Committee on Human Resources and Administration  
BOARD OF REGENTS FOR HIGHER EDUCATION  
AGENDA - REGULAR MEETING  
Boardroom 209, 39 Woodland Street, Hartford, CT  
1:30 p.m., Friday, April 4, 2014

A meeting of the Human Resources and Administration Committee of the Board of Regents for Higher Education will be held at 1:30 p.m. on Friday, April 4, 2014, in Room 209 at 39 Woodland Street, Hartford, CT.

The agenda for the meeting is below.

1) Call to Order

2) Approval of Meeting Minutes from January 10, 2014, and March 6, 2014

3) Old Business  
   A) Update: Sibson Study  
   B) Overview of Conduct Policies  
   C) Other

4) Executive Session – Discussion concerning the appointment, employment, performance, evaluation, health or dismissal of a public officer or employee

5) New Business  
   A) Appointment of Dean of the Business School – Western Connecticut State University  
   B) Other

6) Adjournment

Committee members  
Naomi K. Cohen, Chair  
Yvette Melendez  
Richard J. Balducci
ITEM
Upon recommendation of the President of The Board of Regents for Higher Education (BOR), the Board approves a hiring salary above the median for the applicable salary grade for David G. Martin, Ph.D. as Dean of the Business School at Western Connecticut State University (WCSU).

BACKGROUND
Section 6.5 of the Human Resources Policies for Management and Confidential Professional Employees of the Board of Regents for Higher Education (Policies) provides in part as follows:

6.5 Salary Ranges
Each Management and Confidential Professional title is assigned to a salary range. The assignment of new titles to ranges and the reassignment of existing titles to new ranges shall be pursuant to the Classification and Compensation Policy.

A. Salary Ranges for New Hires
Newly hired management/confidential professional employees may be placed by administrative action at any point in the applicable salary grade up to and including the median. By exception, on a case-by-case basis, the President may seek Board approval for the hiring of a management/confidential employee at a salary above the median of the applicable salary grade.

The position of Dean is assigned to Salary Grade 45, which contains the following range (inclusive of a market surcharge):

- Minimum $151,046
- Median $182,056
- Maximum $213,065

RECOMMENDATION
Pursuant to the provisions of Section 6.5A of the Policies, and upon the request of the President of WCSU, the BOR President recommends the appointment of David G. Martin, Ph.D. as Dean of the Business School at WCSU at a salary of $199,000.

The current salaries of the incumbent Business School Deans at each of the CT State Universities are as follows:

- Central $177,908
- Eastern N/A
- Southern $194,661
- Western $196,722 (retired effective 3/1/14)

Dr. Martin is a highly accomplished individual who already has many years of experience at the level of Dean. However, just as important is his significant experience with the Association to Advance Collegiate Schools of Business (AACSDB) accreditation process. WCSU is currently in
the process of seeking this prestigious accreditation and needs someone with Dr. Martin’s experience and leadership skills to successfully secure initial accreditation. Once WCSU’s is awarded AACSB accreditation, it will be a great asset to the Connecticut State Colleges & Universities System and will increase business enrollment at WCSU.

A copy of the job description for the position of Dean of the Business School is attached hereto as Exhibit “A”. A copy of Dr. Martin’s resume is attached hereto as Exhibit “B”.

04/04/14- Human Resources & Administration Committee
04/17/14 - BOR
CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

APPROVAL OF A HIRING SALARY ABOVE THE MEDIAN OF THE APPLICABLE SALARY GRADE FOR DAVID G. MARTIN, Ph.D. AS DEAN OF THE BUSINESS SCHOOL AT WESTERN CONNECTICUT STATE UNIVERSITY

April 17, 2014

WHEREAS, Section 6.5 of the Human Resources Policies for Management and Confidential Professional Employees of the Board of Regents for Higher Education provides that, upon the recommendation of the BOR President, the Board may approve a hiring salary above the median of the grade; and

WHEREAS, based upon a request from the President of Western Connecticut State University, the BOR President has recommended to the Board a salary a salary of $199,000 for David G. Martin, Ph.D. to serve as Dean of the Business School at Western Connecticut State University, such salary being above the median for the applicable salary grade; and

WHEREAS, the Board has duly considered the President’s recommendation; therefore be it

RESOLVED, that Board hereby approves the President’s recommendation of a hiring salary above the median of the applicable grade for David G. Martin, Ph.D. to serve as Dean of the Business School at Western Connecticut State University.

A True Copy:

__________________________________
Erin A. Fitzgerald, Secretary
CT Board of Regents for Higher Education
CONNECTICUT STATE UNIVERSITY SYSTEM

CLASS SPECIFICATION

CLASS: DEAN
TITLES: Academic Dean
        Dean, Continuing Education, ECSU
        Assoc. V. P. Academic Affairs/Dean Library Science, SCSU
        Dean, Graduate Studies & Continuing Education, SCSU

DATE: November, 1995
SALARY GROUP: 45

CLASS PURPOSE:

Manage the academic programs and faculty of one or more of the schools of the University to assure the quality and appropriateness of education for the University's students within those schools.

DISTINGUISHING CHARACTERISTICS:

The position serves as the chief academic officer of one or more schools within the University. Positions allocated to the class may also direct such functional areas as admissions and institutional research and planning. Academic programs include subject areas with both baccalaureate and graduate degrees. Some positions include management of continuing education programs in addition to regular degree programs.

SUPERVISION:

Positions in the class report to the Vice President for Academic Affairs of their respective universities. Each directs a group of several chairs of departments, who oversee the work of their respective faculties. In total, incumbents may have accountability for the work of up to 450 faculty and staff, both full-time and part-time.

REPRESENTATIVE DUTIES:

ESSENTIAL DUTIES:

1. Manage the selection, hiring, development and placement of faculty in the school(s) assigned to the position. This includes providing direction and leadership to chairs on such issues as academic standards, required faculty qualifications, proper allocation of faculty to program offerings, and determining most effective use of faculty within budget constraints. Also included is the requirement to direct and review departmental submissions for promotions, tenure and renewals of faculty appointments as well as performing such labor relations activities as hearing faculty grievances, carrying out faculty discipline and taking actions on faculty requests involving application and interpretation of faculty union contracts.
2. Manage course offerings in each department of the school(s). Involved are such actions as reviewing enrollments, timing of course offerings, faculty teaching loads and appropriateness of courses and schedules for degree program objectives. Also included is the management of curricula for the school's departments, involving such actions as overseeing the development of new courses and programs and the revision of existing ones.

3. Oversee the management of departmental budgets. This includes obtaining budget requests and estimates from department chairs, determining how available funds are to be allocated, reviewing expenses compared to budget, reallocating funds as needs and conditions change and soliciting special funds to meet special needs. Both operating expense and equipment budgets are included under the incumbent's management.

4. Review and resolve students' academic concerns. This may include meeting personally with students or parents to hear their concerns about such matters as course schedules, degree objectives or transfer credit problems, researching the issues and providing advice and counsel to them.

5. Incumbents may perform a variety of additional tasks which, while collateral to the central role of the position, are considered essential in terms of the overall accountabilities of the job. These may include such things as directing faculty efforts to obtain grants, grants administration and directing the development and administration of special academic programs such as honors and experimental programs.

**QUALIFICATIONS:**

Demonstrated ability to develop sound academic programs, curricula and teaching standards in a higher education institution. Demonstrated ability to assess teacher capabilities, to manage quality instruction at the baccalaureate and graduate levels, to develop the instructional competence of faculties and to assign faculty members to educational programs in a way that promotes the academic mission of the institution.

Incumbents normally would obtain these abilities through a combination of education and experience that would include a PhD in a related subject area and five or more years of experience in teaching and managing educational instruction at the college or university level.
David G. Martin, Ph.D.
CPIM (inactive)

EDUCATION

Ph.D. in Business Administration (May, 1991)

Saint Louis University
Saint Louis, MO
Major: Finance
Minor: Decision Science

Dissertation: *The Roles of Administrators and Community Goals in Determining the Capital Structure of Not-For-Profit Hospitals.*

Masters of Business Administration (May, 1981)

Western Illinois University
Macomb, IL

Bachelor of Arts (February, 1974)

C.W. Post Campus, Long Island University
Brookville, NY
Major: History

ACADEMIC HONORS

Certified in Production and Inventory Management
(Non-active)
American Production and Inventory Control Society (1981)

Beta Gamma Sigma
Inducted 2004

Delta Mu Delta (Honorary Member).
Inducted 2003

Omega Rho Honorary Society
Inducted 1987
Alpha Sigma Nu
Jesuit National Honor Society
Inducted 1988

Who's Who in American Colleges and Universities
Inducted 1988

ACADEMIC WORK EXPERIENCE

St. John Fisher College
Dean and Professor of Finance
Ronald L. Bittner School of Business
July, 2010 – Present
Rochester, NY 14618

LaSalle University
Associate Dean, School of Business
August, 2008 – June, 2010
Philadelphia, PA 19141

Bloomsburg University of Pennsylvania
Dean, College of Business
June 12, 2006 – August, 2008
Bloomsburg, PA 17815

Alfred University
Dean, College of Business
Professor of Finance
June 1, 2004 – June, 2006
Alfred, NY 14802

King's College
Director of The William G. McGowan School of Business
Professor of Finance
July 1, 2001 – May 31, 2004
Wilkes-Barre, PA 18711

Bloomsburg University of Pennsylvania
Associate Professor of Finance and Business Law (tenured)
August, 1992 – June, 2001
Bloomsburg, PA 17815

Chair, Department of Finance and Business Law
May, 1999 - June, 2001

MBA Program Coordinator
May, 1997 – May, 1999
St. Bonaventure University

Assistant Professor of Finance
August, 1988 - August, 1992

Quincy College (now University)

Assistant Professor of Business
August, 1982 – August, 1988

SELECTED BUSINESS EXPERIENCE

Cooper Petroleum Equipment Division
Manager-Master Scheduling & Order Entry
Promoted from:

Buyer

Roper Outdoor Products
Buyer

Harris Corporation Broadcast Products Division
Buyer

Litton Industries Electron Tube Division
Buyer

Colt Industries Firearms Division
Junior Buyer

Quincy, IL
June, 1981 – May 1982

May, 1979 – June, 1981

Bradley, IL
May, 1978 – March, 1979

Quincy, IL
June, 1977 – March, 1978

Williamsport, PA

Hartford, CT

AACSB INTERNATIONAL ACCREDITATION EXPERIENCE

AACSB International
Member, Initial Accreditation Committee

Montana State University – Billings
Maintenance of Accreditation

Robert Morris University
Maintenance of Accreditation, PRT Chair

Menlo College
Initial Accreditation PRT Chair

California State University – Stanislaus
Maintenance of Accreditation, PRT Chair

Salem State University
Initial Accreditation PRT Chair

Tampa, FL
July, 2007 – July 2010 (3 year term)

Billings, MT
Current (Visit in November, 2014)

Moon Township, PA
Current (visit in February, 2014)

Atherton, CA
Current (visit in October, 2013)

Turlock, CA
February, 2013

Salem, MA
October, 2012
St. Mary’s University
Maintenance of Accreditation, PRT Member
San Antonio, TX
October, 2012

Black Hills State College
Initial Accreditation, PRT Chair
Spearfish, SD
October, 2012

Manchester Metropolitan University
Mentor
Manchester, UK
February, 2011 - present

Stonehill College
Initial Accreditation, PRT Member
Easton, Massachusetts
September, 2011

Loyola University of Chicago
Maintenance of Accreditation, PRT Chair
Chicago, IL
February, 2011

SUNY – New Paltz
College of Business
Accreditation Mentor
New Paltz, NY
Dec, 2006 - 2011

University of Tennessee at Martin
Maintenance of Accreditation, PRT Chair
Martin, Tennessee
February, 2010

Southern Arkansas University
Maintenance of Accreditation, PRT Member
Magnolia, AR
October, 2009

Monmouth University
Maintenance of Accreditation, PRT Member
Monmouth, NJ
February, 2009

St. Bonaventure University
Maintenance of Accreditation, PRT Member
Allegany, NY
January, 2009

Manhattan College
Maintenance of Accreditation, PRT Chair
Bronx, NY
September, 2008

Augusta State University
Maintenance of Accreditation, PRT Member
Augusta, GA
February, 2008

Roger Williams University
Gabelli Scholl of Business
Team Advisor
Bristol, Rhode Island
October, 2004 – October, 2005

University of Maryland – Eastern Shore
Accreditation Mentor
Princess Anne, Maryland

Skidmore College
Accreditation Mentor
Saratoga Springs, NY
January, 2006 – May, 2009

Winona State University
College of Business
Accreditation Mentor
Winona, MN
August, 2006 - Present
CONSULTING EXPERIENCE

Concordia University  
Accreditation and Assessment Consultant

Montreal, QC  
June, 2013

Weber State University  
Assessment Consultant

Ogden, Utah  
May, 2013

Dominican University  
Assessment Consultant

San Rafael, CA  
February, 2013

University of Sharjah  
Assessment consultant

Sharjah, United Arab Emirates  
December, 2012

Universiti Utara Malaysia  
Accreditation Consultant

Sintok, Malaysia  
January, 2012

ESC – Bretagne-Brest  
Accreditation Consultant

Brest, France  
Continuing since 2009

Shippensburg University  
Assessment Consultant

Grove College of Business  
January, 2011

North Carolina Central University  
Assessment Consultant

College of Business  
April, 2011

Missouri State University  
Assessment Consultant

College of Business  
November 9, 2009

California State University – Dominguez Hills  
Assessment Consultant

School of Business  
March 9, 2009

Missouri Western State University  
Mock Visit Chair

Craig School Business  
March 4-6, 2009

Southeastern Oklahoma State University  
Assessment Consultant

School of Business  
November, 2008

Central Connecticut State University  
Assessment Consultant

School of Business  
September, 2008

Loyola College of Maryland  
Assessment Consultant

Sellinger School of Business  
March, 2008

Frostburg State University  
Assessment Consultant

Frostburg, MD

St. Joseph’s University  
Haub School of Business
Mock Accreditation Team Member

Concordia University
Assessment Workshop

University of Louisiana at Monroe
Assessment Consultant

University of Alaska – Anchorage
Accreditation Consultant

Bilkent University
Assessment Workshop
Assessment Seminar

University of Northern Michigan
Assessment Workshop

University of Akron
College of Business
Assessment Workshop

Winona State University
College of Business
Accreditation Consultant

C.W Post Campus/Long Island University
College of Business
Assessment Consultant

Iona College
Hagan School of Business
Quinquennial Reviewer

Roger Williams University
Gabelli School of Business
AACSB International Accreditation Team Advisor

Winona State University
Department of Economics and Finance
Department External Reviewer

Williamsport Area School District
Financial Consultant

Penn State Wilkes-Barre
Division of Continuing Studies
CPIM Certification Review Instructor
Materials Requirements Planning

November, 2007

John Molson School of Business
May 16, 2007

College of Business Administration
May 6-7, 2007

Anchorage, Alaska
April, 2007

Ankara, Turkey
September, 2, 2006
September 1, 2007

Marquette, MI
March, 2006

Akron, OH
January, 2006

Winona, MN
December, 2005

Brookville, NY
November 4, 2005
Anticipated

New Rochelle, NY
March, 2005

Bristol, Rhode Island
October, 2004 - Present

Winona, MN
April, 2003

Williamsport, PA
August, 2000

Lake Lehman, PA
April, 1999 – May, 1999
Lozier Corporation
MRP II Instructor
McClure, PA
February, 1999 – March, 1999

Penn State Wilkes-Barre
Division of Continuing Studies
CPIM Certification Review Instructor

Penn State Wilkes-Barre
Division of Continuing Studies
CPIM Certification Review Instructor
April, 1998 – May, 1998

Furman Foods
CPIM Certification Review Lecturer
Northumberland, PA
July, 1996 – August, 1996

PUBLICATIONS


EDITORSHIPS

Editor, Pennsylvania Journal of Business and Economics, Volume 6

Assistant Editor, Pennsylvania Journal of Business and Economics, Volume 5

PROFESSIONAL PRESENTATIONS AND PARTICIPATION

David G. Martin and Elizabeth Fletcher Anderson. Applied Assessment Seminar (2 days), AACSB International, Tampa, FL June, 2013


David G. Martin and Elizabeth Fletcher Anderson, Applied Assessment Seminar (2 days), AACSB International, Houston, TX, March, 2012


David G. Martin and Elizabeth Fletcher Anderson, Applied Assessment Seminar (2 days), AACSB International, Atlanta, GA March, 2011

David G. Martin, “The Importance of Closing the Loop with Mission”, AACSB Assessment Conference Presentation, March 2011


David G. Martin and Elizabeth Fletcher Anderson, Applied Assessment Seminar (2 days), AACSB International, Arlington, VA, October 8-9, 2009

David G. Martin and Elizabeth Fletcher Anderson, Applied Assessment Seminar (2 days), AACSB International, Tampa, FL, February 27-28, 2009


David G. Martin and Elizabeth Fletcher Anderson, Applied Assessment Seminar (2 days), AACSB International, Dallas, TX, December 4-5, 2008


David G. Martin and Liz Anderson Fletcher, “Gedankenexperiment: Designing an AOL System without Constraints or: is Assessment Camelot Possible?” AACSB International Associate Dean’s Conference, December 14, 2007


David G. Martin, "Why Market Based Reforms are the Only Solution to Our Health Care Crises," Third Annual Health Sciences Symposium, Bloomsburg University, April 22, 1994.


REVIEWED AND DISCUSSED

Books

Corporate Finance, Lawrence J. Gitman and William L. Megginson, Various chapters at various times, various times from 1998 through 1999.


Articles


"Impact of JIT on Organizational Capabilities," article reviewed for the Production and Inventory Journal, January, 1997.

"Empowerment Costing," article reviewed for the Production and Inventory Journal, June, 1996.
"Application of Activity-Based Costing to Higher Education," article reviewed for the Production and Inventory Journal, April, 1996.


Discussant


"The Use of Spreadsheets to Teach the Master Budget", by Ronald Kettering at MidSouth Academy of Economics and Finance 22, 1992.

Reviewer


PROFESSIONAL ASSOCIATIONS

VP of Programs, NEPA Chapter of APICS - 1993
President, PENNYORK Chapter APICS - 1988, 1989
VP of Membership of PENNYORK Chapter of APICS - 1990, 1991
Financial Management Association
Eastern Finance Association
Midwest Finance Association
American Production and Inventory Control Society

UNIVERSITY CONTRIBUTIONS

St. John Fisher College

Member of Strategic Planning Committee (2011/2012)
Alfred University

Chair, University Assessment Committee – AY (05-06)
Alfred University Strategic Planning Committee (AY 04-05, 05-06)

King’s College

Admissions Committee (AY 01-02, 02-03)
Chair, Faculty, Administration, Staff Committee of the Annual Fund (AY 02-03 – exceeded target by 25%)

Bloomsburg University

Department: Chair of the Search and Screen Committee (AY 92-93, 93-94, 94-95, 95-96)
Advisor Student Financial Association (AY 93-94, 94-95, 95-96, 96-97, 97-98, 98-99)

College: Chair, Department of Finance and Business Law, (AY 99-00)
MBA Program Coordinator1, (AY 97-98, AY 98-99)
Member of the Technology Committee (AY 92-93, 93-94, 94-95, 95-96)
Member of the Scholarly Growth Committee (1996)
Honors Independent Study Director for Margaret O’Donnell,
June 1994 (the first honors project completed in the College of Business)
Member of the Acting Dean Search Committee (1994)

University:
Chair, University Budget Subcommittee, AY 99, 00
University Promotion Committee, AY 99,00
University Planning and Budget Committee, AY 99, 00
University Master Planning Advisory Committee, 1997 - 2000
Honors and Scholars Director Search Committee, Fall, 1996
Scholars Advisory Committee (AY 93-94, 94-95), Chair (95-96, 96-97)
Honorary Degree Committee (AY 94-95, 95-96)
Advisor, Alpha Sigma Alpha Sorority (AY 93-94, 94-95, 95-96, 96-97)
Middle States Periodic Review Committee (AY 93-94)

St. Bonaventure University:
Dean Search Coordinating Committee - 1991
Sponsored Executive Visit - Mr. Warren Spitz, Prudential
Equity Management Associates - 1991
Panel Discussant - "Recycling and the Environment", Delta Mu Delta
Induction Ceremony - 1990
Marshall - Graduation Ceremony - 1990
Member, WSJ Award Selection Committee - 1990,1991

1 Increased enrollment by 100% in two years and revised the MBA curriculum, by eliminating undergraduate prerequisites and creating new graduate level courses, in one year.
Quincy College:

- Select Presidential Task Forces on Finances, 1984
- Faculty Development Committee - 1982

Saint Louis University:

- Graduate Council, Student Representative - 1987
COMMUNITY SERVICE

Bloomsburg Rotary (2008/2009)
The Northeastern Philharmonic Board Member (7/1/03 – 7/1/04)
Bloomsburg Theatre Ensemble, President of the Board (1999-2001)
Treasurer and Member of the Board of Directors, Masonic 32nd Degree Bloomsburg Learning Center (2000, 2001, 2002, 2003)
Bloomsburg Theatre Ensemble, Vice-President of the Board (1998, 1999)
Guest Speaker on Financial Topics to New Choices - Bridges (a program designed to integrate long-term welfare recipients into the workforce).
Bloomsburg Theater Ensemble Finance Committee (1994, 1995)
Volunteer Consultant, Geisinger "Migraines Outcomes" Study, November - December, 1993

Chair, Stewardship Committee of Christ United Methodist Church - 1990

Grants:

Faculty Research Grant
St. Bonaventure University (1991)

Faculty Research Grant
Bloomsburg University (2000)
Academic Leadership Accomplishments Overview

The accomplishments listed below happened under my direction. I worked with many capable people to make these events happen.

St. John Fisher College

- Revamped Strategic Plan (2010) – process of revision started December, 2012 w/expected completion in Fall, 2013
- In conjunction with Institutional Research, started the first School “Dashboard” of critical strategic data
- Revamped Assurance of Learning System to simplify the goals and objectives while introducing appropriate measurement devices such as rubrics and external devises such as COMP XM and ILLIAD.
- Acquired SEDONA Faculty Management system to manage faculty information related to course loads, intellectual contributions, and AACSB International performance metrics. This has led to compliance for AACSB International standards 9 and 10.
- With my support and encouragement, Faculty developed two new majors in Marketing and Human Resource Management
- Created a joint Pharm.d./MBA program reciving state approval in May, 2012.
- With my support and encouragement, Faculty redesigned the Finance major creating separate tracks in Corporate and in Financial Planning
- MBA credit hour production significantly increased with economic impact over $800,000 academic year 2012/2013
- Terminated the MS in Organization Leadership/Human Resource Development effective May, 2013 – this program was a non-business program that had less than 12 students and no full-time faculty associated with the program
- Increased Bittner engagement with Beta Gamma Sigma and earned Premier Chapter Status for the first time. The Dean and Assistant Dean tap students in classes which has increased student participation along with other activities
- For the last two years, we have sent a Beta Gamma Sigma member to the BGS Student Leadership Forum.
- Initiated the first Beta Gamma Sigma Induction Ceremony at St. John Fisher in 2012
- Initiated the first Commencement Celebration for the Bittner School in 2012
- Nominated the first three Beta Gamma Sigma Chapter Honorees ever in Bittner history
- Nominated Victor E. Salerno as a Beta Gamma Sigma Business Achievement Award who received the award in Spring, 2012
- Awarded the first female for the Dean’s Medal at our Excellence in Management Award in spring, 2012
- Launched the first College wide travel study-tour beginning Spring, 2013. The tour is for senior accounting and MBA students and will go to Brussels and London over 10 days
- Currently negotiating a semester long program with the Waterford Institute of Technology in Waterford, Ireland which is a sister institution
Have begun the process to establish a Management/Marketing Alumni Affinity Group – target date is Spring, 2014 (Accounting Alumni Affinity Group is in place) – the chair of the group has been identified

Established the MBA Student Advisory Board

Revamped the Dean’s Advisory Council to engage them in the operations of the school. For example, the Council just approved a process for the new Strategic Plan where members of the Council will serve with faculty to create Thematic Goals and Objectives for the next 5 years

Have overseen the building of a new facility to house the School of Business with responsibility in interior design of the building as well as furniture selection

LaSalle University

Fully implemented Sedona Faculty Management System to monitor School of Business compliance with AACSB faculty sufficiency standards

Initiated bi-weekly staff meetings with MBA Directors to create a shared culture - the MBA Directors had little communication prior to my joining LaSalle

Appointed to a Blue Ribbon Committee to assess School of Business enrollments – the BRC is composed of all University VP’s, all School of Business Department Chairs, and six members of the Board of Trustees including the Chair of the Board

Supervised all scheduling for the MBA program which entails three separate campuses and with student enrollment of 550 students in both part-time and full-time programs.

Created the Fifth Year Maintenance of Accreditation Report.

Created a forecasting model for projecting enrollments in MBA courses.

Maintained Membership on AACSB International Initial Accreditation Committee.

Bloomsburg University

Recruited first Frederick Douglas Scholar for Bloomsburg University
  • This is a one-year appointment for an African-American teacher-scholar

Generated “friend-raising to fundraising” plan

Directed significant revision of Assurance of Learning plan

Filled 100% of faculty vacancies in spite of a restrictive Union contract (terms of dollars)

Created a Student Advisory Board

Revitalized Business Advisory Board
  • Created Committees to engage members in governance

Revised significantly the MBA program curriculum with virtually 100% per cent support

Initiated a satellite program in Williamsport that doubled the enrollment of the MBA program

Led state mandated five-year academic programmatic review

Created a unique approach to increasing class sizes (mandated by State Authorities) while maintaining lower enrollment in majors classes

Responsible for AACSB International accreditation efforts of the College
⇒ Responsible for scheduling courses
⇒ Created the first Course Offerings Matrix for the MBA Program

**Alfred University**

⇒ Raised funding for Finance Trading Room ($100,000) – built August, 2006
⇒ Initiated effort to endow a faculty chair in Finance ($1,500,000)
⇒ Led final efforts to remove College of Business from Continuing Review (accomplished Dec, 2004)
⇒ Named to Assurance of Learning II Seminar Committee (June, 2005)¹
⇒ Named to Lead University’s Committee on Assessment (to plan and implement assessment activities throughout the University)
⇒ Member of Planning Committee for the Alfred University Board of Trustees Strategic Planning Retreat
⇒ Revitalized Business Advisory Board (renaming it the Dean’s Executive Advisory Council)
⇒ Started the Dean’s Advisory Council of Student Leaders and tasked it to develop a student advising survey and to participate in revision of the freshmen curriculum.
⇒ Developed and Implemented a new Marketing Major
⇒ Developed and Implemented a new Finance Major
⇒ Led effort to create a new vision statement and strategic plan (annual process of implementation and review established)
⇒ Created an academic course for the Student Managed Investment Fund
⇒ Implemented Sedona Faculty Management System
⇒ Managed + $1,800,000 annual operating budget
⇒ Created “Profiles in Leadership” course which brought friends of the University in to teach students about their leadership experiences
⇒ Started implementation of Assurance of Learning Assessment Standards
⇒ Resolved staff conflicts through the creation a shared vision

**King’s College**

⇒ Earned initial accreditation from AACSB International in December, 2003
⇒ Revised and implemented a new Mission Statement
⇒ Implemented a Business Foundation Common Curriculum (none was in place)
  ⇒ Created Project Teams to manage the curriculum and assessment of Business Foundation Courses
    ⇒ Project teams composed of faculty from differing disciplines, students, and members of the Director’s Leadership Group
⇒ Initiated a Faculty Review major programs for currency which lead to changes in required hours for most programs
⇒ Terminated two low enrolled majors and transferred one major program to Liberal Arts
⇒ Added a Career Planning Component to Business Curriculum
⇒ Led AACSB International Accreditation Efforts

¹ This committee will develop and present seminars for AACSB International on Assurance of Learning issues.
- Replaced our Peer Review Team
- Supervised the writing of our Self-Evaluation Report
- Created an Intellectual Contributions Plan to foster a climate of intellectual contribution
- Raised funds for and created the Mark Leffler Scholar of the Year Award
  - $1,000 cash grant for the faculty member deemed the best scholar over the last five years

⇒ Increased Stakeholder Involvement
- Created the Director's Leadership Group
  - Approved the revised Mission Statement
  - Made significant recommendations regarding the Business Foundation curriculum
  - Approved the concept of Business Foundation Project Teams
  - Approved a pilot student mentoring program to become active in the Fall of 2001
- Created the Student Advisory Group
  - Created a Advising Survey to assess the effectiveness of student advisement within the business school

⇒ Increased participation of non-business faculty on selected committees
⇒ Reorganized the departments of the School of Business to maximize the leadership potential of faculty
⇒ Reduced faculty overloads
⇒ Reduced faculty preparations to two per semester maximum