

Bachelor of Science in Management (BSM) Program Review

April 15, 2013

Conceptual Framework

The Bachelor of Science in Management (BSM) degree at William Woods University is designed to equip students with the skills and background knowledge necessary to operate successfully in today's business world. This is a practical degree, featuring a number of hands-on learning experiences. Students are not merely required to memorize information and reproduce it on exams. Students are required to prepare and deliver numerous business-related presentations, prepare reports, and participate classroom-based business simulations.

The goal of BSM in the Under Graduate Evening Program reflects the university's mission statement in that William Woods University is a professions-oriented university. As outlined above, the BSM is highly practical, with the intent of preparing students for a variety of business careers. But it is the university's belief that in order for students to be truly successful in the business world, they must receive more than the standard business training: students must also learn to conduct themselves ethically in business. Accordingly, besides having a course in ethics (*Managerial Ethics*), the topic of ethics is woven into all courses in the major.

The BSM degree reinforces several of the Common Studies objectives, particularly those related to communications, mathematical, and critical thinking skills. For students to succeed in the business program at WWU they must be able to think critically, to conduct basic numerical analysis, and to express themselves orally (in small group settings and in formal presentations before large groups) and in writing. The communications, mathematical and critical thinking skills students attained in the relevant Common Studies courses are applied and assessed in the courses in the BSM degree.

William Woods University offers a BSM through an accelerated cohort model. A cohort is made up of eight to twenty students who will go through the forty-two hour program together in two years. Classes meet once a week for eight weeks.

Section 1: Objectives and Assessment

Program Objectives

1. Apply analytical skills to interpret economic and business issues including basic financial reporting.
2. Demonstrate their ability to work collaboratively to solve global business problems.
3. Apply ethical reasoning skills to business situations.
4. Demonstrate ability to use technology in business situations.
5. Communicate clearly and effectively in all business situations.

Section 2: Student and Course Data

A. Demographics

year	majors	grads
0708	166	72
0809	126	34
0910	134	47
1011	122	35
1112	112	56

B. Career Opportunities

1. The BSM prepares students for a wide variety of entry level business positions in advertising, management, marketing, and finance. Following are a few examples of business-related careers and the current national employment and outlook for each (source: the U.S. Department of Labor, Bureau of Labor Statistics, www.bls.org):

Advertising, Marketing, Promotions, Public Relations and Sales Managers

Advertising, marketing, promotions, public relations, and sales managers held about 646,000 jobs in the U.S. in 2010. The following tabulation shows the distribution of jobs by occupational specialty in the U.S.:

Sales managers	337,000
Marketing managers	188,000
Advertising and promotions managers	64,000
Public relations managers	58,000

Advertising, marketing, promotions, public relations, and sales manager jobs are highly coveted and will be sought by other managers or highly experienced professionals, resulting in keen competition. College graduates with related experience, a high level of creativity, and strong communication skills should have the best job opportunities. In particular, employers will seek those who have the computer skills to conduct advertising, marketing, promotions, public relations, and sales activities on the Internet.

Employment of advertising, marketing, promotions, public relations, and sales managers is expected to **increase faster than the average** for all occupations through 2014, spurred by intense domestic and global competition in products and services offered to consumers. However, projected employment growth varies by industry. For example, employment is projected to grow much faster than average in scientific, professional, and related services, such as computer systems design and related services, and in advertising and related services, as businesses increasingly hire contractors for these services instead of additional full-time staff. By contrast, a decline in employment is expected in many manufacturing industries.

Administrative Services Managers

Administrative services managers held about 268,000 jobs in 2010 in the U.S. About 80 percent worked in service-providing industries, including Federal, State, and local government; health care; financial services; professional, scientific, and technical services; administrative and support services; and education. Most of the remaining managers worked in wholesale and retail trade, in management of companies and enterprises, or in manufacturing.

Employment of administrative services managers is projected to **grow about as fast as the average** for all occupations through 2014. Like persons seeking other managerial positions, applicants will face keen competition because there will be more competent, experienced workers seeking jobs than there will be positions available. However, demand should be strong for facility managers because businesses increasingly are realizing the importance of maintaining, securing, and efficiently operating their facilities, which are very large investments for most organizations. Administrative services managers employed in management services and management consulting also should be in demand, as public and private organizations continue to streamline and, in some cases, contract out administrative services functions in an effort to cut costs.

Financial Managers

Financial managers held about 528,000 jobs in the U.S. in 2010. Although they can be found in every industry, approximately 3 out of 10 are employed by finance and insurance establishments, such as banks, savings institutions, finance companies, credit unions, insurance carriers, and securities dealers. About 1 in 10 works for Federal, State, or local government.

Employment of financial managers is expected to grow about **as fast as average** for all occupations through 2014. The increasing need for financial expertise as a result of regulatory reforms and the expansion of the economy will drive job growth over the next decade. As the economy expands, both the growth of established companies and the creation of new businesses will spur demand for financial managers. However, mergers, acquisitions, and corporate downsizing are likely to restrict the employment growth to some extent. Over the short term, employment growth in this occupation may slow or even reverse due to economic downturns, during which companies are more likely to close departments or even go out of business—decreasing the need for financial managers.

The banking industry will continue to consolidate, although at a slower rate than in previous years. In spite of this trend, employment of bank branch managers is expected to increase, because banks are refocusing on the importance of their existing branches and are creating new branches to service a growing population. As banks expand the range of products and services they offer to include insurance and investment products, branch managers with knowledge in these areas will be needed. As a result, candidates who are licensed to sell insurance or securities will have the most favorable prospects.

The long-run prospects for financial managers in the securities and commodities industry should be favorable, because more people will be needed to handle increasingly complex financial transactions and manage a growing amount of investments. Financial managers also will be needed to handle mergers and acquisitions, raise capital, and assess global financial transactions. Risk managers, who assess risks for insurance and investment purposes, also will be in demand.

Human Resources, Training, and Labor Relations Managers, and Specialists

Human resources, training, and labor relations managers and specialists held about 820,000 jobs in the U.S. in 2010. The following tabulation shows the distribution of jobs by occupational specialty:

Training and development specialists	216,000
Employment, recruitment, and placement specialists	182,000
Human resources, training, and labor relations specialists, all other	166,000
Human resources managers	157,000
Compensation, benefits, and job analysis specialist	99,000

Human resources, training, and labor relations managers and specialists were employed in virtually every industry. About 21,000 specialists were self-employed, working as consultants to public and private employers.

The abundant supply of qualified college graduates and experienced workers should create keen competition for jobs. Overall employment of human resources, training, and labor relations managers and specialists is expected to **grow faster than the average** for all occupations through 2014. In addition to openings due to growth, many job openings will arise from the need to replace workers who transfer to other occupations or leave the labor force.

Demand may be particularly strong for certain specialists. For example, employers are expected to devote greater resources to job-specific training programs in response to the increasing complexity of many jobs, the aging of the workforce, and technological advances that can leave employees with obsolete skills. This should result in strong demand for training and development specialists. In addition, increasing efforts throughout industry to recruit and retain quality employees should create many jobs for employment, recruitment, and placement specialists.

Among industries, firms involved in management, consulting, and employment services should offer many job opportunities, as businesses increasingly contract out human resources functions or hire human resources specialists on a temporary basis in order to deal with the increasing cost and complexity of training and development programs. Demand also should increase in firms that develop and administer complex employee benefits and compensation packages for other organizations.

Demand for human resources, training, and labor relations managers and specialists also are governed by the staffing needs of the firms for which they work. A rapidly expanding business is likely to hire additional human resources workers—either as permanent employees or consultants—while a business that has experienced a merger or a reduction in its workforce will require fewer human resources workers. Also, as human resources management becomes increasingly important to the success of an organization, some small and medium-size

businesses that do not have a human resources department may assign employees various human resources duties together with other unrelated responsibilities. In any particular firm, the size and the job duties of the human resources staff are determined by the firm's organizational philosophy and goals, skills of its workforce, pace of technological change, government regulations, collective bargaining agreements, standards of professional practice, and labor market conditions.

Purchasing Managers, Buyers, and Purchasing Agents

Purchasing managers, buyers, and purchasing agents held about 520,000 jobs in the U.S. in 2010. Forty-three percent worked in the wholesale trade and manufacturing industries, and another twelve percent worked in retail trade. The remainder worked mostly in service establishments, such as hospitals, or different levels of government. A small number were self-employed.

The following tabulation shows the distribution of employment by occupational specialty:

Purchasing agents, except wholesale, retail, and farm products	273,000
Wholesale and retail buyers, except farm products	156,000
Purchasing managers	75,000
Purchasing agents and buyers, farm products	16,000

Overall employment of purchasing managers, buyers, and purchasing agents is expected to **grow slower than the average** for all occupations through the year 2014. Offsetting some declines for purchasing workers in the manufacturing sector will be increases in the services sector. Companies in the services sector, which have typically made purchases on an ad hoc basis, are beginning to realize that centralized purchasing offices may be more efficient. Also, many purchasing agents are now charged with procuring services that were traditionally done in-house in the past, such as computer and IT (information technology) support in addition to traditionally contracted services such as advertising. Demand for purchasing workers will be limited by improving software, which has eliminated much of the paperwork involved in ordering and procuring supplies, and also by the growing number of purchases being made electronically through the internet and electronic data interchange (EDI). Despite slower-than-average growth, some job openings will result from the need to replace workers who transfer to other occupations or leave the labor force.

Employment of purchasing managers is expected to grow more slowly than average. The use of the Internet to conduct electronic commerce has made information easier to obtain, thus increasing the productivity of purchasing managers. The Internet also allows both large and small companies to bid on contracts. Exclusive supply contracts and long-term contracting have allowed companies to negotiate with fewer suppliers less frequently.

Employment of wholesale and retail buyers, except farm products, also is projected to grow more slowly than average. In the retail industry, mergers and acquisitions have caused buying departments to consolidate. In addition, larger retail stores are eliminating local buying departments and centralizing them at their headquarters.

Employment of purchasing agents, except wholesale, retail, and farm products, is expected to increase more slowly than average, limited by the increased globalization of the U.S. economy. As more materials and supplies come from abroad, firms have begun to outsource more of their purchasing duties to foreign purchasing agents who are located closer to the foreign suppliers of goods and materials they will need. This trend is expected to continue, but it will likely be limited to routine transactions with complex and critical purchases still being handled in-house.

Finally, employment of purchasing agents and buyers, farm products, also is projected to increase more slowly than average, as overall growth in agricultural industries decreases and retailers in the grocery-related industries consolidate.

Budget Analysts

Budget analysts held 58,000 jobs throughout private industry and government in the U.S. in 2010. Federal, State, and local governments are major employers, accounting for 52 percent of budget analyst jobs. About 23 percent worked for the Federal Government. Many other budget analysts worked in manufacturing, financial services, or management services. Other employers include schools and hospitals.

Employment of budget analysts is expected to **grow about as fast as the average** for all occupations through 2014. Employment growth will be driven by the continuing demand for sound financial analysis in both the public and the private sectors. In addition to employment growth, many job openings will result from the need to replace experienced budget analysts who transfer to other occupations or leave the labor force.

In coming years, all types of organizations will continue to rely heavily on budget analysts to develop and analyze budgets. Because of the importance of financial analysis performed by budget analysts, employment of these workers should remain relatively unaffected by any downsizing in the Nation's workplaces. In addition, budget analysts usually are less subject to layoffs than are many other workers during economic downturns because financial and budget reports must be completed during periods of both economic growth and slowdowns.

Adjusters, Appraisers, examiners, and Investigators

Adjusters, appraisers, examiners, and investigators held about 263,000 jobs in the U.S. in 2010. Only 5 percent of these jobs were held by auto damage insurance appraisers. Insurance carriers, agencies, brokerages, and related industries, such as private claims adjusting companies, employed more than 8 out of 10 claims adjusters, appraisers, examiners, and investigators. Relatively few adjusters, appraisers, examiners, and investigators were self-employed.

Employment of claims adjusters, appraisers, examiners, and investigators is expected to grow about **as fast as average** for all occupations over the 2010–14 period. College graduates have the best opportunities. Numerous job openings also will result from the need to replace workers who transfer to other occupations or leave the labor force.

Many insurance carriers are downsizing their claims staff in an effort to contain costs. Larger companies are relying more on customer service representatives in call centers to handle the recording of the necessary details of the claim, allowing adjusters to spend more of their time investigating claims. New technology is reducing the amount of time it takes for an adjuster to complete a claim, thereby increasing the number of claims that one adjuster can handle. However, as long as more insurance policies are being sold to accommodate a growing

population, there will be a need for adjusters, appraisers, examiners, and investigators. Further, as the elderly population increases, there will be a greater need for health care, resulting in more health insurance claims.

As with claims adjusters, examiners, and investigators, employment of auto damage appraisers should grow about as fast as the average for all occupations. Insurance companies and agents continue to sell growing numbers of auto insurance policies, leading to more claims being filed that require the attention of an auto damage appraiser.

Financial Analysts, Personal Financial Advisors

Financial analysts and personal financial advisors held 355,000 jobs in the U.S. in 2010, of which financial analysts held 197,000. Many financial analysts work at the headquarters of large financial companies, several of which are based in New York City. More than 4 out of 10 financial analysts work for finance and insurance industries, including securities and commodity brokers, banks and credit institutions, and insurance carriers. Others worked throughout private industry and government.

Personal financial advisors held 158,000 jobs in 2010. Much like financial analysts, more than half work for finance and insurance industries, including securities and commodity brokers, banks, insurance carriers, and financial investment firms. However, 4 out of 10 personal financial advisors are self-employed, operating small investment advisory firms, usually in urban areas.

Overall employment of financial analysts and personal financial advisors is expected to increase **faster than average** for all occupations through 2014, resulting from increased investment by businesses and individuals. Personal financial advisors will benefit even more than financial analysts as baby boomers save for retirement and as a generally better educated and wealthier population requires investment advice. In addition, people are living longer and must plan to finance more years of retirement. The globalization of the securities markets also will increase the need for analysts and advisors to help investors make financial choices. Financial analysts and personal financial advisors who have earned a professional designation are expected to have the best opportunities.

Deregulation of the financial services industry is expected to spur demand for financial analysts and personal financial advisors. In recent years, banks, insurance companies, and brokerage firms have been allowed to broaden their financial services. Many firms are adding investment advice to their list of services and are expected to increase their hiring of personal financial advisors. Many banks are entering the securities brokerage and investment banking fields and will increasingly need the skills of financial analysts.

Employment of personal financial advisors is projected to grow faster than the average for all occupations. The rapid expansion of self-directed retirement plans, such as 401(k) plans, is expected to continue. As the number and complexity of investments rises, more individuals will look to financial advisors to help manage their money.

Employment of financial analysts is expected to grow about as fast as the average for all occupations. As the number of mutual funds and the amount of assets invested in the funds increase, mutual fund companies will need increased numbers of financial analysts to recommend which financial products the funds should buy or sell.

Financial analysts also will be needed in the investment banking field, where they help companies raise money and work on corporate mergers and acquisitions. However, growth in demand for financial analysts to do company research has been, and will continue to be, constrained by regulations that require investment firms to

separate research from investment banking. As a result, firms have eliminated research jobs in an effort to contain the costs of implementing these regulations.

Demand for financial analysts in investment banking fluctuates because investment banking is sensitive to changes in the stock market. In addition, further consolidation in the finance industries may eliminate some financial analyst positions, dampening overall employment growth somewhat. Competition is expected to be keen for these highly lucrative positions, with many more applicants than jobs.

Loan Officers

Loan officers held about 291,000 jobs in the U.S. in 2004. About 9 out of 10 loan officers were employed by commercial banks, savings institutions, credit unions, and related financial institutions. Loan officers are employed throughout the Nation, but most work in urban and suburban areas. At some banks, particularly in rural areas, the branch or assistant manager often handles the loan application process.

Employment of loan officers is projected to increase **more slowly than average** for all occupations through 2014. College graduates and those with banking, lending, or sales experience should have the best job prospects. Employment growth stemming from economic expansion and population increases—factors that generate demand for loans—will be partially offset by increased automation that speeds lending processes and by the growing use of the Internet to apply for and obtain loans. Job opportunities for loan officers are influenced by the volume of applications, which is determined largely by interest rates and by the overall level of economic activity. However, besides openings arising from growth, additional job openings will result from the need to replace workers who retire or otherwise leave the occupation permanently.

Management Analysts

Management analysts held about 605,000 jobs in the U.S. in 2010. About 29 percent of these workers, more than 3 times the average for all occupations, were self-employed. Management analysts are found throughout the country, but employment is concentrated in large metropolitan areas. Management analyst jobs are found in a wide range of industries, including management, scientific, and technical consulting firms; computer systems design and related services firms; and Federal, State, and local governments. The majority of those working for the Federal Government are in the U.S. Department of Defense.

Employment of management analysts is expected to **grow faster than the average** for all occupations through 2014, as industry and government increasingly rely on outside expertise to improve the performance of their organizations. Job growth is projected in very large consulting firms with international expertise and in smaller consulting firms that specialize in specific areas, such as biotechnology, health care, information technology, human resources, engineering, and marketing. Growth in the number of individual practitioners may be hindered by increasing use of consulting teams, that can expedite solutions to a variety of different issues and problems within an organization.

Meeting and Convention Planners

Meeting and convention planners held about 43,000 jobs in the U.S. in 2010. About 30 percent worked for religious, grant making, civic, professional, and similar organizations; 17 percent worked for hotels and other accommodation establishments; 9 percent worked for public and private schools, colleges, universities, and training centers; 6 percent worked for governments; and 6 percent were self-employed. The rest were employed

by convention and trade show organizing firms and in other industries as corporate meeting and convention planners.

Employment of meeting and convention planners is expected to **grow faster than the average** for all occupations over the 2010–14 period, due to growth of business, the increasing globalization of the economy, and increasing use of electronic forms of communication to bring people together. There will also be some job openings that arise due to the need to replace workers who leave the workforce or transfer to other occupations. Opportunities will be best for individuals with a bachelor's degree and some meeting planning experience.

Insurance Sales Agents

Insurance sales agents held about 400,000 jobs in the U.S. in 2010. Most insurance sales agents employed in wage and salary positions work for insurance agencies and brokerages. A decreasing number work directly for insurance carriers. Although most insurance agents specialize in life and health insurance or property and casualty insurance, a growing number of “multiline” agents sell all lines of insurance. A small number of agents work for banks and securities brokerages as a result of the increasing integration of finance and insurance industries. Approximately 1 out of 4 insurance sales agents is self-employed.

Insurance sales agents are employed throughout the country, but most work in or near large urban centers. Some are employed in the headquarters of insurance companies, but the majority work out of local offices or independent agencies.

Although employment of insurance sales agents is expected to grow **more slowly than average** for all occupations through 2014, opportunities will be favorable for college graduates who have sales ability, excellent interpersonal skills, and expertise in a wide range of insurance and financial services. Multilingual agents also should be in high demand because they can serve a wider range of customers. Insurance language tends to be quite technical, so it is important for insurance sales agents to have a firm understanding of relevant technical and legal terms. Many beginning agents fail to earn enough from commissions to meet their income goals and eventually transfer to other careers. Most job openings are likely to result from the need to replace agents who leave the occupation or retire. A large number of agents are expected to retire over the next decade.

Manufacturers' and Wholesale Sales Repetitive

Manufacturers' and wholesale sales representatives held about 1.9 million jobs in the U.S. in 2010. About half of all salaried representatives worked in wholesale trade. Others were employed in manufacturing, retail trade, information, and construction. Because of the diversity of products and services sold, employment opportunities are available in every part of the country in a wide range of industries.

In addition to those working directly for a firm, many sales representatives are self-employed manufacturers' agents. They often form small sales firms and work for a straight commission based on the value of their own sales. Usually, however, manufacturers' agents gain experience and recognition with a manufacturer or wholesaler before becoming self-employed.

Employment of sales representatives, wholesale and manufacturing, is expected to grow about **as fast as average** for all occupations through the year 2014, primarily because of continued growth in the variety and number of goods to be sold. Also, many job openings will result from the need to replace workers who transfer to other occupations or leave the labor force.

Securities, Commodities, and Financial Service Sales Agent

Securities, commodities, and financial services sales agents held about 281,000 jobs in the U.S. in 2010. More than half of jobs were found in securities, commodity contracts, and other financial investments and related activities. One in 5 worked in depository and nondepository credit intermediation, including commercial banks, savings institutions, and credit unions. Although securities and commodities sales agents are employed by firms in all parts of the country, many work for a small number of large securities and investment banking firms headquartered in New York City. About 1 out of 8 securities, commodities, and financial services sales agents were self-employed.

Employment of securities, commodities, and financial services sales agents is expected to grow about **as fast as average** for all occupations through 2014. As people's incomes continue to climb, they will increasingly seek the advice and services of securities, commodities, and financial services sales agents to realize their financial goals. Growth in the volume of stocks traded over the Internet will limit job growth. Nevertheless, the overall increase in investment is expected to spur employment growth among these workers, with a majority of transactions still requiring the advice and services of securities, commodities, and financial services sales agents.

Real Estate Brokers, and Sales Agents

In 2010, real estate brokers and sales agents held about 460,000 jobs; real estate sales agents held approximately 24 percent of these jobs. Many worked part time, combining their real estate activities with other careers. About 6 out of 10 real estate agents and brokers were self-employed. Real estate is sold in all areas, but employment is concentrated in large urban areas and in rapidly growing communities.

Employment of real estate brokers and sales agents is expected to **grow about as fast as average** for all occupations through the year 2014, because of the increasing housing needs of a growing population, as well as the perception that real estate is a good investment.

Advertising Sales Agents

Advertising sales agents held over 154,000 jobs in the U.S. in 2010. Workers were concentrated in three industries: More than 3 in 10 jobs were in newspaper, periodical, book, and directory publishers; 3 in 10 in advertising and related services; and 2 in 10 in radio and television broadcasting. A relatively small number of jobs were found in specialized design services, including industrial and graphic designers; printing and related support activities; computer systems design and related services; business support services; and cable and other program distribution.

Employment of advertising sales agents is expected to **grow about as fast as the average** for all occupations through the year 2014 because of growth in population and advertising revenue. Rising demand for advertising sales agents also will stem from fast growth in cable systems and from the expansion of firms into the growing Hispanic market.

Customer Service Representatives

Customer service representatives held about 2.1 million jobs in the U.S. in the U.S. in 2010. Although they were found in a variety of industries, about 1 in 4 customer service representatives worked in finance and insurance. The largest numbers were employed by insurance carriers, insurance agencies and brokerages, and banks and credit unions.

About 1 in 8 customer service representatives were employed in administrative and support services. These workers were concentrated in the business support services industry (which includes telephone call centers) and employment services (which includes temporary help services and employment placement agencies). Another 1 in 8 customer service representatives were employed in retail trade establishments such as general merchandise stores, food and beverage stores, or nonstore retailers. Other industries that employ significant numbers of customer service representatives include information, particularly the telecommunications industry; manufacturing, such as printing and related support activities; and wholesale trade.

Prospects for obtaining a job in this field are expected to be excellent, with more job openings than jobseekers. Bilingual jobseekers, in particular, may enjoy favorable job prospects. Employment of customer service representatives is expected to increase **faster than the average** for all occupations through the year 2014. Beyond growth stemming from expansion of the industries in which customer service representatives are employed, a need for additional customer service representatives is likely to result from heightened reliance on these workers.

C. Courses

Bachelor of Science in Management

*Starting June 1, 2012 the BSM will be 42 credit hours and all courses will be 8 weeks
The Strategic Business Profile will now be an individual project.*

BMT 310	Management & Leadership
BMT 321	Managerial Communications
BMT 339	Career Assessment and Planning (Optional)*
BMT 231	Risk Management and Insurance
BMT 350	Managerial Accounting
BMT 440	Financial Management
BMT 421	Systems Management
BMT 439	Managerial Ethics
BMT 450	Marketing Analysis and Research
BMT 455	Applied Economics for Business
BMT 468	Managerial Statistics
BMT 475	Human Resources Administration

BMT 480**Legal Environment of Business****BMT 490****International Business and Marketing****BMT 499****Managerial Policies and Strategies**

Courses are not offered on a two year rotation. The BSM is offered through an accelerated cohort model. Once a cohort has been declared made, a calendar of all fourteen courses is posted for the cohort. Students then follow the calendar taking courses consecutively one at a time until the program is completed. Students have the advantage of knowing their entire program schedule before they start the program. They do not have to worry about what courses to take, what order to take them, and when or if those courses will be offered.

From a management prospective the accelerated cohort model offers the university the advantage of knowing when to schedule classes, where to schedule classes, and what instructors are needed.

There are no common studies courses offered through the BSM.

BMT440 Financial Management, BMT455 Applied Economics for Business, and BMT468 Managerial Statistics serve as prerequisites for the MBA program.

Section 3. Faculty and Resources

A. Physical Facilities

Fulton, Jefferson City and Columbia classroom sites are technology enhanced while all the other sites meet the minimum requirements. The Fulton site is on the campus while all the other facilities are leased or rented and conducive to a classroom setting.

B. Library Holdings

See Attachment

C. Faculty

Lname	Fname	Location	Degree	Institution	Date Hired
Ahmed	Diab	Columbia	MBA	WWU	Nov-04
Ajuzie	Emmanuel	Jefferson City	PhD	University of Connecticut	Feb-05
Al Smadi	Sam	Cape Girardeau	MBA	Webster University	Mar-11
Alexander	Lynn	Independence	MA	Keele University - Stafford England Washburg University	Aug-06
Allen	Dereama (Karen)	Fulton	JD	University of Washington	Mar-13
Allen	Scotty	Hols Summit	JD	Lincoln University	Aug-06
Avant	Cheryl	Jefferson City	PhD		Jul-06

Bailey	Lee	Fulton	JD	Taft Law School	Apr-04
Baker	Carl	Columbia	MBA	WWU	Jan-08
Baker	Justin	Centertown	MBA	WWU	Mar-07
Barnicle	Edwin A.(Tony)	Eugene	MED	University of Missouri	Sep-02
Batson	Greg	Poplar Bluff	PhD	St. Louis University	Oct-09
Beahon	Mary Ann	Fulton	MSJ	University of Kansas	Feb-12
Bell	Casey	st. Joseph	MBAS	Northwest Missouri State University	Jun-07
Bellamy	Anna	Blue Springs	MBA	Baker	Oct-09
Bennett	James	Columbia	MBA	WWU	Feb-06
Benzen	Mike	Marshfield	MSPA	University of Missouri	Aug-95
Blair	Donald	Norfolk, Ark.	MED	Miami University	Jan-09
Boltz	David	Fenton	MS	Purdue	Jun-12
Borgmeyer	Les	Columbia	MBA	WWU	Jan-98
Brasfield	Angie	Carl Junction	MSN	Pittsburg State	Jul-07
Briggs	Nathan	Hannibal	MBA	WWU	Sep-06
Bright	Kristina	Fulton	MBA	WWU	Aug-08
Broadus	Kylar	Columbia	JD	University of Missouri	Nov-07
Brooks	Kerri	Joplin	MS	Bellevue University	Dec-06
Brown	Betty	Russelville	MBA	WWU	Mar-06
Brown	Melissa	Stover	MBA	WWU	Oct-08
Brown	Terry	Cabool	MBA	University of Phoenix	Oct-05
Brown-Warren	Tawny	Jefferson City	MA	Lincoln University	Jul-06
Bruner	Angela	Excello	MBA	WWU	Mar-08
Buchli	Richard	Springfield	MBA	WWU	Oct-10

Burkhart	George (Thomas)	Keytesville	MBA	WWU	Jun-08
Butler	Cora	Columbia	JD	University of Missouri	Apr-09
Campbell	Carter	Jefferson City	MBA	WWU	Feb-09
Campbell	Mara	Jefferson City	MBA	WWU	Apr-08
Campbell	William	Boonville	JD	Creighton University	Jun-97
Capeder	Tina	Trenton	MBA	WWU	Oct-07
Carrillo	Heather	Dexter	MBA	University of North Alabama Duquesne University	May-12
Caster	Paul	Ballwin	MBA	University	Feb-07
Christian	Rebecca	Dexter	MBA	WWU	Jun-09
Clark	Tami	Fulton	MBA	WWU	Sep-06
Clemons	Bill	Strafford	MBA	Xavier University	Jul-07
Cole-Still	Kerri	Joplin	MS	Bellevue University	Dec-06
Cowell	Matt	Jefferson City	MBA	WWU	Jan-04
Cunningham	Connie	Centertown	MBA	WWU	Aug-08
Cuthbertson	Clay	Quincy, Ill	MBA	University of Chicago	Jan-99
Danford	J. David	Branson	MBA	Valdosta State University	Nov-10
Davis	Linda	Fulton	PhD.	University of Missouri	May-96
DeCook	Dori	Jefferson City	BS	WWU	Jul-11
deMeurers	Peggy	Jefferson City	MBA	WWU	Sep-06
Dillon	Kelly	Jefferson City	PRL	WWU	Aug-11
Domann	Phyllis	Sedalia	MS	Oklahoma State University	Mar-12
Dorris	Rhonda	Altenburg	MA	Webster University	Feb-07
Doyle	Patty	Palmyra	MBA	WWU	Jan-02
Dozer	Brian	Ballwin	MBA	Peperdine University	Nov-11
Duke	Linda	Columbia	MBA	WWU	Aug-07
Dupont	David	Dutchtown	MBA	Nichols State University	Apr-00
Dykas	David	West Plains	JD	Case Western Reserve University School of Law	Nov-05

Eastman	Rick	Jefferson City	MBA	WWU	Jan-05
Egan	Glenda	Branson	MS: HR Management	Keller Graduate School	Apr-11
Elliott	Douglas	Chesterfield	JD	Marshall College of Law (CSU) University of Missouri	May-06
England	Carol	Fulton	JD		Mar-06
Fitzpatrick	Basil	Branson	MA	Webster University Washington University	Apr-10
Forbis	Steve	Sikeston	MBA		Aug-02
Forster	David	Fulton	MBA	Lincoln University	Mar-95
Frakes	James	Portageville	Ed.D.	University of Memphis University of Missouri	Mar-06
Francis	Harriet	Columbia	JD		Apr-08
Fry	Michael	Ashland	MBA	WWU	Jul-07
Fullerton	Brent	Springfield	MBA	Druey College	Jan-08
Gann	Jim	Boonville	MBA	WWU	Oct-08
Gardner	Carl	Columbia	MBA	WWU	Feb-09
Garton	Richard	Columbia	JD	Drake University Law School	Jan-08
Geyer	Rebecca	Centertown	MBA	Moorhead State University	Sep-03
Gilliland	Helen	Hannibal	MBA	Quincy University	Jan-09
Gilliland	Randy	Jefferson City	CPA	Southeast State University	Jul-04
Good	Amanda	Jefferson City	MBA	WWU	Feb-09
Graham	Jim	Montgomery City	MS	University of Missouri	Jun-08
Green	Jim	Sikeston	JD	University of Missouri	Jun-03
Greer	Traci	Shawnee KS	MBA	Keller Graduate School	May-11
Gregory	Dean	Columbia	MBA	University of Missouri	Mar-03
Griffen	Leslie	Lee's Summit	MA	Wayne State University	Apr-09
Grinde	Ed	Monroe City	MBA	Fontbonne College	Oct-03
Grindstaff	Matt	Hollister	MA	Central Missouri State University	May-11
Guy-Rice	Laura	Kirksville	MS	Truman State University	Jan-10

Haas	William	St. Louis	JD	Harvard College	Oct-07
Hall	Edwin	Fulton	MBA	WWU	Nov-01
Halter	Stephen	Poplar Bluff	MBA	WWU	Aug-06
Hansman	Erin	Fulton	Ph.D.	Capella University	Jan-07
Harper	Marjorie	Willow Springs	MBA	WWU	Sep-07

Harrington	Wendy	Shelbyville	EDD	University of Missouri	Apr-11
Harris	Richard	Columbia	MBA	WWU	May-97
Harris	Sherri	Branson	JD	University of Missouri	Jan-11
Hartman	Phillip	Jefferson City	MBA	WWU	Dec-08
Henley	Mary	Hartsburg	MED	Lincoln University	Oct-02
Herschel	Henry	Jefferson City	JD	Washington University Law School	Jan-06
Hertwig-Hopkins	Paula	Columbia	MPA	University of Missouri	Feb-03
Herzog	Linda	Des Peres	MBA	WWU	Feb-08
Hobart	Will	Columbia	MBA	WWU	Nov-07
Houchins	Karla	Jefferson City	MBA	WWU	Apr-03
Hudson	Stacey	LaPlata	MBA	WWU	Jan-12
Huenneke	Steve	Fulton	Ph.D.	Kansas State University	Apr-09
Hukel	Dana	Cape Girardeau	MBA	WWU	Feb-09
Hyatt	Theresa	Moberly	MBA	WWU	Mar-05
Irish	Bob	Boonville	MS	Central Missouri State University	Dec-97
Jackson	Deborah	St. Charles	MBA	WWU	Jun-06

Jackson	Donald	Chillicothe	Ed.S.	Central Missouri State University	Sep-99
Jenks	Ron	Columbia	MBA	University of Missouri	Nov-00
Johnson	Jeanne	Canton	MBA	Quincy University	Aug-00

Johnson	Jennifer	Joplin	MBA	Southwest Missouri State University	Feb-07
Johnson	Lyle	Columbia	MBA	WWU	Jan-07
Jones	Jeffrey	Neosho	MS	Central Michigan University	Apr-07
Jones	Kevin	Manchester	JD	St. Louis University School of Law	Jun-06
Jones	Tina	Jefferson City	MBA	WWU	May-06
Juliano	Freida	Hannibal	MBA	WWU	Jan-06

Kelly	Pamela	Columbia	Master of Jurisprudence	Loyola University	Jun-07
Kemp	Michelle	Fulton	MBA	WWU	Jul-07
Kerns	Gary	Frankford	MBA	WWU	Jan-07
Kiehl	Lori	Meadville	MS	Northwest Missouri State University	Aug-08
Kornrumpf	Garry	Jefferson City	CFM/CPA	University of Southern Mississippi	Feb-04
Kramer	Cynthia	Columbia	JD	University of Tulsa	Apr-99
Kuda	Sue	Centralia	MED	WWU	Jul-99
Laderoute	Charles	St. Joseph	MA	Eastern Michigan University	Sep-12
Larivee	Todd	Jefferson City	MBA	WWU	Sep-12
Li (Wejun)	Richard	Fulton	MBA	University of Missouri	Mar-04
Lockwood	Charles	Columbia	MBA	WWU	Jan-06
Long	Dennis	Monroe City	MBA	WWU	Aug-01
Luckenbill	Tom	Columbia	JD	University of Missouri	Dec-94
Lyle	Ken	Columbia	MBA	WWU	Oct-97
Mann	Thomas	Join	JD/MA Economics	University of Arkansas	Jun-09
Martin	Ronald	Columbia	MBA	Fontbonne University	Feb-09
Mayes	Randall	Springfield	MBA	Missouri State University	Jun-08
McFarland	Bruce	Olathe KS	MBA	University of Saint Mary	Jul-10
McManaman	Ken	Cape Girardeau	JD	University of Missouri	Jun-99

McNeill	Stacy	Walnut Shode	EdD	University of Missouri University of Missouri	Feb-11
Meisenheimer	Barbara	Columbia	ABD	University of Missouri	Mar-95
Merriman	Bob	Columbia	MBA	Webster University	Feb-07
Middaugh	Gregory	Republic	MBA	WWU	Aug-06

Montegna	Doris	St. Joseph	MBA	WWU	May-03
Morgan	Roswell	Blue Springs	MBA	Lagrange College	May-09

Morris	Julie	Kennet	MS accounting - taxation	University of Kansas City	Oct-10
Morrison	Gwendolyn	Ashland	MBA	WWU	Sep-05
Mudd	Chris	Kirksville	MBA	WWU	Arpil 2012
Mushrush	Willis	West Plains	MBA	University of Arkansas	May-06
Nickerson	Peggy	Columbia	MA	University of Missouri	Aug-99

OdNeal	Rebecca	Ashland	MBA	WWU	Jun-08
Ogburn	Steven	Cape Girardeau	MBA	WWU	Jan-09
O'Haver	Michael	LaPlata	MBA	WWU	Nov-08
O'Haver	Stacy	LaPlata	MBA	WWU	Oct-08
O'Neill	Ruth	Columbia	JD	University of Missouri	Aug-05
Otto-Devers	Debbie	Cape Girardeau	MA	Webster University	Apr-04

Parrett	Ken	Jefferson City	MA Public Administration	Webster University	Sep-99
Patterson	Diane	Poplar Bluff	MBA	WWU	Jun-09
Pearson	Robbie	Cordova TN	MA	WWU	Aug-10
Perkins	Joann	Columbia	MBA - accounting	WWU	Oct-07
Popp	Brenda	Jefferson City	MBA	Lincoln University	Aug-01
Porter	Mark	Branson West	Ed.D.	University of Arkansas	Sep-04
Pratte	Stephen	Columbia	JD	University of Missouri	Dec-10

Reynolds	Donna	Ellsinore	MBA	WWU	Apr-03
Roesti	Jane	Four Seasons	Ed.D.	Southern Illinois University	Sep-03
Rogers	Brett	Boonville	ABD	University of Missouri	Oct-03
Romireo	Lawrence	Billings	MS	Central Connecticut State University	Jan-11
Ross	Sandra	Alton	M.S.E.	Arkansas State University	Sep-08
Salva	Stanley	Sugar Creek	MBA	Central Mo State Chapman University	Jul-06
Scavone	Ed	Columbia	CPA		Feb-03
Schneider	Chris	Rolla	MS Applied Mathematics	University of Rolla	Oct-10
Scott	Richard	Kirksville	MBA	Quincy University	Jul-96
Scribner	Robert	Columbia	MS	University of Missouri	Dec-94
Sharp	Christina	Harrisburg	MBA	WWU	Feb-02
Shearrer	Cynthia	Columbia	unknown	unknown	unknown
Spaeth	Brandon	Kansas City	MBA	Northwest Missouri State University	Sep-12
Spears	Trena	Mammoth Springs Ark	MBA	American InterContinental University	Jun-09
Speer	Pamela	Fulton	MA	WWU	Oct-06
Spillers	Ann	Kansas City	JD	UMKC	Apr-13
Stingley	Paul	Fulton	JD	UMKC	Jul-12
Stone	Jeffrey	Fulton	MHA	University of Missouri	Nov-05
Struemph	Eric	Jefferson City	MBA	WWU	Jun-06
Sublett	Anthony	Columbia	MBA	WWU	May-02
Sumner	Robin	Vinita, OK	MBA	Southern Nazarene University	Aug-10

Tan	Michael	Columbia	PhD	University of Wisconsin-Madison University of Missouri	Jul-99
Tetley	Murphy	Fulton	MED	University of Missouri	Apr-98
Thomas	Stephanie	Jefferson City	MA	University of Missouri	Jun-95

Thompson	Beverly	Columbia	MS Community Development	University of Missouri	Sep-10
Wacholtz	Steve	Thornfield	MBA	University of North Dakota	Jan-07
Walden	Maria	Ashland	MBA	WWU	Oct-11
Webb	Linda	Monroe City	MBA	Columbia College	Dec-11
Weber	Valerie	Jefferson City	MHSA	University of Kansas	
Weber	Virginia	Quincy, Ill	MBA	WWU	May-09

Wen	Roger	Fulton	PhD	University of Missouri	Feb-03
Whiston	Pamela	Monroe City	MBA	WWU	Jun-07
Wickersheim	Jennifer	Grain Valley	MS	University of Central Missouri	Jan-13
Wiggs	Imogene	Doniphan	MBA	WWU	Jan-03
Williams	Betty	Rolla	MA	Webster University	Jun-08
Wood	Ray	Lohman	MBA	WWU	Oct-07

Workman	Leatta	Neosho	MS	Pittsburg State University	Mar-06
Yantis	Tanya	Carl Junction	MBA	Southeast Missouri State	Feb-10
Yates	Michael	Branson	MBA & CPA	Drury University	Jan-11
Yelton	James	Ballwin	MBA	Southern Illinois University	Feb-06
Young	Shonda	Caruthersville	Master of Accountancy	University of Mississippi	Jan-11
Zacharias	Catherine	Columbia	Juris Doctorate	St. Louis University School of Law	Apr-11
Zenor	Michael	Moberly	MBA	WWU	Apr-08

D. Outside resources

William Woods' facilitators and outside business people serve on panel for final presentations of the capstone project, an oral presentation of a Strategic Business Profile, participating in a 25 minute question and answer period.

E. Co-Curricular Activities

N/A

Section 4: Financial Analysis of Program

N/A

Section 5: Conclusions and Recommendations

1. External review: William Woods University is currently a member of ACBSP (Accreditation Council for Business Schools and Programs). During the next two years we will be going through the process of applying and receiving accreditation. This process will serve as our external review.
2. Faculty response of the outside review: None at this time.
3. Recommendations to the Academic Council concerning the program: The BSM went through a complete overall in the spring of 2012. All classes went from five and seven weeks in length to eight weeks. The program went from 39 credit hours to 42 credit hours. The Strategic Business Profile which is a detailed analysis, examination, and evaluation of an existing business went from being a group project to an individual project. Study groups have been eliminated from the program. These changes went into effect July, 1, 2013. No one has had time to complete the program under the new changes. So, until we see the actual effects of these changes there are no recommended changes at this time.