

**College of Business and Economics  
Report of the Dean's Goals, 2012-13  
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The Dean's Goals for 2012-13 appear in their entirety in the *Annual Report* for the College of Business and Economics for 2011-12. In general terms for 2012-13, The Dean's Goals included the following:

1. Foster Progress in processes, the strategic plan for 2013-17, alternative delivery mechanisms, and with the move into the new building.
2. Leverage Key Events in partnering with others and involving faculty, staff, students and external constituents.
3. Cultivate External Relations through work with RU Advancement, grants and fee-for-service options.
4. Promote RU and COBE with support materials.
5. Support RU Academic Affairs.

In addition, the Dean's Goals for the COBE include work with the Leadership Team, Advisory Council, SMIPO Board, the Assurance of Learning and other Ad Hoc and Standing Committees of the COBE.

**1. Foster Progress**

To describe 2012-13 as a transformative year for the COBE would be an understatement. With the completion of the new building, all COBE faculty members are housed and teaching in one place. It required the entire RU community to complete this step...many thanks to all those who contributed.

The Association to Advance Collegiate Schools of Business (AACSB) announced that the Radford University College of Business and Economics (COBE) had maintained its accreditation. Founded



in 1916, AACSB is the longest-serving global accrediting body for business schools offering undergraduate, master's and doctoral degrees in business and accounting. AACSB accreditation is the hallmark of excellence in business education. "It takes a great deal of commitment and determination to earn and maintain AACSB accreditation," said Robert D. Reid, executive vice president and chief accreditation officer of AACSB International. "Business schools must not only meet specific standards of excellence, but their deans, faculty and professional staff must make a commitment to ongoing continuous improvement to ensure that the institution will continue to deliver the highest quality of education to students."



In addition to AACSB accreditation and a successful transition to the new academic home for the COBE other steps of progress included (but are not limited to):

- Faculty members adopted a revised vision/mission statement with a focus on active learning, analytical skills, innovative practices and global strategies. RU-COBE will challenge minds, cultivate talents and connect people in a technology-rich learning environment. Budgetary expenditures are tied to the vision/mission.

- Faculty members received grants to develop online courses, the COBE participated in the pilot test for online courses for WinterMester with about twenty students in each section and developed plans for a Professional/online MBA program. SCHEV and SACS were notified of the faculty vote in February, 2013, to develop the online MBA. RU promised to provide an Instructional Development support specialist to work with faculty for the launch in Fall 2014. At least 6 classes were offered online in summer 2012 while eight+ are planned for Summer 2013.
- The Assurance of Learning (aka assessment) process reached a mature phase with the Focus on Four this past year yielding 8 learning outcomes for the BBA program (knowledge of business disciplines, written communication, oral communication, logical decision making, ethical intelligence, intercultural understanding, analytics and innovative practices) and 8 outcomes for the MBA program (knowledge, written and oral communication, logical decision making, social responsibility, global strategy, analytics and innovative practices). Thus, AoL outcomes have been focused from 21 items in 2008 to eight areas for the BBA core 2013. Mini-cases focus the work and involve the majority of faculty in evaluating case outcomes.
- The progress of the Small Business Development Center should also be noted for 2012-13. The Director worked with the Dean to submit the grant proposal for funding for 2013, to revise the approach to funding to eliminate the need for underwriting from RU, to finalize staff support as a permanent part of operations and to hire a consultant to assist clients in the New River Valley on a part-time basis. The new structure, firmer funding model and approach combine with the new technology and software to provide a resource for entrepreneurs and existing businesses in this area that is a point of pride.

Thus, progress in the COBE is evident for strategic management, assurance of learning, facilities, outreach to our community and the external validation provided by international accreditation.

## **2. Leverage Events and 3. Cultivate Connections**

Events for the COBE in 2012-13 with significant input from the Office of the Dean, work by faculty and staff, and with partnerships with others included:

- Students from Israel stayed at SeLu and completed negotiation classes in the new COBE
- Class by Apple on iPad applications to faculty for new iPads
- Ribbon cutting for the new building
- AACSB peer review team visit and interactions
- Combined meeting of the Advisory Council, SMIPO Board, faculty and staff
- Global Capitalism Speaker Series events with Standard & Poor's in Fall, 2012, and with Mr. Hammid Ghanadan of The Linus Group in Spring 2013 (sponsored by BB&T)
- Experience Business Casually in cooperation with RU Career Services, Career Fair, Firm night
- Ongoing partnership with IBM to teach Big Data for the BBA and MBA programs
- Mr. Stephan Bieri with a view of international education trends
- COBE 150 Speaker Series with 12 guests to RU for presentations to 40 students in spring, 2013
- Interviews at L-3 and its suppliers for MBA students
- Social Media Networking program for Abingdon (sponsored by SunTrust)
- Two close-the-loop meetings to review assessment results
- An open COBE building with extra security and facilities support for final exams

In addition, the COBE pilot tested and implemented a Certiport Certification Center in 2012-13 and will move forward with a Testing Center for students to obtain Microsoft and other certifications. The COBE provided study materials in hard copy and video formats and also obtained a Bloomberg terminal.

The COBE Advisory Council now consists of 56 members, up from 12 active members in 2008. The SMIPO Board consists of 9 members, up from 4 active members in 2008. Both of these groups have members who interact with students and faculty to impact career preparations, positions and strategic plans for the COBE.

#### **4. Promote COBE and 5. Support Academic Affairs**

The COBE, in cooperation with University Communications, produced a self-guided tour sheet for the new building to aid Ambassadors during the ribbon cutting. This one-page sheet also highlights some of the signature spaces to be found in the new building. We also 'finally' completed degree planning one-page sheets for each of the majors. The MBA Director visited most of the colleges in the surrounding vicinity and the COBE marketed the program in college newspapers across the Commonwealth. Further, a new video for the MBA program emphasizes the analytics and innovative practice themes of the revised vision/mission. The dean presented to the Southern Business Deans and serves on the Executive Committee as secretary/treasurer of that group. The COBE and Dean worked with Academic Affairs on the development of WinterMester, offered a workshop in Abingdon and completed plans for a partnership with Montgomery County Chamber of Commerce for COBE faculty to teach executives from SW Virginia in 2013-14.

#### **Council, Board and Standing Committees**

The AACSB peer review team commended the COBE and its Dean for its open culture and the comfort with which all faculty members contributed to conversations, regardless of rank. The Government and Nonprofit Assistance Center (GNAC) also received a 'national best practice' commendation from this team. Members of the Advisory Council and SMIPO Board have been an engaged constituency, many of whom have named spaces in the COBE building, volunteered time on campus, hired students for internships and referred students for starting career positions. Standing committees contributed to the accreditation visit, commendably, and then went on to complete initiatives for 2012-13.

#### **Summary**

It has been a privilege and honor to serve as the Dean of the COBE at RU since 2008. Working together, we have completed a phenomenal new academic building with significant faculty input, corrected deficits in meeting accreditation standards to the point of having citations for best practices in the latest review, raised over \$2 million in pledges and gifts to support construction of the new building, developed the infrastructure of shared governance, had meals and holiday socials as well as worked to ensure that students found a way to connect with faculty. We have vetted ideas to focus the direction on active learning, analytics and innovative practices within a dynamic global economy. We have infused the curriculum with online and hybrid options. Yes, in this past year alone, we have laughed, fought, discussed, debated, focused our efforts, pilot tested new approaches, agreed and disagreed. We have welcomed new faculty and seen others (Ms. Mary Weeks) take new positions elsewhere. We have also progressed in the culture to reduce turf wars and develop distinctive strengths.

While the accomplishments of the COBE community of this past year and over the past five years have been amazing and professionally rewarding, it's the people and the heart of the Highlanders that I will take with me if plans continue for me to join the University of Southern Mississippi. RU is a special place and the people here care very deeply about the spirit of the institution and about continuing to provide the transformative learning experiences for which RU is noted. Thank you for allowing me to share time here. You have my best wishes for your continued good fortune.