the Outstanding Service Faculty Award.

4) **Scholarship**: In addition to teaching, advising and service, scholarly efforts are expected, especially of graduate faculty members. Scholarship consists of a wide variety of activities, ranging from presentations and workshops to academic papers, journal articles and books. However, an objective analysis shows that, while some professors have maintained a high level of output, a drop in scholarly activity in the past few years has occurred. Among the 10 full-time faculty in the BBA/BAS/MBA programs, there have been two books, 2 journal articles and one chapter in a book published since January, 2005 (a nearly 4 year period). This translates to just .125 publications per faculty member per year over the past 4 years. It would be expected that faculty, especially graduate faculty, would exceed this level of output. This is an area which probably needs attention.

E) Student success data.

Some student success stories from the Self Study include:

MSC has a very good PBL club. They frequently win top awards at national competitions.

The SHRM club took first and second place at the Colorado state competition last Spring.

Several business students were inducted into Alpha Chi, the national scholastic honor society.

Several students were selected as Who's Who recipients.

Aaron Hawes (BBA/2008) won his industry in the Business Strategy Game Summer Global Invitational competition. Eight other business students placed in the Global 100 for their performance in the financial ratio analysis segment. Others placed high in other categories.

Many students were successfully placed in management positions at local and regional businesses.

Another assessment model is the Major Field Test, a national exam measuring overall business knowledge of graduates nationwide. Last year, Mesa State business students scored in the 70th percentile, well above average.

6) Strengths and weaknesses mentioned in last review, and response in self study.

A) Strengths:

1. Curriculum: significant changes and improvements were noted, and a continuous effort to assess was credited.

2. Students: diversity and accomplishments were noted.

3. Enrollment: high and growing enrollment, up until 2003, was mentioned.

4. Faculty: overall faculty credentials had been strengthened. Ninety one percent had terminal degrees at that time.

5. Internships: a healthy and growing number of student internships was mentioned. Three to six credit hours toward graduation may be given.

6. Student Interaction: The PBL club and faculty/student interaction was referred to as positive.

7. National Scores: the exit examination scores for business majors was at the 81st percentile.

8. Technology: All faculty and students had access to full on-line research capabilities.

B) Weaknesses:

1. Faculty Salary: overall salary levels were well-below industry averages, though efforts to correct the pay level of new-hires were being made. This has been somewhat alleviated by the President's successful efforts to give the business faculty a major raise (10%) last year.

2. Number of Faculty: students had increased much faster than full-time faculty to teach them. This still remains a problem, but less so with the reduced number of business students in 2008.

3. Professional Development: an extreme lack of funds was mentioned as limiting the ability of faculty members to engage in continuing education, association memberships, and scholarly activity. Many faculty were paying these costs themselves.

C) Response in Self Study:

The areas of strength were each addressed. Curriculum continues to be assessed and improved; more emphasis on oral and written communication skills has been embedded; more research is expected, and scores on exit exams continues to be above-average. Faculty strengths, small class sizes, more emphasis on applied projects and internships and better facilities were each

mentioned. Also, the creation of an MBA Alumni Board to help with recruitment was listed.

Areas of weakness listed in the last review were each addressed also. These will be discussed in order.

1. **Faculty resources**. The Self Study indicates that this continues to be a problem. Undergraduate student enrollment, though declining recently about 19% in terms of SCH, is still well-above levels of a few years ago, but the amount of full-time faculty has recently dropped from 11 to 10, and their workload has increased (advising, more projects, more scholarly activity expected, etc.). In all, three business positions remain unfilled. This has resulted in more adjunct faculty being utilized to deliver coursework, which can have a negative impact on recruitment and retention of students (though my verbal questions about this to students were answered positively- they seem to genuinely like their adjunct teachers). Further, faculty who teach in the graduate program have an additional burden, with more intense classes and scholarly output required. There does not appear to be much improvement in this area since the last review.

2. **Professional development**. The Self Study indicates that lack of resources in this area is resulting in an inability to attend "needed conferences and training." This can lead to faculty becoming insufficiently exposed to new ideas, technologies and programs, but also lead to a reduction in morale and performance. The average faculty member gets about $600 per year for travel. Again, more needs to be done in this area.

3. **Retention and recruitment**. Even though enrollment has dropped, the reduction in full-time faculty has caused a problem in terms of an increase in the student/faculty ratio, the increase in advisement per faculty member, and the increased expectations of research and applied material in the class- faculty have little time to visit high schools or engage in other recruiting efforts. Retaining current freshmen is difficult when forty percent of courses are taught by adjunct professors.

4. **Alternative delivery**. The Department is working on building online and hybrid management and marketing courses which will appeal to distance learners. This would increase SCH for Business, but would cause more load problems with existing faculty unless they were taught by more adjuncts. The full-time faculty appear extremely busy trying to accomplish their existing tasks, and without additional resources the live on-campus program might suffer with the addition of these online courses.

5. **Quality control for alternative delivery courses**: Concerns were expressed in the Self Study about maintaining excellence in the course while delivering it off-campus in an alternate mode. This continues to be a problem, since one instructor informed the reviewer that hiring faculty to teach at off-campus sites was being done by coordinators with no oversight by the department chair.

7. Assessment of curriculum strengths and weaknesses.

The curriculum within the BBA/BAS/MBA programs has undergone significant revision and improvement over the past five years. Courses have been added, deleted, and changed to more adequately reflect the changing business environment. Added rigor with respect to research and case material has also been incorporated into the curriculum, reflecting an effort to increase student oral and written communication skills. The following are general observations and comments about the curriculum:

1. Core curriculum. The core curriculum is appropriate given the mission and goals of the college and Business Department. Appropriate math and English prerequisites are required. There is a good blend of Accounting, Law, Management, Marketing and Finance required for both the BAS and BBA degrees. The MBA core is also good, with exposure to all necessary knowledge areas incorporated effectively.

2. Elective courses. Electives for the BAS degree are appropriate and adequate. Students must take 30 hours of core classes (which include Small Business Management and Entrepreneurship), plus 11 credit hours of electives. This is a good blend of applied and theoretical courses for the BAS.

The BBA requires the core, plus a variety of courses within their chosen concentration. Overall, the student has much freedom to pursue a business degree which reflects his or her own unique interests. I would suggest considering adding two more electives to the list: **International Business** and **Ethics.** Currently there is nothing in the catalog or materials supplied which indicate that

these courses are offered (Ethics is listed as part of the title of one Human Resource elective), but given the globalization of commerce, and the spate of ethical issues prevalent in industry today, these courses should be available and offered at least annually. The existing electives appear to be current and useful.

The MBA has a very good mix of core required courses and electives available for graduate students. Electives include Global Business; Current Business Topics; MIS; Electronic Commerce Systems; Managerial Economics, Facility and Equipment Management; Event and Program Management; Management Policies and Regulations in Sport and Fitness; Human Resource Management; Advanced Quantitative Methods; and Entrepreneurship. There are also research courses involving a Thesis.

3. Areas of emphasis that should be developed. I believe that there might be a market demand for two concentrations: International Business and Insurance. However, based on the current number of full-time faculty, I believe there are already too many concentrations offered. There are 10 faculty, plus adjuncts and supporting professors from CIS and accounting, delivering 4 degrees (including the AA degree), 8 concentrations and 4 minors. Further, the caps on enrollment also cause more sections to be required, increasing the need for adjunct help to deliver the existing courses. Typically a college or university has 3 or more full-time faculty members for each program. The existing business faculty appears to be overstretched with teaching, advising, committee responsibilities and other matters. **Therefore, no more areas of emphasis**

should be developed without proper resources to fund them. This could possibly occur should some of the existing concentrations be eliminated.

4. Should certain areas of emphasis be given low priority or discontinued?

Based on personnel and budget factors, it is my opinion that, as mentioned in 3 above, there are already too many concentrations offered based on the resources available. The existing concentrations should be ranked in order of importance to the goals and mission of the Business Department, and factors such as enrollment demand, cost and available faculty should be considered in this effort. For example, according to the IR Class Capacity Report, while most core classes had heavier enrollment, many concentration classes did not. For Fall, 2008, two of the three Energy Management classes had 8 or less students, and two Travel & Recreation Management classes had 11 and 7 students. During Spring, 2008 those same disciplines had classes of 4 and 2 (Energy Management), and 8 and 12 (Travel & Recreation Management). These should be seriously evaluated as to their continuance in the future.

5. Is there an overlap or duplication that exists between departments, disciplines and programs? Can these be justified?

Yes, there is overlap. Many courses are included in either the core or elective sections for different concentrations. This is absolutely necessary in the core, so that all business students have a common body of knowledge from which to draw regardless of their specialty. The Department of Business has made every effort to accommodate various student interests by creating 8 different concentrations which also often draw on courses offered in other specialties.

There would be no other way to accomplish such a broad offering of concentrations if this was not done. The problem is that these cross-offerings create the need for more sections, and once again there are only 10 full-time faculty to deliver them. Hence the need for adjunct faculty to teach 40% of the courses. As long as this many concentrations are offered, this will be a problem unless online or alternative delivery methods can be found.

6. Are courses offered at times, locations and frequencies that are consistent with the institutions?

According to the Class Capacity Report, in Fall, 2008 there were 4 Introduction to Business courses, 5 Business Communication and 5 Freshman Business Seminar courses, offered both TR and MWF. Three sections of each of Principles of Management, Small Business Management, HR Management, and Business Strategy sections were also offered in TR and MWF formats. Further, these classes were offered in both mornings and afternoons. However, all 4 sections of Principles of Marketing were offered only on TR or Tuesday nights. Legal Environment of Business only had 2 sections, both taught TR. Since this is a required course and listed as full in both sections, perhaps another section is warranted.

In Spring, 2008, all Principles of Management courses were offered MWF, or at night. All 3 sections of Entrepreneurship were offered MWF, and all 4 sections of Organizational Behavior were TR. The four sections of Principles of Marketing were spread throughout the week in both TR and MWF formats, as was Market Research. Again, the Legal course was full all three sections, and only offered TR.

Generally, based on the number of concentrations and required course offerings, and the limited number of full-time faculty, the Department of Business does a good job of offering classes at times which meet student needs. In 2004, a total of 147 sections of various classes were provided (Budget Office Report). By 2007, that number had risen to 163, even though enrollment had dropped. Certainly in the core required courses, this area appears to be done as well as could be expected, with the possible exception of adding another section of BUGB 349. However, the result has been more sections taught by fewer faculty (see Recommendation 7 at the end of this report).

7. Are appropriate assessments in place to provide a cycle of continuous improvement for the program?

There appear to be appropriate assessments occurring in the Business Department. Since 2003, there has been one self-assessment and two external reviews (including this one). Further, the faculty members in the department are continually evaluating the curriculum in an effort to both add/delete courses and improve those that remain. This is a healthy balance of continuous improvement and evaluation. I would also suggest surveying the students and alumni, and getting input from local and regional employers, as to the currency and content of the curriculum.

8. Assessment of Student Satisfaction and Enrollment.

As mentioned previously, the graduating business seniors score in the 70+ percentile on the exit exams, showing that they are adequately prepared for future employment, and competitive with their peers. There is also a survey given to

students in MANG 491 asking for their input as to their experience in the business program at MSC. All responses to questions averaged at least 4.0 or higher, out of 5, showing a high degree of satisfaction. Lastly, Institutional Research ran an online survey of alumni in Spring, 2008, which had 88 respondents. Of those, the Self Study indicates "the majority responded that they were able to write effectively, communicate orally, and think creatively." Further, 81% felt the instruction in their major was above average or excellent.

Other evidence of quality include PBL achievements, the success of the Business Strategy Game teams, and SHRM Club performance. In all these areas, students have continually shown their ability to compete effectively. Thus, it appears that students are BOTH satisfied and prepared to excel after graduation.

As mentioned earlier, notwithstanding these successes, enrollment has dropped, credit hours produced per faculty member has dropped from 642 to 520 (19%) since 2004, and therefore the cost per credit hour for the department has risen from $163 to $252- a 55% increase in 3 years (data provided by Budget Office). Perhaps most troubling is the drop in new and continuing majors over the past 4 years, from 657 to 574 (nearly 13%- according to Institutional Research statistics). Further, the numbers in the MBA are no more encouraging, as enrollment has fallen from 59 in 2003 to 34 in 2007 (over 42%). These numbers will make it more difficult for the department to argue for more full-time faculty, which it needs to solve problems mentioned earlier.

Due to these enrollment declines, careful attention needs to be paid to the number of classes offered each semester, and the number of sections of each

course. The cap of 25 per class needs to be re-assessed. The enrollment decline combined with the additional offerings of class sections has caused the cost of delivering the programs to rise by 55% as mentioned above. Consolidating sections and further use of adjuncts will provide temporary relief of the problem, but long-term prospects will require a significant marketing effort to build enrollment in the business programs to justify additional faculty.

Several students mentioned the need for more upper-level classes to be offered during summer. They said many students fall behind by their senior year due to this problem. Others said that the effort to offer classes at night had hurt their ability to take classes in the daytime.

Regarding placement, students expressed satisfaction with the number of career fairs held each year, but thought that many of the firms attending were not hiring for "serious jobs." They also mentioned the lack of MBA placement.

Given the change and consolidation of the department's goals as mentioned on page 7, the next Self Study should be reformatted to show progress toward the new goals.

9. Assessment of Faculty Strengths and Weaknesses.

There are 10 full-time business faculty (not including Accounting, CIS, etc.) teaching in the BBA/BAS and MBA programs, and 12 adjunct faculty, according to the most recent self-study. All of the full-time faculty appear to be actively engaged in teaching, service and professional development, though some are not active in scholarly activity pursuits. Eight of the ten have terminal degrees.

Faculty specialization and competence appear appropriate for the program. No deficiencies were noted in adjunct faculty qualifications.

Strengths include a high number of terminally-qualified faculty, and their dedication and service to the department and College. Each teaches 12+ credit hours per semester, with a target of 3 or less preparations. Additionally, many also teach online courses. While 12 hours is an industry standard for undergraduate faculty, most institutions offering graduate degrees have reduced loads for graduate faculty. Faculty output seems therefore above average. When combined with service and committee assignments, they are obviously very dedicated.

As mentioned in Section 5D, one area of weakness is scholarly activity. Among the 10 full-time faculty in the BBA/BAS/MBA programs, there have been two books, 2 journal articles and one chapter in a book published since January, 2005 (a nearly 4 year period). This translates to just .125 publications per faculty member per year over the past 4 years. Graduate faculty should especially be expected to produce intellectual contributions, but they must be given resources and incentives to do this, as mentioned in the next section.

Another weakness is the prevalence of cross-discipline teaching. Many instructors are teaching in multiple areas, some in topics they know little about. This is common when programs are understaffed. Currently, there are 3 unfilled positions in the department, and the courses which would be taught by these people have been given to others.

Other faculty-related questions include the following:

A) Are part-time faculty appropriately credentialed? Yes

B) Are they showing appropriate interest in curriculum revision? Yes

C) Is professional development and scholarship (including research in support of teaching and learning) sufficient? No- a few instructors are publishing, but many are not. Much of this problem is due to insufficient travel funding, and lack of time caused by an excess of overload teaching, advising and service assignments.

D) Is their service to MSC and other professional organizations sufficient? Yes.

E) Is the distribution of their effort between instruction, professional development and service proper? No- most of their time is spent on teaching, advising, and committee work, with little time left for professional development. The performance form supplied to the reviewer shows that 70% of the evaluation is for teaching, but only 10% is for advising, scholarly and service each. This does not seem to be what is happening in reality.

F) Is the diversity of academic backgrounds optimal? Yes. Terminal degrees are from institutions such as Oxford, Texas A&M, the University of Colorado, Mississippi State and George Washington University.

10. Assessment of resources and institutional support.

A) Are resources adequate for achieving the goals and objectives of the program?

Physical resources appear more than adequate. The building, offices, classrooms, library and labs are in good condition. The number of full-time faculty is NOT sufficient based on enrollment, workload and comparisons to other schools, as mentioned in Section 4B. The three open positions need to be filled as quickly as possible.

B) Does the review indicate that the program should be expanded,

sustained at the same level, or reduced?

The review recommends that the program should be <u>sustained at</u> <u>the current level</u> until adequate resources can be found to expand the program. There is sufficient demand in the region for business graduates, and they are satisfactorily prepared for employment. The Department of Business is an integral part of the Mesa State College effort to "serve as a regional education provider" and to "offer liberal arts and sciences programs and a limited number of professional, technical, and graduate programs."

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

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

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

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

2) Consider funding the use of Teaching Assistantships and Research Assistantships. These TAs should NOT teach, but assist faculty with grading, advising and other non-classroom activities. Funding RAs will not only help graduate faculty more effectively manage their time and scholarly efforts, but will be an attraction to prospective MBA students and hopefully increase enrollments. Many high-quality MBA students will not attend a graduate school without access to the tuition-waivers and other stipends provided by teaching and research assistantships. Funding for this proposal could come from increasing the tuition level for MBA students, which currently is very low. It is not uncommon for colleges and universities to have multiple tuition levels for different disciplines. An increase of tuition for MBA students of $125 per semester would fund about 10 assistantships. Current tuition levels are $2362 per semester for in-state students taking 12 hours. This proposal would increase that amount by 5%.

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

4) Increase the salary levels of existing business faculty to 90% of the national CUPA average. The increased level of funding for new hires has been a

good step, but has created compression problems. The MSC President is to be commended for working to reduce this problem by raising the salaries of the existing faculty significantly in the past two years. However, the problem is still acute in the department of business. Members of the last search committee to replace a vacancy indicated that their top 3 candidates rejected the offers made due to low salaries.

The cost of living in Colorado (as published in May, 2008 by the American Chamber of Commerce Researcher's Association) is at or below the national average in many places: Colorado Springs is 92%; Fort Collins is 95%; Greeley is 98%; Pueblo is 87%, and Denver is 105%. Grand Junction was 100.7% of the national average, higher than many other Colorado locations. If wages could be raised to 90% of the national average, then there would still be a "standard of living gap" of about 10%. However, benefits and small-town living would likely more than make up that difference to most employees. That should reduce the turnover problem and attract more high-quality applicants to the MSC Department of Business.

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

12. Recommendations for the Department of Business:

The Department of Business is to be commended for the quality of its students, faculty, facilities, and programs. However, over the years there has

evolved a serious problem due to the expansion of offerings combined with a declining number of faculty and resources. Serious consideration should be given to the following recommendations which will require a streamlining of the departmental organization, changes to the curriculum, and a general change from being "all things to all people" to a focus on a more simple and lean operation, with fewer but more excellent programs.

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

One possible concern ACBSP would have might be the organization of the program (the lack of a Dean). However, pursuing a specialized accreditation would likely enhance the image of the department, appeal to certain students from the metropolitan areas of the state, and result in higher enrollment. It would provide continued input for quality improvement, and make the MSC business program more competitive with other Colorado colleges and universities that are accredited (for example, Fort Lewis College). Further, it would open up opportunities for sister-school relationships abroad which require business accreditation. Lastly, the faculty expressed a positive attitude about this, and

many have worked on such efforts before and are aware of the procedures involved.

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

3) Consider adding classes in International Business, E-Commerce, Government and Ethics. Students indicated a great desire to have offerings in these areas. Currently, there is no formal class offering in International Business, and e-commerce and ethics are taught in passing in various marketing and management courses. Government is apparently not taught in any class, though it makes up about one-third of GDP. One idea is to create a class in Government, Business and Ethics (thus combining several of these). Other institutions, including Southern Utah University, have required this course of all business students for many years. Having a formal required core class with Ethics as a major component will also be helpful should you decide to pursue ACBSP accreditation.

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

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

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

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

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

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

Department of Business
Program Review Rejoinder
January 2009

The Department of Business met to discuss the program review conducted by Dr. Alan Hamlin October 2008. The following are the departmental responses to his recommendations. The recommendation is stated first with the rejoinder following for both recommendations to the Administration and to the Department.

Recommendations to Administration:
1. Recommendation to hire a Business Advisor. The faculty feel advising assists in creating the student/faculty relationships that are one of the strengths of the program and feel strongly that advising should be provided by faculty. In addition, advising is one of the four criteria for faculty evaluation.

2. Funding of Teaching and Research Assistants. In addition to providing needed faculty support, the ability to offer assistantships to graduate students would be helpful in student recruitment.

3. Increased money for academic conferences. Increased financial support would be helpful in increasing scholarship opportunities.

4. Increase faculty salaries to match the national average. Matching market prices would, in particular, assist in hiring and retaining new business faculty.

5. Fill the current vacancies. Filling the vacancies would assist in course offerings and the ability for faculty to specialize in concentration areas as well as provide additional resources for advising, service and scholarship.

Recommendations to the Department:
1. Consider pursuing ACBSP accreditation. The faculty support further evaluation of pursuing this accreditation. The potential for marketing and recruiting students in light of accreditation deems further research.

2. Evaluate the need for 8 concentrations. Faculty agreed it would be beneficial to have at least one faculty assigned specifically to each concentration, however, this is not possible with current resources. Entrepreneurship, Landman and Human Resource Management are new concentrations that have the potential to grow in the near future. While subscribing to lower enrollment, the travel and tourism concentration has, the faculty felt, much potential due to the location of MSC and the lack of competition in surrounding

schools. A faculty champion in this concentration could increase enrollment and visibility of this concentration and thus increase enrollment.

3. Evaluate the need for Freshman Business Seminar. This course allows for immediate contact integral in retaining students and advising of a large number of freshman in a group format. Eliminating the course would *add* to faculty loads *not lessen* the advising load. Increasing caps was implemented spring semester.

4. Consider adding International Business, E-Commerce, and Government and ethics courses. Two sections of International business are taught each semester. E-commerce is taught on a yearly or every other year schedule. Ethics has been integrated into all upper division courses systematically across concentrations and is offered as an elective on a rotating basis. A Government course is under consideration.

5. Evaluate the role of night course offerings and their impact on day offerings. When looking at enrollment in courses with multiple sections, the night offerings are frequently less subscribed. Jerry Moorman's marketing research class showed that current student preferences are clearly for more day sections, not night sections, due in large part to the number of working business students.

6. Work to increase scholarship funding. Faculty will dialogue with the Office of Development and begin the process of developing a plan in conjunction with the Director of Development.

7. Consider eliminating the enrollment cap. The current caps in place are needed in order to facilitate the applied projects and presentations that occur in the upper division courses. Since communication, team work and analytical skills are among the top skills businesses look for in business graduates, faculty feel the need to continue pursuing the applied projects and presentations in the upper division courses. Enrollment caps in the 100 and 200 level courses where these types of projects are not required will be placed higher than the enrollment caps in the upper division courses.

8. All persons who teach in remote locations should be pre-approved by the Department head. The faculty concur and feel that all off-site adjunct should be required to participate in the same set of interview and paperwork processes as on-campus adjunct and faculty.