Annual Report for 2005-2006

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Dean and Sewell Chair of Private Enterprise
Introduction

The 2005-2006 academic year was a banner year for the Richards College of Business. A number of strategic initiatives were undertaken, and continued progress was made toward each of our five strategic goals. This Annual Report provides an overview of major accomplishments during the year and concludes with an outline of important issues for the upcoming year. The Appendix provides an overview of how RCOB initiatives align with the University of West Georgia’s Core (“Bread and Butter”) Goals.

Strategic Initiatives

Leadership and Administrative Team Development

On July 1, 2005, Dr. Tom Gainey became Chair of the Department of Management and Dr. Salil Talpade became Chair of the Department of Marketing and Real Estate. These appointments replaced positions filled in an interim or part-time basis for the previous two years. On October 1, Dr. Jon Anderson was named Associate Dean of the RCOB; this full-time position replaced a half-time position and added much needed administrative strength to the leadership team. The timing of this appointment facilitated a restructuring of responsibilities prior to the retirement of Mr. John Wells, long-time Assistant Dean of the RCOB. Division of duties of the assistant and associate deans can be found at http://www.westga.edu/~busn/new_faculty_info.pdf. At Mr. Wells’ retirement in April 2006, Mrs. Diane Williamson became Assistant Dean and Director of Information Technology.

A number of support staff positions were added as well. Combining the assistant dean and IT director positions freed enough funds to hire a second IT support staff to work with faculty and students. Filling this position and replacing a former IT staff were Mr. Trey Cail and Mr. Nolan Peterson, both hired in Summer 2006. Funds were received from the President’s strategic initiative to hire a second pre-major advisor. Ms. Christy Rabern was hired in October 2005. This is particularly notable since the RCOB hired its first pre-major advisor only in February 2005.

A retreat was held in August 2005 for all members of the DAC (Dean’s Advisory Council). A consultant from Atlanta facilitated the day-long team building exercises, and the activities were instrumental in developing more coordinated effort among DAC members. Each DAC member included at least one professional development activity in his/her annual plan, funded by the Dean’s office.

Faculty Issues

The RCOB has been fortunate in recruiting highly qualified individuals who fit well with the existing culture and show tremendous potential for the future. A number of faculty lines were filled in FY06:

- One tenure-track faculty in accounting (Dr. Christine Haynes)
- One lecturer in accounting (Mrs. Denise Colquitt)
- Two tenure-track faculty in economics (Dr. James Murphy and Dr. Joey Smith)
• One tenure-track faculty in management (Dr. Erich Bergiel)
• One tenure-track faculty in management information systems (Dr. Joan Deng)
• One tenure-track faculty in marketing (Mr. Brian Rutherford)

Revision of the RCOB Faculty Handbook continued into Fall 2005, with a unanimous vote for acceptance at the December faculty/staff meeting. Changes to the Handbook include definitions of Academic and Professional Qualification and an update of resources available for faculty development. The Handbook is available at http://www.westga.edu/~busn/faculty_handbook.pdf.

A key initiative Fall 2005 was restructuring faculty committees within the RCOB to reduce the number of committee assignments and to better facilitate program development. A series of ad hoc committees formed two years previously for assessing progress toward AACSB were integrated into the new committee structure, with program development centered in three primary RCOB committees: Strategic Planning, Undergraduate Programs, and Graduate Programs Committees.

Funding for faculty research and development was increased this year. The first grant from the Stone Endowment for Entrepreneurial Studies was offered Fall 2005, and a competition for the first RCOB Research Scholar was held Spring 2006 and will be named at the Fall Faculty/Staff meeting. Chairs of newly formed committees and several faculty members interested in specific topics attended AACSB conferences and seminars throughout the year, funded by the Dean’s office.

Increased Visibility and Improved Communications

A primary goal for 2005-06 was increased visibility of the RCOB and its faculty and programs. This was facilitated by excellent visibility at the University level. The University of West Georgia was named by The Princeton Review as one of the Best Southeastern Colleges and one of America’s Best Value Colleges. UWG again ranked fourth in the University System of Georgia for study abroad programs, thanks in part to the RCOB’s two unique programs. The RCOB remains the metro-Atlanta’s fourth largest business school. The RCOB chapter of Beta Gamma Sigma was recognized by the prestigious national business honor society as a Premier Chapter for the second consecutive year. The RCOB was included in the latest edition of Princeton’s Best Business Schools publication. Each of these accomplishments was highlighted in area news publications.

The RCOB worked with the University Office of Communications & Marketing to develop and fund advertisements in several Atlanta publications. One ad appeared in GeorgiaTrend Magazine, two in the Atlanta Business Chronicle, and one in GeorgiaTrend Small Business Guide. In addition, the University OCM paid for two ads with a business or partial business focus, two in GeorgiaTrend and one in Gwinnett Magazine. New brochures for the RCOB were developed and should be ready for distribution Fall 2006. Web sites for the four departments were revised, based on feedback received during development of the RCOB site the previous year. Links to department web sites are available at http://www.westga.edu/~busn/index.htm.
Program Assessment and Development

Assurance of Learning processes for all degrees offered in the RCOB were completed this year (http://www.westga.edu/~busn/AACSB/bba_aol.html, http://www.westga.edu/~busn/AACSB/mba_aol.html, and http://www.westga.edu/~busn/AACSB/mpacc_aol.html). The process resulted in several changes being implemented and others recommended. The newly formed Strategic Planning Committee provided input on strategic initiatives for the coming year, financial strategies for the College, and development of the Faculty Handbook. The SPC also incorporated the results of discussions at the Spring Board of Visitors meeting, where executives and students discussed strategic planning for the RCOB. The primary tasks of the Undergraduate Program Committee and the Graduate Program Committee centered on completion of Assurance of Learning for their respective programs. In addition to changes already implemented, a comprehensive curriculum review was initiated and should be completed during 2006-07.

Strategic Goal #1
Attract and Retain Qualified Students

Implementation of GPA requirements for RCOB majors went into effect Fall 2003. While Fall 2004 enrollment figures showed more than 2% growth to an all-time high for the RCOB, Fall 2005 figures closely reflect enrollments for 2003. This slight decrease is consistent with a modest decline in University enrollments from 10,255 in Fall 2003 to 10,154 in Fall 2005. When adding the 135 students enrolled in the business education programs offered through the RCOB and COE, the College was responsible for 1,968 undergraduate and graduate students, approximately 20% of the UWG student population.

During FY 2005, 395 degrees were conferred through the RCOB, and a record 413 were conferred in FY 2006. This represents a 40% increase in degrees offered since FY 2000 and 76% growth since being named Richards College of Business in July 1997 (measured as FY98 degrees conferred).

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1 Degrees conferred include Bachelor of Arts in International Economic Affairs, Bachelor of Science in Economics, Bachelor of Business Administration, Bachelor of Science in Business Education, Master of Business Administration, Master of Professional Accounting, Master of Business Education, and Specialist in Business Education.
### Table 1
Degrees Conferred

<table>
<thead>
<tr>
<th>Program</th>
<th>FY02</th>
<th>FY03</th>
<th>FY04</th>
<th>FY05</th>
<th>FY06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor of Arts in International Economic Affairs *</td>
<td>3</td>
<td>2</td>
<td>8</td>
<td>11</td>
<td>2</td>
</tr>
<tr>
<td>Bachelor of Science in Economics and BS Economics – Secondary Ed*</td>
<td>5</td>
<td>4</td>
<td>14</td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td>Bachelor of Business Education **</td>
<td>3</td>
<td>4</td>
<td>8</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Bachelor of Business Administration</td>
<td>259</td>
<td>277</td>
<td>303</td>
<td>296</td>
<td>330</td>
</tr>
<tr>
<td>Master of Business Administration</td>
<td>20</td>
<td>29</td>
<td>42</td>
<td>37</td>
<td>30</td>
</tr>
<tr>
<td>Master of Business Education **</td>
<td>16</td>
<td>17</td>
<td>18</td>
<td>31</td>
<td>27</td>
</tr>
<tr>
<td>Master of Professional Accounting</td>
<td>10</td>
<td>7</td>
<td>6</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Specialist in Business Education **</td>
<td>0</td>
<td>6</td>
<td>5</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td><strong>ROCB Total</strong></td>
<td>316</td>
<td>346</td>
<td>404</td>
<td>395</td>
<td>413</td>
</tr>
</tbody>
</table>

* Program offered jointly with College of Arts & Sciences
** Program offered jointly with College of Education

Credit hours generated in FY 2006 by the RCOB were down approximately 3% from FY 2005 and 6% from FY 2004’s record high. SCHs for the University were also slightly lower for FY 2005. Some of the flat growth may be attributed to the new GPA requirements for RCOB students, but the reduction may also be attributed to the larger number of degrees conferred during the previous two years.

Faculty and staff in the RCOB were active in recruitment activities throughout the 2005-06 year. RCOB representatives were present at the Festival of Majors, all Visitation Days, and New Student Orientations.
The department web sites were completely revised this year, based on the prototype developed the previous year for the RCOB. The new RCOB department pages (http://www.westga.edu/~accfin/index.htm, http://www.westga.edu/~econ/index.htm, http://www.westga.edu/~mgmtbus/, http://www.westga.edu/~mktreal/) are more user-friendly and include easy links to dates and information that students use on a regular basis.

Advising for undergraduate students has been a struggle in recent years. The addition of our first pre-major advisor in 2004-05 and the second in 2005-06 has helped tremendously to alleviate some of the time pressures on faculty. Response of freshmen and sophomores to working with the advisors has been universally positive. Faculty appreciate having more time to devote to career advising with juniors and seniors.

Acknowledging and rewarding student success is key to retaining students. The RCOB and departments within the RCOB awarded $16,958 in student scholarships during 2005-06 academic year, and the amount allocated for graduate student stipends was increased from $45,000 to $60,000. An audit of all RCOB and department-level funds and endowments was conducted to aid in future planning.

To enhance classroom experiences, the following clubs/organizations are hosted in the RCOB: Accounting Club, Alpha Kappa Psi, Student Chapter of the American Marketing Association, Finance Club, Student Chapter of Information Technology Professionals, Management Club and Beta Gamma Sigma (international honor society). The RCOB chapter of Beta Gamma Sigma held its 22nd annual initiation on April, with 35 undergraduates and 4 graduate students inducted, with 100% acceptance from those invited to join. The RCOB Chapter was recognized as a 2005 Beta Gamma Sigma Premier Chapter. This is the second year the RCOB Chapter has achieved this status, and Chapter students are now eligible for BGS scholarships.

Since one of the most effective recruiting tools is satisfied current students and recent graduates, several initiatives were instituted this year. Funds from the Richards Family Endowment were used to purchase graduation gifts for all RCOB graduates. A reception for graduates and their families was held prior to spring graduation, and a Homecoming reception was held in October 2005 for returning alums. While at a conference, the dean met with alums in San Diego. Development of a formal mentor program for students and an on-line newsletter for alums began this year and are scheduled for implementation during 2006-07.

**Strategic Goal #2**

**Provide Students with Dynamic and Up-to-Date Curricula**

Two new standing committees replaced ad hoc committees for program assessment. The Undergraduate Programs Committee and the Graduate Programs Committee were tasked this year with curriculum review, scholarship allocation, and assurance of learning for their respective programs.
This year we continued the process of curriculum improvements in all our degree programs. The BBA program learning goals were assessed through course embedded assessments in ECON 3402 and 3406 (Statistics for Business I and II), MGNT 4660 (Strategic Management), CISM 2201 (Fundamentals of Computer Applications), and ABED 3100 (Managerial Communications) and MKTG 3803 (Introduction to Marketing). Additionally, three sections of MGNT 4660 students took the ETS Exam. Curriculum assessment continued in the MBA and MPACC programs as well. These assessments include direct measures of student performance as well as indirect measures such as exit interviews. These assessments have led to improvements in the curriculum in all degree programs.

Exit interviews are conducted with graduating seniors by each department. These interviews provide insight into students’ perspectives of what was most helpful in the current curriculum and issues they perceive as being underrepresented. These interview results were also considered by the Undergraduate and Graduate Program Committees.

The RCOB continued its portfolio of international programs during Summer 2005. In addition to the Economics and Finance Program, the program in Management and Marketing was in its second year. Both programs capped enrollment at 20 students, with discussion of increasing the number of students in future years. These programs offer students the opportunity to visit with executives in the Carrollton and Atlanta areas and in London. The Economics and Finance Program also visits New York City for one week before leaving for London. UWG ranks forth in the University System of Georgia for number of students enrolled in study abroad programs and third in the System for the percent of students enrolled.

Interaction with business people outside the University provides students with unique perspectives. During 2005-06, 32 RCOB students participated in internship programs. A number of classes conducted consulting projects with area non-profit and for-profit organizations, including Irish Bred Pub, Mail & More, and the UWG Auxiliary Services. The quality of the project recommendations and presentations were praised by each organization, and student responses indicated an exceptional learning experience.

Guest speakers were invited to the RCOB throughout the year, including the Canadian Counsel-General, the Mexican Counsel-General, and the Director of Costing, Pricing, and Forecasting for the Southern Company. The RCOB Executive in Residence program included visits from (http://www.westga.edu/~busn/news_executive_in_residence.htm): Fall 2005 – Gene Winters, Chief Financial Officer and Chief Strategy Officer for Regency Hospitals; Spring 2006 – Luis Planas, Director of Global Bottler Procurement Affairs for Coca-Cola Enterprises. Two Executive Roundtables were held during the year. These events, funded through the Meredith and Hardy McCalman Endowment and co-sponsored by First National Bank of Georgia, featured
Joseph Parker, President and CEO of the Georgia Hospital Association, in Fall 2005 and W. Cliff Oxford, entrepreneur and founder of several companies including The Home Shoppe and STI Knowledge, Inc., in Spring 2006.

Other examples of increased interaction between students and outside business executives include the strategic planning session conducted Spring 2006 with the Board of Visitors, the Professional Seminar offered by the Department of Accounting and Finance, and numerous visits of students to businesses such as GE-Hitachi HVB, British American Business, Inc., BBDO Ltd., CitiGroup, and Lloyds of London.

The RCOB is one of five universities participating in the Georgia WebMBA. This consortium provides highly qualified students with the opportunity to receive their MBA on-line, taught by terminally qualified faculty in AACSB accredited programs.

UWG and the RCOB continue to be leaders in providing access to technology to students. Both the Business Building and Adamson Hall have wireless internet connections. Student labs are equipped with Pentium 4 class computers, high-speed internet connections, and business-related software and databases. All classrooms are equipped with presentation technologies designed to give students an edge as they prepare for future careers. A new MIS lab was created and funded to aid students with hands-on experience.

**Strategic Goal #3**

**Prepare Students for Academic and Career Success**

Many of the initiatives implemented to ensure adequacy of curricula (Strategic Goal #2) will aid in student success. Additional measures to ensure student preparation include a number of business etiquette dinners conducted during year, providing students with information about the social environment of business relationships. The UWG Career Services held job fairs and offered placement services for both graduating and continuing students.

Evidence of student success includes a team in Management 4660 who finished first in the nation for cumulative profits, stock price, and ROE in a computerized business simulation competition and two teams in Management 6681 who placed 1st and 2nd in national competition in Capstone Computer Simulation Games. RCOB students were awarded scholarships from numerous regional and national associations, including the Federation of Accountancy Academic Scholarship, Association of Government Accountants Scholarship, and STAR (Students Abroad with Regents Support) Scholarships. Students conducted research and participated in the RCOB’s Research Competition and the University’s Big Night Student Research Competition.

**Strategic Goal #4**

**Maintain Well Qualified and Productive Faculty and Staff**

RCOB faculty had a productive year, both in research and service (teaching productivity is addressed in Strategic Goal #1). Faculty generated 1 book, 1 book chapter, and 64 journal articles. Fifty-seven papers were presented at academic conferences. Forty-three faculty and
chairs participated as members in 280 department, college, university, and system committees. The four departments received over $60,000 in grants and other income during the year. Other faculty accomplishments during 2005-06 include:

- The IRS continued funding for a third year the Low Income Tax Clinic headed by Dr. Bruce Bird and Dr. Harrison McCraw in the Department of Accounting and Finance.
- Dr. Leland Gustafson continued service as Director of Center for Economic Education. The center was awarded a grant (matched by the RCOB) from the Georgia Council on Economic Education to expand activities of the Center during 2006-07.
- Dr. Charles Hodges, Dr. Bob Cluskey, and Ms. Sondra Smith received a Best Paper Award for their presentation at the 2006 ABR and TLC Conferences.
- Dr. David Boldt was elected Program Chair and President-Elect of the Academy of Economics and Finance.
- Dr. Mary Kassis received a research award from the International Academy of Business and Public Administration Disciplines.
- Dr. Brad Prince received a Distinguished Research Award from the Allied Academies.
- Dr. Mary-Kathryn Zachary was listed in Who’s Who Among America’s Teachers, and in the Honors Edition of Empire Who’s Who of Women in Education.
- Ms. Mimi Rickard was selected as the Georgia Businesswoman of the Year and attended a banquet in Washington, D.C. with President Bush to accept the award. She was also nominated by the SBDC for Entrepreneur of the Year.
- Dr. Jim Burton was invited to attend the 51st National Security Seminar at that United States Army War College.
- Dr. Faye McIntyre was an invited participant at the Oxford Conclave on Global Ethics & the Changing University Presidency at Oxford University.

### Table 2
Faculty Research Productivity*

<table>
<thead>
<tr>
<th></th>
<th>Accounting &amp; Finance</th>
<th>Economics</th>
<th>Management</th>
<th>Marketing &amp; Real Estate</th>
<th>RCOB Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peer-Reviewed Journals</td>
<td>21</td>
<td>10</td>
<td>28</td>
<td>5</td>
<td>64</td>
</tr>
<tr>
<td>Proceedings and Paper Presentations</td>
<td>12</td>
<td>16</td>
<td>20</td>
<td>9</td>
<td>57</td>
</tr>
<tr>
<td>Professional and Academic Offices Held</td>
<td>5</td>
<td>3</td>
<td>8</td>
<td>3</td>
<td>19</td>
</tr>
<tr>
<td>Grants and Other Income Received</td>
<td>$25,000</td>
<td>$27,792</td>
<td>$9,850</td>
<td>$849</td>
<td>$63,491</td>
</tr>
</tbody>
</table>

* Includes multiple count; e.g., article co-authored by two RCOB faculty is counted as two articles.
Faculty and staff accomplishments are promoted and rewarded. Items such as articles and conference presentations are featured in the UWG Campus Chronicle, and a periodic email update listing accomplishments is sent to all faculty and staff in the RCOB as well as to Board of Visitors members. The RCOB awards process continues with plaques and monetary awards presented for staff service, faculty teaching, faculty service, and faculty research. These awards are presented annually at the Fall Faculty Meeting.

Though the RCOB has been successful in filling vacant positions at competitive salaries, including three new faculty lines and three new staff positions in the last two years, recruiting a new chair for the Department of Accounting and Finance has proven difficult. A chair was successfully hired during a Fall 2005 search, but after working for six months on a part-time basis, the position was vacated based on a mutual decision between the department and the newly hired chair. Thus, the chair position remains open. The department has decided to delay the search for a chair until the 2007-2008 academic year.

Some funding-related issues have been addressed. In past years, funding for graduate assistantships was limited to money “left over” after the budget was completed. Since funds were not identified until late in the fiscal year, it was difficult to use an assistantship as a recruitment tool. Increased funding was allocated for graduate assistantships during 2005-06, with a commitment that (barring a major budget cut from the State) these funds will continue to be available.

The budget for travel and research provided by the State is limited. This budget is supplemented by privately raised funds, university grants, external grants, and support from the Honors College. Each department raises funds for faculty use, and the dean’s office pays part or all of travel costs when College-level initiatives are involved. The Robert J. Stone Endowment was initiated last year, and funds were available for entrepreneurship research during 2005-06.

The RCOB created a new Visionary Endowment, with the lead gift announced November 2005. The goal for the Visionary Endowment is $500,000 in 5 years to fund faculty fellowships, staff development programs, student research and travel, and outreach programs for the RCOB. Pledges and donations of $123,675 had been received by Summer 2006.

Technology remains a strong feature in faculty and staff recruitment and retention. Up-to-date technology (hardware and software) and access to appropriate resources are provided to faculty and staff as they support student learning and conduct academic research. The addition of a second IT staff member helps ensure quick response to any faculty technology needs.

Professional development is required of all tenure-track faculty. In addition to academic conferences, the RCOB funded the assistant dean, associate dean, department chairs, committee chairs, and individual faculty to attend AACSB seminars and conferences during 2005-06 for faculty and staff. The VPAA offers monthly seminars for new faculty, and a series for department chairs was held in 2005-06.
Staff members are encouraged to engage in professional development. Director of Technology attended an AACSB seminar on distance learning Summer 2005. Several secretaries continue their education by enrolling in classes, and a staff retreat is planned for Fall 2006.

**Strategic Goal #5**  
**Maintain AACSB Accreditation**

Achieving continuous improvement toward Strategic Goals 1 through 4 will provide the impetus for meeting the RCOB mission, essential to AACSB accreditation maintenance. The newly formed Strategic Planning Committee is responsible for reviewing the RCOB vision, mission, and statement of ethical expectations every five years. This committee also reviews the RCOB Strategic Plan annually and assesses progress toward strategic goals (available at [http://www.westga.edu/~busn/AACSB_A_M.htm](http://www.westga.edu/~busn/AACSB_A_M.htm)). Replacing ad hoc AACSB-focused committees with three new committees (Strategic Planning, Undergraduate Programs, and Graduate Programs) allows full integration of all continuous improvement processes into “regular” committee responsibilities.

Training of faculty and staff at AACSB seminars and conferences is supported by funds from the dean’s office (17 funded throughout 2004-2005). This brings the number of faculty and staff attending an AACSB session to 16 within the last three years. Thus, approximately one-third of faculty and administrative staff in the RCOB have had AACSB training on at least one topic.

Dr. Ron Shiffler, Dean of the College of Business Administration at Georgia Southern University, visited campus September 23, 2005 and conducted an “Assessment of Readiness for AACSB” visit. He met with various groups throughout the day, including lunch with the UWG President and VPAA. His feedback included identification of five key strengths: Assurance of Learning, Faculty participation in maintenance of accreditation efforts, Addition of Adamson Hall, Research productivity of faculty, and Leadership. Dr. Shiffler also pointed to several areas he felt needed attention prior to the visit. His feedback confirmed that the RCOB is making good progress in toward AACSB maintenance of accreditation and was invaluable in identifying and filling gaps in our preparation.

On April 12, 2006, Dr. Roger Weikle, Dean of the College of Business at Winthrop University and Chair of our AACSB Visitation Team, and Dr. Mike Costigan, Chair of the Accounting Department at Southern Illinois University Edwardsville and Chair of our AACSB Accounting Visitation Team, conducted a “mock” maintenance visit. Feedback from this visit indicated we had made major progress in the areas identified by Dr. Shiffler and pointed to the need for more detail and clarification in several processes prior to the AACSB visit in November.

**Strategic Issues for 2005-2006**

Great strides were made during 2005-2006, and the RCOB is well-positioned to continue this progress. A number of strategic issues will be the focus of efforts during the coming year. The retreat for members of the Dean’s Advisory Council (DAC) in Fall 2005 was quite
successful; in Fall 2006, a retreat for members of the administrative and technology staff is planned. Goals include building leadership skills and enhancing coordinated effort among all units in the RCOB.

A number of additional initiatives with strategic implications are planned for 2006-2007:
- Develop a video retrospective for RCOB ten-year anniversary
- Raise funds and build five learning labs in Business Building
- Purchase iPods and recording equipment and train faculty in classroom use of podcasting
- Increase open faculty meetings to two per semester
- Schedule informal lunch with dean and one department each month
- Complete revision of RCOB brochure
- Develop and implement on-line mentor program, matching students and alumni
- Complete development of electronic newsletter
- Streamline internship process and develop closer ties with the UWG Career Center
- Revise new faculty orientation process
- Purchase Business Week subscriptions for faculty and students in MBA program
- Complete implementation of assurance of learning within majors
- Strengthen Accounting Advisory Board
- Continue building RCOB Visionary Endowment
## Appendix
### Alignment of RCOB Initiatives with UWG Core Goals

<table>
<thead>
<tr>
<th>UWG Core Goals</th>
<th>Initiatives</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Commitment to UWG’s Mission and Goals</td>
<td>All faculty and staff in the RCOB are committed to providing educational excellence in a personal environment.</td>
<td>Accomplished (ongoing)</td>
</tr>
<tr>
<td></td>
<td>Faculty participate in University-level initiatives and committees.</td>
<td></td>
</tr>
<tr>
<td>2. Enrollment Management: Recruitment and Retention</td>
<td>Hire and train Associate and Assistant Deans to allow specific focus on graduate and undergraduate programs.</td>
<td>Accomplished</td>
</tr>
<tr>
<td></td>
<td>Revise RCOB Brochure</td>
<td>In process</td>
</tr>
<tr>
<td></td>
<td>Revise RCOB web site and department web sites</td>
<td>Accomplished</td>
</tr>
<tr>
<td></td>
<td>Hire and train two pre-major advisors to provide professional advising during freshman and sophomore years</td>
<td>Accomplished</td>
</tr>
<tr>
<td></td>
<td>Increase student involvement in and attachment to RCOB (RCOB caps, Fall cookout, welcome message to all RCOB students)</td>
<td>Accomplished (ongoing)</td>
</tr>
<tr>
<td></td>
<td>Allocation of funding for graduate assistants and undergraduate assistants in each department</td>
<td>Accomplished</td>
</tr>
<tr>
<td>3. Academic Programs</td>
<td>New committee structure to provide complete and systematic review of graduate and undergraduate programs</td>
<td>Accomplished</td>
</tr>
<tr>
<td></td>
<td>Continuous improvement of programs via Assurance of Learning process</td>
<td>Accomplished (ongoing)</td>
</tr>
<tr>
<td>4. Public Relations</td>
<td>Allocate funding for advertising RCOB in Atlanta publications (<em>Atlanta Business Chronicle</em>, <em>GeorgiaTrend Magazine</em>, <em>Gwinnett Magazine</em>)</td>
<td>Accomplished</td>
</tr>
<tr>
<td></td>
<td>Update RCOB Brochure</td>
<td>In process</td>
</tr>
<tr>
<td></td>
<td>Send RCOB Updates via email to selected constituents</td>
<td>Accomplished</td>
</tr>
</tbody>
</table>
| 5. The University Experience | Funding allocated for facilities upgrade of Business Building  
Development of learning labs in Business Building | Accomplished  
In process |
|---|---|---|
| 6. Student, Faculty, and Staff Morale | Revise Faculty Handbook  
Restructure RCOB committees to reduce service load of faculty  
Continue faculty and staff awards  
Initiate RCOB Scholar Program for faculty  
Personal acknowledgement of faculty and staff accomplishments  
Allocate funding for faculty and staff development (AACSB seminars, Staff Retreat)  
Ensure adequate funding for new faculty and staff hires and for alleviating salary compression and inversion  
Provide monetary reward to students for participation in RCOB Big Night | Accomplished  
Accomplished  
Accomplished  
Accomplished  
Accomplished  
Major progress  
Accomplished |
| 7. External Relations | Develop electronic newsletter  
Revitalize and energize RCOB Board of Visitors  
Encourage class projects for area businesses and non-profits | In progress  
Accomplished  
Accomplished (ongoing) |
| 8. Regional Collaboration for Economic and Community Development | Create Center for Business and Economic Research  
Fund growth of Center for Economic Education  
Continue funding and support for Small Business Development Center | In process  
Accomplished  
Accomplished (ongoing) |
| 9. Information Technology | Restructure internal funding to hire and train two IT specialists  
Purchase iPods and provide training for classroom development  
Continue maintenance of existing technology in offices, classrooms, and computer labs | Accomplished  
In process  
Accomplished (ongoing) |
| 10. Campus Infrastructure | Add RCOB office space by expanding into Adamson Hall  
Add RCOB office and lab space by renovating existing rooms in Adamson Hall and Business Building  
Development of learning labs in Business Building  
Ensure funding for computer and other technology replacement | Accomplished  
Accomplished  
In process  
Accomplished (ongoing) |
| 11. Capital Campaign | Implement five-year campaign to fund RCOB Visionary Endowment  
Work with University Advancement to hire and train Director of Corporate and Foundation Relations, serving as liaison to RCOB | In process  
In process |