



**Morehead State University
College of Business**

**Accreditation Maintenance
2004/2005 Annual Report**

Prepared for:

**AACSB International
The Association to Advance Collegiate Schools of Business**

September 2005

EARNED EXCELLENCE



**THE BEST BUSINESS SCHOOLS
IN THE WORLD**

I. Introduction

Environmental Analysis

College of Business enrollments peaked in the fall term of 2002 at 1,390 students (undergraduate and graduate). After a slight dip in 2003, enrollments declined further by the fall term of 2004 – standing at 983 students. While some of the decline may be attributable to declines in total university enrollment during the two years since 2002, the percentage of business students of total university students declined from 15% to 11%. The decline in business student enrollment was generally across the board, but the largest decreases were concentrated in the information systems programs, the marketing program, and the MBA program.

- Information systems programs nationally have experienced significant enrollment declines. This has been generally attributable to the bursting of the dot-com bubble and to the misperception that most technology related jobs are being outsourced to countries such as India.
- The decline in marketing enrollments is somewhat puzzling but may be tied to a shift of students to programs outside the business college in advertising and public relations.
- MBA enrollments at Morehead State had increased dramatically from 1996 to 2002 as one of the early entrants in the market for online MBA programs. Since 2002, competition for these students has increased as more universities in the state and across the nation have developed online MBA programs. This increased competition has impacted the enrollments in our MBA program.

As a result of enrollment declines, budgetary support for faculty lines has declined just slightly. Since the enrollment peak in 2002, the number of full time business college faculty members has decreased by 1 from 51 to 50.

Upon the retirement of President Ron Eaglin in December 2004, the university conducted a national search and hired Dr. Wayne Andrews (an external candidate) as its 13th president.

Strategic Planning

The College of Business (COB) faculty and staff developed and adopted a comprehensive strategic plan in August of 2002. This very detailed plan was centered on three primary goals:

- Goal 1 – Create an Environment of Academic Excellence*
- Goal 2 – Provide Regional Leadership*
- Goal 3 – Expand Global Involvement*

Under each of these goals, the faculty developed strategic and tactical directions. Given the very comprehensive and detailed nature of the August 2002 Strategic Plan, it would be unwieldy without an annual review in which yearly priorities are identified. As such, each year, beginning with the summer of 2005, the administrative team of the College of Business and the faculty Strategic Planning Committee meet to review the progress toward meeting the strategic priorities from the prior year and to set those strategic priorities for the upcoming academic year. The following is that analysis.

Note: In addition to the formal strategic planning process established with the development of the business college's first strategic plan in 2002, many strategic initiatives are promoted through the annual charges by the dean to standing and ad-hoc committees based on those priorities identified by the faculty in the planning process. The dean's charges to the committees are included as appendix materials to each annual maintenance report.

II. Progress on Strategic Initiatives for 2004/2005

A. Goal1 – Create an Environment of Academic Excellence

- *Increase Endowment Funding Support*
 - The college secured an increased commitment from Greg Palmer in the amount of \$45,000, bringing his total pledge to \$125,000. With the state's commitment to matching private dollar funding, the endowment principal will eventually grow to \$250,000. The account is currently funded at \$228,000. After discussions with Mr. Palmer, and with his new level of pledge commitment, the structure of the endowment was changed to support a professorship in accounting. This should help our continued recruiting and retention efforts in this challenging market for new faculty. We expect to identify the first holder of this professorship for the fall 2006 term.
 - The COB Business Advisory Board members pledged a combined total of \$53,000 in support of a general endowment for the business college. With the state match, the initial principal will grow to \$106,000. The advisory board members are open to how these funds will be used. One likely use will be to increase the scholarship dollars available for faculty.
- *Curricular Review and Continuous Improvement*
 - Based on extensive regional needs analysis, the IS faculty finished development of new MSIS degree program which received all necessary institution and state approvals. The program opens with the fall 2005 term.
 - The COB faculty developed new program goals and objectives for our existing degree programs – the BBA and MBA programs. (MSIS program goals and objectives were created with program development.)
- *Facilities Improvement*
 - The college completed the enhancement of all classrooms to include multimedia projectors and PC stations. Three additional classrooms were equipped with document cameras.
- *Improved Advising and Career Planning and Placement Services Model*
 - Continued the development of the Pre-Business Advising Center, but on a limited budget. The pre-business advisor coordinates the advisement of all students not yet admitted into the BBA program. We still need to identify additional funds to support a more permanent center.
 - Although an ad-hoc committee had developed a plan in the prior academic year to improve the Career Planning and Placement function for COB students, funding source limitations prevented any significant advances in this area.
- *Increase Scholarship Funds for Students*

- The college applied for and received funds from the McGowan Foundation to award a full tuition scholarship to a rising senior for the 2005/2006 academic year. No other new scholarships were added.
- The university has funded six University Undergraduate Fellows where BBA students will work with faculty members for 15 hours per week. This program encourages joint faculty/student research.

B. Goal 2 – Provide Regional Leadership

- *Sponsor Regional Conference with Economic or Business Development Perspective*
 - The College of Business Small Business Development Center sponsored its 4th annual Entrepreneurship Conference held in August of 2005 in Mt. Sterling. The event attracted nearly 100 participants, exhibitors, and panelists. Sessions included small business marketing, capital formation, and tax issues among others.
- *Continue to Strengthen Regional Academic Presence through Collaborative Efforts with KCTCS*
 - Morehead State University's COB joined together with all other public four year institutions in the state in the development of a common transfer agreement for students who want to matriculate from the KCTCS to one of the universities to earn a BBA. The transfer agreement was adopted beginning with the 2004/2005 academic year.
- *Establish an Innovation Center to Support the Region*
 - In partnership with Eastern Kentucky University and the state, the COB established a satellite center in West Liberty as part of the Innovation and Commercialization Center initiative. A director was hired and has spent the past year providing services to several clients in their attempts to build technology related businesses in eastern Kentucky.
- *Increase Funding for and Awareness of SBDC*
 - The SBDC continued to attract additional funding through external sources, allowing them to continue to grow services by establishing a new office in Paintsville, KY. The SBDC now operates four centers throughout the state: Morehead, Ashland, Pikeville, and Paintsville.
 - Negotiations have developed to relocate the Morehead SBDC to an off-campus location and to share space with the Morehead/Rowan County Chamber of Commerce. The SBDC is expected to complete the relocation in late August or early September of 2005.

C. Goal 3 – Expand Global Involvement

- *Ensure Global Issues are Prevalent in both BBA and MBA Curricula*
 - COB faculty spent the 2004/2005 academic year developing goals and objectives for both the BBA and MBA programs. During the early part of the 2005/2006 academic year, faculty will begin the process of aligning the curricula with those goals and objectives. During this process, the emphasis on global issues will be ensured.
- *Promote Student and Faculty International Exchanges*
 - Hosted Dr. Doo-Hun Woo, a visiting scholar in Management from Korea, for the 2004/2005 academic year. Dr. Woo made several presentations to various

- management and marketing classes on the topic of international trade, with an emphasis on the Korean economy.
 - Hosted three undergraduate students in exchange programs from foreign countries.
 - Hosted visiting scholar from Finland.
 - Faculty continued to participate in exchange programs and international travel, but on a limited basis.
 - *Develop MBA Program Model for Delivery Abroad*
 - MBA Committee engaged in lengthy discussions regarding the development of an MBA model for international delivery. Further discussions are needed to finish the development of this type of program. As of August 2005, program is not yet fully developed.
-

III. Strategic Priorities for the 2005/2006

A. Goal1 – Create an Environment of Academic Excellence

- *Create a 5-Year COB Development Plan*
 - Conduct an external funding needs analysis and establish a plan to attract that funding. Such funding may be used for, but not limited to, professorships, student scholarships, additional research support, additional teaching support, the establishment of centers, and enhanced facilities. With respect to enhanced facilities, develop a needs analysis for the renovation of the Combs Building.
- *Develop and Propose a Variable Workload Model for Faculty*
 - Such a model may be used for determining faculty teaching assignments that may allow for uniquely balanced workloads among teaching, research, and service.
- *Develop A Plan To Provide Improved Services To Business Students*
 - Continue to develop the undergraduate student advising center. Explore opportunities to improve career planning and placement services for COB undergraduate students. Possibly combine the advising and career planning services within a COB Student Services Center. Provide additional clerical support. Effectively communicate the center services to the students. Develop web strategies to both communicate and provide advising and career planning services for students.
- *Develop A More Comprehensive Co-Operative Education Program*
 - Develop more contacts to increase the number of co-op opportunities available to BBA students. Construct a database of all external stakeholder contacts that may lead to co-op opportunities. Involve the SBDC and Innovation Center more directly with the co-op program. Re-examine the parameters with respect to faculty oversight of co-op students.
- *Create An Enrollment Management Plan For The COB*
 - Review recent year enrollments in the COB programs and determine potential causes for recent declines. Set enrollment and recruitment goals for each degree program. Develop a plan to reach enrollment and recruitment targets.
- *Continue To Follow The Prescribed AACSB Timeline For Meeting The Assurance Of Learning Standards*

- This includes curriculum alignment with program goals, defining student learning outcomes, measuring learning outcomes, and making curricular adjustments as necessary. As part of curriculum alignment process, explore the potential for integrating ERP concepts and practices into undergraduate and graduate curricula.
- *Develop A Communication Plan To Recognize Faculty And Staff Teaching, Research, And Service Accomplishments*
 - Utilize web technologies to support this communication plan. Explore potential branding opportunities for the College of Business that will be used throughout this communication process.

B. Goal 2 – Provide Regional Leadership

- *Develop Plan To Increase Focus On Regional Economic Development Research*
 - Develop plan for specific use(s) of Booth Endowment in support of regional economic development research. Explore potential partnerships with IRAPP for applied research opportunities with COB faculty. Create opportunities for greater faculty and staff involvement in region through speaker's bureau and through more effectively communicating the successes and expertise of the COB faculty and staff throughout the region. Re-evaluate the potential to establish the proposed Center for Information Technology, Innovation, and Entrepreneurship. Involve the West Liberty ICC Satellite and the SBDC more directly in the activities of the COB.
- *Develop Plan To Seek Strategic Alliances With External Stakeholders*
 - Explore potential for collaborative plan with St. Claire Regional Medical Center and other regional or statewide partners to assist the healthcare industry with the move to electronic medical records. Explore opportunities to develop relationships with regional businesses that may include business conferences, seminars, CPE credit opportunities, etc.

C. Goal 3 – Expand Global Involvement

- *Engage More COB Faculty And Students In International Exchange Programs Or Other International Travel Opportunities*
 - Appoint a COB faculty member as the college's international studies director. Create a reward structure to encourage faculty to seek international educational opportunities (including sabbaticals). Work more closely with university grants office and international studies office to help identify funding to support enhanced international opportunities. Develop plan to more effectively communicate to faculty and students the international opportunities.
- *Continue To Develop A Model For Delivery Of Our MBA Program Abroad*
 - Such a model could provide increased exposure for the COB on a global level, provide faculty with significant international experiences, and serve as a profit center to support other international initiatives.
- *Continue To Strengthen The Coverage Of Global Perspectives Throughout The Undergraduate And Graduate Curricula*
 - During curriculum alignment process with goals and objectives, continue to focus on global issues integration. Explore the opportunities to recruit faculty located outside the U.S. to teach online courses.

IV. Status of Maintenance Review Issues Identified by AACSB Peer Review Team During Initial Accreditation Visit in February 2004

The following table lists the four primary issues raised by the Peer Review Team in its *Team Visit Report* from February 2004 and the current status of each.

Maintenance Review Issue	Current Status (September 2005)
1. Status of implementation of newly adopted Faculty Evaluation Plan (FEP) and its impact on the production of referred journal articles for graduate faculty especially in the accounting and business information systems areas.	The new FEP was adopted in January 2004. The COB faculty (including the graduate faculty) has increased the pace of journal publications over the past two years. COB faculty produced 17 journal publications in 2003/2004 and 28 journal publications in 2004/2005. Accounting and business information systems faculty produced 0 and 6 of those articles over this two year period.
2. Status of the percent of faculty who are academically qualified without a doctorate.	Improvement has been made in this area. 3 of 49 full-time faculty serving during the 2004/2005 academic year were listed as <i>academically qualified without a doctorate</i> (i.e., AQ-6). The 3 with the AQ-6 classification represented a decrease of 3 from the 2002/2003 academic year.
3. Status of the full-time coverage for the off-site programs at Ashland, Prestonsburg and Jackson.	<p>The percentage of student credit hours (SCH) covered by full-time faculty at off-campus sites for classes taught in traditional face-to-face settings were as follows (respectively for the fall 2004 and spring 2005 terms):</p> <ul style="list-style-type: none"> • Prestonsburg 82% and 0% (only one FTF course was taught in spring 2005 in Prestonsburg and that was taught by a part time faculty member. • Ashland 65% and NA (no FTF classes taught in spring 2005 in Ashland. • Jackson 67% and NA (no FTF classes taught in spring 2005 at Jackson. <p>While the spring term numbers appear alarming, the true percentage of student credit hours taken by students at these remote sites that are taught by full time faculty are much higher. In 2004, the college began providing more (in some cases all) of the off-campus instruction through online delivery. In the fall of 2004, 100% of the internet SCHs was taught by full time faculty and in the spring of 2005, that percentage was 96%. Utilizing the internet delivery mode for most of these classes has allowed the college to move into compliance with the AACSB standards regarding coverage of courses with full time faculty at the off campus sites.</p>
4. Strengthened coverage of the legal/regulatory environment in the MBA program.	During 2004/2005, the MBA Committee continued its discussions regarding the coverage of legal/regulatory issues. The committee also continued through the process of aligning the curriculum with the goals and objectives for the program. The committee was mixed with respect to the need to add a new course on legal issues, considering instead the pedagogical advantages of integrating global issues throughout the curriculum. The plan for the 2005/2006 year will be to develop the specific assessment tools to address this issue.