COBA Steering Committee Meeting  
September 5, 2003  

Minutes

Present: Jim Beatty  
   Jim Lackritz  
   Larry Rhyne  
   Howard Toole  
   Bob Wilbur

Excused: Chee Chow  
   Gail Naughton  
   Fred Raafat

1. Jim Beatty, 2002-2003 Chair, called the meeting of the Steering Committee to order at 1:05pm on September 5, 2003, in the Dean’s Conference Room.

2. Jim Lackritz (IDS), Howard Toole (Accountancy), and Chee Chow (Accountancy) were welcomed as newly elected members of the Steering Committee. Jim Lackritz’s term will run from Fall 2003 through Spring 2005, while Howard and Chee’s terms will run from Fall 2003 through Spring 2006.

3. The Committee moved, seconded, and approved (unanimous) the election of Jim Beatty as Chair for the 2003-2004 year.

4. The meeting agenda was reviewed and approved.

5. The minutes of 05/02/2003 were moved, seconded, and approved (unanimous) with one typo correction.

6. The Committee will meet on alternate Friday afternoons from 1:00-2:30 in the Dean’s Conference Room for Fall 2003. The meeting dates will be 9/5, 9/19, 10/3, 10/17, 10/31, 11/14, 12/5, and 12/19 (if necessary).

7. The section of the Policy File pertaining to the Steering Committee was distributed in advance of the meeting and was individually reviewed in advance of the first meeting benefit of all Committee members.

8. The remaining “old business” items from last year were reviewed. These items will be placed on the agendas of future Steering Committee meetings: a) Bob Wilbur will lead a discussion of the necessary changes in the Policy File to include requirements for the MOU regarding temporary faculty, as addressed last Spring; b) the election process will be re-examined, especially the timing of the process; and c) the membership, size, and length of service of the Committee (including term limits) will be included a future agenda.

9. The concept of term limits for Department Chairs was briefly discussed. Sentiment was expressed that since the Department Chairs served at the pleasure of the Dean, Provost, and President, the Steering Committee had
little authority to develop policy in this regard. It was noted that Departments make recommendations concerning chairs to the Dean; as such, Departments also have mechanisms for indicating their displeasure of Chairs to the Dean. Further, the University does not have a policy for term limits for Chairs. While the College can amend its own Policy File in regard to term limits for committee membership if desired, it does not have this same latitude regarding Chairs.

10. The Committee was asked to preview the three School of Accountancy curriculum proposals prior to the September 19, 2003, meeting. The proposals for Accounting 620, 625, and 650 were then distributed to Committee members for review. The Graduate Committee will be discussing these proposals on 9/15/2003.

11. Fred Raafat, who was unable to attend, wanted the Committee to remember that he is on sabbatical during Fall 2003. He plans to attend as often as possible.

12. Jim Lackritz informed the Committee that he has a part-time appointment with the Graduate Division for 2003-2004. He will dismiss himself from any discussions that might in any way be a conflict of interest in regard to Graduate programs.

13. Jim Beatty distributed the approved minutes of April 18 as well as the minutes of May 2 to provide new Committee members a summary of the previous discussions and actions regarding the preparations for strategic planning that occurred last year.

14. Since Dean Gail Naughton was unable to attend the meeting, she passed on the following message to the Committee members in advance: “With the new academic year beginning we are planning to embark on a strategic planning process that will identify short term (3-5 years) and long term (10 years) goals and objectives. I have met with the faculty who have joined us since the last planning process 6 years ago and am meeting briefly with faculty at department meetings to discuss the process. I very much wanted to attend the first Steering Committee . . . to discuss this with you but unfortunately will be on a plane to attend an Advisory Committee that President Weber [asked me to attend] as a representative [of] the campus.” She then met with each of the members of the Committee either individually or in subgroups prior to the Steering Committee meeting.

15. Bob Wilbur and Jim Beatty then provided a summary of the Strategic Management Seminar they and Gail attended in Madison, Wisconsin, in June 23-25, 2003. The seminar was led by Milton Blood from AACS B and Jim Griesemer, Dean of the Daniels College of Business at the University of Denver. Bob distributed in advance an outline of the seminar, as well as an article by Donald Hambrick and James Fredrickson entitled “Are you sure you have a strategy?” This article outlines an approach that incorporates and integrates five major elements of strategy: a) Arenas, b) Vehicles, c) Differentiators, d) Staging, and e) Economic Logic. These five elements were
reviewed and discussed by the Steering Committee members. Bob also had previously distributed the “Eligibility Procedures and Standards for Business Accreditation,” as adopted by AACSB International on April 25, 2003, including the Preamble, a listing of new standards, and a discussion of strategic management standards with interpretative information. Further, the Strategic Directions for the New Millennium document developed by Dr. Griesemer for the Daniels College was discussed. Additional copies of this document will be made available for all Committee members.

16. The Committee then discussed an outline for addressing strategic planning during the next few months. The Committee wants to make sure it receives input from all faculty, including senior level, somewhat new faculty, and new faculty. As this will be a major focus of the Committee, as one of its responsibilities defined in the Policy File, the Steering Committee will continue to develop and define its approach and its means for obtaining full faculty participation, including focus groups, presentations to the faculty, and a retreat. The results of all surveys will be shared with the faculty in a timely manner as they become available.

17. The next meeting of the Steering Committee will be on Friday, from 1:00-2:30, September 19, 2003, in the Dean’s Conference Room.

18. Jim Beatty, Chair, adjourned the meeting at 2:40pm.