



Annual Report and Maintenance of Accreditation Report

EARNED EXCELLENCE



THE BEST BUSINESS SCHOOLS
IN THE WORLD

Fiscal Year 2007-2008

Georgia College & State University
J. Whitney Bunting School of Business

Faye W. Gilbert, Dean
Dale Young, Associate Dean

June 2008

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2007 – 2008 Annual Report J. Whitney Bunting School of Business

Executive Summary

This report reviews the school's FY 2008 accomplishments and updates maintenance of accreditation data for the Association to Advance Collegiate Schools of Business (AACSB).

In the summer 2007 Georgia College opened the Center for Graduate and Professional Learning in Macon, purchased the landmark downtown Milledgeville theatre to be used as a black box theatre and bookstore, and received accolades nationally.

Members of the Advisory Board for the School of Business conducted panel-style mock interviews, provided the networking seminar for students, and participated in the alumni networking luncheon at Coca-Cola Headquarters in Atlanta. Further, the Advisory Board responded to a challenge gift from Bob McMillan and endowed a fund, where the interest will be allocated by the Board each year to issues within the school. Over 70 percent of board members participated in a meeting or event during 2007/2008, and over 50 percent of the board provided a financial contribution to the school.

Faculty discussed ethics, global issues, and key themes that bisect different courses in the core business curriculum. The faculty, advisory board, and students reviewed and revised the mission and developed the objectives to be used for assessment efforts. Faculty members are using the common presentation rubric and course embedded measures. Assessment reports are separate documents and provide a detailed review of undergraduate and graduate measures and outcomes of discussions by faculty.

The year saw the successful creation of one of Georgia College's pillars of distinction, the Education Policy Center. Faculty in the School of Business endorsed the creation of the Center within the school and its first director, Professor Ben Scafidi, was selected. Plans for 2008/2009 include a symposium to involve student authors and area legislators.

Faculty members supervised over 114 applied projects for organizations in the middle Georgia area and increased the number of service learning hours posted on students' experiential transcripts. The School of Business began a cohort-based MBA program in Sandersville; it pilot tested waivers to GMAT scores based on years of experience, and offered foundation courses to help Sandersville students begin the program. In Milledgeville, the School of Business hosted economic development officers from across the state at a two-day conference on technology, and participated in the Partners for Progress capital campaign for the Chamber of Commerce. In Macon, the school provided a workshop on internet security which featured James Robertson, Vice President for Technology with Turner Broadcasting.

Honors and Awards

GCSU Honors

- Dr. Catherine Whelan received the Excellence in Teaching Award from GCSU and was honored at Honors Day as well as during the Atkinson Honors awards dinner.
- Dr. Mehenna Yakhou received the Excellence in Research Award from GCSU and was honored at Honors Day as well as during the Atkinson Honors awards dinner.

School of Business Faculty Honors

- Dr. Charles “Chuck” Ryan received the Students’ Choice Award for the School of Business and was presented the trophy during his class held in Macon; twenty-six different faculty members were nominated for this award.
- Six business faculty members were honored by senior student athletes as faculty members who have been the most influential during their time at GCSU: Nicholas “Bo” Beadles, Caroline Collier, Sally Humphries, Tom Moore, Chuck Ryan, and Joe Schwartz.

Executive of the Year

- Each year, the School of Business honors an outstanding executive from a primarily Georgia-based organization. The executive makes a presentation to students and is honored at a luncheon with the community. The sponsor for this event is BB&T.
- The 2008 recipient was Mr. Hugh Peterson, Jr., Chairman & CEO, VNS Corporation.

School of Business Student Scholarships

Scholarships represent a commendation for our students and donors and are recognized during Atkinson Honors.

Table 1: Scholarship Recipients - School of Business

Scholarship	2007/2008	2008/2009
Beta Gamma Sigma	Jessica Glisson	Lisa Redford
J. Whitney Bunting	Angel Jackson	Jaclynn Smith
Jo Ann Jones	Ryan Mickey	Ryan Greene and Rebecca Riley
Harry Glover	Ashley Webb	Russell Holloway
Specht Merit Award	S. Chernokov, Emily Allen, Angel Jackson	Hiren Patel Rebecca Riley
GEICO	Jennifer Hill	Ryan Greene
Williams Jackson Marketing		Jaime Jacome
Georgia Society of CPAs	Gregory Chapman	Lisa Redford, Hiren Patel, and KH. Ahmed
Accounting Ed Association		Liz Thomas
Tony Tan	Courtney M. Mayo Rebecca L. Riley	Rebecca L. Riley

Outstanding Students, by Degree Program

- Master in Accountancy (MAac): Gregory Chapman
- Master in Business Administration (MBA): Samantha Dukes
- Master in Management Information Systems (MMIS): Rick McKibben
- BBA Accounting: Amber Melinda Bennett
- BS Computer Science: Joseph Weissman
- BS Economics: Ryan Douglas Mickey
- BBA General Business: Kristen Elaine Burns
- BBA International Business: Amanda Nicole Sears
- BBA Management: Michael Burton
- BBA Management Information Systems: Mathew Patrick Walsh
- BBA Marketing: Jessica Bonnie Glisson
- Delta Sigma Pi Scholarship Key: Jessica Bonnie Glisson, Marketing
- Outstanding Student for the School of Business: Amber Melinda Bennett, Accounting

Leadership Awards from the Recognized Student Organizations (RSOs)

- Association of Information Technology Professionals (AITP): Chad Oglesbee
- Beta Alpha Psi: Gregory Chapman
- Dean's Student Advisory Board (DSAB): Ryan Donnelly & Laura Deemer
- Delta Sigma Pi: Brooke Atkinson
- International Business Club: Graham Crawford
- Marketing Club: Elizabeth Williams
- Society for the Advancement of Management (SAM): Stephen Dietrich
- Students in Free Enterprise (SIFE): Kari Waters



2008 Scholarship Recipients

Progress Update: 2007/2008

Progress within the school is gauged, in part, by the accomplishment of selected action items and by the work of the separate standing committees. Information in this section highlights key steps in the accomplishment of goals set for the past year and is summarized by the action items for the school as well as in separate reports from each of the standing committees. The facts in brief that describe school characteristics conclude this section.

School Action Items, 2007-2008

The strategic plan is updated each academic year with action items, shown below, that support accomplishment of school goals. A select group of action items are addressed by the school's management team (i.e., the deans and chairs), standing faculty committees as part of their annual charge, university administration, and members of the Advisory Board, as appropriate.

Strategic plan. The strategic plan was revised, starting with the mission statement, goals and objectives. Input from faculty, staff, students, and members of the Advisory Board was helpful in the revision process. The Advisory Board reviewed drafts and provided input in May and in October, 2007; the faculty approved the revision in November 2007; the revised mission was printed on posters and the mission was displayed throughout the building in March 2008.

Shared values. Faculty members approved the statement of shared values; where, faculty members agreed that, for our purposes, it will be 45% teaching, 40% research and 15% service/professional development. Merit raise formulas were then calibrated to this expectation.

Graduate programs. The Graduate Curriculum Committee in conjunction with the department chairs developed a strategy for graduate programs with benchmark information used from other MBA programs. The School pilot tested a waiver of GMAT for the Sandersville MBA cohort and will track performance over time; students began enrolling in graduate courses for enrichment credit; and students targeted the MBA options with concentrations in information systems, accounting, and health services administration.

Undergraduate programs. The faculty removed the business/non-business differentiation for electives; chairs documented the need for sixty students to have evening classes to complete business degrees; faculty eliminated the pre-business designation and 2.5 entrance bar and re-instituted the Business Undecided category as an option [passed by the faculty in November, 2007]; the development of a freshman seminar course which would comply with requirements for graduation remains in process.

Individual Faculty Reports. Chairs began to review the alignment of Promotion and Tenure (P&T), performance reviews, and merit raise calculations with the expectation that a revised

document will be available to the P&T standing committee for review by early fall, 2008. This revision process coincides with the timing to review the strategic plan and supporting faculty governance documents and supports the adoption of shared values.

Ethics & Global issues. Professor James Weber from Duquesne University provided a workshop on ethics for faculty and for students; Professor Henk Sol, Dean of the School of Management and Organization, Groningen University of the Netherlands, spoke on “The Global Area for Economics and Business.”

Technology. GCSU in conjunction with the School of Business provided funding to subscribe to the CRSP data set for faculty (October 1, 2007); but, faculty members have not accessed the data base in great numbers. During spring, 2008, faculty members did not express support for continuing the CRSP data base but did express willingness to pilot use of Compustat for 2008/2009. This impression was confirmed in the spring faculty meeting (March 2008). The School of Business also funded individual faculty licenses for SPSS, SAS, and AMOS software to support faculty research.

Assurance of Learning. Beginning with the faculty retreat in August, 2007, faculty revisited the common rubric for presentations, measures of ethics, and discussed alignment of curriculum around areas such as analytical problems. Course embedded measures were the emphasis to spur faculty to measure and to report results for individual classes. The assessment cycle is completed by December for the prior academic year.

Advisory Board for the School of Business

Chair: Rhonda Wood (pictured at right)

Immediate Past Chair: Jim Doyle

Chair-elect: Rick Cogdell

Committee Chairs: Larry Entrekin, Clay Shomaker, and Rick Cogdell (pictured at the right)

During 2007/2008 members of the Advisory Board were active in reaching out to students and to potential members. While not all members can participate in each type of event, some members of the Board are able to be present at several different types of events.

- Hosted a “friends of the board” reception following the fall meeting of the Board in Macon (10/23/07).
- Attended the fall Board meeting at the Macon Center for Graduate and Professional Learning.
- Recognized Joyce Schafer and Russell Lipford for 20 years of service on the board.
- Reviewed the mission revision and strategic goals for the School of Business.
- Conducted three panel sessions with graduate students on ethics, global issues, and careers (10/07).



- Conducted a networking/etiquette workshop for undergraduate students in Milledgeville (10/08/07).
- Participated in the alumni networking luncheon at Coca-Cola, Atlanta (11/07).
- Responded to a challenge gift by Bob McMillan and endowed a fund for the Advisory Board to use to allocate interest for school needs (01/08).
- Held panel-style mock interviews with undergraduate students (2/8/08).
- Hosted students for lunch following the spring Board meeting (4/4/08).
- Welcomed new members: Jean Aycock, Kenny Burgamy, Ray Crumbley, Tom Hogan, Mike Madison, Mechel McKinley Aiello, and Deborah Smith.
- Involved over 70 percent of the Board in meetings or activities during the year.
- Increased monetary giving to include 54 percent of the members while others gave time or in-kind services.
- Elected new officers for 2008/2009, where: Rick Cogdell will serve as Chair; Larry Entrekin will serve as Chair-Elect; Rhonda Wood: Immediate Past Chair; John Hoffner, chairs the Development Committee; Angie Gheesling chairs the Careers Committee; and Ed Walker chairs the Alumni Committee.



School of Business Advisory Board Members

Assurance of Learning

With the revisions to the strategic plan during 2007/2008, faculty members also revised the objectives and measures for progress for the next five-year planning cycle at the graduate and undergraduate levels. Assurance of learning outcomes are compiled each year such that the assessment report for 2007/2008 will be completed in December 2008. The following highlights were summarized from the 2006/2007 assessment report.

Graduate program highlights:

- Core knowledge: MBA student performance on the ETS exam exceeded faculty expectations; though the norming results seemed to be much lower for spring 2008 due to a change in the test and the use of older norms.
- Analytical skills: Faculty members reviewed student reports and emphasized the need for MBA students to further increase their analytical skills in using data to form conclusions; the graduate faculty then met to discuss this further in terms of closing the loop and including this concept in more core courses.
- Presentation skills: MBA students have opportunities to provide presentations in 70 percent of their core courses; faculty members have worked with a common rubric for presentations.
- Responsible citizens: faculty members involved MBA students in completing applied projects for non-profit and service agencies, which occurred in 50 percent of the core classes.

Undergraduate program highlights:

- Core knowledge: Undergraduate students performed at or above the norm level for all subject categories of the ETS exam.
- Ethical professionals: Students identified and reported ethical dilemmas encountered during internships and applied what they learned to the situations encountered. Most reported that classes helped them confront situations at work.
- Intellectual activity: once again, about 2 percent of business students published an article with a faculty member prior to graduation; about 38 faculty members produced 57 peer-reviewed journal articles.
- Responsible citizens: during 2006/2007, students completed over sixty applied projects for organizations and not-for-profit entities, and they contributed over 4,000 service learning hours recorded on the experiential transcript; in 2007/2008 student completed over 85 applied projects while the total service learning hours are not yet tallied.
- In response to feedback from the management capstone course project, faculty members in accounting now require financial statement analysis projects in both accounting principles classes.

Personnel

New tenure track faculty who joined GCSU in 2007/2008 included: Amit Poddar (marketing), Yoshie Lord (accounting), Young Park (accounting); and, Marilu Cowan joined the management group as a lecturer. Rhonda Roberson joined the staff as the assistant for the Department of Information Technology and Marketing. New tenure track faculty members who will join GCSU for 2008/2009 include: Sudeshna Pal (economics), Leng Ling (finance), and Juan Ling (strategic management).

School of Business Facts in Brief

Table 2: Faculty, class size, and employment characteristics

	FY 2005	FY 2006	FY 2007	FY 2008
Number of full-time faculty	40	41	43	44
Faculty with terminal degrees (PhD, JD)	95%	93%	98%	100%
Faculty who are AQ or PQ	88%	88%	95%	100%
Faculty classified as "Participating"	84%	85%	98%	98%
Class sizes:				
Undergraduate average class size	27	23	31.6	33.8
Graduate average class size	18	14	19.4	17.7
Undergraduate employment*:				
Employed at graduation (accepted or considering offer or will do an internship)	10%	10%	8%	28.2%
Accepted into graduate school	2%	19%	16%	18.8%
Not started the job search process				21.4%
Looking but have no offers at graduation				31.6%
<i>*self report survey by the school, n=117</i>				100%

Table 3: Enrollment by degree program

	FY 2005	FY 2006	FY 2007	FY 2008
BBA Accounting	116	109	134	148
BBA General Business	239	208	215	262
BBA Information Systems	69	67	62	59
BBA Management	314	301	299	324
BBA Marketing	239	251	297	304
BS Computer Science	55	31	40	39
BA Economics	7	10	13	18
BS Economics	31	26	34	38
Master of Accountancy	35	29	17	26
Master of Business Administration	128	122	116	121
Master of Mngt Information Systems	37	24	15	13
WebMBA		5	6	19
Non-Degree, Enrichment			3	5
Deactivated programs				
International Business		54	63	31
Office Systems Administration		7	2	0
BBA Economics		10	6	0
Total	1270	1254	1322	1407

Table 4: Degrees conferred by degree program

	FY 2005	FY 2006	FY 2007	FY 2008
BBA Accounting	10	17	19	20
BBA General Business	24	30	26	30
BBA Information Systems	31	21	16	20
BBA Management	88	85	57	82
BBA Marketing	32	32	43	73
BS Computer Science	11	8	6	8
BA Economics			1	2
BS Economics	10	12	6	11
Master of Accountancy	13	15	10	19
Master of Business Administration	37	46	44	38
Master of Mngt Information Systems	19	14	11	17
WebMBA	3	0	2	4
Total	278	280	241	324

Deactivated BBA programs with 2008 graduates are: Economics (1), International Business (14), Office Communication Systems (1), and Office Systems Administration (1).



2008 Graduation – Master of Accountancy Students

Department Notes

Separate highlights for each departmental unit show the increases in operating and development funds, research productivity and other points of pride.

Department of Accounting: Catherine Whelan, Area Coordinator

A few notable events in the department of accounting included top honors for teaching, research, and outstanding student for the School as well as other accomplishments.

- Two faculty received GCSU awards; Catherine Whelan for teaching and Mehenna Yakhou for research. These two faculty members are pictured at the right, during the Atkinson Honors ceremony.
- The outstanding student for the School of Business was an accounting student, Amber Bennett.
- The six faculty in the department published seven peer-reviewed journal articles and five conference proceedings.
- The Lamda Phi Chapter of Beta Alpha Psi initiated the highest number of new members since its inception and hosted the best Accounting Career Fair to date in the Magnolia Ballroom.
- The accounting department was one of five departments in the state to receive a scholarship donated by Windham Brannon through the Georgia Society of CPAs.
- Sixteen students completed internships many of which resulted in offers for employment.
- Accounting students reported that ethics is discussed in 95 percent of their accounting classes while global issues are discussed in 85 percent of accounting classes.
- Based on a sample of graduating students, about 70 percent of undergraduate accounting students plan to attend graduate school, 30 percent completed an internship during the program, and 70 percent of those with an internship received a job offer from that organization.



Table 5: Accounting Department Expenditures

Accounting	FY 2005	FY 2006	FY 2007	FY 2008
Operating (printing, phone, supplies)	10,500	10,500	11,500	11,000
Faculty development	2,183	3,500	4,500	7,500
Other (software, equipment, lab supplies)				3,000

Department of Economics and Finance: Ken Farr, Chair

Key events within the department this past year included the creation of the Education Policy Center and a pilot program for Internationalizing the Curriculum at GCSU.

- The Education Policy Center was created with Ben Scafidi to serve as director.
- The department, led by J.J. Arias, was one of the first to pilot the BOR program to Internationalize the Curriculum; where, GCSU was awarded \$60,000 for FY 2009 based on the success of the first year pilot programs.
- The Center for Economic Education, led by John Swinton, garnered grants, assisted with the Black Youth and Business program, and served teachers in Central Georgia for enhancing economic education. Black Youth and Business participants are pictured at the right.
- The nine faculty produced five peer reviewed academic publications and eight conference presentations.
- Senior thesis work by students included study of such topics as: forecasting demand for the Sinclair Water Authority in Putnam County; economic impact of malaria; analysis of what makes you hot or not in finding love online; the effect on wages of owning a car; correlation between religiosity and crime; effects of neighborhood covenants on property values; and how the HOPE scholarship influences courses taken by students.
- Two grants were received with \$50,000 provided by the National Council on Economic Education for excellence in economic education and \$7,500 provided by the Small Business Development Center for the Black Youth and Business program.



Table 6: Economics Department Expenditures

Economics & Finance	FY 2005	FY 2006	FY 2007	FY 2008
Operating (printing, phone, supplies)	15,887	15,577	15,065	18,757
Faculty development	3,700	6,263	8,133	6,882
Other (software, equipment, lab supplies)	1,350	850	1,365	3,141

Department of Information Technology and Marketing: Gerald Adkins, Chair

A few key aspects of activities in the department included continued success with applied projects, internships, and increased activity with grants and contracts.

- Study abroad programs were led to Australia (2007) and to Canada (2008); while Professors Dahanayake and Goette will pilot a study abroad for graduate students in the Netherlands for 2009.

- The IT&M group provided the first professional workshop at the Center for Graduate and Professional Learning in Macon, supervised 49 applied projects and 27 students in completion of service learning projects.

- The International Business Club participated in GCSU Homecoming with a float, toured YKK headquarters, CNN, and Coca-Cola, and produced the Dress for Success fashion show in partnership with Hatcher Square Mall merchants. See photo at the right.



- Department faculty received \$43,500 in grants and contracts through the school, GCSU, and external sources.
- Doreen “Dee” Sams was inducted into the honor society of ODK, an honor bestowed on faculty by the students.
- The multi-media center attracted six external clients and revenues of \$14,750, created the One Stop Shop for the Milledgeville/Baldwin County Chamber of Commerce, and completed fifteen internal projects for the school.
- Computer science students staged a Phidget Runway to showcase applications. See sample at right.
- The department conducted a planning test for a procedure to allow students to test out of introductory computer courses for fall, 2009.
- The seventeen faculty published 14 peer reviewed journal articles and 27 conference proceeding articles, with three faculty co-authoring with students.

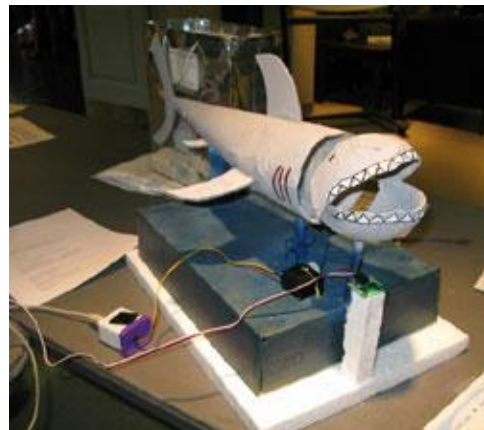


Table 7: IT&M Department Expenditures

Information Technology & Marketing	FY 2005	FY 2006	FY 2007	FY 2008
Operating (printing, phone, supplies)	19,764	20,669	20,972	19,625
Faculty development	12,306	15,250	16,000	22,800
Other (software, equipment, lab supplies)	800	8,901	6,894	5,830

Department of Management: Mike Whitfield, Chair

A few key components of activities in the department included continued success with internships at Disney World, participation in the WebMBA, and Chuck Ryan receiving the Students' Choice Award for teaching excellence.

- Disney internships: Jan Flynn continues to serve on the International Advisory Board for the Disney College Program, is working with Ritsumeikan University in Kyoto, Japan to develop a cooperative program between the two Universities and the Disney College Program, and manages fifteen to twenty students each year who complete internships with Disney.
- Jiaqin Yang and Bill Miller will teach operations management in the WebMBA program this year; Jiaqin Yang led a study abroad to China; Mike Whitfield taught a workshop on Advanced Entrepreneurship at the Macon Center.
- Bill Miller was chosen to participate in the Georgia State University Master Teacher Program.
- The nine faculty members produced 29 publications in journals and conference proceedings, with 7 of those occurring as co-authored with students.
- Professor Chuck Ryan (photo at right) received the Students' Choice Award for 2007/2008.



Table 8: Management Department Expenditures

Management	FY 2005	FY 2006	FY 2007	FY 2008
Operating (printing, phone, supplies)	15,500	14,460	17,051	18,811
Faculty development	1,947	1,650	4,383	4,287
Other	7,500	7,518	5,858	7,818

Standing Committee Activities

Standing Committees provide the structure for shared governance, with a brief review of activities for 2007/2008 summarized in this section.

Promotion and Tenure Committee (Rick Bialac, Chair)

- Noted during the faculty meeting that people are making good use of co-authoring opportunities.
- Reviewed a proposal for granting tenure upon appointment.

Undergraduate Admissions, Curriculum, and Standards Committee (Sally Humphries, Chair)

- Recommended a proposal to admit freshmen and transfers to meet GCSU admission requirements directly; thus, the faculty passed the proposal to eliminate the 2.5 entrance requirement.
- Reviewed and submitted proposals from department units to: change the CBIS minor, change course descriptions (CBIS), change the CBIS major, approve new courses (CBIS 2220, CBIS 3210, Basic Skills Test), and discontinue a program (Office Communications Systems).
- Proposed that any electives not specifically required by a major would be designated as either business or non-business; thus, providing greater choice for students to use either business or non-business electives in fulfilling degree requirements.
- Reinstated the Business Undecided category so that freshmen who are interested in business would be advised in the school and registered into the Business Freshman Seminar.
- Studied proposals to change the freshman seminar to include more academic content which would allow students to count the course toward the hours for graduation.

Graduate Admissions, Curriculum, and Standards Committee (Tanya Goette, Chair)

- Performed benchmarking studies of graduate programs at other institutions.
- Approved the pilot test for waiving GMAT scores for the Sandersville cohort of students based on years of experience.
- Changed the description for MMIS 6195 to more accurately reflect course content.
- Reduced the number of foundation courses for the WebMBA to match the on-campus MBA.
- Held a forum to discuss assessment of graduate programs with over half the faculty in attendance (March 2008).
- Reviewed and changed the rotation of classes between Warner Robins, Macon, and Milledgeville.

Honors & Awards (Cathy Liu, Chair)

- Selected finalists for the GEICO scholarship, Specht merit awards, Jo Ann Jones scholarship, and J. Whitney Bunting scholarship.
- Interviewed finalists and recommended a selection for Outstanding Student for the School of Business.

Faculty Development Committee (J. F. Yao, Chair)

- Hosted workshops with Dr. James Weber on Incorporating Ethics into the Curriculum and with Dr. Henk Sol on Global Education.
- Hosted workshops by faculty on CRSP data sets and on data sets for health care.
- Encouraged faculty to attend the research presentations of faculty prospects.
- Fostered discussions of a second method for evaluating teaching effectiveness.

Library Committee (Chris Clark, Chair)

- Managed the online book order processes.
- Submitted request for the use of available funds for FY 2009, including Mergent Online for the Accounting group and QASS series manuals for the marketing group.

Strategic Management Committee (Dale Young, Chair)

- Revised the schools' mission, goals, and objectives.
- Developed consensus for the school's statement of shared values.
- Began to benchmark other institutions for selecting peer and aspirant schools.

Dean's Student Advisory Board (Ryan Donnelly, President)

- Attended Women's Leadership Forum, Executives' Forum, and special events.
- Planned Atkinson Honors.
- Managed the selection of the Students' Choice Award (Dr. Chuck Ryan, Management).
- Assisted with the Atlanta Alumni Networking Luncheon, Coca-Cola Headquarters.



2007-2008 Dean's Student Advisory Board

Report Card of Progress

The report card of progress is intended to be a brief summary of actions taken to contribute to the mission and objectives. The mission statement, implications, goals, and objectives were modified and accepted by the faculty in January, 2008.

Mission Statement

The mission of the J. Whitney Bunting School of Business is to foster the development of capable business professionals who are responsible citizens grounded in a liberal arts education. The school is dedicated to continuous improvement in business education and professional practice through faculty scholarship.

Implications of the Mission

- Faculty members are actively engaged in scholarship. The school values various forms of scholarship. However, given the mission of the university and the school, faculty scholarship in the school emphasizes contributions to practice, and learning and pedagogical scholarship.
- We serve many groups, including undergraduate students, graduate students, working adults, and a variety of organizations. Our undergraduate students rank among those at leading universities in the state in terms of entry level SAT scores; most attend school full time. Our typical graduate student works full time in a middle management position and completes the graduate degree in about two years.
- Capable business professionals possess knowledge and skills within the core business disciplines and have a specialized understanding of their chosen field. Business knowledge and skills are developed through learning both inside and outside the classroom.
- Responsible citizenship implies a global perspective, an appreciation of diversity, and an awareness of ethical issues and obligations.
- A liberal arts education helps develop an inquisitive mind, analytical reasoning, effective communication skills, and community involvement.

Goals and Objectives

To support the mission of the university and the school, the faculty and staff of the school of business at Georgia College, in partnership with constituencies such as our advisory board, alumni, and university advancement, will focus on four sets of goals, develop objectives to achieve those goals, and assess progress toward those goals. Information in this section of the annual report provides some bullet statements for each of the goal areas as a brief highlight of key accomplishments toward these goals during the 2007/2008 year.

1. Distinguish our business programs, leveraging the university's liberal arts foundation.

Taken together, the objectives defined for the first goal are intended to increase students' understanding of responsible citizenship and giving back to the community, ethical principles, global diversity, and cross cultural awareness. While the liberal arts foundation may be defined and measured in many ways, the current approach emphasizes citizenship, ethics, and global understanding.

1.1. Enhance student understanding of responsible citizenship.

- The list of clients and the course numbers for projects are listed in part four of this report card; where , faculty members engaged students in completing over 114 projects for business and not-for-profit organizations in the central Georgia region. Clients ranged from the Animal Rescue Foundation to Vought Aircraft Industries with projects at the undergraduate and graduate levels. Student-led projects also resulted in the donation of over \$1,500 to non-profit organizations in this area.
- The service learning hours logged by business students for the experiential transcript may total over 5,200 when all are entered for the year.
- Every freshman with a declared major in business contributed a minimum of ten hours to the GCSU GIVE Center projects.

1.2. Emphasize ethical principles, dilemmas, and professional codes.

- Of the 39 interns who provided a summary report, 33 percent reported ethical dilemmas from their experiences which ranged from misconduct, stealing, or inaccurate reporting to fraud. Most students reported that instruction helped prepare them to manage the situation.
- James Weber from Duquesne University spoke to a capacity crowd in the A&S auditorium about recognizing ethical dilemmas and provided a workshop for faculty to make it easier for faculty to include discussions of ethical situations in courses.

1.3. Foster global understanding and cross-cultural awareness.

- In FY 2007, 29 business students participated in study abroad activities while in FY 2008, 59 business students participated in study abroad programs.
- For FY 2008, 47 of 100 international students at GCSU were business students. The students participate in organizations and enrich the classroom experience as well.
- Study Abroad programs that were initiated and led by faculty in the School of Business (summer 2007), included: Catherine Whelan and Sarah Humphries to Australia; Jiaqin Yang to China; and J. J. Arias to Europe.
- Doreen Sams and Cynthia Cano conducted a planning trip to Canada (summer 2007) to prepare for the study abroad experience for 27 students (summer 2008).
- Ajantha Dahanayake and Tanya Goette will travel to Delft, the Netherlands (summer 2008) to prepare a study abroad experience for graduate students (summer 2009).

- With the average on the ETS for over 37,000 students at 53 percent, GCSU students achieved an average of 58 percent correct, above the ETS norm on international issues for spring 2008.
- Jan Flynn serves on the International Advisory Board for the Disney College Program and worked with representatives from Ritsumeikan University about ideas for a combined approach for the Disney College Program and GCSU.
- The school hosted a visit by Dr. Henk Sol, Dean of the School of Management and Organization, Groningen University of The Netherlands who spoke on “The Global Arena for Economics and Business,” with about 35 faculty members in attendance (2/4/2008).
- J. J. Arias, a faculty member in economics, chaired the effort for internationalizing the majors at GCSU and taught in a study abroad program in Europe. GCSU was awarded a \$60,000 grant from the University System of Georgia to expand this effort in 2008/2009.

2. Improve the quality of our academic programs and develop students’ analytical skills, communication skills, core business knowledge, and learning outside the classroom.

Faculty members discuss and emphasize analytical skills, communication, and core knowledge of business disciplines. These discussions have occurred during faculty retreats, department meetings, and in formal assessment or “close-the-loop” meetings which occur each fall.

2.1 Develop students’ analytical skills.

Measures of analytical skills and emphasis on this topic have been of interest for faculty for several years. The outcome of measures and discussions is a recognized need to continue to emphasize analytical skills across undergraduate and graduate programs and in several courses.

- The 2006/2007 graduate assessment report was completed in December, 2007. Based on a review of taped presentations, members of the Graduate Curriculum Committee suggested, “In general, comments from reviewers show that students are able to collect and report information (e.g., financial data), but less able to form supportable conclusions based on the data collected (e.g., explain what the financial data mean).”
- Faculty members developed a school rubric to assess analytical skills for undergraduates; where the Assessment Report for 2006/2007 states: “Ratings for “accuracy,” “thorough coverage,” “relevance,” and “logically compelling” were a 3 (average) on a five-point scale.”
- Beginning in 2004/2005, faculty members discussed the lower average student ETS scores for the quantitative areas (finance, accounting, and statistics) and asked if quantitative exercises could be repeated in more courses across the curriculum. The average ETS results for spring 2008 show improvements in finance (from 37 percent correct in 2005 to 55 percent correct in 2008) and accounting (46 percent to 49 percent). While not strongly tied to an assessment measure, the improvements in ETS scores suggest the benefits of a faculty focus on the mission and objectives.

2.2 Develop students’ communication skills.

Improvements in measures for communication and presentations skills have included a commonly developed rubric and discussions over time. For example, as faculty members

recognized that students were providing presentations but not receiving feedback, they began to change the timing or practice presentations and the methods for giving feedback.

- As stated in the Undergraduate Assessment Report for 2006/2007, students made graded presentations, but due to problems in taping the presentations, an outcome measure could not be derived. Faculty members and department chairs may visit end of semester presentations to rate presentations in person.
- From the Assessment Report for graduate programs, “MBAs have opportunities to make presentations in 70 percent of their core courses. Faculty members are using either the school’s rubric for grading oral presentations, or a modification of that rubric customized for their specific discipline.”
- Since 2004/2005 faculty members have worked with communication skills as an important component of educating responsible business professionals. At that time, faculty members discovered that presentation occurred in over 50 percent of classes but most were at the end of the term and students received no feedback on their performances. By 2008, many faculty members used trial presentations with feedback to help students learn how to improve; others adopted and used the common presentation rubric developed during retreats and “close-the-loop” discussions.

2.3 Develop students’ core business knowledge.

The ETS exam is an indicator of business knowledge for undergraduates and graduate students.

- Undergraduates in the capstone course take the ETS exam as part of the course grade. Business students continue to perform at or above the normed average in each subject area and exhibit increasing scores in accounting, finance, and marketing (Table 9).

Table 9: ETS test results for undergraduate students

ETS Undergraduate Students			Results by Academic Area									
		# Students	Mean Score	Acct	Econ	Mgt	Stat	Finc	Mkg	Lenb	Intl	IS
Spring 2005	GCSU	78	153.5	46.9	42.6	62.2	58.7	37.4	47.4	50.8	44.4	
Spring 2006	All Schools	109,982	152.3	44.4	42.7	57.1	56.4	36.1	46.8	49.8	44.4	
	GCSU	101	153.2	42.5	39.6	62.2	59.2	34.5	51.1	55.6	42.9	
	All Schools	8,986	153.1	50.7	48	55.4	47	55.9	53.1	46.7	54.4	58.7
Spring 2007	GCSU	101	154	51	45	61	56	56	57	50	55	62
	All Schools	37,217	153	50.3	47.6	55.2	46.5	55.6	52.6	46.1	54.3	58.5
Spring 2008	GCSU	117	155	49	49	62	54	55	60	50	58	61

- MBA students continue to exhibit a strong performance on the ETS exam (see Table 10).

Table 10: ETS test results for MBA students

ETS results: MBAs			ETS Percentile Rankings by Academic Area				
	Percentile Ranking	Mean Score	Marketing	Management	Finance	Accounting	Strategy
Spring 2006	68%	258	74%	83%	56%	67%	61%
Fall 2006	90%	261	75%	87%	85%	80%	75%
Spring 2007	74%	257	80%	85%	65%	60%	70%
Fall 2007 (n=8)	93%	264	85%	95%	80%	98%	93%
Spring 2008* (n=15)	53%	252	65%	65%	20%	60%	60%

*Normed by February 2005 – June 2007 results.

2.4 Enhance students' learning opportunities outside the classroom.

Applied projects and internships provide a healthy culture for learning opportunities for students in the School of Business. Faculty members are meritorious in connecting students with businesses and with not-for-profit organizations in the central Georgia region.

External Projects/Clients, 2007/2008:

Over 114 applied projects were completed for businesses, not-for-profit organizations, and for GCSU. The economic impact would be interesting to see from these undergraduate and graduate student efforts.

Abbit Realty Management Company	Dodge County, social needs analysis
Access Integrated Networks	Duckworth Farm Supply
Adopt a Grandparent Program	Eatonton Judicial Museum
Animal Rescue Foundation	Family Readiness Center at Robins AFB
Antebellum Inn	GATW
Baldwin County 4-H	Georgia Academy Technical Wellness
Baldwin Service Center	Georgia Athletic Trainer's Assoc
Baldwin County Senior Olympics	GCSU Athletics
Baldwin County Youth Baseball	GCSU Energy Conservation Task Force
Barberitos	GCSU GIVE Center
Bibb County, social needs analysis	GCSU Microsoft Academic Alliance
Big Brothers – Big Sisters	GCSU School of Business Advisement Center
Boys & Girls Club	GCSU University Senate
Cards from Heaven	GIVE Center of Central Georgia
Chard Wray Memorial Food Bank	Glow Salon
Coverdell Institute	GMC Athletic Program

Goodwill
 Green Acres Nursing Home
 Habitat for Humanity
 Haddock Baptist Church
 Horton Components
 Horton Haulers
 Houston County, social needs analysis
 HydroOne
 John Milledge Academy
 Just Add Wine
 Lower Oconee Regional Hospital
 Macon Children's Hospital
 Macon Exchange Club
 Macon Rescue Mission
 Magnolia Park Apartments
 Meals on Wheels
 Middle Georgia Soccer Association
 Milledgeville Golf and Country Club
 Milledgeville/Baldwin County Chamber of
 Commerce, tiered dues
 Milledgeville/Baldwin County Chamber of
 Commerce, SBNOW
 Milledgeville & Baldwin County Retailing
 promotion
 Milledgeville Historic Preservation Comm.
 Milledgeville Main Street
 Monroe Academy
 Nat'l Alliance of Mental Illness, Central Ga.
 Oconee Home Inspections
 Oconee River Greenway Authority

Oconee Valley Red Cross
 Outback Steakhouse
 Peachstate Nursing Agency
 Physical & Athletic Rehabilitation Clinic
 Pulaski County, social needs analysis
 Putnam County Social Services
 Relay for Life
 Salvation Army of Milledgeville
 Sam's Voice
 Robins Air Force Base
 Salvation Army
 School of Business Advising Center
 School of Business Graduate Center
 Scoops Ice Cream Parlor
 Special Olympics
 SuperStars
 Sylvia's Grille
 Tampa Armature Works
 T&S Bed & Breakfast
 The Southern Company
 United Way of Central Georgia
 Velvet Elvis
 Villaine's
 White & Company
 Yonah Mountain Vineyards

(Note: Students raised over \$1,500 for non-profits and completed over 114 projects, a commendable accomplishment)

The MBA students : "...presented me with a copy of their paper and United Way will be using their recommendations in our decision making. By far, this is the best group that I have worked with so far. They get an A+ from me."

Tammie Collins, United Way of Central Georgia Executive Vice President, Community Impact

Internships

Career Services in the school connects students with internship opportunities. In 2007-2008, students obtained internships across all disciplines and most notably in marketing and in accounting. Distinctive programs and opportunities continued to be with Disney World and

with Robins Air Force Base. Students at GCSU have the opportunity to gain college credit while living and working in Disney World. The increase in internships for FY 2008 (see Table 11) is a result of concerted efforts to make students aware of the need to think about internships as a career building option.

Table 11: Internship enrollments

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	Average
Enrollment	48	30	39	36	52	41.0
Credit Hours	148	92	126	120	175	132.2

The internal auditor for GCSU, Julia Hann, employed two accounting interns per semester for auditing functions. The funding for these internships was provided by WebMBA funds and by the auditor and will be continued for 2008/2009.

3. Enhance programs for graduate and professional learning.

The three objectives defined to assess progress for the third goal focus on marketing graduate programs, developing workshops, and keeping pace with technological changes.

3.1. Market the MBA program and its concentrations.

- Mailed the special GCSU-wrapped *Business Week* (summer 2007) to 1,000 business contacts, members of the Chamber of Commerce, and Advisory Board members.
- Mailed the summer newsletter to 6,000 alumni of business programs.
- Mailed a brochure publicizing the IT Security Workshop to 800 business organizations in the Macon area.
- Developed a workshop brochure to publicize spring workshops which was mailed and personally delivered in Macon and in Warner Robins.
- Delivered the December e-newsletter to over 800 alumni and friends with e-mail addresses.

3.2. Develop workshops for external constituencies.

- Offered an IT Security Workshop at the Center for Graduate and Professional Learning in Macon with the VP of Security for Turner Broadcasting providing the keynote address.
- Planned workshops for the spring semester in Project Management, Human Resource Management, and Entrepreneurship with the latter two workshops meeting, mainly due to graduate student enrollments.

3.3. Incorporate appropriate technology into the school’s programs and in state-wide consortiums.

- Sponsored the Technology Conference for the Georgia Economic Developers Association, Rural Development and Technology Committees (February 2008).
- Participated in providing an i-Pod presentation by Jim Wolfgang (Jan Flynn, hostess) to the Disney Corporation as a method for enhancing internship recruitment activities.

- Provided CRSP data set (October 1, 2007) for a one-year trial to support faculty research.
- Provided and funded SPSS, SAS, and AMOS software to support faculty research.
- Added computer access and card-swipe printing to the multi-media lab in Atkinson 309.

4. Improve faculty and student services.

The fourth goal emphasizes student organizations, advising services, student professional growth, career placement, faculty development, and budgeting.

4.1. Enhance student honor societies, service clubs, and advisory boards.

- Achieved exemplary chapter status for Beta Gamma Sigma.
- Awarded, for the fourth year in a row, a \$1,000 Beta Gamma Sigma scholarship.
- Worked with the Dean's Student Advisory Board to plan Atkinson Honors, participation in Relay for Life, reception for graduating students in December, and attendance at Forums and Board meetings.
- Co-sponsored the Atkinson Honors awards banquet (with GEICO and BB&T) to honor top students, honor societies, and scholarship recipients.
- Provided academic honors for three graduate students during the Atkinson Honors banquet.

4.2. Provide exemplary academic advising services.

- The survey of advising services is repeated every other year; thus, there is no new information to report for 2007/2008 as the survey results appear in the 2006/2007 annual report and show the comparison to results from the 2004/2005 pilot study.
- Anecdotal evidence suggests that advising services are of high quality; particularly graduate program advising where students commend Ms. Lynn Hanson regularly for her assistance with admission and progression through the degree.
- Dr. Teresa King (MAac) and Dr. Tanya Goette (MMIS) were designated as faculty advisors for the specialist masters degrees which increased the time available in the graduate advising office for MBA students and increased the discipline specific knowledge of advisors for these specialty programs.

4.3. Develop initiatives for student professional growth

Connecting graduate assistants to key strategic industries, fostering internships with Disney World, implementing special presentations on career services, encouraging students to attend the executive forums, and arranging luncheons with alumni in Atlanta provide enrichment opportunities for students.

- Tested an outreach concept with strategic industries in Georgia by assigning a graduate assistant, Jenna Lester, to work with Vought Aircraft. Jenna worked with Professor Beadles to provide assistance for Human Resource plans in anticipation of increases to personnel at the Milledgeville facility.
- Fostered internships with Disney World; where the year 2007/2008 saw four students participating in the Disney Management/Professional Internship program. These

competitive positions are open only to those students who have completed internships with the basic college program.

- Sponsored special presentations for students by representatives from Abbott Labs, Bank of America, New York Life Insurance Co., Warner Robins Logistics Center, and Bright Ideas Group (Fall/Spring 2007/2008) on career preparation topics.
- Hosted the Executive of the Year award with presentation to students and the community. [Mr. Hugh Peters, President and CEO of VNS Corporation].
- Donations from members of the Forums enabled students to attend these signature luncheons and dinners. The speakers at the Women’s Leadership and Executive Forums are shown below; students attended these events.

Table 12: Forum speakers

Women’s Leadership Forum Speakers	Executive Forum Speakers
Jacki Lowe, Regional Vice President, Georgia Power	
Lynn Cobb, Executive Director, Keep Georgia Beautiful	William L. Amos, III, State Sales Coordinator, AFLAC
Juanita Jordan, Executive Director, Peyton Anderson Foundation	Robert F. Hatcher, CEO, MidCountry Financial Corporation
Kimberly Goff, Executive Director, Hands on Georgia	John R. Wells, President & CEO, Interface Americas
Rachel Torance, Leadership Georgia	William W. Douglas, III, Senior Vice President & CFO, Coca-Cola Enterprises, Inc.
Dodie Cantrell-Bickley, President and General Manager, WMAZ-TV	Wanda Barrs, Chair, State Board of Education
Vicki R. Palmer, Executive Vice President, Coca-Cola Enterprises	

Other guest speakers/visitors who interacted with students, 2007/2008 (34 visitors)

Some visitors provided workshops (i.e., Mechel McKinley-Aiello on finding career positions), others participated in workshops on networking (i.e., Wes Barnes, Shaw Industries), others engaged in panel interview sessions (e.g., over a dozen members of the Advisory Board), while others visited with students over lunch.

Mechel McKinley-Aiello, Bright Ideas
 Robert Alford, Retired HR Director for Atlas Roofing
 Tim Baechtold, CitiFinancial
 Keith Barlow, Union Recorder
 George Barnes, ACS, Inc
 Wes Barnes, Shaw Industries

Mr. Reginald Bell, Executive Director, HomeFirst
 Barry Brown, FMCS Commissioner, Federal Mediator 10/07
 Rick Cogdell, Horton Components
 Ray Crumbley, Sinclair Group
 Larry Entrekin, Craig Massee

Kevin Gardenhire, Global Human Resources, Bank of America
Jim Garrison, HR Director, BASF
Angie Gheesling, Economic Development
Michael Hardin & Mark Cincotta, partners with New York Life
John Hoffner, retired, Jack-in-the Box
Tom Hogan, Buckhead Financial
Sheri Johnson, Sungard
Lynn Lavery, Choice Premiums
Bob Lee, retired, Prudential
Mike Madison, Possible NOW
Rob Mitchell, Linger Longer Properties
Larry Moore, retired, AT&T
Rob Morton, Secure Health Plans
Randy Nichols, Partner, McNair, McLemore Middlebrooks,
Tara Peters, Chamber of Commerce
Henry Pope, CEO, Exchange Bank

Brad Post, CitiFinancial
James Robertson, Vice President of Technology, Turner Broadcasting
Dudley Rowe, retired, IMERYS
Joyce Schafer, Smith, Brown & Groover
Clay Shomaker, GEICO
Leslie Matthews Stone, Abbott Laboratories
Debbie Thompson, Thompson Properties
Jeff Thompson, Attorney, Constangy, Brooks & Smith 10/07
Cecil Walters, President of Local 237, United Steel Workers
Ed Walker, BASF
Dr. James Weber, Professor of Business Ethics, Duquesne University
Rhonda Wood, US Office of Personnel Management

Organizations represented by alumni at the Atlanta networking luncheons

The Atlanta alumni networking luncheons were made possible by a gift from Tony Tan. The first luncheon was held at Georgia Power Headquarters (Fall 2006), the second at *Chick-fil-A* Headquarters (Spring 2007), while the third occurred at *Coca-Cola* Headquarters (Fall 2007). The list of alumni interested in events of this type has grown to over fifty, with the companies listed below represented at the *Coca-Cola* event held in fall 2007.

AT&T
Buckhead Financial
Chick-fil-A, Inc
Coca-Cola Company
Ernst & Young
Equifax, Inc
Georgia Crown Distributing Co.
Georgia Department of Audits
Georgia Power
Georgia Trust Bank
Hewitt Association
LOMA Corporation

Novartis Corporation
PossibleNOW
Post Properties
Premium Staffing & Consulting, Inc.
Resurgence Healthcare Group
Scientific Games
Smith, White, Sharma & Halpern
SunTrust Bank
Turner Broadcasting Co.
United Way of Atlanta
UPS

4.4. Foster career placement and networking opportunities.

- Completed a brochure targeted to human resource managers listing reasons to hire GCSU graduates and providing examples of companies who do so (fall 2007).
- Joined the Atlanta Chamber of Commerce and renewed membership in the Milledgeville Chamber of Commerce.
- Arranged for graduate students to participate in panels on ethics, global issues, and careers with members of the Advisory Board (10/2007).
- Took thirty-two students by bus to Atlanta for the 3rd Alumni networking luncheon held at Coca-Cola Headquarters (11/2007).
- Attracted thirteen companies to the Accounting Fair with about sixty students in attendance in the Magnolia Ballroom for interactions and discussions of internships and career positions.
- Emphasized elevator talks and etiquette in workshops as a way to prepare students for career conversations and to comply with requests from alumni that students improve this skill.
- Provided topical workshops by visiting executives (i.e., Abbott Labs, HomeFirst, Bright Ideas) and by Gerri McCord, career advisor (i.e., resume writing, interviewing skills).
- Provided eleven state-funded graduate assistantships for fall 2007 and spring 2008 (\$25,465 per semester). Used supplemental funding (WebMBA) to provide three assistantships for fall 2007 (\$3,500) and four assistantships in spring 2008 (\$5,800). More assistantship positions were used to support faculty research than in past years and one assistantship was used to connect with Vought Aircraft to complete a study of human resource issues.

4.5. Increase funding to support initiatives that focus on curriculum, faculty development, and scholarship.

- Hosted a visit by James Weber, Professor of Business Ethics and Management, Duquesne University, on how to teach ethics. Professor Weber brought materials, provided a lecture to 100+ students, discussed issues with faculty over dinner, and delivered a workshop for faculty ending in a luncheon with forty faculty members in attendance (10/19/2007).
- Hosted a visit by Dr. Henk Sol, Dean of the School of Management and Organization, Groningen University of the Netherlands, who spoke on Global Issues for Education with about 35 faculty members in attendance (February 4, 2008).
- Awarded three summer research grants (\$7,000 each) to: Ben Scafidi, Yoshie Lord, and Amit Poddar.
- Supported faculty workshops arranged by the Faculty Development Committee on the CRSP data base with about 26 faculty members in attendance (January 2008) and on using data for health care systems with about eight faculty members (February 2008).

4.6. Increase external funding and reallocate existing state funds.

In addition to increases in personnel and operating budgets, funding has increased from grants and contracts. Faculty development funds have been supplemented from summer revenue and

from an increase in operating budgets; WebMBA and private giving revenues have increased. As of FY 2008, 54 percent of the Advisory Board members are giving to the School of Business.

Table 13: Budget highlights - sources of funds

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Salary	4,177,523	4,436,312	4,548,677	4,788,468	4,943,013
Non-salary expenditures	113,316	173,231	190,821	135,786	173,786
Total, Operating Budget	4,310,839	4,609,543	4,739,498	4,914,254	5,116,799
Grants and contracts	2,297	1,564	352	15,568	25,000
Sales & service	41,899	32,687	38,727		14,750
Private gifts, restricted	0	0	39,183	45,476	2,896
Private gifts, unrestricted	0	0	8,000		41,725
Endowment interest	6,600	1,145	6,213	7,704	7,136
Market value of endowment		286,764	286,764	319,532	349,958
Part-time budget		48,300	49,799	43,650	33,200
Lapsed & WebMBA, part-time		28,100	16,000	27,000	34,000
Faculty development (VPAA)	6,906	7,397	7,150	7,970	7,763
Summer revenue, research	0	0	15,000	20,000	24,570
Summer revenue, for depts	0	0	10,000	10,000	10,000
Summer revenue, general	0	0	0	5,000	5,000
WebMBA revenues*	16,045	9,663	17,467	37,871	105,471
Heritage funds	0	8,000	8,000	10,000	10,000
Sales & service (forum) funds				26,454	23,200
Tony Tan Career Services		15,000	15,000		



Conclusion

FY 2007/2008 was characterized by steady progress. Revisions to the strategic plan included discussions among key constituents and benchmarking with other programs. The Education Policy Center was approved by faculty and a director selected. Assurance of learning measures continued at the program level and increased at the course level. Operating and development budgets for faculty in departments continued to increase based on the summer revenue sharing model and from a permanent increase in funds. The CRSP data set was provided to faculty. Standing committees continued to work collaboratively with the Dean, Associate Dean, and Department Chairs to review changes and to suggest revisions to process. The number of students participating in study abroad doubled in size. The Advisory Board endowed a fund and affected career preparation programs for students. The report card of progress showed clear evidence of success for each of the objectives defined as part of the revised goals and objectives of the strategic plan.

The measures for 2007/2008 suggest that students at GCSU have benefitted from highly qualified faculty members in the School of Business who are performing successfully within the public liberal arts mission.

At the end of FY 2008, the Vice President for Academic Affairs, Anne Gormly, accepted a position with the University of Tampa and the Dean of the School of Business, Faye Gilbert, accepted a position with Radford University. Robert Haney will serve as the Interim Vice President for Academic Affairs, and Dale Young will serve as Interim Dean for the School of Business for 2008/2009.

