

Elected Faculty Council

Minutes – Meeting of Feb 21, 2005, 10:30 AM to 12:00 PM

Members Present: Gary Russell (Chair), Bruce Johnson, Amy Kristof-Brown, John Solow, John Spitzer and Nick Street.

Members Absent: None

Also Attending the Meeting: Associate Dean Robert Forsythe, Associate Dean Nancy Hauserman (Undergraduate Programs), Assistant Dean Colleen Downie (MBA Programs) and Maggie Jesse (Computing Services)

Maggie Jesse provided an update on the minimal course website requirement, previously approved by the EFC. She indicated that for technical reasons (including the introduction of new course management software) this requirement will not be implemented until Fall 2005.

Maggie Jesse also discussed some general proposals to toughen rules for faculty and staff computer usage. These proposals are being developed in response to an attack on Tippie computers by a computer hacker from France. The proposals include ideas such as requiring virus software updates, forced rebooting of computers etc. Because the proposals are still being formulated, no EFC action was taken.

Nancy Hauserman and Colleen Downie discussed the honors pledge proposal on the agenda of the EFC. The EFC discussion revealed considerable disagreement on what the honors pledge should say and which programs (undergraduate, MBA or doctoral) the pledge would affect. The EFC agreed to hold an open forum to obtain further student and faculty input on this issue.

The EFC again discussed a proposal by the MBA Program to change certain course requirements in the first semester of the first year. This proposal has been considerably scaled down from the first proposal presented to the EFC in December 2004. Based upon an EFC open forum (on February 18, 2005) and upon the reactions of the DEO's, the EFC voted to approve the changes.

The next meeting of the EFC will be on March 28, 2005 from 10:30 am to noon. [Note: Later, this meeting was rescheduled for April 18, 2005.]

EFC DECISION ON MBA CURRICULUM

By a vote of 5-0 (with one abstention), the Elected Faculty Council has approved the implementation of proposed changes in the MBA curriculum.

Briefly, these changes primarily impact the core courses taught during an MBA's student first semester at Tippie. In addition to the standard core courses, students will be required to take one-week modules on communication skills and on leadership.

Details on the proposal are described in the attached documents (verbal description [Word file] and diagram [Excel file]). These documents have been previously provided in hard copy form to all faculty. They were also discussed at an EFC Open Forum on Thursday, February 17, 2005.

By taking this action, the EFC has decided not to require that the MBA curriculum changes in this proposal be approved by a formal faculty vote. Under the new governance rules, the EFC is empowered to approve new curriculum policies without a faculty vote.

However, the EFC wishes to remind faculty that a petition signed by 20% of the Faculty Assembly (tenure track faculty, not adjunct professors) can force a vote on this issue by the entire faculty. Any such petition should be forwarded to Gary J. Russell, Chair of the EFC.

**Fulltime MBA Program
Curriculum Proposal
January 18, 2005**

The Tippie School of Management, with the support of the MBA Program Committee, proposes changes to the existing curriculum for the Fulltime MBA Program.

Background

It is the opinion of the School of Management and partner employers that Tippie MBA students are exceptionally well prepared academically. This outcome is the result of many factors including quality input, exceptional faculty and course delivery, and a sound curriculum. With that said, feedback was collected over the last year from corporate recruiters, executive visitors, faculty, the School of Management Advisory Council, exit and alumni surveys and benchmarking data from top MBA programs to assess the comprehensiveness of the existing curriculum and to determine programmatic shortcomings. Five shortcomings emerged:

- Tippie MBA students, on the average, need to greatly improve their verbal communication skills, persuasive communication skills and professional presentation skills.
- The Tippie MBA Program is not competitive in its international business course offerings. While international business is not expected to become a core area of focus at Tippie, it is needed as an adjunct to current concentrations.
- The Tippie MBA Program lacks a systematic approach to the delivery of experiential learning opportunities although individual faculty and academic departments have incorporated experiences into course work.
- Tippie MBA students appear to lack integrative strategic skills necessary to work as consultants and develop as general managers.
- Tippie MBA students are well-versed in academic theory and have a strong work ethic, but lack demonstrable management and leadership skills. While on occasion a leadership course is offered as a program elective, more direct leadership training and experience are needed.

Proposed Changes to the Fulltime Curriculum

The following are proposed changes to the curriculum that will address the noted shortcomings:

- 1. Mastering Communication and Introduction to Leadership and Teamwork-two modules in the new Tippie Leadership Series-will be added to the core and introduced into the fall semester of year one.**

Each of the one-semester hour course modules will be delivered as a one-week professional development immersion experience in the fall semester. During these weeks, students will not participate in additional course work.

Mastering Communication will be delivered in week one and will strengthen one-on-one communication skills and group presentation skills. The early timing of the communication module is imperative so skills can be practiced and assessed during the fall semester. In week nine, Introduction to Leadership and Teamwork (working title) provide students with skill building in leadership, team building and team

leadership. To assure appropriate content and skill building outcomes, the School has asked the Department of Management and Organizations to partner with us to create and deliver this module.

To provide two week-long time slots for the Tippie Leadership Series, fall core courses will be delivered in fourteen weeks split into two, seven-week blocks. Each of the class sessions will be delivered in one hour and thirty minute increments to provide equal contact hours to a sixteen-week course.

2. An International Business Concentration will be introduced as a secondary concentration.

Students will have the opportunity to pursue a international business concentration when coupled with their primary functional area concentration. The concentration will be comprised of existing electives including International Finance, International Marketing, Field Studies in Marketing (International Marketing Consulting), graduate language courses as well as a new Survey of International Business course. Interested students will have an opportunity to enroll in a course offered in the Hong Kong MBA program during winter break.

3. Mastering Operational Strategy, a one-semester hour course, will be added to the core and introduced in year two.

Students will hone their integrative strategy skills by running a virtual company utilizing a complex business simulation. The proposed simulation is The Marketplace, a web-based simulation successfully used by the Executive and MBA-PM programs for the last five years.

4. Competitive Prep will be assigned one semester hour.

Competitive Prep is a core course that provides career development training to new MBA students. The course has been part of the core curriculum for several years but has not been assigned credit. As a result, students already feeling overwhelmed by the rigorous first semester do not have a strong commitment to the course. Assignment of one semester hour of credit will reflect the importance of the course in the core.

5. Managerial Economics and Introduction to Strategy will move to the spring semester of year one.

To incorporate the Tippie Leadership Series in the fall semester of year one, Intro to Strategy (1 s.h.) and Managerial Economics (2 s.h.), both core courses, will move to spring semester. Based on feedback from the Department of Economics, these two courses must be sequenced so that Managerial Economics is delivered prior to Intro to Strategy.

6. The number of program elective hours will decrease from 33 to 30 (11 to 10 electives) to allow for the three semester hours of new core credits.

The proposed changes address the described shortcomings with the exception of the Fulltime MBA Program's lack of a systematic approach to experiential learning. The School hopes to work with the academic departments over the next year to better understand the current offerings, assess the need for additional offerings, and develop a systematized approach.

