

# Faculty Meeting Minutes

April 29, 2005

- Dean Pulley                      Called meeting to order. Minutes of last meeting approved.
- Ast. Dean Busbee                Gave a brief annual report on the BBA and MAC programs. Recognized several for their contributions to the programs. Asked for involvement in evaluating an honors program, additional case competitions and curriculum issues. Thanked the faculty for its support and commitment.
- Ast. Dean Dittrick                Thanked the core faculty and those involved in the CAMs development. CAM registration is ongoing and shows a pretty even distribution. Career Services: 70% have internships or in the process of getting them. 41% currently have jobs. Admissions: very competitive market. Some business schools' applications are down 50%.
- Ast. Dean Robeson                This has been a good year for the Executive MBA program. Quality is as good as it's ever been. We have established a good foothold in northern Virginia. Darden will be coming into the market. RE: Marketing the program: we are emphasizing the value of weekly meetings and encouraging applicants to spend a day in the classroom.
- Asc. Dean Boschen                We have hired the following: 1 marketing; 3 finance, 1 IT, 1 Operations Management. Not successful hiring in Accounting. We are losing Audra and Ted Boone, and Zinge Zao.
- Prof. Flood                         Gave a report for the MBA Task Force. Familiarized faculty with some thoughts on the 2<sup>nd</sup> year. Considering pre and co-requisites for CAMs. Task

Force proposes that we agree to offer 6 CAMs in 2006.

Various Faculty Comments

May be locking ourselves into things that may not be best for attracting students.

May not have the resources to follow through.

Concerns expressed about offering a consulting CAM.

We have an immediate need to recruit students over the summer and the CAMs are attractive.

What's the most meaningful subset of CAMS to offer is the question. Finance or Consulting?

Distinction between what will attract students coming in versus what they want after they are in the program.

Additional discussion deferred until later in the meeting.

Prof. Stewart

Conducted elections for:  
Procedural Review Committee (2-year term). John Kottas elected by unanimous acclamation.

Faculty Affairs Committee (2-year term). Profs. White and Haltiner nominated. Vote by secret ballot.

Faculty Hearing Committee (? Term). Prof. Aggarwal elected by unanimous acclamation.

Prof. Allred

Introduced a Bylaws change for the Appointments Committee. Approved 29(Y) 1(N)

Prof. Geary

Introduced Bylaws change for the Curriculum Committee. General faculty discussion on whether

proposals can come directly to the faculty or whether they need to go through the Curriculum Committee. Approved 28(Y) 3(N).

Prof. Stewart Discussed nominations for the Dungan BBA Teaching Fellowship. Vote on the policy adopted by the FAC. Policy approved by unanimous acclamation.

Conducted vote for Old Campus Parking proposal. Approved by unanimous acclamation.

Prof. Strong Introduced change to provide for separate teaching evaluations in team-taught contexts. We need revised evaluation questionnaires so we can obtain and evaluate individualized data.

Prof. Jelinek Proposed amendment - Change the word Questionnaire to Instrument.

Prof. Stewart Conducted election: Amendment approved Y(15) N(10).

Change Separate to Discrete. Y(11) N (6)

Conducted election on the revised amendment.

Prof. Jelinek Offered motion to have FAC establish a committee to revise the student evaluation instrument.

Prof. Strong Personnel Committee needs an evaluation form now. Concerned that revising questionnaires for all purposes would take too long.

Prof. Stewart Conducted election to establish a committee to revise student evaluation instruments. Approved by unanimous acclamation.

Prof. Geary Withdrew the 48 Hour proposal that had been previously distributed to the faculty.

Discussed the Jeff Henley proposal. Conducted election. Approved by unanimous acclamation.

Dean Pulley Asked Kathy Pattison for her opinion about the value of pursuing a second Finance CAM or a consulting CAM.

Kathy Pattison Whatever we do we have to do well, and then it won't matter. More concerned that it be good, the right people teach it, and that it be done now. Getting something in place is critical.

Dean Pulley Discussed the four initiatives for greatness in the middle of dramatic change. Discussed the variance between spending and decline in revenue/enrollments. ARC/CAMs, the new building, etc. are designed to increase enrollments. The deficit is being funded from the Mason and Plumari funds. We need to make sure that whatever we do, that it has to be good.

Dean Pulley Proposed motion for approve the 5 CAMs and defer action on the sixth CAM. Seconded and approved by unanimous acclamation.

Prof. Geary Proposed that the Consulting vs. Finance CAM decision be made by the deans.

General faculty discussion on this proposal

Proposal approved by unanimous acclamation. Dean Pulley will make decision on the content of the 6th CAM.

Dean Pulley Discussed what the school needs to be doing to close the gap between revenues/enrollments and expenses, and provide four years of advancement in two years.

Curriculum Committee  
Activity Report  
2004-05 Academic Year

The Committee considered the following proposals to:

1. Add the designation “With an International Emphasis” to BBA candidates who satisfy the proposed requirements
2. Change the curriculum design for the Masters’ in Accounting Program including changes in degree requirements and the creation of new courses
3. Change the credit for ARC in the residential MBA Program
4. Approve two courses presented by Prof. Ash that have been previously offered as special topics courses
5. Change the curriculum design for the Operations and Information Systems Management major and concentration offerings in the BBA Program
6. Approve new course present by Prof. McCoy that has been previously offered in the BBA Program
7. Change the degree requirements for the Executive MBA Program
8. Change the credit for BUAD 555 in the residential MBA Program
9. Institute the 48 hour rule in the BBA Program

The Committee exposed proposals, solicited feedback, consulted the associate dean, and consulted student populations directly involved. In many cases the committee worked with the person(s) making the proposal to modify and clarify proposals based upon the feedback received. The proposals have been or will be presented to the faculty at a faculty meeting with a recommendation from the Curriculum Committee.

## Curriculum Committee Bylaws

**Old Section 5.** - The Curriculum Committee shall;

(a) consist of at least six voting members; including a teaching faculty representative from any functional area, and the Program Director of any program, whose curricula is on the agenda for particular review or revision;

(b) review regularly the general educational policy of the School of Business Administration, insofar as it concerns undergraduate and graduate curricular matters, and make recommendations to the Faculty Affairs Committee and to the Faculty. All faculty associated with the particular functional area of any course being considered for addition, revision, or deletion from the curriculum, shall be advised of any such proposals and afforded an opportunity to comment upon said proposals prior to the Committee making its recommendation;

(c) discharge the School's responsibility for student assessment; and,

(d) carry out the agenda of the Faculty Affairs Committee.

**New Section 5.** - The Curriculum Committee shall:

(a) consist of six voting members of the faculty including at least one member from accounting, finance, marketing, operations and information systems, and organizational behavior/strategy/policy.

(b) review proposals to make changes and additions to all curricula of the School of Business Administration and bring these proposals to the faculty with recommendations to the faculty. Voting faculty shall be advised of any such proposals and afforded an opportunity to comment upon said proposals prior to the Committee making its recommendation. When appropriate the Committee should seek the input of: students directly affected by proposed changes, the associate dean, and the head of an academic program directly affect by proposed changes.

(c) carry out the agenda of the Faculty Affairs Committee.

Terms:

Currently expire:

Bill Geary

Don Rahtz

Expire at the end of the 2005-06 academic year:

Dick Flood

Bob Solomon

Expire at the end of the 2006-07 academic year:

Sam Jelinek

Bud Robeson

Curriculum Committee

Activity Report

2004-05 Academic Year

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## 9. Institute the 48 hour rule in the BBA Program

The Committee exposed proposals, solicited feedback, consulted the associate dean, and consulted student populations directly involved. In many cases the committee worked with the person(s) making the proposal to modify and clarify proposals based upon the feedback received. The proposals have been or will be presented to the faculty at a faculty meeting with a recommendation from the Curriculum Committee.

Appointments Committee  
Annual Report  
2004-05 Academic Year

*The Appointments Committee proposed amendments to the bylaws to reflect current practice and assure that certain internal process controls are in place.*

To: Faculty, School of Business  
From: Bill Stewart, Ch. Faculty Affairs Committee  
Re: Committee Report: 2004-2005

April 28, 2005

The Faculty Affairs Committee met sixteen times during the academic year. Listed below are the issues that came up and the actions that were taken on each.

1. Appointed and supervised the standing committees of the Faculty.
2. Appointed School of Business Faculty to Campus-wide Committees
3. Reviewed the bylaws of the School. Asked the relevant Faculty committees to review their charges and composition under the current bylaws and to make recommendations as to how the bylaws could be brought up to date.
  - a. Eliminated the Affirmative Action Committee and assigned its duties to the Faculty Affairs Committee. (Passed by the Faculty in December)
  - b. Revised the bylaws to make the Faculty Affairs Committee the Medallion Committee. (Passed by the Faculty in December)
  - c. Revised the wording that defined the Voting Faculty in the bylaws. (Passed by the Faculty in January)
  - d. Research and Faculty Development Committee bylaws revision. (Passed by the Faculty in February)
  - e. Appointments Committee bylaws change. **(April meeting)**
  - f. Curriculum Committee bylaws change. **(April meeting)**
4. Recommended changes to the Personnel Procedures.
  - a. Changed wording to include all teaching faculty in the annual review of teaching performance. (Passed by the Faculty in December)
  - b. Add a sentence to mandate that jointly taught courses have student feedback on each individual instructor. **(April meeting)**
5. Created a Faculty Affairs Committee web site with current governance documents available to all.

6. Reviewed the Faculty Assembly's changes to procedures for Post-Tenure Review.
7. Helped create the task force for planning the curriculum for the 2nd year of the resident MBA program. (Task Force to report a recommended curriculum to the Faculty Curriculum Committee by October 2005)
8. Worked with the Project Manager for the modules to develop goals and metrics to measure progress.
9. Recommended an upgrade of the furnishings of Tyler 318.
10. Discussed the ramifications of bringing the Faculty Research Assignment process in-house.
11. Discussed the state of parking on the old campus. (**Resolution to the Faculty in April meeting**)
12. Drafted the Dungan teaching award procedures, and will oversee the first three awards. (**Resolution to the Faculty in April meeting**)
13. Request to the Dean that the School of Business have more control over the evening use of Tyler classrooms.

Issues that were brought to the Faculty Affairs Committee and will be continued over into the next academic year:

1. Look for ways to expand Faculty Support, administrative and research support.
2. Draft a policy for Faculty input into the hiring, evaluation, retention, and service expectations for clinical and other non-tenure track faculty. The dean expects this group to increase as a percentage of total faculty. Review staffing procedures with the Deans and report to Faculty.
3. Provide input to the Dean on the expanded mission statement. (The Research and Faculty Development Committee will be working on this over the summer)
4. The Personnel Committee will be asking that the Faculty Affairs Committee review the current teaching load document with recommended changes to reflect current practices.
5. The Faculty Affairs Committee has asked the Deans for a current financial statement and a current organization chart for the School.

**From:** "Solomon, Robert" <robert.solomon@business.wm.edu>  
**Subject:** **FW: Annual Report of Activities of the Research and Faculty Development Committee for 2004-2005**  
**Date:** April 28, 2005 4:50:06 PM EDT  
**To:** <robert.solomon@cox.net>

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-----Original Message-----

From: Swan, Scott  
Sent: Thu 4/28/2005 2:46 PM  
To: FacStaff  
Cc:  
Subject: Annual Report of Activities of the Research and Faculty Development Committee for 2004-2005

To: Faculty

From: Scott Swan

Chair, Research and Faculty Development Committee 2004-2005

Date: April 27, 2005

Re: Annual Report of Activities of the Research and Faculty Development Committee for 2004-2005

1. Reviewed the bylaws of the Research and Faculty Development Committee and offered modifications that more closely aligned the committee's activities with the statements in the bylaws.
2. Conducted reviews of Business School summer grants – recommended four which were subsequently funded: Brent Allred, Cindy Emrich, Ron Hess, & Lisa Szykman.
3. Reviewed peer institutions approach to highlighting research on their websites. Plan to put research link and depository of recent peer-reviewed articles preliminarily approved by IT. Details of implementation forthcoming this summer.
4. Tasked with developing a written description of the process for reviewing summer grants. A working draft has been written and a final version will be offered this summer.
5. Developed and conducted a survey of the faculty on research and the CAMs. The analysis was forwarded to Dean Pulley, Dean Boschen, and Jim Olver, Chair of the Taskforce on the CAMs.
6. Developed an instrument for reviewing the teaching loads of faculty in peer institutions. Began collecting data.
7. Reviewed the existing Mission Statements and was asked to offer a Research Mission Statement.

Surveyed faculty, staff, undergraduates, and full time MBAs to get broad input into the process.

Below is a draft of the Mission Statement created by the Research and Faculty Development Committee (the "Committee") in response to the request of FAC. The Committee believes the activities of the different constituencies and programs here at the business school are highly integrated in nature. Thus, the Committee strongly believes that the mission statement should be a unified statement. We attempted to incorporate the sentiment of previous mission statements and all feedback in this draft. Our general thought is that each bullet point in the Mission Statement is a step in the process of fulfilling the mission. Subsequent bullets are dependent on the previous steps being initiated. The steps are active and ongoing.

Our recommendation is that FAC task the Committee to participate in further development of a unified mission statement in the next academic year.

The Mission of the School of Business of the College of William and Mary is to serve the commonwealth, the nation, and the international community by creating new knowledge and principled business practice. We fulfill this Mission through:

“ Building a Faculty who influence Students, Business Leaders, and other Scholars through their active research;

- “ Creating an authentic learning environment, through the cooperation of Faculty, Staff, and Corporate Partners, that integrates management theory and practice;
- “ Engaging Students in innovative educational experiences to accelerate their ability to imagine the great business opportunities of the day and seize them;
- “ Nurturing a Family of Alumni and Friends of the College who consider their time with us to be a transforming experience in their lives.

K. Scott Swan, Ph.D.

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"Research is what I am doing when I don't know what I am doing"

Werner von Braun

**From:** "Solomon, Robert" <robert.solomon@business.wm.edu>  
**Subject:** **FW: Annual Report of Activities of Personnel Committee for 2004-2005**  
**Date:** April 27, 2005 1:44:15 PM EDT  
**To:** <robert.solomon@cox.net>

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-----Original Message-----

**From:** Strong, John  
**Sent:** Wed 4/27/2005 12:50 PM  
**To:** Faculty  
**Cc:**  
**Subject:** Annual Report of Activities of Personnel Committee for 2004-2005

**To:** Faculty

**From:** John Strong  
Chair, Personnel Committee 2004-2005

**Date:** April 27, 2005

**Re:** Annual Report of Activities of Personnel Committee for 2004-2005

1. Conducted three reviews for promotion and tenure.
2. Conducted two reviews for named professorships.
3. Conducted one three-year review.
4. Conducted four post-tenure reviews.
5. Conducted annual reviews of clinical and visiting faculty.
6. Established teaching evaluation committees for 2005-2006 promotion and tenure reviews.