



UNIVERSITY *of*   
West Georgia<sup>®</sup>

---

**Richards**  
**College of Business**

## **Annual Report for 2013-2014**

**Prepared by**  
**Faye S. McIntyre**  
**Dean and Sewell Chair of Private Enterprise**

## Introduction

The 2013-14 academic year was filled with change for the University of West Georgia and the Richards College of Business. UWG welcomed Dr. Kyle Marrero as the seventh president on July 1, 2013, and President Marrero immediately began working with campus and community constituents toward developing a new vision and mission for the University. This annual report summarizes the major strategic initiatives affecting and implemented by the Richards College during the year and concludes with an outline of important issues for the upcoming year.

## Strategic Initiatives

### Strategic Planning

One of President Marrero's first actions was to work with the UWG Faculty Senate Strategic Planning Committee to begin revising the University's vision, mission, and strategic goals. The University process included utilizing existing resources and partners to draft a new strategic plan, gathering and incorporating input from multiple constituents, then presenting the plan for endorsement to the Student Government Association, Faculty Senate, Staff Advisory Council, general faculty, and the entire UWG campus. The Board of Regents of the USG is expected to vote on final approval in fall 2014.

Richards College Dean McIntyre was part of the UWG Strategic Planning Committee and was able to facilitate moving the College strategic planning process forward concurrently with the University's. The College Dean's Advisory Council (DAC) and Strategic Planning Committee (SPC) took feedback collected during 2012-13, collected additional input from faculty, staff, students, and board members (Board of Visitors and Accounting Advisory Board), developed a draft plan, and presented revised vision, mission, and strategic goals at the spring faculty and staff meeting. The revised statements were approved by unanimous vote on April 16, 2014:

**Vision:** To become a globally recognized college of business preparing forward-thinking, responsible leaders.

**Mission:** We are in the business of transforming lives through education, engagement and experiences.

**Strategic Goals:**

**Student Success** - Admit quality students and provide them with an education that is rich in experiences and engagement opportunities to prepare them to be effective and ethical professionals.

**Academic Success** - Recruit, retain and develop faculty and staff by providing sufficient resources to support dynamic and up-to-date bachelor and master-level curricula, to conduct research, professional activities, and to support engagement with all stakeholders.

Operational Success - Recruit, retain and develop administrative management and staff personnel to manage, develop and support infrastructure and those activities that build internal and external partnerships while working in an ever-changing environment.

During 2014-15, the Richards College strategic action items will be developed, and the text to accompany the vision, mission and strategic goals will be developed to finalize the 2015-2020 Strategic Plan.

## Accreditation

Much work was done in 2013-14 in preparation for the fall 2016 AACSB maintenance of accreditation visit (continuous improvement review). AACSB approved new accreditation standards for both business and accounting in April 2013, and a portion of the fall faculty and staff meeting was dedicated to understanding these new standards along with the implications for the Richards College. Key topics discussed were: concepts of engagement, innovation and impact; changes in eligibility criteria; differences between the 2003 and 2013 standards; and changes in terminology. The new categories for classifying faculty qualifications was discussed in some depth. The Strategic Planning Committee developed a proposal for faculty qualifications during the year, the categories were discussed at the spring 2014 meeting, and a final version should be ready for faculty vote in fall 2014.

## Committee Initiatives

During 2013-14, faculty-led committees were instrumental in Richards College leadership and strategic initiatives.

### *The Strategic Planning Committee:*

- Developed new vision, mission and strategic goals;
- Reaffirmed statement of ethical values;
- Draft of faculty qualifications revision;
- Created sub-committee for international programs:
  - Improved coordination between departments to offer study abroad programs that don't overlap or cannibalize each other,
  - Developed guidelines to prioritize among faculty/staff participation in study abroad programs beyond the Program Directors and Assistant Directors,
  - Clarified program responsibilities of faculty and staff who travel on state funds;
- Reviewed best practices from online class task force; and
- Began revisions of Richards College *Faculty Handbook*.

### *The Undergraduate Programs Committee:*

- Voted to include the RCOB representative on the University's Undergraduate Programs Committee as an ex-officio member on the College's committee;
- Voted to adopt a set of targets for the proportion of students that should meet or exceed expectations in terms of assessment of learning;
- Reviewed, discussed, and gave feedback to faculty on various assurance of learning reports;
- Approved the addition of new courses in ACCT;

- Approved the modification of courses in ACCT and CISM;
- Approved the deletion of courses in ABED and ACCT;
- Approved the modification of the International Economics Affairs Program to reflect current course offerings and to make it accessible to more students;
- Selected RCOB undergraduate scholarship recipients;
- Discussed how to broaden our perception of classroom delivery methods; and
- Discussed possible ways to add flexibility to our curriculum.

***The Graduate Programs Committee:***

- Reviewed graduate AOL summaries;
- Modifications to MBA/MPAcc/ABED program and course requirements;
- Review of Graduate Faculty status for continuing and new faculty;
- Revised MBA/MPAcc prerequisites and changed format to online modules;
- Developed summary assessment metric;
- Discussed MBA specializations/concentrations; and
- Provided feedback on promotional materials for MBA, WebMBA and Graduate Business Programs.

## **Strategic Goals**

Progress toward the three strategic goals for the Richards College of Business is highlighted below.

### **Strategic Goal 1**

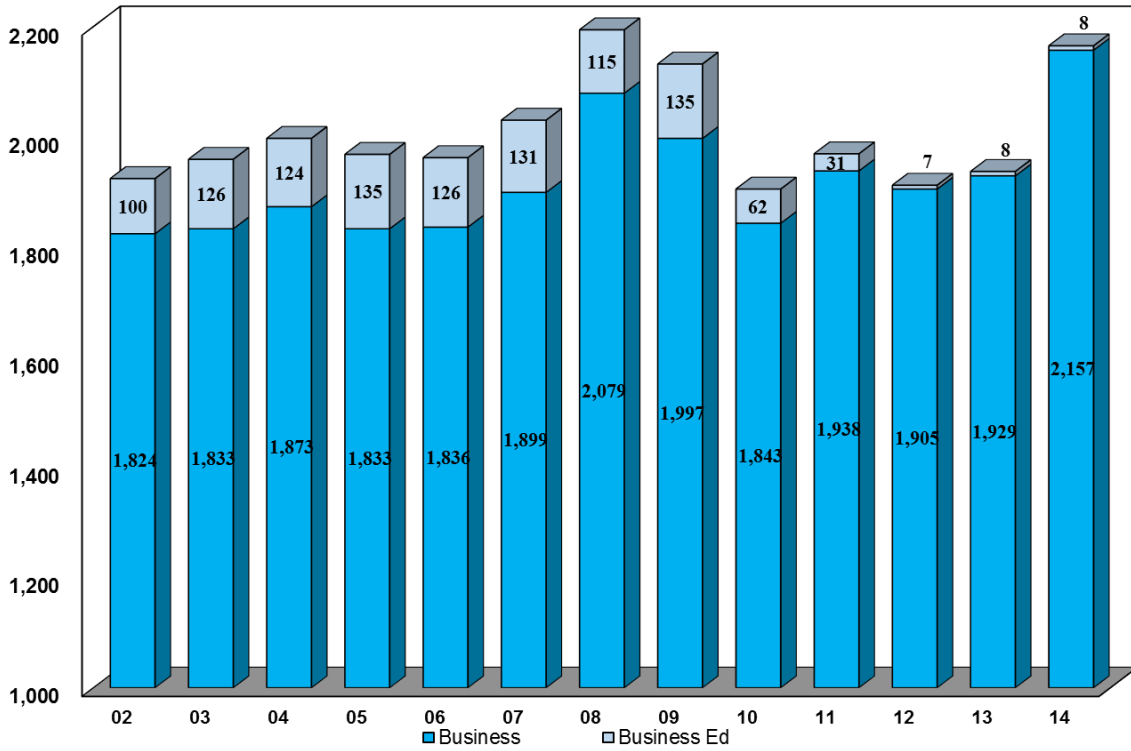
**Student Development: Admit quality, local, regional, national, and international students and provide them with an education containing the skills and knowledge gained from traditional and experiential learning in internal and external campus settings to prepare them to be effective and ethical professionals.**

As of Fall 2013, 1,937 students were enrolled in the Richards College. Undergraduates represent 91% of students, and graduate students are 9%. Of 361 BBA graduates in FY 2014, 208 began UWG as full-time freshmen. Their time to graduation was:

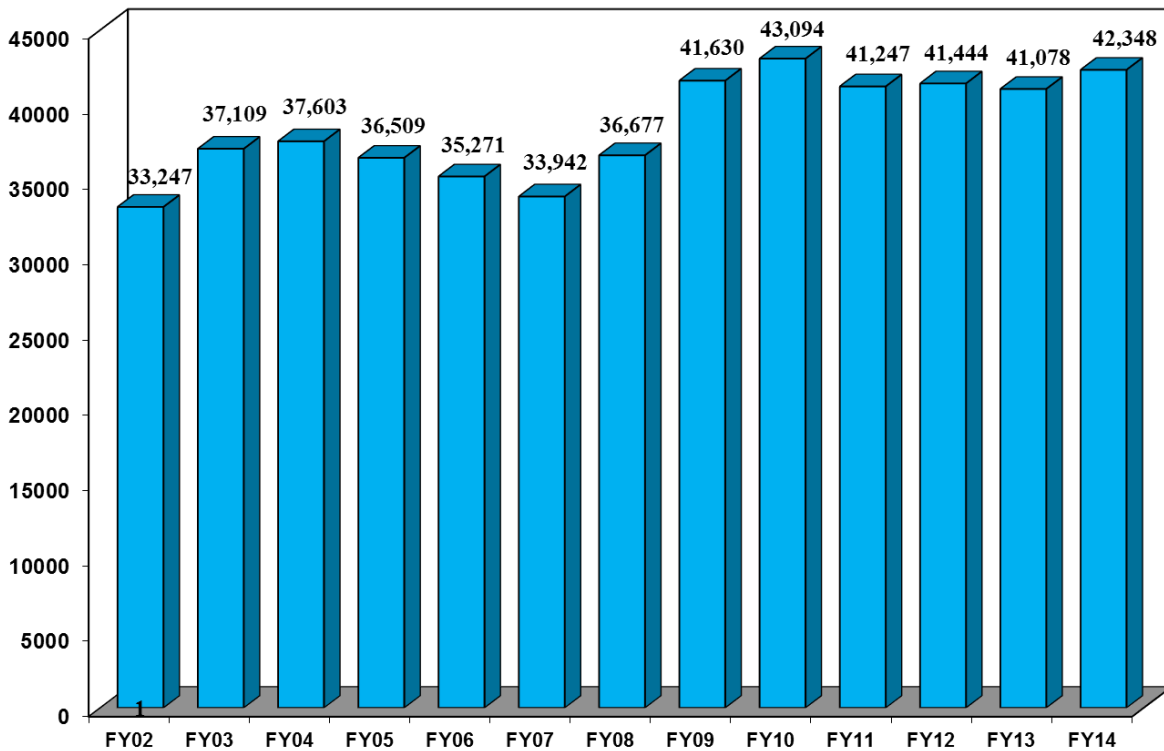
4 years or less	38%
5 years	38%
6 years	14%
More than 6 years	10%

The number of students enrolled in business programs reached a record high of 2,157 in Fall 2013 (see Figure 1); however, since two business education programs have been eliminated in recent years, the total for the Richards College is slightly below the Fall 2008 peak.

**Figure 1  
Fall Headcount**



**Figure 2  
Student Credit Hours Offered**



As seen in Figure 2, student credit hours offered in the Richards College also increased in FY14. Degrees conferred in FY14 increased to 463 (see Figure 3) but remain slightly below the peak in FY10 and FY11.

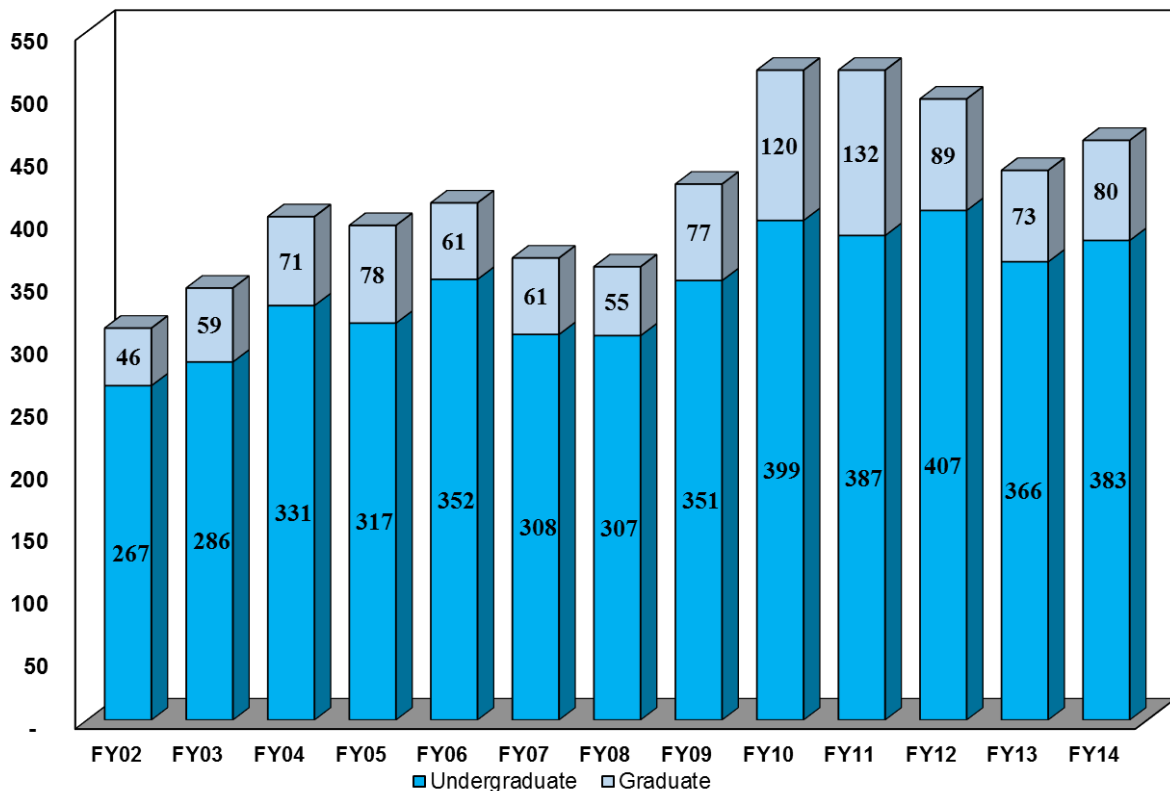
The two strategic action items planned for 2013-14 were:

- Curricula review
- Expand placement opportunities for undergrad and graduate students

With a new president and new strategic plans for both the University and College developed during FY14, curricula review began but to a limited extent. Specific program review and development will be conducted in FY15 to ensure programs are consistent with overall strategic direction.

Efforts to expand placement opportunities for students this year included development of a Student Success Center in the Richards College. Planning took place in 2013-14, with implementation scheduled for fall 2014. The Richards College hosted Wal-Mart and Wal-Mart.com for an Employer Showcase in the March 2016, with a standing room only crowd in the lecture hall and a networking event prior to the showcase. Wal-Mart executives from the Carrollton area, Atlanta, the south-east region, and corporate headquarters discussed various aspects of operations with students. Wal-Mart has been an excellent partner with the Richards College and hires many interns and graduates.

**Figure 3**  
**Degrees Conferred**

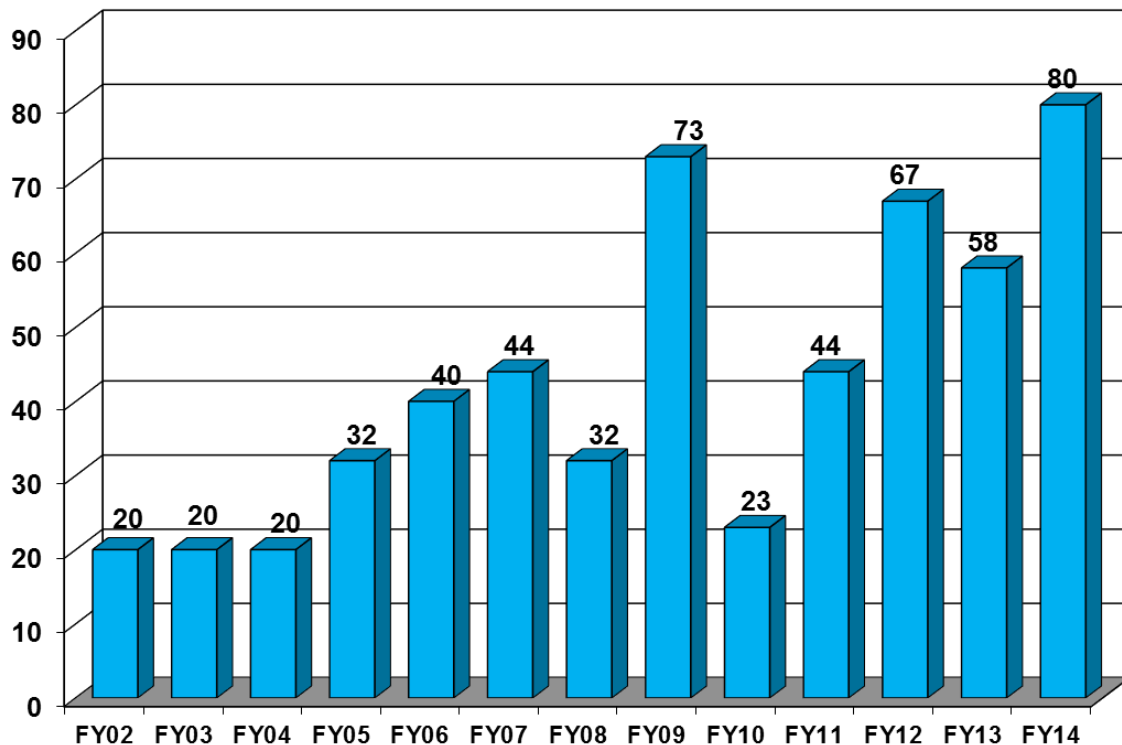


Thirty-four students participated in for-credit internships in 2013-14, up from only 18 in FY13 and close to the FY09 peak. A record number of students participated in study abroad programs this year (See Figure 4). Students could choose from two spring programs in China and Ireland or a summer program in London. Three UWG students studied at our partner institution, France Business School, and three FBS students studied at UWG. Additionally, five MBA students participated in a competitive project and travelled to Hertfordshire, U.K. to present their plan to executives from IBM. The group's presentation not only received high marks from IBM, but it was also noted as the best collaborative project presented in the last five years of the showcase.

Dr. John Upson led a team of students to India and competed in the 20<sup>th</sup> International Economics Convention. The team had a spectacular showing, winning first place in all six team categories including Best Overall, Most Innovative Solution, Best Q&A, Best Coordination Among Team Members, Best Paper, and Best Presentation. In addition to the team awards, members received three first place individual awards: Best Team Speaker, Best Overall Contributor to the Conference, and Best Team Contribution.

Richards College students were successful in many other ventures during 2013-14. Economics students won first place in the Rockonomix National Contest for the spring 2014 (<http://youtu.be/jUz33TnPYs0#sthash.gWD5Bjmr.dpuf>). Another economics student was awarded first place at the Academy of Economics and Finance Undergraduate Paper Competition at the Annual AEF Conference. The Marketing Club won Outstanding Chapter Plan at the national AMA conference, and an ENACTUS student group won Outstanding Community Service.

**Figure 3**  
**Study Abroad Participation**



The first cohort of student in the Southwire Sustainable Business Honors program began Fall 2013. The program, funded by a \$1.1 million gift from Southwire, allows students to complete both a BBA and an MBA in four years. The program included a welcome luncheon with Southwire CEO Stu Thorn and several top executives. In addition to a rigorous curriculum, students participated in multiple community service projects to earn Southwire's coveted Blackshirt designation, completed several workshops, and led a "Giving Back" project at Southwire's 12 for Life facility for at-risk high school students.

Other actions related to Strategic Goal #1 continued throughout the year. Emails were sent to all business students welcoming them to the new school year, and an email was also sent to all undecided majors across campus inviting students to join the Richards College for a cookies and ice cream social.

Faculty and staff in the Richards College were active in student recruitment activities throughout the year. Richards College representatives were present at the Festival of Majors, Visitation Days, and New Student Orientations. Promotion for graduate programs included a billboard in Douglasville, direct mail communications with prospective applicants, and attendance at numerous recruiting fairs.

Interaction with people outside the University provides students with valuable perspectives. During 2013-14, faculty and student classes or clubs conducted consulting or research projects for area businesses and non-profit organizations. Guest speakers were invited throughout the year including executives from the Greenway Medical, Southwire, Atlanta Hawks, Atlanta Federal Reserve Bank, Southern Company, Georgia Department of Audits, Chick-Fil-A, Wal-Mart.com, and more.

Richards College alumna, author and former Southern Company CIO Becky Blalock visited campus in October 2014 and spoke at multiple events, including one lecture open to students and the public. Becky also signed copies of her most recent book titled *DARE: Straight Talk on Confidence, Courage and Career for Women in Charge*.

Other initiatives to prepare students for success outside the classroom include the Richards College Mentor Program, Executive in Residence program, the McCalman Executive Roundtable, and the BB&T Lectures in Free Enterprise Series. Mike McConnell, Vice President, Sales, Financial Products and Corporate Planning Office Nissan Motor Acceptance Corporation, served as the Executive in Residence Fall 2013. Ed Baker, Editor of the *Atlanta Business Chronicle*, spoke at the Spring 2014 Executive Roundtable. Jessica Jackley, co-founder of KIVA, the world's first peer-to-peer microlending website, was the speaker at the Fall 2013 BB&T Lecture. Dr. Curtis Carver, Vice Chancellor and CIO of the University System of Georgia, was the Spring 2014 speaker.

Evidence of the quality of programs offered came as the College was again included in *Princeton Review's* "Best Business Schools" publication. The Richards College chapter of Beta Gamma Sigma held its 30<sup>th</sup> annual initiation, with 100% acceptance from those invited to join. The Chapter was recognized as a 2013 Beta Gamma Sigma Premier Chapter. This is the tenth year



the Chapter has achieved this status, and Chapter students continue to be eligible for BGS scholarships.

In 2013, the Georgia WebMBA earned the #1 ranking from Geteducated.com for student satisfaction from among 380 online programs and the #3 ranking for public perception. The program also earned a Top Tier ranking for online MBA programs from *CEO Magazine*, a British publication that monitors the European and American educational markets. The WebMBA continues to be identified by BusinessMBA.org as one of the Top 25 Best Value Online MBA Programs and by MBAOnline.com as one of the Top Online MBA Programs. In addition to the Georgia WebMBA rankings, the Richards College online MBA was ranked #4 in the nation in U.S. News & World Report's 2014 "Best Online Programs."

## **Strategic Goal 2**

**Academic Professional Growth: Recruit and retain quality faculty and provide sufficient resources to support dynamic and up-to-date bachelor and master level curricula, to conduct research, and to provide service to all stakeholders within and outside of campus.**

The two strategic action items for 2013-14 were:

- Review RCOB vision, mission, strategic goals, and ethical values statements
- Secure Fulbright Fellowship for at least one faculty

One of the original action items planned for 2013-14 was to review the Richards College Faculty Handbook. This item was postponed until 2014-15 to allow for completion of the strategic planning process. The action item "Review RCOB vision, mission, strategic goals, and ethical values statements" was originally set for 2014-15 but was moved to 2013-14 to coincide with the University's updated plan and to guide items in the coming years. As noted above, the Richards College revised its vision, mission and strategic goals during this year and approved the changes with a unanimous vote on April 16, 2014. Additionally, the statement of ethical values was reviewed but remained unchanged. This was also unanimously endorsed on April 16, 2014.

While we had no faculty member apply for a Fulbright Fellowship, the Richards College did begin implementation of a faculty exchange with our partner, France Business School. Dr. Lingfang Song visited UWG during Summer 2013 to work on research with several marketing faculty.

The Richards College had another successful year recruiting faculty and staff, with several internal transitions. Rhonda Butler joined the College as Departmental Assistant in the associate dean's office. Nancy Lott received promotion to the College Administrative Manager. The following faculty will begin Fall 2014:

- Dr. Jon Anderson will return to faculty as Professor of Management
- Mr. Ken Hilderhoff will move from Instructor to Lecturer of Marketing

Economics professor Dr. Bashu Dutt created a new text/study guide website named econmentor.com. Econmentor.com is widely referenced by students, consultants, blogs, practitioners and teachers and is used by multiple institutions in Georgia. The page is also ranked number one in Google search in more than 50 academic topics in economics.

Other notable achievements of faculty in the Richards College included:

- Drs. David Nickell and Minna Rollins – research and teaching grant from the University of Vaasa, Finland
- Dr. Leanne DeFoor – Best Practices Award in Business Law at Cengage Business Educators Forum
- Dr. Tom Gainey – recertified as Profession in HR (PHR)
- Dr. Mary-Kathryn Zachary – Best Practices Award in Business Law at Cengage Business Educators Forum
- Ms. Cheryl Brown – 5-Star Online Course Award
- Dr. Erich Bergiel – keynote speaker at Southern Company session on employing military veterans
- Dr. Jim Burton – presenter at several Chamber of Commerce workshops
- Ms. Kim Holder – Student Government Association Faculty Member of the Year
- Dr. David Nickell – Highly Commended Paper, *Journal of Business and Industrial Marketing*
- Ms. Mariana Sanchez – UWG 30 Under 30 Alumni Award
- Dr. Beheruz Sethna – UWG Founder's Award

New this year to support faculty research was a new brown bag series twice per semester for faculty to present projects, gather feedback, and discuss opportunities for collaboration. Also new this year was a Pedagogy Conference hosted by UWG's Center for Teaching and Learning.

### **Strategic Goal 3**

**Administration and Infrastructure Support: Recruit and retain quality administrative management and staff personnel to manage, develop, and support infrastructure and those activities that build internal and external partnerships while working in an ever-changing environment.**

The key strategic action item for 2013-14 was:

- Secure funding for at least two endowed chairs

Funding for two endowed faculty positions was secured in 2012-13, and both positions were approved by the Board of Regents in 2013-14. The David H. Hovey Distinguished Scholar will honor the late dean of the Richards College, and the Beheruz N. Sethna Dean's Distinguished Scholar will honor the UWG past-president.

Two additional endowed positions were secured during 2013-14. The Fuller E. Callaway Endowed Chair, funded by the Callaway Foundation, and the David A. Johnson Distinguished Scholar, funded by Richards College alumnus, were approved. Thus, the Richards College goal of three endowed chairs by 2016 was surpassed and met almost three years early.

In Fall 2013, the Richards College of Business achieved 100% participation in A Day, the University's annual fundraising drive. We were the first college in UWG history to achieve 100% in 2012 and thus the only one to do so two consecutive years. Every faculty and staff

member made a financial contribution, and this is an enormous point of pride when talking with external donors.

Other fundraising successes this year included:

- Began implementation of Southwire Sustainable Business Honors Program
- SAS Certification program - in-kind donation
- Continued funding from Johnson donation for CBER, analytics certificate, and SAS Day
- Center for Business & Economic Research - from Franklin Foundation (7<sup>th</sup> year)
- Mark Camp/Advantage Office Solutions pledge for Visionary Endowment
- Implementation of annual BB&T donation
- Donation from Wal-mart.com for Women's Leadership and Empowerment
- Planned gift from three alumni's estates
- Funded or added funding for several scholarships

A major initiative of President Marrero this year was titled Engage West and included the first employee engagement survey at UWG. Working with a consultant, the UWG engagement scores were benchmarked against the healthcare industry (since no higher education benchmarks were available). The overall University score of 53% engaged employees corresponded to the 50<sup>th</sup> percentile; this baseline score was used to set a goal of reaching the 75<sup>th</sup> percentile (equivalent to 64% engaged employees). However, 74% of Richards College faculty and staff were engaged, which puts our College in the 90<sup>th</sup> percentile – the highest of any college at UWG, far above the University overall, and exceeding the longer term goal.

Part of the Engage West initiative was the development of quarterly retreats called Leadership Development Institutes (LDIs). The goal of LDIs “is to invest in developing managers, supervisors, chairs, directors, deans and senior administrators to provide an environment of engagement, satisfaction and accountability with an ultimate outcome of student, academic, partnership and operational success.” The first LDI was held in May 2014 and included all leaders across campus. Not only did the LDI provide a leadership development opportunity for Richards College administrators, it also provided the opportunity to network with many others across campus that we do not interact with face-to-face on a regular basis.

A day-long staff retreat was held in September 2013. The staff met at Historic Banning Mills and worked with a consultant from Atlanta on a series of team building exercises. Richards College staff were very active over the year on various training programs and seminars.

Richards College faculty and staff were active in numerous external events and collaborations this year. In August 2013, the College partnered with the UWG Alumni Association to host a panel discussion titled “Innovation in Business and Beyond” in Atlanta. Four top executives (three CEOs and one EVP/COO) shared ideas and experiences that represented what it means to be innovative in business and how it can be a catalyst for success.

The Center for Business and Economic Research published four issues of the *West Georgia Regional Update* during 2013-14. The CBER also sponsored the 2<sup>nd</sup> annual SAS Analytics Summit in April 2014. The Department of Economics successfully conducted its Economic Forecast Breakfast in October 2013, which was co-sponsored by a number of regional

businesses, and the Center for Economic Education was once again supported by grants from the Georgia Council on Economic Education and the Walmart.com Foundation.

Richards College faculty members actively participated in a number of professional and civic organizations including: the American Economics Association, West Georgia Chapter of the Georgia Society of CPAs, West Georgia Trial Lawyers Association, the Carrollton Marine Corps League, the Production and Operations Management Society, the Decision Science Institute, the American Marketing Association, the Society for Human Resource Management, and the Heflin AL Economic Development Council.

### **Strategic Action Items for the 2014-2015 Academic Year**

The *Richards College of Business 2011-2016 Strategic Plan* outlines the following action items associated with our strategic goals for 2014-15:

#### **Strategic Goal 1: Student Development**

- 🔥 Complete curricula review and begin plan implementation
- 🔥 Review admission standards for majors

#### **Strategic Goal 2: Academic Professional Growth**

- 🔥 Review Faculty Handbook

Key strategic initiatives during 2014-15 will include completion of the Richards College of Business 2015-2020 Strategic Plan and the accompanying strategic action items to guide efforts in the coming years.