In February, the Higher Learning Commission (HLC) approved the applied Doctorate in Business Administration (DBA) program. This decision completes a nearly three-year period of development and review for the DBA, the state's first part-time business doctoral program delivered by a public higher education institution. The DBA is built on a foundation of master's-level business courses. It offers advanced business education to prepare experienced practitioners for higher education teaching, professional consulting and upper-management positions. “We are delighted with the HLC approval,” said Gary Seiler, dean of the College of Management (COM). “It recognizes the hard work we've put into developing the program, and the need for it in the business community.”

The DBA Steering Committee has identified an agenda of important activities for 2010 spring and summer semesters. Program marketing and promotion began in March, with applications being accepted from prospective students until June 1. The college will recruit an Advisory Committee of business leaders and experts to offer advice on key development tasks, such as marketing and promotion, approaches for building student interest, and strategies for achieving program goals.

Continued on page 3
IN Appreciation of Seiler continued

with active, engaged, substantive learning experiences that they can put to use in their daily and professional lives. It is no surprise that COM students are, when measured against national benchmarks, achieving well in a demanding, high-quality program, which is evident by the very effective assessment program implemented during his time as dean.

It is not an accident that COM has the largest (and growing) enrollments in the university, because the college has undertaken a number of impressive academic initiatives with Dean Seiler’s leadership. New concentrations and tracks have been added to COM degree programs to reflect developments in the business and professional environment and to be attractive to the many transfer students who choose Metropolitan State. He has worked hard to cultivate good working relationships with the 10 MnSCU colleges in the Metro Alliance, pioneering the BAS approach to giving AAS graduates an attractive option to complete the bachelor’s degree and offering degree-completion programs in business administration and accounting on Metro Alliance campuses. COM has also embraced the possibilities for online learning. A large number of COM courses are now available online and six undergraduate and three graduate programs (including the MBA) are offered, one of the strongest online selections in the MnSCU system. Reflecting the strength of the Metropolitan State accounting program, the Minnesota Society of CPAs recommends the MBA as the preferred program for its members and hosts courses at its facilities. COM has also continued to be active in developing international partnerships, particularly with Taiwan, and new initiatives are in motion in Singapore and India.

In 2007 Metropolitan State became a doctoral university with the introduction of the applied Doctorate in Nursing Practice as part of a four-university MnSCU consortium. The university will offer a first doctoral degree in its own right, now that the Higher Learning Commission approval has been secured. In the year that Dean Seiler plans to leave the dean’s position, it is very appropriate that it will be the year the Doctorate in Business Administration is secured. Dean Seiler worked very hard with his COM faculty colleagues to turn the initial approach from a business sector partner (the Minnesota Society of CPAs) into a successful proposal that won approval through rigorous MnSCU and Higher Learning Commission review processes. With so much activity, even in the last few months, we would hardly know that Dean Seiler plans to step down.

Another distinctive feature of Dean Seiler’s leadership in the college is the collegial working relationships and atmosphere of teamwork among COM faculty, administrators, advisors and staff.

The sense of humor with which he approaches his work helps to enhance the professional environment. A good example of the spirit of the College of Management that Dean Seiler has worked so hard to cultivate is witnessed each spring at the Graduate Dinner, where COM faculty, alumni and graduate students gather. The Graduate Dinner is one of the annual university events to which my wife and I look forward the most.

Dean Gary Seiler will be missed by the College of Management, the university, the business and professional community and COM alumni. We are grateful for the enthusiasm and commitment that he brought to the dean’s office and everything that he has accomplished. I think that his colleagues will agree that as it is said in Ireland, his like will not be seen again. I know that all of Dean Seiler’s colleagues, friends, alumni and students join me in thanking him for all of his fine work on behalf of Metropolitan State University. We look forward to having his continuing contribution as a COM professor.
partnerships with organizations to support doctoral-level applied research projects. The committee will also review strategies for recruiting community and experts for direct involvement in the DBA program, such as co-teaching courses, serving on subcommittees reviewing research projects, or helping to plan program activities.

During spring semester, the DBA Steering Committee will also finalize plans for student advising services, especially for dissertation projects, define the requirements and procedures of the dissertation research project, and select preliminary methods for measuring student learner outcomes for the DBA program. With these activities completed, students will better understand the requirements and expectations of the program and the quality of the DBA will be enhanced.

In the first two weeks of June, the DBA Admissions Committee will select the first set of 14–20 doctoral students. In July these students will participate in an orientation and a refresher quantitative skills workshop to brush up on skills useful in the academic program and the dissertation research project. COM will offer the first two doctoral business courses in fall semester, with course loads of one and two courses alternating over the next five consecutive semesters. A comprehensive examination and work on the dissertation research project will follow.

While there is much work ahead, we have reason to be proud of our accomplishments thus far. We are prepared to build on them to deliver a first-rate doctoral program for COM students.

For additional information about the program and application procedures, contact Shana VonRuden at 612.659.7290 or COM.GraduatePrograms@metrostate.edu or http://choose.metrostate.edu/comgradprograms.

“Prerequisites will be enforced.”
Later this course was called Professional Development for Managers. That summer he inaugurated his infamous grad finance course.

In researching MBA type programs, Ken found that Colorado State University (CSU) required a professional paper for graduation. Unlike a traditional research paper in which hypotheses were tested, the CSU paper focused on applied topics which solved real work problems. He developed this concept into the master's paper required for MMA students. While students who completed the project often claimed it to be their best learning experience, it did not prove to be a positive marketing tool. Many prospective students chose other programs out of fear of this requirement.

At the end of the spring 1984 quarter, Ken organized a reception for students and staff in the penthouse suite of the History Museum. Saint Paul Mayor George Latimer was the featured speaker. This event became the annual Graduate Program Dinner. Five years later he arranged for the CEO of Northwest Airlines to speak at the dinner at the University Club in Saint Paul. N.WA. flight attendants were on strike at the time, and one of them attended the dinner as guest of a student. Her dramatic challenge to the CEO during the question period gave us all a lesson in labor relations.

During this period resident faculty members coordinated several community faculty as part of their duties. Ken is most proud that he convinced two community faculty members to become resident faculty who have become academic leaders in the college: Janet Henquinet and David Bouchard. He was also instrumental in hiring Fred Manzara, Steve Lundine and Dorothy Marcic. When the first MMA director left for other opportunities, Ken served as interim director during 1987–1988. He repeated this service for another year, 1993–1994, as interim dean. In this period Ken taught several courses: Finance, Economics for Managers, Master's Paper Development, Managing People, Professional Development for Managers, Comparative Management Systems, Strategic Finance and Economics of Social Issues. Later he developed the MBA course Managerial Economics and Strategy.

During the 1992–1993 academic year, Ken served as Faculty Association president. Then university President Tobin Barrozo decided to restructure the faculty into colleges. He felt that prospective undergraduate students wanted more traditional academic majors. The founding faculty members rebelled; they wanted to preserve the individualized program which had won the university national acclaim for its innovation. Ken found the compromise: a new college (which became First College) would continue the individualized programs while the other colleges (Arts and Sciences, Community and Professional Studies, and Management) would provide students the majors they desired.

While interim dean of the college in 1993–1994, Ken initiated a program with Tamkang University in Taiwan. Since then we have conferred degrees on more than 900 Taiwan students from several universities there. At first, resident and community faculty members taught accelerated courses in Taiwan, and now the Taiwan students come to Minnesota for their courses. As the college's coordinator of international programs, he started exchange programs with the Schools of Business, Stockholm University and Bremen University in Germany.

Later Ken served as chair of several departments in the college: Economics, Finance and International Business; Economics; and then the department as a whole. He also was graduate program director for several years. As Grievance Office for the Faculty Association, he was able to avoid filing formal grievances by finding ways to solve problems "behind the scene."

Ken's outside work has frequently earned publicity for the college and university. During the late 1980s he represented consumers in four utility rate cases before the Minnesota Public Utilities Commission. When the former socialist countries of Eastern Europe transformed their economies, Ken's efforts in former Yugoslavia and Poland were widely covered in the media. From year 2000–2006 Ken was appointed Honorary Consul for the Republic of Slovenia. Most of his media visibility, however, has come from his lobbying and writing on social issues. He is a recognized authority on sports stadium funding and cell phone use while driving.

During Ken's last three years in the college, he has contributed to two key projects. He was the key supporter of the development of the DBA which will begin this year. His energy and commitment helped make this exciting program possible. As department chair he has also led the assessment of the undergraduate programs. His committee has redesigned the outcomes and developed effective assessment processes.

While Ken's presence on the faculty will be missed, he says that it is time to allow (or force) others to assume new roles. Often a person's abilities are not fully appreciated until an opportunity which utilizes them arises. Thank you, Ken, for one more opportunity and for showing all of us how to make a difference!

"Be sure you have completed all prerequisites before you register for a course."

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DEAN’S Comments continued

Strategic Planning: The college is in the process of (developing) strategic planning for the next three to five years that will guide our future development within the parameters of the university’s strategic plan. Goals and strategies are being discussed by the faculty this spring term and will result in a strategic plan that will be implemented in the following years. The plan will address strategies related to growth in enrollments and new programs, quality improvement initiatives, expansion of faculty positions, operations and activities in the college and other factors. This strategic plan will address all levels within the college—undergraduate, master’s, and doctorate—and faculty and staff will be responsible for developing and implementing the strategies and actions needed to accomplish the goals.

Applied Doctorate: There are a number of initiatives that must be undertaken in the next few months to support the new applied doctoral program (see Dr. Delmont’s article in this newsletter). Several faculty members will be working through this spring and summer to ensure that when the first cohort of students arrives in the fall term for classes, everything will be ready for them. This Doctorate in Business Administration is the first “free-standing” doctoral degree program at Metropolitan State (the nursing doctorate is offered by a consortium of MnSCU universities). The DBA will have impacts throughout the College of Management and the university. For example, library services aimed at supporting student and faculty doctoral-level research in business will be required. The MBA program is likely to attract more registrations as students who need an MBA or specific prerequisite courses for admission into the doctoral program enroll. It is also likely to positively affect the way people view Metropolitan State and to strengthen its image in the business community. Stronger ties to businesses and other universities will also be a by-product of the new program. These are just a few of the likely effects of the DBA. This important program will require support from functions throughout the university.

Quality Initiatives: The Teaching Academy of the College of Management began fall term 2008 with workshops aimed at improving the quality of teaching throughout all of our programs. We have offered workshops to both resident and community faculty in areas such as Peer Review of Online Courses (MPNA); Creating Interactive Online Course Sites; Teaching and Technology; Continuous Improvement Initiatives in the Marketing Program; and Leading Discussions in Online and On-site Classes. The Teaching Academy will undertake a new expanded COM faculty orientation for new community faculty to ensure that they have a knowledge of the tools and information needed to successfully teach COM courses. This will be a required workshop for all new community faculty in the college and will be offered every term in the future.

The reaction of the participants of the Teaching Academy (TA) workshops presented thus far has been highly enthusiastic. Participants are given a learning transcript which documents their completion of each TA workshop. In the future, the TA activities will be available not only to COM faculty, but also faculty from other colleges in the university, and also to students in the applied doctoral program who may be interested in pursuing a teaching career after they graduate.

Beyond the Teaching Academy, future additional quality initiatives aimed not only at teaching but at all aspects of the student’s experience in the College of Management at Metropolitan State will result from the Strategic Plan discussed above.

Continued on page 6

"Prerequisites will be enforced.”
DEAN’S Comments continued

Top Accomplishments: Someone recently asked me what I considered the top accomplishments during my tenure as dean of the College of Management. It is very difficult to select one over another, but some of the things that came to mind almost immediately include the following:

- **Online Learning** opportunities for students. Close to one-third of the registrations in the College of Management are in online courses. Not only are many of our courses and programs online, so too are many other resources and support areas. Advising, tutoring, library services, registration, orientation and bookstore are a few of the online services to which students (both online and in-class) have online access. Metropolitan State’s online programs are the most advanced of all the MnSCU universities, and we are looking for ways to improve the online learning experience for students continuously.

- **Building Business Partnerships** with organizations like the Minnesota Society of CPAs, Schwan’s Food Company, Wells Fargo, Ford, Travelers and others are important elements of our efforts to connect to business, government, and nonprofit organizations. Our success in these partnerships has been outstanding, and the relationships we have developed with several of these organizations are enduring and highly beneficial for students and faculty.

- **Applied Doctorate**, while still in its early development stages, promises to give us a competitive edge in the hypercompetitive education market of the Twin Cities. I acknowledge and thank the faculty and staff of the College of Management for making many of these achievements possible.

As should be evident from the above, exciting things are happening and will continue after I leave. It has been such a pleasure working with all of you over the last 14 years. I shall return, after one year of leave/sabbatical, to teach and advise in the undergraduate, master's and new applied doctorate programs. I look forward to seeing and working with many of you in my new role.

INTERESTING Facts

On first day of the new term, Jan. 11, there were several interesting registration facts to point out. Note that the 10th day of the term is the data that is reported to the system office. However, it is interesting to look at the data on the first day of class before the drop with full refund date.

1. The 5,287 registrations for COM courses is an all-time high.
2. This represents a growth of 4.8 percent over last spring term (10th day).
3. Graduate enrollments have increased by 9.1 percent over last spring term.
4. The online enrollments are up 18.6 percent over last spring.
5. One curriculum unit, Management, is currently over 1,000 registrations.
6. Fall 2009, Accounting, also hit 1,000 registrations.

“Be sure you have completed all prerequisites before you register for a course.”
GARY SEILER: A Faculty Member’s Dean

Faculty Has Confidence in Their Dean
By Kenneth Zapp, Professor and Chair, COM

Gary Seiler will return to the faculty of the College of Management next year after serving as dean since 1996. He had first accepted the position as interim dean following the departure of Dr. Ming te Lu, who left Metropolitan State University for a university in Hong Kong. At the conclusion of a formal search for a new dean, senior faculty members realized that we had what the college needed in Gary. Their petition to the university resulted in the word “interim” being dropped from Gary’s title.

Gary had joined the undergraduate business faculty at the university in 1989. He had previously served as professor and department chair at the College (now university) of St. Catherine (St. Kate’s). At St. Kate’s he helped develop their Weekend College, which was designed to serve working adults. His academic work in business strategy at the University of Minnesota (BS, MBA and PhD) combined with his 16 years’ experience at St. Kate’s prepared him perfectly for the challenges at Metropolitan State.

When Gary arrived at Metropolitan State, the undergraduate students developed their own study plans within loose frameworks of career directions. Gary quickly tackled the task of developing more formalized degree expectations within business fields. Shortly thereafter, new university President Tobin Barrozo reorganized the university’s faculty, creating separate colleges and combining the undergraduate and graduate business faculty members. Gary assumed the leadership of the newly-established management department and helped develop new majors in Management and Business Administration.

When Dr. Lu became dean of the College of Management in 1994, he named Gary Seiler associate dean. As part of his responsibilities, Gary directed the rapidly growing master’s programs (MBA, MMIS and MPNA) in the College of Management.

During his tenure as dean, Gary is most proud of the growth of enrollments in the business programs, the creation of special educational partnerships, the grant funded projects he directed and the development of the Doctor of Business Administration scheduled to begin this year. He was an early and active supporter of the college’s academic programs in Taiwan and taught there several times.

During this period the college was selected by the Minnesota Society of Certified Public Accountants to provide a cohort MBA program for their members. American Express paid the college to develop a specialized program in financial planning for their employees. The Travelers Company funded a Risk Management and Insurance Minor in the college. The Schwan Food Company selected the college’s online undergraduate program in business administration for their staff, which are located around the world.

When Governor Pawlenty funded five Centers of Excellence, Metropolitan State—and the College of Management—was awarded one of the centers. The Center for Information Security now provides expert seminars for IT professionals throughout the state of Minnesota, and the college offers undergraduate and graduate certificates and minors in this vital field.

Under Gary’s leadership, the college has also created the Teaching Academy, which develops specialized training for resident and community faculty. One of College of Management’s specialties is online learning. The college now has more than 30 percent of its registrations in online courses, clearly the direction of higher education in the future.

In higher education, many people seek administrative posts for the wrong reasons—status, income, power. Gary was drafted into the position of dean because the faculty had confidence in him. He accepted the job out of a sense of duty. He believed that the college and university could serve students better, and we have.

The best thing a faculty member can say about a dean is that he or she is the faculty’s dean. Gary is our dean.”
Yia Lor, MPNA
Graduate Outstanding Student Award

Yia Lor has been chosen as outstanding College of Management graduate student for the university’s Fall 2009 Commencement.

• For the past six years Lor has been an academic advisor for the TRiO Educational Talent Search, a national nonprofit that promotes higher education to middle and high school students. Lor assists more than 200 students.
• Also during this time, Lor volunteers for Volunteer Income Tax Assistance, a nonprofit effort led by COM’s accounting program that assists low-income folks with tax preparation.
• Additionally he is volunteering with Take Action Minnesota, assisting the nonprofit on police reform issues.
• He is promoting the teaching of a Hmong history curriculum in Saint Paul Public Schools.

Lor’s life story is essential to an understanding of how he came to be our Outstanding Graduate Student. He comes from Laos, and he ended up in a Thai refugee camp, where he and his family endured eight long years in conditions that most of us would find unbearable. He had every reason to be bitter, to believe that justice is best achieved at the point of a gun. But instead, when he came to California, he turned to learning. He earned his high school diploma and continued his college education, becoming the first member of his family to graduate from college. He taught high school math in southern California and became a leader in the Hmong community before he was even 25.

Lor believes that positive change for his people is more likely to come from education, informed advocacy, and the stroke of a pen…rather than the point of a gun. He continued his leadership in the Hmong community when he moved to the Twin Cities, becoming a church elder, volunteering in a program that helps low-income residents with their tax returns, and helping to write grants to support community projects.

Margaret Andre, BA
Finance Major, Undergraduate Outstanding Student Award

The COM Outstanding Student Committee selected Margaret Andre from a group of six finalists to receive the undergraduate COM Outstanding Student Award for the Fall 2009 Commencement.

Andre completed her first class at Metropolitan State in 1998 while pregnant with her youngest child. Marge took a break from classes at Metropolitan State in 2001 and 2002 while her husband successfully battled a life threatening illness. In late 2008, due to a family crisis, she became the business manager for the family farm. Andre feels that the knowledge gained from the College of Management was instrumental in her ability to positively impact the farm’s financial position.

Andre has a strong commitment to the community, and annually she and her children volunteer as block captains for a number of charity fund-raisers (Heart Association, March of Dimes, American Cancer Society, and so forth). Additionally, she cofounded the Greater Cornelia Neighborhood Association while attending Metropolitan State. Her involvement in the neighborhood association resulted in her participation in a number of city council campaigns.

Prior to Metropolitan State, Andre graduated with an accounting degree from Dakota County Technical College, winning academic honors. Her success in school and community has clearly translated to her professional life.

Andre has worked in accounting and finance for 25 years, the last 15 for Minnesota Wire, a Saint Paul manufacturer that also performs research and development. As finance resource manager, Andre supervises several employees and serves on the company’s strategic planning, capital expansion and financial planning committees. “If ever there was a place where you could apply what you are learning from college accounting and finance, Minnesota Wire is it,” she said. “There are so many different activities going on here.”

Andre hopes to begin graduate school soon.

“Be sure you have completed all prerequisites before you register for a course.”
Jagdeep Arora, part owner of Groceries & Deli on Harmon
by Mary Ann Johnson

Jagdeep is from Chandigarh in the northern part of India. He came to the United States with his parents in 1998 while still in high school. After graduating, he completed an associate of science at Minneapolis Community and Technical College (MCTC). Following his graduation from MCTC, Jagdeep enrolled in the College of Management’s undergraduate program in management and added the entrepreneurship minor.

What led you to choosing a restaurant business?

While attending classes at Metropolitan State, he became interested in the restaurant business. He gave credit to his instructors who helped to nurture his dream, who helped him learn how to manage a business and gave him the perspective as an entrepreneur. He says he benefited greatly from his MGMT 499 class, where students analyze case studies on real companies. Carol Bisson, a flower shop owner and his MGMT 499 instructor, impressed him with her entrepreneurial background and her incorporation of real life experiences into the class as well as the open periods for students to discuss various business topics.

How did you prepare yourself to own a small business?

Jagdeep's original goal was to have a “grab and go type,” fast food Indian restaurant. He says, “It is not about the money, it is about satisfying my customers.” He worked in several restaurants learning the restaurant business and eventually became the general manager for Qdoba, a Mexican grill, and later for Bruegger’s Bagels, both in Minneapolis.

Jagdeep went back to India for four months to receive training and to learn more about the type of business he would like to own. When he returned he looked in Minneapolis for a place to open his fast food Indian restaurant business. He met with Kent Thomas, owner of a grocery called “Metro Market on 5th” in the warehouse district in Minneapolis. Kent talked to him about becoming a partner in his grocery/deli business. Jagdeep considered a partnership in the business, and found he could use all his ideas in a deli operation. He is now part owner of two businesses, “Groceries & Deli on Harmon,” and “Metro Market on 5th.”

Happening Now

Opened in August 2009 near the Minneapolis Metropolitan State Campus, “Groceries & Deli on Harmon” is very busy. This small neighborhood grocery/deli is frequented by students in the area, as well as faculty and staff in the College of Management. Other small business owners and apartment dwellers near the store also contribute to its success.

When asked where he wants to be in five years, he says, “I would eventually like to have six grocery/deli locations in Minneapolis.”

“Prerequisites will be enforced.”
ATTENTION
Readers
If you have professional news you would like to share (for example, a promotion, new job, advanced degree, awards and so forth) please send the information to maryann.johnson@metrostate.edu.

COM Master Programs
Key in the following URL for the landing page for COM's graduate programs:
http://choose.metrostate.edu/comgradprograms/

ALUMNI Highlights

Kristina Lysova
Kristina Lysova, COM BA graduate in December 2009, was last year's recipient of the Student Senate Academic Achievement Award Scholarship, has landed a research position with the University of Chicago. She will be an associate analyst with Alumni Relations and Development. The University of Chicago is one of the nation's top 10 universities.

As a recent graduate with an economics major and applied mathematics minor, she is already making news in our Alumni News section. She is a person to watch.

Jessica Loftus
Jessica (Sandin) Loftus, Orono, graduate of the MPNA program in 2004, has been hired as the new city administrator for Orono, Minn. Jessica previously held the city administrator's position in the city of Tonka Bay where she managed a city budget of $2 million and directed its capital improvement program.

Excerpts taken from: Sun Patriot Newspaper, reported by Eric Serrano.

Professor Roger Israel, faculty for the Master of Public and Nonprofit Administration (MPNA) says, “Jessica is another MPNA alumni moving up...from administrator in Tonka Bay to city manager of Orono. You may also recall that Jessica (as Jessica Sandin) was a Marilyn Bryant Scholarship winner a few years ago. When she began our program, Jessica was working in economic assistance in Anoka County Human Services, desperately wanting to get into city government. Now, only a few years beyond her MPNA, she is starting her second city manager position in April in a much bigger community.”

Jessica says, “I greatly enjoyed my experience in the Master of Public and Nonprofit Administration program at Metropolitan State University. I was impressed with my professors who had real-world experience in the public sector and provided me valuable lessons that I continue to utilize in my job responsibilities. Roger Israel, the director and professor of the MPNA program, inspired me with his passion for public service and supported me as an advisor.”

Additionally Jessica says, “The degree has given me the opportunity to grow in my career from an intern to a city administrator in the past five years.”

Ed Harm
Ed Harm, 2004 Metropolitan State University alumnus with a B.A. in economics and a minor in business management, has been named manager of Forsythe Appraisals, LLC branch office in San Bernardino.

Harm, a former San Diego branch manager, is a certified FHA-approved appraiser, licensed in the state of California. He has three years of experience and has appraised more than 500 properties in California, including in Los Angeles, San Diego, Riverside and San Bernardino counties.

Excerpts taken from:
http://www.inlandoccal.com/business/content/inland_peoplestories/BP_people_20091117_harm_mgr.2c715a7d0.html.
International Programs Update

by Dr. Roger Prestwich

International Programs

The prospects for new cohorts of students becoming members of the College of Management community are moving toward fruition. We received approval from the North Central Association’s Higher Learning Commission (HLC) in February to offer our BS degree with a major in business administration to students in Singapore. We are close to signing MBA and MMIS cohort contracts with a university in India, and we are in bachelor’s and master’s program discussions with several institutions in China. The Singapore program will be a partnership with the American Center for Education (ACE) in Singapore and our sister university in Taiwan (China University of Technology—CUTe), which will be responsible for teaching the first three years of the program. The College of Management will then either arrange to teach the fourth year courses in Singapore or bring the students to Minnesota. We are also in the final stage of negotiations with Bharati Vidyapeeth University in Pune, India, for annual cohorts of graduate students to come to Minneapolis for a full calendar year to complete their MBA or MMIS degree programs.

Our partners in Singapore (ACE) and Taiwan (CUTe) are both in discussions with several universities in China who are interested in joint undergraduate or graduate programs, so we may also see more students from China joining COM in the not too distant future. Meanwhile, we will be welcoming the sixth MBA cohort of CUTe students from Taiwan to the Management Education Center in August for a full academic year.

All of the institutions with whom we either have or hope to have educational partnerships are very hopeful that faculty and students from the College of Management will be interested in spending some time on their campuses, either as lecturers, researchers or students taking classes. So, if the prospect of expanding your educational horizons and practicing your intercultural skills on a campus in Taiwan, Singapore, India or China appeals to you, contact Dr. Roger Prestwich (roger.prestwich@metrostate.edu), and he will provide you with the contact details.

ATTENTION Accounting Practitioners!

Professor Jenny Dosch is embarking on a research project to enhance the practical application of business processes in the Advanced Strategic Management Accounting course. Does your company excel at an operating process? Is this operating process something that if taught in the undergraduate accounting program would help COM accounting students be better prepared for a working career in management accounting? Examples might include:

- lean production processes;
- management of capacity;
- value chain efficiencies;
- six sigma practices;
- strategic implementation of company objectives;
- or another great topic for use in the classroom to give Metropolitan State students additional preparation that textbooks often don’t include.

Contact Jenny at jennifer.dosch@metrostate.edu with your suggested topic, thoughts or questions about the research or potential topics.
NEWSWORTHY Article for COM Students

The following articles, “Nurse Out-duels IRS Over M.B.A. Tuition” and “Win Raises Hope for Other Students” should be of great interest to COM students in the MBA program, Tax Accounting program or the MBA for CPA program.

Refer to the Wall Street Journal for Saturday, Jan. 9, 2010, or follow the URLs listed below:

“Nurse Outduels IRS Over M.B.A. Tuition”
http://online.wsj.com/article/SB10001424052748703535104646582965101664.html?mod =WSJ_WSJ_Careers_PublicSearch

“Win Raises Hope for Other Students”
http://online.wsj.com/article/SB100014240527487035351046591234662668.html

ONGOING Day Programs/Midway Center

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ONGOING Day Programs/Saint Paul Campus

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Check the Class Schedule for the latest information at http://www.metrostate.edu/msweb/explore/catalog/schedule/index.cfm

FACULTY Articles

Kenneth Zapp

Professor Kenneth Zapp was informed that his paper, “Competitive Advantage: The Missing Link in Teaching Capital Budgeting Analysis,” has been accepted for presentation at the 2010 International Academy of Business Disciplines (IABD) conference in Las Vegas (April 2010) and for publication in its Business Research Yearbook.

Allen Bellas

Professor Allen Bellas, was notified his article, “Technological Progress in Particulate Removal Equipment at U.S. Coal Burning Power Plants,” coauthored by Ian Lange and Allen Bellas, will be published in the Journal of Regulatory Economics in the near future.

The abstract of the paper reads:

“Be sure you have completed all prerequisites before you register for a course.”
Professor Allen Bellas continued…

“Coal-fired power plants contribute significantly to particulate matter emissions, which are regulated in the U.S. with emissions standards set by individual states. The theoretical literature generally, though not always, finds that standards offer inferior incentives to develop and adopt technological innovations, especially in end-of-pipe pollution control. This analysis empirically tests for cost-saving innovations in the operating, capital, and lifetime costs of flue gas particulate collectors. Results suggest that operating costs have fallen over time, capital costs have increased, and that these changes have led to no statistical change in lifetime costs.”

Jennifer Schultz, Carol Bormann Young and Janet Henquinet

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Professors Jennifer Schultz, Carol Bormann Young and Janet Henquinet are copresenting a workshop at the 2010 International Academy of Business Disciplines conference in Las Vegas (April 2010) entitled “Integrating a Strategic Management Approach into the Undergraduate Business Curriculum.” This workshop shares the process used to integrate a strategic management approach into an individual discipline, specifically addressing strategic thinking as a framework for curriculum development.

Nancy Nentl

Professor Nancy Nentl, marketing, has coauthored an article with Richard Bernett, CFPIM, CPM entitled “Opinions and Expectations about Continuous Improvement Programs.” Published in the Journal of Quality and Participation, Special Issue on 21st Century Leadership, January 2010, Vol. 32, No. 4.

How does continuous improvement fit with 21st century leadership? This survey shows that the link between improvement efforts and achievement of organizational goals must be clear.

Employees from 64 Midwest companies answered an online survey that explored opinions about their continuous improvement implementations and their performance expectations resulting from the implementations. The data indicates that while enthusiasm for continuous improvement implementations is high, there is reluctance about the program’s ability to achieve organizational goals. Whether a respondent is close to or removed from the day-to-day activities of the implementation does not significantly alter these findings. The survey results suggest either a real skepticism about a program’s ability to achieve those goals, or simply a lack of internal communication regarding the stated end goals of continuous improvement programs.

Professor Nancy Nentl has coauthored another paper, “About Simulations and Bloom’s Learning Taxonomy” with Craig Miller and Ruth Zietlow. This paper was presented at the Association for Business Simulation and Experiential Learning (ABSEL 2010), Little Rock, Ark., March 22–24.

Abstract: This paper presents a discussion about Bloom’s Learning Taxonomy, a broadly accepted hierarchical model of learning that identifies various stages of learning, and electronic learning tools widely distributed in today’s educational marketplace. First, the six successive stages of Bloom’s are discussed within the context of a business classroom. Then students differentiate six types of electronic learning tools that are commonly available to business instructors such as animations, discreet scenarios, branching, “smart” calculators, deterministic simulations, and Monte Carlo simulations. Students then compare this hierarchy of experiential learning tools to the stages of Bloom’s Learning hierarchy.

The differences between true simulations and quasi simulations or products that are not simulations are significant and important to distinguish. We suggest that while many products are called “simulations,” they are not, in the truest sense, simulations. Whether or not an experiential learning product is a true simulation is measured by the degree to which the product has external validity and thus truly represents a business environment. We conclude that applying the classification of simulation to electronic teaching tools that lack external validity and thus underrepresent or misrepresent today’s business environment can dilute critical analysis of its adequacy and accuracy.

“Prerequisites will be enforced.”
ANNUAL Spring Dinner
Save the date April 30 for the “2010 Annual Spring Dinner” for COM Graduate Programs.

TRAVELERS Pathways Program Update
By Jill Sondergaard

On March 19, 120+ college and high school students attended the Travelers EDGE career day event at Travelers. Fourteen of our students attended; over half of them are from the College of Management! Recently I wrote an article about “bringing your ‘A’ game.” I am working on a series of “coaching” sessions (like an appetizer-portion) and you’ll see/hear words such as Attitude, Appearance, Aptitude, Achievements, Aspirations and Appetite. Announcements are forthcoming.

If you are already on my e-mail list, you received a reminder of the Travelers Scholarship Application deadline (April 23), and a promotion of the Risk Management and Insurance Minor (Professor Ken Hess said it was officially approved in January). Metropolitan State University’s Travelers Pathways Program exists to enhance educational and career development opportunities for students and alumni interested in careers in insurance and financial services. Send me an e-mail: jill.sondergaard@metrostate.edu.

GRADUATE Corner

COM Online Programs: A Response to Student Needs
By Tim Delmont, graduate programs director

In the Feb. 21, 2010, issue of the Chronicle of Higher Education, it was reported that one in four college students in the United States took at least one full or hybrid online course in fall 2008, the most recent year for which data were available. Moreover, online enrollments increased 17 percent in 2008 over 2007, following a 12 percent increase from 2007 over 2006. The increasing popularity of online courses occurred at both undergraduate and graduate program levels.

Our experience in COM mirrors these national trends. In the FY06–FY08 period, online and Web-enhanced enrollments increased from 2,557 to 3,099 or 17.2 percent. Across a five-year period—FY04 to FY08—the increases were even more dramatic, with enrollments increasing from 1,775 to 3,099 or 42.4 percent. In FY04, one in five COM students was enrolled in an online or Web-enhanced course. In FY08, one in three was enrolled in these courses. These data reflect enrollments in both undergraduate and graduate programs and exclude data for Web-enhanced courses. We can assume that trends are similar for our graduate programs only. These are huge changes and not accidental ones.

The vast majority of our graduate students are part-time students. Their choice of online and Web-enhanced courses reflects their needs as adults to find work-life balance while pursuing career enhancement. I am impressed by how well our students perform academically given the challenges most face.

I am also proud that our faculty has consistently responded to these student preferences by proactively developing a full package of online and Web-enhanced MBA, MNPA, and MMIS programs and selected MMIS certificate programs. Our ability to deliver classroom, Web-enhanced and online courses is good for our students and for us in the marketplace.

What is also worth noting is our consistent effort to ensure quality in our Web-enhanced and online courses. For example, over the past three years, we have systematically assessed student learner outcomes in these courses, looking for how we may measure and increase student learner gains in areas such as critical thinking skills, problem solving and communication skills.

Moreover, many resident faculty attend workshops offered by the Center for Online Learning to strengthen their teaching skills. In the past year, COM has also created an Academy of Teaching for faculty, in which workshops on technology applications have been offered. In the February 2010 department faculty meeting, we voted to require all new COM community faculty to participate in required workshops on instructional methods, including online applications, within their first or second semester of teaching.

We are committed to meeting student preferences for online opportunities while ensuring quality. We think it is vitally important to continue to offer “value” for the student tuition dollar.

While working to strengthen our online programming, the COM faculty is also looking at future directions for all college programs and services. We are engaged in a strategic planning effort in both fall 2009 and spring 2010. Thus far we have revised the COM mission statement, which is shown in another section of this newsletter, completed a strengths/weaknesses/opportunities/threats (SWAT) analysis, and identified key planning issues. The selection of priority goals and strategies is forthcoming. The strategic plan will be shared with candidates for the COM dean’s position—for them to comment upon during their interviews—and used in future college planning and decision making processes.
Finished with Your COM Foundation Courses?

By Paul Hesterman, director, COM advising

The College of Management foundation courses, MIS 100, ACCT 210, MATH 115, ECON 201 and 202, and STAT 201 must be completed (with grades of C- or better; or S) early in your program before you can apply for admission to a College of Management major. Completing these courses provides a foundation for your success in more advanced courses. The foundation courses are also prerequisites for many other courses, so you must complete them to make progress in your major program. Note that the Economics and MIS majors have slightly different prerequisites for admission to the major—check the Catalog or major checklist online for more information. Contact your advisor if you have questions.

If you have completed the foundation courses for your College of Management major, now is the time to submit your major declaration form in order to be approved for your major! Declaring your major as soon as possible locks in your major requirements so that you can plan effectively and will not be disadvantaged if major requirements change in the future. Students who have declared their major are often assigned to faculty in their major area for advising, helping them establish relationships with faculty.

In addition, university policy requires that all students declare their major by the time they have been at Metropolitan State for at least one year and have completed at least 80 total credits. The university will soon start enforcing this policy by requiring students to declare before they can register, so declare your major now and avoid future problems!

Plan for summer and fall registration now! Registration for both summer and fall semesters began March 22. Use your DARS report (available through your NetDirect student portal), your major checklist and course sequence, and the “Advising Tips” available from the Web page for each COM major to plan a program that will meet prerequisites for future courses and move you towards graduation. Check to make sure you have met the prerequisites for any courses you plan to take, using your course sequence and the course listings in the Class Schedule (click on the course title to pull up the course description and prerequisite list).

Remember, College of Management strictly enforces course prerequisites! Satisfying prerequisites is critical to enable you to succeed in courses. Do not take a risk that you could be dropped from a course at the last minute. Do not register for a course if you have not met the prerequisites—it is that simple! The major course sequence is a great tool for mapping out the order to take your courses.

Plan now, and if you need assistance, contact your advisor before registering to get the quickest response. Remember most faculty are off contract and not available during the summer—be sure to seek advising assistance early.

Do NOT Forget the Upper Division Liberal Studies Requirement!

Metropolitan State requires that all students complete at least 8 credits of upper division (that is, 3XX level) course work selected from the GELS goal area course lists and GELS elective lists. This requirement is NOT completed by completion of an AA degree or the Minnesota Transfer Curriculum! No community college course or other lower-division course can count for upper-division Liberal Studies. Do not be among those several students each term who forget the Liberal Studies requirement, only to find that they will not graduate when they planned.

You can use your Liberal Studies courses to reinforce your major program or take something completely different. COM students can take upper-division economics courses for Liberal Studies, and there are other business-related options such as PHIL 320 Business Ethics or communication courses such as COMM 352 Organizational Communication or COMM 351 Communication in Work Groups.

A few other notes: First, business-focused courses such as IBUS 311 are listed on the GELS course lists with an “*” by the course. This means that they can be used for a goal area, but NOT for Liberal Studies. Check carefully.

Second, Liberal Studies courses can overlap with GELS goal areas (or, in some cases, major requirements). If you have a goal area that is not yet satisfied, kill two birds with one stone by taking an upper-division course from the goal area to also apply towards Liberal Studies.

Third, be sure to check the GELS course list in the Registration Resources booklet or online (link from the Class Schedule) to be sure that a course you are planning to take will satisfy the requirement. Do not make assumptions!
College of Management offices are located in the Management Education Center on the Minneapolis Campus. Room locations for all classes are listed on the Web one week before the first class session.

**Room Locations**

Be sure to check the Metropolitan State Web schedule before you go to your classes. Room locations for all classes are listed on the Web one week before the first class session.

**Employment**

Watch the College of Management Web site for employment, internships and scholarship opportunities.