

College of Business

FY10 Consolidated Annual Report, Plan, and Position Requests

I. Accomplishments and Productivity for FY09

The college mission statement is closely aligned with the vision of *Educating Illinois* for the university's future (the complete Mission and Core Values statement can be found in the Appendix to this document):

College of Business Vision: To be the first-choice College of Business among public universities in Illinois for high-achieving, motivated students who seek an individualized educational experience with the resources of a large university.

College of Business Mission: To be a highly respected college of business that develops professionals with the personal dedication, ethics and lifelong learning capabilities needed to succeed professionally and to serve society. We work as a diverse community promoting excellence in learning, teaching, scholarship, and service.

A. & B. Most important objectives for FY09 and Major accomplishments for each goal

The critical success factors and related objectives continue through our ongoing strategic planning, with many action items carrying over from last year but updated through annual reviews. We have completed a revision of our COB strategic plan to include a more comprehensive five-year view of the action items. The complete plan (as adopted in December of 2008) is included in the Appendix to this document.

Goal 1: To develop professionals who can provide leadership to business and society.

Critical Success Factors:

1. High standards of excellence for student performance and ethical conduct (Educating Illinois Goals 1 & 2).

Outcomes: Rigorous expectations for business students (EI Goal 1, Strategies 5 & 6). Develop an operating process to address violations of the *Standards of Professional Behavior and Ethical Conduct* (EI Goal 1, Strategy 5). Integrate PRiME into ethics coverage and the research agenda of the College of Business (EI Goal 1, Strategies 5& 6; EI Goal 2, Strategy 2).

Results: Our Human Resource Development (HRD) Team has completed an extensive survey of COB faculty to identify best practices and performance expectations. Their report is currently under review by the College Leadership Team. In addition, individual departments continue to review expectations in their major courses. We currently have a sub-team of our College Leadership Team developing an operating process to address violations of the COB *Standards of Professional Behavior and Ethical Conduct*. This process will need to be integrated with other existing University-level processes. Interim Dean McGuire attended a meeting of PRiME schools in December, 2008. We will have a college-wide faculty meeting to review the results of that meeting and to begin the process

of integrating PRiME initiatives with our existing ethics coverage and into our college research agenda. We had completed a structure for ethics coverage in the business major core courses. This matrix can be up-dated to aid with the PRiME integration into our ethics coverage.

2. Graduates prepared for post-graduate programs and/or professional certification where applicable (Educating Illinois, Goals 1 & 2).

Outcomes: High level of students pursuing professional and other graduate degrees (EI Goal 1, Strategy 5). Establish a high level of students pursuing terminal academic degrees in business (EI Goal 1, Strategy 5). High level of current student involvement in professional designation programs (EI Goal 1, Strategy 5).

Results: All departments in the college are focused on helping students with certification and professional designations. The Accounting Department continues to partner with an outside vendor to offer a CPA review course and is recognized for the success of its graduates on the CPA exam. In 2007 (the last year with data available) our pass rate for those with advanced degrees placed us 5th in the nation on the financial accounting and reporting section (with a pass rate of 83%), and our pass rates on all individual exam sections far exceeded national averages for all students. The Marketing Department's Student Sales Scholars are supported in their preparation for the advanced sales certifications. The MQM department faculty mentor students toward the PHR (Professional in Human Resources) certification. The Center for Insurance and Financial Services (the Katie School) offers support for students sitting for the CPCU, CLU, and other insurance-related certifications. The FIL Department offers prep courses for the CFA exam, and has developed a minor in Financial Planning with the goal that it will lead to the Certified Financial Planner designation. Finance students sitting for Level 1 of the CFA exam also have a high pass rate.

This Critical Success Factor does present tracking challenges for us. We do not currently have the mechanisms in place to systematically monitor COB students after graduation to track graduate school enrollment and professional designations. We have developed an extensive graduation survey so we have this data at the time of graduation. However, we must develop mechanisms to track graduates at 3 years, 5 years and 10 years out.

3. An integrated and a responsive curriculum that provides current professional skills (Educating Illinois Goals 1 & 2).

Outcomes: An assessment/assurance of learning process that continually addresses curricular needs and weaknesses (EI Goal 1, Strategy 1). Continue to enhance the international business program (EI Goal 1, Strategy 1). Increased number of students in COB internships; maintain academic quality and rigor of internship programs (EI Goal 1, Strategy 1). Integrate life-long learning skills into COB curriculum and programs. Explore possible new minors in Business Information Systems (EI Goal 1, Strategies 5 & 6), Professional Sales (EI Goal 1, Strategy 5), and Financial Planning (EI Goal 1, Strategies 1 & 5).

Results: We have comprehensive Assurance of Learning plans for all majors in the College. The undergraduate program plans all have three phases: (1) we use the ETS Major Field Test in Business to assess our COB core courses. All students in our COB undergraduate capstone course (MQM 385) take the test which evaluates seven areas of basic business knowledge. Our mean score for the College for Fall 08 was at the 65th percentile nationally and the Spring 09 mean was at the 55th percentile (564 business schools administer the exam nationwide). (2) All departments administer content knowledge tests at various points in the curriculum to evaluate material covered in major courses. (3) All programs have a series of skills-based rubrics that assess program goals related to written and oral communication, critical thinking, team skills, etc. The graduate programs take a similar approach. For example, the MBA program uses the MBA Major Field test and has a series of skill based rubrics. The mean score for our MBA students for the Fall 08 term was 261 versus the national mean score 250 (with 157 graduate business schools participating nationwide).

Our international relationships for summer and semester programs continue to expand, providing new opportunities for students and faculty. For example, we are currently negotiating a dual degree program in Germany which may allow our undergraduate students expanded study opportunities and allow their students to more easily pursue the MBA. We have added international internship partner organizations in Madrid and Beijing and we had a faculty member on sabbatical at one of our French partner schools in the Fall 08 term. COB and CAST faculty members continue to work on a large multi-year grant from the federal Department of Education to involve student teams in development of international market opportunities for Illinois firms. All programs continue strong internship programs and we continue to work to expand international internship opportunities. The COB Curriculum team continues work on the integration of life-long learning skills into the broader curriculum. The FIL department has submitted paperwork for its minor in Financial Planning and departmental faculty members in Marketing and Accounting are reviewing options for the Professional Sales and BIS minors currently under construction.

4. Maintain strong stand-alone graduate programs.

Outcomes: Build and maintain a state-of-the-art MBA program. Continue our well-respected and in-demand Corporate MBA program. Coordinate with college-level reaffirmation of accreditation. Maintain a continually assessed and state-of-the-art MBA program.

Results: The MBA program staff continues to work to build enrollment in the on-campus MBA program. The Corporate MBA program offered in partnership with the McLean County Chamber of Commerce continues to achieve success. A cohort of 25 students completed the program in Summer/Fall 08 and a new cohort of 33 students has begun. MBA assessment activities parallel those of the undergraduate programs through the use of the ETS Major Field test for the MBA and through skills based rubrics.

5. Niche graduate programs that provide added value in a synergistic relationship to undergraduate programs.

Outcomes: A high-quality BS/MPA program. Develop a new five-year MS program in Human Resource Management.

Results: The BS/MPA and MSA programs in the Department of Accounting continue to be successful. In the most recent three years reported by the National Association of State Boards of Accountancy (NASBA), the Department of Accounting has been nationally recognized for the performance of its students with BS/MPA and MSA degrees on the national CPA examination. In 2005, the Department ranked 18th in the nation on the entire exam. In 2006, the Department ranked 7th nationally on the auditing (AUD) section of the exam. In the most recent statistics, 2007, the Department ranked 5th in the nation on the financial accounting and reporting (FARS) section.

A new winter internship plan of study was developed for 4th year BS/MPA students in February 2008. The first interns of that program began their internships in January 2009. This important new program will place in excess of 80% of the interns in full-time positions after completion of the 5th year of their BS/MPA program. The BS/MPA program continues to be a program of choice for students. The number of students selecting the BS/MPA program increased 11% from 2006 to 2007 and 46% from 2007 to 2008. Enrollments in the graduate portion of the BS/MPA program and the MSA program remain strong. Finally, the MQM department has prepared a proposal for a 5-year BS/MS program in Human Resource Management to be submitted to the university curricular process.

Goal 2: To be a demographically and intellectually diverse community promoting excellence.

Critical Success Factors:

1. Excellent faculty and staff who will meet the needs of the College and its students (Educating Illinois Goals 1 & 2).

Outcomes: Retention of existing faculty. Be competitive in hiring practices and packages for terminally qualified faculty (EI Goal 2, Strategy 1). Provide an adequate level of graduate assistant support (EI Goal 2, Strategies 1, 2 & 4). Provide increased instructional capacity (EI Goal 1, Strategy 1).

Results: The College was very successful with hiring in FY09. We hired two new tenure-track faculty members in Accounting (one in Financial and one in Managerial), a tenure-track faculty member in Business Law/Legal Environment, and a new Associate professor in Marketing. We have an offer pending to a potential hire in Finance and an on-going search in Business Teacher Education. We have begun benchmarking against national competitors as well as our peer/aspirational/competitor schools using the AACSB Business School Questionnaire and the annual AACSB Salary Survey. The FY09 Enhancement Funds supported an increase in graduate assistants that restored almost all positions lost during the

2001 budget reductions. In all, we spent \$285,000 on graduate assistants (with \$79,000 coming from Enhancement funds) to be able to cover nearly all tenured/tenure-track faculty members in the College at ten hours of support per week. However, our monthly stipend is lower than it should be, and we continue to work on this issue. Finally, FY09 Enhancement Funds allowed the College to work toward reducing our class sizes (particularly in the COB core courses) via the addition of three permanent NTT faculty members (which the College supplemented so that each department received one net additional faculty member).

2. A student body consisting of diverse motivated individuals with high standards and high expectations (Educating Illinois Goal 1, Strategies 1 through 6).

Outcomes: Recruit a diverse group of high-quality students.

Results: Our incoming student profile continues strong with an average ACT for new students in Fall 08 of 23.9. In addition, 34% of these students ranked in the top one-quarter of their high school class. Our average GPA of transfer students enrolling in Fall 08 was 3.25. Total COB freshman enrollment of Fall 08 was up 5.13% over the previous year. Note that several areas in the College are experiencing rapid growth. For example, enrollment in the Department of Accounting at the undergraduate level has increased 56% since Fall-term 2004.

Through the leadership of Christine Knuth (our Assistant to the Dean for Student Services) we continue our efforts to recruit high caliber students. We have continued our Student Ambassador telethon of prospective students. In January, Ambassadors phoned newly admitted freshman business majors and were able to reach 67% of the pool. Of this group 80% were planning to attend or were still considering Illinois State. Departments continue to send individualized letters to newly admitted students (with ACT scores of 24 and above) to encourage them to enroll at ISU. In addition, we have used College funds to increase our presence at the annual Young Entrepreneurs Conference. This conference is hosted by the Illinois Institute for Entrepreneurship Education (IIEE) and is aimed at minority students in Chicago. Finally, we continue our College-wide Minority Scholarships through the use of contributed funds. The first recipients of the Livingston Family Scholarship were awarded in 2009. This scholarship is focused on attracting high caliber African-American students to major in Business.

3. An individualized educational experience (Educating Illinois Goals 1 through 3).

Outcomes: Maintain optimal class sizes for core classes, major classes and elective classes (EI Goal 1, Strategies 1 & 5; EI Goal 2, Strategies 2 & 3). Increase and enhance summer session (EI Goal 1, Strategies 1 & 5). Enhance sense of community in the College of Business (EI Goal 3, Strategies 1 through 5).

Results: We made progress in reducing class sizes for Spring-term 09. As mentioned above, we were able to add additional NTT faculty support to all four departments thereby allowing some reduction in our COB core classes. We were able to expand our Summer school offerings somewhat by supplementing University summer school funds with our

own. We continue with our very successful Junior Experience event which is used to orient students to the College of Business early in their third year. In addition, our Advisement staff is preparing a formal program to aid the student transition from University College advisement staff to our COB staff. We continue to target COB resources for student enhancement opportunities, including the COB graduation events in both Fall and Spring, student participation in regional and national competitions, and student preparation for certification exams.

4. State of the art facilities and technology for students, faculty, and staff (Educating Illinois Goals 1, 2 & 5)

Outcomes: Enhance use of classroom technology (EI Goal 1, Strategies 1 & 5; Goal 2, Strategy 3). Maintain adequate technical support staff (EI Goal 2, Strategy 3). Maintain adequate computer support for faculty.

Results: Our technology staffing situation has improved because of FY09 Enhancement funds that allowed us to move to four full-time technology staff members. We continue to spend large sums on computer recapitalization and have started a program to use contributed funds to replace/rotate classroom technology. We have also used contributed funds to make building improvements such as adding sound deadening tiles to the COB Boardroom and the Executive classroom and to add “air-doors” to our outer entryways in order to better maintain building temperatures (particularly in the atrium). Finally, our Technology Team has offered a variety of programs to assist faculty in understanding and integrating new technology, such as clickers and podcasting.

Goal 3: To enhance positive recognition of the college.

Critical Success Factors:

1. A faculty with nationally recognized expertise (Educating Illinois, Goal 2).

Outcomes: Expand leadership roles in national organizations (and journals) in disciplinary/professional organizations (EI Goal 2, Strategies 1, 4, 5 & 6). Increase grant-related research activity (EI Goal 2, Strategy 4). Fund and encourage faculty professional development opportunities (EI Goal 2, Strategies 2, 4 & 5).

Results: Two of the four departments in the College currently have faculty serving as journal editors and all departmental faculty are active in reviewing for journals and discipline based conferences. In addition, we have two other faculty members who have recently completed their terms as journal editors. The College has provided matching funds for the Department of Education grant mentioned earlier and we continue to encourage grant submission activities. Our faculty members continue to be very productive in the research arena. For 2008 and the first part of 2009 we published and presented 335 intellectual contributions with 107 of those outcomes in peer reviewed journals. We were able to supplement University URG funds with FY09 Enhancement funds. In addition, we were

able to provide over \$12,000 in development opportunities for faculty via FY09 Enhancement funds and College support.

The College has received important external recognition. Our MBA program received national recognition when it was included in the Princeton Review's *Best 296 Business Schools*. Further, our undergraduate programs were selected as one of only 130 programs in the U.S. to be included in *Business Week's* 2008 review of undergraduate business programs. We ranked 38th among public universities and 79th overall (second in Illinois). This is the second straight year that we have been including in this prestigious ranking.

2. Continue AACSB International accreditation for business, accounting, and graduate programs (Educating Illinois Goals 1, 2 & 3).

Outcomes: Assessment plans for all programs in the College. Refine AQ/PQ standards for the College. Follow Maintenance of Accreditation timeline.

Results: This area continues as a high priority this year in that we have moved into our five-year review period. All departments/programs have a completed assessment plan in place. We have completed the review of our standards for determining Academically and Professionally Qualified (AQ/PQ) faculty and a revision to this standard has been passed by our College Coordinating Team. We will submit our formal request for Maintenance of AACSB Accreditation in July 2009. This request includes a comprehensive review of our programs and begins the process of choosing and interacting with our visitation team. We also continue all annual AACSB requirements such as completion of the Business School Questionnaire, the AACSB Salary Survey and the Annual Maintenance Report.

3. Programs that strengthen partnerships with business partners and alumni (Educating Illinois Goals 1 through 4).

Outcomes: Develop and support appropriate centers and institutes. Develop and maintain appropriate initiatives and partnerships.

Results: Departments continue to evaluate this area. The College already has a number of externally focused arms: the Center for Insurance and Financial Services (the Katie School), the Institute for Insurance Ethics, the Professional Sales Institute, the Institute for Entrepreneurial Studies, and the Illinois Small Business Development Center at Illinois State University. In addition, we have recently created an International Business Institute and an Organizational Leadership Institute. We have continued the Leadership Fellows program from last year, including mentoring opportunities provided by executives of State Farm. We have created management development/leadership programs for Growmark and AFNI and may develop other programs for area employers.

An on-going issue continues in that existing Institutes (except for the SBDC) are without clerical support and there is currently limited space allocated to them. We expect to develop a plan to help with the space needs in the near future but clerical support will require additional funding or the use of agency funds.

4. Increase the number of businesses which seek to partner with the college and hire our graduates.

Outcomes: Increased opportunities for business partners to interact with students. Increased number of business partners who seek to interview our students. Increase placement rates. Benchmark satisfaction, placement and graduate school database. Increase student awareness of job search needs and skills.

Results: A number of programs continue to be effective in maintaining and strengthening partnerships with external constituencies. The Business Week keynote speaker in 2008 was Ed Rust, CEO of State Farm Insurance Companies. The speaker for 2009 will be COB graduate and Hall of Fame member Jim Tyree, Chairman and CEO of Mesirow Financial. We have reviewed our Hall of Fame Ceremony and moved it to Business Week for next year. This year we will induct five alums in the Hall of Fame plus three Friends of the College. Because of the shift in the Hall of Fame date we were able to develop a “Young Alum” Hall of Fame (the Early Career Achievement Award) ceremony which replaced our current ceremony during Homecoming Week. We also developed a College of Business Alumni Network which has had several events in FY09. The Professional Sales Institute increased participation in its Sales Career Fair, and the Accounting Department supports annually the Student Accounting Society’s Meet the Firms Night, attracting important partner firms. A number of Preferred Partner companies have access to our interview suite in the COB Building, and 30 of the *Fortune* 100 firms are among the top 100 employers of COB graduates. Our COB and focused advisory councils continue to be effective conduits between the College and industry.

5. An effective marketing communications strategy (Educating Illinois Goals 3 & 4)

Outcomes: Develop a media relations plan. Use an appropriate sub-brand for the College of Business (within the ISU brand). Develop an infrastructure to assure visual, language and message continuity.

Results: This area continues as a need. We continue to revise the College of Business website in order to make it as effective as is possible. We continue to review and coordinate web and print materials to maximize branding and clarify image for the COB. However, more work is required in this arena. We will work with the new Dean and University Marketing to improve in this area and to develop the required infrastructure. In the long term, we likely will need to move to a staffing model with a full-time Marketing and Communication Director for the College.

6. Increased private support for the College of Business.

Outcomes: Increased scholarship support for COB students. Increased support for expenses associated with technology and research databases. Increase general support for the College including new program development and permanent endowed dollars to fund institute/center activities. Increase endowed professorships and endowed chairs. Increase

private support for faculty research and professional development. Research and get approved the minimum required to endow/name the College of Business.

Results: COB Development Officer Norris Porter has been very active here. We have had a number of visits to alums during FY09, we have had input in University funding requests to our major business partners (State Farm, AFNI, COUNTRY and CAT). All of the AFNI gift will come to the COB. Five new endowed scholarships have been created in FY09 along with four restricted scholarships. One additional scholarship is in the planning stage. A sizeable gift of \$83,000 was made by a donor who is currently endowing a professorship. A major ask will be made to GROWMARK soon. A large estate gift will be received by the ISU Foundation in the near future and half of the funds will be used to support our Institute for Entrepreneurial Studies. An exclusive executive event will be hosted by two alums in Chicago during the fall to introduce the new dean and share the funding needs and priorities of the COB.

7. An active and vibrant College of Business Alumni Network.

Outcomes: An alumni network that is involved in fund-raising, is involved in career networking, and provides an active social and professional networking back-bone for the COB.

Results: The COB developed its own Alumni Network during FY09. We had a very successful event at Homecoming and will have events for alumni during Business Week and in Chicago in April. The network is based in part on LinkedIn (a networking tool for professionals). We now have a LinkedIn group for the College, EIF and MBA program. Our message to alums is build on Redbird tradition and reconnect with fellow alumni and the COB. Through their involvement and support the COB will continue on a path of greater distinction.

8. Enhance overall quality of the College of Business.

Outcomes: Benchmark relative to peer/aspirational/competitor schools.

Results: As mentioned earlier, we have begun efforts to benchmark. We currently benchmark against peer/aspirational/competitor schools using data available from AACSB via the Business School Questionnaire that must be completed every Spring. We also began more focused benchmarking via the AACSB Salary Survey. We have always used national comparative data for public, accredited institutions but now we are able to perform more focused analyses. Finally, we are reviewing the possibility for benchmarking against a subset of peers using the ETS Major Field Test in Business. Once again, we have always used national data but we are exploring subset analysis.

C. Measures of productivity

University data indicate that once again the College of Business is one of the most productive colleges on campus. As noted in previous years, we believe the college is so productive that the quality of student's academic experience could be jeopardized. Relevant examples of this productivity are provided below, with the data analysis included as Appendix I.

Degrees conferred and student headcount

The College has worked to slow our growth in majors and baccalaureate degrees conferred by cooperating with Admissions to control new freshmen and transfers. Thus, our number of degrees conferred has decreased slightly from last year. The number of new students has exceeded targets for each of the past four years, so our total undergraduate enrollment has also increased over the past four years. We hope that our standards to progress in the major (minimum 60-hour GPA of 2.5) will help manage enrollment levels in upper division courses.

Masters Degrees awarded have declined slightly. Actual enrollments in COB Accounting Masters programs have decreased slightly at the graduate level but they show a large increase for those undergraduate students who will soon be moving into the graduate component. MBA program numbers have increased slightly.

Credit Hours

The College of Business generated over 30,000 Credit Hours for our 107 faculty in Fall-term, 2007. In the key comparison of Credit Hours per FTE the COB continues to carry a significant burden. The University (without COB) generates 171.5 credit hours per tenure track faculty and 288 hours per non-tenure track faculty; the COB generated 229 and 575 respectively for each category. Note that these figures will be better beginning in Spring 09 because of additional NTT funding that was provided via Enhancement funds.

Class size

Class size distributions reflect an issue for the college. Small classes in the COB represent only 17.6 percent of the total, where the university without the COB would have 39.9 percent small classes. On the other hand, the COB has roughly three times the percentage (10.0 percent) of large classes than the rest of the university (3.5 percent). Also, note that a large number of our "medium" sized classes for Fall 08 (14 sections) are above 95 and are thus slightly below the cut of 100 necessary to be considered large. Again note that this situation is improved beginning in Spring 09 because of the addition of four new NTT faculty to the College.

Summer School

The COB again was a major contributor to summer enrollment. COB enrollment in Summer 2008 was 14 percent of the university.

II. Internal Reallocations and Reorganizations

A. Describe any reallocations or reorganizations

All faculty requests are to replace departing faculty in the same department/discipline or for net additional faculty lines to support high-demand programs or to help us offer students smaller class sizes. We were able to expand our Technology staff to four full-time individuals.

B. Uses of Funds to enhance accomplishments and productivity

University Research Grant Funds totaling \$19,978 supported 7 faculty pursuing grants selected through approved guidelines by a sub-team of the Human Resources Development Team. The College supplemented these amounts with an additional \$40,000.

College of Business foundation funds expenditures for academic purposes totaled more than \$900,000 for fiscal year 2007, and just over \$252,000 for the first half of FY08. Of this amount, the vast majority was for program support that funded student scholarships and awards, curriculum development, and faculty development, and for research, primarily in the program areas of insurance, finance, risk management, professional sales, and accounting. The Katie School awarded more than \$100,000 in research or development grants to faculty, and the Department of Accounting awarded \$24,000 to faculty as summer research grants. ADM funds supported student and faculty in international exchanges. Other foundation funds supported: faculty recognition and awards (including Caterpillar Faculty Scholars, Wilma Jean Alexander Technology Innovation Award; Manahan Family Teaching Excellence Award; College Research and Service Awards); faculty recruitment; technology enhancements and staff support; student scholarships and awards (including the minority business scholars program; the Caterpillar Student Scholars program; several endowed scholarships; and Dean's scholars) and almost **250** departmental awards; alumni activities, and fund raising/friend raising.

The college has almost no permanent variance dollars; any becoming available are reallocated to meet instructional needs (non-tenure track faculty or summer school) and faculty research and professional development.

Technology Tuition Funds received totaled \$114,000. These funds supported costs for student lab monitors, equipment upgrades, equipment maintenance and repair, software and site licenses, and supplies.

Restricted gifts or contractual funding supported: the Corporate MBA program; the London Market summer study program; Katie School student leadership programs; the Insurance Regulators Workshop; and associated programs, such as the Business Plan Competition; the Professional Sales Competition and Student Scholars Program; the GROWMARK and Afni Leadership Development programs; Caterpillar Faculty Scholars and Student Scholars; faculty awards; activities for the Caterpillar Leadership programs, and numerous student scholarships and awards.

C. Accountability Reports follow this page.

**Illinois State University
Academic Affairs
Accountability Report for FY09 Program Enhancements**

Please complete one form for each FY09 program enhancement.

1. Unit(s) receiving support: College of Business
2. Contact name, phone, email: Dr. C. McGuire, 8-2251, crmcgui@ilstu.edu
3. Short title of the initiative: COB Technology Staff
4. Describe the use of enhancement funds and how these funds have helped meet the goals and priorities of the College/Unit. Include plans for any component of the enhancement project not yet completed (if necessary).

We received \$42,500 in permanent enhancement funds for this initiative. The funding allowed us to expand our technology support staff from 3.5 to 4 full-time individuals. This expansion has been needed since the move to our new building four years ago in that we nearly doubled the number of computers that we have in the building. The staff expansion has allowed us to maintain our level of support.

We were able to hire Wesley Chenault in mid-December of 2008 because of the timing of the Enhancement budget release. As a result, we have a \$20,833 positive variance for this year which we will use to supplement Summer school.

**Illinois State University
Academic Affairs
Accountability Report for FY09 Program Enhancements**

Please complete one form for each FY09 program enhancement.

1. Unit(s) receiving support: College of Business/Marketing
2. Contact name, phone, email: Dr. C. McGuire, 8-2251, crmcgui@ilstu.edu
3. Short title of the initiative: Director of the Professional Sales Institute
4. Describe the use of enhancement funds and how these funds have helped meet the goals and priorities of the College/Unit. Include plans for any component of the enhancement project not yet completed (if necessary).

We received \$20,000 in permanent enhancement funds for this initiative. The \$20,000 will be supplemented by agency funds from the Professional Sales Institute. The funding will allow us to hire a full-time A/P director for the PSI. The additional position will help us to achieve two goals. First, we will be able to expand our out-reach efforts to the business community by increasing availability of training programs, etc. Second, this position will allow us to better utilize the Faculty Director position to focus on student-oriented activities such as our Sales Career Fair held each semester. Also, the Faculty Director will teach additional courses allowing us to expand our curricular offerings.

We have recently held interviews for candidates for this position and hope to have an offer out soon. We anticipate that the individual should be able to assume the position by mid- to late-March. As a result, we may have a positive variance on the line for this year but we are as yet unable to evaluate the amount. We likely will not draw from agency funds for this year but will need to in future years.

**Illinois State University
Academic Affairs
Accountability Report for FY09 Program Enhancements**

Please complete one form for each FY09 program enhancement.

1. Unit(s) receiving support: College of Business
2. Contact name, phone, email: Dr. C. McGuire, 8-2251, crmcgui@ilstu.edu
3. Short title of the initiative: Permanent NTT funding
4. Describe the use of enhancement funds and how these funds have helped meet the goals and priorities of the College/Unit. Include plans for any component of the enhancement project not yet completed (if necessary).

We received \$86,136 in permanent enhancement funds for this initiative. The funding allowed us to expand the number of non-tenure track faculty in the College of Business. The allocation was for three positions and the College supplemented the funds to allow each department to add a new NTT faculty member. This staff expansion has allowed us to reduce the size of our College core classes. For example, the Marketing department has been able to move from two large sections of MKT 230 with an average enrollment of 190 students (plus an Honors section) in Spring 08 to four small sections of 38 students and two mid-sized sections averaging 95 (plus an Honors section) for Spring 09. We have seen similar patterns in other departments. We have also been able to meet increase student demand. For example, we went from serving 330 students in MQM 227 in Spring 08 with one large section and 5 sections of 40 students to serving 470 students in one large section and eight small sections (ranging from 34 to 37). Thus the funds have allowed us to better serve students by both reducing class sizes and adding needed seats.

**Illinois State University
Academic Affairs
Accountability Report for FY09 Program Enhancements**

Please complete one form for each FY09 program enhancement.

1. Unit(s) receiving support: College of Business
2. Contact name, phone, email: Dr. C. McGuire, 8-2251, crmcgui@ilstu.edu
3. Short title of the initiative: Faculty Professional Development
4. Describe the use of enhancement funds and how these funds have helped meet the goals and priorities of the College/Unit. Include plans for any component of the enhancement project not yet completed (if necessary).

We received \$40,000 in temporary enhancement funds for this initiative. This funding is for the third year of a three year request. The funds allow two initiatives. \$10,000 of the funding is used for professional development activities. Thus far we have expended or encumbered \$11,775 to support the following activities:

- a. Aysen Bakir to attend the Advertising Educators Visiting Professors program (July, 2008 -- \$539)
- b. Deborah Seifert to attend a seminar on teaching via cases at Harvard Business School (October, 2008 -- \$926)
- c. Horace Melton to attend the Frontiers in Services conference at University of Maryland (October, 2008 -- \$1243)
- d. Rosie Hauck to attend a QSR NVivo workshop in Chicago (November, 2008 -- \$984)
- e. Steve Taylor to attend a seminar on advanced statistical techniques at CARMA at Virginia Commonwealth University (January, 2009 -- \$1126)
- f. Mike Humphreys to attend a seminar on advanced statistical techniques at CARMA at Virginia Commonwealth University (January, 2009 -- \$1148)
- g. Gary Hunter to attend a seminar on structural equation modeling using SmartPLS (January, 2009 -- \$1378)
- h. Aysen Bakir to attend the ACR International conference in India (January, 2009 -- \$1950)
- i. Elango Balasubramanian to attend a Structural Equation Modeling seminar at Georgia State University (January, 2009 -- \$1412)

We also have a trip encumbered:

- j. Deborah Seifert to attend a seminar on Structural Equation Modeling at CARMA at Virginia Commonwealth University (May, 2009 -- \$1068)

The remaining \$30,000 is used to supplement University funds for URGs. Applications are currently being reviewed and we anticipate funding at least six individuals at \$5000 each. Last fiscal year we supplemented this fund with college dollars and supported seven individuals.

**Illinois State University
Academic Affairs
Accountability Report for FY09 Program Enhancements**

Please complete one form for each FY09 program enhancement.

1. Unit(s) receiving support: College of Business

2. Contact name, phone, email: Dr. C. McGuire, 8-2251, crmcgui@ilstu.edu

3. Short title of the initiative: Part-time Secretaries and Graduate Assistants

4. Describe the use of enhancement funds and how these funds have helped meet the goals and priorities of the College/Unit. Include plans for any component of the enhancement project not yet completed (if necessary).

We received \$79,000 in temporary enhancement funds for this initiative. The funding is for the third year of a three year request. We decided this year to use all of the funds to support graduate assistants. The College will move to a model of supporting the requested secretaries from agency funds in order to better meet University needs to ensure that these funds are being expended in a timely manner.

In all, we have spent or encumbered \$285,313 on graduate assistants for this fiscal year. We have \$194,147 in permanent GA funding available and supplemented the \$79,000 in Enhancement funds with \$12,166 additional from the college to meet departmental requirements. Without these Enhancement funds, we simply would not have been able to hire the needed graduate assistants. Reducing the number of assistants would have reduced support to faculty and potentially limited enrollment in our graduate programs.

III. Major Objectives and Productivity Measures for FY10

Action items support strategic goals and critical success factors in our strategic plan.

Goal 1: To develop professionals who can provide leadership to business and society.

Critical Success Factors:

Continue high standards of excellence for student performance and ethical conduct.

- Complete process to address violations of the *Standards of Professional Behavior and Ethical Conduct* throughout the curriculum.
- Integrate the PRiME Ethical Standards into ethics coverage in our curriculum and in our research.

Graduates prepared for post-graduate programs and/or professional certifications where applicable.

- Develop a tracking mechanism to gather this information.
- Continue to promote student involvement in professional enrichment activities, such as certifications and competitions
- Continue to encourage high-potential accounting majors to select the BS/MPA as the curricular path for CPA exam preparation.

Continue an integrative and responsive curriculum that provides current professional skills.

- Continue our college-wide assurance of learning efforts.
- Review/develop new minors in Professional Sales and BIS.
- Increase number of COB internships where appropriate.

Maintain stand-alone graduate programs.

- Increase enrollment in the on-campus MBA program.
- Continue assessment of the MBA program.

Maintain niche graduate programs that provide added value in a synergistic relationship to undergraduate programs.

- Continue support of the BS/MPA program.
- Complete the request process for the 5-year BS/MS in HRM.

Goal 2: To be a demographically and intellectually diverse community promoting excellence

Critical Success Factors:

Maintain an excellent faculty and staff who will meet the needs of the College and its students.

- Based on comparative data from peer institutions and AACSB, secure funds to enhance faculty recruitment (i.e. competitive packages including initial salary, summer research support, reduced teaching load for one or two years, etc).
- Continue recruiting efforts and progress toward achieving a diverse group of high quality students.
- Continue to increase instructional capacity.

Maintain a student body of diverse, motivated individuals with high standards and high expectations.

- Continue to recruit a diverse group of high-quality students.
- Continue efforts to enhance student scholarships.

Maintain an individualized educational experience.

- Work toward optimal class sizes in our courses.
- Continue to work with the Provost to increase and enhance summer school.
- Continue to support community building events.

Enhance our state of the art facilities and technology for students, faculty, and staff.

- Continue to explore and implement technologies that enhance classroom instruction.
- Continue adequate computer support for faculty.

Goal 3: To enhance positive recognition of the college.

Critical Success Factors:

Maintain a faculty with nationally recognized expertise.

- Encourage leadership roles in national organizations and journals.
- Strive to increase the quantity and quality of scholarly output by utilizing increased faculty summer grant opportunities and increased graduate assistant support.
- Continue to seek funds and encourage faculty to take advantage of professional development opportunities.

Continue AACSB International accreditation for business, accounting, and graduate programs.

- Continue to review all areas of the College to ensure compliance with AACSB standards.
- Continue actions needed for next re-affirmation visit.

Maintain programs that strengthen partnerships with business partners and alumni.

- Continue to implement programs for Caterpillar Leadership initiative.
- Implement newly created partnerships with GROWMARK and Afni, and seek similar opportunities to work with other business partners.

Increase the number of businesses seeking to partner with the college and hire our graduates.

- Continue to increase placement rates.
- Benchmark placement data with other schools.

Develop an effective marketing and communications strategy.

- Develop a media relations plan.
- Continue to work on our brand.

Increase private support for the College.

- Continue efforts aimed at friend and fund-raising.
- Work toward increased Endowed Professorships and Chairs
- Work toward endowing/naming the College of Business

Develop an active and vibrant COB Alumni Network.

- Continue to promote the network.
- Continue to host at least two network events per year.

Enhance overall quality of the College of Business.

- Expand efforts to benchmark with other institutions.

IV. Program Enhancement Requests

Follow in Appendix II.

V. Position Requests: Replacement and New

Based on the current status of faculty searches for FY09, we request funding for replacement and new positions as noted in Appendix III.

VI. Facilities Requests

None for FY10.

Appendix I

Productivity Measures

College of Business

Table 1A
 Degrees Conferred by College, Level, Department and Major
 Fiscal Years 2004 through 2008

	<u>Baccalaureate</u>				
	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Illinois State Univ.	4,148	4,274	4,158	4,306	4,186
College of Business	832	878	748	752	731
ISU less COB	3,316	3,396	3,410	3,554	3,455
	<u>Masters</u>				
<u>College/Department/Major</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Illinois State Univ.	678	715	755	671	663
College of Business	98	102	103	98	95
ISU less COB	580	613	652	573	568

Table 1B
 Census Day Headcount Enrollment
 by College, Department and Major
 Fall 2004 through Fall 2008

	Undergraduate				
	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Illinois State Univ.	17866	17827	17842	17655	17949
College of Business	2934	2879	3075	3175	3329
ISU less COB	14932	14948	14767	14480	14620
	Masters				
	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Illinois State Univ.	2,140	2,016	1,994	2,012	2,086
College of Business	224	202	206	208	201
ISU less COB	1916	1814	1788	1804	1885

Table 1D
 Census Day Class Size Distributions By College and Department
 Excluding non-graded sections, professional practice and independent study
 Fall 2004 through Fall 2008

<u>College/Department</u>	<u>Range/ Class Size</u>	<u>Fall Semester</u>					% of 08 total
		<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	
Business		<u>249</u>	<u>246</u>	<u>255</u>	<u>264</u>	<u>250</u>	
	<u>Small</u>	49	51	48	51	44	17.6
	<u>Medium</u>	177	174	188	193	181	72.4
	<u>Large</u>	23	21	19	20	25	10.0
University without Business		<u>2,496</u>	<u>2,453</u>	<u>2,461</u>	<u>2,448</u>	<u>2,517</u>	
	<u>Small</u>	921	984	971	987	1,006	39.9
	<u>Medium</u>	1,487	1,372	1,403	1,375	1,425	56.6
	<u>Large</u>	83	88	97	86	86	3.4

NOTE: Small = 1 to 19 students
 Medium = 20 to 99 students
 Large = 100 + students

Table 2B
 End of Term Credit Hours by Funding Department and Appointment Type of Instructor
 Fall 2008

	<u>No.</u>	<u>FTE</u>	Credit <u>Hours</u>	Credit <u>Hrs/FTE</u>
College of Business				
TT Faculty	78	78.0	19,420	229.0
NTT Faculty	29	19.6	11,283	574.8
Finance, Insurance & Law				
TT Faculty	18	18.0	5,051	280.6
NTT Faculty	4	3.3	1,821	560.3
Accounting				
TT Faculty	18	18.0	4,413	245.2
NTT Faculty	10	7.0	4,514	644.9
Management & Quantitative Methods				
TT Faculty	25	23.0	5,527	221.1
NTT Faculty	6	5.5	3,400	618.2
Marketing				
TT Faculty	17	17.0	4,429	260.0
NTT Faculty	6	2.9	987	342.8

Appendix II

Enhancement Requests

College of Business

**Illinois State University
Academic Affairs
Provost Enhancement Request for Program Support**

Cover Sheet

1. Unit(s) submitting request: **College of Business**
2. Priority number of request:
3. Short title of the proposed initiative: **Graduate Assistant Support for Institutes and Departments**
 - a. Project Funding
 - i. Enhancement dollars requested, including year of funding for multi-year projects: \$225,000 for FY 10 through FY 12
 - ii. Additional funds to support the project (in-kind)
4. Contact Information
 - a. Name: Charles McGuire or John Lust
 - b. Phone: 438-2251
 - c. E-mail crmogui@ilstu.edu or jalust@ilstu.edu

Narrative

Our current Enhancement funds include \$79,000 for clerical support and graduate assistants for FY 09. As mentioned in the narrative, this amount helped restore positions that were lost during the last budget rescission. However, our rate of pay continues among the lowest in the University at \$850 per month. Also, we have no ability to employ graduate assistants during the Sumer and several departments cannot provide assistants to all faculty members during the academic year without these additional funds. Finally, none of our Institutes have graduate assistants assigned to them. Thus we are asking to continue our current enhancement amount for another three years to help increase GA stipends and to provide additional support to departments not able to provide assistants to all faculty members.

Budget/Budget Justification

Budget indicating if request is for permanent funds, or for temporary funding for FY10, FY11, and/or FY12. Expenditures may include either personnel or operating funds. (Note: any request for tenure track faculty must be submitted on the PERS 936 rather than this form.)

Expenditure	FY10 (Temp)	FY11 (Temp)	FY12 (Temp)	Permanent
Personnel	\$75,000	\$75,000	\$75,000	
Total	\$75,000	\$75,000	\$75,000	

Provide a brief budget justification for the cost estimates of the request.

Salary – The estimate for filling these positions is based on current pay rates. They supplement our permanent graduate assistant budget.

**Illinois State University
Academic Affairs
Provost Enhancement Request for Program Support**

Cover Sheet

1. Unit(s) submitting request: **College of Business**
2. Priority number of request:
3. Short title of the proposed initiative: **Funding for Research Databases**
 - a. Project Funding
 - i. Enhancement dollars requested, including year of funding for multi-year projects: \$150,000 for FY 10 through FY 12
 - ii. Additional funds to support the project (in-kind)
4. Contact Information
 - a. Name: Charles McGuire or John Lust
 - b. Phone: 438-2251
 - c. E-mail crmogui@ilstu.edu or jalust@ilstu.edu

Narrative

This request is for funds to support the subscription costs for the research databases used by our faculty and students. Specifically, faculty members maintain the data both for their research programs and for classroom assignments. An example is IBISWorld which is used extensively in our undergraduate and graduate cap-stone courses (MQM 385 and MQM 485). It is becoming increasingly expensive to maintain these datasets and some of our current funders may be unable to continue funding beyond this year. A list of the current databases follows.

Databases That the College Currently Has:

Database	Approximate Cost	Paid for by:
IBISWorld (industry and market analysis reports, company reports, and business environment reports)	\$12,000 a year	Katie School, SBDC and COB
Standard and Poor's COMPUSTAT-Research Insight (company financial data)	\$16,500 a year	COB
CRSP (Security pricing and financial data)	\$23,000 a year	FIL Dept. (faculty member donation)
Baseline (stock market, financial statements, investment prices, etc.)	\$8,900 a year	50% COB, 50% FIL Dept.
Value Line	\$800 a year	FIL Dept. (Educ. Investment Fund)
Bloomberg System (financial market data, stocks, bonds, derivatives, etc.)	\$9,900 a year	FIL Dept.
Morning Star (formerly Ibbotson--stock market data)	\$535 a year	FIL Dept.
National Assoc. of Insurance Commissioners (NAIC) Database	\$2,500	Katie School of Insurance
Advisen (insurance database)	\$8,500 a year	Katie School of Insurance

Budget indicating if request is for permanent funds, or for temporary funding for FY10, FY11, and/or FY12. Expenditures may include either personnel or operating funds. (Note: any request for tenure track faculty must be submitted on the PERS 936 rather than this form.)

Expenditure	FY10 (Temp)	FY11 (Temp)	FY12 (Temp)	Permanent
Operating	\$50,000	\$50,000	\$50,000	
Total	\$50,000	\$50,000	\$50,000	

Provide a budget justification for the cost estimates of the request.

The cost estimates are based on a portion of our current expenses. At the amount requested there would still need to be cost sharing.

**Illinois State University
Academic Affairs
Provost Enhancement Request for Program Support**

Cover Sheet

1. Unit(s) submitting request: **College of Business**
2. Priority number of request:
3. Short title of the proposed initiative: **Support for Director of International Business Program**
 - a. Project Funding
 - i. Enhancement dollars requested, including year of funding for multi-year projects: \$30,000 for FY 10
 - ii. Additional funds to support the project (in-kind)
4. Contact Information
 - a. Name: Charles McGuire or John Lust
 - b. Phone: 438-2251
 - c. E-mail crmogui@ilstu.edu or jalust@ilstu.edu

Narrative

Dr. Iris Varner, the Director of our International Business program is retiring in Summer of 2009. The funds will allow us to re-hire her for a year on A/P status to serve only as the Program Director (i.e., not as a faculty member) while we search for her replacement. The program is at a crucial juncture in that we have a number of agreements currently being negotiated with partner schools. Putting the program on hold for a year (or more) while we search for a new faculty director will likely result in the loss of these opportunities.

Budget/Budget Justification

Budget indicating if request is for permanent funds, or for temporary funding for FY10, FY11, and/or FY12. Expenditures may include either personnel or operating funds. (Note: any request for tenure track faculty must be submitted on the PERS 936 rather than this form.)

Expenditure	FY10 (Temp)	FY11 (Temp)	FY12 (Temp)	Permanent
Personnel	\$30,000			
Total	\$30,000			

Provide a brief budget justification for the cost estimates of the request.

Salary – The estimate for filling this position is based on an estimate of the amount Dr. Varner can make in retirement. We will not know the actual amount until we have SURS calculations.

**Illinois State University
Academic Affairs
Provost Enhancement Request for Program Support**

Cover Sheet

1. Unit(s) submitting request: **College of Business**
2. Priority number of request:
3. Short title of the proposed initiative: **Support for Institute for Entrepreneurial Studies**
 - a. Project Funding
 - i. Enhancement dollars requested, including year of funding for multi-year projects: \$54,000 for FY 10 through FY 12
 - ii. Additional funds to support the project (in-kind)
4. Contact Information
 - a. Name: Charles McGuire or John Lust
 - b. Phone: 438-2251
 - c. E-mail crmogui@ilstu.edu or jalust@ilstu.edu

Narrative

Our Institute for Entrepreneurial Studies has historically been supported by a grant from the Coleman Foundation. This past year the Foundation did not renew the grant (a multi-year request for over \$500, 000) because we could not show that University level funds were going to support the Institute. Thus, these enhancement funds would allow us to re-submit that grant.

The funds would go for helping with Director Summer salary, help off-set a portion of the salary for clerical support and help provides funds to take students to annual meetings: CEO and SEA.

Budget/Budget Justification

Budget indicating if request is for permanent funds, or for temporary funding for FY10, FY11, and/or FY12. Expenditures may include either personnel or operating funds. (Note: any request for tenure track faculty must be submitted on the PERS 936 rather than this form.)

Expenditure	FY10 (Temp)	FY11 (Temp)	FY12 (Temp)	Permanent
Personnel & Operating	\$18,000	\$18,000	\$18,000	
Total	\$18,000	\$18,000	\$18,000	

Provide a brief budget justification for the cost estimates of the request.

Salary – The personnel expense (\$15,000) would help cover the Director’s summer salary and help pay for clerical support. The Operating funds (\$3000) would help support student travel to the meetings mentioned above.

**Illinois State University
Academic Affairs
Provost Enhancement Request for Program Support**

Cover Sheet

1. Unit(s) submitting request: **College of Business**
2. Priority number of request:
3. Short title of the proposed initiative: **Support for Faculty Development**
 - a. Project Funding
 - i. Enhancement dollars requested, including year of funding for multi-year projects: \$120,000 for FY 10 through FY 12
 - ii. Additional funds to support the project (in-kind)
4. Contact Information
 - a. Name: Charles McGuire or John Lust
 - b. Phone: 438-2251
 - c. E-mail crmogui@ilstu.edu or jalust@ilstu.edu

Narrative

We have had Enhancement Support for the last three years for Faculty Development. This funding has allowed two initiatives. We have used \$10,000 to fund travel to professional development opportunities. In each of the past three years we supplemented the Enhancement Funds because of the number of good opportunities available. In addition, we funded \$30,000 in competitive summer research grants. These have helped maintain our College's research productivity. Thus we are asking for a continuation of these programs.

Budget/Budget Justification

Budget indicating if request is for permanent funds, or for temporary funding for FY10, FY11, and/or FY12. Expenditures may include either personnel or operating funds. (Note: any request for tenure track faculty must be submitted on the PERS 936 rather than this form.)

Expenditure	FY10 (Temp)	FY11 (Temp)	FY12 (Temp)	Permanent
Personnel & Operating	\$40,000	\$40,000	\$40,000	
Total	\$40,000	\$40,000	\$40,000	

Provide a brief budget justification for the cost estimates of the request.

Salary – The personnel expense (\$30,000 per year) would help fund Summer research grants. The Operating funds (\$10,000 per year) would help support faculty travel to the conferences and training programs mentioned above.

**Illinois State University
Academic Affairs
Provost Enhancement Request for Program Support**

Units in Academic Affairs are invited to submit requests for enhancement funds for program support. Requests may be for temporary or permanent funding and may include requests for either personnel dollars or for operating dollars. Ranked proposals must be included with the FY10 Annual Report in the Provost's Office by March 6, 2009. Please submit a cover sheet, narrative, and budget with justification for each request.

1. Cover sheet with the following information
 - Unit submitting request
 - Priority number of request
 - Short title of the proposed initiative
 - Enhancement dollars requested, including year of funding for multi-year projects
 - Contact information
 - Name
 - Phone
 - E-mail

2. Narrative (no more than 1-2 pages) with a description of this initiative and expected outcomes.

3. Budget indicating if request is for permanent funds, or for temporary funding for FY10, FY11, and/or FY12. Expenditures may include either personnel or operating funds. (Note: any request for tenure track faculty must be submitted on the PERS 936 rather than this form.)

Expenditure	FY10 (Temp)	FY11 (Temp)	FY12 (Temp)	Permanent
Total				

4. Provide a budget justification for the cost estimates of the request.

Appendix III

Position Requests

College of Business

FY10 Search/FY11 Hire
Illinois State University
Tenure Track Faculty Position Request

I. College Priority Number:

II. College: **Business**

Department: **Accounting**

III. Specialization/Discipline: **Taxation**

IV. Justification: Is this tenure track position in an area of college priority or program growth? Is this program facing a pending retirement or other unique need?

Professor Darryl Brown has submitted his resignation effective June 30, 2009. There remains a strong student demand for all accounting courses. Enrollments in the Department of Accounting have increased 56% since 2004. Professor Brown's expertise, taxation, is of paramount importance to the accounting curriculum. Enrollments in the introductory tax courses professor Brown teaches typically average over 30 students. Enrollments in accounting programs are expected to remain strong for many years.

V. Rank (select one)

Assistant X Assistant/Associate _____ Associate/Full _____ Full _____
For requests to hire at the rank of Associate/Full or Full professor, please include a brief justification.

VI. Salary (All requests are for 9 month appointments)

AIF Monthly: \$15,000

Dept. Monthly: _____
(If non-reappointment, etc.)

Total Monthly: \$15,000

FY10 Search/FY11 Hire
Illinois State University
Tenure Track Faculty Position Request

I. College Priority Number:

II. College: COB

Department: MQM - 558

III. Specialization/Discipline:

Doctorate in Management with emphasis in Entrepreneurship/Small Business Management. Incumbent will teach courses in the Entrepreneurship area, such as Small Business Management, Entrepreneurship I and II, and other ESBM seminars.

IV. Justification: Is this tenure track position in an area of college priority or program growth? Is this program facing a pending retirement or other unique need?

This request is to fill the position vacated by Jay Azriel's resignation. Our efforts to recruit for this position in the 2007-2008 academic year were unsuccessful, resulting in a failed search. The Entrepreneurship/Small Business Management Sequence is the largest Sequence in the Management area and it continues to attract more students. We need to hire another tenure track faculty member to meet student demand. Failure to do so will hamper our ability to offer the courses Entrepreneurship students need to graduate in a timely manner. In addition, we will no longer offer courses, such as Entrepreneurship in the Arts I and Entrepreneurship in the Arts II to benefit non-COB students.

V. Rank (select one)

Assistant _____ Assistant/Associate X Associate/Full _____ Full

_____ For requests to hire at the rank of Associate/Full or Full professor, please include a brief justification.

VI. Salary (All requests are for 9 month appointments)

AIF Monthly: \$13,000

Dept. Monthly: _____
(If non-reappointment, etc.)

Total Monthly: \$13,000

FY10 Search/FY11 Hire
Illinois State University
Tenure Track Faculty Position Request

I. College Priority Number:

II. College: COB

Department: MQM - 558

III. Specialization/Discipline:

Doctorate in Management with emphasis in Entrepreneurship/Small Business Management. Incumbent will teach courses in the Entrepreneurship area, such as Small Business Management, Entrepreneurship I and II, and other ESBM seminars.

IV. Justification: Is this tenure track position in an area of college priority or program growth? Is this program facing a pending retirement or other unique need?

Tenure denial of an Entrepreneurship/Small Business Management faculty member, Dr. Leon Schjoedt. Consequently, we will be losing one faculty member in this area and will be down from 3 to 2 Entrepreneurship faculty members. With over 150 Majors, and just two faculty members, it is impossible to offer the courses students in this Sequence need to graduate in a timely manner.

V. Rank (select one)

Assistant _____ Assistant/Associate X Associate/Full _____ Full

For requests to hire at the rank of Associate/Full or Full professor, please include a brief justification.

VI. Salary (All requests are for 9 month appointments)

AIF Monthly: _____ \$13,000 _____

Dept. Monthly: _____
(If non-reappointment, etc.)

Total Monthly: _____ \$13,000 _____

FY10 Search/FY11 Hire
Illinois State University
Tenure Track Faculty Position Request

I. College Priority Number:

II. College: COB

Department: MQM - 558

III. Specialization/Discipline:

Doctorate in Management or related area qualifying the individual to teach and conduct research on topics in Organizational Behavior. Incumbent to teach some combination of the following courses at the undergraduate level: Introduction to Organizational Behavior, Teams, Decision Making, Organizational Change, and Business Organization and Management.

IV. Justification: Is this tenure track position in an area of college priority or program growth? Is this program facing a pending retirement or other unique need?

Ken Newgren, Professor of Organizational Behavior is retiring at the end of June 2009. Dr. Newgren has been teaching Management and Organizational Behavior courses in our Organizational Leadership Sequence. OL Sequence is a growing Sequence and it is bursting at the seams with 150 Minors. Unless, I am able to hire a replacement, I will have no choice but have to deny admission to students seeking to specialize in OL or Minor in OL.

V. Rank (select one)

Assistant _____ Assistant/Associate X Associate/Full _____ Full _____
For requests to hire at the rank of Associate/Full or Full professor, please include a brief justification.

VI. Salary (All requests are for 9 month appointments)

AIF Monthly: _____ \$13,000 _____

Dept. Monthly: _____
(If non-reappointment, etc.)

Total Monthly: _____ \$13,000 _____

FY10 Search/FY11 Hire
Illinois State University
Tenure Track Faculty Position Request

I. College Priority Number:

II. College: COB

Department: MQM - 558

III. Specialization/Discipline:

Doctorate in Management or related area qualifying the individual to teach and conduct research on topics in Human Resource Management and Organizational Behavior. Incumbent will teach some combination of HRM and OB courses at the undergraduate and graduate level.

IV. Justification: Is this tenure track position in an area of college priority or program growth? Is this program facing a pending retirement or other unique need?

Teresa Palmer, Professor of Human Resource Management, retired on June 30, 2008. We are in the midst of developing a five-year integrated BS/MS program in Human Resource Management, and the increasing student demand in the HR sequence and in the Organizational Leadership sequence has created a demand for a faculty member who can teach in both areas.

V. Rank (select one)

Assistant _____ Assistant/Associate X Associate/Full _____ Full _____
For requests to hire at the rank of Associate/Full or Full professor, please include a brief justification.

VI. Salary (All requests are for 9 month appointments)

AIF Monthly: ___\$14,000_____

Dept. Monthly: _____
(If non-reappointment, etc.)

Total Monthly: __\$14,000_____

FY10 Search/FY11 Hire
Illinois State University
Tenure Track Faculty Position Request

I. College Priority Number:

II. College: COB

Department: MQM - 558

III. Specialization/Discipline:

Doctorate in Business with emphasis in International Management. Incumbent will teach courses in the International Business Major and serve as Director of the International Business Institute.

IV. Justification: Is this tenure track position in an area of college priority or program growth? Is this program facing a pending retirement or other unique need?

Iris Varner, Professor of International Business and Director of the International Business Institute, is retiring in June 2009. ISU is the only public university in the state of Illinois that has an IB program at the undergraduate level. With over 100 Majors and half-a-dozen study abroad and half-a-dozen semester abroad programs, it is critical that we hire a replacement as soon as possible.

V. Rank (select one)

Assistant _____ Assistant/Associate _____ Associate/Full x Full _____

For requests to hire at the rank of Associate/Full or Full professor, please include a brief justification.

SEE JUSTIFICATION ABOVE.

VI. Salary (All requests are for 9 month appointments)

AIF Monthly: \$13,000

Dept. Monthly: _____
(If non-reappointment, etc.)

Total Monthly: \$13,000

FY10 Search/FY11 Hire
Illinois State University
Tenure Track Faculty Position Request

I. College Priority Number:

II. College: COB

Department: MQM - 558

III. Specialization/Discipline:

Doctorate in Management or related area with focus in Operations and Quality Management. Incumbent to teach Operations Management and Quality Management at the undergraduate level.

IV. Justification: Is this tenure track position in an area of college priority or program growth? Is this program facing a pending retirement or other unique need?

Two courses, MQM 227 (Operations Management) and MQM 335 (Quality Management) are core courses for BUA majors. We have nearly 700 BUA majors. At this time we are able to offer only two sections of MQM 335.

Unless we offer five to six sections of 335, students will be unable to graduate with a BUA degree.

V. Rank (select one)

Assistant _____ Assistant/Associate X Associate/Full _____ Full _____
For requests to hire at the rank of Associate/Full or Full professor, please include a brief justification.

VI. Salary (All requests are for 9 month appointments)

AIF Monthly: _____ \$13,000 _____

Dept. Monthly: _____
(If non-reappointment, etc.)

Total Monthly: _____ \$13,000 _____

FY10 Search/FY11 Hire
Illinois State University
Tenure Track Faculty Position Request

I. College Priority Number:

II. College: COB

Department: MQM - 558

III. Specialization/Discipline:

Doctorate in Management or related area qualifying the individual to teach and conduct research on topics in Human Resource Management. Incumbent to teach some combination of the following courses at the undergraduate level: HRM, Compensation, Recruitment and Selection, and Performance Appraisal and Development. In addition, the person may teach HR Research methods or MBA elective at the graduate level.

IV. Justification: Is this tenure track position in an area of college priority or program growth? Is this program facing a pending retirement or other unique need?

John Lust, Professor of Human Resource Management, left the MQM Department to serve the College of Business as an Associate Dean effective January 2008. We are in the midst of developing a five-year integrated BS/MS program in Human Resource Management and cannot afford to lose a faculty member in the HR area.

V. Rank (select one)

Assistant _____

Assistant/Associate X

Associate/Full _____ Full

_____ For requests to hire at the rank of Associate/Full or Full professor, please include a brief justification.

VI. Salary (All requests are for 9 month appointments)

AIF Monthly: ___\$13,000_____

Dept. Monthly: _____
(If non-reappointment, etc.)

Total Monthly: ___\$13,000_____

FY10 Search/FY11 Hire
Illinois State University
Tenure Track Faculty Position Request

I. College Priority Number:

II. College: College of Business Department: Marketing

III. Specialization/Discipline: Professional Sales

IV. Justification: Is this tenure track position in an area of college priority or program growth? Is this program facing a pending retirement or other unique need? This is a replacement position. Dr. Mike Williams has indicated he will be leaving Illinois State University on August 14, 2009. I believe his intention is to retire from ISU at that time. Dr. Williams has been the cornerstone for the Professional Sales sequence, and his course assignments have all been in the Professional Sales sequence courses. In addition, demand for the sales courses in the department are increasing due to the recent approval of the Sequence in Professional Sales. The three current faculty whose primary responsibility is to teach these sales and sales management focused courses will be hard pressed to meet the current demand for these courses and, the demand for these courses is likely to increase in the near future due to several additional factors. First, the Finance Department has proposed and are in the final stages of approval at the university level for the Financial Planning minor, with the MKT 234 being a required course in that minor, and those minors potentially taking additional sales classes. Second, there is currently an active proposal to develop a professional sales sequence major/insurance minor to meet the needs for these types of professionals in the insurance industry. Third, the Marketing Department has received inquiries from several academic departments outside the College of Business to consider formalizing a minor in Professional Sales. We need to fill this position as soon as possible as it is critical to the Department and College for the viability of this high-profile, nationally-respected program.

V. Rank (select one)

Assistant _____ Assistant/Associate X Associate/Full _____ Full _____
For requests to hire at the rank of Associate/Full or Full professor, please include a brief justification.

VI. Salary (All requests are for 9 month appointments)

AIF Monthly: 12445

Dept. Monthly: _____

(If non-reappointment, etc.)

Total Monthly: 12445

V. Rank (select one)

Assistant X Assistant/Associate _____ Associate/Full _____ Full _____
For requests to hire at the rank of Associate/Full or Full professor, please include a brief justification.

VI. Salary (All requests are for 9 month appointments)

AIF Monthly: \$12,445

Dept. Monthly: _____
(If non-reappointment, etc.)

Total Monthly: \$12,445