

**Minutes  
Federation of Business Disciplines  
Board of Directors' Meeting  
February 25, 2009**

Attendees:

Ashish Chandra	FBD President
David Paul	FBD Vice-President and General Program Chair
Michelle McEacharn	FBD Program Chair-Elect
Tom Tolleson	FBD Secretary/Treasurer
Leonard Love	FBD Director of Marketing
Tom Jones	FBD Historian
Betty Kleen	FBD Past-President (2007-08)
Bambi Hora	American Accounting Association, Southwest
Treba Marsh	American Accounting Association, Southwest
Ann Wilson	Association for Business Communications, Southwestern U.S.
Marcel Robles	Association for Business Communications, Southwestern U.S.
Nansi Swartwout	Association for Business Information Systems
Daniel Friesen	Association for Business Information Systems
Maxwell Hsu	Association of Collegiate Marketing Educators
Pat Fountain	Association of Collegiate Marketing Educators
Bonnie Daily	Decision Sciences Institute, Southwest
Kai Koong	Decision Sciences Institute, Southwest
Larry Garner	Southwest Academy of Management
Scott Douglas	Southwest Academy of Management
Alex Sharland	Southwest Case Research Association
Don C. Mosley	Southwest Case Research Association
Philip Young	Southwestern Finance Association
Lalatendu Misra	Southwestern Finance Association
Betsy Rankin	Southwestern Society of Economists

*\* If applicable, indicates participation at board meeting as an observer who does not have voting privilege.*

*Special Note: The FBD Executive Director, Director of Marketing, Director of Placement, Historian and Webmaster are non-voting board positions.*

- I. President Ashish Chandra called the meeting to order at 2:10 p.m. after a quorum was achieved. He welcomed the members to the 2009 conference and Board meeting. Each Board member introduced themselves. Members identified themselves as proxy voters if they were in attendance for another board member.
  
- II. President Chandra provided the minutes from the 2008 Saturday Board meeting to the Board. The minutes had also been distributed to Board members earlier via email. A motion to accept the minutes was made, seconded, and approved by the Board.

- III. Vice-President and General Program Chair David Paul related that he was pleased with the program and that approximately 650 papers would be presented during the course of the conference. He shared that a few sessions had been canceled and that this meeting had more panel discussions and workshops than previous meetings. Overall, he expressed his admiration for the breadth and depth of the scholarship that is part of the upcoming meeting.
- IV. Director of Marketing Leonard Love made his report. President Chandra thanked Love for stepping in this year to help with marketing. Love reported a total of 14 exhibit booths and two pages of advertising. Four exhibitors from the 2008 previous meeting chose not to come to the 2009 meeting, but two exhibitors are with FBD for the first time. Given the continued consolidation in the publishing industry and the current economic conditions, Chandra noted that Love had done a commendable job. Chandra also recommended that Love continue next year in the position.
- V. Tom Tolleson, Secretary/Treasurer, made the report for Kay Guess, Coordinator of Registration. Tolleson reviewed the final pre-conference Registration Numbers Report with Board members and also provided a Comparative Conference Overview for this year's pre-conference numbers versus prior year registrations. Additionally, further information related to statistics on the number of new attendees, attendees from the Southwest region, other states drawing a large number of attendees, and international participants was provided. Those updates would be available at 10:00 a.m., 2:00 p.m., and 4:00 p.m. on Thursday and Friday.
- VI. Kleen shared that Gaye Trivitt, Director of Placement, reported 29 positions as of the start of the conference. The number of schools advertising positions and the number of individuals seeking positions also appear to be impacted by the current economic climate.
- VII. Secretary/Treasurer Tolleson made his report. He provided an Annual Financial Report to each Board member that included a report on the 2008 conference, a detailed Statement of Activities for the 2008 conference, including comparative activity, financial position, and cash flow statements. He reviewed the report with Board members and pointed out several key financial figures (e.g., revenues, conference expenses, total liabilities, etc.) A few specific questions were asked and he responded to those questions. One member noted the large cash balance. McEacharn, former Secretary/Treasurer reminded the members that just a few years ago FBD carried a large liability on its financial statements and that the 2008 financial statements no longer carry that liability because of the increased liquidity of FBD. Individual members and the Board overall thanked Secretary/Treasurer Tolleson for the reports.
- VIII. Tom Jones, FBD Historian, made his report. He shared several historical facts with Board members. Jones noted that in 1974 FBD, then SWFAD, had 874 registrants. In 1981 Sam Bruno became Executive Director and currently continues to service in that capacity. In 2001 at SWFAD's 28th annual meeting, SWFAD officially became

- FBD. He requested that finalized copies of Board and Executive Council meeting minutes be sent to him.
- IX. Chandra updated the Board on Sam Bruno's health; In spite of his illness, Bruno made significant contributions to this year's meeting and continues to negotiate contracts for future meetings, saving us considerable funds. He took care of all the room reservations for this year's meeting. Conventions and More also worked with Bruno for the current year. Even with his current health issues, Bruno was calling to check on the conference. The Board acknowledged the many years of service that Bruno has given to FBD.
- X. Chandra acknowledged that the year was a challenge, given Bruno's condition. Kleen noted that the hotel staff is trying to make sure that we have a successful meeting in spite of some fires that needed to be put out by members of executive council. Chandra cautioned that before an individual from any association requested AV equipment be sure to have approval from a designated individual.
- XI. President Betty Kleen made her report. She reviewed briefly the Executive Council work at their January meeting. She also mentioned a few logistical items. New procedures such as name badges were put in place for the reception/dinner since the event had been made available to others with purchase. She also gave reminders about the coffee breaks and prize drawings.
- XII. Immediate Past President Kleen gave the Nominating Committee Report on behalf of Wolfgang Hinck, Chair of the committee. The committee brought the following names into nomination.
- President, David Paul  
VP and General Program Chair Elect, Marsha Bayless
- Kleen noted that Bayless has served in various positions within FBD and related associations. Kleen also reminded members that nominations may be made from the floor. The nominee must have served as an officer of one of the associations but may not be currently on the Board. A motion was made to elect the individuals by acclamation. Motion was seconded and approved.
- XIII. Sam Bruno, Executive Director, requested that the Board appoint a new Executive Director. Kleen said that she had a letter of support from her dean to serve in this capacity. She noted that Bruno had had some synergies at his university that she may not have, so expenses may increase (e.g., graphic arts designer). Individual board members noted that they had worked with Kleen in various capacities and that she was very capable of performing the responsibilities of this position. Other members commented that FBD needed to plan for the succession of this position given how crucial it is to the organization. Kleen responded that she had already given thought to putting together a job description and critical processes to achieve a successful meeting. Additional members suggested that we appoint a person-in-waiting the year

before the executive director term expires in case the current office holder decides to not serve for another 3-year term. Wilson commented that we need at least a year's lead time for a new director to learn the responsibilities. Jones reminded the Board that we saved significant expenses over the years because of Sam's connections with UH-Clear Lake. Jones also commented that we needed to consider what impact the untimely death of an executive director would have on FBD. Douglas noted that most organizations have an associate executive director so that the individual is at least aware of the issues and processes even if they don't succeed the director. Young noted that without a knowledgeable person in the position, the organization would probably fall apart. Young also noted that maybe we should consider hiring an administrative assistant. McEacharn suggested that we appoint a committee to consider the plethora of issues and concerns that relate to this type of decision. Kleen reiterated again that she does have the support of her dean.

Chandra reminded members of Article 2.B.5 of the Bylaws, which states "The President shall nominate and the President, Vice-President, and Secretary-Treasurer shall approve by majority the Director of Placement, Director of Marketing, Webmaster, Historian, and Executive Director to serve (3) year terms."

XIV. No Publisher Representatives attended the Board meeting so no report was provided.

XV. Unfinished Business

Site Selection visits were made by Ashish Chandra, David P. Paul, III, Michelle McEacharn, Larry Garner, Tom Tolleson and Betty Kleen to the following cities:

Little Rock, AR  
Dallas, TX  
Fort Worth, TX

Garner gave a report on each site. Little Rock had great facilities, but we would need to be creative to obtain the necessary meeting rooms. A restaurant and shopping district is just a few blocks from the Peabody, which would serve as the headquarters hotel. The committee concluded that, at this time, the room rate and required food and beverage guarantee are too high.

The Worthington Hotel in Fort Worth is located next to Sundance Square, which has great ambiance. The hotel, however, does not have enough meeting rooms.

The Sheraton, formerly Adam's Mark, in Dallas is located in downtown. The arts district is about four or five blocks away. The committee expressed concerns that one set of meeting rooms is on 30th floor, while another set is on a lower level. The committee decided on the Dallas site and believes that the hotel will meet our requirements.

- Discussion ensued. Some members suggested that we might consider revisiting some of the hotels given the current economic conditions; we might get a better deal. Kleen asked if association representatives would ask for feedback from their attendees. Kleen suggested that it is reasonable for us to decide on a meeting site for 2012. Jones reminded the group that Bruno looked six and seven years into the future for meeting negotiations. Wilson noted that the group had approved of Bruno entering into multi-year negotiations with the same hotel. Jones reminded us that people initially had a negative perspective of Oklahoma City but that the attendees had a very positive experience. Discussion ensued concerning the associations increasing their food & beverage expenditures and how those expenditures are related to hotel room rates. Kleen reminded the group that several factors go into determining the room rate. Expedia and similar firms may be impacting the room reservations at the convention rate. Douglas requested that FBD work with the hotel to update the number of rooms still available at the group rate.
- XVI. FBD website – Board members were informed that the Executive Council is considering changing the current website and webmaster. Garner asked if it is possible to tie in each association’s site to the FBD site. This issue will be considered further. Access to the association’s own pages (design, etc.) would be a potential security issue. We believe that Go Daddy has various levels of access authority. Chandra stated that the Domain name may need to be changed.
- XVII. Director of Placement position – Gaye Trivitt served in this capacity for several years but is looking to be replaced after this year. Initial discussions have been started with Carla Barber. Barber has met with Trivitt and is receptive to assuming this task. We will take discuss this issue at our Executive Council meeting. Other members mentioned that we need to cross-leverage with our national associations to increase our coverage and use the service as a marketing and recruiting tool, not just a revenue generation tool. Jones indicated there was some discussion about whether the service should even continue. The number of applicants and positions were reviewed. He indicated that this service can be a draw. Recruiting is moving earlier in the year and perhaps we should consider an online placement service.
- XVIII. An opportunity exists to improve the service. Retention rates are not positive and indicate that while we may be able to attract first-time attendees we are not necessarily providing enough value. We must consider new services. Members from SWFA mentioned some of the incentives they are using to draw doctoral students to the meeting. These participants represent the future of FBD. Finance doesn’t do any recruiting or placement but they do things to draw participants (paper awards, etc.) Election Results were determined by open vote earlier and all other agenda items had already been discussed.
- XIX. New Business

FBD Journal Proposal – Alex Sharland and SWCRA representatives mentioned the discussion in SWCRA as to the process of paper acceptances and the lack of “value”

toward tenure. For faculty members who need tenure, journal publication is the key. Sharland suggested FBD journal with three issues per year. One issue could be dedicated to best paper awards. The other two issues would be devoted strictly to other peer-reviewed papers accepted at the FBD conference. The journal could be cross-functional and would not need to be hard copy. The suggestion is that this would provide value to participants. A committee will be needed to address specific details like editor, acceptances, review board, etc. The first issue would be to take this idea to the individual associations. The associations will be asked to bring back suggestions for committee members with experience in journal formation, etc. to the Saturday board meeting. We will develop a committee from those suggestions.

Sharland and SWCRA representatives also asked members to consider a Biennial Online Learning and Teaching Symposium. The rationale is that new faculty are being asked to teach online and blended courses, which require considerable support and raise various pedagogical issues. Doctoral programs provide little, if any, opportunity for help in these areas. Such a symposium may provide FBD with an opportunity to bring in new vendors that specialize in these teaching applications. Wednesday afternoon could be dedicated to those new software applications and platforms that could help. Chandra said not just business faculty would benefit from this type of discussion. Members noted that Sam Bruno had discussed over the years the development of a journal, but a journal was not deemed necessary. The timing may now be right for a journal and these other issues. These proposals may allow us to add “value” and have a competitive advantage.

- XX. Kleen mentioned about the focus groups and the desire to gather value-added input.
- XXI. Election results were already determined.
- XXII. Other - Finance representatives said we need to bring things up to date with technology – most “young” people do not even know what a transparency is. Kleen indicated that we are looking for alternatives right now. Paul mentioned concerns with larger associations having to bring more equipment whereas smaller associations may be able to acquire the equipment easier. Security issues abound. We certainly appreciate that members do not like the transparency machines, but it is a complex issue to address.
- XXIII. Some question about any place to print addendums.
- XXIV. Still some question about how to quit accumulating more cash. Accounting said \$100,000 is not too much to have in reserve. Two weeks ago Oklahoma city experienced an ice storm that basically brought the city to a halt. What if the storm had occurred during FBD? Some members asked if FBD has considered non-performance insurance. Such insurance would probably be reasonable, considering FBD is low risk. Members expressed the need to remain financially stable but also not to have too large a cash reserve. SWAM said we really need to not worry about

spending the money – we want to invest the money. Several strategies are being considered to build the organization.

XXV. Announcements

Executive Director Emeritus – Ashish Chandra  
FBD Focus Group – Betty Kleen/Michelle McEacharn  
2010 Program Chairs meeting – Michelle McEacharn  
Satisfaction Questionnaire – Michelle McEacharn  
Awards Banquet – Ashish Chandra  
Life Achievement Award – Ashish Chandra  
Door prizes at the coffee breaks – David P. Paul, III  
Swap Meet – David P. Paul, III

XXVI. Adjourn.

XXVII. The meeting was adjourned at 4:40 p.m.