

Evangel University

Department of Business

Academic Programs Review

Fall, 2016

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I. INTRODUCTION

Evangel University is a comprehensive Christian university committed to excellence in educating and equipping students to become Spirit-empowered servants of God who impact the Church and society globally. Evangel confers associate, baccalaureate, masters and doctoral degrees. It is accredited by The Higher Learning Commission and holds specialized, program accreditation by the Commission on Accreditation of Athletic Training Education, the Council for the Accreditation of Educator Preparation, the National Association of Schools of Music, and the Commission on Accreditation, Council on Social Work Education. It is a candidate for accreditation with Accreditation Council for Business Schools and Programs, and is endorsed by the Assemblies of God Commission of Higher Education.

II. DEPARTMENT MISSION AND OBJECTIVES

The primary purpose of the Evangel University Business Department is to help the business student achieve a high level of intellectual and personal development in preparation for the vocational calling God has for them, including a graduate study or a professional career in business or teaching.

While specialized learning objectives and competencies are established for each program of study, goals for all Department of Business students include:

1. Developing an awareness of the values, goals, and broad basic issues associated with being successful and fulfilled in business through course work, student advising, seminars, student organizations and activities, internships, mentoring programs, alumni involvement, and other means.
2. Enabling students in all disciplines to enhance their personal and vocational success by providing the opportunity to learn about business and personal finance.
3. Providing students with a relevant core curriculum of general business subjects along with opportunities for concentrated study in specialized areas that lead to successful business careers in areas where God has given interest and talent.
4. Training men and women to think effectively and ethically, to form sound business judgments, to develop an understanding of the interrelationships of the various functions of business and society, and to exercise increasing responsibility for society through vocational leadership and service to the community and church.
5. Encouraging Christian character and the application of Christian principles to personal, business, social, and ministry activities.

III. PROGRAM DESCRIPTIONS AND CAPACITY

- a) Programs of Study - The Business Department offers degrees in Accounting, Business Education, Finance, Management, Marketing, and Nonprofit Business and Social Enterprise.

The *Accounting* program prepares graduates to become a Certified Public Accountant (CPA) or a Management Accountant (CMA). Graduates are prepared to work in public accounting firms as well as in corporate, nonprofit and government accounting.

The *Business Education* program is accredited by the National Council for Accreditation of Teacher Education (NCATE) and prepares entry-level teachers with a Christian worldview who are certified to teach vocational business and economics in Missouri middle and secondary schools.

The *Finance* program prepares graduates to analyze and provide guidance and financial products to individuals, businesses, and governments in corporate finance, investment banking, lending, financial planning, real estate and insurance.

The *Management* major prepares graduates with the skills of planning, organizing, leading and controlling and for careers in all sizes and types of organizations.

The *Marketing* major prepares graduates to understand customers, their needs, and expectations and to find creative ways to use that knowledge to design, price, distribute and promote products and services.

The *Nonprofit Business & Social Enterprise* merges business and service to prepare graduates for careers in nonprofit organizations and to find creative ways to develop resources to serve the common good.

Degree Program Outcomes, Curriculum Maps and Degree Plans are provided in Appendixes B, C, and D.

- b) Faculty – The Business Department employs seven full-time faculty members. Currently there are 25 adjunct faculty in the department. Faculty vitae for full-time faculty are attached in Appendix A

Name	Highest Degree	Year Degree Obtained	Degree Area Specialization	Faculty Rank	Year Hired
Elizabeth Fletcher	ABD	1997	Marketing/Management	Associate Prof.	1986
Eveline Lewis	MBA	1995	Nonprofit & Social Enterprise	Assistant Prof.	2015
Dale Manke	MBA	1991	Finance	Associate Prof.	1991
Jerry Owens	MS	1992	Accounting/Economics	Associate Prof.	1981
Duane Praschan	D.Min.	2001	General Business	Associate Prof.	2012
Saundra Ray	DBA	2010	Accounting	Associate Prof.	2003
Rebecca Rhoades	MBA	1976	Accounting/Marketing	Associate Prof.	1977

- c) Enrollment History—Business enrollment has largely tracked with overall University enrollment percentages.

Business Majors	2011	Dept. %	2012	Dept. %	2013	Dept. %	2014	Dept. %	2015	Dept. %
Accounting	19	11%	22	12%	21	11%	24	12%	19	10%
Business Education	8	5%	7	4%	5	3%	2	1%	5	3%
Finance	8	5%	18	10%	17	9%	12	6%	11	6%
Management	95	55%	81	46%	77	42%	93	46%	88	45%
Marketing	42	24%	44	25%	40	22%	39	19%	36	19%
Nonprofit & Social Enterprise			5	3%	25	14%	33	16%	33	17%
Business Total	172		177		185		203		190	
EU Traditional Undergraduate Total	1547		1530		1746		1486			
Business Percent of EU	11%		11%		10%		13%			

- d) Graduate Placement – The following analysis of business students graduating in the summer 2013 through spring 2014 demonstrates a 94% placement rate within six months of graduation. 100% of the graduates contacted through email or social media were in positions that related to their business degree. Two graduates could not be located.

2014-2015 Graduate Follow Up

Last Name	First Name	Grad Date	Major	Minor	Employer	Position
Florina	Antal	7/1/2013	Accounting	Management	Assemblies of God World Missions	Regional Accountant
Tyler	Ellsworth	12/17/2013	Accounting		Bass Pro Shop	Accountant, Capital & Leasing
Austin	Lamb	7/1/2013	Accounting		O'Reilly Auto Parts	Staff Accountant I
Stephanie	Mussetter	7/1/2013	Accounting		American National	Accounting Specialist
Rachel	Sirois	5/2/2014	Accounting		BKD CPAs & Advisors	Audit Associate
Bethany	Weimer	7/1/2013	Business Education		Digital Monitoring Products (DMP)	Training & Development Specialist
Lauren	McCreight	5/2/2014	Finance	Management	Missouri State University	MBA grad school and graduate assistant
Dylan	Berry	5/2/2014	Finance		State Street Corporation	Sales
Houston	Brown	5/2/2014	Finance		O'Reilly Automotive	Tax Accountant
Danielle	Brozovich	12/17/2013	Finance		Deloitte - Chicago	Project Manager

Last Name	First Name	Grad Date	Major	Minor	Employer	Position
Matthew	Mitchell	5/2/2014	Finance		Cerner Corporation	Support Analyst
Timothy	Wagaman	5/2/2014	Finance		My Healthy Church Publishing	Project Manager & Personal Assistant
Brandon	Hoffman	12/17/2013	Finance		Victory Church, Georgia	Dir. of Finance/Accounting
Matthew	Sparling	7/1/2013	Finance		NOT LOCATED	
Rebekah	Martin	5/2/2014	Management	Marketing	YMCA Camp Wakonda	Camp Counselor
Kevin	Acevedo	5/2/2014	Management		Evangel University	Admissions Counselor
Vanessa	Casarez	5/2/2014	Management		Eurasia Coffee and Tea	Café Manager
Dustin	French	7/1/2013	Management		Men's Wearhouse	Sales Consultant
Kelly	Goncalves	5/2/2014	Management		Enterprise Rent-A-Car	Management Trainee
Richard	Jones	5/2/2014	Management		Enterprise Rent-A-Car	Assistant Branch Manager
Caleb	Merrell	5/2/2014	Management		Klover Architects	Administrative Assistant
Andrew	O'Cain	7/1/2013	Management		T. Rowe Price	Associate
William	Studioso	5/2/2014	Management		Big Cedar Lodge	Sales Coordinator
Tiffany	Todd	5/2/2014	Management		Midwest Hippy	Owner and Artist
Chelsea	VanderVlucht	5/2/2014	Management		Assemblies of God National Leadership/Resource Center	Research Analyst
Katelyn	Bye	12/17/2013	Management		Sullivan University	Assistant Registrar
Michael	Cribbs	5/2/2014	Management		Cribbs Farms, Bolivar, MO	Assist. Manager
Christopher	Rattenne	7/1/2013	Management		NOT LOCATED	
Yesenia	Gallegos	5/2/2014	Marketing		Assemblies of God National Leadership/Resource Center	ICMS Marketing- Spanish Strategy Facilitator
Jonathan	Morey	7/1/2013	Marketing		Sobieski Mechanical & Fire Protection	Marketing Coordinator
Bobbie	McDaniel	5/2/2014	Nonprofit Business & Social Enterprise		Feed The Children	Summer Associate
Joshua	Norrick	5/2/2014	Nonprofit Business & Social Enterprise		Community Partnership of the Ozarks	Financial Literacy Intern
Cheryl	Craighton	5/2/2014	Nonprofit Business & Social Enterprise		JPMorgan Chase	Customer Service Representative

- e) Facilities, labs, computers, library, other resources – The Business Department suite of offices is located on the first floor near the main lobby in Zimmerman Hall, an academic center built in 1997. The suite provides 10 faculty offices, a conference room, administrative area, duplicating and small kitchen area, a large storage room and a unique café/lobby area for students. An office adjacent to the Business Department suite is dedicated as the student-led Enactus office. An adjacent computer lab with 12 computer stations, work tables, high speed color laser printer serve the business students and is staffed by student assistants.

Type of Equipment (office or student)	#	Adequate? Yes/No	Need	Cost
Office space for faculty – equipped with telephones, computers, appropriate software, and campus network	10	Yes		
Office for business groups	1	Yes		
Printers – high speed laser and color laser – faculty are connected to all of them	3	Yes		
High speed printer/copier	1	Yes		
Type of Equipment (office or student)	#	Adequate? Yes/No	Need	Cost
Conference Room – has a computer, wireless keyboard, ceiling mounted projector, white board	1	Yes		
Computer lab for students and student assistants – 12 computer stations, work tables, high speed color laser printer	1	Yes		

f) Business Department Advisory Council (BDAC) – This Council includes members that represent all of the business programs and areas where future programs may be developed. Members include alumni and non-alumni with professional experience as well as those with some teaching experience. The Council was organized in the fall 2016 and meets once in the fall and once in the spring semester. They are involved in a formal review of our programs (traditional, adult studies, and graduate); the curriculum review and performance of the various majors, concentrations, and minors; and the development of professional certifications and certificate programs. They will also advise regarding:

- Current skills and knowledge needed for graduates entering into the workplace.
- Ways to develop ongoing internship and placement opportunities.
- Ways to gain program support from the local community and our alumni and friends.

Prior to the development of the BDAC, the Business Department used informal meetings with individuals and focus groups to when specific input was desired on program improvement or development. For example, a 14 member advisory group was brought together temporarily on April 4, 2011 for feedback on the development of the very successful Nonprofit Business & Social Enterprise program from fall of 2010 through spring 2012. While the process of using temporary groups and informal meetings produced progress in several program development areas, formal records were not maintained to show direct links of actions taken to the input

provided. The establishment of the BDAC will provide a formal process for program review by business professionals that will help overcome the weaknesses of the previous approach.

During the Summer of 2016, members of the BDAC were identified. During Fall 2016, a survey was distributed to collect critical information to assess current programs. In the survey the following questions were asked:

- 1) Are the current courses adequate to prepare students for a career in (i.e. Accounting)? If not, what changes should be made to better prepare our students?
- 2) What are the current skills and knowledge needed by our students to be competitive and competent in the workplace today?
- 3) What are some of the ways to develop ongoing internship and placement opportunities?
- 4) What are some ways to gain support from the local community, alumni, and friends?

The results from the survey will be reviewed by the Business Department faculty for discussion on opportunities and improvements. This should be completed by November 2016.

Business Department Advisory Council Members

Duane Praschan (Department Chair for Business Department – Management)

- Ordain minister – serving as lead & associate pastor, served on Teen Challenge board
- Formerly Quality & Regulatory executive for Philips Healthcare

Eric Hansen (Accounting – 1984 EU Alumnus)

- Partner, Chief Operating Officer at BKD CPAs & Advisors
- Member of Board of Directors of the American Institute of Certified Public Accountants

Chase Tacker (Management & Finance – 2005 EU Alumnus)

- Senior Director- Walmart US Health and Wellness Sourcing
- Formerly in roles with Walmart as the Director Of Finance And Strategy Global Sourcing and Director Of Finance And Strategy Global Sourcing
- EU Alumni Board of Directors

Julie Higgins (Nonprofit, Marketing, and Management - 1985 EU Alumna)

- Founder, I Pour Life, a nonprofit organization that creates opportunities for people to overcome extreme poverty and its devastating effects
- Owner, Higgins Marketing
- Founder and former owner of Julie's Chewies Gourmet Cookies which started with one local retail store and expanded into wholesale servicing 15 states in the convenience store

Andy Whaley (Marketing – 2000 EU Alumnus)

- Senior VP, Marketing & Strategic Partnerships @ AG Financial Solutions
- Formerly Brand Marketing Director for Bass Pro and Account Supervisor for Noble

Courtney Hayes (Non-profit - Business Law)

- Attorney at AG Financial Solutions
- Adjunct EU Business Faculty member and co-advisor for Enactus

Leah Hindy (Marketing and Management)

- COO for family-run investment company
- Nashville

Cherly Matejka (Accounting)

- CFO within Mercy system of clinics and hospitals

Judith Miller (HR Management – EU Alumna 2002 BBA and 2011 MOL)

- Human Resource Manager for WellPoint, a national firm with 450 associates
- Adjunct faculty for BSM program

Lizette (Garrison) Nene (Marketing)

- Marketing at Assemblies of God Headquarters

Nick Reasor (Marketing)

- Procurement Lead at Walmart HQ in Bentonville, AR

Zacharia Terhark (Management)

- Founder and Owner of Eagle Armory Outlet in Springfield, MO

Robert Thomas (Logistics Management – EU Alumnus 1980)

- Consultant, McDaniel Cullen Supply Chain Consulting
- Retired 1 year ago from being the Procurement Manager for Phillips 66 oil refineries

Russell Gosselin (Nonprofit Business and Entrepreneurship)

- Community Development Elevate Director at Convoy of Hope
- Assisted EU Enactus with training to engage in Weller community

Advisory Committee Recommendations and Actions

Advisory Committee Recommendation	Action Taken
Management program needs to strengthen public speaking skills.	Incorporate one formal presentation or speaking assignment in 300 and 400 classes.
Management program needs to incorporate more talent development content.	MGMT 434 (Workforce Selection and Development) was moved from being an elective to a required class for Management majors.
Nonprofit & Social Enterprise program needs to enhance public speaking skills, fundraising techniques, and charitable planning	
Nonprofit & Social Enterprise program needs to enhance content related to benefits and tax ramifications for endowments, donor advised funds and charitable trusts.	

Accounting program – the CPA exam is changing, so that cognitive skills and the ability to demonstrate business acumen are increasing in importance for success in the future.	
Accounting program – increase focus on data analytics and database manipulation skills.	
Accounting program – need strong skills in Microsoft products	
Accounting program – work in developing stronger relationships with large firms for internships	
MOL program – develop a better mentoring program for the students	
MOL program – strengthen the student’s competency regarding Excel before taking MOL 545.	
MOL program – need to find companies that will welcome a high level of assessment to allow students to complete assessment projects.	
BS of Management – need to make part of adjunct contracts and include assessment learning outcomes to ensure development of assessment culture and capturing key data.	
Marketing – are two classes of business law and economics needed for Marketing majors? Only offer Business Law I and create an economics class that combines Macro and Microeconomics.	
Marketing – develop a mentoring program with local marketing alumni that incorporates 2-3 outside classroom along with classroom interaction.	

IV. ASSESSMENT DATA

v.

Assessment data is used to evaluate the effectiveness of our programs. The following data is collected and analyzed for potential improvements:

- 1) ETS Exam
 - 2) Internships feedback
 - 3) Placement
- 1) The following table identifies the overall national percentile ranking of senior EU business majors compared to students in 469 other colleges and universities that utilized the ETS exam for their business majors in 2003-2004. The students were tested in three groups. One group consisted of 22 traditional students. The other two groups were 25 and 16 non-traditional students in the professional studies program.

After much discussion, faculty recommended looking for assessment tools that would provide more accurate feedback. After review, Peregrine was the choice. The 2017 class will be tested during Senior Seminar in the Fall 2016 and Spring 2017 semesters.

ETS Exam

Area	Mean % Correct	Percentile Ranking

	Total	Trad	Non-1	Non-2	Total	Trad	Non-1	Non-2
Number of students tested	63	22	25	16	63	22	25	16
Overall Mean Score	154.1	154.1	154.8	154.8	50	50	50	50
Accounting	48.9	49.4	47.1	51.1	70	70	60	80
Economics	42.3	41.1	41.8	44.7	40	35	40	60
Management	65.2	64.8	65.9	64.5	85	85	90	85
Quantitative Business Analysis	55.4	55.0	56.2	54.6	35	35	40	35
Finance	37.2	37.7	38.3	34.6	50	50	60	30
Marketing	46.7	51.5	45.8	41.6	40	70	30	15
Legal and Social Environment	57.0	47.0	60.3	65.8	85	25	95	95
International issues	44.9	45.9	46.8	40.6	50	55	60	25

Business Education Majors Complete the Business Praxis Exam. Below are data for the period 2009-2014.

Evangel University Business Education Title II Business Praxis Pass Rate					
Subject Area	09-10	10-11	11-12	12-13	13-14
BUSINESS	100%(2)	100% (1/1)	100% (2/2)	100% (4/4)	100% (5/5)

Test Date	Test Code/Name	Score	Report Date
12/12/2013	5101 Business Ed: Content Knowledge (computer)	168	01/08/2014

Test Category	Raw Points Earned	Raw Points Available	Average Performance Range
I. Accounting and Finance	9	18	10-14
II. Communication and Career Development	17	17	13-16
III. Economics	9	12	9-11
IV. Entrepreneurship	8	11	8-10
V. Information Technology	15	18	14-17
VI. Law and International Business	11	17	10-13
VII. Marketing and Management	7	11	8-10
VIII. Professional Business Education	9	12	9-11

Test Date	Test Code/Name	Score	Report Date
12/13/2013	5101 Business Ed: Content Knowledge (computer)	164	01/08/2014
Test Category	Raw Points Earned	Raw Points Available	Average Performance Range
I. Accounting and Finance	12	18	10-14
II. Communication and Career Development	13	17	13-16
III. Economics	10	12	9-11
IV. Entrepreneurship	5	11	8-10
V. Information Technology	13	18	14-17
VI. Law and International Business	10	17	10-13
VII. Marketing and Management	9	11	8-10
VIII. Professional Business Education	10	12	9-11

2) Internships Feedback

Many Evangel University business students are involved in formal internships for credit as part of their program. To receive credit, the students are required to complete an application form that discloses the company, mentor, duties, length of internship, and key contact information prior to the start of the application. The professor determines if the internship meets the course standards. An evaluation form is the one that has been used for the past 15 years and includes an assessment on seven areas related to attitude and appearance, seven areas related to communications, and eight areas related to job performance. Employers are also asked to rate the intern based on the following statement: "All factors considered, how would you appraise this student's ability to achieve a high level of performance in a business organization such as yours?" The ratings are based on a range from 7 (highest) to 1 (lowest). The form includes a description of the highest and lowest rating for each item. A grading rubric was developed to provide a more effective and consistent format for grading the internship.

The employer's evaluation of the interns provides another stakeholder assessment of the effectiveness of our business programs. As a result, we have compiled the evaluation data for each year (summer through spring semesters) for the past three years and computed the average and standard deviation of the ratings for each of the 22 items and for the potential success of the intern (Table 1). We note that we need to analyze why the average rating for the success of the interns has dropped and the standard deviation increased as more students participate in internships.

We will continue this process of gathering and analyzing the employers' ratings of our interns annually to determine if there are any significant variations or trends that may require action in how we prepare our students for the internships. This data will be shared with the business faculty and the business advisory board for further analysis and the development of any actions needed.

The professor overseeing the internships will continue to consider the ratings for each student in assigning a final grade for the internship. The professor also reviews the evaluator's comments about the student's strengths and opportunities for improvement. These are considered individual assessments and are not considered in the trend analysis.

Table 1: Employers' Evaluation of Business Interns

		2013-2014		2014-2015		2015-2016	
		Avg	Std. Dev.	Avg	Std. Dev.	Avg	Std. Dev.
Ability to Succeed (overall)		6.71	0.45	6.64	0.48	6.30	0.71
Attitude & Appearance	Self-Confidence	5.7	1.4	6.2	0.9	5.8	1.0
	Initiative	6.6	0.5	6.5	0.9	5.7	1.0
	Attendance/Punctuality	6.4	1.0	6.9	0.3	6.6	0.6
	Deals With Stress	6.0	1.2	6.5	0.8	6.1	1.0
	Accepts Direction	6.6	0.7	6.8	0.4	6.5	0.7
	Leadership Qualities	6.3	0.9	6.5	0.8	5.9	0.8
	Character	6.9	0.3	6.9	0.3	6.9	0.5
Communications	Supervisor	6.6	0.5	6.5	0.7	6.6	0.7
	Peers	6.4	0.7	6.5	0.8	6.6	0.7
	Guests/ Customers	6.3	1.2	6.5	0.7	6.2	1.1
	Subordinates	6.8	0.4	6.5	0.7	6.4	0.6
	Written Communications	6.1	1.0	6.4	0.6	6.1	0.7
	Listening Skills	6.7	0.5	6.5	0.5	6.2	0.8
	Speaking Skills	6.3	1.2	6.5	0.8	6.2	1.0
Job Performance	Knows Job Duties	6.9	0.3	6.5	0.7	5.9	1.2
	Maintains Job Standards	6.7	0.5	6.6	0.5	6.3	0.9
	Ability to Perform Duties	6.7	0.5	6.5	0.7	6.2	0.8
	Carries Out Instructions	6.7	0.5	6.6	0.5	6.2	0.9
	Concern for Cost/Profits	6.6	0.5	6.6	0.5	6.4	0.8
	Quantity of Work	6.6	0.5	6.5	0.7	6.3	0.8
	Quality of Work	6.6	0.5	6.6	0.6	6.1	0.9
	Ability to "Catch On"	6.4	0.9	6.9	0.3	6.2	0.9
Number of Internships		11		15		30	
Number of Evaluations		8		11		21	

In addition to the presentation of this data to the business faculty and Business Advisory Board, we plan to initiate the following actions by May 2017:

- We will contact internship providers for each major and ask each to provide insights into the effectiveness of the current form. The purpose is to determine if we might gain better insight into the preparation of our students through a more effective assessment.
- We will calculate the correlation of each of the 22 items to the Overall Rating to evaluate which of the 22 items are most important for our focus on future actions.

3) Placement

The following data is collected from Career Services. A significant number of students do not provide contact information making it difficult to get accurate information. For the 2015 data, the business department was able to contact most students and determine that the placement for 2015 was 94%. The department is working with Career Services more closely to get more accurate data in the future.

	2013	2014	2015
	71%	88%	76%

V. PEER INSTITUTIONS/BENCHMARKING

Peer/Competitor Institutions – The Business Department considers Missouri State, University of Arkansas, Oral Roberts University, Lee University, Southeastern University and Southwestern Assemblies of God University peer/competitor institutions.

Institution	Competing Degree Programs	Number of Credits Required	Tuition (8 Semesters)
Evangel	Accounting Business Education Finance Management Marketing Nonprofit Social Enterprise	130 134 124 124 124 124	\$81,064
U of Arkansas	Accounting Finance Management Marketing		\$34,250 In State \$78,806 Out of State
Southeastern	Accounting Finance Management Marketing	127 125 124	\$87,360 Seated \$49,543 Online
Southwestern	Accounting Management Marketing	120 120	\$78,600 Seated \$67,800 Online
Lee	Business Education Accounting	120 124	\$60,000
Oral Roberts	Accounting Finance Management Marketing	128 128 128 128	\$95,584
Missouri State	Accounting Business Education Finance Management Marketing	125	\$28,240 In State \$55,720 Out State

*Denotes degree program offered fully online.

Business Degrees Conferred 2012 - 2014

	2014						2013						2012					
	Accounting	Business	Finance	Management	Marketing	Nonprofit	Accounting	Business	Finance	Management	Marketing	Nonprofit	Accounting	Business	Finance	Management	Marketing	Nonprofit
Evangel University	5	2	7	50	3	3	4	1	4	67	6		4	1	2	73	6	
Lee University	25	1		45			11	0		56			14	1		83		
Missouri State University - Springfield	144	0	72	124	111		174	1	85	123	109		191	8	120	149	139	
Oral Roberts University	13	0	9	26	24	0	20	0	12	32	29	0	12		9	38	20	
Southeastern University	6		14	5	14		9		7	4	9		15		6	13	5	
Southwestern Assemblies of God University				28			6			12	1		3			18	5	
University of Arkansas	115		170	70	145		111		141	74	153		100		141	88	169	

Content Area Curriculum Comparisons

Institution	Accounting	Business Education	Management
University of Arkansas	Accounting Technology Intermediate Accounting I Intermediate Accounting II Fundamentals of Taxation I Fundamentals of Taxation II Product, Project and Service Costing Intermediate Accounting III Audit and Assurance Services Accounting Electives to = 30 Internship Special Topics Accounting Colloquium Financial Analysis Financial Modeling International Finance ERP Fundamentals		Ethics and Corporate Responsibility Electives to 21 Hours from each group Entrepreneurship and New Venture Leadership Organizational Change and Development Small Enterprise Management Organizational Staffing Organizational Rewards and Compensation Accounting Technology Intermediate Accounting Intermediate Accounting II Principles Information Systems Systems Analysis and Design Business Application Development ERP Fundamentals Microeconomic Theory Macroeconomic Theory Labor Economics Economics of Organizations International Trade International Macroeconomics and Finance Integrated Marketing Communications Consumer Behavior Retail Strategy Transportation and Distribution Management Supply Management Advanced Inventory Management and Forecasting International Transportation and Logistics Logistics Provider and Carrier Management Supply Chain Strategy

Missouri State	<p>Intro to Financial Accounting Intro to Managerial Accounting Computer Applications for Business Principles of Microeconomics Principles of Macroeconomics Financial Management Legal Environment of Business Debtor and Creditor Rights and Remedies Business Communications Organizational Behavior and Management Strategic Management and Policy Principles of Marketing Basic Business Statistics Accounting and Management Information Systems Operations or Supply Chain Management</p>		<p>Managerial Cost Accounting Advanced Organizational Behavior Organization Structure and Design Human Resources Management Management Decision Making Applied Business Statistics 2 Courses from the Following: Business Enterprise Rights and Responsibilities Purchasing and Supply Management Entrepreneurships Business Report Writing Selected Topics in Organizational Behavior International Management Industrial Relations Electives depending on Tract Employee Benefits and Social Insurance Human Resources Development Human Resources Acquisition Industrial Relations Direct Compensation Systems Management Labor Economics Venue Management International Management Advanced Issues in HR Management Advanced OM Business Process Management Practicum in Operations Operational Auditing Service Operations Management Principles of Project Management</p>
Southeastern	<p>Business Core: Foundations of Business Business Analytics Business Communications Principles of Financial Accounting Microeconomics Principles of Managerial Accounting 3 Of the Following: Principles of Finance Principles of Management Business Communications II Marketing Business Law I Management Information Systems</p>		<p>Data Management Analysis Business Communications Principles of Financial Accounting Microeconomics Principles of Managerial Accounting Principles of Finance Principles of Management Business Communications Marketing Business Law I Business Analytics Management Information Systems Business Policies International Business</p>

	Business Policies Pre-Intermediate Accounting Intermediate Accounting I Intermediate Accounting II Managerial Cost Accounting Not-for-Profit Accounting Advanced Accounting – Framework & Special Reporting Advanced Accounting – Acquisitions & Consolidations Federal Income Taxation Auditing Electives Special Topics in Accounting Federal Income Taxation II Principles of Forensic Accounting Accounting Internship Business Law II Financial Statement Analysis		Human Resource Management Organizational Behavior Leadership, Followership & Teamwork Production & Operations Management Enactus Business Senior Seminar One Elective: Intro to Business as Mission Leading Organizational Change Leadership Forum E-Commerce Retail Management Entrepreneurship
Southwestern	Principles of Financial Accounting Managerial Cost Accounting A Christian Vision of Business Survey of Economics Business Law I Statistics Business Ethics Business Finance International Business Strategy and Policy in Business Principles of Management Information Systems Theory and Practice Principles of Marketing Intermediate Accounting I Intermediate Accounting II Auditing Accounting Internship Management Communication		Principles of Financial Accounting* Managerial Cost Accounting A Christian Vision of Business Survey of Economics Business Law I Statistics Business Ethics Business Finance International Business Strategy and Policy in Business Principles of Management Information Systems Theory and Practice Principles of Marketing Human Resource Management Management Communications Organizational Behavior Entrepreneurship and Venture Management Operations Management Management Internship
Oral Roberts	Principles of Financial Accounting Principles of Financial and Managerial Accounting II Quantitative Analysis Intermediate Accounting I Intermediate Accounting II Managerial Cost Accounting Auditing Federal Income Tax Accounting		Principles of financial Accounting Quantitative Analysis Business Seminar Principles of Economics I Principles of Economics II Business Law I Business Law II Personal Financial Planning

	Choice of Two: Accounting Information Systems Advanced Tax Advanced Accounting I Advanced Accounting II Tax Seminar Principles of Financial & Managerial Accounting II Non-Profit Accounting & Finance General Business: Business Seminar Principles of Economics Principles of Economics II Business Law I Business Law II Senior Paper Personal Financial Planning Financial Management Principles of Management Strategic Management Principles of Marketing		Principles of Marketing Principles of Financial & Managerial Accounting Senior Paper Financial Management Principles of Management Business Communications Organizational Behavior Human Resource Management Strategic Management Choice of two: Managerial Cost Accounting Creative Thinking Entrepreneurship Executive Leadership Development Small Business Basics Conflict Resolution Administration of Nonprofit Organizations
Lee	Principles of Accounting I Principles of Accounting II Managerial Accounting Federal Income Tax: Individuals or Federal Income Tax Partnerships & Corporations Intermediate Accounting I Intermediate Accounting II Intermediate Accounting III Auditing Principles of Business Management Business Communications Business Law I Business Law II Business Finance Macroeconomics Intro to Statistics Principles of Marketing Management Science International Business Business Ethics Strategic Management Business Policy Intro to Computer-Based Systems Microeconomics 6 Hours of Electives from the Following: Special Topics in Accounting	Principles of Accounting I Principles of Accounting II Intro. to Business Principles of Business Management Business Communications Business Law Business Finance Principles of Marketing Management Science International Business Internship Business Ethics Strategic Management Business Policy Intro to Computer-Based Systems Consumer Economics/Personal Finance Microeconomics Macroeconomics Intro to Statistics Electives for Emphasis Area Applications Program Development	Principles of Accounting I Principles of Accounting II Intro. To Business Principles of Business Management Business Communications Business Law Business Finance Principles of Marketing Management Science International Business Business Ethics Strategic Management Business Policy Introduction to Computer-Based Systems Business Information Systems Microeconomics Managerial Accounting Project Management Macroeconomics Intro to Statistics Organizational Behavior & HR Management Financial Analysis and Valuation Applied Research in Operations Management Choose 1: Managerial Communication

	Advanced Auditing Non-Profit and Governmental Accounting Advanced Managerial Accounting CPA Review and Advanced Problems Internship		Org. Communication & Leadership Internship
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	Marketing	Nonprofit Social Enterprise	Finance
University of Arkansas	Consumer Behavior Marketing Research Marketing Management Four of the Following: Category Management Topics Integrated Marketing Communications Selling and Sales Management Global Marketing Retail Strategy Retail Buying and Merchandise Nonprofit Marketing Junior/Senior Business Electives (15 hours)		Financial Analysis Financial Markets and Institutions International Finance Strongly Recommended Intermediate Accounting I Intermediate Accounting II Experimental Economics Principles of Information Systems ERP Fundamentals Entrepreneurship and New Venture Development Small Enterprise Management Marketing Research Consumer Behavior Supply Management Advanced Inventory Management and Forecasting Financial Modeling Electives based upon interest/focus Commercial Banking Advanced Commercial Banking Investments Corporate Finance Advanced Investments Advanced Corporate Finance Portfolio Management I Portfolio Management II Fixed Income Securities I Fixed Income Securities II Risk Management Life and Health Insurance I Property and Casualty Insurance I Real Estate Principles Real Estate Appraisal Real Estate Finance and Investment

			Personal Financial Management Investments Risk Management Seminar in Personal Financial Planning Life and Health Insurance Fundamentals of Taxation Individual Tax Planning
Missouri State	Consumer Market Behavior Marketing Research International Logistics and Global Supply Chain Management or International Marketing Advanced Marketing Applied Business Statistics Personal Selling Introduction to Logistics Business Report Writing Two of the Following: Principles of Advertising Principles of Retailing Entertainment and Services Marketing Sales Management Futuristics: Business and Society E-Marketing Advanced Marketing Research		Financial Markets & Intermediaries Intermediate Financial Management Insurance Business Enterprises Rights/Liabilities Legal Environment of Business for Professionals Principles of Real Estate Investments II International Financial Statement Analysis 1 from the Following: Financial Decision Making Management of Financial Institutions Directed Study CFA Level I Exam 6 Credits from the Following: Personal Financial Planning Readings in Finance International Finance Management Financial Markets Study Tour
Southeastern	Principles of Financial Accounting Business Communications Microeconomics Principles of Managerial Accounting Data Management Analysis Principles of Finance Principles of Management Business Communications Marketing Business Law I Business Analytics II Management Information Systems Business Policies Consumer Behavior Professional Selling Channels & Logistics Management Marketing Research Retail Management		Data Management Analysis Business Communications Principles of Financial Accounting Microeconomics Principles of Managerial Accounting Principles of Finance Principles of Management Business communications Marketing Business Law I Business Analytics II Business Policies Accounting Information Systems Pre-Intermediate Accounting Intermediate Accounting I Intermediate Accounting II Investments Advanced Corporate Finance

	One Elective: International Marketing Advertising E-Commerce Entrepreneurship		Two Electives from: Managerial Cost Accounting International Financial Management Financial Statement Analysis Financial Institutions Management Risk Management and Insurance Investments II Special Topics in Finance
Southwestern	Principles of Financial Accounting* Managerial Cost Accounting A Christian Vision of Business Survey of Economics Business Law I Statistics Business Ethics Business Finance International Business Strategy and Policy in Business Principles of Management Information Systems Theory and Practice Principles of Marketing Management Communications Consumer Behavior Business Marketing Advertising and Promotion Marketing Management Marketing Internship		
Oral Roberts	Principles of Financial Accounting I Principles of Financial & Managerial Accounting II Quantitative Analysis Business Seminar Principles of Economics I Principles of Economics II Business Law I Business Law II Personal Financial Planning Financial Management Principles of Management Strategic Management Senior Paper Business Communications Principles of Marketing Consumer Behavior Personal Selling International Marketing Marketing Research		Principles of Financial Accounting I Principles of Financial and Managerial Accounting II Quantitative Analysis Principles of Economics I Principles of Economics II Business Law I Business Law II Business Seminar Principles of Management Strategic Management Principles of Marketing Intermediate Accounting I Intermediate Accounting II Federal Income Tax Accounting Senior Paper Personal Financial Planning Financial Management Investments Advanced Financial Management

	Retail Management Marketing Management Choose One: Promotional Management Internet Marketing		Choice of 2: Managerial Cost Accounting Advanced Income Tax Accounting Tax Seminar Capital Markets Principles of Estate Planning
Lee			

VI. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

The SWOT analysis examines the four critical elements of Evangel's environment. The strengths provide an analysis of Evangel's advantages over its competitors; weaknesses help identify areas in which our competitors are at a competitive advantage over us.

Opportunities give insight into untapped markets or programs; threats help to acknowledge the external environment that could affect the university, including technological and regulatory factors. The following is a SWOT for the Business Department. The Program SWOT's are in Appendix D

Business Department SWOT Analysis – 2016

STRENGTHS <ul style="list-style-type: none">• Faculty spends a lot of one-on-one time with students to advise – supporting and encouraging• Faculty is committed to students• Faculty have expertise in their course areas• Degree completion program (Adult Studies) expands reputation in the community.• Graduate program (MOL) provides value-added and cost-effective approach to leading high performance organizations, whether non-profit, government or for-profit.• Evangel has a much more expansive success story (100% student placement in 2015) with alumni than can be offered by the other schools.• Non-profit major is only offered in a few universities nationwide and is our fastest growing major in the Business Department.• Agreement with MSU offers a 4+1 to an MBA.• Hybrid approach to MOL – best of both worlds• High placement record (2015 – 100%)	WEAKNESSES <ul style="list-style-type: none">• Overload on academic advising• Higher undergrad tuition cost than competitors.• Not building relationship with degree completion students/alumni.• No working effectively with admissions / marketing.• Course sequence (course offered in alternating years make it more difficult for scheduling• Lack of technology utilization for student learnings
OPPORTUNITIES <ul style="list-style-type: none">• Better and greater use of alumni• Utilize A/G network to identify needs• Full enrollment of traditional students so that more screening can be done• School of missions exposure• Partner with OTC• Seminary partnership• Dual credit programs (New Covenant & Grace Classical)• Tap in Healthcare industry• Certificate & Non-certificate (i.e. spreadsheets) Programs• Use of social media• International market• Larger increase in future potential college enrollment• Offer an AA of Management	THREATS <ul style="list-style-type: none">• Increasing competition from sister A/G schools with online degrees and MBAs.• 150 credit hour requirement for accounting majors• Losing key faculty to retirement.• A+ Program allows for fee Community College tuition in MO.• Due to changing regulation, limiting federal aid to faith-based universities• Parents making cost decision.

VII. Findings/Results

Based on the review of stakeholder feedback, faculty meetings and program SWOT analysis, the following findings have been identified for further analysis and actions.

FINDINGS
Management program needs to strengthen public speaking skills.
Management program needs to incorporate more talent development content.
Nonprofit & Social Enterprise program needs to enhance public speaking skills, fundraising techniques, and charitable planning
Nonprofit & Social Enterprise program needs to enhance content related to benefits and tax ramifications for endowments, donor advised funds and charitable trusts.
Accounting program – the CPA exam is changing, so that cognitive skills and the ability to demonstrate business acumen are increasing in importance for success in the future.
Accounting program – increase focus on data analytics and database manipulation skills.
Accounting program – need strong skills in Microsoft products
Accounting program – work in developing stronger relationships with large firms for internships
MOL program – develop a better mentoring program for the students
MOL program – strengthen the student’s competency regarding Excel before taking MOL 545.
MOL program – need to find companies that will welcome a high level of assessment to allow students to complete assessment projects.
BS of Management – need to make part of adjunct contracts and include assessment learning outcomes to ensure development of assessment culture and capturing key data.
BS Management Program adjunct are not reporting assessment data
Need to create a certificate program for those not wanting a degree.
Marketing program needs to strengthen its mentoring program to provide better aligned students with the rapid changes in the marketplace.
Marketing program needs to strengthen the program with more digital content and less Business Law and economics.

Faculty, in the October 2016 meeting, conducted an analysis comparing online and seated versions of the BS of Management Program. Here are the results:

- 1) What is the comparison success rates: Review data from August 2012 – August 2016?

	TOTAL # OF STUDENTS	GRADUATES	STILL IN PROGRAM	DROP OUT OF PROGRAM
SEATED	34	27	5	2
ONLINE	49	35	7	7

- 2) How are seated and online versions the same in terms of experience, rigor, and effort?
 - A. The same material is covered, the texts are the same, learning outcomes are the same and both versions have a strong one-on-one focus using different media.
- 3) What evidence supports this?

- A. Course Commons (CANVAS) contains the evidence that supports how the two versions are similar.

VIII. Recommendations based on findings

Based upon your findings in Section VII. What recommendations do you make?

Source/Finding	Recommendation	Resources Needed
Faculty Review/BS Management Program is missing learning outcome data	Collect data for current semester and add statement in contracts requiring reporting of assessment data	None
Healthcare Professionals/Need for workers who cannot do a bachelor program	Develop certificate program for new supervisors and experienced managers.	Headcount to coordinate and administer the program
Faculty Review/The MOL program is targeting similar students as the seminary	Develop a track in MOL for church leaders, or have a business track within MDiv.	Needs to be determined
Faculty Review/Program Learning Outcomes need more sustainable approach for review by advisory council and faculty.	Conduct review of performance data for each program with recommendations for improvement.	No additional resource beyond faculty and identified Advisory Council
Marketing Advisory Board (Oct 2016)/The Marketing Program needs to keep students current with the latest marketing trends	Create a formal mentoring program – within and outside the classroom with local marketing alumni.	TBD
Management Advisory Board (Oct 2016)/Need to incorporate more talent development content.	Faculty Meeting. This was addressed by moving MGMT 434 from being an elective to a required course. Course will be further modified to offer more talent development content.	None
Healthcare Professionals (Spring 2016)/ Need college work for entry level employees for advancement, but bachelor is not required.	Create Associate of Arts in Management Degree	Headcount for coordinator and Marketing budget.
Students (Senior Survey)	Introduce an ethics course. Faculty reviewed. Even though ethics is integrated in most of the business curriculum, benchmarking indicated that this may be needed. ACCT 435 Business Ethics course was developed.	COMPLETED
Marketing Alumni (Feb 2014)/ Add Digital Marketing to Marketing program	Faculty Review – based on market trends and feedback, Digital MRKT 389 course was added to the Marketing Program.	Adjunct. COMPLETED
Faculty Review (Feb 2016) / Science and Technology offers a course similar to Management Information Systems	The two courses be consolidated	Meeting between two departments. COMPLETED in Fall 16.

Future faculty meeting will review findings and make appropriate recommendations.

IX. ACTION ITEMS

Based upon recommendations in VI – what are your action steps and timelines?

ACTION	RESPONSIBLE PERSON	TIMELINE
COLLECT MISSING BS MANAGEMENT LEARNING OUTCOME DATA	DALE MANKE	DECEMBER 2016
DEVELOP CERTIFICATE PROGRAM	DUANE PRASCHAN	SPRING 2017
MEET WITH SEMINARY TO DEFINE POSSIBLE TRACKS	DUANE PRASCHAN	SPRING 2017
REVIEW PROGRAMS	FACULTY AND ADVISORY COUNCIL	MARKETING & MANAGEMENT – OCTOBER 2016 ACCOUNTING & FINANCE – MARCH 2017 BUSINESS EDUCATION & NONPROFIT – OCTOBER 2017
CREATE FORMAL MARKETING MENTORING PROGRAM	DUANE PRASCHAN/ELIZABETH FLETCHER/BECKY RHOADES/BERNIE DANA	DEVELOP ACTIVITIES AND SCHEDULING – JANUARY 2017
DEVELOP AA OF MANAGEMENT	DUANE PRASCHAN	- PLAN – NOVEMBER 2016 - INTRODUCE – FALL 2017
INCORPORATE MORE TALENT DEVELOPMENT IN MGMT 434	DUANE PRASCHAN	

APPENDIX A

FACULTY VITAE

ELIZABETH F. (CALK) FLETCHER

647 W. Farm Road 68
Springfield, MO 65803
417-833-9483

TEACHING EXPERIENCE:

PAST DEPARTMENT CHAIR AND ASSOCIATE PROFESSOR OF BUSINESS

Evangel University, Springfield, Missouri

Subjects taught:

(1986-present)	*Principles of Marketing	*Marketing Research
	*Consumer Behavior	*Sales Management
	*Human Relations	*Principles of Management
	*Keyboarding/Word Processing	*Accounting Principles I & II
	*Intermediate Accounting	*Managerial Accounting
	*Office Procedures	*Marketing Research
	*Govt. & Not-for-Profit Accounting	*Introduction to Business
	*Personal Finance	*Seminars & Internships

INSTRUCTOR

LeTourneau College, Longview, Texas

Subjects taught:

(1984-1986)	*Cost Accounting	*Tax Accounting
	*Accounting Principles I & II	*Macroeconomics
	*Marketing Research	

PART-TIME DIRECTOR

Evangel University, Springfield, Missouri

Subjects taught:

(1981-1983)	*Principles of Marketing	*Introduction to Business
	*Elementary Typing	*Business Calculations

RESEARCH EXPERIENCE:

PH.D. COURSEWORK (57 HOURS COMPLETED BEYOND THE MBA)

University of Missouri-Columbia, Columbia, Missouri

• *Courses relevant to Global-Local Linkages*

(1995-present)	*International Education and National Development	
	*Development & Assessment of Vocational Technical Curriculum	
	*Educational Research	*Ethnographic Research
	*Adult & Continuing Education	*Educational Statistics I & II
	*Administration & Governance	*Academic Culture & Environment

FACULTY AFFAIRS EVALUATION ASSESSMENT

(1990-95)

During the five years as a faculty representative to the Evangel University Faculty Affairs Committee, I have designed, administered, and interpreted numerous questionnaires. These have resulted in changed to curriculum, procedural policies, faculty compensation structure, and faculty promotion processes.

BUSINESS AND ECONOMICS DEPARTMENT CHAIR

(1990-present)

During the years as department chair, I have researched and designed questionnaires, interpreted results, and made proposals for programs and funding. Two years ago, the Department began a Marketing Research Institute which now services the research needs of numerous businesses within the community.

PROJECT TEAM MEMBER

(1988)

Survey, analysis, and recommendations for improvement of morale within the Springfield Police Department occurred as a result of this multi-discipline team of faculty from four institutions in the city. This study was commissioned by the Personnel Board of the Springfield City Council.

COMMUNITY SERVICE AND OTHER EXPERIENCES:

VOLUNTEER SERVICE:

- *Economics Roundtable of the Ozarks Board Member
- *Delta Kappa Gamma Executive Vice President
- *General Council Credit Union Marketing Committee Member
- *Central Assembly of God Youth Choir Director
- *Boys & Girls Club Basketball Coach (4 years)
- *Students In Free Enterprise Sam Walton Fellow
- *Phi Beta Lambda Missouri State Executive Council Member

COMMITTEE ASSIGNMENTS:

- *Academic Council Member (College Curriculum Governing Body)
- *Development & Long-Range Planning (Steering Committee Member)
- *Learning Resources (Campus Technology & Research decisions)
- *Faculty Affairs Representative (Elected by peers five years)

OTHER EXPERIENCES:

- *Home Interiors and Gifts Independent Displayer (financed undergraduate and masters program through in-home sales)
- *Public Speaking (presented lectures to conferences and banquet, graduation, and church audiences for many years)
- *Musical Presentations (soloist and ensemble soprano for special church events)

EDUCATIONAL BACKGROUND:

PH.D. CANDIDATE, University of Missouri-Columbia

Anticipated Comprehensive exam completion date:

(November, 1997)

MASTER OF BUSINESS ADMINISTRATION, Southwest Missouri State University

(July, 1983)

BACHELOR OF BUSINESS ADMINISTRATION, Evangel University

(May, 1979)

PERSONAL: Married and have four children

Eveline Susanto Lewis

339 S. Mahn Ave - Springfield, MO 65802

417-861-6365

eveline.lewis@gmail.com

EDUCATION

Doctorate Studies, Doctor of Business Administration, Anderson University, Indiana – in progress (anticipated completion: Fall 2018)

Master of Business Administration, Baylor University, Waco, Texas (1995)

Master of Hospitality Management, University of Houston, Houston, Texas (1990)

Bachelor Degree in Food Technology and Nutrition, Bogor Agricultural University, West Java, Indonesia (1986)

LANGUAGES SPOKEN: English, Mandarin Chinese, Indonesian

TEACHING AND WORK EXPERIENCE:

Assistant Professor, Evangel University, Springfield, Missouri, August 2015 – current

- Coordinate Nonprofit Business and Social Enterprise program
- Teach Courses:
 - Accounting for Managers
 - Church Administration & Financial Management
 - Human Behavior in Organizations
 - Introduction to Social Entrepreneurship
 - Nonprofit Financial Management
 - Personal Finance
 - Philanthropy: Theory and Practice
 - Volunteer Management

Adjunct Faculty, Evangel University, Springfield, Missouri, August 2012 – May 2015

Adjunct Faculty, Southwest Baptist University, Bolivar, Missouri, January 2015 – May 2015

- Taught LIFE (Literacy in Free Enterprise) Economics course

Part-time Faculty, Asia Pacific Theological Seminary, Philippines, 2006 – 2012

- Taught courses:
 - Church Financial Management

- Cross-cultural Interpersonal Relationship Skills
- Contemporary Issues in Missions, Business As Missions
- English as a Second Language-grammar, writing

International Baccalaureate Teacher, Brent International School, Baguio, Philippines, 2006-2008, 2010-2011

- Taught courses:
 - Business & Management
 - Economics

Housing Manager, Asia Pacific Theological Seminary, 2007-2009

- Managed faculty, student, and guest housing on campus

Assistant Director, Kunming Joyful Consulting Company, Kunming, China, 2002-2006

- Supervised translation projects
- Supervised financial operations
- Trained and advised the foreign community in Kunming on how to set up businesses in China
- Taught English as a second Language
- Trained local businesses in international marketing, management, and accounting practices
- Provided consulting services to local business start-ups

Orphanage Manager, Kunming Children Home, China, 2002-2006

College Teacher, Xian Jiaotong University, Xian, China, 1995-2001

- Taught courses:
 - Hospitality Management
 - Introduction to Accounting
 - Introduction to Finance
 - Information Systems Management
 - Introduction to Marketing
 - Operation and Production Management
 - Statistics

Graduate Assistant, Baylor University, Waco, Texas, 1992-1995

Bookkeeper, New Life League International, Waco, Texas, USA, 1991-1992

Graduate Assistant, University of Houston, Houston, Texas, 1989-1990

Banquet Staff, University Hilton Hotel, Houston, Texas, 1989-1990

Marketing Staff, P.T. Tiga Buana Indonesia, Taiwan Office, 1987-1988

Retail and Logistics Staff, Egg Distributor and Retails, Jakarta, Indonesia, 1975-1987

OTHER WORK AND VOLUNTEER EXPERIENCE:

Appointed Missionary to Northern Asia and Asia Pacific, Assemblies of God World Missions, August 1995 – Current

Executive Board Member, Evangel University Auxiliary, May 2013 – May 2015

Executive Secretary, Board of Trustees, Faith Academy Inc., Philippines, May 2008-May 2012

Executive Member, Board of Directors, Kunming International Academy, China, 2003-2006

Member, Board of Directors, Xian International School, China, 1999-2001

PROFESSIONAL MEMBERSHIP:

Christian Business Faculty Association

ADDITIONAL TRAINING/CERTIFICATION/AWARD:

Acton Institute: Co-awardee of the 2014 Free Market Economics Mini-grant

Evangel University, 2013: Obtained Online Instructor Certification

Acton University (Kern Fellow), 2013: Completed courses in knowledge integration of philosophy, Christian theology and sound economics

Asia Pacific Theological Seminary, Baguio, the Philippines, 2005: Obtained Teaching English as a Foreign Language Certification

Taiwan Normal University and Feng Chia University in Taiwan, 1987-1988: Completed intermediate Mandarin Language classes

Dale R. Manke
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Nixa, MO 65714
Cell # 4178482838
Email manked@evangel.edu

EDUCATION

MBA Southwest Missouri State University Emphasis on Finance 1991

BBA Evangel University Management major with Bible minor Graduated *summa cum laude*. 1989

PROFESSIONAL AFFILIATIONS

National Association of Realtors

TEACHING and BUSINESS EXPERIENCE

Evangel University Fall 1991 to present

Business and Economics Department interim department chair in addition to teaching obligations. 1995–1996

Courses Taught: Principles of Finance, Investments, International Finance, Advanced Finance, Real Estate, Insurance, Statistics, Personal Finance, Productions/Operations Management, Human Behavior in Organizations, Strategic Management

Evangel University Fall 2009 to present

Professional Studies Coordinator for Management Program

A Sabbatical permitted time to teach business classes in China for 10 months 2006-2007

Graduate Assistant in the MBA program, taught Introduction to Business and Finance as well as assisting Professors with research 1990–1991

General Manager and Service Department Manager of a corporation Wausau, WI
Direct supervision of the company including financial and employment decisions 1981–1986

United States Air Force, Avionics Instruments Systems Specialist 1976-1980

Honors and Awards

Outstanding Service Award

Master Technician Award

Education

Missouri State University, Springfield, Missouri **1988 to 1992**
Concentration in Accounting

Kansas State University, Manhattan, Kansas **1977 to 1981**
M.S., B.S. degrees
Graduation date: July 1981
Major: M.S. Family Economics; B.S. Agricultural Economics

Pratt Community College, Pratt, Kansas **1975 to 1977**
A.S. degrees
Major: Business

Experience

Evangel University, Springfield, Missouri **1981 to Present**
Associate Professor 2002
Assistant Professor 1984
Awarded Tenure in 1988

Classes taught include Microeconomics, Macroeconomics, Financial Accounting, Managerial Accounting, Business and Personal Finance, and Money and Banking

Ozarks Technical Community College, Springfield, Missouri **1997 to 2008**
Adjunct Professor
Taught Financial Accounting and Managerial Accounting

Extracurricular

- Two-time faculty sponsor of Freshman Class
- Two-time faculty sponsor of Sophomore Class
- Senior class faculty sponsor.
- Phi Beta Lamda Sponsor (four years)
- Honorary member of Phi Beta Lambda
- Chairman of Financial Aid committee for four years
- Chairman of Business and Economics Department (three years)
- Chairman of Resource Committee for Reaccreditation

Activities and Honors

- Member of Accreditation Council for Business Schools and Programs (ACBSP)
- President of Phi Theta Kappa, an honorary society
- Treasurer for Family Economics Graduate Interest Group
- Pratt Community College Student Council – Sophomore representative
- Veterans representative at Pratt Community College
- Agricultural Economics Club at Kansas State University
- Who's Who in American Junior Colleges
- Awarded the Laura E. Porter Achievement Award at Pratt Community College

DUANE C. PRASCHAN

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Office: (417)865-2815 ext 8118
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OBJECTIVE

To pursue challenges which build on and expand the utilization of my skills and leadership experience. To be involved in work assignments making significant contributions to the organization and individuals regarding: process improvement, change management, leadership development, and mentoring / coaching for transformational change.

PROFESSIONAL EXPERIENCE OVERVIEW

- Teach business, leadership and Bible classes at a faith-based university
- Serve as coordinator of the Masters of Organizational Leadership and Business Department Chair
- Work experiences have demonstrated strong inter-personal, problem-solving, team-building, teaching and leadership skills.
- Over 30 years of management experience (14 with Philips Healthcare and 25 with non-profit organizations) with strong international experience.
- Over 15 years involvement with process improvement.
- Over 25 years of project management, public speaking, small group facilitation and leadership development.
- Trained facilitator, auditor and assessor for European business excellence model.
- Conducted and led auditing program.
- Implemented mentoring program along with developing and conducting training programs.
- Bi-vocational since 1985 – Philips Healthcare and various church assignments.
- Currently teach graduate and undergraduate courses related to business and leadership courses.
- Global, cross-cultural teaching and work experiences (primarily Europe and Asia) since 1994.
- Consultant for various organizations, including training on business principles in China, Argentina and France.

EXPERIENCE

May 2007 to present – *Evangel University (Private, Liberal Arts)*, Springfield, MO

Associate Professor of Business and Leadership (Business Department)

- Teach undergraduate and graduate level courses
 - Undergraduate: Personal Finance, Personal Leadership, Community Leadership, Human Resource Management, Workforce Selection & Development, Strategic Planning for Church Leaders, and New Testament Survey
 - Graduate Level: Strategic Management, Business Communications, Theory & Practice of Leadership
- Coordinator of Masters of Organizational Leadership Program
- Member of Academic Council and Graduate Studies Council

- Department Chair (August 2016 to present)

March 2011 to December 2013 – *Philips Healthcare, Imaging Systems*, Cleveland, OH

- Philips Healthcare is the third largest global medical device manufacturer
- Imaging Systems (over 15,000) is one of three Businesses within Philips Healthcare. There are ten Business Units (BUs) within Imaging Systems – Computer Tomography (CT), Magnetic Resonance Imaging (MRI), Ultrasound, etc.

Senior Director, Quality System & Compliance

- Oversight of Quality Systems for 30 Global sites within the ten BUs
- Operational oversight to Imaging Systems Q&R with nine direct reports and team of twenty. The nine direct reports included Senior Managers and Directors. I reported to the Vice President of Quality & Regulatory within Imaging Systems.
- Lead global harmonization and change management effort for Imaging Systems to raise level of compliance for over 15,000 employees.
- Since taking on full-time role at Evangel, continue to consult with Philips
 - Corporate processes re-engineering project
 - Competency Model development for Human Resource

October 2007 to March 2011 – *Philips Healthcare, MRI Business Unit*, Cleveland, OH

Senior Director, Quality, Regulatory & Sustainability

- Provided leadership to the Q&R staffs in three international and four domestic facilities. This included eight direct reports and a team of 42.
- Served as Q&R function Lead for Magnetic Resonance Imaging (MRI) Business Unit. Reported to Vice-President and CEO of the Business Unit.
- Developed a comprehensive Mentoring/Coaching program

July 2006 to October 2007 – *Philips Medical Systems, MRI Business Unit*, Best, Netherlands and Cleveland, OH

Director, Quality & Regulatory

- Served as Management Representative for Q&R organizations in Best, Netherlands and Cleveland, OH
- Provided leadership to the Q&R staffs in Best and Cleveland, while supporting Q&R staff in Helsinki, Finland.
- Focused on developing streamlined Quality System in Best and harmonized processes throughout MRI Business Unit.

June 2005 to June 2006 – *Philips Medical Systems (PMS), MRI Business Unit*, Cleveland, OH

Senior Manager, Quality & Regulatory

- As Management Representative, directed the development, implementation, monitoring and reporting on the Quality System and processes to ensure full compliance with regulations and standards.

- Ensured new medical devices for MRI and CT obtained all necessary global regulatory approvals/clearances.
- Ensured that regulatory interests were adequately represented with regulatory and standard making bodies, and trade associations.
- Provided leadership to quality system improvement initiatives.
- Led and coached Regulatory Affairs, Quality-process and Quality Assurance staff.
- Maintained oversight of the evolution, implementation, audit and continuous improvement of the product-development processes.
- Developed and implemented training to the organization regarding regulatory issues, organizational structures and cross-cultural issues.
- Developed and implemented a strategic plan to harmonize Cleveland's practices with Business Unit and Corporate processes.
- Provided or directed support to program teams through Q&R plans, program management tools and best practices for program metrics.
- Coordinated all notified-body or government-initiated audits, corrective action, recalls and other compliance actions.
- Led and participated in various global audits.
- Assisted joint venture (PNMS - China) in setting up Quality System architecture, conducting regulatory training and preparing for FDA audit.

April 2002 to June 2005 – *Philips Medical Systems (formerly Marconi), MRI Division, Cleveland, OH*

Manager, Regulatory Affairs

- Served as chairperson of the Safety Committee, ensuring appropriate investigation and decision-making regarding safety-related problems.
- Provided regulatory support to Legal, domestic and three international Philips' R&D/manufacturing sites.
- Represented company's interest during 3rd party and FDA audits.
- Provided leadership to various quality system improvement initiatives and training to the organization regarding regulatory issues.

November 1999 to March 2002 – *Marconi Medical Systems, MRI Division, Cleveland, OH*

Director of Regulatory Affairs

- Provided overall leadership and direction to Marconi Medical Systems' global regulatory focus regarding processes and compliance with product related regulations and industry standards.
- Represented the company's interests as liaison with regulatory agencies, customer groups and trade associations; served as primary regulatory resource to the organization.
- Led teams that defined and implemented a total lifecycle model for the company and complaint handling process.
- Developed and hosted a global regulatory forum for the entire company.
- Championed the harmonization of the company's approach to regulatory issues across all business units.

March 1985 to October 1999 – *Picker International, Inc., MRI Division, Cleveland, OH*

Manager of Regulatory Affairs and Clinical Testing

- Interfaced and submitted appropriate documentation to FDA regarding new medical devices for four Divisions (two domestic and two international) obtaining regulatory approval on over twenty medical devices.
- Led organization in developing clinical protocols for clinical studies and basic research on new equipment. Interfaced with radiologists and surgeons, and monitored the studies required for regulatory (i.e., FDA) approval.
- Interfaced with the Business Team and R&D group on regulatory issues and process-improvement initiatives.
- Led various teams on safety related projects (Safety Committee).
- Conducted internal and supplier audits.
- Served as project manager for guiding new clinical application from research through development and leading process improvement efforts.
- Served on various trade association committees.
- Certified trainer/facilitator for the company and conducted new hire TQM training and other new worker development programs.
- Spent six months leading a team to re-engineer the product development process.

April 1977 to present – *Various church assignments*

- Ordained minister.
- Youth/Singles Pastor for six years (1977-1982)
- Senior Pastor for 13 years (1983-1995)
- Associate Pastor for 10 years (1996-2005)
- Guest speaker/lecturer (currently)
 - Instructor for Kansas School of Ministry

EDUCATION

Fuller Theological Seminary – Pasadena, CA

Doctor of Ministry with emphasis on Leadership Development, 2001

Ashland Theological Seminary – Ashland, OH

Master of Divinity with emphasis on Administration, 1993

Assemblies of God Theological Seminary – Springfield, MO

Master of Arts in Christian Education, 1978

Cleveland State University – Cleveland, OH

Bachelor of Science in Chemical Engineering, 1976

TRAINING

Leadership seminars

Certified facilitator and auditor for European version of Baldrige Award.

PRESENTATIONS

Presenter at Frost & Sullivan – Medical Devices Conference

San Francisco, CA. March 14-16, 2010

Received *Most Valuable Thought Leader Award* for highly valued expertise.

Leadership Training Workshops

Church and business leaders in Dinan, France. October 2010 and June 2011

Strategic Planning Workshops for Church Business Administrators. June 2014-2016

PUBLICATIONS

“Operational Safety Issues in MRI,” Gangarosa RE, Minnis JE, Nobbe J, Praschan DC, Genberg RW. MAGNETIC RESONANCE IMAGING, Vol 5, pp. 287-292, 1987.

Dissertation titled, *"Leadership and A Learning Organization: A CIMPLE Model."* The emphasis was on organizational culture, change management and systems thinking.

Personal Finance Made Simple, self-published at Evangel University, 2014

COMMUNITY/PROFESSIONAL

1983-1985	Colby, KS Lion's Club
1985-1995	Teen Challenge Board (Cleveland, OH) member
1986-1993	Regulatory Affairs Professional Society member
1986-1991	Heart & Hand (Inner City Ministry) Board (Cleveland, OH) member

DR. SAUNDRA RAY, CPA
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NIXA, MO 65714
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Work History

- August 2003 to present **Assistant Professor Accounting**
Evangel University, Springfield, MO
Teaching upper level accounting classes, including:
- Government and Not-for-Profit Accounting
 - Auditing
 - Federal Income Tax Accounting I
 - Intermediate Accounting I
 - Intermediate Accounting II
 - Accounting Information Systems
 - Federal Income Tax Accounting II
 - Accounting Software Applications (using Quickbooks)
 - Forensic Accounting
 - University Seminar
- Jan. 2000 to July 2003 **Staff Auditor II**
Missouri State Auditor's Office, Springfield, MO
Working as staff auditor on variety of financial and performance audits, including:
- * Counties
County audits include reviewing internal control procedures, performing audits of cash, expenditures, payroll, fixed assets, and federal single audit, as well as reviewing compliance with applicable state statutes and federal laws for courts, elected officials, health departments, and various county boards.
 - * Municipals
Municipal audits include reviewing internal control procedures, audit of cash, review of tickets issued, and reviewing compliance with applicable state statutes.
 - * Colleges
Performed review of various college activities and expenditures for Ozarks Technical Community College and Missouri Southern State College.
- July 1999 to Dec. 1999 **Staff Accountant**
Eide Bailly, LLP, Minot, North Dakota

Worked as staff accountant performing various auditing and accounting services for clients ranging from schools to Indian tribal entities. Main audit services performed were audits of federal monies received. Also provided accounting services to clients, including helping a local tribal government reconcile numerous bank accounts for prior three years to prepare for upcoming audit.

June 1997 to **Staff Auditor II**
 June 1999 Missouri State Auditor's Office, Springfield, MO
 See description above.

June 1993 to **Comptroller/Administrative Assistant**
 August 1997 First Assembly of God, Jefferson City, MO
 Reported directly to church board on all matters relating to financial records. Provided financial reports and responded to board questions. Duties included:

- * Paying and scheduling payment of all disbursements, assuring accuracy of amounts billed and timeliness of payment.
- * Maintaining all financial records and performing financial analysis.
- * Setting up and maintaining computerized accounting system, including General Ledger, Accounts Payable, Payroll, and Donor Records.
- * Making recommendations concerning implementation of internal control procedures.
- * Coordinating preparation of annual budget proposals for board consideration.

• **Education**

Doctoral Degree	Northcentral University, Prescott Valley, Arizona Doctor of Business Administration with specialization in Financial Management , November, 2010
Masters Degree	University of Missouri-Columbia, Columbia, MO Masters of Accountancy Degree with Tax Specialty , Dec. 1996 GPA 3.45/4.0
Bachelor Degree	Evangel University, Springfield, MO Bachelor of Business Administration in Accounting , May 1993 Magna Cum Laude. GPA 3.79/4.0
Associate Degree	Southwestern Oregon Community College, Coos Bay, OR Associate of Science Degree in Marketing , May 1988 Honors, GPA 3.5/4.0

- **Publications**

Dissertation Manuscript published in November, 2010 titled: The Impact of Tuition Pricing Changes on the Balance of Enrollment Among Christian Religious Colleges

- **Licenses and Certificates**

Missouri CPA license No. 018095.

- **Activities and Awards**

Department Honors in Accounting at Evangel College.

Placed first in Accounting II at the 1993 Missouri Phi Beta Lambda State Conference, and went on to compete at the national level in Washington DC

Rebecca Rhoades
Evangel University
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Springfield, MO 65804
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Professional Certification

Certified Public Accountant, State of Oklahoma, Certificate No. 3881

Education

MBA – Oral Roberts University, Tulsa, Oklahoma, 1976

Thesis: “Farmland Industries’ Competitive Advantage from the Cooperative Form of Business”

Research Grant: \$5000 - The Williams Companies

BBA – Evangel University, Springfield, Missouri, 1974

Also attended – Auburn University, Auburn, Alabama and University of South Alabama, Mobile, Alabama

Current Employment

Associate Professor of Accounting, Evangel University, Springfield, Missouri (1977 – 1988; 1993 – present)

Areas of Strength – Cost and Managerial Accounting

Courses Taught – Principles of Accounting I and II, Cost Accounting, Managerial Accounting, Advanced Accounting, Principles of Marketing, Consumer Behavior, University Seminar, Senior Accounting Seminar, Accounting Principles for Managers (Degree Completion)

Current Committee Assignments: Chairman – Founders Scholarship Interview Committee, LifeWorks Supervisory Committee, START Conference Committee, Business Department Public Relations Team

Appendix B

PROGRAM OUTCOMES AND CURRICULUM MAP

Learning Outcomes – Business Foundations

All business majors are required to meet the following learning goals that are related to the business foundation courses. The learning goals of each course are identified in the syllabus for the course(s) identified in parenthesis after the goal.

1. Recognize economic problems of finance, labor, employment, international trade, social problems, price and wage structure, prosperity and depressions, inflation and deflation, and the role of government in the economic field and identify household, firm, or industry decision-making applications (ECON 212/213)
2. Recognize the contingency view of management theory and practice with emphasis on skills used by managers to get the job done (planning, organizing, directing, and controlling) while integrating the functions of management with appropriate quantitative and behavioral concepts (MGMT 235).
3. Perform the basic principles of accounting as they relate to partnerships and corporations including the analysis and recording of business transactions, controlling accounts, journalizing, posting, adjusting entries, closing entries, financial statement preparation, analysis of financial statements, budgets, and accounting for taxes, costs, and branches (ACCT 231/232).
4. Utilize Excel and data base software to organize, analyze, and solve various business problems (ACCT 239).
5. Apply principles of marketing, including structure and functions with emphasis on the managerial viewpoint (MRKT 239).
6. Apply principles of law applicable to business and to the individual including legal background, contracts, agency, negotiable instruments, suretyship, sale of personal property, real property, bailment, partnerships, corporations, deeds, mortgages, torts, bankruptcy and commercial applications of law (MGMT 331/332).
7. Identify effective objectives, methods, and forms of communication to achieve business goals (BUED 335).
8. Recognize the cultural and environmental differences in various foreign markets and how those differences affect an international marketing program (MRKT 347).

9. Demonstrate ability to identify and apply basic principles and theories of business finance, including tax environment, cash flow analysis, working capital management, financial and operational leverage, capital budgeting, cost of capital analysis, investment banking, mergers, acquisitions, reorganizations, and liquidations.
10. Develop knowledge and skills regarding the formulation, implementation, and management of effective business strategies for an organization or work unit to achieve and sustain high performance (MGMT 446).
11. Recognize career opportunities, requirements for professional certificates, and processes for an effective job search (BUSN 496)

In addition to the business foundation goals, all majors are required to meet the specific learning goals that are related to the required and elective business courses. The learning goals of each course are identified in the syllabus for the course(s) identified in parenthesis after the goal.

Learning Outcomes – Accounting Major

1. Demonstrate extensive applications of QuickBooks software for small business accounting include the creation of a chart of accounts, recording customer and vendor transactions, processing payroll, printing reports, creating budgets, utilizing the QuickBooks audit trail, and exporting to Excel software (ACCT 337).
2. Demonstrate ability to account for cash, receivables, installment sales, consignments, inventories, plant and equipment, intangibles, investments, annuities, bonds, liabilities, fund and reserves, stockholders' equity, profit and loss analysis and develop the income statement, the balance sheet, and the cash flow statement (ACCT 331/332).
3. Apply principles of cost accounting with emphasis on accounting for materials, labor costs, manufacturing expenses, job order and process cost systems, and the use of cost information in assisting management in planning and controlling (ACCT 336).
4. Identify and apply control and audit procedure related to EDP-based accounting systems (ACCT 337).
5. Apply principles of advanced accounting for business combinations, multinational operations, partnerships, SEC reporting, and segment and interim reporting and develop the skills of analysis, judgment, communication, and research accepted by the AICPA's Board of Examiners as being needed by entry level CPAs (ACCT 439).
6. Apply auditing the theory, practice, and procedures needed by independent accountants and internal auditors for the development of audit programs (ACCT 442)
7. Recognize appropriate practices for governmental and not-for-profit organizational accounting records and funds, including budget control, analysis, and interpretation of financial statements. (ACCT 443).

8. Apply federal tax laws with emphasis on preparing income taxes for individuals (ACCT 444).
9. Identify and apply appropriate quantitative techniques using mathematical models that assist in the decision-making function of management including probability and statistical decision; linear programming such as inventory control, PERT, and the critical path method; the matrix theory and the game theory; and Markov Processes and the queuing theory (MGMT 341).
10. Recognize career opportunities, requirements for professional certification, and processes for an effective job search (ACCT 496)

In addition to the above learning objectives, accounting majors will have the opportunity to select elective courses to achieve additional learning objectives such as preparation of partnership and corporate tax returns (ACCT 445), identify procedures for fraud investigation and prevention (ACCT 339), develop accounting skills and experience through an internship (ACCT 498), and other business related topics not directly related to accounting.

Learning Outcomes – Business Education Major

1. Explain and demonstrate curriculum development and implementation of vocational business education classes on the high school and middle school level including research of issues and procedures for career and technical education in the public and private sectors leading to knowledge of core competencies for marketing education programs (BUED 401).

The business education major must also take professional education courses (with learning objectives defined by the education department) that meet the state and National accreditation requirements for certification to teach business. Optional emphasis areas available to Business Education majors include Vocational Certification Preparation and Middle School Certification. Elementary Education majors may add an optional Business emphasis.

Learning Outcomes – Finance Major

1. Explain the theory of banking, Federal Reserve control of the money supply, the money market, and the balance of payment problems and their effect on financial management for individuals and businesses (ECON 331).
2. Recognize the characteristics of real estate as they affect the market and explain the procedures and problems in financing real estate and the techniques of valuation (FIN 351).

3. Recognize and apply the general principles and types of insurance such as life insurance, casualty insurance, fire insurance, Social Security, and workmen's compensation to business enterprises (FIN 442).
4. Recognize how the key concepts of business finance may be adapted in the context of a multi-national firm (FIN 452).
5. Recognize and utilize investment principles, investment media, security markets, and the importance of analyzing industries and their macro-environments (FIN 457).
6. Recognize and apply principles and techniques for fixed income investments (FIN 460) or develop financial service or management skills and experience through an internship (FIN 498).
7. Apply investment concepts to actual analysis of investment opportunities and investment decision process through participation in the management of an endowed fund (FIN 299/499)
8. Develop and apply advanced analytical skills used in financial decision making (FIN 463).
9. Recognize career opportunities, requirements for professional certification, and processes for an effective job search (ACCT 496).

In addition to the above learning objectives, finance majors will have the opportunity to select elective courses to achieve additional learning objectives such as recognizing the principles of cost accounting (ACCT 336), identify procedures for fraud investigation and prevention (ACCT 339), identify and apply quantitative financial techniques for management decision making (MGMT 341), and preparation of individual tax returns (ACCT 444).

Learning Outcomes – Management Major

1. Identify and apply appropriate quantitative techniques using mathematical models that assist in the decision-making function of management including probability and statistical decision; linear programming such as inventory control, PERT, and the critical path method; the matrix theory and the game theory; and Markov Processes and the queuing theory (MGMT 341).
2. Recognize principles and practices currently used by business in the management of personnel including those related to labor sources, selection and placement of personnel, workers' environment, compensation & benefits, training, promotion, health and safety, benefit plans, performance evaluation, and relations between management and employees. (MGMT 343).
3. Develop knowledge and management skills related to individual and group relations in organizations, including self-awareness and motivation, communication styles, empowerment, leadership and team skills, and ethical relationships (MGMT 349).
4. Recognize career opportunities and processes for an effective job search (MGMT 496).

5. Develop knowledge and effective techniques for selecting employees, evaluating employee performance, and developing employees (MGMT 434); or explain significant leadership theories, research, and practices in formal organizations with a focus on leadership effectiveness (MGMT 460); or develop management skills and experience through an internship (MGMT 498).

In addition to the above learning objectives, management majors will be required to select at least 15 credits of elective courses to achieve a minor or additional learning objectives in business areas of accounting, finance, marketing, human resource management, and international business or in other areas such leadership, sports administration, music industry, public administration, pre-law, communications, intercultural studies, Biblical studies, art, and photography.

Learning Outcomes – Marketing Major

1. Explain the influence of cultural, social, and psychological factors on consumer behavior (MRKT 332).
2. Recognize the marketing subsystem used to inform and persuade both present and potential customers and apply techniques to manage the promotional mix of the company (MRKT 341).
3. Explain and apply techniques for the systematic search for and study of facts relevant to problem solving in marketing management (MRKT 441).
4. Develop knowledge and skills regarding the effective planning, decision making, and evaluating of the total marketing program of various types of organizations (MRKT 446).
5. Recognize career opportunities and processes for an effective job search (MRKT 496).

In addition to the above learning objectives, marketing majors will be required to select at least 15 credits of elective courses to achieve additional learning objectives such explaining the basic techniques of advertising (MRKT 333), apply basic design principles, typography, and relevant computer software to publications on the computer (MRKT 345), develop marketing skills and experience through an internship (MRKT 498), explain and apply fundamental elements of starting a business (MRKT 299), explain basic managerial aspects of selling operations that include planning the sales effort, management of sales and service personnel, and control of sales operation (MRKT 342), explain the relationship between publicity and public relations, with emphasis on the steps and means, the policies, and the people through which good public relations can be achieved (MRKT 352), and other courses that relate to marketing skills such as photography

and media writing. The marketing major is also required to select at least 6 credits of elective courses from management, leadership, computer science, or art.

Learning Outcomes – Nonprofit & Social Enterprise

1. Establish effective nonprofit management and governance systems and structures (NBUS 333).
2. Develop financial resources and grants (NBUS 238).
3. Guide development of financial systems that address unique requirements for nonprofit organizations (NBUS 233).
4. Select and engage effective volunteers and board members (NBUS 353).
5. Build public support for a nonprofit organization (NBUS 311).
6. Develop social enterprise businesses (NBUS 323).

APPENDIX C

B.B.A BUSINESS COURSE REQUIREMENTS

All BBA graduates complete the same University Proficiencies, Core Curriculum Requirements, and Business Foundation Requirements as shown below.

University Proficiencies					
	Cr	<input checked="" type="checkbox"/>		Cr	<input checked="" type="checkbox"/>
ENGL 102 Basic English Skills (Note 1)	2		Writing Proficiency Needed (Trans - Note 1)	0	
ENGL 111 Composition Note 1)	3		Student wellness requirement (Note 2)	0	
Evangel University Core Curriculum Requirements					
	Cr	<input checked="" type="checkbox"/>		Cr	<input checked="" type="checkbox"/>
BUSN 100 University Seminar or equivalent	1		BIBL 111 Essential Christianity	3	
COMM 205 Effective Communication	3		BIBL 115 Old Testament Literature	3	
MATH 210 Statistics (or equivalent)	3		BIBL 116 New Testament Literature	3	
Science without lab _____	3		BIBL 360-370 Book Study (choose one)	3	
Science with Lab _____	4		THEO 320 Theology & Pentecost	3	
FIN 138 Personal Finance	3		ICST 350 Global Connections	3	
PSYC 138 Human Relations, PSYC 112 Psyc intro, SOCI 111 Sociology intro, PSYC 237 Lifespan	3		HUMN 230/232/233 Western Hum. or ENGL 123/271/272 or approved higher level courses	3	
GOVT 170 Am. Govt, HIST 111/112 Am. History, HIST 115/116 World Civ., SSCI 220 Order	3		HUMN 240 Culture, MUSC 113, ART 100, ART 102/103, THTR 101, COMF 220 Film	3	
Social Science elect: anthropology, economics, geography, management, psychology, sociology	3		Humanities Elect: humanities, phil, comm, art, foreign language, theater, music, English (except ENGL 102/111, MORG (1 credit)	3	
Other:					
TOTAL HOURS				53	
Business Foundation Requirements					

	Cr	<input checked="" type="checkbox"/>		Cr	<input checked="" type="checkbox"/>
ECON 212 Principles of Macroeconomics	3		MGMT 331 Business Law I	3	
ECON 213 Principles of Microeconomics	3		MGMT 332 Business Law II	3	
MGMT 235 Organizational Design & Mgmt	3		BUED 275 Business Communications	3	
ACCT 231 Financial Accounting	3		MRKT 347 International Business	3	
ACCT 232 Managerial Accounting	3		FIN 363 Principles of Finance	3	
ACCT 239 Spreadsheet Applications	3		MGMT 446 Strategic Management	3	
MRKT 239 Principles of Marketing	3		BUSN 496 Senior Seminar	1	
TOTAL HOURS				40	

Accounting

Accounting Major Requirements					
	Cr	<input checked="" type="checkbox"/>		Cr	<input checked="" type="checkbox"/>
ACCT 233 Accounting Software	2		ACCT 442 Auditing	3	
ACCT 331 Intermediate Accounting I	4		ACCT 443 Government & Not-for-Profit	3	
ACCT 332 Intermediate Accounting II	4		ACCT 444 Federal Income Tax Accounting I	3	
ACCT 336 Cost Accounting	3		MGMT 341 Operations Management	3	
ACCT 337 Information Systems Management	3		Electives from BUSN 498, ACCT 339, 445, or other business related courses		
ACCT 439 Advanced Accounting	3			3	
ACCT 435 Business Ethics	3				
See advisor about completing 150 credits required for CPA exam					
TOTAL HOURS				37	
Total Hours all Courses				130	

Business Education Requirements					
	Cr	<input checked="" type="checkbox"/>		Cr	<input checked="" type="checkbox"/>
EDUC 219 Foundations of Education (Note 3)	3		EDUC 417 Educational Psychology	2	
EDUC 220 Practicum in Foundation (Note 3)	1		EDUC 427 Sem in Student Teaching (Note 4)	1	
EDUC 222 Curric/Instruct in sec. school (Note 5)	2		EDUC 434 Tests and Measurements	3	
EDUC 235 Educational Technology	2		EDUC 437 Student Teaching (Note 4)	12	
EDUC 271 Exceptional Student	2		EDUC 476 Tech/Strat in Class Mgmt (Note 4)	2	
EDUC 352 Teaching Reading in Content	2		EDUC 497 Practicum/Spec Methods (Note 6)	1	
EDUC 397 Mid-level Practicum (Note 3)	1				

TOTAL HOURS			34	
Business Major Requirements				
	Cr	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
ACCT 231 Financial Accounting	3		BUED 401 Implementing Vocational Bus Ed	3
ACCT 232 Managerial Accounting	3		ECON 212 Principles of Macroeconomics	3
ACCT 239 Spreadsheet Applications	2		ECON 213 Principles of Microeconomics	3
BUED 111 Keyboarding (or "touch" typing prof.)	1		MGMT 235 Organizational Design & Mgmt	3
BUED 112 Word Processing (or proficiency)	2		MGMT 331 Business Law I	3
BUED 335 Business Communications	3		FIN 363 Principles of Finance	3
BUED 337 Internet/Web/Networking or			MRKT 239 Principles of Marketing	3
COMD 355 Web Design I (with dept. permission)	3		MRKT 347 International Business	3
BUSN 496 Senior Seminar	1		Computer appl elect: (Prefer CIS 100 or 111)	3
BUED 336 Methods	2		2,000 hrs of approved occupational experience	
TOTAL HOURS			47	
Optional Professional Certifications - Middle School				
	Cr	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
BUED 353 Methods of Teaching Middle School	2		EDUC 223 Curriculum/Instruct in Middle School	3
BUED 354 Practicum in Mid. Sch Subject Area	1			
TOTAL HOURS			134	

Business Education

Finance

Finance Major Requirements					
Required:	Cr	<input checked="" type="checkbox"/>		Cr	<input checked="" type="checkbox"/>
ECON 331 Money & Banking	3		FIN 463 Advanced Finance	3	
FIN 351 Real Estate	3		FIN 458 Strategic Investing I	2	
FN 442 General Insurance	3		FIN 459 Strategic Investing II	2	
FIN 452 International Finance	3		Electives from FIN 498, ACCT 336, 337, 339, 444, MGMT 341, 435, MRKT 332	6	
FIN 457 Investments	3				
FIN 299/499 Investment Group (cumulative total)	2		Other _____		
TOTAL HOURS				30	
Total Hours all Courses (124 Required to Graduate)				123	

Management

Management Major Requirements					
Required:	Cr	<input checked="" type="checkbox"/>	Electives:	Cr	<input checked="" type="checkbox"/>
MGMT 314 Management Info Systems	3				
MGMT 341 Operations Management	3		Electives from following:	3	
MGMT 343 Human Resource Management	3				
MGMT 349 Human Behavior in Organizations	3		-		
MGMT 434 Workforce Select/Develop	3				
Electives from ACCT, ECON, FIN, MGMT, MRKT, LEAD, COMM, CPSC, RESM or other dept approve courses or minors related to management vocation	12				
			- MGMT 435 Business Ethics (3)		
			- MGMT 440 Organizational Leadership (3)		
			- MGMT 498 Mgmt Internship (3)		
TOTAL HOURS				30	
Total Hours all Courses (124 Required to Graduate)				123	

Marketing

Marketing Major Requirements					
Required:	Cr	<input checked="" type="checkbox"/>	Electives:	Cr	<input checked="" type="checkbox"/>
MRKT 332 Consumer Behavior	3		- MRKT 333 Advertising (3)		
MRKT 389 Digital Marketing	3		- MRKT 345 Desktop Publishing (3)		
MRKT 341 Promotions Management	3		- MRKT 498 Marketing Internship (3)		
MRKT 441 Marketing Research	3		- MRKT 299 Entrepreneurship (3)		
MRKT 446 Marketing Management	3		- MRKT 342 Sales Management (3)		
Electives from MRKT, MGMT, FIN, NBUS, LEAD, CPSC, ART and other dept. approved courses	6		- MRKT 352 Public Relations (3)		
			- Other department approved courses related to marketing		
Electives from courses listed in next column	9				
TOTAL HOURS				30	
Total Hours all Courses (124 Required to Graduate)				123	

Nonprofit Business and Social Enterprise

Non-Profit & Social Enterprise Major Requirements					
Required:	Cr	<input checked="" type="checkbox"/>	Elect Management Emphasis	Cr	<input checked="" type="checkbox"/>
NBUS 238 Philanthropy: Theory and Practice	3		MGMT 343 Human Resource Management	3	
NBUS 233 Nonprofit Financial Mgmt	1		NBUS 353 Volunteer Engage/Resource Mgmt	3	
MGMT 349 Human Behavior in Organizations	3		MGMT 440 Organizational Leadership LEAD 440	3	
NBUS 333 Nonprofit Governance and Law	3		Electives (MGMT, ICST, SWK, ANTH)	9	
MGMT 498 Internship (Nonprofit)	3		Elect Promotion/Social Enterprise Emphasis	Cr	<input checked="" type="checkbox"/>
In addition to above, select the management emphasis or promotion/social enterprise emphasis courses from right column. As an alternative, complete a minor in social work, criminal justice, intercultural studies, Intl & multicultural studies, Biblical studies, TESOL/TEFL, or other area of vocational interest.			NBUS 311 Nonprofit Marketing & Promotion	3	
			NBUS 323 Introduction to Social Enterprise	3	
			MRKT 352 or 452 Public Relations I or II	3	
			Electives (MRKT, ICST, SWK, ANTH, COMM+)	9	
TOTAL HOURS				31	
Total Hours all Courses (124 Required to Graduate)				124	

APPENDIX D

PROGRAM SWOTs

Accounting

SWOT Analysis – 2016

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Strong pockets of recruiting and placement (i.e., Deloitte) • Faculty spends a lot of one-on-one time with students to advise – supporting and encouraging • Faculty is committed to students • Faculty have expertise in their course areas • Evangel has a much more expansive success story (100% student placement in 2015) with alumni than can be offered by the other schools. • High placement record (2015 – 100%) 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Overload on academic advising • Higher undergrad tuition cost than competitors. • Not building relationship with degree completion students/alumni. • Not working effectively with admissions / marketing. • Course sequence (course offered in alternating years make it more difficult for scheduling • Lack of technology utilization for student learnings
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Better and greater use of alumni • Full enrollment of traditional students so that more screening can be done • Partner with OTC • Dual credit programs (New Covenant & Grace Classical) • Larger increase in future potential college enrollment • Recruit EU students with high math skills and high ACT/SAT 	<p>THREATS</p> <ul style="list-style-type: none"> • 150 credit hour requirement for accounting majors • Due to changing regulation, limiting federal aid to faith-based universities • Parents making cost decision. • Students choosing schools that have Master’s programs.

Finance Major SWOT Analysis – 2016

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Faculty spends a lot of one-on-one time with students to advise – supporting and encouraging • Faculty is committed to students • Faculty have expertise in their course areas • Evangel has a much more expansive success story (100% student placement in 2015) with alumni than can be offered by the other schools. • Agreement with MSU offers a 4+1 to an MBA. • High placement record (2015 – 100%) 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Overload on academic advising • Higher undergrad tuition cost than competitors. • Not working effectively with admissions / marketing. • Course sequence (course offered in alternating years make it more difficult for scheduling • Lack of technology utilization for student learnings
OPPORTUNITIES	THREATS

<ul style="list-style-type: none"> • Better and greater use of alumni • Full enrollment of traditional students so that more screening can be done • Partner with OTC • Dual credit programs (New Covenant & Grace Classical) • Certificate & Non-certificate (i.e. spreadsheets) Programs • Use of social media • International market • Larger increase in future potential college enrollment 	<ul style="list-style-type: none"> • Increasing competition from sister A/G schools with online degrees and MBAs. • Due to changing regulation, limiting federal aid to faith-based universities • Parents making cost decision.
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**Business Education Major
SWOT Analysis – 2016**

<p align="center">STRENGTHS</p> <ul style="list-style-type: none"> • Faculty spends a lot of one-on-one time with students to advise – supporting and encouraging • Faculty is committed to students • Faculty have expertise in their course areas • Evangel has a much more expansive success story (100% student placement in 2015) with alumni than can be offered by the other schools. • High placement record (2015 – 100%) 	<p align="center">WEAKNESSES</p> <ul style="list-style-type: none"> • Overload on academic advising • Higher undergrad tuition cost than competitors. • Nto working effectively with admissions / marketing. • Course sequence (course offered in alternating years make it more difficult for scheduling • Lack of technology utilization for student learnings
<p align="center">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Better and greater use of alumni • Full enrollment of traditional students so that more screening can be done • Partner with OTC • Use of social media • International market • Larger increase in future potential college enrollment • Increased percentage of high school teachers in this field retiring 	<p align="center">THREATS</p> <ul style="list-style-type: none"> • Increasing competition from sister A/G schools with online degrees and MBAs. • 150 credit hour requirement for accounting majors • A+ Program allows for fee Community College tuition in MO. • Due to changing regulation, limiting federal aid to faith-based universities • Parents making cost decision.

**Marketing Major
SWOT Analysis – 2016**

<p align="center">STRENGTHS</p> <ul style="list-style-type: none"> • Faculty spends a lot of one-on-one time with students to advise – supporting and encouraging • Faculty is committed to students • Faculty have expertise in their course areas • Evangel has a much more expansive success story (100% student placement in 2015) with alumni than can be offered by the other schools. • Agreement with MSU offers a 4+1 to an MBA. • High placement record (2015 – 100%) 	<p align="center">WEAKNESSES</p> <ul style="list-style-type: none"> • Overload on academic advising • Higher undergrad tuition cost than competitors. • Not working effectively with admissions / marketing. • Course sequence (course offered in alternating years make it more difficult for scheduling • Lack of technology utilization for student learnings
OPPORTUNITIES	THREATS

<ul style="list-style-type: none"> • Better and greater use of alumni • Full enrollment of traditional students so that more screening can be done • Partner with OTC • Dual credit programs (New Covenant & Grace Classical) • Use of social media • International market • Larger increase in future potential college enrollment • Local business partnerships for experiential learning 	<ul style="list-style-type: none"> • Increasing competition from sister A/G schools with online degrees and MBAs. • Losing key faculty to retirement. • A+ Program allows for fee Community College tuition in MO. • Due to changing regulation, limiting federal aid to faith-based universities • Parents making cost decision.
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**Management Major
SWOT Analysis – 2016**

<p align="center">STRENGTHS</p> <ul style="list-style-type: none"> • Faculty spends a lot of one-on-one time with students to advise – supporting and encouraging • Faculty is committed to students • Faculty have expertise in their course areas • Evangel has a much more expansive success story (100% student placement in 2015) with alumni than can be offered by the other schools. • Agreement with MSU offers a 4+1 to an MBA. • High placement record (2015 – 100%) 	<p align="center">WEAKNESSES</p> <ul style="list-style-type: none"> • Overload on academic advising • Higher undergrad tuition cost than competitors. • No working effectively with admissions / marketing. • Course sequence (course offered in alternating years make it more difficult for scheduling • Lack of technology utilization for student learnings
<p align="center">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Better and greater use of alumni • Utilize A/G network to identify needs • Full enrollment of traditional students so that more screening can be done • School of missions exposure • Partner with OTC • Seminary partnership • Dual credit programs (New Covenant & Grace Classical) • Tap in Healthcare industry • Certificate & Non-certificate (i.e. spreadsheets) Programs • Use of social media • International market • Larger increase in future potential college enrollment 	<p align="center">THREATS</p> <ul style="list-style-type: none"> • Increasing competition from sister A/G schools with online degrees and MBAs. • Losing key faculty to retirement. • A+ Program allows for fee Community College tuition in MO. • Due to changing regulation, limiting federal aid to faith-based universities • Parents making cost decision.

**Non-profit Major
SWOT Analysis – 2016**

<p align="center">STRENGTHS</p> <ul style="list-style-type: none"> • Faculty spends a lot of one-on-one time with students to advise – supporting and encouraging • Faculty is committed to students • Faculty have expertise in their course areas 	<p align="center">WEAKNESSES</p> <ul style="list-style-type: none"> • Overload on academic advising • Higher undergrad tuition cost than competitors. • Not building relationship with degree completion students/alumni. • Not working effectively with admissions / marketing.
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<ul style="list-style-type: none"> • Evangel has a much more expansive success story (100% student placement in 2015) with alumni than can be offered by the other schools. • Non-profit major is only offered in a few universities nationwide and is our fastest growing major in the Business Department. • High placement record (2015 – 100%) 	<ul style="list-style-type: none"> • Course sequence (course offered in alternating years make it more difficult for scheduling • Lack of technology utilization for student learnings
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Better and greater use of alumni • Utilize A/G network to identify needs • Full enrollment of traditional students so that more screening can be done • School of missions exposure • Partner with OTC • Seminary partnership • Dual credit programs (New Covenant & Grace Classical) • Certificate & Non-certificate (i.e. spreadsheets) Programs • Use of social media • International market • Larger increase in future potential college enrollment 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Due to changing regulation, limiting federal aid to faith-based universities • Parents making cost decision.

Adult Studies – BS of Management
SWOT Analysis – 2016

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Faculty is committed to students • Faculty have expertise in their course areas • Degree completion program (Adult Studies) expands reputation in the community. • Evangel has a much more expansive success story (100% student placement in 2015) with alumni than can be offered by the other schools. • Agreement with MSU offers a 4+1 to an MBA. 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Not building relationship with degree completion students/alumni. • No working effectively with admissions / marketing. • Lack of technology utilization for student learnings
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Better and greater use of alumni • Full enrollment of traditional students so that more screening can be done • Partner with OTC • Seminary partnership • Tap in Healthcare industry • Certificate & Non-certificate (i.e. spreadsheets) Programs • Use of social media • Larger increase in future potential college enrollment • Offer an AA of Management 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Increasing competition from sister A/G schools with online degrees and MBAs. • Losing key faculty to retirement. • Due to changing regulation, limiting federal aid to faith-based universities.

Masters of Organizational Leadership
SWOT Analysis – 2016

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Faculty spends a lot of one-on-one time with students to advise – supporting and encouraging • Faculty is committed to students • Faculty have expertise in their course areas • Graduate program (MOL) provides value-added and cost-effective approach to leading high performance organizations, whether non-profit, government or for-profit. • Hybrid approach to MOL – best of both worlds 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Higher undergrad tuition cost than competitors. • Not building relationship with graduate alumni. • Not working effectively with admissions / marketing. • Course sequence (course offered in alternating years make it more difficult for scheduling • Lack of technology utilization for student learnings
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<ul style="list-style-type: none"> • Highly competitive tuition compared to competitors 	
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Better and greater use of alumni • Utilize A/G network to identify needs • Seminary partnership • Tap in Healthcare industry • Certificate & Non-certificate (i.e. spreadsheets) Programs • Use of social media • International market • Larger increase in future potential college enrollment 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Increasing competition from sister A/G schools with online degrees and MBAs. • Losing key faculty to retirement.