

ANNUAL REPORT 2005-06

I. Changes in Service Environment

To better serve students in other colleges at NC State, two new minors have been implemented in the Business Management program. Both minors will have an admissions process at the beginning of the program, unique at NC State. The first is a minor in Entrepreneurship. We hope to graduate approximately 30 students per year in this program. The second is a revised Business Management minor. We anticipate building up to 170 students completing this minor each year. The college also has agreed to help the University's efforts to increase enrollment by accepting a record number of freshmen. We anticipate an enrollment of approximately 385 freshmen for this fall semester. Another change: Our current Department of Business Management will spin off a new department called the Department of Management, Innovation, and Entrepreneurship.

Facilities improvements included the following:

1. Student computer labs were upgraded
2. Wireless access in Nelson Hall was upgraded, providing access in most areas of the building
3. NetSuite and Great Plains software were added to the instructional tools for accounting students
4. A kiosk was added in the student commons area to provide easy access to the internet
5. The 425-seat Nelson Auditorium was refurbished, with sophisticated projection equipment and new seating

II. Compact Plan: Major Initiatives

1. Maintain Teaching Quality

During the 1990s, student credit hours grew much faster than the college's faculty, resulting in too many large (auditorium) section classes. Currently, undergraduate enrollment is capped, but we are aggressively recruiting additional graduate students. Our goal is to reduce our average teaching load to 125% of the average for all other colleges. Currently 48% of all sections and 42% of all credit hours are taught by tenured and tenure-track faculty. Our accreditation goal is for these two performance measures to be at least 60%.

We do not have the funding necessary to be fully competitive with peer schools that typically offer 2/9ths summer research support to faculty for two or three years. We have reached the 2/9ths for the first year. Our goal is to achieve funding for 2/9ths for the second year. This is a potential major problem for retention of junior faculty who may receive offers of both higher salaries and summer research support.

2. Progress on Increase in Staff Support

Newly hired this past year were two new academic advisors to strengthen academic services for our undergraduate students, and new assistant director of admissions for part-time MBA students, a program coordinator to assist with the MAC program and the Enterprise Risk Management Initiative, and an assistant manager for instructional technology and computing labs in the college. No other significant improvement has been achieved except through the use of non-state funds and MBA and MAC tuition.

3. Growth in Graduate Programs

- a. New MBA concentration in Services Management
Supported by IBM, a number of universities are exploring the development of a new academic field called Services Science. NC State was one of six universities mentioned in an April 18 New York Times article about this new discipline, which aims to bring analytical rigor to key issues such as services efficiency and services innovation. NC State will start the first graduate-level

program in this new discipline in fall 2006. Working with the Master of Science in Computer Networking program, the MBA program is launching its new concentration in Services Management. Mitzi Montoya-Weiss, professor of business management, received an IBM Faculty Award to help support the development of this new concentration.

- b. **MBA@RTP**
The MBA program is bringing its curriculum to the Research Triangle Park in fall 2006. Classes will be taught at the Council for Entrepreneurial Development's headquarters building in Durham.
 - c. **Dual degree programs**
The MBA Graduate Faculty approved two new dual degree programs: one allowing students to complete an MBA and a MAC within 3 years and one allowing students to complete a Doctor of Veterinary Medicine and an MBA within 5 years.
 - d. **MBA tuition**
MBA tuition revenues generated by the second round of the tuition increase were used to add staff in career services and part-time admissions. The program also provided increased financial aid and expanded its student recruitment efforts.
 - e. **MBA rankings**
The MBA program was tied for #59 overall in the U.S. News and World Report's annual rankings of business schools, a big jump from the previous ranking, in which it was tied for #74. The jump in the rankings resulted in great part from improved evaluations by corporate recruiters and a \$10,000 increase in annual starting salaries for MBA graduates.
 - f. **MBA enrollment**
Fall enrollment increased to 312, up from 296 in 2004 and 209 in 2002.
 - g. **Accounting program rankings**
The college's graduate and undergraduate accounting programs were ranked 23rd and 24th, respectively, in the Public Accounting Report's 24th Annual Professor Survey. This is the first time that the college's accounting programs made the top-25 list.
- 4. Create a Doctoral Program in Management**
The college is positioned to plan a new doctoral program in management with support from the university.
- 5. Undergraduate Enrollment in Management**
The college has adopted a capacity-based competitive enrollment process for transfer students, effective beginning with students entering in June 2005. This will help to reduce teaching loads to the targeted 125% of the average level.
- 6. Progress on Diversity Initiatives (See Section III)**
- 7. AACSB Accreditation**
The College of Management began planning for its next Peer Review and Maintenance of Accreditation Report to the AACSB-International, scheduled for 2008-09. Based on the advice of its accreditation mentor, Dean Jerry Strawser (Texas A&M), the Department of Accounting has decided to coordinate its application for separate accounting accreditation with the college's maintenance report for the AACSB-International accreditation. The Accounting Department has developed its Accreditation Plan that will be submitted to the AACSB-International in August 2006. In 2009, the college and the department will be examined simultaneously by the AACSB-International.

8. Enhanced undergraduate advising

Two new professional advisors were hired this year in Academic Affairs. This has immediately helped us with admissions, diversity efforts, enhanced advising for sophomores and junior programming.

9. Supply Chain Management

Under the direction of Rob Handfield, Bank of America University Distinguished Professor and director of the Supply Chain Resource Consortium (SCRC), and Steven Edwards, co-director, the consortium was extremely successful in reaching its performance goals, with annual commitments from corporate partners totaling \$450,000.

In addition, the SCRC accomplished the following goals:

- a. Launched a new undergraduate supply chain management honors section with SCRC projects with partner companies taught by Donovan Favre, adjunct professor
- b. Fifteen corporations partnering physically and financially with the university to develop a pipeline of talented employees.
- c. 100% placement of students concentrating in supply chain management positions globally and internationally

10. Technology, Entrepreneurship and Commercialization

The college has graduate and undergraduate programs in this area. The Technology Entrepreneurship and Commercialization (TEC) initiative is an umbrella program that includes the HiTEC concentration taught in the MBA program, as well as various outreach and executive education components that support entrepreneurship and the commercialization of technology. TEC was developed over 10 years ago by Angus Kingon, its executive director and professor of business management and professor of materials science in the College of Engineering, with co-developer Stephen Markham, professor of business management. The HiTEC curriculum in the MBA program teaches a rigorous analytical approach to technology commercialization utilizing real technologies.

The college continues its efforts to expand the scope of this program to accommodate a higher volume of projects involving technology originating at NC State, other universities, and the private sector. Towards that end, TEC this year launched two key initiatives:

- a. Accelerating Commercialization of Technologies (ACT) which is receiving \$629,000 over three years from the University of North Carolina General Administration to provide early IP assessments and commercialization services for the other campuses in the UNC system.
- b. New Business Creation Initiative (NBCI) which was included in the Governor's budget as a recurring \$300,000 item in his economic development package for North Carolina. When funded, NBCI will support the development and launch of high growth startups in the state.
- c. The Kenan Institute for Engineering, Technology and Science has contributed \$90,000 over three years to support both ACT and NBCI as well.

Since its inception, TEC has worked with over 40 companies, helping its clients to raise more than \$156 million in venture capital, which has created more than 300 new jobs.

The HiTEC curriculum has gained international recognition and is being adapted and implemented in Loughborough, England; Dublin, Ireland; and Porto and Lisbon, Portugal.

The college's undergraduate Entrepreneurship Education Initiative (EEI) was ranked in the top tier by Entrepreneur magazine. EEI's 13th Annual Business Plan Competition (with undergraduate and \$10,000 open divisions) was held in May 2006. The open division third place winner was a team of MBA students whose business plan was based on technology they evaluated as part of their studies in the MBA HiTEC concentration. Previous EEI students received the top three prizes in an international business plan competition (see Section VIII).i

11. Enterprise Risk Management (ERM) Initiative

Mark Beasley, professor of accounting and director of the ERM Initiative, along with co-director Bruce Branson, associate professor of accounting, undertook several activities to further develop the ERM initiative, including:

- a. Hosted six ERM Roundtables, with average attendance of about 160 professionals. Approximately 975 people have attended one or more ERM Roundtables in the past two years.
- b. Developed a monograph of the October 2005 keynote address by Amy Brinkley, Bank of America chief risk officer, at the NC State Graduate Symposium. This glossy, three-color brochure was mailed to over 3,000 business professionals across the country, including all deans of business schools.
- c. Developed a three-color brochure that includes written summaries of the three fall 2005 ERM Roundtable presentations and an announcement about the spring 2006 presenters. About 3,000 business professionals across the country, including all deans of business schools, received this brochure.
- d. Developed a three-color, one-page handout that summarizes the ERM Initiative, including its vision and scope.
- e. Expanded online information about the ERM Initiative. In addition to background information, the ERM Initiative section of the college's website includes articles summarizing the 2005-06 ERM Roundtable presentations plus links to slide from the 19 prior ERM Roundtable presentations.
- f. Hosted approximately 30 COM faculty and four SAS representatives for a SAS Risk Management luncheon and workshop.
- g. Welcomed Debra Elkins, General Motors R&D, as the college's first ERM Initiative Industry Fellow. She made trips to NC State in January, February, March and April to work with the ERM Initiative.
- h. Became a founding member of the Enterprise Risk Management Institute International (ERMII), a consortium of universities around the world interested in promoting ERM research and education. [See <http://www.ermii.org/>.]
- i. Invited to join the Institute of Fraud Prevention Research Consortium, a non-partisan educational institute devoted to reducing all forms of fraud and corruption, that is housed at the University of Texas at Austin's LBJ School of Public Affairs. The ERM Initiative is participating as part of the Consortium's research focus.
- j. Funded ERM research being conducted by Beverly Tyler, associate professor, business management.
- k. Launched Requests for Proposals for College of Management faculty to conduct academic research, or develop practitioner articles and graduate course curriculum, with grants of \$12,500 for selected proposals.
- l. Published one academic journal article (Journal of Accounting and Public Policy) on ERM, published two practitioner articles about ERM in professional journals (Strategic Finance, Tax Advisor)
- m. Completed a research grant study funded by the Institute of Internal Auditors Research Foundation.
- n. Provided funding for four college faculty to attend an April 2006 Crystal Ball software training course.
- o. Hosted meetings with NC State's Financial Mathematics program and the Department of Industrial Engineering to exchange information and ideas of how ERM and their programs might interact.
- p. Secured formal written acceptances from 14 academics around the country agreeing to serve as ERM Initiative Research Fellows.
- q. Worked with Career Services to secure an ERM MBA intern for Cherokee Investment Partners.
- r. Submitted a research grant request for an ERM research project to the National Textiles Center.
- s. Submitted a grant request of \$200,000 to the Spencer Foundation for ERM graduate curriculum development (November 2005).

- t. Submitting requests for ERM Roundtable sponsorships – currently waiting on responses from KPMG LLP, SAS, and AON Risk Services.

Additional outreach included the following activities by Mark Beasley:

- 16 speeches or presentations discussing issues related to Enterprise Risk Management, including one to NC State’s Board of Visitors.
- a participant member on the Advisory Board of The Conference Board’s research project titled, “The Role of U.S. Corporate Boards in Enterprise Risk Management.”
- Participant in the ERM Summit hosted by the Risk and Insurance Management Society (RIMS) in New York in November 2005. About 45 people from around the U.S. attended.
- Participant in two ERM Working Group meetings hosted in New York by The Conference Board (each with about 30 business professionals interested in ERM).

12. E-Commerce Initiative

E-Commerce@NC State is a collaborative effort of the Department of Business Management and College of Engineering’s Department of Computer Science, co-directed by Michael Rappa, Alan T. Dickson Distinguished University Professor of Technology Management in the College of Management, and Laurie Williams, associate professor of computer science in the College of Engineering. The program has been the preeminent e-commerce graduate education program in the state, and nationally has been ranked among the top 20 most influential centers of e-commerce education.

In addition to offering e-commerce courses, since its inception in 1998 the E-Commerce Initiative has provided research support, equipment and furnishings, graduate research assistantships, funding for guest speakers, meetings, conference attendance, and travel to a wide range of university faculty projects that explore how digital technologies are changing the reality of everyday life for people around the world. It includes:

- a. [Open Courseware Laboratory](#)
- b. [Software Engineering Research Group](#)
- c. [Database Research Group](#)
- d. [E-Commerce Studio](#)
- e. [ThePrivacyPlace.org](#)
- f. [Information Security \(Infosec\) Program](#)
- g. [Cyberlaw Initiative](#)
- h. [Intelligent Commerce Research Group](#)
- i. [Knowledge Discovery Laboratory](#)
- j. Laboratory for Collaborative System Development

E-Commerce Initiative Highlights for 2005-2006:

- In July 2005, Dr. Rappa hosted a group of eight international delegates under the auspices of the U.S. Department of State to discuss online business.
- The program celebrated the open source release of the code for OpenSeminar, a software platform for open courseware hosting. OpenSeminar has received support from several sources, including the NSF and IBM.
- The program’s free online course, Managing the Digital Enterprise, was the College of Management’s first graduate course to be offered via distance education. Twenty-five students enrolled in the distance education course, run in parallel with two campus-based sections. In addition, the entire semester-long course was podcast via the web, a first at NC State, and innovative at the national level.
- The program hosted the Southeast Workshop on Data and Information Management in March 2006.

13. Center for Innovation Management Studies (CIMS)

Paul Mugge joined CIMS this year as the new director, and IBM and Xerox joined as member companies. CIMS compiled a database of its 20-plus years' of research in innovation management and has created a resource to help organizations use this knowledge to strengthen their innovation management processes. The center held two membership meetings last year, and has been working with Lynda Aiman-Smith, associate professor of business management, to develop related curricula for the college's Executive Programs. It also is responsible for managing an \$800,000 NSF grant to research the management of nanoscience knowledge and information. CIMS exited the year with \$512,000 in funding, compared to \$268,400 the previous year.

14. Center for the Study of Markets, Trade and Development

Funding efforts are under way to support the foundation of this proposed center.

III. Diversity Initiatives and Progress

1. Faculty

The college has retained all of our minority faculty members. The Department of Economics will hire one Hispanic male faculty member for the upcoming academic year. Business Management has two new hires for the upcoming year. The college participated in the first university-wide "Building Future Faculty Program" and hosted a possible candidate for consideration in the Department of Business Management. This program is designed to help departments increase their number of minority faculty members.

Once again, Wachovia funding enabled the college to provide travel support for minority faculty and professional staff members to attend professional development conferences.

2. Students

There was a dramatic increase in applications of all minority students. African-American applications increased by 70%; Hispanic by 37%; and Native American by 40%. However, despite continuing and new initiatives, the numbers of admitted minority students remains low. Twenty-seven African American students planned to enroll for fall 2006; although a low number, this is a slight increase over the 20 for fall 2005. With the applicant pool of African American, Native American, and Hispanic freshmen at an all-time high, the college should have seen an increase in the number accepted. Only 24% of the African American students who applied to the college were accepted, compared to the 40% university-wide and College of Engineering acceptance rate, and 57% for majority students in the College of Management. This small number of admitted students made it difficult to generate an acceptable yield for enrollment.

Three Native American students will be entering the college this fall, one more than in last year's entering class.

The minority student population dropped once again, from 8.7 % of the college's entering freshmen class for fall 2005 to a new low of 7 % for fall 2006, compared to 9% for the university. The college continues to trail behind the university's percentage, which until recently had not been the norm for this college. The number of minority admits for our masters and doctoral programs increased from 6% to 7%, despite the decline in the applied-to-admit ratio.

In the area of retention, the college has seen continued success with traditional programs serving minority students: the university service courses and targeted advising. For the second consecutive year, 63% of the entering class of minority freshmen achieved above a 3.0 grade point average, and 90% of the African American population in the entering class is matriculating to the sophomore year. Outreach efforts to local high schools and through statewide minority receptions were instrumental in increasing our applicant pool. Participation in the African American Visitation Day and at the Native

American Visitation Day reflects the college's commitment to fostering a welcoming environment for all students.

Retention efforts during the 2005-06 year focused on support for our minority student organizations. The college awarded 22 \$400 book scholarships during the 2005-06 academic year and two \$250 GMAT Scholarships. Also funded were registration for one student to attend the Southeastern African American Leadership conference in Durham, NC in February 2006 and support for the annual Association for the Concerns of African American Graduate Students Awards Banquet. The college needs to continue a college-wide commitment to diversity at all levels.

IV. Instructional Program Advances

1. Curriculum Development

a. Undergraduate:

Two new minors in Business Management: business management and entrepreneurship. The minor in Entrepreneurship will be offered with enrollment controls to better service a limited number of non-College of Management students. The planned start date is fall 2006.

The Graduate Economics program instituted a program of mentors for graduate student instructors. Each graduate student is assigned a faculty member with experience in teaching the course that the graduate student will teach. The mentor attends a few classes to give the graduate students advice on teaching and is a resource for questions on both pedagogy and content. All programs are under continual review.

b. MBA

- i. New concentration in Services Management [See Growth in Graduate Programs]
- ii. Part-time program now offering classes in the RTP, at the Council for Entrepreneurial Development headquarters.
- iii. The MBA Graduate Faculty approved two new dual degree programs: one allowing students to complete an MBA and a MAC within 3 years and one allowing students to complete a Doctor of Veterinary Medicine and an MBA within 5 years.

2. Distance Education

Due to limited faculty resources, the college continues to restrict its distance education initiatives while placing emphasis on our highly successful Managing the Digital Enterprise course and website maintained by Dr. Rappa.

The Nelson videoconference studio [Erickson Classroom?] is now online and is being used in courses offered in conjunction with the Supply Chain Research Consortium..

The MBA program will be offering courses for part-time students at the Council for Entrepreneurial Development headquarters in the Research Triangle Park, beginning in the fall of 2006.

3. Rankings

- a. Undergraduate: *U.S. News & World Report* '07 – 66th
- b. Entrepreneurship: *Entrepreneur* magazine – top 100 Entrepreneurial Colleges
- c. Accounting: *Accounting Report* – Undergraduate, 24th; MAC, 23rd
- d. MBA: *U.S. News & World Report* – 59th overall; 29th, public universities
- e. Research: *Journal of Production Innovation Management*: reported that the college placed 11th of 37 U.S. business schools that had at least two faculty members doing research in the area of management of technology (MOT). This ranking appeared in a 2004 issue of the *Journal of Production Innovation Management*. The College of Management has four faculty members conducting research in this area, and they had published a total of eight papers at the time of the ranking.

V. Research

College of Management faculty members are working on grants and contracts that over the life of the various projects will total \$1,534,659. The two largest projects are a study for the NSF on managing innovation in the emerging field of nanotechnology and a grant from the Office of the President of the UNC system to Accelerate the Commercialization of Technology from the UNC system, led by the Technology Entrepreneurship Commercialization initiative.

VI. Extension

1. Executive Programs

- a. The college's Executive Programs director works with faculty to develop and deliver executive and management development programs. This year, Executive Programs:
- b. Focused on developing its program portfolio to better position itself for future growth by working with faculty to develop programs in innovation and technology management, supply chain management, enterprise risk management, and leadership and management development.
- c. Was the exclusive sponsor of the RTP edition of the Luminary Series for the 2nd year in a row. The one-day live via-satellite program was delivered at the Durham Marriott to about 380 senior and mid-level managers and professional staff.
- d. Delivering executive education to Red Hat as part of their Red Hat University program
- e. Collaborated with faculty in accounting to administer a corporate accounting program for Caterpillar leading to professional certification. The program is ongoing.
- f. Developing a partnerships with two major industry associations involving innovation management in all types of industries and supply chain management for the furniture industry.

VII. Faculty

1. Honors

- a. University Awards
 - i. Robert Clark, business management and economics, Alexander Quarles Holladay Medal for Excellence
 - ii. Arthur Padilla, associate professor, business management, Alexander Quarles Holladay Medal for Excellence
- b. Teaching Awards
 - iv. K. Shannon Davis, business management, Alumni Distinguished Undergraduate Professor
 - v. Craig Newmark, economics, NC State Academy of Outstanding Teachers
 - vi. Philip Reuschle, business management, NC State Academy of Outstanding Teachers
 - vii. Arthur Padilla, COM Board of Governors' Award for Excellence in Teaching nominee
 - viii. Harriette Griffin, accounting, College of Management Teaching Excellence Awards
 - ix. David Hyman, professor, economics, College of Management Teaching Excellence Awards
 - x. Sanghil Moon, business management, College of Management Teaching Excellence Awards
 - xi. David Henard, business management, College of Management Teaching Excellence Awards
- c. Research Awards and Professional Recognition
 - i. Mark Beasley, 2005-2007 Ernest and Young, LLP Research Fellow Award
 - ii. Roby Sawyers, accounting, Institute for Emerging Issues Fellow
 - iii. The Technology Entrepreneurship and Commercialization Program received pilot funding from the University of North Carolina (UNC) General Administration to

support the commercialization of intellectual property developed through the research activities of each UNC campus.

- d. Extension Awards
 - i. Angus Kingon, business management, University Outstanding Extension Service Award
 - ii. Roby Sawyers, accounting, University Outstanding Extension Service Award

2. Publications and Other Professional Activities

- a. The accounting faculty were involved in the publication of 31 journal articles, 10 conference proceedings, and 14 books or monographs. Accounting faculty had 8 publications in press and made 27 research presentations.
- b. The business management department had a total of 48 journal articles published and in press, 38 conference proceeding papers, and three textbooks.
- c. The economics faculty published 19 articles, four books, and 11 book chapters and had eight articles and one book, and seven book chapters in press. The faculty made 52 research presentations.

VIII. Students

1. Activities

- a. Students in the College of Management's Integrated Marketing Communications class taught by Claudia Kimbrough presented The Backyard Bash Music Festival to the NC State community on April 7. They raised over \$2,000 for The VH1 Save The Music Foundation, which supports music education in America's public schools.
- b. COMSAB, the college's student advisory board, held its first COM Olympics this spring, to foster awareness of student organizations and provide a break from studies for fellow students prior to finals week.
- c. Students in the college's Entrepreneurship Education Initiative's Entrepreneurship Club have worked in this academic year to prepare a 2006-07 outreach project to help high school students learn about entrepreneurship.
- d. The college's Business Ethics Society sponsored an ethics case competition, with 11 teams participating.

2. Honors and other measures of quality

- a. Accounting students won the Institute of Managerial Accounting national Video Case Competition, June 2006. Team members were Jason Matthews, master of accounting, and Hannah Sadler and Julie Crawford, undergraduate accounting students
- b. Erin Motley, a double major in business management and Spanish, was named a Caldwell Fellow, an honor that recognizes her as one of NC State's 27 brightest first-year students.
- c. Nancy Zagbayou, triple major in economics, French language and political science, was inducted into NC State's prestigious Golden Chain Honor Society. She was one of 12 rising seniors inducted into the society which now has more than 1,000 members selected based on demonstrated outstanding leadership, scholastic achievements, service, and character. She also was selected arch regent for the honor society.
- d. Ennette Kemp, Joshua Churlik and Tiffany Riley, students or alumni of the Entrepreneurship Education Initiative, receive first, second and third place, respectively,

in an international business plan competition held at the Third Annual Next Generation Entrepreneur Forum on March 4, hosted by International University of Monaco.

- e. A team of three human resource management undergraduates won first place at the Apr. 8 southeast region HR Games. They beat out 15 other teams, including two others comprised of their own classmates at NC State. They went on to the national competition in June, the fifth time that the college has sent a team to the nationals.
- f. The college's Beta Gamma Sigma chapter inducted 45 students and two faculty members at a ceremony in March 2006
- g. Students in Business Policy & Strategy, taught by associate professor Greg Young, earned top honors in week five of McGraw Hill's online Business Strategy Game in the spring semester, and similar high marks in the first summer session.
- h. Incoming MBA student (fall 06) Dustin Warren won the GiftEd MBA scholarship competition, sponsored by N.C. State University's College of Management in cooperation with [Alltel](#). The scholarship will cover the tuition for his full-time MBA studies. In addition, four runners-up - Edwin (EJ) Alston, Paul Brinich, Tim Jones and Tom La - received scholarships that will cover 50 percent of their tuition for the 2006-07 academic year.
- i. The College of Management's top freshmen minority students were recognized for their academic achievement at the 2006 Freshman Honors Convocation hosted by NC State's Multicultural Student Affairs office on Jan. 30. The annual convocation recognizes African American, Native American and Hispanic freshmen students who achieved a 3.0 or greater grade point average in their first semester at NC State. The College of Management was also recognized for having more than 50 percent of its minority students achieving or exceeding the target grade point average. This is the second year in a row that the college was recognized, with 63 percent of its minority freshmen students being honored this year.

IX. Fund Raising and External Affairs

- 1. Advancement in the College of Management experienced a complete turnover in personnel with the additions of Kate Azizi as Director of Development and Ed Hand as Executive Director. Kate moved to Raleigh having worked in advancement in New York for several years. Ed was formally Executive Director of Corporate, Foundation and Annual Giving for the University and has been with NC State for over 11 years.
- 2. The office has worked to refocus energy toward introducing the Dean to its alumni, parent and corporate constituents. Plans are underway to hold receptions for parents coinciding with freshman orientation as well as alumni events in Atlanta, Charlotte, Washington D.C. and New York City.
- 3. Substantive proposals for support have been submitted to Suntrust, First Citizens Bank, Credit Suisse, Aon Consulting, Marsh, and RBC among others.

X. Administration

1. Staff changes

- a. Ed Hand was joined the college as executive director of development.
- b. David Baumer has been selected to serve as interim department head of the newly formed Department of Management, Innovation, and Entrepreneurship.
- c. Steve Barr has been selected as the Department Head of the college's new Department of Management, Innovation & Entrepreneurship.

2. Facilities and equipment

The college continues to work with insufficient space, and growth of our graduate programs will create even greater pressure for expansion of our facilities.

XI. Recommendations and Concerns for the Future

1. Our goal is to provide at least 60% coverage by tenured and tenure-track faculty of all sections and credit hours. Additional salary funding is needed to maintain salaries competitive with peer schools and avoid the loss of skilled faculty. Additional faculty positions are needed to reduce the number of large classes taught in the auditorium.
2. Many classes are taught outside of Nelson Hall, and the college is quickly filling all available office space in Nelson Hall. It may be necessary to displace doctoral students in the near future if alternative space cannot be obtained. There also is a need for laboratory space and student team rooms.
3. The college is committed to aggressive promotion of the MBA and MAC programs in order to reach its aggressive enrollment targets.