

USF Muma College of Business

ANNUAL REPORT 2016-2017





DEAN'S MESSAGE

I am proud to present this 2016-17 annual report. Each year the stories of accomplishments and points of pride of our students, faculty, staff, alumni, donors and corporate partners put on full display their hard work and dedication. We are delighted to be telling these awesome stories of people whose work makes us strong.

There is so much more here than just students sitting in class and professors teaching. We are creating generations of critical business thinkers by challenging students and our faculty to go one step beyond. By doing this, opportunities are created, connecting classroom work with real life experiences and making research relevant to the working business world. What we are passing along to the next generations is important both in their careers and in their personal lives. Our students end up on the winning side of the equation,

entering the workforce confident that what they have learned from their professors is on the cutting edge of their respective fields. That confidence in knowledge translates into satisfying salaries and meaningful, rewarding lives.

Our faculty is known around the state, the nation and the world as top-tier educators and researchers. Our professors are published in prestigious business journals and are involved in speaking engagements, either at academic institutions in the United States or in other countries. They all are gaining international attention for their scholarly contributions, and in turn, so is the Muma College of Business. We now have five Muma College of Business professors recognized by the esteemed Fulbright program. In January, Daniel Bradley was awarded a Core Fulbright scholarship that will allow him to travel to Lisbon, Portugal, for several months where he will deliver lectures and present his research at a university there. In February, Jerry Koehler traveled to Belarus on a Core Fulbright grant. Later this year, Robert Hooker will head to Sweden to lecture, present to and collaborate with other scholars on a different Fulbright opportunity. Jim Stock spent time in Finland in the fall, and is heading back there later this year as part of his Core Fulbright award. This comes on the heels of Grandon Gill's Fulbright award that took him to South Africa last year.

As the national academic rankings roll out year after year, more and more attention is being paid to the University of South Florida's graduate business degrees, including the most recent designation of the part-time MBA program moving up in the rankings, landing at No. 56 in the nation among public universities. In March, the *U.S. News and World Report* ranked the part-time MBA program here in the top third of 360 schools nationwide, rising 10 places from the previous year and breaking into the top 100 for the first time. The part-time MBA program has steadily climbed in the rankings. In 2014, it was ranked No. 157 and it jumped 11 places the following year. In 2016, the program rose to 130 and then jumped 28 places to 92 in the most recent list. Our graduate program in entrepreneurship, under the leadership of Michael Fountain, was included in the top ten graduate programs in entrepreneurship in the nation as ranked *Entrepreneur* magazine and *The Princeton Review*, making it the best entrepreneurship program in the Southeast. We are in the top 100 business schools in North America, with the MIS research ranked in top 30 and the marketing research ranked in top 65 based on premier journal publications during the period 2014-2016, according to the University of Texas –Dallas Top 100 Business School Research Rankings.

The ranking recognition comes as we move ahead with plans to offer two new graduate programs with flexible schedules in hopes of enticing working professionals to re-enter the academic fold: An Executive Weekend MS in Business Analytics and Information Systems and an online MBA with sought-after concentrations. Certificate programs such as anti-money-laundering and cybersecurity and business analytics are catching the attention of many employers interested in recruiting graduates who are well versed in such cutting-edge business topics.

Part of our mission here is to connect our professors and students to the working business world. Our student internship program is robust and allows participants to get a taste of what it's like in the marketing, finance, accounting and management information systems worlds. And we've started an externship program in which professors take time away from the classroom to work in businesses and corporations. This benefits the business, which gets – at no charge – someone who can use the latest research to solve problems; the professor, who is





rejuvenated with new experiences and new perspectives; and the students, who are presented with fresh classroom material based on recent, real-world challenges.

Such connections make it easier for us to bring in distinguished speakers and lecturers who share valuable insights. Last year, we began our Conversation with a CEO series, featuring Jabil CEO Mark Mondello; Kenneth Feld, owner and CEO of Feld Entertainment; Bob Dutkowsky, the CEO of Tech Data; Dennis Adamovich, a USF graduate who now heads the College Football Hall of Fame in Atlanta and Troy Taylor, CEO of Coca-Cola Beverages Florida. These events keep us connected with alumni and employers. And leaders are noticing the company we keep.

Other speaker series have landed some impressive folks as well: Kimberly Ross, a USF business graduate who has helped engineer acquisitions and mergers that involved billions of dollars; Rich Martino, another USF business school alumnus, now an executive with Mondelez International, perhaps the largest snack food manufacturer on the planet; Victor Poirier, who not only invented the first artificial heart, but he also marketed it; Tod Leiweke, COO of the National Football League; Don Garber, commissioner of Major League Soccer; and Microsoft Distinguished Engineer and General Manager Ron Kohavi. They all have come to speak to students, alumni and faculty about real-life experiences.

I would be remiss if I didn't mention some of the donors who gave so much to the Muma College of Business this year. If you stopped by our atrium early in the spring semester, you may have noticed a construction zone. Thanks to Richard Corbett, president and CEO of Concorde Companies in Tampa and the developer of the upscale International Plaza, we have a state-of-the-art digital wall on which we can simultaneously display several news and business channels as well as our own content. Across the top is a stock ticker for real-time movement of the stock market. We are forever indebted to him for his generosity.

The students in our Doctor of Business Administration program (who were crammed into small spaces) now can spread out, as Mohamad Ali Hasbini, himself a student, made a sizeable donation for the expansion and renovation of the space, now named the Mohamad Ali Hasbini DBA Suite. His gift was just in time: we have three full cohorts running – and our first class will graduate in the fall.

As you read through this report, you'll see that the success of our students is always our first priority. This February, we hosted more than 50 freshmen, each of whom posted first semester grade-point averages of 3.75 or higher, to a special dinner and pep talk. The mantra was to keep the grades high and graduate in four years. They promised to do that.

And we're tracking those promises. More and more of our students are graduating on time and our four- and six-year graduation rates are steadily improving.

Among the many bright spots at the Muma College of

Business is this one: We are seeing an increase in students who are the first in their families to go to college. More and more, those students are staying in school and graduating on time, thanks to our advisors and several new student success initiatives that began last year. We expect these numbers will continue to rise.

But there's more. We launched the Muma Leadership Program, a two-year professional development effort that encourages students to take charge of their career development from their first days as business majors. And we are training faculty and staff for a new course that will help every student become a better presenter, negotiator, and salesperson. We are working with Sandler Systems, Inc. to help us prepare our instructors to give students the "best shot in the arm" in these areas.

A new undergraduate major in personal financial planning has been added, helping to fill an anticipated talent gap with bright, well-trained graduates who have the academic foundations as well as the soft skills needed to succeed.

A strong bond with our alumni is a big part of the success of our guest lecture program as well as the Homecoming Speaker Series and Parade Watch Party. We also invite alumni and other business leaders to our annual Celebration of Free Enterprise, which this year honored amazing entrepreneur and business leader Sheila Johnson. Through sponsorships and generous donations, we raised over \$80,000 for scholarships and other student-focused programs during that event alone.

So, taken as a whole, the 2016-17 year here was marked by great strides, and we know that in the years to come, there is no limit to what we can accomplish.



MOEZ LIMAYEM, DEAN

OUR MISSION

We emphasize creativity and analytics to promote student success, produce scholarship with impact, and engage with all stakeholders in a diverse global environment.

OUR STRATEGIC VISION

TRANSFORMING MINDS: TRANSFORMING BUSINESS

We aspire to be internationally recognized for developing business professionals who provide analytical and creative solutions in a global environment.

OUR STRATEGIC PRIORITIES

Student Success
Research with Impact
People

Business Engagement
Global Literacy and Impact
Distinctive Identity: Creativity
and Analytics

DEVELOPMENT REPORT

The generous support of many of our alumni and friends has helped us continue our upward trajectory. It takes a lot of money to maintain the level of excellence we offer at the Muma College of Business. Space prevents us from recognizing every donor on this page, but we would be remiss if we did not highlight a few specific donors and development programs and opportunities.

- ▶ We began the year by awarding nearly \$475,000 in scholarships to 200 of our best and brightest business students at the annual Scholarship Luncheon. That event, which now must be held in the Marshall Center ballroom, is a donor and faculty favorite as it reminds us of the impact that scholarships make on student lives. This year, student Arben Kabashi, a 30-year-old finance major and father of three shared his story of earning a GED, an associate's degree degree from a community college, and, soon, a bachelor's degree from USF – all within the space of four years.
- ▶ Our faculty and staff support the college through an annual giving campaign. This year, 95 percent of all USF Muma College of Business employees contributed to the campaign. The \$155,000 raised by faculty and staff from the business school is significant and illustrates the level of commitment our employees have to this university, this college, and the students who choose to study here.
- ▶ Several donors made significant gifts for targeted projects. Among them, **Blaylock Beal Van** made a sizeable gift of software for our finance department; **Geoff Simon** and **Andrea Graham**, along with the **Borrego and Essel foundations**, donated toward a brand new personal financial planning program that will launch in the fall; **Tyler and Stuart Lasher** made a substantial gift to assist us in our mission; **CBIZ MHM** helps to support the Lynn Pippenger School of Accountancy and **Dennis and Marnie Zank**, who donated to the incredibly successful Corporate Mentor Program. Others who donated include **Robert Carter**, whose donation funds the Robert Carter Endowed Study Abroad Scholarship; **Kim and Gil Gonzalez**, who donated money for new furniture in our atrium; **Kforce**, whose gift sponsored our Celebration of Free Enterprise and in turn supports our student success initiatives; **USAA**, whose gift goes into a scholarship fund for veterans; **T. Rowe Price**, which donated to our 25 Under 25 program and **Stanley and Susan Levy**, whose gift also supports student scholarships.
- ▶ We launched the Executive Bulls Leadership Giving Program three years ago and membership has grown each year since then, with several founding members continuing to support the college year after year. Executive Bulls make annual unrestricted gifts of \$10,000 or more to the Muma College of Business, supporting the dean's strategic priorities for the college. This year, \$220,000 was donated by these special friends of the college. Their donations supported the launch of the Center for Analytics and Creativity as well as several student-focused initiatives: scholarships for study abroad, case competitions, support for undergraduate and graduate student research, and a research colloquium. The 2016-2017 Executive Bulls are below:



Brad and Suzette Bernstein*
Marc and Karen Blumenthal
Craig and Michele Cuffe
Kathleen and Scott Fink
Nancy and Ron Floto*
Judy Genshaft and Steve Greenbaum
Kim and Gil Gonzalez
M. James and Sarah G. Gunberg Family*
Mohamad Ali and Sawsan Hasbini*
Tina and Dan Johnson
Moez and Alya Limayem*
Presenting Powerfully by Debbie Lundberg

Ian MacKechnie, Jr.
Linda Marcelli
Jane and George Morgan
Pam and Les Muma*
Steven and Teresa Oscher
Lynn Pippenger*
Susie and Mitchell Rice
Elizabeth and Ronald Sanders
Tracey Wolkowitz-Hertz Stern and Adam Stern
Julie Townsend and John Townsend III
Rene and Nicholas Vojnovic*
One Anonymous Donor*

* Founding Members



- ▶ Friends and alumni continue to take notice of all we do here in the college. We closed out the academic year by dedicating our new digital wall in the atrium to donor Richard Corbett, president and CEO of Concorde Companies in Tampa and the developer of upscale International Plaza. The wall, which is comprised of 32 high-definition, flat screen, 55-inch monitors is so much more, of course, than a giant TV screen. This digital wall allows us to share a variety of information – everything from college news and events to donor recognition to important business and world news – in real time. Corbett said he donated the wall for one reason and one reason only: our students. We'll be able to spotlight our best students and faculty, keep students informed of career preparedness events and other calendar items, and highlight the national leaders who come to speak at USF, too.

GOAL 1: STUDENT SUCCESS

USF Strategic Goal 1: USF will produce well educated, highly skilled, global citizens through its continuing commitment to student success.

BULLS BUSINESS COMMUNITY

The Bulls Business Community, in partnership with USF Housing and Residential Education, is a thriving living-learning community and one of the strongest on campus. Since its inception in 2007, 613 students have been part of the BBC, including 101 who enrolled in the fall of 2016. Many of them call the program pivotal as they transition from timid high schooler to confident college student. This past year, many BBC events were held in collaboration with the Zimmerman Advertising Program's living-learning community of students pursuing undergraduate business advertising degrees.

In the BBC, students take classes together and are provided with professional development opportunities designed to help them be job ready upon graduation. Etiquette dinners, company tours, résumé and interview preparedness presentations and access to high-profile alumni and business professionals in the Tampa Bay area are just a few of the benefits of this incredible community. Each year, students tour four corporations. During the 2016-17 academic year, they toured Mondelez International in Orlando, and one of the students, Ryan Brautigam, left such an impression that he was offered and accepted an internship there.

Other tours included Lockheed Martin, Ashley Furniture and Citigroup, each offering glimpses into the business operations of big corporations and providing a better understanding of which careers require which degrees.

Beyond the work, the BBC students also do beach trips and videogame tournaments and host breakfasts where they can network with visiting professionals ranging from entrepreneurs to accountants to corporate executives.

It is no surprise that these students are among the best at USF. The BBC includes Provost Scholars, USF Ambassadors, USF Orientation Leaders and Green and Gold Guides. During 2016-17, the average high school grade-point average for BBC residents was 3.92 and the average SAT score was 1,190.

BBC residents are all Bulls Business Network members and in 2016, students eligible for the BBN were able to choose to live in a second business living-learning community, the Zimmerman Advertising Program pod in Juniper-Poplar Hall.

ZAP

ZAP residents get the best of business and mass communications. They take advertising courses that are all taught by faculty in the Zimmerman School of Advertising & Mass Communications yet as business majors, they are able to participate in many Muma College of Business programs.

Like the BBC, ZAP programming includes major-specific corporate tours. This year, ZAP residents toured Ashley Furniture, PP+K, ChappellRoberts, 22squared, Social Forces, and Zimmerman Advertising.

During the 2016-2017 year, 34 students lived in the ZAP LLC. The average high school grade-point average for these students was 3.71 and their average SAT score was 1,150.



UNDERGRADUATE ADVISING

The Muma College of Business Undergraduate Advising Office is like Grand Central Station. It is one of the busiest places on campus with advisors helping first-time students navigate registration and assisting returning students with everything from permit requests to graduation checks. Advisors have conversations about majors and careers with students who are unsure of their degree options and guide those who would be better suited for a different degree program to a new home. The 13 advisors in the USF Muma College of Business have handled 10,719 individual advising appointments during the academic year (as of April 12).

The college's emphasis on job preparedness and career goals requires undergraduate advisors to go beyond checking to make sure students have successfully completed the courses they need to fulfill requirements. During the prior academic year, several of USF's business advisors completed the specialized Career Development Facilitator Certificate from the Center for Credentialing & Education. Specific topics included, among others, working with diverse students, ethical and legal issues related to career development, career assessments and career development models and theories.

The most notable initiative that began in the spring was the launch of the new case management system. Advisors, as well as key staff in areas on campus such as USF Financial Aid, USF Residence Life, USF Career Services, etc., are now able to refer students through this system to one of the participating care members in order to assist students with their concerns. The goal is to remove potential barriers to help every student succeed at the university.

BIZCOMM CENTER

The Business Communications Center, known to students as BizComm, held about 1,000 free one-on-one consultations during the 2016-17 academic year, helping undergraduate and graduate students improve their written communication skills in papers for business courses ranging from accounting and marketing to ethics and securities analysis. BizComm's writing coaches also did a brisk trade helping students polish their résumés and cover letters for the job hunt, as well as essays for graduate school and university award programs.

Much of what happens in BizComm is behind the scenes: Our scholarship recipients get individualized training in the art of writing gracious thank-you letters and USF Muma College of Business faculty get free help editing research drafts for scholarly publications; an intensive summer workshop helps PhD students learn the fine points of writing readable research articles as they work toward becoming faculty themselves. Additionally, staff help with various projects for the college's communications team.

BizComm By The Numbers:

- 1,000** Free, one-on-one consultations held during the 2016-17 academic year to improve the writing skills of students.
- 525** Student papers evaluated at faculty members' requests.
- 240** Scholarship donors receiving thank-you letters polished by students working with BizComm staff.
- 14** Journal articles for Muma College of Business faculty and PhD students edited at no cost.
- 11** Workshops given on plagiarism, general writing skills and résumé/cover-letter writing.

CORPORATE MENTOR PROGRAM

For more than 25 years, the Corporate Mentor Program has prepared first-generation college students for success at USF and beyond. The program kicked off the 2016-17 academic year by announcing that banking giant Citi had contributed \$25,000 to the program as well as 25 mentors to volunteer with the 123 business students who were part of the program. A check was presented at the program's kick-off breakfast in October, where Citi mentors and the students assigned to them were able to sit together and enjoy speeches from Moez Limayem, dean of the Muma College of Business, and keynote speaker Gregg Morton, Citi Tampa site president.

While Citi is arguably one of the program's largest supporters this year, the program would not be so successful without the strong financial and volunteer support from companies such as Fifth Third Bank, T. Rowe Price, and Raymond James Financial. Raymond James, in particular, has been a long-standing supporter of the program, so it was fitting that the program's closing dinner in April featured Raymond James COO - and long-time mentor for USF business students - Dennis Zank.

The program targets juniors and seniors, all the first in their families to attend college, who may not have had opportunities to shadow a parent in a professional workplace or attend networking events. Their mentors provide access to workplaces and corporate culture. Thanks to them, students learn about interviewing, corporate culture, networking, and how to become leaders in the corporate world.

Corporate Mentor Program Impact:

- 147 Students who enrolled in the program during the 2016-17 academic year, nearly 60 percent of them women.
- 60 Professional development and training events hosted by the Corporate Mentor Program.
- \$101,000 Amount of scholarship money awarded to program participants by the college.
- \$210,000 The amount of support Raymond James has provided to the program since 2008.
- 100% Participants who graduated during the fall semester had a job offer at graduation.
- 11 Students in the program selected for the college's 25 Under 25 program.
- 4 Students selected as members of the applied security analysis course which oversees the Student Managed Investment Fund.



BUSINESS HONORS PROGRAM

The USF Business Honors Program – the first in Florida – blends rigorous coursework and research activities with special housing, service, study abroad and applied learning opportunities found inside and outside of the classroom. It brings together distinct features including smaller classes, leadership training and outside-the-United States experiences. Students also get help finding summer internships and have opportunities to learn how to apply computational methods in business research. Those selected for this invitation-only program have SAT and ACT scores that far exceed general USF admission requirements.

These students do more than simply study. They have created a student organization, the Business Honors Service Association, and have used it as a vehicle to raise funds for local charities. Business Honors Program participants have volunteered countless hours in their community. They also have presented their research at the Muma College of Business Student Research Symposium and the Undergraduate Research Colloquium.

Business Honors Program students are national scholarship awardees, and participants who routinely represent the college at special events and ceremonies. They have participated in team- and leadership-building programs such as the Muma Leadership Program and have used these skills as mentors and role models at the university and college levels. This year, five of the 25 Under 25 honorees came from the Business Honors Program.

Business Honors Program Numbers:

1,246

Average SAT score for incoming Business Honors Program students (they also posted an average grade-point average of 4.08 and scored an impressive 27.5 average score on ACTs).

100%

Students who participated in a study-abroad experience.

100%

Graduates who held internships and more than half had two or more internships.

100%

Graduates who participated in the program who had a job or acceptance to a graduate program at graduation.

MUMA LEADERSHIP PROGRAM



In 2015, we rolled out the Muma Leadership Program by extending invitations for this two-year professional development program to a small population. We expected that by its second year, this program would be expanded college-wide. Three students from that inaugural cohort are on track to finish by the end of the spring semester.

For juniors, the program offered 40 hours of professional development training to prepare them for the workforce. Students participated in activities such as business ethics seminars, presentation and personal selling modules and writing fundamental sessions. They also earned competency certification from Toastmasters International.

The second phase of the program, for seniors, culminates in the Muma Leadership Certificate. Students must attend a number of career and professional development programs and complete an internship and a business ethics project during their senior year. Additionally, students in the program are placed on an exclusive list that companies and the college use to offer internship and job opportunities.

Muma Leadership Program Numbers:

26

Students who attended the fall orientation for the 2016 cohort.

19

Students who are currently in the Career Readiness Certification program.

9

Students who earned the required Career Readiness Certification in the fall semester.

12

Students who will earn the Professional Development Certificate at the end of the spring semester, three from 2015 and nine from the 2016 cohort.

USF STUDENT MANAGED INVESTMENT FUND

The Student Managed Investment Fund offers motivated, well-prepared students the opportunity to participate in financial investment strategies to manage real money in real time.

One of the things that makes this experience so special: its advisory board. Comprised of seasoned practitioners, these advisors hold the students accountable for their work and motivate them to perform at a professional level well beyond that of the typical undergraduate. These industry professionals also share expertise and interact with the young scholars when analysts pitch their ideas for stock purchases. Leveraging this experience, students are able to land competitive internships and, later, job offers at top firms nationwide.

Student Managed Investment Fund Numbers:

\$450,000

The current value of the investment fund.

60

More than 60 professionals and 40 firms are regularly engaged with the program.

11

Students enrolled in the two-semester Applied Securities Analysis course that is required for all program participants.

Student Managed Investment Fund Performance

	DECEMBER	QUARTER	1-YR	3-YR	5-YR	INCEPTION
USF Fndn - SMIF Fund	2.96	9.27	15.00	9.52	14.95	11.38
S&P - 500 Index	1.98	3.82	11.96	8.87	14.66	12.46
Russell - 2000 Index	2.80	8.83	21.31	6.74	14.46	12.34
Wilshire - 5000 Composite Index	2.06	4.54	13.37	8.76	14.71	12.51

25 UNDER 25

MUMA COLLEGE OF BUSINESS



RECOGNITION PROGRAM

The 25 Under 25 program recognizes students who have excelled at the Muma College of Business. They are outstanding undergraduates who not only perform well academically but who also exemplify what it means to be a good citizen. They have volunteered or raised funds for non-profit organizations, and participated in humanitarian endeavors on campus and off.

It is through their example that other students are inspired to raise their level of academic excellence and find time to go out and do good deeds.

25 Under 25 Program Numbers:

23,450

Social media campaign page views since April 8, when the 2016-17 roster was announced.

5

Number of years the program has been fully sponsored by T. Rowe Price.

4,756

Social medial votes this year cast for Most Remarkable candidates.

27

Students who made the 2016-17 list. Two extra students were included because of tied scores.

3

The average number of pages each blog visitor viewed, helping the college showcase top students and the programs available to help them succeed.

6

Judges who pored over the applications, assigning numerical values to each student, eventually selecting the honorees.

STUDENT ORGANIZATION COMPETITIONS

- ▶ USF's Beta Alpha Psi chapter was awarded Superior Status - again - keeping USF's streak of the longest running superior chapter worldwide alive. Additionally, USF's chapter was named a KPMG Gold Challenge chapter, a designation it has received every year since the award's 2009 inception. Beta Alpha Psi also won first place at a "best practices" competition during the Southeast Regional Meeting.
- ▶ Accounting students were awarded second place in EY's Inclusive Leadership Awards program.
- ▶ Sport MBA students placed second at the National Sports Forum in February in Minneapolis.
- ▶ The Council of Supply Chain Management Professionals Student Roundtable won two awards from the USF Center for Leadership and Civic Engagement. It received the Student Organization Program of the Year award and the Outstanding Student Organization Collaboration award.
- ▶ USF's American Marketing Association was ranked in the top 25 chapters in North America. Its case competition team was a finalist in the case competition. And two individual students took home awards. Gabe Patil and Clayton Werner placed third in a marketing strategy competition hosted by Mary Kay.

GLOBAL ENGAGEMENT

- ▶ Since the summer 2016 semester, 237 business majors participated in study abroad programs.
- ▶ Beginning last year, every department in the college was tasked with developing one or more study abroad courses that can be offered over the summer or during intersessions. Together, the USF Muma College of Business and the Lynn Pippenger School of Accountancy awarded \$129,400 in study-abroad scholarships from private contributions. These included:
 - ▶ USF in London
 - ▶ USF in Exeter
 - ▶ USF Florence in Business
 - ▶ ISM in India
 - ▶ ESAC in Prague
 - ▶ Management in Panama
 - ▶ UK Accounting
 - ▶ Executive MBA in Singapore and Thailand
- ▶ The study abroad program in London focused on business engagement and interaction in London. Marketing Instructor Carol Osborne and business students met the managing partners and key executives at most of London's leading advertising agencies, including J. Walter Thompson, Mindshare, SapientNitro, Wieden+Kennedy, Mother London, and amvBBDO. Students also visited sites such as the Tower of London, Westminster Abbey, Buckingham Palace and Parliament.
 - ▶ Executive MBA students traveled to Bangkok and Singapore. The trip included a visit to the U.S. Embassy in Bangkok with a briefing about Thailand's economic landscape from a U.S. commercial services officer. Multi-national firms, such as Jabil, Yara, Fidelity Information Services, Citi, PwC, and SEC of Thailand, hosted students and discussed international business practices and challenges. The students also enjoyed several cultural explorations, including trips to the Royal Grand Palace, the Temple of Emerald Buddha, a Singapore Port tour, the Botanical Garden and lunch with a USF alumnus who owns a "halal" restaurant in Singapore.
 - ▶ A Principles of Management course was delivered in both Panama and America. USF students began the experience in Panama, spending a week visiting different industry leaders to experience first-hand how organizations are managed in Panama. The students returned to Tampa to complete the remaining three weeks of the course online. Through this hybrid class structure, students observed similarities and differences in how management is understood and executed.
 - ▶ The Sport & Entertainment Management program is building several partnerships. In 2015, it hosted 15 international students and faculty from the University of Northampton (England); U.S. students will there in 2017 and to visit organizations in London, Southampton and Manchester. A return visit from a coalition of British universities is tentatively planned for 2018. Additionally, six international students – from Canada, Costa Rica, England and the Czech Republic – are part of the 2018 cohort; the incoming class includes students from Russia, Brazil, Switzerland, Australia and Canada.
 - ▶ The college signed a student exchange agreement with the University of Strasbourg, France.
 - ▶ The agreement with Universidad San Ignacio De Loyola S.A. to offer USF business bachelor's degrees in Lima, Peru, was renewed and we continued to offer students at the Universidad San Ignacio de Loyola in Lima, Peru, a chance to earn a general business degree with concentrations in marketing and international business from USF without leaving Peru. Many of them, however, traveled to USF for their final semester. The sixth cohort began in the spring; the average cohort has 17 students.
 - ▶ We hosted Executive MBA students from the Mediterranean School of Business in Tunisia. They visited several companies in Tampa, took a course in CRM and experienced a notable American culture by attending USF football and Tampa Bay Lightning games.



INTERNSHIPS AND CAREER PREPAREDNESS

An important part of our job is to be the pipeline for employers seeking talent. We must do more than provide the technical knowledge expected of a degree program. We must be proactive, we must look ahead at what we perceive to be the needs of the future, and that's where our internship and career readiness programs come into play. Business students are encouraged to participate in résumé building, interview skills and networking events including career fairs hosted by USF Career Services, as well as those coordinated by the college's Collier Student Success Center.

- ▶ Every department now offers an internship course, modeled after the highly successful Marketing Practicum. This year, 599 students participated in experiential learning programs such as co-ops, internships and overseas programs, of which 255 were enrolled in degree-applicable internship courses.
- ▶ Many students pursue internships without seeking degree credit. Given that research shows an 18-20 percent salary advantage for students who complete internships, we have increased our emphasis in this area, reaching out directly to students to educate them on this and other benefits of internships. This has included the promotion of employer information sessions and services such as résumé building, networking skills and interview techniques that both the Collier Student Success Center and USF Career Services have to offer. Classroom presentations on how to search for an internship using the Handshake system have been part of the marketing campaign.
- ▶ As more students seek out internships, the college must reach out to new companies and employers for internship opportunities. Over the last year, we connected with 407 companies to launch or restart dormant internship programs. We have presented three different opportunities to employers:
 1. Traditional Internship – paid, no academic credit.
 2. Academic Internship (course/practicum) – paid, academic credit. Students earn three credit hours and must qualify with 80 hours in business courses and a 2.75 minimum grade-point average.
 3. ISDS Practice Center – company grant for faculty supervision of interns, project-based.
- ▶ We worked with USF Career Services to capture the attention of companies and we are committed to developing long-term partnerships with companies for sponsorship of student events, competitions and on-site experiential learning, while encouraging permanent job placement.
- ▶ Beyond internships, the Office of Employer Relations works to ensure that students are well prepared for the business career environment. It provided 567 information sessions this year, one-on-one career advising sessions that include assessment tests, résumé reviews tailored to specific job descriptions, academic major-potential career matching, interview preparation and connecting students directly with local and national employers. It also hosts employer information sessions and professional development workshops to help employers connect with potential new hires.
- ▶ A new central database system, Handshake, was launched by USF Career Services this year, helping Collier Student Success Center personnel track company-posted jobs and internships. It also helped staff identify which companies were most interested in business students throughout the state and nationally.



Internships and Career Preparedness Numbers:

567

Students who attended the 22 information sessions hosted by the college.

312

Students who attended the Internship Showcase.

135

Students who attended Corporate Connections, a networking event for graduate business students to meet with corporate representatives to discuss career opportunities.

321

Attendees at the Meet and Greet networking event, an informal event in the college that gives students the chance to network with representatives of the companies attending the USF Career Fair that week, without all of the distractions of the official career fair.

150

Students who participated in the required professional development workshops that accompany the college's annual Elevator Competition. Twenty-five finalists headed downtown to compete in the last round, stepping into elevators one-on-one with judges, with the top three finalists taking home \$1,750 in scholarship prizes.

255

Enrollment in degree-specific departmental internship courses during the academic year.

407

Total number of companies engaged in college internship programs. Of these, 132 are new or previously dormant relationships.

97%

Percentage of students who interned during the fall semester who had jobs at graduation (94 percent of those who interned during the summer semester had job offers at graduation).

45

Number of students who participated in one of 18 ISDS Practice Center projects, opportunities for students and faculty to work on corporate-sponsored real-world experiential research projects.

A SAMPLING OF INTERNSHIP PARTNERS



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GOAL 2: RESEARCH

USF Strategic Goal 2: USF will generate new knowledge and solve problems through high-quality research and innovation to change lives, improve health and foster positive societal change.

RESEARCH GRANTS

- ▶ **Manish Agrawal**, PI – EAGER: Collaborative: An Investigation of Rumor-Panic Regarding the Zika Virus on Social Media. Sponsor: University of Texas, San Antonio via the National Science Foundation, Award: \$50,772. The research aims to extend rumor and anxiety theory to incorporate the rumor-resisting or rumor-prone characteristics of information on social media.
- ▶ **Donald Berndt**, PI – Intergovernmental Personnel Act (IPA) Agreement for Research at James A. Haley Veterans Hospital. Sponsor: James A. Haley Veteran's Hospital, Award: \$30,000. The PI continues his participation in a variety of projects for the VA Consortium for Healthcare Research (CHIR) and the research center of the Haley Veterans Hospital, primarily involving the development of text mining methods for use on the very large electronic medical record system.
- ▶ **Dipayan Biswas**, PI – Expanding the Impact of the Cornell Center for Behavioral Economics in Child Nutrition Programs. Sponsor: Cornell University via the U.S. Department of Agriculture, Award: \$16,812. The research examines factors influencing children's food choices at school cafeterias.
- ▶ **Daniel Bradley** – Fulbright Core Award to Portugal at the Instituto Superior de Ciências do Trabalho e da Empresa (ISCTE) Business School in the University Institute of Lisbon. His assignment will involve research during summer semester of 2018.
- ▶ **Clinton Daniel**, PI – ISDS Practice Center: Website Redesign, Award: \$51,000. This project involves the re-design of Leap Doctors' web site. ISDS Practice Center: Strategic App Solutions, \$11, 500. Students are developing a mobile app that manages data exchanges between privately owned legal practice firms and their clients.
- ▶ **Gert-Jan de Vreede**, PI – Managing Sustained Online Engagement to Solve Community Problems: An Exploration of Virtual Town Hall Meeting Systems. Sponsor: National Science Foundation, Award: \$105,140. The project seeks to: (1) Identify message-presentation formats that increase the conversion rate of online visitors into contributing participants. (2) Identify user-interface designs that facilitate goal-oriented human-computer interaction and sustain participant engagement over time. (3) Develop and field-test brainstorming techniques that leverage social-web interfaces to promote the collaborative ideation process.
- ▶ **Kaushik Dutta**, PI – ISDS Practice Center: Data Mining and Scripting. Sponsor: Verizon, Award: \$9,100. Using Java, ElasticSearch, etc. to develop a data mining approach for log data. Co-PI on a BRAG Grant with Theresa Beckie (School of Nursing) and Sriram Chellappan (College of Engineering). The project creates a home-based post cardiac attack rehabilitation program using Smartphone and wearable devices. The BRAG grant will award \$25,000 to an incubator launched out of USF Research to develop the application. Co-PI on a National Science Foundation I-Corps project titled, I-Corps: Graphics Processing Unit-Based Data Management System Software. Yicheng Tu (College of Engineering) is the PI and the award amount is \$50,000 from March 1, 2017 to August 31, 2017.
- ▶ **Diana Hechavarria**, PI – The Impact of Entrepreneurship Policy and Programming on New Venture Creation. Sponsor: Charles Koch Foundation, Award: \$45,000. The research examines the impact of government programs, government policy and government support upon the prevalence of new venturing activity among countries using econometric modeling.
- ▶ **Alan Hevner**, PI – David L. Parnas Fellowship. Sponsor: Lero – Irish Software Research Centre in Limerick, Ireland, Award: \$7,000. The Fellowship is intended to allow skillful software researchers and developers to visit Lero - the Irish Software Research Centre on a short-term basis.



Fellows are expected to visit at least two Lero sites during their stay. Fellows also are expected to collaborate closely with relevant industry partners. Fellows will deliver a Distinguished Lecture while at Lero and will discuss research topics with Lero students and staff.

- ▶ **Jerry Koehler** – Fulbright Core Award to teach and consult at the School of Business and Management of Technology of Belarus State University in Minsk, Belarus. His assignment was during spring semester of 2017.
- ▶ **K. Doreen MacAulay**, PI – The Hidden Inhibitors of Women in STEM Professions: A Narrative Approach. Sponsor: Women in Leadership and Philanthropy, Award: \$5,000. The project serves as an exploratory study to clarify what is inhibiting equality in STEM professions to prepare female students for successful careers in these areas.
- ▶ **Michael Mondello**, PI – Sport & Entertainment Analytics Conference (SEAC). Cycle 2 Conference Support Grant, Award: \$5,000. The funds supported the cost of the SEAC Conference. The objective of the SEAC Conference is to invite sport and entertainment industry leaders to share their best practices and business insights.
- ▶ **Balaji Padmanabhan**, PI – ISDS Practice Center Project: Predictive Models of Loan Decisions – Fall 2016. Sponsor: Grow Financial, Award: \$36,000. Exploring the use of data analytics and predictive modeling to streamline loan approvals. In this project, ISDS students will test whether historical data of the bank can be used to build predictive models. ISDS Practice Center: Social Media Analytics. Sponsor: Bank of America, Award: \$30,000. Project involves students analyzing social media data and interpreting meaningful patterns to relay to the sponsor.
- ▶ **Dahlia Robinson** and **Delroy Hunter** were awarded a \$10,000 grant from the Institute of Fraud Prevention (IFP) to conduct a study investigating the factors affecting the duration of fraud.
- ▶ **Eileen Rodriguez**, PI – The purpose of the Small Business Development Center is to provide small businesses with training and consulting. The center received the following three awards from the University of West Florida: (1) 2017 Florida Small Business Development, Award: \$984,776; (2) 2017 State Performance Funding, Award: \$689,511; (3) Procurement Technical Assistant, Award: \$57,469. The center also received funding from several agencies to provide business training and consulting to small businesses in the residing county: DeSoto County Board of County Commissioners, \$3,500; South Florida State College, \$19,180; Hardee County Economic Development Council, \$3,500; and Highlands County Economic Development Commission, \$11,000.
- ▶ **Shivendu Shivendu**, PI; **Matthew Mullarkey**, Co-Investigator; and **Clinton Daniel**, Co-Investigator – USF Muma Innovative Programming. Sponsor: CareerSource Tampa Bay via the U.S. Department of Labor, Award: \$205,723. The Innovative Programming Bootcamp, offered by the Information Systems and Decision Sciences department is designed to equip Tampa Bay citizens ages 17-24 with the necessary skills to develop mobile applications for business use.
- ▶ **James Stock** – Fulbright-Hanken Distinguished Chair in Business and Economics at the Hanken School of Economics in Helsinki, Finland. He taught and conducted research during fall semester of 2016.
- ▶ **Barbara Warner**, PI – ISDS Practice Center Project: Algorithm Development. Sponsor: Fintech, Award: \$15,000. Students are supervised by the PI and a Fintech representative to work as a collaborative team to develop algorithms.
- ▶ **Janelle Wells**, PI and **Michelle Harrolle**, Co-PI – Developing Better Athletes, Better People: The Case of the Positive Coaching Alliance. Sponsor: Positive Coaching Alliance, Award: \$25,576. Because many lessons can be learned from the sponsor's programming, the investigators are researching the following areas of interests: character development, student-athlete development, organizational culture, and program effectiveness.
- ▶ **He Zhang**, PI – ISDS Practice Center Project: Machine Learning for Glucose Prediction Using Raman Spectroscopy. Sponsor: Kaligia Biosciences, Award: \$15,000. The data gathered from the Raman Spectroscopy will be used to predict patients' glucose level.
- ▶ Muma College of Business Research Awards for 2017 included:
 - o **Dipayan Biswas**, **Daniel Bradley**, **Erwin Danneels** and **Delroy Hunter** received the Muma College of Business Summer Research Award.
 - o **Greg Smersh** received the Muma College of Business Instructor Research Award.
 - o **Annika Abel**, **Onkar Malgonde**, **Dong Liu** and **Onochie Fan-Osuala** received the Muma College of Business Doctoral Student Award.
 - o **Anol Bhattacharjee**, **Shivendu Shivendu**, **Gert-Jan de Vreede** and **Christos Pantzalis** received the Muma College of Business Center for Analytics & Creativity Faculty Summer Research Award.

PUBLISHED ARTICLES AND TEXTBOOKS

July 1, 2016 to June 30, 2017, alphabetized here by first author; Muma College of Business faculty names are in bold.

- ▶ Aabo, Tom, **Christos Pantzalis**, and **Jung Chul Park**. "Idiosyncratic Volatility: An Indicator of Noise Trading?" *Journal of Banking and Finance* 75 (2017): 136-151.
- ▶ Alsina, Angel, Edson Franco, **Alexia Athienitis**, Ahmad Nakshabandi, Chris Albers, N. Kemmer, Jason Shim, J. Allison, Reinaldo Claudio, Micah Johnston, and Michael Des Rosiers. "Role of Adjuvant Sorafenib in Preventing Recurrent Hepatocellular Carcinoma in High Risk Liver Transplantation." *JSM Clinical Oncology and Research* 4.1 (2016): 1049.
- ▶ Banerjee, S.B., **J.M. Jermier**, A.M. Peredo, R. Perey, and A. Reichel. "Degrowth Research and the Science of Organizations." Proposal for a Special Issue of *Organization Studies*, 2017.
- ▶ **Biswas, Dipayan**, Courtney Szocs, Roger Chacko, and Brian Wansink. "Shining Light on Atmospherics: How Ambient Light Influences Food Choices." *Journal of Marketing Research* (February 2017): 111-123.
- ▶ Boukef, N., P.W.L. Vlaar, M. H. Charki, and **A. Bhattacharjee**. "Understanding Online Reverse Auction Determinants of Use: A Multi-Stakeholder Case Study." *Systèmes d'Information et Management* 20.1 (2016).
- ▶ Boyer, Stefanie L., Michael Rodriguez, **Andrew B. Artis**, and Mariah E. Garcia. "Assessing Sales Training Effectiveness: Why Goal-setting Strategy Matters." *International Journal of Management and Human Resources* 4.1 (2016): 94-102.
- ▶ **Bradley, Daniel, Christos Pantzalis**, and Xiaojing Yuan. "Policy Risk, Corporate Political Strategies, and the Cost of Debt." *Journal of Corporate Finance* 40 (2016): 254-275.
- ▶ Chae, Sanders H., Sachin Diwadkar, Carlos Rojas, **Alexia Athienitis**, and Aarti Patel. "Echocardiography Fails to Detect Left Ventricular Noncompaction in a Cohort of Patients with Noncompaction on Cardiac Magnetic Resonance Imaging." *Clinical Cardiology* (2017). doi: 10.1002/clc.22669
- ▶ **Chari, K.**, and **M. Agrawal**. "Impact of incorrect and new requirements on waterfall software project outcomes," Empirical Software Engineering, Published online, April 2017.
- ▶ Croci, Ettore, **Christos Pantzalis, Jung Chul Park**, and Dimitris Petmezas. "The Role of Corporate Political Strategies in M&As." *Journal of Corporate Finance* 43 (2017): 260-287.
- ▶ **Danneels, Erwin**. "Survey Measures of First- and Second-order Competences." *Strategic Management Journal* 37.10 (2016): 2174-2188.
- ▶ **de Vreede, T.**, I. Boughzala, **G.J. de Vreede**, R. Reiter-Palmon. "The Team Creativity Model: An Exploratory Field Study." *Journal of the Midwest Association for Information Systems* 1 (2017): 19-34.
- ▶ **Fountain, M.**, and A. DeNoble. "Development of Interdisciplinary Entrepreneurship Curriculum for Business and Science Graduate Students." *Proceeding of the Annual 2016 USASBE National Meeting* (2016).
- ▶ Francis, B., **D. Hunter, D. Robinson**, M. Robinson, and X. Yuan. "Auditor changes and the cost of bank debt." May 2017. *The Accounting Review*, 92.3 (2017): 155-184
- ▶ Frid, Casey, David Wyman, William Gartner, and **Diana M. Hechavarría**. "Low-Wealth Entrepreneurs and Access to External Financing." *International Journal of Entrepreneurial Behavior & Research* 22.4 (2016): 531-555.
- ▶ **Gaynor, L.M.**, A.S. Kelton, M. Mercer, and T.L. Yohn. "Understanding the Relationship Between Financial Reporting Quality and Audit Quality." *Auditing: A Journal of Practice & Theory* 35.4 (2016): 1-22.
- ▶ **Gill, T. Grandon**. "Viva the Fundamental Revolution! Confessions of a Case Writer." *Constructivist Foundations* 11.3 (2016): 478-481.

- ▶ **Gill, T. Grandon**, and **Matt Mullarkey**. "Fitness, Extrinsic Complexity, and Informing Science." *Informing Science* 20 (2017): 37-61.
- ▶ Greiner, A., M. Kohlbeck, and **T. Smith**. "The Relationship Between Aggressive Real Earnings Management and Current and Future Audit Fees." *Auditing: A Journal of Practice & Theory* 36.1 (2017): 85-107.
- ▶ Gross, Christian, Roland Koenigsgruber, **Christos Pantzalis**, and Pietro Perotti. "The Financial Reporting Consequences of Proximity to Political Power." *Journal of Accounting and Public Policy* 35 (2016): 609-634.
- ▶ **Hechavarria, Diana M.**, Siri Trijesen, Amy Ingram, Rachida Justo, Maija Renko, and Amanda Elam. "Taking Care of Business: The Impact of Gender and Culture on the Blended Values Goals of Entrepreneurs." *Small Business Economics* (2016) doi:10.1007/s11187-016-9747-4
- ▶ Higgs, J., R. Pinsker, **T. Smith**, and G. Young. "The Relationship Between Board-Level Technology Committees and Reported Security Breaches." *Journal of Information Systems* 30.3 (2016): 79-98.
- ▶ Huberty, L., T. Kellison, and **M. Mondello**. "Fan Mobilization and the Minnesota Sport Stadium Campaign." *International Journal of Sport Communication* 9 (2016): 191-208.
- ▶ Hyman, H., **R. Will**, and W. Fridy. "How Does Exploration Impact IR Performance of Large Document Collections?" *International Journal of Information Science* 6 (2016).
- ▶ Hyman, H., **R. Will**, and W. Fridy. "Using Recall and Elimination Terms in Separate Runs for High Volume Document Sorting." *International Journal of Machine Learning and Computing* 6.2 (2016).
- ▶ **Jermier, J.M.**, and **J. Koehler**. "Effects of a Lean and Green Management Initiative on the Culture of the United States Air Force." U.S. Air Force Office of Scientific Research, 2017.
- ▶ Kadek, Selma, Irena Vida, Claude Obadia, and **R. E. Plank**. "Revisiting the Role of Emotional Intelligence in Salesperson Relational Behavior and Performance." *Journal of Business and Industrial Marketing* 31.7 (2016): 877-888.
- ▶ Kanatas, George, and **Jianping Qi**. "Outsourcing and Financing Decisions in Industry Equilibrium." *Review of Finance* 20.6 (October 2016), 2247-2271.
- ▶ **Karlins, M.**, and **R. Welker**. "At the Crossroads of Entitlement Avenue and Litigation Way: A New Challenge for 21st Century Management." *Journal of International Management Studies* 11.2 (2016).
- ▶ **Karlins, M.**, and **R. Welker**. "I Think, Therefore I Am; I Think I Am, Therefore I Am What I Think: What This Means for 21st Century Business." *Journal of International Management Studies* 12.1 (2017): 22-23.
- ▶ **Kelso, Richard S.** "The Impact of the Morrill Act on the Evolution of U.S. Liberal Arts Education." *Insights to a Changing World Journal: Critical Thinking Series* (2017).
- ▶ Kelton, A.S., and **Murthy, U.S.** (2016), "The Effects of Information Disaggregation and Financial Statement Interactivity on Judgments and Decisions of Nonprofessional Investors." *Journal of Information Systems*, 30(3): 99-118.
- ▶ Kessler, Stacey R., Ashley E. Nixon, and **Walter R. Nord**. "Examining Organic and Mechanistic Structures: Do We know as Much as We Thought?" *International Journal of Management Reviews*. Published online on July 17, 2016.



- ▶ Kohlbeck, M., **T. Smith**, and A. Valencia. "Auditors and Net Transfers of Level 3 Fair Valued Financial Instruments." *Advances in Accounting* 36 (2017): 27-39.
- ▶ Krey, Nina, Felipe Pantoga, Renaud Frazer, and **David J. Ortinau**. "The Bumpy Road to Academia: Difficulties, Challenges, and Concerns Doctorate Students Face in the USA and Beyond." *AMS 19th World Marketing Congress Proceedings* (2016).
- ▶ Kull, Alexander J., **Jeannette A. Mena**, and Daniel Korschun. "A Resource-Based View of Stakeholder Marketing." *Journal of Business Research* 69.12 (2016): 5553-5560. Kull is a PhD student.
- ▶ **Lafferty, Barbara A.**, Annika Lueth, and Ryan McCafferty. "An Evolutionary Process Model and Systematic Review of the Empirical Research on Cause-related Marketing." *Psychology & Marketing* 33.11 (2016): 951-970. Both Lueth and McCafferty are PhD students.
- ▶ Link, G., D. Siemon, **G.J. de Vreede**, and S. Robra-Bissantz. "Anchored Discussion: Development of a Tool for Creativity in Online Collaboration." *Journal of Universal Computing Science* 22.10 (2016): 1339-1359.
- ▶ **Murthy, U.S.** "Researching at the Intersection of Accounting and Information Technology: A Call to Action." *Journal of Information Systems* 30.2 (2016).
- ▶ **Ortinau, David J.**, Barry J. Babin, Stephanie Slater, John B. Ford, and Catherine Frethey-Bentham. "Cultural, Socialization, and Publishing: Journal Requirements and Issues that Reduce the Value of Empirical Insights." *AMS 19th World Marketing Congress Proceedings* (2016).
- ▶ **Ortinau, David J.**, Aviv Shoham, and Barry J. Babin. "The Difficulties and Issues that Create a Rejection Assessment in the Journal Review Process." *AMS 19th World Marketing Congress Proceedings* (2016).
- ▶ S. Prawesh, **M. Agrawal**, and **K. Chari**, "Effects of IT Backgrounds of Project Owners on the Organizational Impacts of IT Outsourcing Projects," *Information Systems Management*, Vol 33, Issue 3, 2016, 199-211.
- ▶ Rai, A., H. Burton-Jones, A. Chen, A. Gupta, **A. Hevner**, W. Ketter, J. Parsons, H.R. Rao, S. Sarkar, and Y. Yoo. "Diversity of Design Science Research." Editor's Comments, *Management Information Systems Quarterly* 41.1 (2017): iii-xviii.
- ▶ Riggs, J., S. Widmier, and **R. E. Plank**. "The Effect of Regulations on Selling Activities: A Taxonomy." *International Journal of Pharmaceutical and Health Care Marketing* 10.2 (2016): 161-191.
- ▶ **Stock, James**, Diane Edmondson, Jennifer Espinosa, Robert Riggle, and **Terry Sincich**. "RFID Technology: A Retrospective Look at Firm Adoption with a View Towards the Future." *International Journal of Value Chain Management* 7.4 (2016): 317-351. Espinosa is a PhD student.
- ▶ Swanson, David, Lakshmi Goel, Kristoffer Francisco, and **James R. Stock**. "Applying Theories from Other Disciplines: A Systematic Literature Review." *Transportation Journal* (2017).
- ▶ Tafti, A., R. Zotti, and **W. Jank**. "Real-time Diffusion of Information on Twitter and the Financial Markets." *PLOS One*, 9 Aug. 2016.
- ▶ **Wells, J. E.**, and N.A. Walker. "Organizational Change and Justice: The Impact of Transparent and Ethical Leaders." *Journal of Intercollegiate Sport* 9 (2016): 179-199.
- ▶ **Wells, J. E.**, and J. Welty Peachey. "Called to Serve: Exploring Servant Leadership in the Context of Sport-for-Development." *Journal of Sport for Development* 4.7 (2016): 1-13.
- ▶ **Wheeler, P.**, R. Dull and M. Hill. (Summer 2017). *Accounting Information Systems* (11th ed.). Cengage/Southwestern
- ▶ **Zhang, L.**, J. Zhang, and J. Tan. "Network Structure, Partner Features and Performance: Evidence from Venture Capital Syndicates." *Academy of Management Best Paper Proceedings*. 2017.

RESEARCH AWARDS

- ▶ **Donald Berndt**, associate professor with the Information Systems Decision Sciences Department, was selected to head to Washington to share his expertise with the U.S. Treasury Department's Office of Financial Research as part of a new externship program in which professors opt out of classes to work in the real corporate world.
- ▶ **Anol Bhattacharjee**, also a professor with the Information Systems Decision Sciences Department, and co-authors won the best paper award at the Hawaii International Conference on System Sciences with "The More the Merrier? The Effects of Community Feedback on Idea Quality and Innovation Contests."
- ▶ **Dan Bradley** was awarded a 2017-18 Fulbright U.S. Scholar grant, making him the fourth Muma College of Business professor to receive a Fulbright Core Award in the past two years.
- ▶ Instructor **Clinton Daniel** received the second place award in the Baylor Baugh Center for Entrepreneurship & Free Enterprise Student Case Writing competition at the North American Case Research Association's international competition.
- ▶ **G.J. de Vreede**, professor in the Information Systems Decision Sciences Department who teaches graduate project management courses, was recognized at the Hawaii International Conference on System Sciences as the second most productive HICSS author overall in the 50-year history of the conference, which is the longest running information technology-related conference in the world.
- ▶ **Kaushik Dutta** and **Balaji Padmanabhan**, both professors and researchers in data analytics in the Information Systems Decision Sciences Department, won top honors at the annual Workshop on Information Technology and Systems conference held in Dublin, Ireland. Dutta and a pair of co-authors penned the paper, "Temporal Feature Grouping Based Campaign Optimization in Real-Time Bidding Digital Advertising," which won the best paper at the conference, and Padmanabhan, along with three co-authors, won the best prototype award at the conference for their project, "Predicting the Winner of an NBA Game in Real-Time: A Data Snapshot Approach."
- ▶ **Lisa Gaynor** was named academic co-editor of the American Accounting Association's *Current Issues in Auditing*, which seeks to advance the dialogue between academics and practitioners on auditing issues. She was also named an editor with *Auditing: A Journal of Practice and Theory*. Additionally, she was selected to serve on the editorial board for *Contemporary Accounting Research*, which is one of the premier academic accounting journals.
- ▶ Sport MBA professor **Michelle Harrolle** was honored with the USF's Hispanic Pathways Award, recognizing, in particular, her scholarly inquiries into barriers and motivations for Latinos to sport participation, sport spectatorship and recreational behaviors.
- ▶ **Alan Hevner**, an Information Systems Decision Sciences Department professor who teaches graduate courses in software architecture and advanced information systems analysis and design, was selected as a Parnas Fellow at Lero, the Irish Software Research Centre at the University of Limerick.
- ▶ **Rob Hooker**, an assistant marketing professor, was accepted into the prestigious Fulbright Specialist Program in the area of supply chain management. The program promotes linkages between U.S. scholars and professionals and their counterparts at host institutions overseas.
- ▶ **Peter Kipp** and **Yibo "James" Zhang**, both PhD candidates in the Lynn Pippenger School of Accountancy, and Amanuel Tadesse, an assistant professor at the University of New Orleans and 2015 USF Muma College of Business graduate, won the Accounting Information Systems Section's 2017 Mid-Year Meeting Best Research Paper Award for their paper, "The Impact of Social Media Message Features on Investors' Perception of Firm Value: The Mediating Effect of Social Media Interactions."
- ▶ **K. Doreen MacAulay**, an instructor in the Information Systems Decision Sciences Department, received the USF's Women in Leadership and Philanthropy Instructor Faculty Research Award, recognizing her work on women in STEM professions.

GOAL 3: ECONOMIC IMPACT

USF Strategic Goal 3: USF will provide a first-class higher education institution that drives the economic engine of Tampa Bay.

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.

- ▶ Business leaders are welcome and often visit the USF Muma College of Business. A Management Speaker Series brought in executives in management and human resources to speak to students at the undergraduate level. For graduate students, corporate executives participate in the Executive MBA Distinguished Speaker Series and in numerous courses, guest speakers help bring to life the lessons taught using knowledge about how concepts are implemented. And the Conversations with a CEO series brought top-level leaders from nationally respected Fortune 500 companies in to speak to alumni and targeted groups of graduate students. *Logos of some of our most frequent partners are pictured on the adjacent page (this is not an exhaustive list).*
- ▶ More than 200 students, faculty and Muma College of Business supporters attended the third annual Sport & Entertainment Analytics Conference this spring. The speakers came from around the nation and included some of the top names in data collection and analytics, such as keynote speaker Jessica Gelman, CEO of Kraft Analytics Group. Other speakers included Chris Camke, senior director of business strategy and analytics with the NHL's Tampa Bay Lightning; Akshay Khanna, vice president of strategy with the NBA's Philadelphia 76ers; and Kevin Kelley, a high school football coach whose use of data analytics has changed prep football strategy in Arkansas.
- ▶ The Sport & Entertainment Management program also brought in Tod Leiweke, COO of the National Football League, and Don Garber, commissioner of Major League Soccer, for an evening of insight into the world of big league sports.
- ▶ Students from several Florida universities and colleges converged on the Muma College of Business this year to compete in the Florida Intercollegiate Case Competition, in which students are presented an issue that is causing trouble at a business. They have less than 24 hours to examine the issue and come up with a solution. This March, the competition celebrated its 15th year and featured the current problem of "fake news" that was damaging a job-matching corporation in New York.
- ▶ Hundreds of accountants and accounting industry leaders attended USF's Accounting Circle Conference. Accounting professionals are provided the opportunity to keep up-to-date on industry trends and receive continuing professional education credits, a requirement for the Certified Public Accountant designation. The conference also raises funds for scholarships and special programs for faculty, staff and students in the USF Lynn Pippenger School of Accountancy.
- ▶ Fintech sponsored the annual Fintech Business Plan Competition that offers students campus-wide a chance to launch businesses with \$15,000 in venture capital. Judges for the competition included regional business executives, as well as USF leaders. Similarly, the Florida Blue Healthcare Innovation Pitch Competition and the Daveler Pitch Competition gave students from a variety of majors an opportunity to seek start-up funding for their entrepreneurial projects.
- ▶ The Florida Small Business Development Center at USF consists of certified business consultants who help existing and emerging businesses in the Tampa Bay region to grow and succeed. The center offers strategic market research, business and strategic planning, market and revenue growth strategy, capital access and loan packaging, financial analysis, accounting and financial literacy, feasibility analysis, international trade and government contracting. In 2016, the center provided 16,124 hours of consulting to 1,636 entrepreneurs and assisted in securing \$2.8 million in capital formation and \$23.3 million in government contracts for local businesses.
- ▶ The Center for Supply Chain Management and Sustainability works with corporations that represent the best practices in the supply chain industry. Some of the partners include CareerSource Tampa Bay, CSX, Disney, Masonite, Stellar Partners, Tech Data, Total Quality Logistics, Mosaic, Honeywell, Bloomin' Brands and Port Tampa Bay. The center's faculty includes five supply chain experts who are widely considered leading researchers in the field.
- ▶ The college was host to the inaugural Florida Business Analytics Forum, which more than 250 executives attended to listen to thought leaders in the data analytics industry. Ron Kohavi, general manager for Microsoft's Analysis and Experimentation Team, was the keynote

speaker along with several others who took the stage to talk about how big data can move bottom lines of businesses big and small. Sponsored by the SunTrust Foundation, the forum is expected to become an annual event.

- ▶ Two professors have taken time off to work in the real business world as part of a new externship program launched this year. It was a chance for the academics to apply their research to actual business scenarios and bring back to class for the benefit of their students, relevant, fresh material. During the fall semester, Michael Mondello spent time working in the front office of the Tampa Bay Rays and Don Berndt headed to Washington, D.C., in April to share his research with the U.S. Treasury Department's Office of Financial Research.
- ▶ The college was host to four case competitions since July 2016. In the fall, an undergraduate competition involving Freedman Office Furniture and Supplies took place, along with a graduate case competition that examined the Tampa Riverwalk. In the spring, we hosted two events, the Florida Intercollegiate Case Competition for graduate students with JobDiva.com and the undergraduate competition with Phase Three Star. A total of 54 USF students participated in those competitions.
- ▶ The sea on which global commerce sails is no longer calm. Political divisions and economic differences are churning up those waters and the course set by international companies and traders is now beset by hurricanes and typhoons. That's why we were pleased to host the International Business Symposium 2017: Charting a Winning Course in the Uncertain Waters of Global Commerce in April. The topic proved timely, as just hours earlier, President Donald Trump tweeted that he was considering abandoning plans to scrap NAFTA, opting rather to renegotiate it.



GOAL 4: SOUND MANAGEMENT

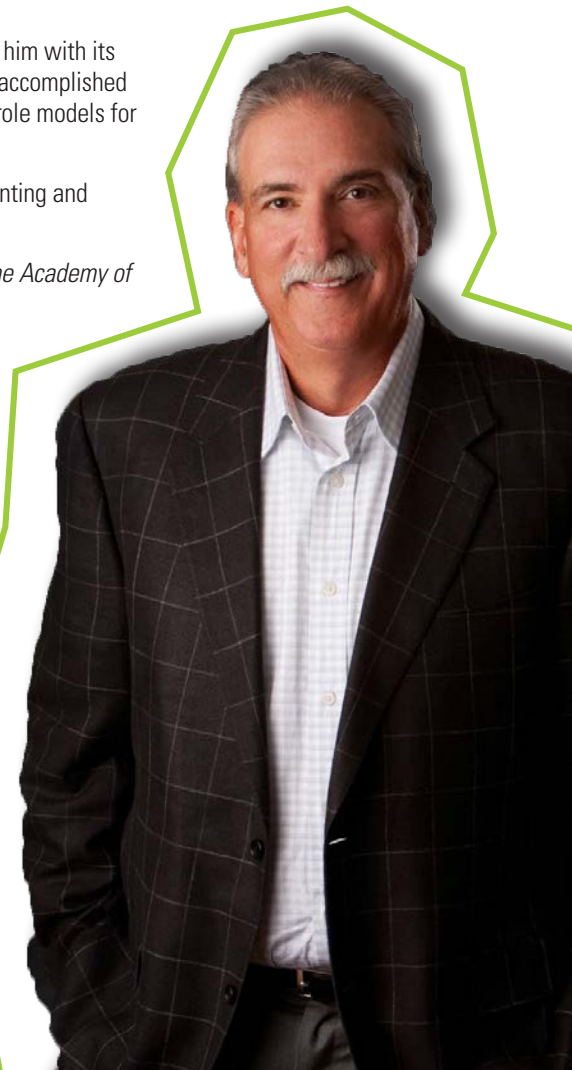
USF Strategic Goal 4: USF will ensure sound financial management to establish a strong and sustainable economic base in support of USF's continued academic advancements.

- ▶ Two executive education programs have been conducted with Jabil and more are in process.
- ▶ Twenty practice center projects have been conducted this year, bringing in additional revenue to support faculty as they help small groups of students with these special learning opportunities. The revenue also supports students as they receive scholarships or stipends as they work on these projects alongside faculty.
- ▶ The third cohort for the Doctorate of Business Administration enrolled in January with 27 students. As a result, we currently have all three cohorts on campus, and will graduate the first cohort of 22 students in December.
- ▶ A new shared services model that centralized five administrative functions was successfully implemented in July of 2016. The five centralized services provided by the USF Muma College of Business Financial Management include human resources, purchasing, P-cards, travel, and USF Foundation check requests. An improvement team comprised of faculty and staff meet on a regular basis to help evaluate the success of the transition and make recommendations for continuous improvement in terms of efficiency, effectiveness and staff morale. As the end of the year approaches, the customer service satisfaction survey is being distributed to determine first year performance and areas for growth.
- ▶ By centralizing these activities and creating subject matter experts, we have been able to automate processes and track productivity. Offer letters and appointment status forms are created with a click of a button in our transactional database.

A STRONG WORKPLACE CULTURE

We will reach our potential only if 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.

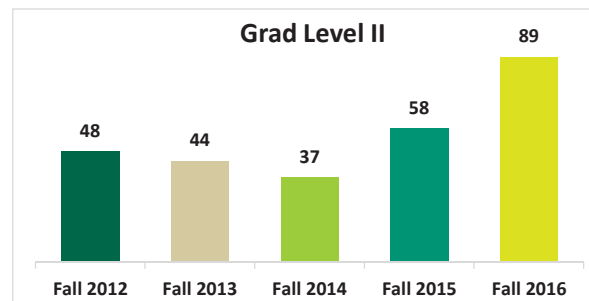
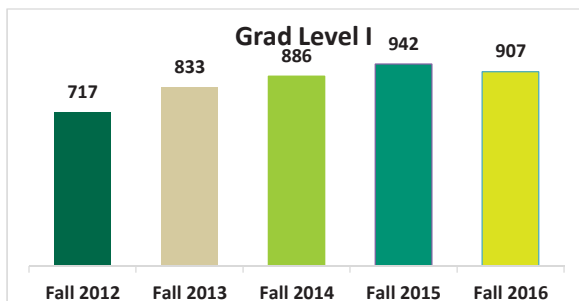
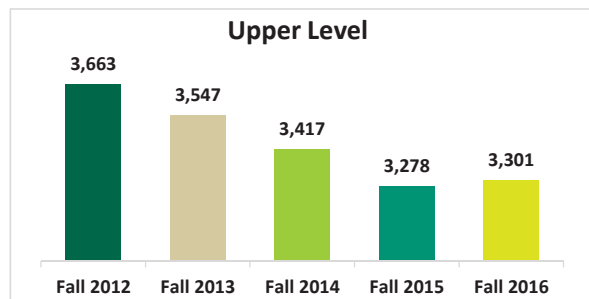
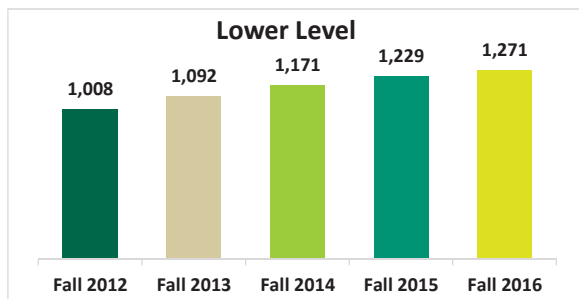
- ▶ **Jennifer Cainas**, an accounting professor with the Lynn Pippenger School of Accountancy, was awarded the USF Muma College of Business Outstanding Teaching Award. Cainas is the Warren Averett Faculty Teaching Fellow.
- ▶ **Kaushal Chari**, associate dean for research and professional programs and a professor of Information Systems and Decision Sciences, received the Community Champion for Entrepreneurship Award at TIECON Florida 2016.
- ▶ **Stacey Dadd**, marketing and communications officer with the Florida Small Business Development Center at USF, runs the organization's blog, which was ranked among the Top 100 Small Business Blogs in the nation by Feedspot. The blog was ranked No. 84.
- ▶ **Katie Davis** was awarded the Accounting Circle Teaching Fellowship, recognizing her for excellence in teaching and her continuing productive engagement with the Accounting Circle.
- ▶ **Lisa Gaynor** was selected as a recipient of the 2017 Distinguished Service to *Auditing: A Journal of Practice and Theory* award given for outstanding reviewing. Gaynor was awarded for standing out for her critical thinking and always giving constructive suggestions to authors. Gaynor was named Outstanding Service as Co-Director, 2016 Annual Meeting Program Committee from the American Accounting Association.
- ▶ **Melony Herron** and **Sarah Moyer** were both honored as recipients of USF's Quiet Quality Award. Herron works in the Dean's Office; Moyer is with the Lynn Pippenger School of Accountancy.
- ▶ **Moez Limayem** was honored by Junior Achievement of Tampa Bay as the non-profit presented him with its National Bronze Leadership Award. It is given annually to "forward thinking entrepreneurs and accomplished community leaders for their contributions to the region's economic development and service as role models for ethical conduct among youth and business peers."
- ▶ **Heather Lively** was awarded the CBIZ MHM Teaching Fellowship. She teaches financial accounting and auditing courses.
- ▶ **Dave Ortinau** was recognized as one of the top 5 percent of 157 reviewers for the *Journal of the Academy of Marketing Science*.
- ▶ **Jung Chul Park** was named a Global Faculty Fellow for the spring semester by the university's Global Citizens Project.
- ▶ **Tom Smith** received the Advisory Council Outstanding Teaching Award from Beta Alpha Psi. He is an assistant professor in the Lynn Pippenger School of Accountancy.
- ▶ **Bill Sutton** was honored and roasted at his alma mater, Robert Morris University. A portion of each ticket sold for the event went toward the Outstanding Sport Management Student Scholarship, which was renamed the Dr. Bill Sutton Scholarship.
- ▶ **Kerry Walsh** was named Educator of the Year, presented by the American Marketing Association Tampa Bay. USF's AMA chapter was, once again, named to the Top 25 student chapter roster (out of more than 300 chapters) in the nation. Two students, Gabe Patil and Clayton Werner, finished third out of 98 competing teams in the organization's national marketing strategy competition.
- ▶ **Janelle Wells**, visiting assistant professor with the Sport & Entertainment Management program, was named volunteer of the year at the New Tampa YMCA. Wells teaches global environment of sport, sport and social issues and social media in sport.
- ▶ **Janelle Wells** and **Michael Fountain** were recognized by USF World for their work in educating global citizens and extending USF's global footprint.



COLLEGE METRICS

Headcount by Level							
Student Level		Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	% 1-Year Change (Fall 2015 - Fall 2016)
Undergraduate	Lower Level	1,008	1,092	1,171	1,229	1,271	3%
	Upper Level	3,663	3,547	3,417	3,278	3,301	1%
Graduate	Grad Level I	717	833	886	942	907	-4%
	Grad Level II	48	44	37	58	89	53%
Total	Total Undergraduate	4,671	4,639	4,588	4,507	4,572	1%
	% Undergraduate	86%	84%	83%	82%	82%	-
	Total Graduate	765	877	923	1,000	996	0%
	% Graduate	14%	16%	17%	18%	18%	-
Overall		5,436	5,516	5,511	5,507	5,568	1.1%

Source: ODS Internal USF Student Information System, Final Benchmark



Headcount by Residency							
Residency Status		Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	% 1-Year Change (Fall 2015 - Fall 2016)
Undergraduate	In-State	4,304	4,153	4,028	3,865	3,860	0%
	Out-State	367	486	560	642	712	11%
Graduate	In-State	547	545	534	532	510	-4%
	Out-State	218	332	389	468	486	4%
Total	In-State	4,851	4,698	4,562	4,397	4,370	-1%
	% In-State	89%	85%	83%	80%	78%	-
	Out-of-State	585	818	949	1,110	1,198	8%
	% Out-of-State	11%	15%	17%	20%	22%	-
Overall		5,436	5,516	5,511	5,507	5,568	1.1%

Source: ODS Internal USF Student Information System, Final Benchmark

Headcount International							
International Status		Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	% 1-Year Change (Fall 2015 - Fall 2016)
Undergraduate	International	219	321	407	458	516	13%
	Non-International	4,452	4,318	4,181	4,049	4,056	0%
Graduate	International	207	312	357	430	452	5%
	Non-International	558	565	566	570	544	-5%
Total	International	426	633	764	888	968	9%
	% International	8%	11%	14%	16%	17%	-
	Non-International	5,010	4,883	4,747	4,619	4,600	0%
	% Non-International	92%	89%	86%	84%	83%	-
Overall		5,436	5,516	5,511	5,507	5,568	1.1%

Source: ODS Internal USF Student Information System, Final Benchmark

Education Abroad

Headcount by Level			
Student Level	2014-2015	2015-2016	2016-2017*
Undergraduate	144	191	192
Graduate	14	18	30
Total	158	209	222

Source: USF World

*2016-2017 data is Preliminary

Enrollment by Level by Academic Year (SCH)					
Student Level		2014-2015	2015-2016	2016-2017*	% 1-Year Change (2014/15-2015/16)
Undergraduate	Lower Level	13,545	13,400	13,279	-1.1%
	Upper Level	60,202	62,075	63,058	3.1%
Graduate	Grad Level I	18,045	19,988	19,788	10.8%
	Grad Level II	705	654	602	-7.2%
Total	Undergraduate	73,747	75,475	76,337	2.3%
	% Undergraduate	79.7%	78.5%	78.9%	-
	Graduate	18,750	20,642	20,390	10.1%
	% Graduate	20.3%	21.5%	21.1%	-
Overall		92,497	96,117	96,727	3.9%

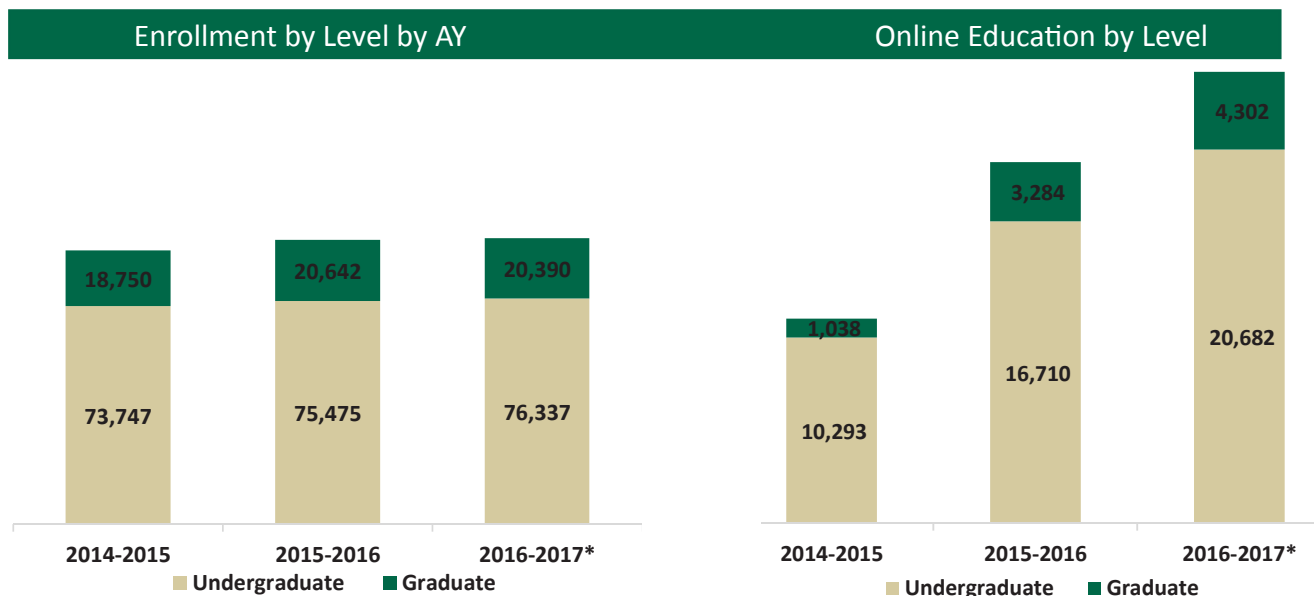
*All terms are Final Benchmark except Spring 2017, Spring 2017 is Preliminary

Source: ODS Internal USF Student Information System

Online Education by Level (SCH)								
Student Level		2014-2015	% Total SCH	2015-2016	% Total SCH	2016-2017*	% Total SCH	% 1-Year Change (2014/15-2015/16)
Undergraduate	Lower Level	3,066	22.6%	3,186	23.8%	3,132	23.6%	3.8%
	Upper Level	7,227	12.0%	13,524	21.8%	17,550	27.8%	46.6%
Graduate	Grad Level I	1,038	5.8%	3,272	16.4%	4,296	21.7%	68.3%
	Grad Level II	-	0.0%	12	1.8%	6	1.0%	100.0%
Total	Undergraduate	10,293	13.9%	16,710	22.1%	20,682	27.1%	38.4%
	% Undergraduate	91%	-	84%	-	83%	0%	-
	Graduate	1,038	5.8%	3,284	15.9%	4,302	21.1%	68.4%
	% Graduate	9%	-	16%	-	17%	0%	-
Overall		11,331	12.3%	19,994	20.8%	24,984	25.8%	25.0%

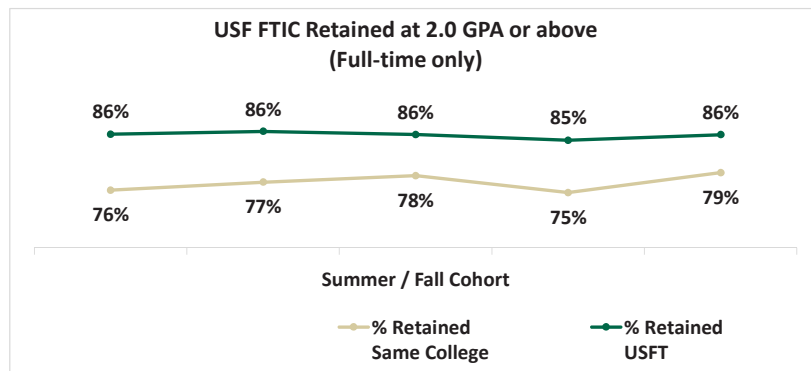
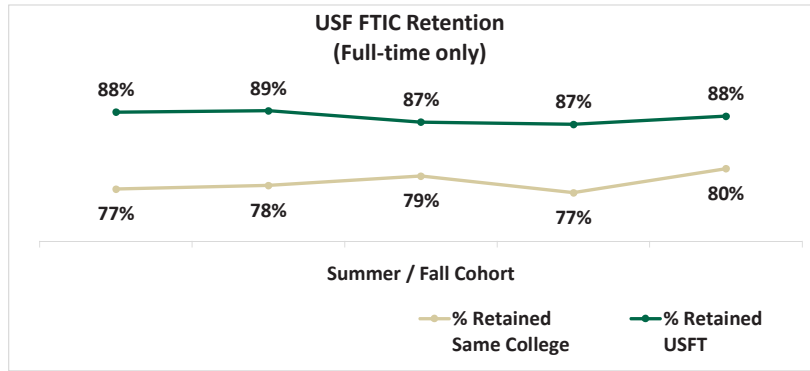
*All terms are Final Benchmark except Spring 2017, Spring 2017 is Preliminary

Source: ODS Internal USF Student Information System, Final Benchmark



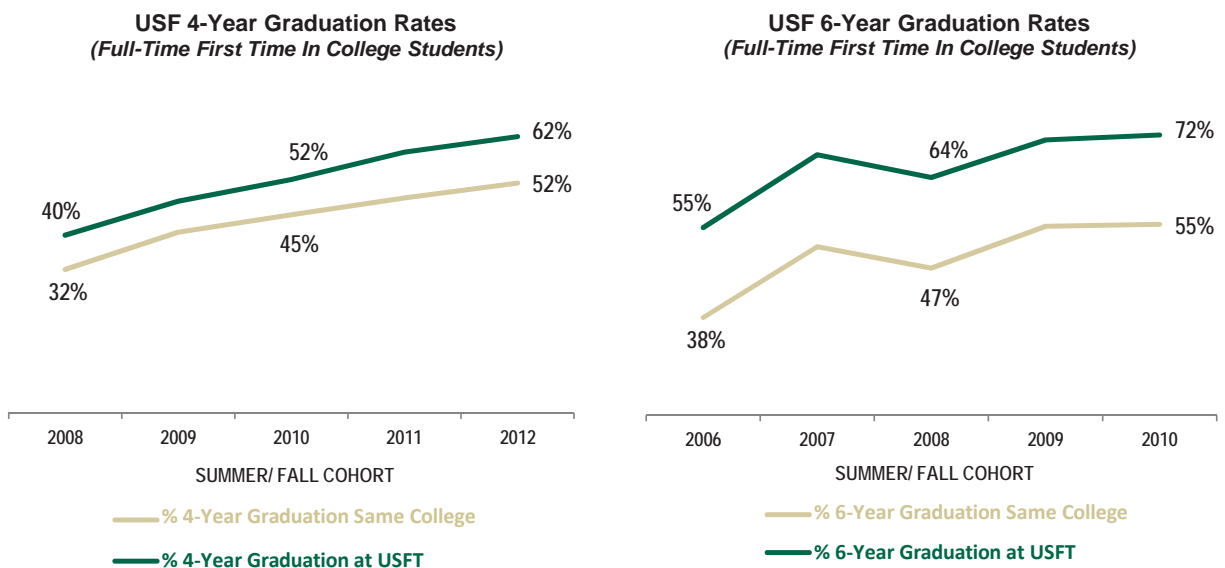
Second Year Retention Rate (Full-Time First Time In College Students)						
Summer / Fall Cohort	Base Cohort	Retained Type	Retained Same College	% Retained Same College	Retained USFT	% Retained USFT
2011	381	Retained	295	77%	337	88%
		Retained 2.0 GPA or above	288	76%	327	86%
2012	440	Retained	343	78%	390	89%
		Retained 2.0 GPA or above	339	77%	380	86%
2013	478	Retained	379	79%	416	87%
		Retained 2.0 GPA or above	374	78%	410	86%
2014	511	Retained	393	77%	443	87%
		Retained 2.0 GPA or above	384	75%	433	85%
2015	519	Retained	417	80%	456	88%
		Retained 2.0 GPA or above	409	79%	445	86%
% 1 Year Change	2%	Retained	6%	3.4%	3%	1.2%
		Retained 2.0 GPA or above	7%	3.7%	3%	1.0%

Source: ODS Internal USF Student Information System, Preliminary Benchmark



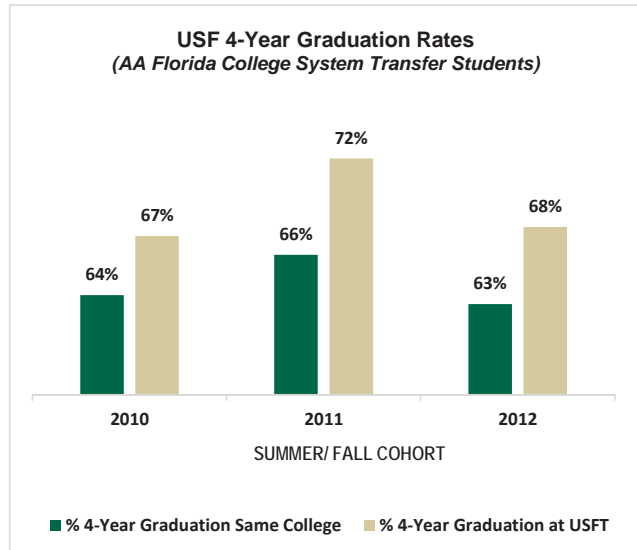
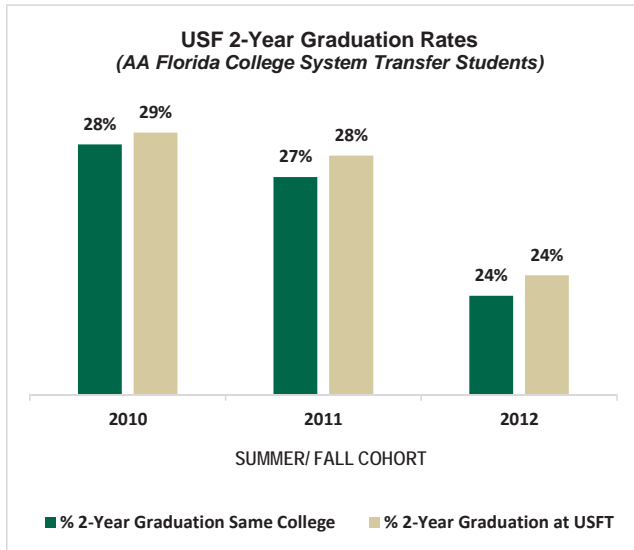
FTIC 4-year and 6-year graduation rates						
Summer / Fall Cohort	Student Type Full-time (FT) / Part-time (PT)	Base Cohort	% 4-Year Graduation Same College	% 6-Year Graduation Same College	% 4-Year Graduation at USFT	% 6-Year Graduation at USFT
2006	FT/PT	585	24%	37%	30%	54%
	FT	554	24%	38%	31%	55%
2007	FT/PT	569	33%	49%	41%	67%
	FT	536	34%	51%	42%	68%
2008	FT/PT	581	31%	46%	39%	64%
	FT	549	32%	47%	40%	64%
2009	FT/PT	430	41%	55%	48%	71%
	FT	419	41%	55%	47%	71%
2010	FT/PT	505	44%	54%	52%	71%
	FT	492	45%	55%	52%	72%
2011	FT/PT	386	48%	N/A	58%	N/A
	FT	381	48%		59%	
2012	FT/PT	440	52%		62%	
	FT	440	52%		62%	
% Change 4-Year and 6-Year Graduation Cohorts						
% 1-Year Change (2009 - 2010)	FT/PT	17%	3%	-1%	4%	0%
	FT	17%	4%	0%	5%	1%
% 5-Year Change (2006 - 2010)	FT/PT	-14%	20%	17%	22%	17%
	FT	-11%	20%	17%	22%	17%

Source: ODS Internal USF Student Information System, Preliminary Benchmark



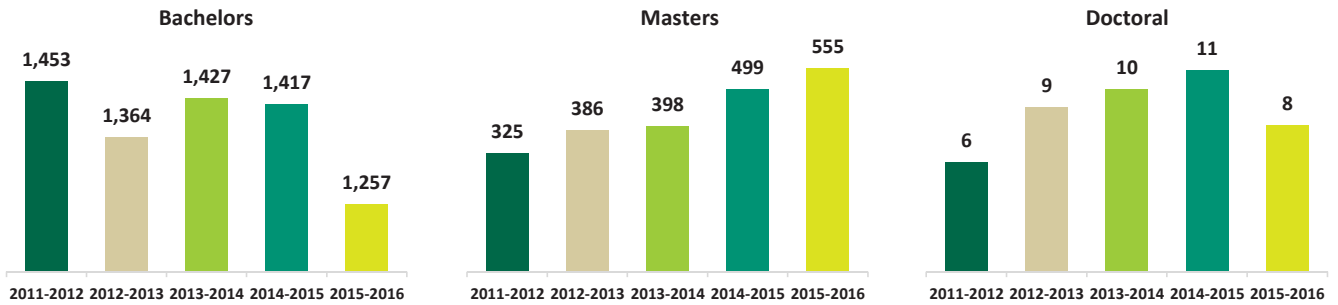
Transfer 2-year and 4-year graduation rates						
Summer / Fall Cohort	Student Type	Base Cohort	% 2-Year Graduation Same College	% 4-Year Graduation Same College	% 2-Year Graduation at USFT	% 4-Year Graduation at USFT
2010	Total	621	26%	62%	27%	65%
	AA Florida College System	290	28%	64%	29%	67%
	Others	331	24%	60%	26%	64%
2011	Total	696	24%	62%	25%	67%
	AA Florida College System	322	27%	66%	28%	72%
	Others	374	22%	58%	22%	63%
2012	Total	760	22%	59%	23%	64%
	AA Florida College System	335	24%	63%	24%	68%
	Others	425	21%	56%	21%	60%
2013	Total	747	29%	N/A	30%	N/A
	AA Florida College System	336	34%		35%	
	Others	411	26%		26%	
2014	Total	707	31%		31%	
	AA Florida College System	336	36%		37%	
	Others	371	26%	27%		
% Change 4-Year Graduation Cohorts						
% 1-Year Change (2010 - 2011)	AA Florida College System	4%	-3%	-3%	-3%	-4%
	Others	14%	-1%	-2%	-1%	-3%
% 1-Year Change (2010 - 2012)	AA Florida College System	16%	-4%	-1%	-4%	1%
	Others	28%	-4%	-4%	-5%	-4%

Source: ODS Internal USF Student Information System, Preliminary Benchmark



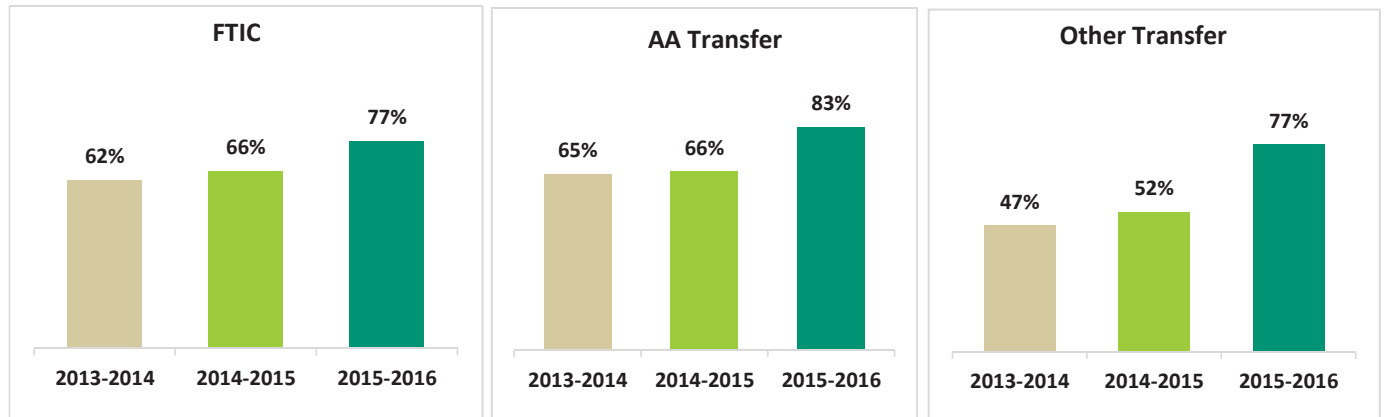
Degrees Awarded Trends by Level						
Degree Level	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	% 1-Year Change (2014/15 - 2015/16)
Bachelors	1,453	1,364	1,427	1,417	1,257	-11%
Masters	325	386	398	499	555	11%
Doctoral	6	9	10	11	8	-27%
Total	1,784	1,759	1,835	1,927	1,820	-6%

Source: ODS Internal USF Student Information System, Final Benchmark



Percent Undergraduates without Excess Hours by Student Type				
Student Type	2013-2014	2014-2015	2015-2016	% 1-Year Change (2014/15-2015/16)
FTIC	62%	66%	77%	11%
AA Transfer	65%	66%	83%	17%
Other Transfer	47%	52%	77%	25%
Total	59%	62%	79%	17%

Source: USF Hours to Degree, BOG submission



Proposals Submitted & Sponsored Awards Proposals

Submitted & Sponsored Awards (in Dollars)				
Fiscal Year	Requested Amount	Requested Amount % Change	Awards	Awards % Change
2012	\$2,827,986	3%	\$2,913,680	4%
2013	\$4,351,500	54%	\$2,785,864	-4%
2014	\$3,324,338	-24%	\$4,851,776	74%
2015	\$2,594,200	-22%	\$3,267,880	-33%
2016	\$7,297,484	181%	\$3,600,455	10%
2017*	\$7,441,584	-	\$2,060,196	-
5-Year Average (2012-2016)	\$4,079,102	39%	\$3,483,931	10%

Source: Research & Innovation

*FY2017 data through 8 months

Research Expenditures: Total and Federal

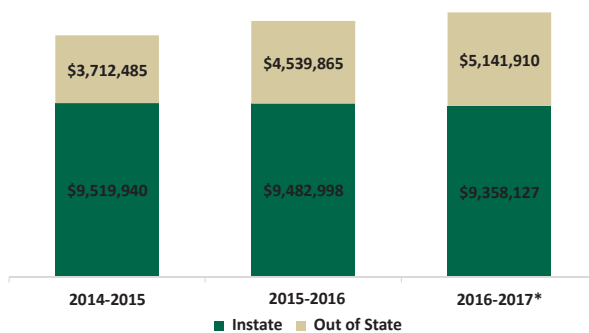
Sponsored Research Expenditures: Total and Federal				
Fiscal Year	Federal Expenditures	Federal Flow Through Expenditures	Non-Federal Expenditures	Total Sponsored Research Expenditures
2012	\$204,843	\$1,443,562	\$62,827	\$1,711,231
2013	\$291,059	\$1,529,014	\$106,626	\$1,926,698
2014	\$852,609	\$1,365,108	\$702,160	\$2,919,878
2015	\$538,690	\$1,399,727	\$697,352	\$2,635,769
2016	\$266,708	\$1,251,663	\$1,170,613	\$2,688,984
2017*	\$131,970	\$961,317	\$517,975	\$1,611,263
5-Year Average (2012-2016)	\$430,782	\$1,397,815	\$547,916	\$2,376,512

Source: Research & Innovation

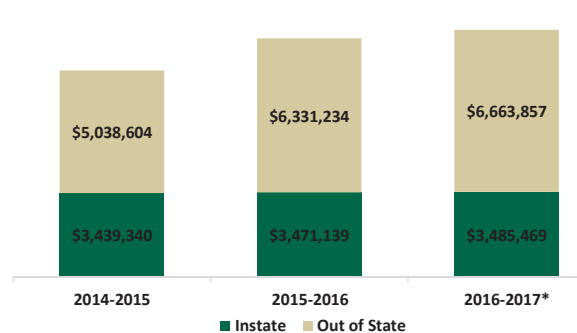
*FY2017 data through 8 months

Tuition

Undergraduate Net Tuition



Graduate Net Tuition



Source: Resource Management & Analysis

*2016-2017 data is as of 30th March, 2017

Fall Employee Headcount

Instructional Personnel						
Employee Type		Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Academic Rank *	Professor	19	20	19	25	25
	Associate Professor	25	26	24	24	21
	Assistant Professor	11	10	14	15	15
	Instructor	19	27	28	31	33
	Lecturer	-	-	-	-	-
	Total	74	83	85	95	94
No Academic Rank	Faculty	-	-	-	-	-
	Adjunct	15	17	10	11	15
	Graduate Assistants	62	61	47	67	73
	Total	77	78	57	78	88
Total Instructional		151	161	142	173	182

Research Personnel						
Employee Type		Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Academic Rank *	Professor	-	-	-	-	-
	Associate Professor	-	-	-	-	-
	Assistant Professor	-	-	-	-	-
	Instructor	-	-	-	-	-
	Lecturer	-	-	-	-	-
	Total	-	-	-	-	-
No Academic Rank	Faculty	-	-	-	-	-
	Graduate Assistants	19	14	14	15	17
	Total	19	14	14	15	17
Total Research		19	14	14	15	17

Other Personnel						
Employee Type		Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Administrators and Staff	A & P	30	37	48	54	51
	USPS	31	30	28	26	28
	OPS	12	8	7	7	9
	Adjunct	-	-	-	-	-
	Faculty	8	9	9	7	7
	Postdoc	-	-	-	-	-
	Total Non-Student	81	84	92	94	95
Student Employees	Graduate Assistants	15	19	10	17	39
	Student Assistants	44	39	32	47	60
	Total Student	59	58	42	64	99
Total Other		140	142	134	158	194

Total Headcount	310	317	290	346	393
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* These categories conform with the Integrated Postsecondary Educational Data System's definition of Academic Rank.
Source: ODS Internal USF Human Resources System, Final Benchmark



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MUMA COLLEGE OF BUSINESS

