



*"Use your success to help others who come after you." – John Massey*



**Southeastern Oklahoma  
State University**

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**Executive Summary for CIR Report (2018-2023)**

**Southeastern Oklahoma State University  
John Massey School of Business**

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**Submitted August 22, 2023**

**Peer Review Team Visit Dates: October 22-24, 2023**

Southeastern Oklahoma State University (SE) provides an environment of academic excellence that enables students to reach their highest potential. The University offers over 45 undergraduate programs and 13 graduate programs across four units that include the School of Arts and Sciences, School of Education and Behavioral Sciences, John Massey School of Business, and Graduate Studies. SE has 3,013 undergraduate students and 2,363 graduate students. The student population is comprised of over 26.9% Native American descent, and more than half the population indicate they are First Generation Students. The enrollment by gender is over 60% female and 39% male. Over 82% of all students receive financial aid. The University has 135 full-time faculty, 145 adjuncts, and 319 staff.

The John Massey School of Business (JMSB) is comprised of three major divisions: the AABI Accredited Aviation Sciences Institute, which has two academic departments; the BCSP Qualified Academic Programs in Occupational Safety and Health; and the AACSB Accredited Business Programs, which include two academic departments and its graduate programs. The Business Division meets and exceeds the AACSB business accreditation standards for Engagement, Innovation, and Impact consistent with our mission and the mission of the university.

The Business Division fosters faculty-student interaction in and out of the classroom leveraging High Impact Practices (HIPs) and student organizations to prepare our learners to be productive and socially responsible citizens. Our students develop the knowledge, skills, and abilities to become empathetic leaders prepared to identify and solve difficult problems. Combining residential experience with outcomes-focused education, the Business Division develops learners with an entrepreneurial mindset and the critical thinking skills to challenge assumptions. With the mentorship of faculty and practitioner experts, our students are not simply focused on creating opportunities for the short-term but are focused on the pursuit of societal impact. Over the last five years, the Business Division has led the way for creating a collaborative community of scholarship and professionalism while utilizing our time and talents to provide meaningful engagement among our faculty, learners, and the communities we serve.

## ADHERENCE TO THE GUIDING PRINCIPLES

The Business Division of the John Massey School of Business at Southeastern Oklahoma State University offers a consistent record of accomplishments that adhere to the AACSB Guiding Principles:

- **Ethics and Integrity:** Integrity, ethical values, and personal accountability are strategic priorities of the Business Division strategic plan. Ethical issues are integrated into the curriculum and organizations. Faculty value academic integrity and it is referenced in each syllabus, along with class discussions. Faculty and staff are provided training through human resources including ethics in the workplace. Further, the Board of Regents for the Regional University System of Oklahoma (RUSO) supports each university within the system in practicing the highest levels of ethical conduct to provide all stakeholders a safe, secure, and ethical place to work and learn. RUSO utilizes EthicsPoint as a reporting tool to assist the university communities in working together to prevent, detect, or correct issues while cultivating a positive environment.
- **Societal Impact:** The Business Division curriculum includes courses that have service learning as a component (detailed in [Table 9-1](#)). The Business Division produces graduates as capable leaders who desire to have a positive impact on business and the community. In addition to the JMSB namesake, John Massey and his profound impact on business, banking, and higher education, the Business Division has produced many other leaders making a strong impact.

- Our faculty are engaged in scholarly activities that advance their respective disciplinary fields, but also ensure meaningful implications for both practice and teaching. Our central approach to teaching and learning is centered on engagement that brings together students, faculty, and business professionals to identify and provide practical solutions to problems that better society (detailed in **Table 9-1**).
- **Mission-Driven Focus:** Our small, public university identity drives our teacher-learner model whereby applied scholarship (detailed in **Table 8-1**) and high-impact practices such as undergraduate internships, experiential learning, and community engagement are fixtures in our culture. Stakeholder engagement provides learners with high quality learning experiences.
- **Peer Review:** We have maintained transparent, open communication early and often with our Peer Review Team Chair, Dr. Somnath Bhattacharya, Dean of the College of Business & Management at University of Illinois Springfield. This has included initial conversations about the historical and current context of the CIR Report and associated information on strategic planning, faculty sufficiency, assurance of learning, and scholarship. The Business Division will further facilitate the team's efforts by providing timely, well-organized documents, accessibility to a pre-visit for the chair, and effective team visit.
- **Continuous Improvement:** The Business Division has a documented process for evaluating student achievement of program outcomes. Curriculum revisions are a standard process in the school to reflect industry trends, as well as input from the advisory council and communities we serve. Additionally, our budgeting process in the Business Division has recently been modified to be more directly tied to our strategic objectives. The budget process at Southeastern follows a fairly standard format each year. During the last five years, the organizational structure consisted originally of a chair (sometimes unofficially referred to internally as a "superchair" who oversaw both academic departments (Accounting and Finance, and Management and Marketing, as well as the MBA program). During the 2022-2023 academic year, organizational changes were made that improved the budget process. This included the addition of an interim dean and separate department chairs for the Accounting and Finance Department and for the Management and Marketing Department.
- **Collegiality:** The Business Division strives to be collaborative in its decision-making processes. There is an appropriate cross-section of faculty members from different levels and areas on committees representing their Departments at the School and University levels. This shared governance structure includes the following Business Division committees: Strategic Planning (Standards 1, 2, 3), Curriculum Management & Assurance of Learning (Standards 4 & 5), Teaching Excellence & Learner Success (Standards 6 & 7), AACSB Leadership (Standards 8 & 9), Graduate Council (Standards 4 & 5), and Student Relations. The committees are divided among the standards and their respective charges support those standards.
- **Agility:** Faculty across majors communicate with our Advisory Boards, alumni, and employers to get feedback on areas where students are doing exceptionally well or need improvement. Responding swiftly to industry needs and feedback through curricula review provide learners with the necessary skills to compete in today's business environment.
- **Global Mindset:** All Business Division undergraduate students are required to complete an international business course as part of the business core curriculum. Across the undergraduate and graduate programs global issues are addressed in several courses throughout each discipline.
- **Diversity and Inclusion:** This is a strategic priority for Southeastern Oklahoma State University and the Business Division. The Diversity, Equity, and Inclusion Committee comprised of faculty across all schools leads the charge in addressing areas of discrimination and injustice and actively engaging stakeholders at all levels to build effective alliances that promote

environments where individuals can thrive. Admissions is focused on increasing the diversity of the student population while Academic Affairs strives to increase the diversity of the faculty. The Business faculty alongside the Oklahoma Small Business Development Center (OSBDC) established a Women in Entrepreneurship Conference to create space for our learners, alumni, businesses, and community to explore women in the workplace and champion diversity and inclusion through mentoring other women. The Business Division also offers MBA concentrations in Women in Leadership and Native American Leadership.

## MISSION AND STRATEGIC INITIATIVES

**Mission:** *The John Massey School of Business prepares a diverse population of learners for meaningful careers and service through innovative business education, impactful research, and engagement with the communities we serve.*

The JMSB core values include:

- **Academic Excellence:** *A commitment to excellence and engagement in teaching and learning*
- **Integrity:** *Integrity, ethical values, and personal accountability*
- **Collaboration:** *The ability to critique and communicate ideas in a team environment while being respectful of others*
- **Innovation:** *Intellectual curiosity, diversity of thought and analytical thinking driven by innovative programs*
- **Service:** *Leadership, responsible citizenship and being good stewards of our human and physical resources*

To fulfill our mission, the JMSB has four strategic goals:

- Create and deliver excellent academic programs that prepare students for meaningful careers, lives, and service.
- Attract, develop, and retain high-quality students.
- Recruit, develop, and retain diverse and highly qualified faculty and staff who advance the mission and vision of the JMSB.
- Facilitate intellectual collaboration with academic, business, and local communities.

## SUMMARY OF ALIGNMENT WITH AACSB STANDARDS

**Strategic Management and Innovation:** The current strategic plan was developed by the Strategic Management Committee. The process was one of inclusivity that represents academic leadership, faculty, staff, graduate and undergraduate students, alumni, employers, and donors. The plan focused on mission alignment with goals/objectives and quantifying those with KPIs. The current strategy utilized the allocated resources and delivered the expected results among many KPIs. In Fall 2022, the committee was charged to lead the JMSB Business Division and our stakeholders through a strategic planning process for the next cycle (2023-2028). The multi-staged task will involve numerous stakeholder voices to avoid siloed perspectives; the process will stimulate both aspirational dreaming and focused priorities with measurable key performance indicators that reflect a shared direction

between the various stakeholders. The committee will finalize the strategic plan early Fall I 2023; faculty will consider and vote on the plan and the Advisory Board will have an opportunity to affirm the vote with a Fall II 2023 implementation date.

Innovation is inherent to our current and future strategic priorities. This was epitomized during the pandemic when our faculty took the initiative to adapt their pedagogy. For instance, Dr. Courtney Kernek (MKT) implemented a flipped classroom concept wherein students interacted with content first and then class time was used for reinforcement rather than instruction. Also, numerous faculty members including Dr. Rhonda Richards (ACCT) and Dr. Jeff Risher (MGT) found that using communication platforms and online collaboration apps enabled them to create an interactive setting in real-time that allowed students to observe them solve complex equations and ask questions in a setting as close to the traditional classroom as possible.

**Learner Success:** Learner success is ingrained in the fabric of the JMSB. Assurance of Learning (AoL) and assessment activities have been adapted and integrated into the school. Our comprehensive AoL Plan ensures that learner progress is being monitored. The University has an Assessment Day in October and March. In addition, the JMSB Business Division has assessment that occurs in both spring and fall semesters with a spring committee meeting devoted to the overall discussion of how well our students are meeting our goals. This information is then shared with the faculty at large to discuss corrective actions and/or the impact of past actions. The JMSB Business Division has a well-defined curriculum process that facilitates curriculum management. The faculty have ownership of the courses and program curriculum. The school uses primarily direct measures for assessment but has begun implementing more indirect measures where the faculty deem appropriate. Assurance of learning data, industry changes, internships and Advisory Board feedback are frequently considered in curriculum review and revision decisions. Many curriculum additions and changes have been made at both the graduate and undergraduate levels to ensure learners have the required competencies.

Our faculty have access to numerous trainings and workshops from the Center for Instructional Development and Technology (CIDT), and many have received University-level, as well as association teaching awards. Our learners are also recognized for their accomplishments annually at our annual Beta Gamma Sigma Induction Ceremony and JMSB Awards Banquet and in our JMSB Newsletter that is published each fall and spring semester.

**Thought Leadership, Engagement, and Societal Impact:** As summarized below and in [Section B5](#), the JMSB Business Division strives to better the scholarly and practice communities. Additionally, we strive to educate our students about the importance of leading a purpose-driven life that prepares them to adapt and respond to the uncertainty that surrounds organizations today and tomorrow. From community-engaged learning with non-profit organizations to investing in our support of inclusive excellence such as annually hosting the Women in Entrepreneurship Conference with the OSBDC, the JMSB seeks to expand our students' understanding of what it means to be engaged, compassionate leaders in service to others.

The JMSB faculty are regularly recognized at Southeastern Oklahoma State University and at the state and national levels for their contributions to the academy and practice. As detailed in [AACSB Table 8-1](#) (myAccreditation), the faculty in the JMSB generated a portfolio of intellectual contributions (ICs) that is in alignment with our applied mission. Twenty full-time faculty members produced 106 ICs. 75 were applied, 17 focused on teaching and learning, and 14 were basic discovery. Of the 75 applied ICs, 18 were the focus of local small business and non-profits. This is in addition to more than 30 editorial and

reviewing activities in journals, conferences, and books (e.g., Dr. YingChou Lin served as associate editor of *Global Journal of Accounting and Finance* and Dr. Kendra Ingram is co-editor of the *Journal of Business & Entrepreneurship*.)

At Southeastern Oklahoma State University, the contributions of our faculty are regularly celebrated with awards and grants. Since 2018, the JMSB faculty have been honored with 15 University awards for excellence in teaching, scholarship, and service.

As well as experiential learning activities that empower education, the community outreach within the school plays an integral role in contributing to the level of engagement and societal impact that the JMSB has in the region and beyond. For those reasons, the JMSB chose empowering education and community engagement as their framework for societal impact.

**Engagement, Innovation, and Impact:** The Business Division engages in many high impact practices such as internships, experiential learning for both service and the community, collaborative assignments, and projects. Examples include:

- Numerous faculty members provide student consultants to work on business projects with local non-profits and small businesses. For example, in the spring of 2023, Dr. Eric Kennedy had 30 students in MKT 3643 work with Fika Farms, a local small business that donates part of their proceeds to a local non-profit. The students worked in groups to identify a marketing problem for the business, collect primary and secondary data, and recreate recommendations for the client they would present. In the Fall of 2022, a similar number of students did a marketing plan for Loyal Blue, another local company. Dr. Kennedy has since proposed a Small Business Marketing Center that was approved in the Spring of 2023. Dr. Kennedy is now seeking funding.
- We have established rewarding relationships with employers. For instance, the Southeastern/Choctaw Nation IT CO-OP program started in 2019 has resulted in several students being hired for full-time positions with the Choctaw Nation. Since 2019, 9 students have completed the program and 6 of those were hired full-time upon graduation. SE also has another CO-OP program through the Human Resources department at Choctaw that is a highly competitive and successful program. These programs have been so successful at Choctaw, that several other departments within the Choctaw Nation have reached out to us recently about being a part of this program and are planning to hire students for the next cycle.
- Each year, Dr. Luci Parmer takes students to the Future Business Leaders of America (formerly Phi Beta Lambda) state and national conferences. Since 2018, over 50 students have competed at the state-level and 25 of those went on to complete at the national-level. The University and JMSB provide funding for students traveling to the national conference.
- Between Fall 2018 and Spring 2023, the JMSB had 25 endowed funds that provided over \$280,000 in student scholarships. Among those scholarships, three were established between May 2016 and December 2020.
- Dr. David Whitlock served as an advisor in developing the John Massey Leadership Scholars Program. Massey Family Foundation established the \$7.4 million gift in 2022. The criteria seek to reward learners who demonstrate “grit” and excellence in leadership, community service, and have a desire to make a meaningful impact on the works through occupation and public service.