



Report of the Dean's Goals: April 2011 – April 2012

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The purpose of this report is to summarize progress on the Dean's Goals identified in Fall, 2011. Again this year, it is difficult to distinguish the activities of the Dean from the work of many other people in the COBE. With that caveat, the five goals are listed and then followed by a brief summary of events and steps that exemplify achievements for each area.

1. **Foster Progress.** *Assist the department chairs, faculty and staff in improving processes and operations (e.g. strategic management, assurance of learning, faculty qualifications) in preparation for our peer review team visit, fall 2012: in developing innovative approaches; in completing construction and plans for the new building; and in implementing the COBE Strategic Plan (2009 – 2013) in line with accreditation standards for continual quality improvements (change, connect, communicate).*

In strategic management, we completed budget summaries (in cooperation with the Strategic Management Committee) and began the strategic focusing process to guide the development of distinctive competencies for the next five-year planning cycle. The Advisory Council members participated with students and faculty in thinking about areas of distinction. The strategic focusing process provided an avenue to solicit faculty input, develop ideas for exciting external constituents, and encourage an interactive culture. The budget was managed to maximize support for faculty (in cooperation with the Department Chairs).

In assessment, we completed mini-cases and other measures (in cooperation with the Assurance of Learning committee, Associate Dean, Curriculum Committees, and Departments) for each of the twelve learning outcomes and for each discipline. We held two close-the-loop meetings and documented changes (with the Associate Dean) for each of those outcomes.

For faculty development, we awarded \$104,706.85 in grants, including awards to eight faculty for research grants, nine faculty for course development grants, and 18 faculty for funds for applied projects or directed studies (in cooperation with the Department Chairs). The funds for research and development support the faculty in their scholarship and in the development of innovative teaching approaches.

For the building process, we hosted a furniture fair (in cooperation with the Building Committee) to begin the year which improved the selection of chairs for offices and classrooms as well as other furniture choices. Tours were scheduled, orders checked and submitted, and the technology needs were sent out for bid. Offices were selected over beverages in Muse, faculty did select their preferred chair, wayfinding signs were selected, bricks and pavers were designed, and proposals for furniture purchases were reviewed and revised.

Innovative steps included the development of three-year degree plans for each major and the offering of six online courses for Summer, 2012. At the request of the Provost, RU developed WinterMester (I co-chaired this effort with Dean Katherine Hawkins). The three-year schedules were provided by the faculty in each department and faculty responded to the RFP for WinterMester courses. While not my personal success, the meeting arranged with IBM (through Robyn Porterfield) has resulted in an incredible opportunity for our MBA students with Dr. Wil Stanton for data analytics and for our undergraduate students with Dr. Angela Stanton for marketing analytics as well as a greater connection with IBM.

Focus on COBE Culture included the Holiday Social (Café 24), luncheons for the COBE staff, two retreats for the leadership team (one at Nesselrod on the day of the earthquake), and a working meeting for the Leadership Team with the entire staff. I met with the DPCs and with the COBE Standing Committees. We held four faculty meetings and two close-the-loop meetings which provided opportunities to share information and provide input. The revisions to the COBE Manual, for example, included departmental review with representatives from the standing committee and two discussions in faculty meetings before the anticipated final vote (4/18).

Advisory Council and SMIPO Board Steps included the first round of members who completed the three-year commitment based on the new constitution. Nine members selected to step back a bit to join the “Friends of the Council” while eight new members will join the Council for Spring, 2012 (4/27@2:30). Council members have provided naming gifts, recommended contacts, and interacted with students. The SMIPO Board added three new members and will also have a transition in officers when we meet (4/27@10:00).

AACSB progress included the completion of a draft of the Maintenance of Accreditation Report (in cooperation with George Santopietro, Associate Dean, and many others), the completion of work on assurance of learning and strategic management reports, as well as visits by Dean Ron Shiffler and Dean Henry Venta.

2. **Leverage key events.** *Events provide a mechanism for connecting faculty, staff, and students with our external constituents. My goal would be to foster events that enhance these connections and collaborations (connect, communicate/advocate).*

For connections and active learning, we hosted or managed several events that contributed to the professional development of our students, including:

- **Experience Business Casually**, with 550+ students and over 50 employers (in cooperation with RU Career Services and sponsors)
- **Advisory Council Focus groups**, included students and faculty in break-out sessions with Council members to discuss the strategic plan and future directions.
- **COBE 150: Speaker Series**, with 33 students enrolled and other students who attend, professionals represent such firms as BB&T, Nike, Volvo, IBM, CH Robinson, First Bank and Trust, Lewis Gale, and Cassaday & Company.
- **Dean Ron Shiffler**, met with students and faculty as part of his consulting visit in Fall, 2011; **Dean Henry Venta** also met with students and faculty.
- **Alumni Teaching Day**, (managed by Ms. Mary Weeks and the Alumni Association) where we welcomed 14 guests into 12 different classes.

- **Global Capitalism Speaker Series**, where I provided the key note address for faculty, staff, students and community members in the fall; Mr. Kevin Daley will speak (4/3) on “Persuasion, the Force that Makes Capitalism Hum.”
 - **Mr. Robert Brown, Secretary of Finance for the Commonwealth of Virginia**, provided a talk and attended a luncheon with President Kyle, Provost Minner, and student members of the Financial Management Association.
 - **Interactions with students** included the MBA Orientation and a Brown Bag meeting; A presentation(s) to Alpha Kappa Psi; Participation on a panel for the “Ignite! Leadership Workshop”; bi-monthly meetings with Beta Gamma Sigma officers, in the spring; and monthly meetings with the COBE Student Advisory Board.
 - **For applied projects**, over 22 MBA students worked with faculty on applied projects and directed studies this past year and received a small stipend. A special thanks to Dr. Jim Lollar for the work on the RU Corporate Park project.
 - **Honors Banquet for spring, Commencement & Farewell to Whitt** (and Downey, and Fairfax, and Davis) still to come.
3. **Assist RU, the Office of Advancement, faculty and staff in developing and implementing the Campaign for COBE (campaign/advocate).**

This was certainly a year of transition with the departure of Susan Sink (June) and the hiring of Justin Mosby (November), 2011, and with the arrival of the new Vice President for Advancement, Dr. Deborah Robinson (May 2012).

- Cultivation and advancement-oriented events included: the reception in Washington D.C. (managed by Laura Turk; sponsored by Jason Rigoli, Dan Evans, and others); and the reception in Raleigh Durham (managed and sponsored by Kelly and Matt Crisp).
 - Cultivation also included lunches, tours of the new building, meetings with individuals, and invitations to join the COBE Council and the SMIPO Board. I supported Bruce Chase with his contacts that resulted in two naming gifts as well.
 - Progress in Advancement can be seen in the increase in the amount of pledges and gifts (\$50,832 in 2008 to \$263,581 in 2011; and \$249,848 thus far in 2012) and in the average level of individual’s gifts (from \$147/person in 2008 to \$543/person in 2011).
4. **Promote RU and COBE. Develop and distribute support materials that continue to highlight accomplishments of faculty, staff, students and alumni (communicate/advocate).**

Progress in general promotion for the COBE included: revision and up-dates to the one-page sheets; planning for brochures for each department (not finalized by RU Communication as of 4/1/2012); new materials for COBE Advising (supported financially by RU Admissions); revisions and up-dates to the COBE Web Site (many thanks to Bob Taylor) which also includes stories developed by Don Bowman and photographs taken by Lora Gordon; bus ads for the MBA program (managed by Chris Niles and developed by RU Communications); and personal visits to other colleges (Chris Niles).

I served on a panel to provide a presentation to about fifty deans at the AACSB 2012 Dean’s Conference for the Women Administrators in Management Education Affinity Group on “Maximizing your AACSB Profile.” As the newly elected Secretary/Treasurer for the Southern Business Administration Association (SBAA), I serve on the Executive Committee. AACSB

meetings also provide professional visibility for RU. Other connections to promote RU and the COBE included: joining the Montgomery County Chamber of Commerce; and attending the VA Tech Bridge program graduation that included the CEO of AACSB, John Fernandez.

5. **Professional Development and Additional Goals.** *The new Provost, Dr. Sam Minner, added additional expectations for the Dean's Goals for the year.*

Grant submissions. The COBE met the goal of submissions for three grants or proposals for external funding (in addition to the funds received for the SBDC) but did not have any awarded...yet. This work included:

- Mini-Proposal for Thomson Reuters by Faye Gilbert (in cooperation with Dr. Steve Beach and with Wil landolo), delivered in person to Washington, D.C. (12/2012).
- Meetings and work to revise the BIE grant proposal (with Jim Lollar and Chris Niles) until informed that the BIE would not be awarding grants (no submission).
- Proposal (\$5,000) submitted by Dr. Dan Davidson to the American Accounting Association for the Outstanding Accounting Educator Award (pending).
- A co-authored NSF grant proposal, "Developing a Regional Network to Study Water and Energy Sustainability in Urban Environments," by Richard Roth, RU; George Santopietro, RU; and Tamim Younos, Cabell Brand Center, Roanoke (not selected).
- Two proposals in development for Robyn Porterfield to possibly submit to a company.

Personal goal—3 Webinars. I participated in 4 Webinars, including:

- 1/5: "Annual Giving: Data-Driven Strategies to Improve Fundraising" by Devin T. Mathias of Marts & Lundy who discussed issues of annual campaigns and information needed to improve giving (included Justin Mosby to watch this Webinar together).
- 3/6: "Innovation and Design in Management Education," with John Fernandez of AACSB and a faculty member at Case Western Reserve who discussed the philosophy of design thinking and its incorporation into MBA and business programs.
- 3/26: "Best Practices in Online Education" by Charlie Cosmato, RU; Krista Terry of Appalachian State University; Stephanie Conley of Strayer University; and Rob McDole of Columbia International University.
- 3/29: "Bridging the Gap: Coming Together Around the Common Core," by Turnitin to discuss how collaboration among secondary education and higher education can help bridge the gap of standards and expectations (poor quality for Adobe Connect).

Personal goal—Article framed in for submission. I have an idea and two co-authors, but have not framed in the article for submission.

Summary and Conclusions

To me, the COBE community has progressed as we have worked on continuous improvements, assessment, and revisions to the strategic plan. Students have been involved and active learning continues to permeate their experiences in the COBE. Faculty members have completed research and developed new courses. In all, it has been a year of steady steps that have provided a strong foundation for 2012/2013, the move to the new building, and the official visit by the peer review team of AACSB.