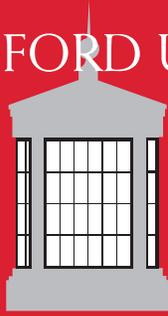


RADFORD UNIVERSITY



COLLEGE  
OF  
BUSINESS  
AND  
ECONOMICS



**Annual and Maintenance of  
Accreditation Report  
2009-10**

*Experience Business...*



Radford University

College of Business and Economics

**ANNUAL AND MAINTENANCE OF ACCREDITATION REPORT, 2009/2010**

**Table of Contents**

RU Context .....	1
COBE Progress Update 2009-2010 .....	2
COBE Honors and Awards .....	3
COBE Characteristics, In Brief .....	4
Department Notes .....	5
Department of Accounting, Finance and Business Law .....	5
Department of Economics .....	5
Department of Management .....	6
Department of Marketing .....	6
Office of the MBA .....	7
RU-GNAC: Governmental and Nonprofit Assistance Center .....	8
RU-SBDC: Small Business Development Center .....	8
RU-LDC: Leadership Development Center .....	8
Standing Committee Notes .....	9
Leadership Team .....	9
Strategic Management Committee .....	9
Faculty Policies and Procedures Committee .....	9
Undergraduate Curriculum Committee .....	10
Graduate Curriculum Committee .....	10
Assessment or Assurance of Learning Committee .....	10
Ad Hoc Committee Activities .....	11
Internship Committee .....	11
COBE Building Committee .....	12
BB&T Global Capitalism Committee .....	12
Global Innovation Tournament Committee .....	13
Technology Infusion Group .....	13
The COBE Advisory Council .....	13
Evolving Report Card of Progress .....	14
Suggestions for Goals and Action Items, 2010- 2011 .....	25
Summary .....	27
Appendix .....	28
COBE Characteristics, In Brief .....	28





## ANNUAL AND MAINTENANCE OF ACCREDITATION REPORT, 2009-2010

The purpose of this report is to summarize the progress of the College of Business and Economics (COBE) at Radford University (RU) for 2009/2010. As such, this document also serves as a guide for the Maintenance of Accreditation report. The maintenance report is expected in five-year cycles for documentation of continuous quality improvements by the Association to Advance Collegiate Schools of Business (AACSB).



### RU Context

During 2009/2010, RU was once again ranked as a high quality value when compared to other institutions across the South. *U.S. News and World Report* (September 2009) ranked RU 8<sup>th</sup> in the south as an "Up-and-Coming School." Radford University has been named to the "best colleges and universities in the Southeast" list, according to *The Princeton Review*. "The validation of quality represented by this honor is something very important to our entire university community," said President Penelope W. Kyle. "We offer a vast array of academic opportunity, and we do it in an environment that encourages student/faculty interaction and values teaching excellence. It is gratifying to see this recognized by outside agencies." The education services company recently selected RU as one it recommends in its Web site feature *2010 Best Colleges: Region by Region*.

On March 24<sup>th</sup>, 2010, RU celebrated its **Charter Day** in grand style (March 10<sup>th</sup>, 1910 – March 10<sup>th</sup>, 2010). With 100 years of service to the Commonwealth of Virginia completed, President Kyle stated in her notice to the RU campus:

More than one hundred Alumni Ambassadors sat together, representing graduating classes from 1925-2010...We are honored that Governor McDonnell made time in his busy schedule to join us on our special day... We simply could not have found a more appropriate guest speaker than Blake Mycoskie, (Thom's Shoes) a pioneering young entrepreneur whose philosophy of service to humanity is so seamlessly imbedded in his company's "one for one" business model. The purity of his message was as remarkable as his commitment to people, and not just those who benefit from his company's generosity. He is a living example of our Centennial theme: service to others.

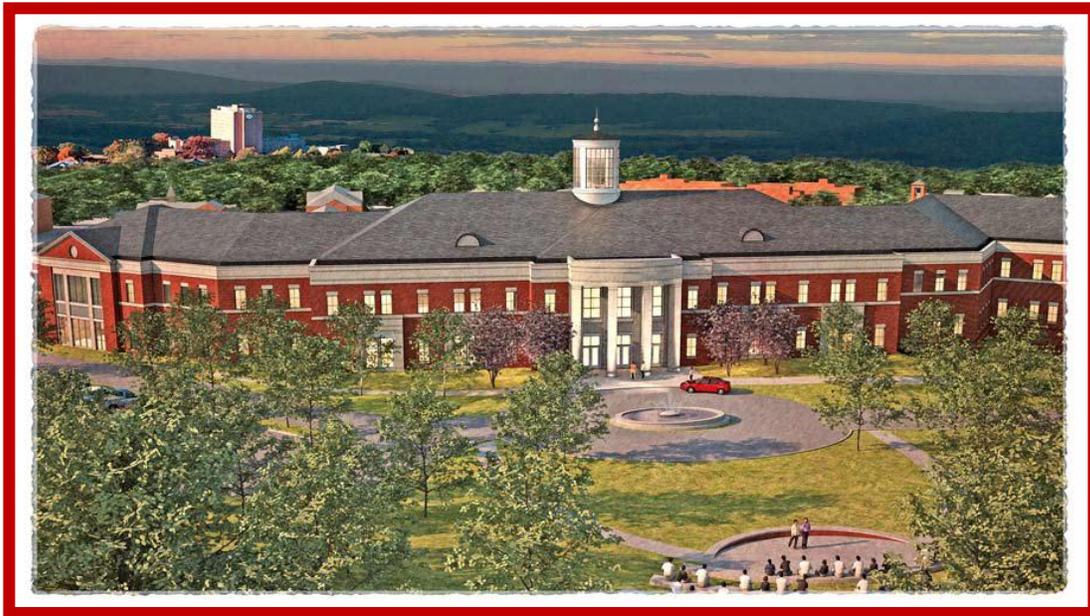
Acknowledging the mission of service, RU was named to the President's Higher Education Community Service Honor Roll, the highest federal recognition a college or university can receive for its commitment to volunteerism, service learning, and civic engagement.

RU re-opened Heth Hall and Young Hall. Heth Hall provides a common place for student affairs and services while Young Hall provides one of the most digitally rich and technologically advanced buildings in the country. RU also experienced a change in leadership with Provost Wilbur Stanton returning to faculty and Dr. Joseph Scartelli serving as the Interim Provost and Vice President for Academic Affairs.

## COBE Progress Update 2009-2010

This past year might be characterized as the year of breaking ground with firsts. The COBE broke into publicity, particularly for the MBA program, with radio and print advertisements appearing in university and college papers around the Commonwealth. The COBE building was featured in a full-page advertisement in the *Washington Diplomat* and alumni in Roanoke praised the billboards on the highways and in the airport. Two faculty members saw their research cited in the national press. The COBE will be listed in the 2011 edition of *Princeton Review's* "Best 301 Business Schools: 2011 Edition," to be published in Fall, 2010.

Plans for the new COBE building are 95% complete (3/2010) (with Glavè and Holmes and Ayers



Saint Gross as architects); the construction firm has been hired (Whiting and Turner), and the Groundbreaking completed (May 6<sup>th</sup>, 2010, 4:30 p.m.). Susan Sink, Director of the Capital Campaign for the COBE, was assigned to begin the drive to raise funds for the project; thus, the COBE also broke into fund raising, starting the campaign with \$464,041 in gifts by the year's end.

The COBE completed the first annual event in the RU Global Capitalism Speaker Series, funded with a \$750,000 gift from BB&T. Over 250 students competed in the Global Innovation Tournament, sponsored by SunTrust, Best Buy and Brian Cork, with 65 teams completing 3-minute pod-casts of how to make savings fun. *Experience Business....casually*, sponsored by First Bank of Virginia, connected 150 students with executives on the front lawn to work on career preparedness. The Small Business Development Center passed the \$100,000,000 mark in economic impact on the organizations in southwest Virginia.

A few other highlights for COBE in 2009/2010 included:

- The COBE Advisory Council met on campus in the Fall, 2009, and in Richmond, VA for its Spring meeting. The Council hosted its first reception for Richmond alumni in honor of the Centennial and for alumni in Northern Virginia (5/13/10) (with thanks for the sponsors of

these events: Mason Gates, Steve Plaatsman, Stephan Cassaday, Don Strehle, Angela Drummond, and Scott Lee). There are 44 members (3/10) with at least six new members slated to join the Council for Fall, 2010.

- The COBE completed its five-year Academic Program Review process for RU and completed assessment summary sheets for core courses and for degree-specific areas. Faculty and staff in the COBE progressed with Assurance of Learning efforts, selected four mini-case topics to pilot, and benefitted from the consulting work of Dr. Kathryn Martell who provided a review of efforts to date and ideas for continuing the progress.
- COBE faculty members were awarded over \$160,000 in summer research, course development, international travel, and assessment grants for 2010.

As an innovative step that is worthy of note for the year, COBE faculty members volunteered their time during FY 2010 to launch the idea of MBA students tailoring their programs toward their own career development goals. MBA students were encouraged to design and implement directed study projects (3SH-6SH) within their fields of interest. The outcomes were remarkable. [Dean's aside: COBE faculty members are THE most student oriented professionals...on the planet, in my opinion.]

*Laura Villada's willingness to guide this process was a tremendous benefit to SMWV. No longer was this endeavor simply an update of the job descriptions that resulted from SMWV's downsizing 10-years-ago after the loss of state funding; rather it was a comprehensive look at where the Museum has been in the past when it's staff was at maximum capacity, its current staffing needs, as well as the future staffing requirements of a reinvented Science Museum. A Human Resource endeavor of this magnitude had never been attempted in SMWV's 40-year history...While informative for SMWV's staffing during the current transition period, it has also set the stage for the staff reorganization that will occur with the Museum's reopening in spring 2012.*

***Nancy McCrickard***  
***Executive Director, Science Museum of Western Virginia***

In summary, it was a very good year for the COBE, despite the economy. The visit from Mr. Keith Shields for the BB&T Speaker Series began the year and the assessment visit from Dr. Kathryn Martell concluded it. In between, the COBE faculty and staff progressed in strategic management, publications, and assurance of learning efforts with strong support from the RU administration and members of the Advisory Council.

### **COBE Honors and Awards**

#### **Faculty and staff**

Achievements of faculty and staff in COBE for 2009/2010:

- Dr. Angela Stanton received the RU Donald N. Dedmon Professorial Award for Distinguished Teaching Excellence
- Dr. Andrea J. S. Stanaland received the Outstanding Faculty Member award for the College of Business and Economics.
- The Beta Gamma Sigma (BGS) Outstanding Faculty Member honor was awarded to Dr. Steven Beach (Fall 2009) and to Dr. Helen Roybark (Spring 2010). Dr. Bruce Chase was the faculty honoree inducted into BGA (Fall 2009).

- Faculty and staff who were honored by RU (3/30/10) for years of service included: Dr. Hooshang M. Beheshti (30 years), Dr. Felix E. Amenkhienan (25 years), Dr. Lynn K. Saubert (25 years), Dr. R. Wayne Saubert (25 years), Ms. Teresa G. Grubb (20 years), Dr. Alexei G. Orlov (10 years), Ms. Sherry S. Parsons (10 years).
- Staff members who retired included Mrs. Mildred Ritter, Administrative Support for the Department of Accounting, Finance and Business Law; and, Ms. Judy Birchfield, Director of Academic Advising

### **Students**

- Outstanding MBA Graduate: Diana N. Rorrer
- Outstanding Accounting Graduate: BreAnna L. West
- Outstanding Finance Graduate: Garry J. Roosma
- Outstanding Economics Graduate: James I. Gearhart
- Outstanding Management Graduate: Irina V. Stoyanova
- Outstanding Marketing Graduate: Justin S. Triplett
- Wall Street Journal Award: Michael E. DeJarnette
- Delta Sigma Pi Scholarship Key Award: Travis R. Hawley
- McGowan Scholarship: James Ian Gearhart (2010)
- Beta Gamma Sigma Scholarship: Michael DeJarnette (2010)
- RU Outstanding Student Award(s): Jessica Nichole Burton, (double major in marketing and economics) and James I. Gearhart (double major in finance and economics)
- RU Outstanding Graduate Student Award for Exemplary Performance: Laura Villada, MBA for her Human Resource project (supervised by Dr. K. Vernard Harrington)

### **SunTrust Centennial Scholars**

- Dale Grurich (MBA) will receive a monetary award and his mentor, Professor Hooshang Beheshti, will receive a plaque for their work on "Improving Inventory Management in a Clinical Hospital Laboratory."
- James Gearhart (BBA) will receive a monetary award and his mentor, Professor Basel Saleh, will receive a plaque for their work on "The Radford University Student Price Index."

### **COBE Characteristics, In Brief**

The characteristics of the COBE are fairly stable. As documented in a separate report prepared for the RU Academic Program Review process (2009/2010), there are a few challenges and trends to be considered, but, in general, COBE programs are a strong component of RU. A brief list of items to note (see tables in the Appendix to this report) and to consider for action initiatives in 2010/2011 include:

- Overall retention rate of undergraduate majors for COBE (78.3%) is slightly below that for the University (81.3%) suggesting that COBE needs to explore strategies to increase retention rates, particularly for the junior to senior year.
- The highest proportions of female students occur in Marketing (47%) and in Accounting (45%) while economics, finance, and management programs have less than 30% representation.
- The qualifications of incoming COBE freshmen in terms of high school grade point average and SAT scores have been improving over the past ten years; thus, COBE should continue to assist RU in recruiting highly qualified students.
- Based on base-budget adequacy estimates, COBE could justify adding eight full-time faculty members suggesting a need to advocate for adjunct budgets and new positions.

- The number of COBE undergraduate majors has decreased (while student credit hours have remained stable or increased) over the past four years suggesting COBE may need to consider scholarships, work with Admissions, and/or consider a general business degree option for students (all items for the Undergraduate Curriculum Committee to consider and discuss).
- The MBA program meets SCHEV viability standards, attracts a nice percentage of out-of-state students, and offers a rich climate for learning with an average class size of about 26 students. COBE (through the Graduate Curriculum Committee) will continue to explore methods to increase the standards for the MBA program, program options, and growth in numbers.
- For Spring, 2010, 45 percent of MBA students in the part-time/professional program have over ten years of work experience. Overall, 18 percent of MBA students hail from other countries, 54 percent have undergraduate degrees from other institutions, and 40 percent of MBA students have undergraduate degrees in fields other than business.

### **Department Notes**

Department notes are provided (in alphabetical order) to highlight a few of the key activities during the year that may not be listed in other areas of this report.

#### **Department of Accounting, Finance and Business Law**

Dr. Dan Davidson, JD, Chair; Ms. Mildred Ritter, Administrative Assistant and then, Ms. Camellia Nolen, Administrative Assistant

- The Department held its second Convocation for accounting and finance majors during the first week of the fall semester and held its Inaugural “Honors and Awards Ceremony,” (April 27, 2010) to recognize student honors and organizations.
- The Department, with the IMA and SMIPO, hosted Firm night (September 17, 2009)
- Bruce Chase was selected by his peers as one of the best CPAs in Virginia for 2009 and highlighted in the *Virginia Business* magazine (9/2009).
- The Department, in collaboration with the IMA, FMA, and SMIPO hosted the second annual “Economic Roundtable” with presentations by Professors: Beach, Vehorn, Hernandez, Kaushik, Saleh, Orlov and moderated by Dan Davidson.
- The Department Accounting faculty members unanimously endorsed the establishment of a Beta Alpha Psi chapter at RU, with the application fee paid by the Dean.
- Finance faculty members deleted the concentration in personal finance and added FINC 439, International Finance as a requirement for majors.
- Accounting faculty members reviewed sequence of class offerings and revised syllabi.
- Innovations in courses included a “hybrid” class for ACTG 416 by Dr. Bruce Chase, distributed education classes in each semester (ACTG 611 and ACTG 414) by Dr. Helen Roybark, and distributed classes (ACTG 313, ACTG 314) by Dr. Lynn Saubert.

#### **Department of Economics**

Dr. George Santopietro, Chair; Ms. Teresa Grubb, Administrative Assistant

- Guest speakers included Ms. Patricia Wescott of the Federal Reserve Bank of Richmond and Mrs. Carol Fisher, Senior Economist, International Monetary Fund.
- The Department hosted Dr. Corey Colgon (Ph.D. University of Michigan), chair of the Sociology Department at Worcester State College, Worcester, Massachusetts and a Visiting Professor in the Social Studies Department at Harvard University. Corey Colgon

performed his "singing lecture" of folksongs and discussed the labor movement in his presentation, "In Search of One Big Union: Folksongs and the U.S. Labor Movement."

- Professor Prahlad Kasturi provided a talk on the potential of biotechnology in seed spices to the Indian Council of Agricultural Research as he also developed a survey.
- Department faculty in the media included Dr. Saleh featured on the *With Good Reason* radio program and with an article quoted on CNN; Dr. Vehorn interviewed by WDBJ television station on electric rates; and Dr. Santopietro quoted in the *Roanoke Times*.
- Dr. Vehorn developed and co-taught a new course on globalization with Dr. Waggaman of the Political Science Department (part of the RU Global Capitalism initiative).
- Dr. Kiert Toh travelled to Nairobi, Kenya to explore connections with Kenyatta University and brought back a Memorandum of Understanding with that institution.
- Department faculty spent the year reviewing the syllabi, expectations, and assessment outcomes for ECON 105 and 106.
- Economics faculty members presented ten research papers at eight academic conferences and authored or co-authored six publications which appeared in print.

### **Department of Management**

Dr. Vernard Harrington, Chair (with thanks for Acting Chair work by Dr. Dale Henderson, spring 2010); Ms. Tina Hamblin (Fall 2009) and then, Ms. Camellia Nolen, Administrative Assistant

- The Department of Management welcomed four new tenure-track faculty members in the fall semester: Dr. Jeff Shockley, Dr. Tal Zarankin, Mr. Jay Pokorski, and Dr. Shu Wang.
- Dr. Hooshang Beheshti became a finalist for the Editor-in-Chief position of the *Journal of Promotion Management*. It is anticipated that he may take this position in AY 2010 – 11.
- Dr. Iain Clelland spearheaded COBE's participation in the Global Innovation Tournament sponsored by Stanford University in November, 2009.
- Dr. Vernard Harrington received the Faculty Advisor for the Exemplary Performance Award for directing the work by MBA student Laura Villada in her project "Job Task Analysis for the Science Museum of Western Virginia."
- Curriculum changes included removing MGNT 425, Management of Change, from the list of courses required in the Management major and substituted it with MGNT 436, International Management and Managing Diversity.
- Dr. Dale Henderson served as Acting Department Chair for the last six weeks of the spring semester while Dr. Vernard Harrington was away on medical leave.
- The department held a Convocation for Management majors during the first week of the fall semester where students were able to meet the department faculty and learn about expectations for majors within the department.
- Department members had several papers published in academic journals and made numerous conference presentations during AY 2009-10.

### **Department of Marketing**

Dr. James Lollar, Chair; Ms. Barbara Willard, Administrative Assistant

- Dr. Andrea J.S. Stanaland's seminal research regarding children's online privacy was cited in testimony supporting pending legislation before the sub-committee on Consumer Protection, Product Safety, and Insurance.
- Faculty recognized 16 marketing honor graduates and other outstanding marketing student leaders during the department's honors week celebration.
- Dr. Lollar and Dr. Stanaland organized and led a study abroad program for 23 students to Australia. Using Harvard published cases and other data, student teams analyzed global wine and global tourism markets, culminating in visits with in-country experts.

- Department faculty (Dr. Gary Schirr) developed and taught a new graduate course for the MBA program (MKTG671—Global Cultures and Capitalism), and taught the same course at the undergraduate level.
- Dr. Hsin Min Tong revised and taught MKTG612: Global Market Research. Student teams completed an applied consulting project for *GE--TMEIC* to identify and assess marketing opportunities for specialty products in Brazil, Chile, Argentina, Peru and Columbia. Their research report received the highest commendation from the CEO—citing the document as a “must read” for all company senior executives.
- Department faculty reviewed direct and indirect assessment data, revised topic coverage and pedagogy in MKTG340 and other marketing courses, and identified additional course and programmatic assessment needs.
- Department faculty welcomed guest speakers in classes from a variety of global companies, including Eli Lilly, Sanofi-Aventis, Enterprise, Fastenal, and Target, including “virtual speakers” to discuss global cultures and capitalism.
- In AY2009-10, department faculty published 12 peer reviewed journal articles, 6 academic conference proceedings, and 20 other professional contributions (e.g. editorial review boards, professional presentations, etc). An article by Dr. Gary Schirr was recognized as the “Best Paper for the Year” by the *Journal of Product Innovation Management*.
- Dr. Andrea J.S. Stanaland was recognized as the COBE Professor of the Year.
- Dr. Angela Stanton was selected as the 2010 recipient of the Radford University Donald N. Dedmon Professorial Award for Teaching Excellence—the top honor for RU faculty.

### **Office of the MBA**

Ms. Elizabeth Jamison, Director and Ms. Sherry Parsons, Program Coordinator

- Developed new external media campaign that included:
  - Print media advertising that appeared in *The Roanoke Times*, *Blue Ridge Business Journal*, *The Tartan*, *The Roanoke Star-Sentinel*, the *Collegiate Times*
  - Billboard campaign on rotation in the Roanoke market.
  - Radio advertisements in the New River and Roanoke Valley markets, Hampton Roads market, and Northern Virginia market.
  - Design of separate recruitment brochures for the Professional Part-Time RU MBA program and the full-time RU MBA program.
  - Advertisements in student newspapers at James Madison, George Mason, Virginia Tech, Old Dominion, University of Richmond, Virginia Commonwealth, Christopher Newport, West Virginia, Longwood College, and Bluefield State College.
- Held the first convocation for MBA students with an orientation session and dinner (Fall 2009).
- Increased applications for the MBA program by 68% over the prior academic year.
- Coordinated with the Graduate Curriculum Committee to complete a strategic focusing process, review admissions processes, provide day classes for the full-time students, implement tailored courses (directed studies), and explore internship opportunities.
- Participated in the BIE grant process.
- Completed an RU-MBA portfolio of pictures and descriptions of each student.
- Led the process, in cooperation with the Graduate Curriculum Committee, for MBA students to tailor the program to consulting and career development opportunities.

### **RU-GNAC: Governmental and Nonprofit Assistance Center**

Dr. Bruce Chase, Director; Ms. Jenny Tunstall, Assistant

The GNAC serves the state and nation in delivery of classes and certificate programs for government finance officials, elected treasurers and nonprofit organizations. Current partnerships occur with such entities as: Government Finance Officers Association, Virginia Government Finance Officers Association, Treasures Association of Virginia, Wytheville Community College—Wythe-Bland Foundation, and the Council of Community Services. A brief list of activities for GNAC for 2009-2010 includes:

- Generated over \$105,000 in external fees from contracts with partner organizations. In addition, the GNAC received \$18,700 in private gifts.
- Taught 37 classes (15 Nonprofit Development and 18 VGFOA) to 553 participants
- Provided VGFOA administrative support.
- Administered 135 exams for the Certified Public Finance Officer program.
- Had faculty, Doug Brinckman, William Kennan and Elizabeth Jamison teach workshops
- Started new partnerships with the Council of Community Services to provide the RU Nonprofit Leadership and Management Certificate program in Roanoke.
- Renewed a partnership with the Virginia Government Finance Officers' Association (VGFOA) to develop educational courses and provide administrative support for Virginia's governmental entities.

### **RU-SBDC: Small Business Development Center**

David Shanks, Director of the SBDC works with Tim Clontz, SBDC Advisor, to provide advice and assistance to organizations in the New River Valley.

- Passed the \$100,000,000 mark of economic impact (capital and debt) for the Southwestern Virginia region.
- Received accolades for the impact of the SBDC counselor, Tim Clontz, on the development and growth of Blue Mountain Organics, Jared Mizrahi, owner.
- Suffered the loss of secretarial support as Ms. Nolen was transferred to the academic unit.
- Performed well in the Commonwealth in terms of number of clients, time spent with clients and impact on the region... regarded as one of the higher performing centers.
- Specifically, the RU-SBDC outperformed the state and regional averages for the level of capital investment, number of workshops provided, and number of new businesses created.

### **RU-LDC: Leadership Development Center**

Elizabeth Jamison, Director; Sherry Parsons, Administrative Assistant

The RU LDC served the region through leadership development training and organizational consulting services. Below is a list of activities for 2009-2010.

- Provided keynote address at the annual conference for the Virginia Association of School Business Officials (75 participants).
- Had faculty, Dr. Bruce Blaylock, teach conference workshop to the Treasurer's Association of Virginia (TAV) (for 150 participants).
- Provided speaker address to the Roanoke chapter of PMI at their annual meeting (35 participants).

## Standing Committee Notes

The standing committees form the structure for accomplishing tasks associated with strategic management, curriculum, and assessment. The brief summary of actions provided here does not cover all activity of the committees but describes key issues for the 2009.2010 year.

### Leadership Team

Dr. Faye Gilbert, Dean; Dr. Duncan Herrington; Ms. Elizabeth Jamison; Dr. James Lollar; Dr. Dan Davidson; Dr. Vernard Harrington, with Dr. Dale Henderson serving as acting chair during some of Spring 2010; Dr. George Santopietro

- Collaborated with the Faculty Policies and Procedures Committee to structure service contributions from faculty.
- Planned and participated in the key events for the year (Experience Business...casually; Global Capitalism speaker event; Global Innovation Tournament; Advisory Council meetings; Richmond Reception; Ground Breaking).
- Planned responses to budgetary initiatives.
- Reviewed and revised the application to AACSB for a peer review visit in 2012.
- Reviewed and discussed all aspects of strategic management, assurance of learning, and faculty qualification issues associated with AACSB standards.

### Strategic Management Committee

Dr. Dale Henderson, Chair; Dr. Angela Stanton; Dr. Lynn Saubert; Dr. Bruce Chase; Dr. Axel Grossman; Dr. Prahlad Kasturi; Dr. Sumati Srinivas; Dr. Maneesh Thakkar; Dr. Duncan Herrington; Dr. Faye Gilbert.

- Revised the vision statement and brought it to the faculty for a positive vote; where: *the vision of the College of Business and Economics is to provide such a transformative educational environment that we are widely recognized as a school of choice where students experience business...actively, globally, and entrepreneurially.*
- Reviewed colleges, polled the faculty and submitted a list of those recommended as peer and aspirant institutions for the AACSB accreditation application.
- Reviewed the action items matrix with budget projections.
- Presented a motion to change the name of the COBE to the College of Business. This motion passed the faculty in the COBE (72%), passed the graduating seniors (61%), and received affirmation from the Advisory Council (91%). The proposal will now be vetted by the RU Faculty Senate, Student Government Association, Graduate College, and Academic Policies and Procedures Committee before moving forward.

### Faculty Policies and Procedures Committee

Dr. Bruce Blaylock, Chair; Dr. Lynn Saubert; Dr. Steve Beach; Dr. Nozar Hashemzadeh; Dr. Seife Dendir; Dr. JoAnn Brown; Dr. Carol Bienstock; Dr. Andrea Stanaland; Dr. Duncan Herrington

- Considered aspects of faculty workload and studied the base-budget adequacy reports.
- Hosted a combined meeting with the Leadership Team to discuss service contributions and other items of mutual interest.
- Worked through the issues of service contributions to include a revised set of expectations in the Faculty Policy and Procedures manual.
- Asked the question as to whether there should be separate evaluations for professionally qualified and academically qualified faculty members.
- Began the process of up-dating the Faculty Policies and Procedures manual.

### **Undergraduate Curriculum Committee**

Dr. Gary Schirr, Chair; Dr. Chuck Vehorn; Dr. Axel Grossmann; Dr. Hooshang Beheshti; Ms. Judy Birchfield; Dr. Duncan Herrington

- Continued discussions of changes to pre-business status, entrance criteria (2.25 or 2.5), and changes to the advising process.
- Encouraged and implemented a pilot test for having students take an upper level English-writing course based on assessment data.
- Recommended enrichment courses (1SH internship, 1SH speaker series, 1SH ethics course) to be pilot tested with freshmen for Spring 2011 (submitted to the faculty with a positive vote for the pilot test process).
- Reviewed assessment data (e.g., writing outcomes) to foster discussions of curriculum alignment issues.

### **Graduate Curriculum Committee**

Dr. Bruce Blaylock, Chair; Dr. Rodrigo Hernandez; Dr. Alex Orlov; Dr. Mike Chatham; Dr. Hsin Min Tong; Diana Rorrer, MBA student; Melis Torrence, MBA student; Ms. Eli Jamison, MBA Director

- Reviewed admission processes and statistics for admitted students and revised the admissions process.
- Hosted a graduate faculty retreat (3/17/2010) to discuss the strategic direction of the MBA program (e.g., full time and professional) and to hear faculty views on other issues.
- Completed a strategic focusing/visioning process; where, faculty members voted (April 2010) to have a full-time and a professional program, formally creating the distinction and direction for the future of the MBA program.
- Reviewed options for students to use to meet the foundation knowledge courses (accounting, statistics, economics, and finance).

### **Assessment or Assurance of Learning Committee**

Dr. Faye Gilbert and Dr. Duncan Herrington, Co-Chairs; Dr. Helen Roybark; Dr. Abhay Kaushik; Dr. Iain Clelland; Dr. Tom Lachowicz; and Dr. Alex Orlov.

Detailed coverage of assessment measures and plans are included in the Assessment “Book” for 2009/2010. This book is completed by December of each year after the Fall close-the-loop meeting. In addition to the two close-the-loop workshops hosted for faculty members in 2009/2010 (Fall 2009, Spring 2010) curriculum changes and modifications implemented as a result of assessment included (but are not limited to):

- Faculty members agreed (April 5, 2010) to allow a pilot program for “enrichment courses” to include a one semester-hour internship course, speaker series course, and a course on ethics, for freshmen. This step begins to close-the-loop from feedback on the need to increase work experiences, written communication, and career preparations.
- Faculty members pilot tested the use of mini-cases as a learning and assessment tool for the selected topics of ethics, cross cultural understanding, using financial statements to make decisions, and the time value of money. This step increases the coverage of these topics across the curriculum and includes explicit measurement of the selected focus areas.
- Within disciplines, faculty members discussed alignment and coverage of topics. For example, the marketing faculty members repeated a before and after assessment in the principles courses. The economics faculty members refined writing across the curriculum. The management faculty members reinforced their emphasis areas in leadership and entrepreneurship. The finance faculty members analyzed the efficacy of the personal

finance concentration and required international finance of all majors. The accounting faculty reviewed the commonly held objectives for syllabi.

- Measures were provided for each degree program in COBE as part of the RU Academic Program Review process, (particularly noteworthy for the BBA in Marketing).
- Dr. Kathryn Martel visited (5/17/10) to provide a review of assessment materials, a workshop on improving assessment approaches, and suggestions for improving the presentation of COBE materials. She encouraged COBE faculty to continue to diversify the measures, commented on the clear connection to the mission, suggested that COBE faculty simplify the measures and develop a five-year plan.

In summary, a key indicator of progress in the maturation of assurance of learning was seen in the development of new measures and program-level measures for the focal concepts selected by faculty during the prior year as well as in modifications to courses and programs as a result of assessment measures. Faculty members discussed changes to curriculum, changed courses, and opened new options (enrichment courses). Challenges for FY 2011 are then to focus measures, develop a consistent approach to measurement, and simplify the measures.

### **Ad Hoc Committee Activities**

Ad Hoc Committees were formed in 2010 and continued from 2009 to work on internships, the planning of the new building for COBE, the BB&T Global Capitalism initiative, and the Global Innovation Tournament. Toward the end of FY 2010, faculty members then asked to form the Technology Group to assist with efforts to infuse technological applications throughout the curriculum.

### **Internship Committee**

Ms. Mary Weeks, Coordinator; Dr. James Lollar; Dr. Dale Henderson; Dr. George Santopietro; Dr. Lynn Saubert; Dr. Duncan Herrington; Dr. Dan Davidson; Dr. Faye Gilbert, Dean

- Benchmarked internship programs at other institutions.
- Met, late in the Spring, to review the benchmark findings and to discuss implementation.
- Discussed challenges for faculty recognition and rewards.
- Reviewed the need to check with the registrar for off-cycle registrations for internships.

*My internship is with the Military Sealift Command, headquartered at the Washington Navy Yard. While getting a great introduction into DoD civil service operations and processes, I am working specifically in support of the Logistics Branch and the Naval Fleet Auxiliary Force Department. My current assignment is tracking and analyzing fuel consumption over the past several years for Naval Ammunition Ships with the purpose of finding inefficiencies in vessel scheduling to reduce costs. The skills and techniques I have developed through the RU-MBA Program, most specifically the knowledge gained in Finance and Accounting courses, are driving my success in the internship. This internship will directly support the capstone efforts that will be the culmination of the education I accomplish by completing the RU-MBA Program.*

**Stephen Hinz  
MBA Student**

### **COBE Building Committee**

Dr. Faye Gilbert, Chair; Dr. Wayne Saubert; Dr. Angela Stanton; Dr. George Santopietro; Dr. Steve Childers; Dr. Duncan Herrington

- Participated in the meetings and presentations by architects (Glavé and Holmes with Ayers Saint Gross) through the 90% completion meeting (2/10).
- The Dean represented the group on the search committee for the Construction Firm, with Whiting and Turner selected.
- Reviewed interior design colors and plans (emphasizing the need for colors to complement RU-Red in tone); plans for the AV and technical components; landscaping.
- Held the GroundBreaking Ceremony (4/6/2010) and a reception with over 100 people in attendance, including members of the Board of Visitors, Advisory Council, legislators, representatives from the community colleges, faculty, staff, and students.



### **BB&T Global Capitalism Committee**

Dr. Faye Gilbert, Dr. Steve Beach, Dr. Chuck Vehorn, Dr. Gary Schirr, Dr. Craig Waggaman, Dr. James Radford, and Dr. JoAnn Brown

- Distributed over 300 copies of *Atlas Shrugged* to juniors, seniors, and MBA students
- Developed and implemented new courses, including:
  - ECON 295: Global Capitalism, cross listed with POSC 390: International Relations (team taught) course for economics and political science.
  - FINC 481: Global Portfolios.
  - MKTG 471: Culture and Capitalism.
  - POSC 390/INST 489: The Political Economy of War and Peace (team taught) course for Political Science and International Studies.
  - MKTG 671: Global Culture and Capitalism.
  - FINC 671: Identifying Investment Opportunities—Freedoms and Rational Decisions
- Provided six presentations on Ayn Rand and Objectivism to classes at RU.
- Hosted a speaker, Mr. Keith Shields from Marketing Associates, (November 2009), who spoke to an auditorium of students and at a luncheon for students and members of the community. His topic was: "Balancing Capitalistic Urges with Effective Consumer Risk Management in the Automotive Finance Industry." Mr. Shields talked about automotive risk management, drawn from his 14 years at the Ford Motor Credit Company (FMCC), where he was director of global analytics. In that role he had global responsibility for the development and governance of all quantitative risk management solutions needed to support the origination, pricing, and servicing of FMCC's \$100 billion portfolio.

- Planned for the 2010/2011 presentation, where Mr. John Allison, Distinguished Professor of Practice and Retired Chairman and CEO, BB&T, will provide the address.
- Funded our representative, Dr. Gary Schirr, to attend the Ayn Rand Institute Conference in Clemson, South Carolina (June, 2010).

### **Global Innovation Tournament Committee**

Dr. Iain Clelland, Dr. Gary Schirr, Dr. Michael Chatham, Dr. George Santopietro, Ms. Mary Weeks

- Sponsors: SunTrust, Best Buy, Brian Cork, Faye Gilbert.
- Participants: 259 students in 65 teams completed the 3-minute videos.
- Prizes were awarded to the top entries which were then submitted to the Stanford University Global Competition.
- Members of the Advisory Council served as judges for the entries and participated in the luncheon where the “winners” were announced.

### **Technology Infusion Group**

Dr. Michael Chatham, Dr. Jerry Kopf, Dr. Nozar Hashemzadeh, Dr. Rodrigo Hernandez, Dr. Maneesh Thakkar

- Formed a group during the last faculty meeting of the term (April 2010).
- Clarified the mission of enhancing learning outcomes and teaching approaches.
- Began to plan which steps to highlight/present during the next faculty meeting.

### **The COBE Advisory Council**

Stephan Cassaday, Immediate Past Chair; Ben Harris, Chair; Kevin Bugg, Chair-Elect and Chair of Development; J.P. Beckham, Chair of Membership; Jeff Irby, Chair of Career Services; and Mason Gates, Chair of the Events; Faye Gilbert, Dean.

The Council met on campus for the Fall meeting (11/18/09) and in Richmond, VA (2/26/10) for its Spring meeting. For the first time, the COBE Council was led by a set of officers in compliance with the newly ratified Constitution (Spring 2009). The Council hosted Richmond alumni (2/25/10) in honor of the RU Centennial and hosted a reception for alumni in Northern Virginia (5/13/10). [With thanks to our sponsors: Mason Gates, Steve Plaatsman, Stephan Cassaday, Scott Lee, Angela Drummond, and Don Strehle]

- The Council actively participated in several key events: Experience Business Casually (sponsored by First Bank of Virginia), Global Capitalism Speaker, Mr. Keith Shields (sponsored by BB&T), and the Global Innovation Tournament (sponsored by SunTrust, Bests Buy, Brian Cork, and Faye Gilbert).
- The Council has grown from about 24 members to 44 members (3/10), and at least six new members are slated to join the COBE Council for Fall, 2010; many of the new members are women which increases the diversity of this group.

The Advisory Council is an integral part of the planning and implementation of strategic initiatives to improve career services, to design a funding plan for the new building for COBE, to consider changing the name of the COBE to the College of Business, and to plan new events. It has been an exciting time to see Council members find new members interested in the future of the COBE and its students.



## Evolving Report Card of Progress

### Goals and Action Items for 2009/2010

The evolving “report card” of progress serves as a summary of COBE progress on its mission. The Report Card highlights progress on the objectives associated with the mission statement for FY 2010. This review of key items is followed by a graph of the sources and uses of funds for discretionary expenditures. Finally, the goals and charges for the Dean and the standing committees are provided to begin the cycle anew for 2010/2011.

The purpose of this section is to note key indicators of our overall progress toward achieving the mission, goals and objectives as part of the strategic management process.

*Our vision is to provide such a transformative educational environment that we are widely recognized as a school of choice where students experience business: actively, globally, and entrepreneurially.* (adopted by COBE faculty, April 2010)

*EXPERIENCE BUSINESS....actively, globally, entrepreneurially*

**Our mission is to provide an active learning environment focused on developing responsible business professionals who can work collaboratively to compete in a dynamic global economy. We emphasize intellectual contributions that advance practice, pedagogy, and knowledge of our disciplines** (adopted by COBE faculty, April 2009).

The four major goals and the seven objectives for the COBE provide the bases for focusing efforts in budgetary requests and expenditures, activities, planning, and assurance of learning initiatives. The report card is intended to provide glimpses of progress in these areas.

### **Goal #1: Enhance our active learning environment.**

#### **Objective 1a: Develop Applied and Competitive Learning Experiences**

Faculty members supervised independent studies, internships, and directed studies for undergraduate and graduate students. MBA students, in particular, worked with faculty to design applied projects for organizations. COBE student organizations earned honors from their work at RU and from their involvement with national organizations.

### 1a.1 Applied Projects, MBA Program

Project, Client, and MBA student	Faculty Member
RU Sustainability Office, "LED Lighting Feasibility," Nick Quitter	Dr. Iain Clelland
Tronix, Inc., "Business Plan," Vanja Maric	Dr. Faye Gilbert
American Megatrends, Inc, "Business Prospecting," Rohan Mukund	Dr. Prahlad Kasturi
Native Grace, "Business Consulting," Brittany Gerald	Dr. Iain Clelland
Native Grace, "Business Consulting," Diana Rorrer	Dr. Iain Clelland
Wal*Mart, "Real World Operations," Ryan Tallent	Dr. Jeff Shockley
Wade's Foods, "Human Resource Functions," Kendra Kelly	Dr. JoAnn Brown
Wade's Foods, "Human Resource Functions," Megan Holsten	Dr. JoAnn Brown
Wade's Foods, "Human Resource Functions," Emily Ertz	Dr. JoAnn Brown
Titan America, "Values Impact on the Bottom Line," Lance Clark	Dr. Bruce Blaylock
Class project for TMEIC GE on opportunities in Brazil, Chile & Argentina, Peru and Columbia	Dr. Hsin Min 'Carl' Tong

### 1a.2 COBE Student organizations and key (learning) events for FY 2009

Student Organization	Key Events for FY 2009
<b>Alpha Kappa Psi</b> Frank Driscoll, President; Dr. Carol Bienstock, Dr. Dan Davidson, Dr. Dale Henderson, Dr. Rodrigo Hernandez, Dr. Axel Grossmann, Dr. Hooshang Beheshti Advisors	<ul style="list-style-type: none"> <li>Sponsored a Dress for Success event with Jos Banks Clothiers providing the attire options and speaker, 10/22</li> <li>Attended (with 62 members strong) the Principled Business leadership Institute in Atlanta, Georgia</li> <li>Participated in the WildWood Park Clean up to repair structures in the park, plant trees, and clear debris</li> <li>Hosted a professional program by Dr. Helen Roybark on "Preparing for Life after College."</li> </ul>
<b>American Marketing Association</b> Caroline Tunick, President Dr. Andrea Stanaland, Advisor	<ul style="list-style-type: none"> <li>Received "Outstanding Chapter Plan," 2010 American Marketing Association Collegiate National Conference</li> <li>Earned a team award as the Overall Winner, student organization category, 2009 RU Global Innovation Tournament (joint submission for AMA and ROCTV)</li> <li>Completed service projects in creating over 40 blankets for Project Linus. Project Linus is a nonprofit organization that makes hand-braided blankets for children in the hospital to provide a sense of love and support.</li> <li>Raised \$400 for AMA with a local savings Coupon Book.</li> </ul>
<b>Beta Gamma Sigma</b> Michael DeJarnette, President Dr. Helen Roybark, Advisor	<ul style="list-style-type: none"> <li>Celebrated Founder's Day</li> <li>Managed two tapping and initiation cycles (fall and spring)</li> <li>Selected the BGS Outstanding Faculty member, Dr. Helen Roybark, and initiated a new faculty member, Dr. Bruce Chase.</li> </ul>

**Collegiate Entrepreneurs**

Brian Putt, President  
Dr. Iain Clelland, Advisor

- Won FIRST place in the fundraiser competition at the national conference in Chicago (portfolios that are sold in the career services building).
- Placed in the Acton Foundations Entrepreneur Hero story at the national conference in Chicago (showcased Stephany Rogol, (Sharkeys) inspiration to start our own businesses).
- Grew membership by 300%! (plans for next year include speakers, events, and possibly an elevator pitch competition).

**Delta Sigma Pi, Omicron Pi Chapter**

Eryn A. Kaplan, President  
David Townsend,  
President  
Dr. Bruce Blaylock,  
Advisor

- Hosted Mr. Tom Gallaher, President and CEO of Gallaher & Associates, 'The role of ethics in running a company'.
- Hosted Brian Tuggle, President of Personal Care Choices, who spoke about 'How to start and grow your own business'.
- Hosted Basil Edwards, Chair of Radford's City Economic Development Board, who talked about city financial management.
- Received the RU Programming Excellence Award, (for the 2<sup>nd</sup> year in a row) which honors innovative and outstanding achievements in the planning and presentation of a program by a student organization

**Economic Student Association**

Maurice Carter, President  
Dr. Alex Orlov, Advisor

- Hosted a senior economist with the International Monetary Fund (IMF), Mrs. Carol Fisher, 10/12
- Viewed the FOMC competition at the Federal Reserve Bank of Richmond
- Participated in the St. Louis economics national video competition and presented the video to faculty and staff (now on YouTube)
- Participated in a Haiti relief fundraiser and raised \$100 by selling wristbands, which was tripled by savethechildren.org

**Financial Management Association**

Maria E. Hartley, President  
Dr. Abhay Kaushik,  
Advisor

- Hosted a Fall Picnic in Heth (10/10)
- Hosted Dawn Overstreet for a Becker/Stalla review (Dinner was served while she reviewed the different aspects of the Becker and Stalla exams to IMA and FMA.)
- Completed a Canned Food Drive, collected almost \$30 and bought 7 grocery bags full of non-perishable food items
- Doubled the membership from last semester
- Attended the Financial Leaders conference in Chicago

**Institute of Management Accountants**

Michael DeJarnette,  
President  
Dr. Lynn Saubert and

- Hosted "Firm Night" with participants including Lanigan, Ryan, Malcolm and Doyle; Brown Edwards; and other companies (9/17/09)
- Co-sponsored the "Economic Roundtable" event to have faculty members discuss issues of the economy to a capacity crowd (10/13/09)

Dr. Felix Amenkhienan,  
Advisors

- Hosted an end of semester mixer to play jeopardy with accounting concepts for door prizes
- Hosted Mr. William Kirk Plunkett III, a student, who reviewed the new FASB (Financial Accounting Standards Board) codifications (2/16/10)
- Co-hosted the AFBL awards ceremony (4/17/10)

**MBA Student  
Association**

Galen Kashtock, President  
Ms. Eli Jamison, Advisor

- Hosted Annual Golf Tournament to provide MBASA Scholarships
- Raised \$305 for the American Red Cross through Bracelets for Haiti
- Raised \$950 for the American Cancer Society with an MBA Relay Team
- Participated in a food drive and raised 77 pounds of food that was donated to Second Harvest Food Bank
- Engaged the RUMBA community with informal professional networking opportunities through regular social functions

**Phi Beta Lambda**

Kara Rogers, President  
Dr. Prahlad Kasturi,  
Advisor

- Members received eight awards, (five first place awards), during the State Leadership Conference of the business education organization in Richmond.
- In addition to her first place award in business law, Kara Rogers, a junior majoring in media studies, won the prestigious Who's Who in Virginia PBL Award for her service as president of Virginia PBL State Office
- Corey Neuberger, a senior sports administration major, placed first in marketing and sports management; Bretny Khamphavong, a information systems junior, placed first in information management and second in management; Christina Ju, a junior media studies major, earned first place in cyber security; and Shaun Slaven, a junior finance major, was third in the word processing category.

**Sigma Iota Epsilon**

Mark Bruce, President  
Dr. Jerry Kopf and  
Dr. Steve Childers,  
Advisors

- Achieved a milestone in this Centennial year for RU... 100 members of SIE
- Held two initiation ceremonies and receptions for students and their families

**Society for the  
Advancement of  
Management**

Ian Weir, President  
Dr. Steve Childers, Advisor

- Hosted Andrea Schindler for "Tax Talk"
- Hosted Todd Stephenson, General Manager for the Salem Red Sox
- Hosted Daniel Butler, Store Team Leader for Christiansburg
- Completed a skit by the SAM Officers on "How to Dress and How Not to Dress"

**Student Managed  
Investment Portfolio  
Organization**

David Galuski, President  
Dr. Steve Beach and  
Dr. Clare Rose, Advisors

- Received the RU Outstanding Student Organization Award, which recognizes the quality of leadership and positive impact on the RU community.
- Hosted two meetings of the Board of Directors for SMIPO
- Received new scholarships from the DeWeese Foundation for SMIPO students

**Dean's Student Advisory  
Board**

Greg Myers and Frank  
Driscoll, Co-Presidents  
Dr. Faye Gilbert, Advisor

- Completed and Ratified the Constitution
- Elected Co-Presidents
- Adopted Honor Chords for DSAB members (gold and silver to represent service, leadership and new/old friends)
- Participated in the Richmond reception hosted by the Advisory Council for COBE

**Objective 1b. Enhance collaborative endeavors and cross cultural understanding**

- Faculty members led students through study abroad experiences; about 25 students participated in the COBE-led Australian trip (Jim Lollar and Andrea Stanaland faculty).
- Students in Dr. Michael Chatham's accounting class served as the venture capitalists for students in Geoff Heels class at Blaise Pascal University in France. The virtual connection was repeated with Jerry Kopf's management class presenting the business ideas in Spring, 2010, and the students at Blaise Pascal University serving as the venture capitalists. One student, Eryn Kaplan, remarked: "That was one of the most memorable experiences of my college career. It was great to interact with students from other countries as we discussed business concepts."
- The BIE grants, mentioned earlier in this report, subsidized faculty travel to several countries (Ireland, Africa, Germany, India) to enhance relationships and the possibility of virtual connections and study abroad opportunities for the next year.

**Objective 1c. Focus on Professional Development through Career Service Initiatives**

- COBE and RU functions dedicated to enhancing career skills included: *Experience Business....Casually* (September 2009), Firm Night for accounting and finance majors (Fall 2009); Career Premier in Roanoke (Spring 2010); and Alumni teaching day during RU-Homecoming (February 2010).
- COBE functions that enhanced interactions between professionals and students included the Fall meeting of the Advisory Council (November 2009). Council members participated as judges of the pod-casts developed for the Global Innovation Tournament and hosted students during the luncheon; Council members also hosted students at the luncheon for Mr. Keith Shields.
- Faculty members approved (April 2010) to pilot, in Spring 2011, a one-semester hour internship course for freshmen, a one-semester hour speaker series for freshmen, and another enrichment course to explore ethics and the environment at the freshman level.
- MBA program offered 6 professional development Brown Bag workshops to Radford MBA students and sponsored two speakers to Roanoke MBA students.

**Visitors and participants in focus groups or discussions with students for FY 2009**

<b>Name</b>	<b>Title</b>	<b>Company</b>	<b>Date of Presentation</b>
Stephan Cassaday	President	Cassaday and Company	9/11/2010
Tom Raup	Director, Procurement and Facilities	American Systems Corporation	9/11/2010
Jeff Irby	Vice President-City Executive	First Bank of Virginia	9/11/2010
Ed Lawhorn	President, New River Valley	SunTrust Bank	9/11/2010
Kermit Daniel		BBT	9/11/2010
Amy S. Childers	AVP/Director of Policy and Political Programs	SAIC Government Affairs	10/20/2009
Keith Shields	Analytic Development Lead	Marketing Associates	10/30/2009
“BB&T Speaker Series” Carol Fisher	Senior Economics	International Monetary Fund	10/2009
John Kearney	Group Manager	Microsoft	2/5/2010
Victor Shiblee	Publisher	Washington Diplomat	2/19/2010
Dan Evans	Managing Director	Jones Lang LaSalle	2/19/2010
Clare Levinson	CPA		2/19/2010
Brian Tuggle	Owner & President	Personal Care Choices	2/19/2010
David Ritter	Instructor	Wilkes Community College	2/19/2010
Anoput Phimmasone	Vice President	RBC Wealth Management	2/19/2010
Daniel Hoover	Agent	Liberty Mutual	2/19/2010
Joseph Burke	Agent	Liberty Mutual	2/19/2010
Jason Walters	Agent	Liberty Mutual	2/19/2010
Joe Donnelly	President	Donnelly Real Partners	2/19/2010
Nancy Adams	Assistant HR Director	Alteri (aka Phillip Morris)	2/19/2010
Paul Arnold	Pastor		2/19/2010
Ryan Charles	Wholesale Mortgage Banker	VA Mortgage Bankers	2/19/2010
George Kite	VP/CFO	Call Federal Union	2/19/2010
Shelby Phelan	Pharmaceutical Sales	Shering Plough	2/19/2010
Josh Rowe	Sales	Weyerhaeuser	2/19/2010
Tammy Stephens	Chief Merchant	Microsoft Retail	2/19/2010
Lance Yelton		Beacon Financial Management	2/19/2010
Tom Gallaher	President	Gallaher and Associates	2/19/2010
Matt Crisp	Managing Director	Third Securities, LLC	2/19/2010
David Silek	Attorney		2/19/2010
Dale Lee	Vice President	Roanoke Gas	4/9/2010

Krista Mathis	Director	Medical Society Foundation	
Allison Bradley	Director of National Recruiting	Ferguson, a Wolseley Company	March 2010
Keith Fox	Corporate Recruiter	Ferguson, a Wolseley Company	March 2010
Ralph R. Torning	International Trade Manager	Virginia Economic Development Partnership	
Lars Graf	CEO and Founder	EventGnosis	June 2010, by Skype
Victor Giovanetti	President CEO	HCA, SW Virginia Lewis Gale Medical Center	MBA, June 2010

## Goal #2: Foster the development of responsible business professionals.

### **Objective 2a. Benchmark student knowledge of fundamental business concepts**

For the ETS exam, RU students (MBA and undergraduate levels) score at or above the mean for all schools in every subject category of business. In addition, student learning in the strategic class was compared (benchmarked) to other programs through the Glo-Bus simulation. The noticeable outcome from this process was the range of performances (e.g., 2<sup>nd</sup> to 96<sup>th</sup> percentile in human resource management).

Benchmarking efforts allow the COBE at RU to take pride in the accomplishments of our students and to ensure that we are remaining current with national initiatives for student learning of fundamental business concepts.

### **Objective 2b. Improve student abilities in communication (oral, written, persuasive)**

Faculty members reviewed assessment data from the prior year, reviewed the results of the Criterion measures and discussed communication needs of our students. The Undergraduate Curriculum Committee is pilot testing the recommendation of an English class to further strengthen writing skills. Over the Summer, 2010, faculty members developed rubrics to be held in common to get a better view of where students need work and where they excel.

### **Objective 2c. Enhance student strengths in logical decision making and in ethical intelligence.**

Faculty members defined rubrics to assess logical decision making and ethical intelligence. At the close-the-loop meeting, faculty members developed a mini-case to assess ethical intelligence and pilot tested the approach (Spring 2010).

## **Objective 2d. Improve analytical skills (aka cognitive applications)**

During a close-the-loop meeting in Spring 2009, faculty members selected analytical skills as a key focus for assessment and learning outcome efforts. They then defined four aspects of analytical skills to target, including: identifying problems, understanding the time value of money, using financial statements to make decisions, and using statistical methods to make decisions. During this past year, faculty members created mini-cases for these elements and defined the rubrics to use to assess progress in this area. These mini-cases were pilot tested (Spring 2010) with the results used in Fall, 2010, to continue progress in this area.

### **Goal #3: Invest in our people and infrastructure.**

As baseline measures for FY 2009, about 23 percent of COBE faculty and staff made a donation to COBE or to RU; the level of giving from external alumni and friends to the Office of the Dean/COBE was about \$12,000 per year; and there was \$6,000 in the building account. Total annual giving to all departments for restricted and unrestricted gifts was estimated by the RU Foundation to be \$54,648. By FY 2010, the COBE had raised \$467,000 for the building campaign and garnered sponsorships for events in excess of \$15,000. Total annual giving to all departments for restricted or unrestricted gifts was estimated by the RU Foundation to be \$110,240.

## **Objective 3a. Develop competencies**

By connecting, virtually, with Blaise Pascal University in France, RU developed competencies in real time connections between programs. By applying BIE grant funds wisely, RU developed faculty competencies from attendance at the CIBER conference at the University of South Carolina and by fostering global travel to Africa, Ireland, Germany and India. By using end-of-year funds and stimulus funds wisely, the COBE faculty benefited from \$164,000 in grants for research, course development, and assessment efforts.

## **Objective 3b. Develop skills and culture**

Beginning with a Staff retreat at SeLu, July 2009 and concluding with the visit by Dr. Kathryn Martel for Assessment, COBE faculty and staff worked to develop skills and culture. The faculty picnic in Bissett Park was followed by the Holiday Social, held at the Farmhouse in Christiansburg. Faculty members invited students to the RU Global Capitalism speaker event and participated in the Global Innovation Tournament. We explored a competition with students creating pod-casts, developed mini-cases for assessment of key topics, and interacted with our external constituents.

## **Objective 3c. Enhance support resources**

Pledges and gifts worth marking at this initial milepost of fund raising for the new building include:

- Challenge gift of \$150,000 from the Mary Morton Parson's Foundation
- Jeff '86 and Harriett Price and family named the Grand Hall and Atrium on the third floor
- Rector of the Board of Visitors in 2010, Tommy E. '87 and Julie B. '89 Fraim, Jr.

- Vice Rector of the Board of Visitors in 2010, Nancy E. Artis '73 and her husband, Pat
- Roanoke gas, with Dale Lee '85 as Vice President

Through a combination of stimulus funds, end-of-year funds, and resources at the University level, the College of Business and Economics awarded over \$164,000 in faculty research, assessment, and course development grants. Sponsors for COBE events and initiatives included: BB&T, SunTrust, First Bank of Virginia, Brian Cork, Best Buy, Stephan Cassaday, Angela Drummond, Don Strehle, Scott Lee, Mason Gates, Steve Plaatsman, and Faye Gilbert.

The COBE benefitted from one-time money with \$83,000 available to supplement the 2009/2010 budget. Based on requests, these funds was used for a consultant on AACSB-assessment, advertising, new furniture in two classrooms, a guest lecturer, a video camera, and printers among other uses.

The COBE will be challenged by re-organization required from the ASO retirements of Mildred Ritter and Judy Birchfield. Based on state guidelines, Mildred's position cannot be replaced; thus, re-organization of staff positions and duties is required.

**Goal #4: Contribute to economic development efforts in our region and beyond.**

**Objective 4a. Connect faculty with outreach opportunities**

To fully implement the "experience business" tag line for the COBE, we must continue to connect faculty with external constituents. Bruce Blaylock provided classes for the LDC. Doug Brinkman, Dan Davidson, Bruce Chase, and Eli Jamison taught classes with the GNAC or with one of its community partners. Eli Jamison and Ellen Taylor began work to connect the COBE with the Radford Chamber of Commerce. Faculty members traveled to other countries (Ireland, Africa, Germany) to provide outreach for RU. And, COBE achieved virtual connections with Blaise Pascal University in France with plans of extending that outreach.

Perhaps the best example of successful outreach for this past year can be found with the RU-MBA office. Ms. Jamison and faculty members engaged nine MBA students in Applied Projects with companies across the southeast. These projects included tasks such as the development of marketing and educational materials for small businesses, human resource assessment and analysis, financial analysis and internship, marketing plans, and internal leadership assessment. Through these projects, RU is changing the learning experiences for our students and seeking to have an impact on the way the region does business.

*"Radford University's MBA program has allowed me to experience business through diverse opportunities. The most gratifying experience was being able to accentuate the valuable knowledge and skills that I gained in the classroom through a consulting project with a small business. Developing a marketing plan for a small business in a different geographic location enhanced my leadership skills and provided the confidence I need to succeed in future career endeavors."*

**Diana Rorrer, RU MBA 2010**

Plans with the RU-SBDC include a charge to search for ways to use faculty in teaching courses, connect students with projects, and to increase connections between COBE, SBDC, and business organizations.

#### **Objective 4b. Increase the visibility of COBE activities and successes**

The RU-MBA Office used last year's funds for radio advertisements in July, 2009. This year, the RU MBA placed advertisements in student papers throughout the Commonwealth (Virginia Tech, JMU, George Mason, VCU, ODU, Longwood, Christopher Newport, Bluefield State College....), added a sticker to the *Blueridge Business Journal*, purchased radio advertisements (Q99, NoVA, and Tidewater), placed an ad in the *Princeton Review*, and acquired a billboard in Roanoke and at the airport.

In addition to the outreach developed by the Office of the MBA (print media, radio advertisements, billboards, student newspapers across the Commonwealth), COBE experienced several successful events in relation to visibility. The RU Office of Communications released several press releases and many were covered by the Roanoke Times (i.e., SBDC impact on Blue Mountain Organics (June 2010), GNAC agreement renewed, Mary Morton Parsons Challenge Grant received, COBE holds Groundbreaking (May 2010), BB&T Global Capitalism Speaker event with Keith Shields as the keynote presentation (November 2009).



The RU-SBDC completed its transition in names to improve visibility for RU in the outreach activities completed by this SBDC unit. The RU-GNAC continues to promote the RU brand in the work for government.

The COBE-Advisory Council receptions included mailed invitations to over 3,000 alumni in the Richmond and Northern Virginia markets. Further, with the help of Ms. Susan Sink, members of the Advisory Council made personal phone calls to over 200 alumni to encourage attendance to these events.

#### **Objective 4c. Seek partnerships**

Collaborative endeavors are part of the mission statement of the COBE and occur in most aspects of operations.

- Members of the Advisory Council for the COBE sponsored key events, reinforcing the partnership between our external business entities and current faculty and students.
- The RU Global Capitalism Project (sponsored by BB&T) has partners in Political Science and International Studies in the College of Humanities and Behavioral Sciences.
- COBE has two faculty members, Tom Lachowicz and Basel Saleh involved in developing RU Core classes with plans to include an economics class and a management-oriented class.
- COBE partnered with the College of Science and Technology to pay for the dues to belong to The NewVA Corridor Technology Council (NCTC).

- COBE and the SBDC partner to join local Chambers of Commerce to increase visibility and provide outreach support for economic development.
- COBE faculty traveled to other countries (i.e., Ireland, Africa, Germany) to seek partnerships for virtual connections and for faculty/student exchanges.

With curriculum and outreach, the COBE launched applied projects at the MBA level with energy and results. Consider the excerpt from the thank you letter for Dr. Tong’s class of students who completed global development studies for TMEIC-GE Automation Systems, LLC in Spring, 2010.

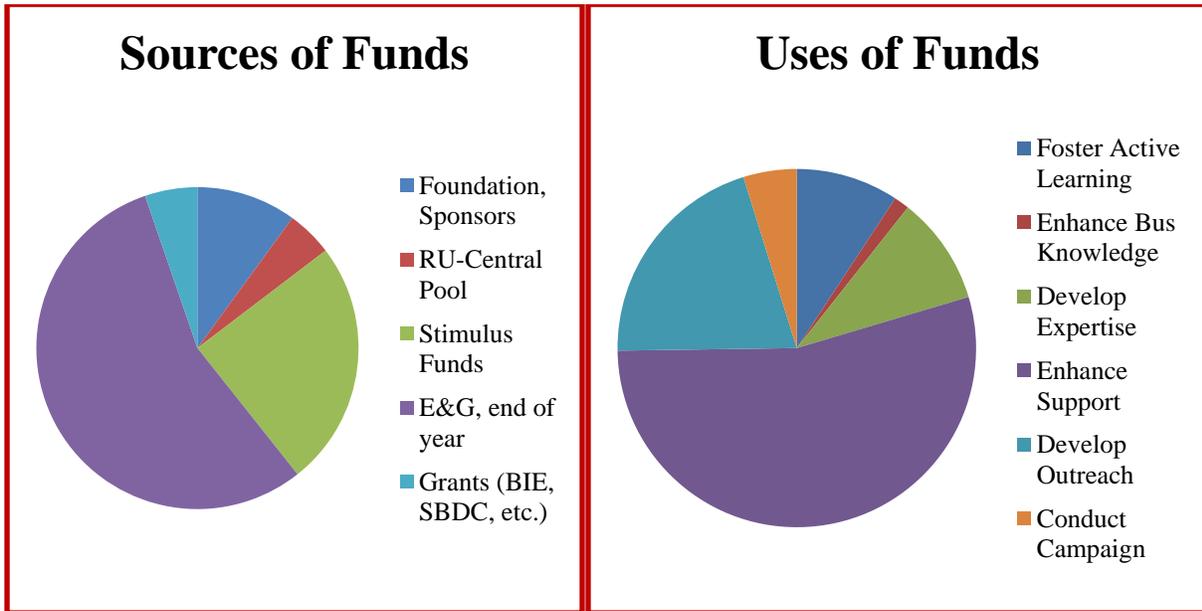
*The material presented was concise and on target and provided a good executive briefing to support the detailed written reports...For your information, I have distributed most of this material to key leaders in our business...Thank you again for inviting us to participate.”*

**Donn C. Samsa**  
**Director, Market Development**  
**TMEIC GE**

**Sources and Uses of Funds**

Excluding salaries and benefits (the major resource for enhancing business knowledge), the following graphs provide a glimpse of the sources and uses of funds for 2009/2010.

As shown in the graphs on the follow page, the COBE benefitted in FY 2010 from stimulus funds and from the change in procedure at RU to allow the units to retain and spend end-of-year funds. The major use of these additional funds was to enhance support for the academic mission of the unit, particularly for faculty members. The reason that fostering business knowledge received such a small proportion of the discretionary funding is simply that salaries and benefits comprise close to 90 percent of the total budget; thus, that is covered by the faculty members of the COBE.



## Suggestions for Goals and Action Items, 2010- 2011

Action items for COBE are suggested from progress in the prior year on the four goals and in the definitions of objectives related to those goals (reviewed in the prior sections of this report). The idea is to have our constituents “*experience business...actively, globally, entrepreneurially*” and to develop events and programs that make that vision tag line meaningful for our students. The purpose of this section of the Annual Report is simply to summarize ideas from the prior year. Each Standing Committee then must review this document and form its own initiatives to complete the plan for action initiatives for the year.

### Dean’s Goals

1. “Contribute to fund raising efforts.” Assist the Director of the Campaign for COBE, Ms. Susan Sink, in developing and implementing the Campaign for COBE.
2. “Continue to improve the quality of COBE programs.” Manage the processes and operations of the COBE (i.e., strategic management, assurance of learning, faculty qualifications) in line with accreditation standards for continuous quality improvements.
3. “Contribute to progress for Strategic Plan initiatives.” Assist the Leadership Team, Advisory Council, Directors, faculty and staff in implementing the COBE Strategic Plan (2009-2013), mindful of RU’s 7-17 plan.
4. “Enhance the visibility of the COBE.” (aka, Tell the story). Develop support materials and approaches that continue to highlight accomplishments of faculty, staff, students, Council members, and alumni; serve on the Board of Directors for SBAA; participate in AACSB conferences and events.

### Leadership Team

- Reward faculty for supervising MBA-outreach projects during the Fall and Spring semesters, as a pilot test of process.
- Assist in implementing the “enrichment courses” and assess the learning outcomes.
- Manage the Assessment Plan to ensure measures are obtained for the core, the MBA, and from each discipline that then continues to lead to curriculum alignment changes.
- Develop the “team” aspect of leadership for the COBE mindful of the need to ensure that faculty in each department expect strong advocacy for their unit.
- Review and ensure the strategic direction of the COBE and its programs.
- Finalize the revision of the service component for faculty evaluations.
- Ensure clear and transparent communication with faculty and staff in the units.
- Manage the process of preparations for the next AACSB visit (2012).
- Maintain meeting minutes on WebCT and provide end of year summary for annual report.

### Assessment/Assurance of Learning

- Challenges for FY 2011 are to focus measures, to develop a consistent approach to measurement, and to simplify the measures (reduce the number and increase the impact).
- Document the curriculum and course changes that have occurred as a direct result of assessment efforts (meet with and coordinate with the COBE curriculum committees).
- Complete and assist in the implementation of the Blueprint for Assessment.
- Use assessment outcomes to continue to align course and degree program content.
- Serve as the sources of information for faculty members as they continue to revise discipline-specific measures and incorporate assessment outcomes into course and curriculum changes.
- Maintain meeting minutes on WebCT and provide end of year summary for annual report.

### **Undergraduate Curriculum**

- Overall retention rate of undergraduate majors for COBE (78.3%) is slightly below that for the University (81.3%) suggesting that COBE needs to explore strategies to increase retention rates, particularly for the junior to senior year.
- Continue to work to Close-the-Loop(s) by using assessment data to change curriculum and programs (coordinate with the Assessment Committee to suggest specific changes in curriculum, pedagogy, programs as a result of patterns in the data).
- Assist in the implementation, evaluation and assessment of the 1SH courses for freshmen (speaker series, ethics, and internship).
- Discuss (in the committee and with faculty in departments) and consider the pros and cons of a General Business (BBA) degree.
- Suggest methods of assessing the efficacy of requiring the additional English course as a means of improving writing skills for COBE students.
- Maintain meeting minutes on WebCt and provide end of year summary for annual report.

### **Graduate Curriculum**

- Review the Assessment Blueprint (plan for 2-5 years) in light of the expectations for the MBA program. Either insert language specific to the MBA into this document or develop a separate five year plan by December 1, 2010 to be implemented in 2010/2011.
- Continue to work to Close-the-Loop(s) by using assessment data to change curriculum and programs (coordinate with the Assessment Committee).
- Develop differentiated courses and guidelines for Applied Projects, Internships, Special Topics Courses, and Directed Studies.
- Suggest implementation, next steps, for the full time and professional programs (e.g. scheduling, transition plan, enrollment goals, recruiting plan, resource requirements, delivery workload, assessment, and distinctive competencies).
- Participate and enhance discussions and methods for infusing applied experiences and technology into the MBA curriculum.
- Discuss (in the committee and with faculty members in departments) the ITEC course re-definition and possible modification as well as a data analysis class for MBAs.
- Maintain meeting minutes on WebCt and provide end of year summary for annual report.

### **Faculty Policies and Procedures**

- Update the COBE manual...one section at a time.
- Prompt the chairs to finalize the revision of the service component for faculty evaluations.
- Provide suggestions for evaluating teaching that goes beyond student surveys.
- Revise the Faculty Policies and Procedures document to change mid-tenure review to the reappointment time frame for 1<sup>st</sup>, 3<sup>rd</sup>, and subsequent years.
- Maintain meeting minutes on WebCt and provide end of year summary for annual report.

### **Strategic Management**

- Complete the 2010/2011 Action Initiatives sheet, providing comment and suggestions to the Leadership Team for improving the process.
- Reconcile the budgetary expenditures and use them to plan future needs.
- Review the strategic focusing direction(s) and refine the documents that show progress (or the lack thereof) (e.g. the Report Card of Progress... what should be the Dashboard).
- Prepare for the AACSB visit by reviewing standards, documents prepared for the process, and the work of the standing committees in these areas.

- Coordinate with the GCC and the UCC as to the implementation of strategies and tactics in the curriculum as that relates to the strategic plan (2009-2013).
- Communicate with faculty in respective departments to ensure currency of understanding of strategic issues and progress.
- Maintain meeting minutes on WebCt and provide end of year summary for annual report.

### **Advisory Council**

- Complete the succession process with a Chair, Vice Chair, and Chairs of the Defined Working Committees for the year.
- Welcome new members and discuss future directions for the Council.
- Mentor the development of Advisory Groups for other areas (e.g. departments, MBA, SMIPO).
- Participate in the key events and strategic directions of the COBE.
- Represent the COBE to key external constituents.

### **Summary**

The COBE has broken ground on a new signature building and on a number of new initiatives. As such, students, faculty, staff, members of the Advisory Council, and key external constituents are continuing a pattern of excellence that is a hallmark at RU. Faculty members reviewed curriculum, improved assessment, and debated strategic initiatives for the undergraduate and MBA programs. Staff members participated in a retreat, tracked budgeting processes closely, and supported the efforts of the COBE. Council members initiated and sponsored events and interacted with the COBE community on numerous occasions. COBE students strengthened their organizations, performed well on nationally-normed tests, and formed the Dean's Student Advisory Board of student leaders.

As evidenced in this report for 2009-2010, progress is clear for strategic management, assessment, global connections, infrastructure, and support from external constituents. We are a community of scholars who are engaged in the task of helping our constituents...

***experience business....actively, globally, and entrepreneurially.***

## Appendix

### COBE Characteristics, In Brief

Each year, there are a few items that serve as the COBE dashboard that reflect enrollment, credit hours, budget, and faculty publications. These tables are discussed within the text of the Annual Report.

Credit Hours/Degrees as RU Percentage	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<b>Undergraduate COBE (credit hours)</b>	33,335	31,047	30,507	27,815	29,077
Percentage of RU credit hours by COBE	13.10%	12.80%	12.70%	12.01%	13.17%
Percentage of RU undergraduate degrees awarded	21.20%	20.30%	23.90%	18.50%	19.60%
<b>Graduate COBE (MBA) credit hours</b>	1,017	1,020	1,412	969	1,017
Percentage of RU graduate credit hours	5.10%	5.10%	7.00%	6.74%	6.46%
Percentage of RU graduate degrees awarded	9.10%	8.20%	9.20%	10.20%	12.29%

Dual Degrees Awarded	FY 2009	FY 2010
Accounting and Economics	2	1
Accounting and Finance	19	14
Accounting and Management		
Economics and Finance	2	4
Economics and Management	1	1
Economics and Marketing	1	1
Finance and Management	4	4
Management and Marketing	13	8
Finance and Marketing	1	1

Enrollments by major	2005	2006	2007	Fall 2008	Fall 2009
Pre-Accounting	60	57	53	67	57
Pre-Finance	32	31	38	46	33
Pre-Management	169	117	83	69	59
Pre-Marketing	121	106	126	122	102
Pre-Business	422	385	426	432	345
LBUS (almost ready to enter)	114	162	169	140	140
<b>Total pre-business students</b>	<b>918</b>	<b>858</b>	<b>895</b>	<b>876</b>	<b>736</b>
Accounting	84	75	84	76	84
Economics	72	73	61	57	35
Finance	83	89	105	103	91
Management	273	284	284	245	218
Marketing	195	176	189	157	141
Total undergraduate majors	707	697	723	638	569
<b>Total majors and pre-bus (includes double majors)</b>	<b>1625</b>	<b>1555</b>	<b>1618</b>	<b>1514</b>	<b>1305</b>
<b>Total enrollment, undergraduate (headcount)</b>	<b>1544</b>	<b>1468</b>	<b>1506</b>	<b>1447</b>	<b>1256</b>

Average Class Sizes by Discipline	Fall 2006	Spring 2007	Fall 2007	Spring 2008	Fall 2008	Spring 2009
Accounting/Business law	49	37	43	38	39	36
Economics	39	43	34	35	39	46
Finance	30	38	31	32	27	28
Management	38	37	34	35	34	36
Marketing	36	38	32	35	32	33
COBE undergraduate	39	39	35	35	35	37
MBA	26	28	33	30	26	35

Number of Sections and Enrollment	Fall 2008	Spring 2009	Spring 2010
Number of Students 25 or less	33	21	30
Number of Students 26 – 42	90	86	48
Number of Students 43-70	7	17	30
Number of Students 90-100+	5	4	1

### Budget (\$)

Revenue:	FY 2006	FY 2007	FY 2008	FY 2009*	FY 2010
Tuition & fees	5,207,734	5,647,918	5,684,143	7,019,148	\$6,704,874
Grants & contracts			485,633	387,026	468,836
Private gifts, restricted	32,865	52,000	82,000	6,648	91,838
Private gifts, unrestricted	104,271	130,142	185,665	48,000	\$15,402
Other sources			399,228	228,599	\$218,016
<b>Total operating budget</b>	<b>5,344,870</b>	<b>5,830,060</b>	<b>6,836,669</b>	<b>7,694,421</b>	<b>\$7,498,966</b>

\*Large change in Private gifts from FY 2008 is due to reporting balances in prior years as opposed to reporting new gifts received annually.

### Academically Qualified (AQ) Ratios by Program<sup>a</sup> (AACSB Table 10-2)

	Revised data for AACSB Peer-Review Team Time Frame (visit occurred October, 2007)					Data for Next Peer-Review Cycle		
	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Accounting/Legal	44.44%	47.76%	55.56%	57.97%	57.14%	59.70%	72.73%	75.00%
Economics	38.10%	35.96%	42.55%	41.24%	53.33%	80.00%	77.11%	69.14%
Finance	94.12%	91.43%	64.86%	63.16%	62.50%	94.12%	97.78%	97.56%
Management	50.00%	56.57%	63.37%	66.06%	65.45%	75.21%	75.79%	84.21%
Marketing	13.79%	45.07%	57.14%	54.79%	55.70%	95.24%	98.77%	90.91%
Total College	44.19%	50.97%	55.61%	55.96%	58.79%	80.19%	83.24%	82.47%

<sup>a</sup> AQ Standard: at least 50 % of faculty resources are academically qualified.

### Academically and Professionally Qualified (AQ+PQ) Ratios by Program<sup>a</sup>

	Revised data for AACSB Peer-Review Team Time Frame (visit occurred October, 2007)					Data for Next Peer-Review Cycle		
	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Accounting/Legal	69.44%	76.12%	81.94%	84.06%	85.71%	85.07%	100.00%	100.00%
Economics	47.62%	49.44%	46.81%	45.36%	62.22%	84.00%	100.00%	90.12%
Finance	94.12%	91.43%	64.86%	63.16%	65.63%	94.12%	97.78%	97.56%
Management	60.42%	65.66%	70.30%	77.98%	85.45%	93.16%	95.79%	100.00%
Marketing	39.66%	63.38%	62.86%	56.16%	69.62%	100.00%	100.00%	100.00%
Total College	59.01%	65.65%	64.71%	65.28%	75.07%	91.17%	98.65%	97.68%

<sup>a</sup> AQ+PQ Standard: at least 90 % of faculty resources are academically or professionally qualified.

**Notes:**

- For the period 2002-03 through 2006-07 the minimum criteria for maintaining AQ status was 2 peer reviewed journal articles (editorially-reviewed articles and other "points" earned by faculty were not considered in calculating AQ or PQ status for this revised table).
- For 2007-08 forward the minimum criteria for maintaining AQ status is 2 peer reviewed journal articles plus one additional intellectual contribution.
- Chairs and Directors are considered to be PQ unless otherwise AQ; Deans are AQ
- Faculty approved changes to the Policy and Procedures Manual, April and September, 2008.

**Percentage of Student Credit Hours Delivered by Participating Faculty**

	Revised data for AACSB Peer-Review Team Time Frame (visit occurred October, 2007)					Data for Next Peer-Review Cycle		
	2002-03 AY	2003-04 AY	2004-05 AY	2005-06 AY	2006-07 AY	2007-08 AY	2008-09 AY	2009-10 AY
Accounting/Legal	75.5%	79.2%	85.5%	90.2%	88.9%	95.6%	95.8%	100.0%
Economics	74.3%	73.8%	67.7%	68.3%	98.0%	83.7%	96.5%	97.7%
Finance	93.9%	87.6%	80.8%	68.7%	80.2%	90.8%	98.5%	97.3%
Management	71.5%	80.2%	85.3%	94.1%	98.1%	96.1%	92.8%	88.6%
Marketing	77.5%	84.1%	86.2%	97.7%	87.0%	91.6%	97.6%	100.0%
College	75.8%	79.3%	80.2%	84.7%	93.1%	91.6%	95.7%	95.9%

Unique Intellectual Contributions for COBE Faculty	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Peer Reviewed Journals (PRJ)	17	33	22	66	48
Other Intellectual Contributions (OIC)	28	31	30	66	37
Total Intellectual Contributions	45	64	52	132	85

## MBA Dashboard, Spring 2010

MBA Demographics			
	<b>RU Graduates</b>	<b>42</b>	<b>46%</b>
	From Other Universities	49	54%
		91	100%

MBA Students from other countries:	
Costa Rica, Ethiopia, Mexico, Pakistan, Turkey, Kenya, Peru, Croatia, India, China, Tunisia, El Salvador, Serbia, England	<b>18%</b>

Undergraduate Degree Source	
Business majors	60%
Other disciplines	40%

Admission Data	Full-Time	Part-Time
Average GPA (3.2)	3.19	3.20
Work Experience:		
1-3 years	32%	2%
4-5 years	29%	16%
6-10 years	26%	37%
More than 10 years	13%	45%
Average GMAT (476, program):	474	485

## RU- Academic Program Review Report Excerpts

### Summary of COBE Undergraduate Program Viability and Productivity Data (F 09)

	Accounting	Economics	Finance/ BLAW	Management	Marketing	COBE
Retention rates	84.3%	76.0%	76.8%	77.9%	76.7%	78.3%
Degrees	43	25	49	165	124	406
FTE Majors	129	50	94	329	258	860
% FTE majors: female	45.2%	21.4%	23.7%	29.8%	46.8%	33.4%
% FTE majors: in-state	91.6%	94.2%	90.9%	94.3%	91.7%	92.5%
Freshmen Quality Index	2252	2341	2328	2166	2260	2269
Average credit hours	3,863	7,705	4,312	8,485	5,081	29,446
Average class size	35	39	37	35	33	36
Average FTE produced	6.3	11.8	7.2	16.7	9.7	51.7
Fall 2009 FTE produced	7.4	13.9	7.1	16.4	10.1	54.8
Full-time faculty (F 09)	6	10	7	14	9	46
Average Class Size	35	39	37	35	33	35

### COBE Degrees Conferred over Time

	Accounting	Economics	Finance	Management	Marketing	MBA	COBE
2001-02	48	19	45	84	87	41	324
2002-03	30	12	45	126	108	41	362
2003-04	32	24	44	135	107	37	379
2004-05	48	26	39	134	128	45	420
2005-06	40	20	51	162	138	32	443
2006-07	44	34	43	174	109	30	434
2007-08	45	22	55	199	147	39	507
2008-09	36	24	59	154	96	44	413
2009-10	36	22	57	160	122	52	500

### FTE Majors

	Accounting	Economics	Finance	Management	Marketing	COBE
2004-05	146	55	95	362	291	949
2005-06	153	57	94	413	262	979
2006-07	143	58	95	365	238	899
2007-08	137	49	106	255	264	811
2008-09	138	41	106	233	259	777

### COBE Total Credit Hour Production

	Accounting	Economics	Finance/ BLAW	Management	Marketing	COBE
2004-05	3730	7911	4384	7950	5022	28997
2005-06	4116	8232	4522	8541	5064	30475
2006-07	3639	7962	4005	8769	5178	29553
2007-08	3879	7215	4455	8622	5178	29349
2008-09	3951	7206	4194	8541	4965	28857

### MBA Program Descriptions

	MBA
Degrees	38
FTE Majors	72
% FTE majors: female	39%
% FTE majors: in-state	85%
GMAT	476
UG GPA	3.20
Average credit hours	879
Average class size	26
Average FTE	3.68
Fall 2009 FTE	4.68
Fall 2009 Full-time faculty	0

### Undergraduate students, employment survey responses

Employment status	2008	2009	2010
Currently employed	4%	5%	8%
Have accepted employment	24%	29%	18%
Seeking employment	56%	60%	56%
Plan to attend graduate school	3%	4%	8%
Not seeking employment	13%	2%	10%
	n=217	n=55	n=240



Courtesy of Radford University

Radford University officials broke ground Thursday on the school's \$44 million, 110,000-square-foot facility for the College of Business and Economics.

# Alumnus' gift helps make RU's COBE possible

Radford University's new facility will cost \$44 million and is expected to be completed by the fall of 2012.

Chris Winston

chris.winston@roanoke.com, 381-1678

A gift from a 1986 alumnus will help Radford University's quest to build a top-notch home for its business school.

The university broke ground Thursday on its new \$44 million, 110,000-square-foot facility for the College of Business and Economics.

The project will be paid for with \$34 million from the state and \$10 million raised by the university.

During Thursday's ceremony, President Penny Kyle announced that Jeff and Har-

riet Price, co-owners of Radford-based Price-Williams Realty, had donated an undisclosed amount for the project.

While the total donation amount was not announced, it will help the university meet the matching provision of a \$150,000 challenge grant from the Mary Morton Parsons Foundation.

Jeff Price, a 1986 graduate, serves on COBE Advisory Board and the President's Advisory Council. Price has also served on Radford University's Business Industry Council and the Athletic Advisory Board.

Continued on next page



Courtesy of Radford University

This is an artist's rendering of the College of Business and Economics building.

From previous page

"I am excited to be part of the construction of this flagship building and to help a project of this magnitude," he said in a news release.

"RU has been good to us, and this gift is our way of giving back what RU has given us. I stepped up now to energize other people to invest in the building and join me in watching RU, its faculty and students succeed."

In recognition of the Prices' gift, the building's third-floor grand hall and atrium will be named "The Jeffrey M. Price, Harriet B. Price and Family Grand Hall and Atrium."

Kyle said the building will make a "very bold, very confident statement" about what the world can expect from the business school and university.

Located at the corner of Jefferson Street and Tyler Avenue, the new building will also redefine the gateway to campus.

The new COBE home will include auditorium-style classrooms, conference rooms and gathering spaces designed for collaboration and teamwork.

The complex is also being constructed with the goal of achieving Leadership in Energy and Environmental Design Gold designation; however, a minimum designation of Silver is assured.

Construction will begin immediately on the south edge of campus. The planned completion date is fall 2012 when COBE faculty, staff and students will move out of their current home in Whitt Hall.

Glave & Holmes and Ayers/Saint/Gross make up the architectural team working on the building's design, and Whiting-Turner is the construction contractor.

# A New Home for the World of Business Takes Shape at Radford University

# RU



Inspired leaders are building the future of our dynamic global community at the RU College of Business and Economics (COBE).

COBE's \$44 million signature building will feature:

- Break-out and study rooms to foster connections for student groups
- Classrooms that enhance the effectiveness of instructional time by maximizing acoustics and technology
- Conference rooms that encourage interdisciplinary connections for faculty, students and external constituents
- Trading room designed to mimic activity in corporate settings
- Amphitheatre and multi-purpose room for presentations
- LEED Silver designation



"Our students will learn in a classic state-of-the-art facility as full partners in programs steeped in research, focused on practical applications and positioned at the center of business discovery. Our innovative spirit can be seen in our programs, projects and in the design of this signature building that will forge the future of business education." **Dr. Faye W. Gilbert, Dean**



*Experience Business* at its best at Radford University. COBE's accreditation from AACSB International is your assurance of a quality business education.

To learn more, call (540) 831-5187 or visit [www.radford.edu](http://www.radford.edu).

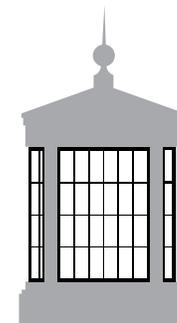
## *Groundbreaking*

Thursday, May 6, 4:30 p.m.

### Degree Programs

Accounting  
Economics  
Finance  
Management  
Marketing  
MBA

Governmental and  
Nonprofit Assistance Center  
Leadership Development Center  
Small Business  
Development Center



**RU**  
COLLEGE  
OF  
BUSINESS  
AND  
ECONOMICS

As seen in *The Washington Diplomat*  
May 2010