



UNIVERSITY OF  
SOUTH FLORIDA  
COLLEGE OF BUSINESS

# 2012-2013 Annual Report

Accounting and advertising double major Yanin Yanakorn is a 25 Under 25 honoree for the USF College of Business. Like many of USF business students, she excels in the classroom, has studied abroad and served as an intern, and is an active student leader.

## Discovery and Opportunity

As I approach the end of my first year as dean of USF's College of Business, I look back on a year of discovery. I look forward and see opportunity!

Among my discoveries: I've learned that the College of Business boasts one of America's best accounting schools, a nationally ranked entrepreneurship center and MBA program, world-class research faculty, and a comprehensive portfolio of business education programs.

I've seen that USF's location – in the midst of a vibrant, business-centric metropolitan market – provides rich opportunities to integrate real-world experiences into classrooms. Companies such as the Tampa Bay Lightning, Nielsen, Deloitte, T. Rowe Price, Fintech, and Bayshore Solutions are inside the classrooms, working alongside faculty and providing avenues for students to participate in internships and case competitions. We have opportunities that are impossible at many other schools!

Such business engagement did not come solely from Bay Area businesses. Many international business leaders joined us on campus, including N.R. Narayana Murthy, the founder-chairman of Infosys; Rob Carter, the CIO of FedEx; Jim Stikeleather, Dell's chief innovation officer; and two dozen women who are CEOs and part of the Committee of 200. These are just a few of the international business leaders who shared time and insight with faculty and students alike. We are grateful for their support.

We are sharing our time and insight with others, too. The many hours shared by our students, faculty, and staff in



Dean Moez Limayem

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“Our world-class researchers create intellectual capital and produce graduates who are not only ready for today’s workplace, but are also trained to be forerunners in tomorrow’s workforce.”

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volunteer service have an immeasurable impact on our region. And our outreach programs, such as the ones offered by the USF Small Business Development Center and the Center for Entrepreneurship, helped advance economic development, promote new venture formation, and create jobs. An outstanding example: every dollar the College of Business invests in the Small Business Development Center brings \$7.50 in matching funds and, as a result, hundreds of new businesses were created by SBDC clients.

USF’s faculty are remarkable. Yes, we teach business, but we do so much more than simply instruct students. Our researchers create intellectual capital and produce graduates who are



not only ready for today's workplace, but are also trained to be forerunners in tomorrow's workforce. I am pleased to work with such great faculty!

In the fall, we leveraged USF's partnership with the Tampa Bay Lightning to launch a new MBA in Sport & Entertainment Management. We created an online Master of Science in Management Information Systems program, too. Our revamped MBA program was launched in the fall as well. Its changes were designed to better equip students for an evolving marketplace. For those without the underpinnings of an undergraduate business degree, our changes provided a way for potential students to earn a Certificate in Business Foundations while preparing for the MBA classroom.

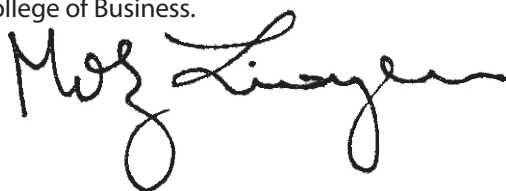
One of the most gratifying moments of this year was when we received outstanding feedback from AACSB as its accreditation team recommended to extend our dual accreditation for five years. It is rare for business schools to perform as well as USF did during an AACSB accreditation review! I was very proud of our team and grateful for the excellent performance of the college during the prior five years, led by my predecessor, Bob Forsythe.

We fine-tuned our strategic vision statement and set priorities for the next five years. We have done so with guidance from our department chairs and faculty, and with support from the provost. Students, advisory board members, and members of the business community – the very people who hire our graduates – contributed, as well.

Looking forward, we have identified six strategic priorities, starting, of course, with student success. It is our vision that, by 2018, every student who graduates from USF's College of Business will do so with a meaningful job offer in hand, one that points to a career in their area of interest, with a good salary, and growth opportunities.

Because it is our vision that we will prepare students for great careers in fields that may not yet exist, we know that we must emphasize business intelligence in every area of study. This is not solely for the information systems field. Management, marketing, finance, accounting, and advertising industries have huge amounts of data. We must train students to think critically and creatively, to analyze and mine this data for meaningful information.

This report is framed around our strategic plan and you can read more about recent successes in each priority area. As you read, you'll discover why I see such promise ahead and why I am so proud to lead the College of Business.



## USF College of Business

### OUR MISSION

The USF College of Business will provide a high-quality, diverse learning environment preparing students to contribute to and take leading positions in business and society. Our scholarship, teaching, and service will link theory and practice to benefit the university and the communities it serves.

### OUR STRATEGIC VISION

Transforming minds: Transforming business. We will be internationally recognized for developing business leaders and entrepreneurs who provide analytical and creative solutions in a global environment.

### OUR STRATEGIC PRIORITIES

- Student success
- Relevant research
- Distinctive identity
- People
- Business engagement
- Global literacy and footprint

### ACCREDITATION

The University of South Florida College of Business and School of Accountancy are separately accredited by AACSB International – the Association to Advance Collegiate Schools of Business. The hallmark of excellence in business education, AACSB's Board of Directors reaffirmed USF's accreditation in 2013, a move that keeps the university on a list of just 178 institutions worldwide certified for quality in both overall business and accounting programs.



## STUDENT SUCCESS

We will equip students with the knowledge and skills necessary to become analytical and creative problem-solvers, allowing them to add significant value to their employing organizations. We will focus on honing students' skills through innovative pedagogical approaches and experiential learning opportunities.



Nearly 100 first-generation business students were paired with a mentor through the College of Business Corporate Mentor Program, which also offers a variety of professional development workshops. Evidence of its success: every participant in this program who graduated last fall had a job offer within weeks of graduation.

### Corporate Mentor Program

### Bulls Business Community

The Bulls Business Community helps attract high-achieving students to USF. Through a variety of opportunities that help them transform from high schoolers into aspiring business leaders, residents are well-prepared for campus and career success. Evidence of the program's impact: nearly 9 percent of all students earning USF's university-wide Golden Bull Award have been former BBC residents. In addition, 28 percent of the College of Business 25 Under 25 honorees have been BBCers. Nearly a third of all 2012 College of Business scholarships were awarded to current and former residents.





## Student Success Highlights



Demelza Hays



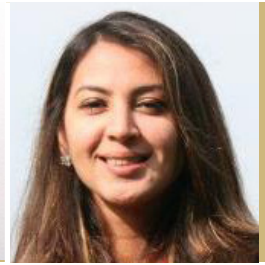
Chris Hatter



Syed Hasan



Casey Henry



Sunny Bokhari

► **The third business student in five years to receive a Fulbright scholarship**, business economics major Demelza Hays is currently in India studying microfinancing. The 25 Under 25 honoree finished her USF undergraduate career strong, achieving recognition from the University of South Florida Alumni Association as the Outstanding Graduate of the summer 2012 graduating class. She has been accepted to attend Toulouse School of Economics in Toulouse, France, next year.

► **Just two years after MIS student Chris Hatter graduated from USF**, he's doing a job most graduates dream of — he's in Paris coordinating a Nielsen initiative in China. Hatter was one of several USF students hired right out of school as part of Nielsen's Global Business Services Emerging Leaders Program. Many current students intern at the company, and at least 60 USF graduates have been hired in the last year, working in the company's offices in New York, Kentucky, Illinois, and, of course, Tampa Bay.

► **Finance major Syed Hasan was one of three USF students** selected for the Education Without Borders program in the United Arab Emirates. During the three-day, invitation-only conference in March, students from across the world gathered to address some of the world's biggest issues.

► **Finance student Casey Henry** wowed a panel of entrepreneurs and business leaders with her rapid-fire, intensely researched presentation at the Fintech Business Plan Competition. The only undergraduate student invited to present at the competition, she won \$15,000 in seed money to launch South Tampa Paintball.

► **MBA student Sunny Bokhari was one of 20 students** from across the nation selected for a summer fellowship at the American Institute for Economic Research. She was named "outstanding fellow" at the conclusion of the program and recently accepted an offer to work at Goldman Sachs.

### ► Graduate Entrepreneurship Program: No. 11

USF's graduate program focusing on entrepreneurship and applied technologies was ranked No. 11 in 2012. (Source: *Entrepreneur* magazine and *The Princeton Review*)

### ► Highest-ranked MBA in Tampa Bay

USF's part-time MBA program was ranked #67 in the nation and #14 in the South. (Source: *BusinessWeek*, October 2011)

### ► MBA Ranked by U.S. News & World Report

USF's full-time MBA was ranked No. 153 in the national rankings. (Source: *U.S. News & World Report*, March 2013)

### ► Ranked School of Accountancy

(Source: *Public Accounting Review* included the USF in its Top 50 graduate and undergraduate ranking.)

- ▶ **Beta Alpha Psi** was once again named a superior chapter and a KPMG Gold chapter by its international organization. The accounting and finance student organization has earned the superior ranking for more than three decades, and USF has received the KPMG award every year that it has been presented.
- ▶ **USF's American Marketing Association** received a Silver Chapter Award at the association's collegiate convention, continuing the student organization's run as a top chapter in North America. The silver award is the American Marketing Association's second-highest honor: only three chapters received gold awards, and only five chapters received the silver award.
- ▶ **Finance students** traveled to Jacksonville to compete in the statewide finals for the Chartered Financial Analyst Research Challenge.
- ▶ **One of our student organizations, Enactus at USF** won the 2013 Enactus USA Regional Championship. The students will compete at the organization's national competition in Kansas City, Mo., in May.
- ▶ **Students from the School of Accountancy** took first place in the Deloitte FanTAXtic regional case competition. FanTAXtic is Deloitte's student tax case study competition that challenges college students to solve issues-based business tax scenarios. After a series of simulation exercises on tax cases and panel presentations, the USF team clinched victory by beating regional institutions such as the University of Florida, Florida International University, the University of Miami, and a host of others.
- ▶ **USF MBA students** competed in the Yum! Brands Sustainability Challenge in Louisville, Ky. USF competed against teams from the University of Southern California, Arizona State University, American University, the University of Louisville, and University of California, Berkley.
- ▶ **Accounting student Britney Bandel** was recognized as a King O'Neal Scholar, a designation given to undergraduate students who graduate with a 4.0 GPA, at the December commencement exercises. **Marketing major George Papadeas** was recognized as Outstanding Graduate in May.
- ▶ **Nineteen graduate business students** competed in the 2013 ACG Cup hosted by the Center for Entrepreneurship. The ACG Cup is a case study competition designed to give students from leading graduate business programs nationwide real-world experience and invaluable insights into mergers and acquisitions, investment banking, financial advisory, and private equity roles.

## Business Honors Program

Exclusively for the nation's best and most motivated learners, this highly selective, three-year-old program provides talented students with opportunities to learn from USF's best faculty. USF's Business Honors Program blends rigorous coursework and research activities with special residential, service, international, and applied learning opportunities found inside and outside of the classroom. Business Honors students have studied abroad in Italy, Slovakia, China, Peru, and South Korea. They have served as interns at Goldman Sachs, Deloitte, and GTE Financial. One of its first students will become an alumna in May, having finished her degree in three years.



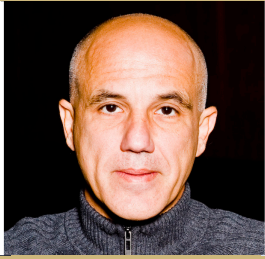


# RELEVANT RESEARCH

We will contribute to the body of knowledge via innovative and interdisciplinary approaches to creating useful insights for a range of organizations.



Cynthia Cohen



Christos Pantzalis



Daniel Bradley



Sajeev Varki



Lisa Gaynor



Dipayan Biswas

## Faculty Research

- ▶ Finance Instructor **Murad Antia** and Emeritus Professor **Richard Meyer** coauthored "Should the SEC Outsource Research to Academia," published in the *Financial Analysis Journal*.
- ▶ **Manish Agrawal** coauthored a paper forthcoming in *Management Information Systems Quarterly*, "Community Intelligence and Social Media Services: A Rumor Theoretic Analysis of Tweets During Social Crises."
- ▶ **Andy Artis** presented his research at many conferences and five papers were published: "Self-Directed Learning: A Meta-Analytical Review of Adult Learning Constructs" (*International Journal of Educational Research*); "Reading Well and Being Well Read: A Study on the Combined Use of Textbooks and Trade Articles in Marketing Courses" (*International Journal of Business, Humanities, and Technology*); "Examining the influence of Job Resourcefulness in Sales Performance" (*Journal of Marketing Theory and Practice*); "The Role of the Manager in Shaping Customer Contact Employee Perceptions of the Firm's Relationship with Technology: A Conceptual Model" (*Services Marketing Quarterly*); "Leveraging Relationship Orientation and Its Impact on Relationship Outcomes" (*Journal of Business and Industrial Marketing*). He has two forthcoming papers: "Technology Perceptions in Employees' Use of Self-Directed Learning" (*Journal of Services Marketing*) and "Examining the Influence of Job Resourcefulness in Sales Performance" (*Journal of Marketing Theory and Practice*).
- ▶ **Balaji Padmanabhan**, an associate professor in the ISDS Department, coauthored the paper, "From Business Intelligence to Competitive Intelligence: Inferring Competitive Measures Using Augmented Site-Centric Data," which was published in *Information Systems Research*.
- ▶ Two management professors, **Alan Balfour** and **Sally Fuller**, coauthored a paper, "Third Eye Blind: How American Workers Can See What Business Professors Cannot," published in the *International Journal of Management Studies*.
- ▶ ISDS Professor **Don Berndt** was a coauthor on the paper, "Finding falls in ambulatory care clinical documents using statistical text mining," published in the *Journal of American Medical Informatics Association*.
- ▶ Associate Professor and Chair of the Finance Department **Scott Besley** coauthored a paper with fellow finance professor **Christos Pantzalis**: "Information Asymmetry, Information Production, Types of External Financing, and Post-issue Performance," forthcoming in the *Journal of International Finance and Economics*.
- ▶ Professor **Anol Bhattacharjee** and Dean **Moez Limayem** were authors on a paper published in *Information and Management*: "User Switching of Information Technology: A Theoretical Synthesis and Empirical Test."

Bhatterchjee was also an author of “Social Sciences Research: Principles, Methods, and Practice” and “Shaping the Future of ICT Research: Methods and Approaches.”

▶ Marketing Associate Professor **Dipayan Biswas** presented several papers on sensory marketing and sampling order effects at industry conferences. In addition, he was a coauthor on a forthcoming paper, “Making Probability Judgments of Future Product Failures: The Role of Mental Unpacking,” to be published in the *Journal of Consumer Psychology*.

▶ Associate Professor **Daniel Bradley** partnered with Associate Professor **Lei Wedge** to write “How Does Your State Stack Up: Participation Costs in Higher Education Optional Retirement Plans,” which was published in the *Journal of Investment Management*. He coauthored several additional papers: “The Impact of Reputation on Analysts’ Conflicts of Interest: Hot Versus Cold Markets,” published in the *Journal of Banking and Finance*; “Do Insiders Practice What They Preach” Informed Option Exercises Around Acquisitions,” published in the *Journal of Financial Research*; “Are Analysts’ Recommendations Informative? Intraday Evidence on the Impact of Time Stamp Delays,” forthcoming in the *Journal of Finance*; and “Information Spillovers Around Seasoned Equity Offerings,” forthcoming in the *Journal of Corporate Finance*.

▶ A paper coauthored by **Cynthia Cohen**, “Cooperation or Competition: Does Game Theory Have Relevance for Public Health,” was published in the *American Journal of Health Education*.

▶ **Rosann Collins**, an associate professor in the ISDS Department, was an author on “Telemedicine: Technology Mediated Service Relationship, Encounter, or Something Else?” in the *International Journal of Medical Informatics*.

▶ **Adam Craig**, an assistant professor in the Marketing Department, was an author on “Suspicious Minds: An fMRI Investigation of Deception Detection Processes in the Marketplace,” published in the *Journal of Marketing Research*. He was also an author on two papers presented at the Annual American Psychological Association Division 23 Conference: “Humor and Deception in Advertising: When Laughter May Not Be the Best Medicine,” and “More than Just Sex Sells: The Economics of Attraction Motives in Complex Social Consumption Contexts.”

▶ School of Accountancy Professor **Terry Engle** was an author on a paper, “Auditor’s Report to Undergo Major Changes,” in *Florida CPA Today*.

▶ **Michael Fountain**, director of the Center for Entrepreneurship, coauthored a book, “Business Education Transformation for America,” and a paper, “Asset Mapping of a Major Research University Using Innovation Hub Modeling,” in *Technology and Innovation*.

▶ **Lisa Gaynor**, an associate professor in the School of Accountancy, was an author on a forthcoming paper, “The Audit of Fair Values and Other Estimates: The Effects of Underlying Environmental, Task, and Auditor-Specific Factors,” in *Auditing: A Journal of Practice and Theory*.

▶ **Grandon Gill**, **Manish Agrawal**, and **Dennis Walpole**, all from the ISDS Department, had several case studies published in the *Journal of IT Education: Discussion Cases*.

▶ Professor **Grandon Gill** authored a paper, “Informing on a Rugged Landscape: Homophily Versus Expertise,” forthcoming in *Informing Science*.



- ▶ ISDS Professor and AAAS Fellow **Al Hevner** coauthored “Positioning and Presenting Design Science Research for Maximum Impact,” published in *Management Information Systems Quarterly*.
- ▶ Assistant Professor **Robert Hooker** was an author on a paper, “Environmental Sustainability in the Supply Chain: A Review of Past Literature and Discussion of Potential Drivers and Barriers,” forthcoming in *Sustainable Value Chain Management*.
- ▶ School of Accountancy faculty **G. Ryan Huston** and **Janet Huston** coauthored a paper, “Life’s Two Certainties: An Estate and Gift Tax Consulting Case,” forthcoming in *Issues in Accounting Education*.
- ▶ SBDC Health Care Practice Program Manager **Mario Iezzoni** coauthored “The Business Side of Healthcare Practice: Retooling Graduate Medical Students through Medical School Curriculum Enhancements,” published in the *Journal of Medical Practice Management*.
- ▶ **Wolfgang Jank**, a professor in the ISDS department, was an author of a paper published in the *Journal of Forecasting*, “Second-Generation Prediction Markets for information Aggregation: A Comparison of Payoff Mechanisms.” He was an author of “An Exploratory Analysis of B2B Price Changes,” published in the *Journal of Revenue and Pricing Management*. He also authored two forthcoming papers: “An Exploratory Analysis of B2B Price Changes” in the *Journal of Revenue and Pricing Management* and “The Value of Trust Seals in Online Commerce: An Empirical Investigation” in *Information Systems Research*.
- ▶ Two management professors, **Rick Kelso** and **Alan Balfour**, coauthored “Inadequate Customer Protections in Disputes with Providers of Professional Services: an Assessment of the Lawyer Discipline System in Florida,” which was published in *Critical Thinking Journal*.
- ▶ Professor **Jerry Koehler** was a coauthor on the paper “Perceptions of Deception in the Workplace,” published in the *Journal of International Management Studies*.
- ▶ Assistant Professor **Randy Kuhn**, from the School of Accountancy, authored “How AIS Can Progress Along with Ontology Research in IS” in the *Journal of Accounting Information Systems*. He also has two papers forthcoming: “A Theory of Complex Adaptive Inquiring Organizations: Application to Continuous Assurance of Corporate Financial Information” and “Public Accounting in the New Millennium: On the Edge of Chaos,” which is in the second round of submission to *The Journal of Accounting and Auditing: Research Practice*.
- ▶ **Anand Kumar**, interim chair of the Marketing Department, was an author on a paper, “Leveraging Virtual Attribute Experience in Video Games to Improve Brand Recall and Learning,” which was accepted by the *Journal of Advertising* for a special issue on Advergaming, In-Game Advertising, and Social Media Games.
- ▶ Associate Professor **Barbara Lafferty** was an author on a paper, “A General Brand Alliance Model,” forthcoming in *The Psychology of Branding*.
- ▶ School of Accountancy Associate Professor **Gary Laursen** was coauthor on two papers published in February 2013 edition of *Florida CPA Today*: “The Taxonomy of Florida Entities,” and “LLCs Alive and Well in Florida but... Owners Beware.”
- ▶ **Sean Lux**, an assistant professor in the Center for Entrepreneurship, had a paper, “Political Activity: The Good, the Bad, and the Ugly,” published in *Business Horizons*.

- ▶ **Mark Mellon**, an assistant professor in the School of Accountancy, was an author on “Roger’s Dilemma: A Situational Examination of Ethical Behavior in the Presence of Internal Control Deficiencies,” published in *Issues in Accounting Education*.
- ▶ Associate Professor **Mike Mondello** was a coauthor of the book “Sport Finance.” He also wrote a chapter in the book “Economics of the National Football League” and was the coauthor of four papers: “An Examination of the Effects of the Recent Economic Crisis on Major League Baseball Attendance Demand,” published in *International Journal of Sport Finance*; “Organisational Perception Management in Sport: The Use of Corporate Pro-Environmental Behaviours for Desired Facility Referenda Outcomes,” published in *Sport Management Review*; “Public Perceptions on Paying Student Athletes,” published in *Sport & Society*; and “Mentorship Among Female Sport Management Doctoral Students,” published in *Sport Management Education Journal*.
- ▶ **Uday Murthy**, interim director of the School of Accountancy, was an author on the paper, “Information Fusion in Continuous Assurance,” published in *Journal of Information Systems*.
- ▶ **David Ortinau** contributed three chapters to the book, “Essentials of Marketing Research” and was an author on two papers: “Digging for Spanish Gold: How to Connect with Hispanic Consumers,” published in the *Journal of Advertising Research* and “The Better Model to Predict and Improve Pediatric Healthcare Quality: Performance or Importance-Performance?” published in *Health Care Management Review*.
- ▶ **Dror Parnes** authored eight papers: “Structural Breaks in the Current U.S. Banking Crisis,” published in *The Banking and Finance Review*; “Predicting Bankruptcy with Correlated Credit Components,” published in the *Journal of Accounting and Finance*; “Bankruptcy Section 363 Sales: Choices and Consequences,” published in the *Quarterly Journal of Finance*; “Modeling Operational Risk for Good and Bad Bank Loans,” published in *The Journal of Operational Risk*; “Modeling Bank Failure Risk,” published in *The Banking and Finance Review*; “Default Risk Under Different Colours of Noise,” published in the *International Journal of Economics and Finance*; “Approximating Default Probabilities with Soft Information,” published in *The Journal of Credit Risk*; and “How Can Economic Stochasticity Promote or Prevent Corporate Defaults,” published in *Managerial Finance*.
- ▶ **Christos Pantzalis** was an author of a paper published in *Managerial Finance*, “Political Geography and Stock Returns: The Value and Risk Implications of Proximity to Political Power.” He was also an author of “Corporate Foreign Exchange Speculation and Integrated Risk Management,” which was published in the *Journal of Financial Economics*; “Press Coverage and Stock Prices’ Deviations from Fundamental Value,” published in the *Journal of Financial Research*; and “Game Hoarding in Europe: Stock-price Consequences of Local Bias,” forthcoming in the *European Journal of Finance*.
- ▶ **Richard Plank**, a professor in the Marketing Department, was an author an article published in the *Proceedings of the Atlantic Marketing Association*: “Challenger Selling: The Good; the Bad; the Ugly?”
- ▶ Associate Professor **John Selsky** coauthored a book, “Mastering Turbulence: The Essential Capabilities of Agile & Resilient Individuals, Teams, and Organizations.” He also coauthored a paper, “Being Purposeful in Turbulent Environments,” that was published in *HR People and Strategy*.
- ▶ Professors **Paul Solomon** and **Andy Artis** were authors on the paper, “Improving Sales Performance with Self-Directed Learning,” which was accepted by the *International Journal of Marketing Management*.
- ▶ Professor **Jianping Qi** was an author on a paper published in the *International Journal of Accounting Information Science & Leadership*, “What Drives the Underpricing of Venture Capital Backed IPOs?”



- ▶ Associate Professor & KPMG Faculty Fellow [Dahlia Robinson](#) coauthored a paper, that was published in *Advances in Accounting*, “Bankruptcy outcomes: Does the board matter?”
- ▶ Professor [Ronald Rutherford](#) was an author on a paper published in *Real Estate Economics*, “Discount Brokerage in Residential Real Estate Markets.” He also coauthored “The Effects of Estate Sales of Residential Real Estate on Price and Marketing Time,” published in the *Journal of Real Estate Finance and Economics*, and “Foreclosure, Quality, and Spillover in Residential Markets,” published in the *International Journal of Housing Markets and Analysis*.
- ▶ [Greg Smersh](#), a visiting associate professor, was an author on the paper “Building Codes, Wind Contours, and House Prices,” published in the *Journal of Real Estate Research*.
- ▶ Finance Professor [Ninon Sutton](#) was an author of a paper published in the *Journal of Financial and Quantitative Analysis*, “The Desire to Acquire and Long-Run IPO Underperformance.”
- ▶ Marketing Associate Professor [Sajeev Varki](#) presented “What makes for ‘Sensitive’ Information: Type of Information or Information Valence?” at the Frontiers in Service Conference.

## Research Accolades

- ▶ The 2013 Marketing Management Association Conference Best Paper Award (Education Track) was coauthored by [Andy Artis](#): “Trends in Academic Research: A 15-Year Analysis of Published Research in Marketing Journals.”
- ▶ ISDS Professor [Anol Bhattacharjee](#) was named to *MIS Quarterly*’s list of “Most Prolific Authors” and was included on the journal’s “Most Cited Articles,” coming in at No. 16.
- ▶ Associate Professor [Daniel Bradley](#) received a best paper award from the *Journal of Financial Research* for the paper, “Do Insiders Practice What They Preach? Informed Option Exercises Around Acquisitions.”
- ▶ *Issues in Accounting Education* published a study of the productivity of accounting research faculty and recognized [Dahlia Robinson](#) as a top tier scholar. Among those earning a doctoral degree in accounting in 2000, Robinson was ranked No. 7 based on published articles adjusted for coauthorship and No. 10 based on published articles adjusted for both journal ranking and coauthorship. Robinson published articles in four of the top seven journals in accounting and finance: *Journal of Accounting and Economics*, *Review of Accounting Studies*, *Journal of Financial and Quantitative Analysis*, and *Auditing: A Journal of Practice & Theory*. She had four articles published in the best 13 journals in accounting, an accomplishment that just 2.7 percent of all 5,607 graduates from 1971-2005 have achieved.
- ▶ The School of Accountancy was ranked first in the nation in the accounting information systems field, with its faculty leading the way in research at the intersection of accounting and information technology. The ranking was featured in the preliminary national accounting research rankings for 2012 released by Brigham Young University. The School of Accountancy, which was previously ranked third in accounting information systems research, was also in the Top 30 in two additional areas of research: audit (No. 21) and tax (No. 29). The same BYU ranking placed [Uday Murthy](#) No. 3 nationally in accounting information systems research.

## DISTINCTIVE IDENTITY:

# Creativity and Business Analytics

Modern business depends on being able to see the future.

Sport teams try to set ticket prices months in advance without knowing how their team will perform or if the fans will be interested. Political campaigns work to get a handle on the way Americans are feeling and predict which way they will swing. Auditors attempt to flag suspicious activity before it derails a company. Banking depends on identifying fraud before customers (and the bank) lose money. Beyond the Christmas season, retailers sniff out products that will be of interest to customers and how best to get customers into a store.

Today, businesses have mountains of data that enable them to understand what is happening now and to make educated guesses about what might happen tomorrow – but this information is only useful when it can be understood. And, not everyone can look at that data and explain what it means for the bottom line.

That's where the USF College of Business comes in: training students across all disciplines to analyze and interpret data to creatively make sound business decisions, while having faculty examine how data are currently applied to business and discovering innovative ways to employ business analytics going forward. Excellence in creativity and business analytics is the distinctive identity that the College of Business seeks to form over the next five years.

Wolfgang Jank, a leading statistician in his field and a professor in the Information Systems Decision Sciences Department, says the importance of business analytics to research, students, and the business world can't be underestimated.

"In today's world, data is one of the last secret weapons that can give a company an edge," he said. "But when the data comes in, there aren't too many people with the right training to extract valuable knowledge from that data. Companies are very excited that USF can jump in and provide some of that knowledge."

### Our Focus on Business Intelligence

The College of Business is committed to giving companies that edge, both through developing business research and through training students to succeed in the modern data-centric workplace. Business partnerships with both local and national companies enable students to practice their skills outside the classroom and give companies access to insights from USF researchers.



USF's alliance with The Nielsen Company, a global information and measurement company, will give business students and faculty unparalleled access to the world's leading data on what consumers watch and buy. The growing alliance builds on an existing relationship with the university. Over the past three years, the majority of college-level hires at Nielsen's Global Technology and Information Center in Tampa Bay – the company's largest among 800 offices worldwide – have been USF graduates.

**“USF is getting national attention for focusing on data from a variety of angles. It’s an endeavor that can only help the students.”**

Kaushal Chari, chair of USF's Information Systems Decision Sciences Department in the College of Business, who is coordinating the partnership for USF, says the Nielsen alliance allows the university to recruit high-quality PhD students and faculty who want to produce research with real-world implications.

“Data is like gold in business school research,” Chari explained. “The USF College of Business now has the potential to be one of the leading centers for consumer research.”

### Important for all Fields of Business

The potential for business analytics to transform research and student job prospects goes far beyond the ISDS Department. Mike Mondello, a professor in the newly formed MBA in Sport & Entertainment Management, says the applications of data to the sport business go far beyond the illustrations in the popular book and movie “Moneyball.” Teams are using data creatively to solve business problems.

For instance, he and ISDS Professor Balaji Padmanabhan are working together on a study with the Tampa Bay Lightning. The study examines how the Lightning can use retargeting, an online advertising technique that would keep showing Lightning ads to fans after they leave the team's website to keep consumers engaged. The study is a prime example of how analytics can touch on multiple disciplines.

“Prior to me arriving at USF, I don't know how much Balaji thought about doing research related to sport business,” Mondello said. “I feel like it's a good bridge between departments.”

Mondello, who teaches a graduate course on sport business analytics, said USF is getting national attention for focusing on data from a variety of angles. It's an endeavor that can only help the students, he said.

“With more and more teams valuing business analytics and techniques, people who can do those jobs are becoming in-need,” Mondello said. “Analytics is nothing more than using datasets to tell a story, whether you're doing it for a sports team, a bank, or a Fortune 500 company.”

Finance Professor Ninon Sutton agrees. While





**“Analytics is nothing more than using datasets to tell a story, whether you’re doing it for a sports team or a bank or a Fortune 500 company.”**

she notes that business analytics is used directly in information systems study and practice, she said it is integral to what she does in her corporate finance research and in the classroom because the data help explain why firms make the decisions they do.

Her own research is directly applicable to Wall Street – a recent study looked at newly public firms that decide to acquire shortly after their IPO and found that these quick acquisitions end up being destructive to long-term shareholder wealth.

“I like to talk about data analysis and research in the classroom because, in finance, there are a lot of theories,” she said. “It can be a bit dry if you don’t apply it to practice. When I’m talking about the theories, I’ve noticed the students’ eyes glazing over, but when I talk about the data, they’re interested because it’s the real world.”

### Changing the Classroom and Research Landscape

Uday Murthy, interim director of the School of Accountancy, said that analytics is an integral aspect of the field. In financial and managerial accounting, analytical techniques are applied to identify trends and isolate areas requiring greater managerial attention. He said it has become essential to impart analytical skills to students to prepare them for the complexities of real-world accounting settings. Particularly in auditing, he said, students need to understand how analytical techniques can flag unusual and potentially fraudulent transactions.

For instance, if a company has a policy that purchase orders over \$10,000 must be pre-approved, some employees may try to circumvent policy by putting in two consecutive purchase orders that are slightly less than \$10,000. Data analysis techniques can be used to spot such suspicious purchase orders that do not fit into the expected pattern of purchase order amounts. USF’s faculty are teaching students to analyze this type of data in several courses, including in a new graduate forensics accounting course taught by a former FBI agent.

“More and more, auditors are using these types of analytical procedures to identify high-risk areas,” Murthy said. “We hear a lot about ‘big data’ these days. The vast majority of that data comprises accounting data. Accounting professionals need to be skilled in analytics to harness the power of ‘big data’ to glean useful insights for organizations.”

Murthy’s own research in accounting information systems intersects with business analytics in several ways. Much of his research focuses on continuous auditing and continuous reporting – emerging areas of accounting that deal with modern high-volume automated transaction processing systems. For instance, he examines accounting systems that automatically flag suspicious activity – much like on a credit card account – and looks at the way systems work and how they can be more accurate.

“There are interesting research questions about how to apply analytic techniques in real time to flag problems as they occur rather than well after the fact, and how to strike the right balance between flagging too much and too little,” Murthy said.

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## Our Forward Vision

James Stock, a distinguished university professor and the Frank Harvey Endowed Professor of Marketing, is a world-renowned researcher in the field of reverse logistics. Stock examines what can help companies make the returns process more sustainable and profitable. He envisions a Center for Supply Chain Management and Sustainability that would show USF is broad in its approach to sustainability. Business analytics would be part of what would make such a center appealing to prospective students, faculty, and hiring businesses.

Because, today, data change by the second with social media and online transactions, Stock said it is important to train students to think creatively and critically, on their feet. Information is useless if it can't be translated and used as the basis for decision-making.

"Quick data requires quick decisions," he said.

Stock said one frontier of business analytics research is trying to sort out which data are going to yield the most useful insights for companies.

"We still need to know what information is more valuable than others," he said. "The predictive part of it is probably where the real benefits will come: can you predict when customers will return products, or which ones will be receptive to sales?"

Dean Moez Limayem said business analytics already sets USF apart, but the possibilities have only begun to be explored.

"Our college is unique in focusing on both business analytics and creativity, two ingredients necessary for sound decision-making," Limayem said. "We are moving toward being the national leader in business analytics education and research."

"This is what we do best," he added. "Researchers from all over the world already recognize USF's excellence in this area; we need to continue to create new opportunities so business leaders view USF as the leader in business analytics in the classroom and in relevant research."



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# GLOBAL LITERACY & FOOTPRINT

We will foster relationships promoting international faculty and student exchanges. We will strengthen our relationships with businesses, our study abroad offerings, internationally delivered programs, and attract quality international students to our college. Our students' global literacy will be increased through the incorporation of global issues into the curriculum.

## Discovering the World



Nearly 200 business students studied abroad during the academic year, choosing between eight business-only summer programs and more than 150 full-semester study abroad opportunities offered by the university and its partners. Study abroad experiences coordinated by the College of Business and designed solely for business majors sent students to China, England, Italy, Spain, Slovakia, Canada, and other locations. Most included corporate visits and regional leaders often served as guest lecturers. Some were taught on corporate campuses and in partnership with businesses, such as the one at Infosys in India.

Students in the Executive MBA program visited several cities in China as part of a summer study program. The executives toured companies such as Nielsen and Walmart in Beijing, met with leaders of Standard Chartered Bank and Airbus in Tianjin, and learned about international business practices from companies such as KPMG, Sykes, and FE Sourcing in Shanghai.





## International Partnerships



The College of Business is a proud partner with Broward College and the Center for American Education at the Universidad San Ignacio de Loyola. The partnership gives students an opportunity to earn a four-year American degree in Lima, Peru. This partnership also allows USF's stateside students an avenue to study abroad and take USF classes — taught by USF faculty members who also teach in Tampa — in Peru. Our first group of 11 students graduated from USF in 2012 and, in 2013, we will travel to USIL for a graduation ceremony for another eight students.

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## International Student Recruitment



Business is one of the most popular majors for international students choosing to study through USF's partnership with INTO. INTO USF students are enrolled in a variety of academic "pathway" and English language programs designed and delivered by USF faculty to prepare them for successful transition to a degree program at the university. They live on campus and enjoy all of USF's facilities, resources, and services. The outcome: students who are well prepared to progress with confidence to degree programs at the university.

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College of Business Dean Moez Limayem was part of a delegation of senior USF leaders who traveled to the U.K. to visit with leaders at the University of Exeter.

Exeter has been rated in the top 10 universities by the National Student Survey. The purpose of the trip was to extend the collaboration between USF and Exeter. Here, USF President Judy Genshaft signs the agreement formalizing the collaboration.

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## BUSINESS ENGAGEMENT

We will partner with businesses worldwide to seek and provide ideas, solutions, and intellectual capital. With strong business relationships everyone wins: students, business and faculty.



**T. Rowe Price** is a global investment management firm dedicated to helping clients achieve long-term success. The company also partners with USF for a variety of activities that impact student success. Leaders at the firm serve as mentors to students in the College of Business Corporate Mentor Program. The company sponsors and provides judges for the annual 25 Under 25 student recognition program. Executives from the firm serve on advisory boards for the college and the Student Managed Investment Fund. And the company provides paid internships for dozens of students each semester.



For years, businesses have been tapping into data about what makes consumers watch and buy the things they do. Now, thanks to a new and expansive alliance with **Nielsen**, a global information and measurement company, students and faculty at USF have the opportunity to tap into that data as well.

The growing alliance builds on an existing relationship with the College of Business, in particular. In recent years, USF has been one of Nielsen's deepest hiring pools. In addition, Nielsen personnel serve on advisory boards, serve as judges in competitions, and participate on a number of panels at student-oriented conferences.



## A few of our corporate partners



Last year, the Tampa Bay Lightning and The Lightning Foundation expanded its USF partnership to include a business program to prepare students for careers in sports and entertainment management. As an extension of an already strong partnership between the university and the Lightning organizations, USF's College of Business launched a two-year MBA degree program in August with more than two dozen students enrolled in the first cohort. The new degree program not only focuses on the field's disciplines, but also provides graduate students with paid internships, thanks to the Lightning, its partners, and other area sports organizations.



## PEOPLE

We will reach our full potential only if our people are motivated, committed, and engaged. We strive to create and sustain a healthy work environment that values passion, accountability, personal development, openness, and collaboration.



Victoria Panzer



Bill Sutton



Bob Forsythe



Jack Lynch



Rick Kelso



Jim Stock

## Faculty and Staff Honors

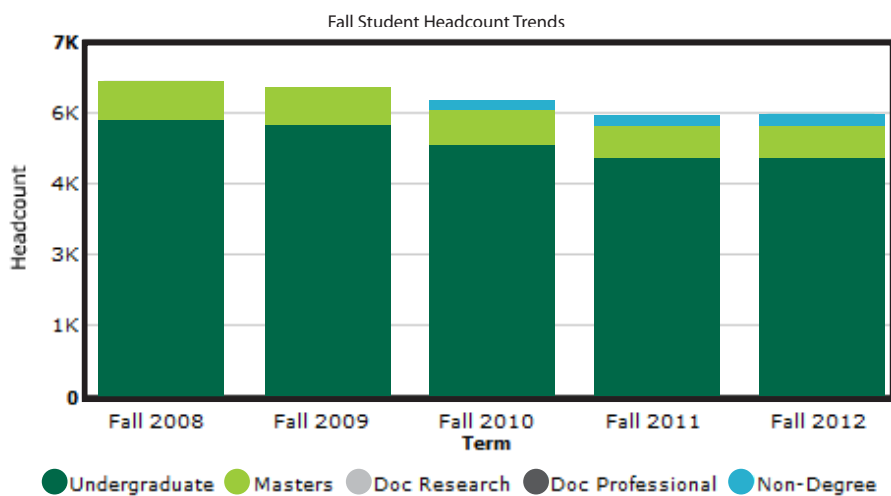
- ▶ Marketing Department Staff Assistant **Megan Barrios** and Undergraduate Advising Office Manager **Janice Forman** were both presented with the university-wide Quiet Quality Award. This award is presented to team-oriented staff members who conscientiously carry out their duties, display a professional manner and make suggestions to improve the workplace.
- ▶ **Lorie Briggs** presented the 25 Under 25 social media program as a “best practice” at the 2012 AACSB B-Schools Communications Conference.
- ▶ **Bob Forsythe** was named a Franklin Fellow by the U.S. Department of State. This innovative program allows the government to tap citizens’ knowledge and enables approved organizations to promote public service by their professionals. Mid-career and senior Franklin Fellows work on global issues of importance to the nation, such as counterterrorism, human rights, consular matters, international development assistance, trade, energy, and financial policy.
- ▶ **Rick Kelso** received the USF Outstanding Undergraduate Teaching Award. This honor recognizes faculty who have demonstrated a commitment to excellence in undergraduate teaching as exemplified by the development of new approaches or programs designed to ensure student satisfaction and progress.
- ▶ Staff members received awards recognizing their efforts beyond the scope of their everyday jobs. Enrollment Management Specialist **Ellen Moschella** and Academic Advisor **Jack Lynch** were recognized by the College of Business through a special performance bonus program.
- ▶ Marketing Professor **Victoria Panzer** was one of three faculty advisors nationwide to be presented with the Hugh G. Wales Award for Outstanding Faculty Advisor by the American Marketing Association.
- ▶ Finance Visiting Professor **Greg Smersh**, Finance Instructor **Murad Antia**, ISDS Professor **Wolfgang Jank**, and Finance Associate Professor **Daniel Bradley** were presented with Faculty Research Awards.
- ▶ **Jim Stock** was named a Distinguished University Professor by the University of South Florida. This honor recognizes senior faculty members who have distinguished themselves among peers and beyond the university. The title identifies those holding it as outstanding members of their profession.
- ▶ **Bill Sutton** received the Academic Achievement in Sport & Entertainment Award from the University of South Carolina at the Sport Entertainment and Venues Tomorrow conference. The Sport Marketing Association instituted the Inaugural Sutton Award in his honor, to be given to people who personify the mission and vision of the association and connect the academic discipline to the sport industry.

# COLLEGE OF BUSINESS METRICS

## 1. Student Enrollment

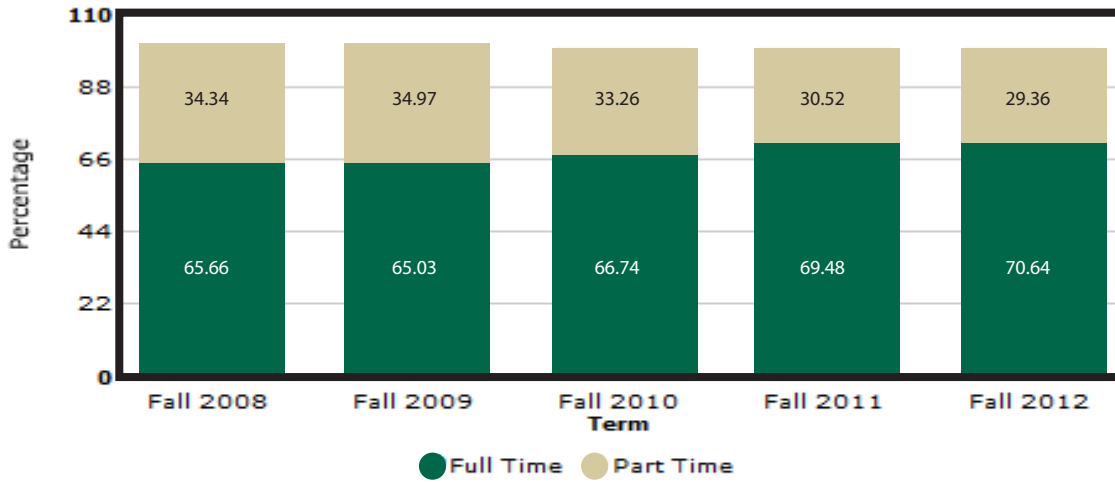
	AY		SCH			AY		SCH			AY		SCH			AY	
	SCH	FTE	2010-2011 - Actual			SCH	FTE	2011-2012 - Actual			SCH	FTE	Current year (2012-13) - Actual			SCH	FTE
	2009/2010	2009/2010	Summer 2010 Final	Fall 2010 Final	Spring 2011 Final	2010/2011	2010/2011	Summer 2011 Final	Fall 2011 Final	Spring 2012 Final	2011/2012	2011/2012	Summer 2012 Final	Fall 2012 Final	Spring 2013 Preliminary	2012/2013	2012/2013
<b>Business</b>																	
Lower Level	13,295	332	1,557	6,363	5,307	13,227	331	1,494	6,224	5,664	13,382	335	1,452	6,422	5,447	13,321	333
Upper Level	65,772	1,644	10,872	27,720	26,682	65,274	1,632	10,503	26,453	25,641	62,597	1,565	9,437	27,477	26,963	63,877	1,597
Grad I	12,334	385	2,321	5,169	5,104	12,594	394	2,070	5,187	4,840	12,097	378	1,974	5,423	5,675	13,072	409
Grad II	751	23	160	339	339	838	26	211	442	424	1,077	34	217	334	382	933	29
<b>Total</b>	<b>92,152</b>	<b>2,386</b>	<b>14,910</b>	<b>39,591</b>	<b>37,432</b>	<b>91,933</b>	<b>2,382</b>	<b>14,278</b>	<b>38,306</b>	<b>36,569</b>	<b>89,153</b>	<b>2,311</b>	<b>13,080</b>	<b>39,656</b>	<b>38,467</b>	<b>91,203</b>	<b>2,368</b>
<b>Internal %</b>																	
Lower Level	14.4%	13.9%	10.4%	16.1%	14.2%	14.4%	13.9%	10.5%	16.2%	15.5%	15.0%	14.5%	11.1%	16.2%	14.2%	14.6%	14.1%
Upper Level	71.4%	68.9%	72.9%	70.0%	71.3%	71.0%	68.5%	73.6%	69.1%	70.1%	70.2%	67.7%	72.1%	69.3%	70.1%	70.0%	67.4%
Grad I	13.4%	16.2%	15.6%	13.1%	13.6%	13.7%	16.5%	14.5%	13.5%	13.2%	13.6%	16.4%	15.1%	13.7%	14.8%	14.3%	17.3%
Grad II	0.8%	1.0%	1.1%	0.9%	0.9%	0.9%	1.1%	1.5%	1.2%	1.2%	1.2%	1.5%	1.7%	0.8%	1.0%	1.0%	1.2%
<b>Total</b>	<b>100%</b>		<b>16.2%</b>	<b>43.1%</b>	<b>40.7%</b>	<b>100%</b>		<b>16.0%</b>	<b>43.0%</b>	<b>41.0%</b>	<b>100%</b>		<b>14.3%</b>	<b>43.5%</b>	<b>42.2%</b>	<b>100%</b>	
<b>Change from Prior Year</b>																	
Lower Level	-5.6%		7.9%	4.4%	-7.8%	-0.5%		-4.0%	-2.2%	6.7%	1.2%		-2.8%	3.2%	-3.8%	-0.5%	
Upper Level	1.7%		0.7%	-2.1%	0.1%	-0.8%		-3.4%	-4.6%	-3.9%	-4.1%		-10.1%	3.9%	5.2%	2.0%	
Grad I	-5.9%		0.9%	5.9%	-0.9%	2.1%		-10.8%	0.3%	-5.2%	-3.9%		-4.6%	4.5%	17.3%	8.1%	
Grad II	7.4%		-11.1%	18.5%	18.9%	11.6%		31.9%	30.4%	25.1%	28.5%		2.8%	-24.4%	-9.9%	-13.4%	
<b>Total</b>	<b>-0.5%</b>		<b>1.3%</b>	<b>0.1%</b>	<b>-1.1%</b>	<b>-0.2%</b>		<b>-4.2%</b>	<b>-3.2%</b>	<b>-2.3%</b>	<b>-3.0%</b>		<b>-8.4%</b>	<b>3.5%</b>	<b>5.2%</b>	<b>2.3%</b>	

Term	FTIC	Sophomore	Junior	Senior	Non Degree UG	Total UG	UG %	Masters	Doc Research	Doc Professional	Non Degree GR	Total Grad	Grad %	Total
Fall 2008	799	790	1,692	2,179	0	5,460	88	690	59	0	0	749	12	6,209
Fall 2009	574	684	1,621	2,436	0	5,315	88	671	67	0	0	738	12	6,053
Fall 2010	557	539	1,479	2,347	0	4,922	86	720	69	0	28	817	14	5,739
Fall 2011	443	604	1,413	2,190	0	4,650	85	677	56	0	63	796	15	5,446
Fall 2012	468	561	1,497	2,145	0	4,671	84	717	48	0	115	880	16	5,551



TERM	UNDERGRADUATES	MASTERS	DOC RESEARCH	DOC PROFESSIONAL	NON DEGREE	TOTAL
FALL 2008	5,460	690	59	0	0	6,209
FALL 2009	5,315	671	67	0	0	6,053
FALL 2010	4,922	720	69	0	28	5,739
FALL 2011	4,650	677	56	0	63	5,446
FALL 2012	4,671	717	48	0	115	5,551

Fall Student Headcount Percentages (Full Time/Part Time)



TERM	FULL TIME	FULL TIME %	DOC PART TIME	PART TIME %
FALL 2008	4,077	66	2,132	34
FALL 2009	3,936	65	2,117	35
FALL 2010	3,830	67	1,909	33
FALL 2011	3,784	69	1,662	31
FALL 2012	3,921	71	1,630	29

## Student Flow

### College of Business

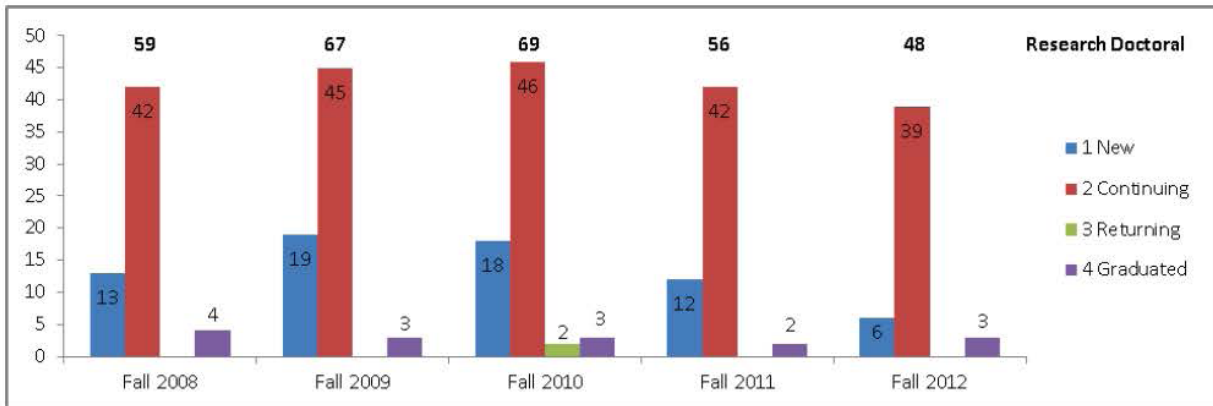
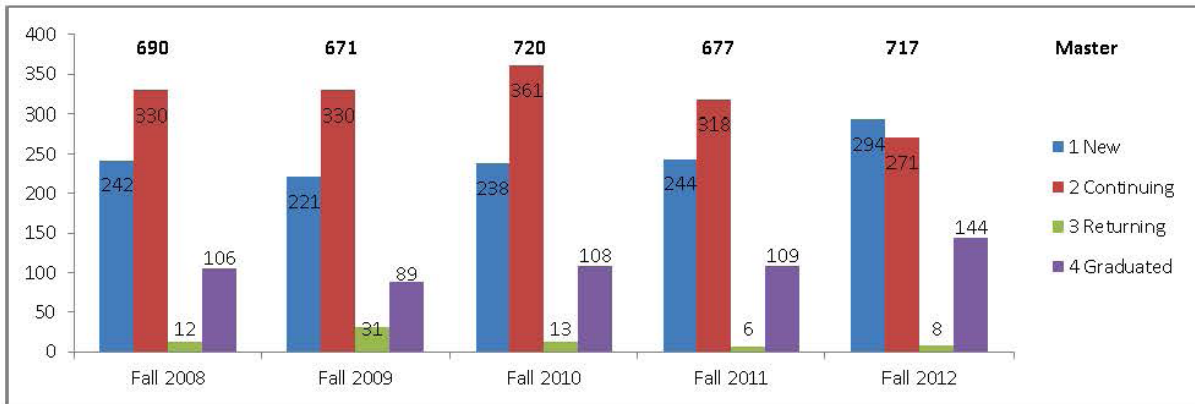
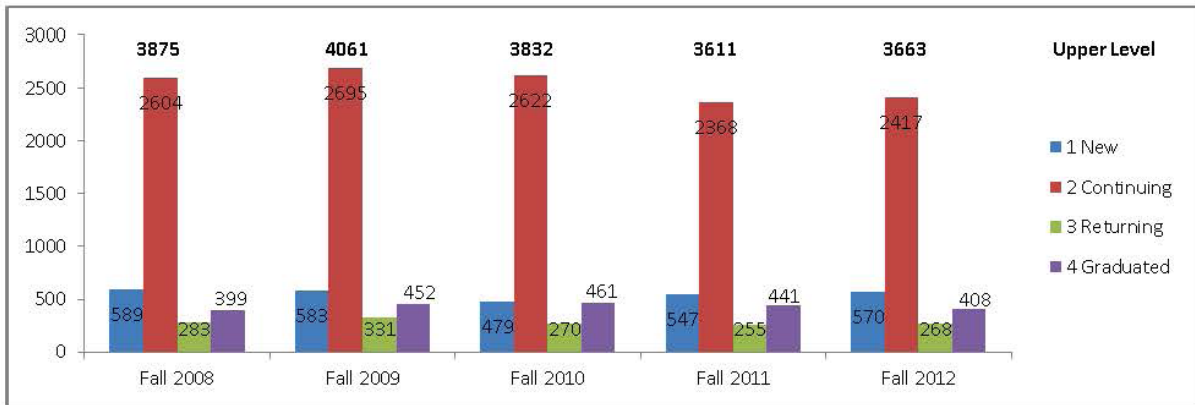
		2008-09	2009-10	2010-11	2011-12	2012-13*
<b>Annual Unduplicated Headcounts</b>	Undergraduate	6,215	6,204	5,760	5,543	5,470
	Master	902	898	861	867	948
	Research Doctoral	63	69	72	57	55
	<b>Total</b>	<b>7,180</b>	<b>7,171</b>	<b>6,693</b>	<b>6,467</b>	<b>6,473</b>
<b>Number of Degrees Awarded</b>	Bachelor	1,239	1,385	1,424	1,384	--
	Master	341	327	305	322	--
	Research Doctoral	11	10	4	6	--
	<b>Total</b>	<b>1,591</b>	<b>1,722</b>	<b>1,733</b>	<b>1,712</b>	<b>--</b>

Source: USF InfoCenter

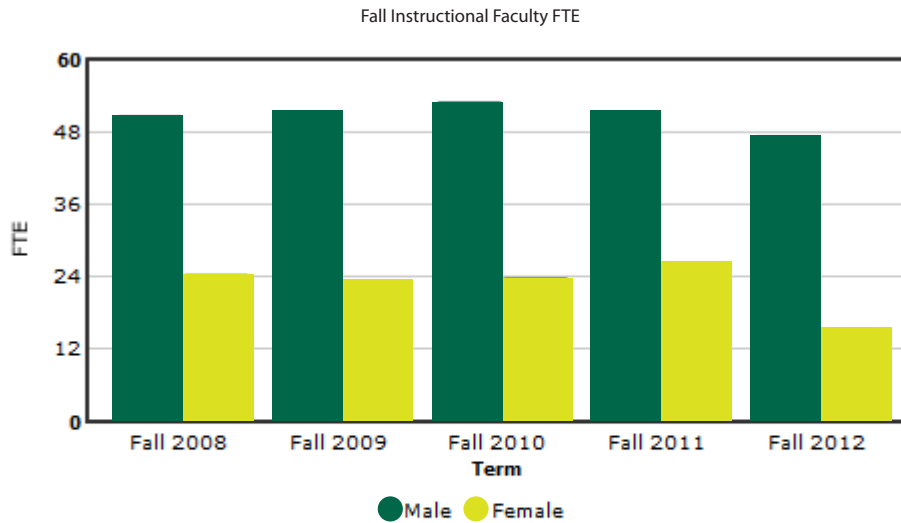
\*For 2012-13 annual unduplicated headcounts, spring 2013 data is based on preliminary benchmark.



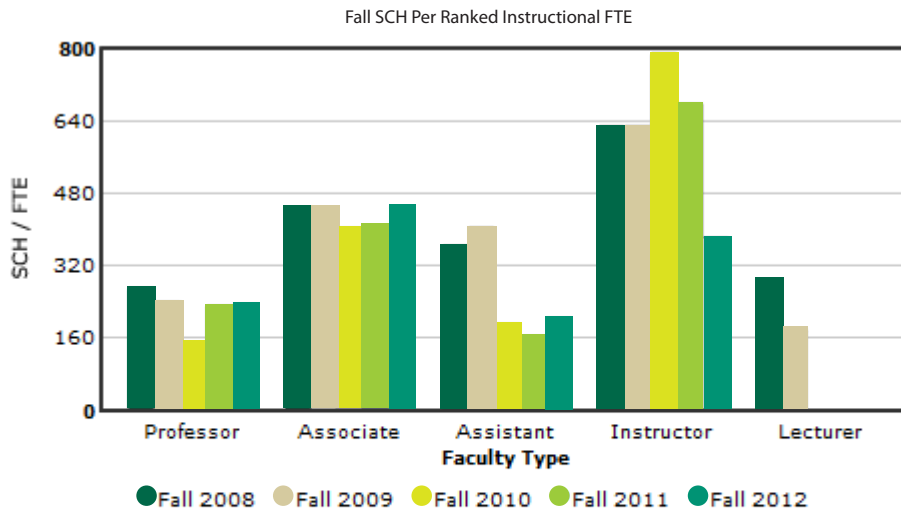
Student Flow Pivot Chart for Each Degree Level



## 2. Instructional Productivity

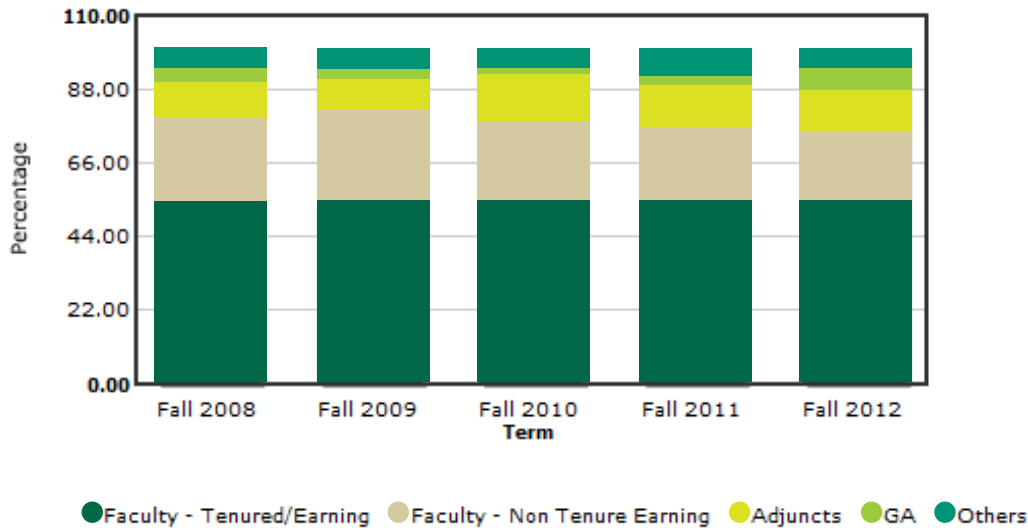


TERM	MALE	FEMALE	TOTAL
FALL 2008	50.36	24.00	74.36
FALL 2009	50.99	23.00	73.99
FALL 2010	52.72	23.50	76.22
FALL 2011	51.00	26.00	77.00
FALL 2012	47.00	15.00	62.00



TERM	PROFESSOR	ASSOCIATE	ASSISTANT	INSTRUCTOR	LECTURER
FALL 2008	266.93	445.16	362.80	623.60	284.00
FALL 2009	238.49	445.55	401.68	623.79	173.30
FALL 2010	149.86	398.52	189.93	785.60	0.00
FALL 2011	229.78	404.42	163.87	672.76	0.00
FALL 2012	231.40	446.52	201.67	380.10	0.00

Percentage of SCH by Instructor Type



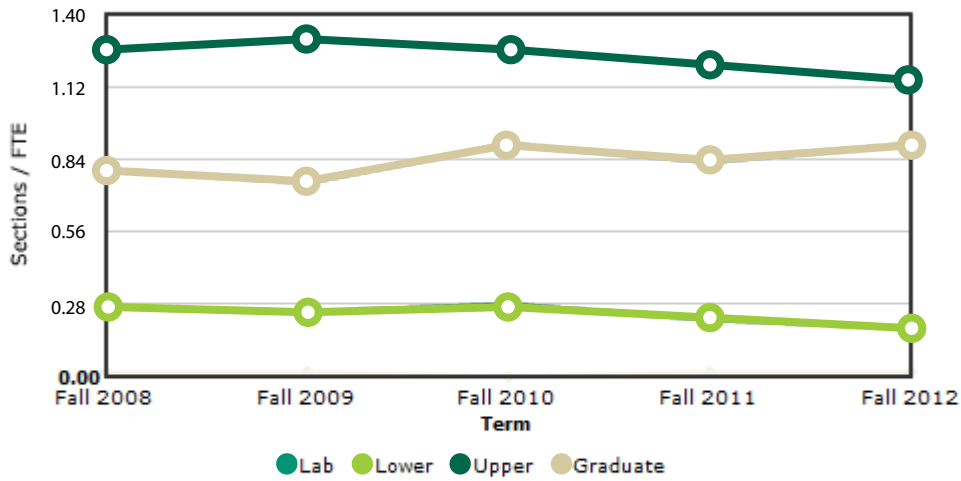
TERM	TEN/EARN	NON TEN	ADJUNCTS	GA	OTHER
FALL 2008	54.51	25.30	10.34	4.00	5.85
FALL 2009	52.93	28.36	9.41	3.02	6.28
FALL 2010	38.18	40.20	13.80	2.00	5.82
FALL 2011	43.79	33.07	12.09	2.83	8.23
FALL 2012	45.14	30.10	12.26	6.30	6.20

Undergraduate SCH by Full-Time Faculty for Fall 2010, 2011 and 2012 \*\*

14- Business DEPARTMENT	FALL 2010			FALL 2011			FALL 2012		
	TOTAL UG SCH	UG SCH by FT faculty	Percentage by ft Faculty	TOTAL UG SCH	UG SCH by FT faculty	Percentage by ft Faculty	TOTAL UG SCH	UG SCH by FT faculty	Percentage by ft Faculty
1401- Business Dean's Office	267	135	50.6%	281	50	17.8%	906	765	84.4%
1402- Accounting	7491	5145	68.7%	7581	5157	68.0%	7678.5	4968	64.7%
1404- Finance	5061	3696.1	73.0%	4806	3729	77.6%	4761	3645	76.6%
1405- Management	6192	5064	81.8%	6038.4	5006.4	82.9%	5622	4725	84.0%
1406- Marketing	6192	4989	80.6%	5386	4780	88.7%	5598	4587	81.9%
1407- Decision Sciences	9666	9435	97.6%	8759	8336	95.2%	9557	8690	90.9%
1415- Center For Entrepreneurship	267	267	100.0%	351	351	100.0%			
1425- Coba Executive Program							90	90	100.0%
<b>14-Business Total</b>	<b>35,136</b>	<b>28,731</b>		<b>33,202</b>	<b>27,409</b>		<b>34,213</b>	<b>27,470</b>	

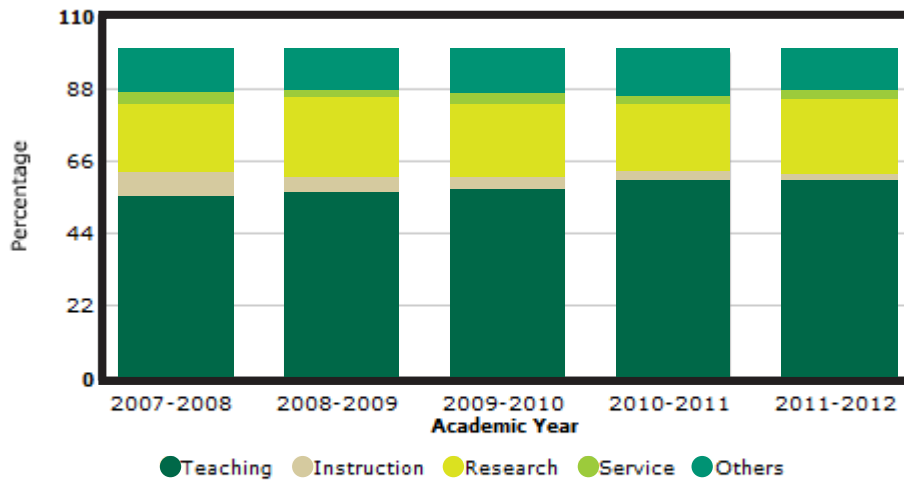


Fall Sections Per Tenured/Earning Faculty FTE

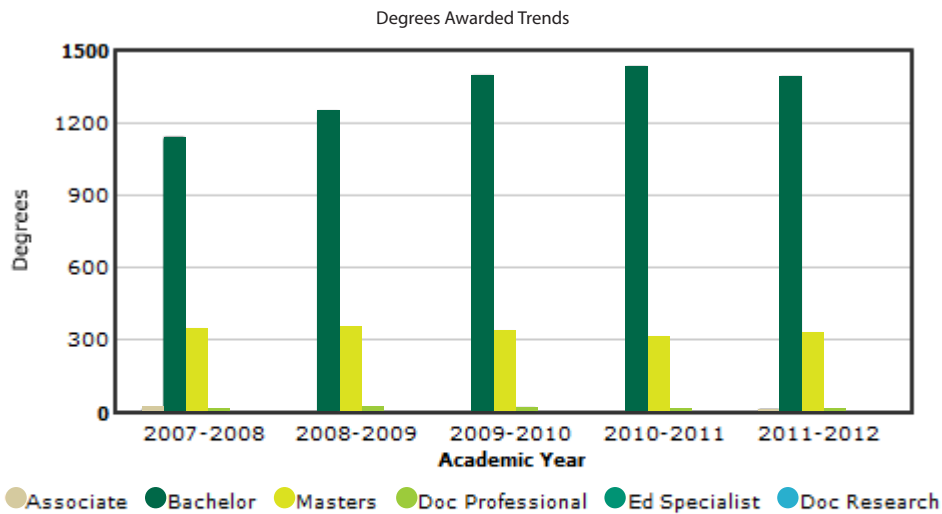


TERM	LAB	LOWER	UPPER	GRAD	TOTAL
FALL 2008	0.27	0.02	1.26	0.80	2.35
FALL 2009	0.25	0.02	1.30	0.75	2.31
FALL 2010	0.28	0.00	1.27	0.90	2.45
FALL 2011	0.22	0.02	1.21	0.83	2.27
FALL 2012	0.19	0.02	1.15	0.90	2.26

Percentage of Activity for Ranked Faculty by Activity Type



ACADEMIC YEAR	TEACHING	INSTRUCTION	RESEARCH	SERVICE	OTHER
2007-2008	55.47	6.97	21.49	2.80	13.27
2008-2009	56.30	4.83	24.07	2.08	12.71
2009-2010	57.64	2.96	22.59	2.68	14.12
2010-2011	60.35	2.48	20.33	2.15	14.69
2011-2012	59.86	2.01	23.23	2.28	12.63



ACADEMIC YEAR	AA	BS	MS	DOC RESEARCH	ED.	DOC PROF	TOTAL
2007-2008	16	1,132	340	9	0	0	1,497
2008-2009	0	1,239	341	11	0	0	1,591
2009-2010	0	1,385	327	10	0	0	1,722
2010-2011	0	1,424	305	4	0	0	1,733
2011-2012	6	1,383	321	6	0	0	1,716

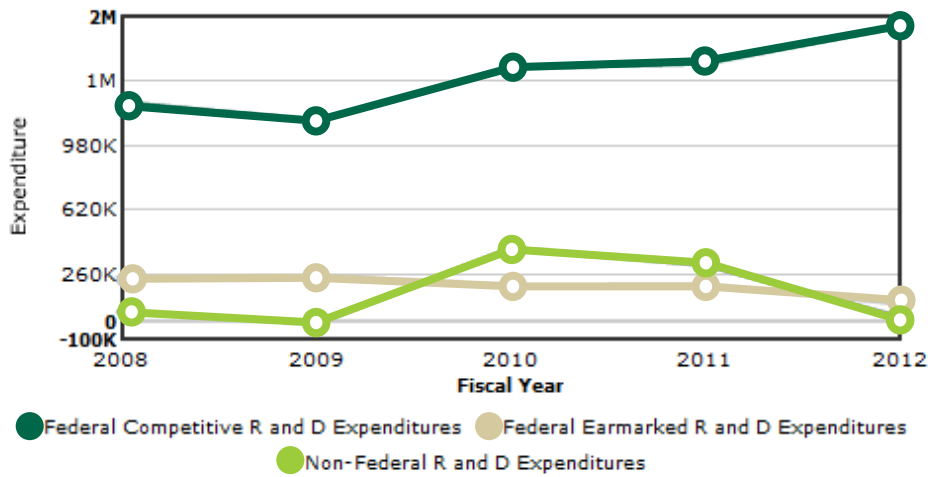
### 3. Class Size and Sections by

Class Size									
Sections – Class, Lab, and Discussion									
Enrollment	0 - 9	10 - 19	20 - 29	30 – 39	40 - 49	50 - 99	100 +	Total Sections	Mean Enrollment
Undergraduate	3%	5%	5%	20%	31%	26%	9%	165	65.05
Graduate	25%	22%	28%	19%	4%	2%	0%	83	29.06
TOTAL	10%	11%	13%	20%	22%	18%	6%	248	52.98

Classroom Sections by Start Time																
Effective Sections Offered																
Day and Time	8 AM	9 AM	10 AM	11 AM	Morning Sections	12 PM	1 PM	2 PM	3 PM	4 PM	5 PM	Afternoon Sections	6 PM	7 PM	8 PM	Evening Sections
Monday	3	1	4	4	12	0	5	0	7	6	0	18	17	0	0	17
Tuesday	2	7	0	6	15	4	0	5	8	1	0	18	19	0	0	19
Wednesday	3	1	4	5	13	0	5	1	7	5	0	18	15	0	0	15
Thursday	2	7	0	6	15	4	0	4	8	0	0	16	15	0	0	15
Friday	3	7	4	1	15	6	3	4	0	0	0	13	0	0	0	0
Total	13	23	12	22	70	14	13	14	30	12	0	83	66	0	0	66

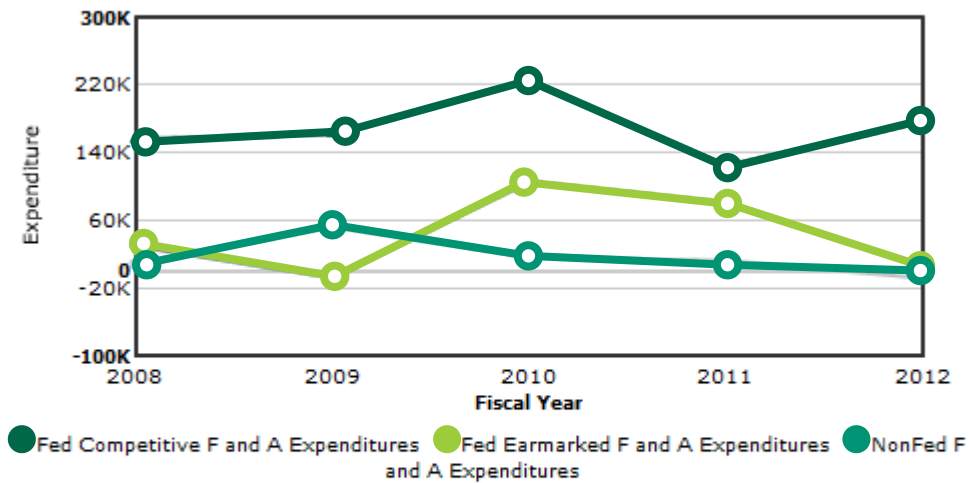
## 4. Research Productivity

Federal and Non-Federal R and D Expenditures



FISCAL YEAR	FEDERAL COMPETITIVE AMOUNT (\$)	FEDERAL EARMARKED AMOUNT (\$)	NON-FEDERAL AMOUNT (\$)	TOTAL R AND D AMOUNT (\$)
2008	1,219,507	52,580	236,053	1,508,140
2009	1,120,463	-9,881	252,907	1,363,489
2010	1,412,656	407,741	197,634	2,018,031
2011	1,437,351	313,162	204,933	1,955,446
2012	1,644,446	23,871	95,946	1,764,263

Federal F and A Expenditures

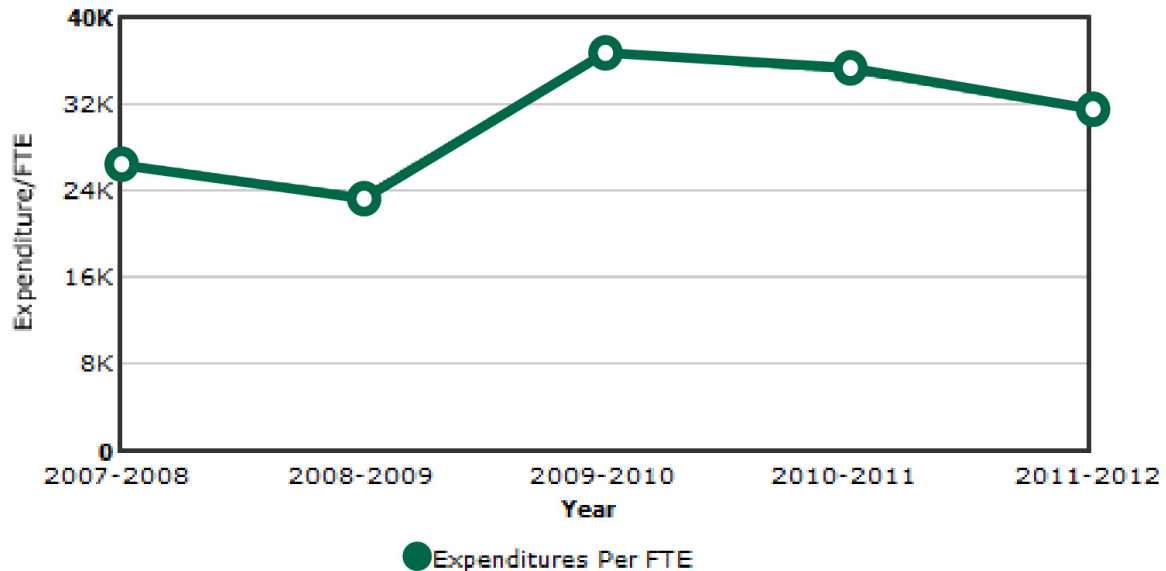


FISCAL YEAR	FEDERAL COMPETITIVE AMOUNT (\$)	FEDERAL EARMARKED AMOUNT (\$)	NON-FEDERAL AMOUNT (\$)	TOTAL F AND A AMOUNT (\$)
2008	155,654	29,611	8,846	194,112
2009	161,985	-7,295	52,091	206,782
2010	225,721	105,711	16,743	348,175
2011	124,303	81,190	12,772	218,265
2012	177,122	6,189	-8,114	175,197



Percentage of F&A within R&D				
Fiscal Year	Fed Comp Amount (%)	Fed Earmarked Amount (%)	Non-Fed Amount (%)	Total Amount (%)
2008	12.76	56.32	3.75	12.87
2009	14.46	0.00	20.60	15.17
2010	15.98	25.93	8.47	17.25
2011	8.65	25.93	6.23	11.16
2012	10.77	25.93	-8.46	9.93

R and D Expenditures Per Tenured/Tenure Earning Faculty FTE



YEAR	EXP/FTE (\$)
2007-2008	26,458.60
2008-2009	23,508.43
2009-2010	36,698.15
2010-2011	35,094.15
2011-2012	31,504.70

Fiscal year	Proposals	Proposals % Change	Awards	Awards % Change
2008	7	0%	3	0%
2009	19	171%	5	66%
2010	13	-31%	7	40%
2011	6	-53%	5	-28%
2012	17	183%	6	20%
* 2013	13	-23%	2	-66%

\* 2013 Award Amounts are year-to-date, as of March 2013.

## 5. Post-Doctoral Appointments

	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012
<b>Business</b>	0	0	0	0	0

## 6. National Academy Members and Faculty Awards

Faculty	Name	Year	College
Alan Hevner	AAAS Fellow	2011-12	Business

## 7. Fund Raising

Unit	FY 2011 Goal		FY 2012 Goal		FY 2013			Increase/Decrease in % from Last
	Goal	% Reached	Goal	% Reached	FY 2013 Goal--includes Collaboration	Total as of 3-20-13	% Goal Reached	
Business	2,763,000	118.5%	2,056,000	54.5%	1,042,000	935,238	89.8%	decrease of 15.7 from last FY

Dollars in thousands; Data provided by Foundation

## 8. Resources & Budget

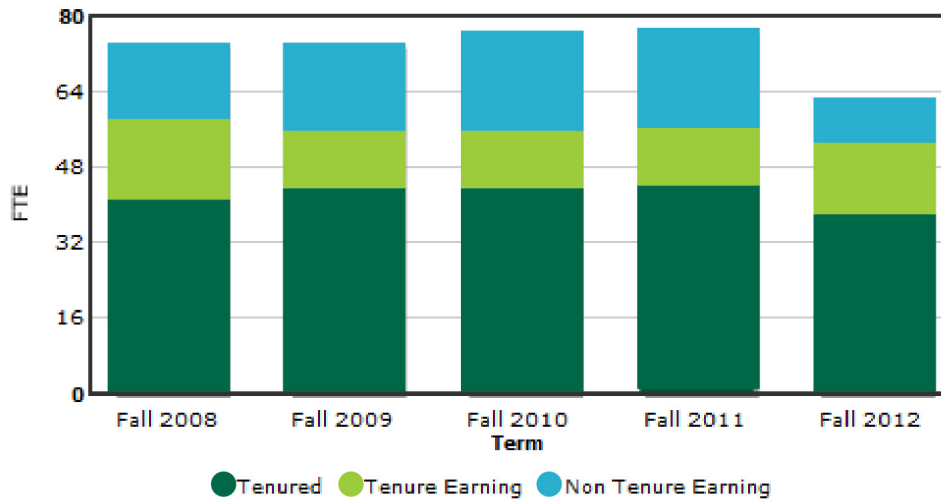
	F2008	F2009	F2010	F2011	F2012
<b>Instructional Faculty</b>					
Professor	16	17	18	18	18
Associate Professor	27	27	23	23	23
Assist Professor	17	13	13	16	12
Instructor	13	18	17	10	7
Lecturer	1	-	-	-	-
Ranked Instructional Faculty	74	75	71	67	60
<b>Other &amp; Non-Instructional Faculty</b>					
Faculty Adjunct	7	6	10	16	22
Faculty Adjunct	20	19	24	27	15
Graduate Assistant	72	78	89	91	95
A&P	25	26	31	32	31
USPS	27	26	28	30	30
OPS Other	14	16	12	7	11
Student Assistant	37	38	49	45	45
<b>Total</b>	<b>276</b>	<b>284</b>	<b>314</b>	<b>315</b>	<b>309</b>

<b>2010-11 Operating Budgets</b>							
<b>College of Business</b>							
<b>College of Business</b>							
<b>Combined E&amp;G and CF</b>	Budget	AA PendingTransfers	Expenses Actual & Planned	RSA	Expense Change		
<b>SALARIES (w/o benefits)</b>							
Instructional Faculty	10,341,298	0	10,329,588	11,710	188,328	2%	
Instructional Adjunct	722,366	0	549,606	172,760	549,606	-	
GA	1,161,479	0	1,002,878	158,600	202,754	25%	
Non-Instructional Faculty	0	0	0	0	0	-	
Non Instructional Staff	1,763,784	0	1,735,770	28,014	98,108	6%	
Non Instructional OPS Other	269,598	0	298,647	(29,049)	(463,087)	-61%	
Subtotal	14,258,524	0	13,916,489	342,035	575,709	4%	
<b>Fringe &amp; Awards/Bonus CF ONLY</b>							
Subtotal	0	0	0	0	0	-	
<b>EXPENSE</b>							
Other Operating Expense	372,693	0	355,538	17,155	(58,392)	-14%	
Travel	281,370	0	176,375	104,995	26,796	18%	
Equipment -OCO	70,859	0	68,277	2,582	48,070	238%	
Library Resources	403	0	0	403	(21,944)	-100%	
Financial Aid/Scholarships	48,500	0	26,400	22,100	(50,943)	-66%	
Other	2,440,122	0	42,070	2,398,053	(4,639)	-10%	
Subtotal	3,213,947	0	668,661	2,545,287	(61,052)	-8%	
<b>TOTAL E&amp;G and Carryforward</b>	<b>17,472,472</b>	<b>0</b>	<b>14,585,150</b>	<b>2,887,322</b>	<b>514,656</b>	<b>4%</b>	
<b>2011-12 Operating Budgets</b>							
<b>College of Business</b>							
<b>College of Business</b>							
<b>Combined E&amp;G and CF</b>	Budget	AA PendingTransfers	Expenses Actual & Planned	RSA	Expense Change		
<b>SALARIES (w/o benefits)</b>							
Instructional Faculty	10,773,158	0	10,978,281	(205,124)	648,694	6%	
Instructional Adjunct	721,558	0	600,531	121,027	50,925	9%	
GA	1,130,924	0	1,084,144	46,780	81,266	8%	
Non-Instructional Faculty	0	0	0	0	0	-	
Non Instructional Staff	1,772,004	0	1,706,512	65,492	(29,258)	-2%	
Non Instructional OPS Other	216,065	0	239,245	(23,181)	(59,402)	-20%	
Subtotal	14,613,709	0	14,608,715	4,994	692,226	5%	
<b>Fringe &amp; Awards/Bonus CF ONLY</b>							
Subtotal	95,669	0	46,624	49,045	46,624	-	
<b>EXPENSE</b>							
Other Operating Expense	747,999	0	573,326	174,673	217,788	61%	
Travel	223,623	0	176,049	47,574	(326)	0%	
Equipment -OCO	5,642	0	21,158	(15,516)	(47,119)	-69%	
Library Resources	200	0	0	200	0	-	
Financial Aid/Scholarships	66,755	0	87,355	(20,600)	60,955	231%	
Other	873,280	0	206,030	667,251	163,960	390%	
Subtotal	1,917,500	0	1,063,919	853,581	395,258	59%	
<b>TOTAL E&amp;G and Carryforward</b>	<b>16,626,878</b>	<b>0</b>	<b>15,719,257</b>	<b>907,621</b>	<b>1,134,107</b>	<b>8%</b>	
<b>2012-13 Operating Budgets</b>							
<b>College of Business</b>							
<b>College of Business</b>							
<b>Combined E&amp;G and CF</b>	Budget	AA PendingTransfers	Expenses Actual & Planned	RSA	Expense Change		
<b>SALARIES (w/o benefits)</b>							
Instructional Faculty	11,982,143	0	11,765,059	217,083	786,778	7%	
Instructional Adjunct	308,597	0	366,865	(58,268)	(233,667)	-39%	
GA	932,587	0	1,015,522	(82,936)	(68,622)	-6%	
Non-Instructional Faculty	0	0	0	0	0	-	
Non Instructional Staff	1,579,872	0	1,602,358	(22,486)	(104,154)	-6%	
Non Instructional OPS Other	259,898	0	308,688	(48,791)	69,443	29%	
Subtotal	15,063,096	0	15,058,492	4,603	449,778	3%	
<b>Fringe &amp; Awards/Bonus CF ONLY</b>							
Subtotal	2,828	0	2,828	0	(43,796)	-94%	
<b>EXPENSE</b>							
Other Operating Expense	607,981	0	621,965	(13,984)	48,639	8%	
Travel	144,443	0	124,819	19,624	(51,231)	-29%	
Equipment -OCO	23,250	0	0	23,250	(21,158)	-100%	
Library Resources	0	0	0	0	0	-	
Financial Aid/Scholarships	44,304	0	50,625	(6,321)	(36,730)	-42%	
Other	131,890	0	52,395	79,495	(153,635)	-75%	
Subtotal	951,869	0	849,804	102,065	(214,115)	-20%	
<b>TOTAL E&amp;G and Carryforward</b>	<b>16,017,792</b>	<b>0</b>	<b>15,911,124</b>	<b>106,669</b>	<b>191,867</b>	<b>1%</b>	



## 9. Hiring Plan

Fall Faculty FTE by Tenure Status



TERM	TENURED	TENURE EARNING	NON TENURED	TOTAL
FALL 2008	41.00	17.00	16.00	74.00
FALL 2009	42.99	12.00	19.00	73.99
FALL 2010	42.72	13.00	20.50	76.22
FALL 2011	42.00	14.00	21.00	77.00
FALL 2012	38.00	15.00	9.00	62.00