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

The 2014-2015 academic year was a productive and successful one for the Richards College of Business. A number of strategic initiatives were undertaken, and progress was made toward each of our new 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.

Strategic Initiatives

Strategic Planning

On April 16, 2014, the faculty and staff of the Richards College unanimously approved the following new vision, mission and strategic goals:

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 text to complete the 2015-2020 Strategic Plan was developed, and University Communications and Marketing helped design a visualization that coordinated with the new UWG Strategic Plan. The Strategic Plan is attached to the end of this Annual Report and can now be found on the College website.

Though the Strategic Action Items to accompany the previous strategic plan were scheduled through 2016, those were completed during 2014-15 and revised to coincide with the new plan. An exercise to develop potential action items was conducted with faculty, staff, Dean’s Council of Student Leaders, Board of Advisors and Accounting Advisory Board members. The Strategic
Action Items for 2015-2020 were developed and will be presented at the Fall Faculty and Staff meeting in August 2015.

Accreditation

An exercise was conducted at the Fall Faculty and Staff meeting to generate examples of innovation, impact and engagement activities and measurements as we move toward the Fall 2016 Continuous Improvement Review visit. A new categorization for faculty qualifications to coincide with the AACSB 2013 Standards was discussed at the Fall meeting, and Strategic Planning Committee made further edits to the draft. The new qualifications categories and the accompanying requirements were approved by faculty vote on September 15, 2014.

Engage West

The second annual engagement survey was conducted in Spring 2015. The survey was revised from 2014, and a new engagement score was computed. Once again, the Richards College scores exceeded overall UWG scores, indicating highly engaged faculty and staff. The overall summary score (computed as a mean of all survey items) for the College was 4.16 on a 5-point scale versus 3.82 score for UWG. As seen in Figure 1 below, the Richards College engagement score far exceeded the UWG score.

Figure 1
Engagement Summary
Committee Initiatives

During 2014-15, faculty-led committees continued their important work in Richards College leadership and strategic initiatives.

**The Strategic Planning Committee:**
- Discussed setting new international travel policies for faculty
- Discussed streamlining the assessment instrument for faculty
- Discussed online learning and testing task force
- Reviewed, discussed and edited “RCOB Strategic Plan”
- Discussed how scholarship funds are divided (SPC subcommittee on International programs)
- Informed on budget reduction updates (RCOB not affected)
- Edited “Ethical values” description in the Strategic Plan
- Reviewed, discussed and edited “Clarification of promotion and tenure rules”
- Reviewed, discussed and edited “Faculty Qualifications” document to include book chapters as intellectual contributions

**The Undergraduate Programs Committee:**
- Reviewed, discussed, and gave feedback to faculty on various assurance of learning reports.
- Approved the addition of a new Certificate of Sustainable Business
- Discussed Learning Goals and voted to add MIS to BBA Learning Goal 4
- Selected RCOB undergraduate scholarship recipients
- Reviewed curriculum:
  - Continued to look for ways to add flexibility
  - Discussed options for offering health care related options in our curriculum
  - Began design of a new “alternative” for our students: Leadership Academy

**The Graduate Programs Committee:**
- Reviewed AOL summaries
- Discussed the possibility of an International MBA that would allow students to go abroad for a semester
- Reviewed the revised Shared Governance Procedures
- Graduate Curriculum Revision:
  - 4 proposed concentrations for Fall 2016 (desired start date)
    - Digital Marketing
    - Workforce Development and Training
    - Marketing
    - Business Intelligence and Security
  - Discussed core MBA courses and structure
- Conducted student and employment surveys
- Held a Graduate Faculty Meeting to discuss curriculum revisions progress and core suggestions
- Update on Office of Graduate and International Admissions
Strategic Goals

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

**Strategic Goal 1**

**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.

In Fall 2014, a variety of advising and programmatic activities were brought under the umbrella of a new Richards College Student Success Center (RCSSC). The RCSSC has provided an expanded sense of continuity to the academic advisors and has given the College an opportunity to bring many initiatives under one brand.

As of Fall 2014, 2,157 students were enrolled in the Richards College (see Figure 2). This represents a record number of MBA students. Undergraduates represent 90% of students, and graduate students are 10%. Of 342 BBA graduates in FY 2014, 210 began UWG as full-time freshmen. Their time to graduation was:

- 4 years or less: 42%
- 5 years: 34%
- 6 years: 12%
- More than 6 years: 12%

As seen in Figure 3, student credit hours generated in the Richards College reached a record high of 44,293. Both undergraduate and graduate SCH were record levels. Degrees conferred in FY14 remained relatively flat at 451 (see Figure 4) and remain slightly below the peak in FY10 and FY11.

The 2015-2020 Strategic Plan outlines a variety of experiences to help the Richards College realize the belief that each student should have the opportunity to graduate with a degree plus at least one additional meaningful educational experience. Figure 3 demonstrates that a record number of students participated in study abroad programs during 2014-15. Students could choose from two spring programs in Dubai and Eastern Europe or a summer program in London. Additionally, four students traveled to India and participated in the 21st International Economics Convention.

Richards College students were successful in many other ventures during 2014-15. Economics students won first place in the Rockonomix National Contest for Fall 2014. Students in the Marketing Club won Outstanding Chapter Award at the AMA international Collegiate Conference, with travel to the conference funded in part by a $2,000 contribution from Papa John’s Pizza for development of a marketing plan for the local franchise.
Four students won first place in the student paper competition at the National Social Science Association (NSSA) National Technology and Social Science Conference in spring 2015. Richards College student and local entrepreneur William Cross won second place at the TYE University competition in Atlanta and fourth place in a national business plan competition.

The Southwire Sustainable Business Honors program was in its second year, with Cohort 2 starting Fall 2014. During 2014-15, SSBH students:
- Participated in Southwire’s Crisis Communications seminar
- Volunteered at Southwire’s Back to School Day, Community Day and Electronics Recycling event, in addition to participating in Habitat for Humanity’s Home Build, Carroll County Humane Society’s Pet Adoption, and Toys for Tots
- Conducted research and designed a new Living Well project for Southwire
- Analyzed data from Southwire Employee Engagement Survey and helped develop divisional goals
- Developed a Soft Skills workshop for 12 for Life students

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 2014-15, 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, Coca-Cola, National Builder Supply, Atlanta Falcons, a local law firm and more.

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. Robbie Robinson, Co-Owner of Robinson Salvage, served as the Fall 2014 Executive in Residence, and Michelle Morgan, Human Resources Manager for Morgan Oil Company, served as the Spring 2015 Executive in Residence. Mark Callaway, Senior Portfolio Manager for Morgan Stanley, was the speaker for the Fall 2015 McCalman Executive Roundtable, and Jenner Wood, Chairman and Chief Executive Officer of SunTrust Bank’s Atlanta Division, was the Spring 2015 speaker.

The Center for Ethics and Free Enterprise was in its fifth year and held two sessions of the BB&T Lectures in Free Enterprise Series. The fall speaker was branding expert John Moore, former director of national marketing for Whole Foods, as well as the strategy conductor at Brains on Fire and served as the long-term marketing manager at Starbucks where he helped grow the company’s brand into a household name. The spring speaker was Ken Willis, with more than 45 years’ experience with Quaker/Pepsico and several entrepreneurial ventures, who discussed creating a culture of collaboration and empowerment by recruiting, developing and valuing a diverse talent pool.
Evidence of the quality of programs offered came as the College was again included in *Princeton Review*’s “Best Business Schools” publication. In 2014, the Georgia WebMBA again ranked #1 for student satisfaction and #3 for public perception by Geteducated.com. 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. In addition to the Georgia WebMBA rankings, the Richards College online MBA was ranked #21 by *Princeton Review* and #44 in by *U.S. News and World Report*.

**Strategic Goal 2**

**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 and other professional activities, and to support engagement with all stakeholders.**

For the second year, the Richards College hosted a brown bag research seminar for faculty. Four sessions were held, two in fall and two in spring semesters. These provided an opportunity for faculty to present research, gather feedback, and discuss opportunities for collaboration.

In May 2015, faculty and administrative staff were invited to participate in a professional development opportunity in the Richards College. Consultant Tom Tobin presented a morning session on Universal Design for Learning and an afternoon session on improving student ethical conduct.

The Richards College continued its faculty exchange with our partner, France Business School. In Fall 2014, Dr. Bird received a semester-long research leave during which he traveled to Amiens, France, to work with Dr. Mohamed Mehanaoui.

The Carnegie Corporation of New York recognized Dr. Beheruz N. Sethna, marketing professor and UWG president emeritus, for his contributions to the United States in the annual tribute to Great Immigrants on July 4, 2014.

Other notable achievements of faculty in the Richards College included:

- Dr. Christine Haynes received the Dr. Larry Sawyer Award for Outstanding Paper of 2014 from the *Managerial Auditing Journal*
- Dr. Faye McIntyre was finalist for Academic Leadership for Entrepreneurs Award and Leadership Character Award
- Dr. Jeannie Pridmore, Dr. Brad Prince, and Ms. Samantha Dukes received the Best Paper Award from the *California Business Review*
- Dr. Beheruz Sethna received the Cornerstone Award from the University System of Georgia Board of Regents
- Dr. David Nickell was Special Issue Editor for *Journal of Business and Industrial Marketing*
Strategic Goal 3
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.

The Richards College has had much stability in administrative staff during the last decade. Dr. David Boldt stepped down as chair of the Department of Economics at the end of FY 2014, returning to faculty after 13 years in administration. Dr. Joey Smith became chair on July 1, 2014. During 2014-15, he participated in the USG’s Executive Leadership Institute to assist in his transition to this leadership position. Dr. Doug Turner announced that he will return to faculty at the end of FY15, and Dr. Brad Prince will become associate dean at that point.

On Wednesday, August 27, 2014 the University of West Georgia celebrated the dedication and naming of the business building in honor of Dr. J. Mark Miller, the first dean of the then-West Georgia College School of Business. The dedication was approved midsummer by the Board of Regents Committee on Real Estate and Facilities.

Efforts to provide outreach to the community continued during 2014-15. The Richards College hosted a new event titled Women Empowering Women at the Burson Center in Carrollton. Approximately 135 women attended the event, which was sponsored by Walmart. Panelists included Kim Bergonzi, owner and operator of Studio Lotus; Kimberly Flowers, vice president for engineering for Southern Company; Christa Pitts, owner of Creatively Classic Activities and Books, LLC; and Gail Evans, former CNN executive vice president, best-selling author, diversity expert and keynote speaker. Each spoke on the topic of women’s empowerment, as it relates to their own personal careers.

The Center for Economic Education continued its programs. For the fifth year, the CEE hosted “Fed Day at UWG” bringing guest speakers from the Atlanta Federal Reserve Bank. The CEE was supported this year by grants from the Walmart.com Foundation and the SunTrust Foundation. CEE director Dr. Leland Gustafson will retire at the end of this academic year; Mrs. Kim Holder, the current assistant director, will become CEE director in Fall 2015.

The Center for Business and Economic Research published four issues of the West Georgia Regional Update during 2014-15. The CBER also sponsored the 3rd annual SAS Analytics Summit in April 2014. The Department of Economics successfully conducted its Economic Forecast Breakfast in October 2014, which was co-sponsored by a number of regional businesses. This year’s speakers were UWG professor Joey Smith, Chief economist at the Southern Company Kenneth C. Shiver, and managing director and senior economist at Wells Fargo Mark Vitner.

UWG SBDC Client Scott Soesbee, founder of FlameOFF Coatings, was named Georgia’s 2015 Small Business Person of the Year by Georgia Trend magazine.

The Richards College had a successful year in fundraising activities. For the third consecutive year, the Richards College achieved 100% participation in A Day, the UWG annual fund drive. Other fundraising successes this year included:
Creation of a scholarship for accounting students
Five year commitment for two scholarships for minority business students
Legacy gift commitment to create scholarship for business students
Creation of James Alfred Cochran Rising Star scholarship for accounting majors
Creation of Lindsey and Genet Barron Business Scholarship for marketing or real estate majors
Continued funding from Johnson donation for CBER, analytics certificate, and SAS Day
Implementation of annual BB&T donation
Continued implementation of Southwire Sustainable Business Honors program donation

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, and the Society for Human Resource Management.

**Strategic Action Items for the 2015-2016 Academic Year**

Although the list of Strategic Action Items will be voted on in the Fall 2015 faculty and staff meeting, the proposed list for 2015-16 includes the following:

**Strategic Goal 1: Student Success**
- Complete design of Leadership Academy
- Explore double degree programs
- Update mentor program
- Formalize internship process
- Continued program assessment for all degrees and majors
- Expand international experiences

**Strategic Goal 2: Academic Success**
- Ethics workshop for faculty
- Build impact measure process
- Review new faculty onboarding processes
- Resume international faculty research collaborations
- Offer optional annual faculty development opportunities

**Strategic Goal 3: Operational Success**
- Ethics workshop for staff
- Prepare new associate dean
- Partnership success survey
- Utilize EAB data for academic planning
- AACSB CIR report and visit preparation
- DAC retreat
- Offer optional annual staff development opportunities
- Work with UWG and others for new building funding, design, and construction
The University of West Georgia aspires to be the best comprehensive university in America – sought after as the best place to work, learn, and succeed!

The mission of the University of West Georgia (UWG) is to enable students, faculty, and staff to realize their full potential through academic engagement, supportive services, professional development, and a caring, student-centered community. UWG is committed to academic excellence and to community engagement, offering high-quality undergraduate, graduate, and community programs on-campus, off-campus, and online.

The Richards College of Business 2015-2020 Strategic Plan was developed after extensive discussion and input from faculty, staff, students, board members, and business leaders in our community. This current revision is consistent with the University System of Georgia Strategic Plan and the University of West Georgia Strategic Plan, and it was developed under the guidelines of the vision of becoming the best comprehensive university in America – sought after as the best place to work, learn, and succeed! The four University Strategic Imperatives of student success, academic success, successful partnerships, and operational success are essential to the future of the Richards College.

Just as the University of West Georgia continues building the environment and infrastructure to attract excellent faculty, staff, and students, the Richards College of Business will do likewise with the overarching goal to be a leading college within the UWG community. Input throughout the past few years has led to revision of the vision, mission, and strategic goals, and reaffirmation of our statement of ethical values. The 2015-2020 Strategic Plan summarizes these key strategic issues and provides a map to guide our efforts in the coming years.
Vision
The vision of the Richards College of Business is 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 and Values

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 and other 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.

ETHICAL VALUES: The Richards College of Business community (administrators, faculty, staff, students, and business partners) share a commitment to the principles of honesty and integrity in interactions and undertakings, accountability for personal behavior, and respect for the rights, differences, and dignity of others. In addition, we strive to continuously improve our abilities to recognize unethical behavior and to make ethical and moral decisions.
Strategic Goal 1

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.

The Richards College of Business provides traditional and experiential learning opportunities to build students’ knowledge of core business concepts and expand their understanding within their chosen disciplines. We provide a range of opportunities including selection of majors, minors, and certificate programs; undergraduate and graduate research; in-class, on-line, and hybrid courses; and lectures, guest speakers, and business visits.

With a belief that each student should have the opportunity to graduate with a degree plus at least one additional meaningful educational experience, we offer such opportunities as internships, certifications, double majors, double degree programs, the Southwire Sustainable Business Honors program, international student competitions, study abroad programs, and international student exchanges. Throughout their academic careers, students can serve in leadership positions in business clubs or as a Richards College Business Ambassador, conduct faculty-directed research that can lead to national conference presentations, and have first-hand engagement with executives through activities such as the Richards College Mentor Program, the McCalman Executive Roundtable, and the Executive in Residence program.

Our efforts to ensure a quality educational experience for students begin in the Richards College Student Success Center. Each student works with an advisor to help plan his/her program of study, determine career development strategies, and build a successful transition into the business world. Faculty and staff care deeply about students’ academic endeavors and their personal development, and we work tirelessly on their behalf.

“I am honored to graduate from the Richards College of Business with a degree that is AACSB-accredited. I know the skills and attributes that I have learned will positively influence the rest of my life.” - Management Major
STRATEGIC GOAL 2

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 and professional activities, and to support engagement with all stakeholders.

Ensuring a high quality educational experience for our students requires supporting a portfolio of faculty dedicated to academic excellence and providing opportunities for their continued professional development. The Richards College of Business recruits productive and collaborative faculty; invests in teaching and research development opportunities both within the college and across disciplines; acknowledges and celebrates faculty accomplishments; and supports a culture of shared governance.

As a college, we value both academic and professional experiences of faculty, and we encourage collaboration and cooperation in teaching, research, and service activities. We support intellectual contributions that advance practice, pedagogy, and knowledge within our disciplines. Our faculty exhibit a commitment to serve stakeholders throughout our campus, community, and disciplines.

“What more can you ask for, when you come to work and you laugh and you learn! It is a wonderful place to be a faculty member and I think a wonderful place to be a student.” - Richards College of Business Faculty
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.

Facilitation of excellence in faculty and students requires building a cadre of strong support staff. The Richards College recruits effective and collegial staff, provides opportunities for continued training and development, and encourages their personal and professional growth and success. As with faculty, we acknowledge and celebrate staff successes. Richards College staff are critical, integral, and valued members of our college and are engaged in college governance.

Facilities and infrastructure are systematically evaluated to identify areas of need. We maintain classrooms, labs, and offices, as well as informal spaces such as learning labs, a student lounge, and outdoor garden spots. Technology is widely available, with wireless access in Richards College facilities and regular upgrades of computer equipment.

To continue our success, the Richards College is committed to strengthening our financial position and investing in our future. We will continue building partnerships that are mutually beneficial. External funding opportunities will support academic programs, student opportunities, and faculty excellence. Continued funding for student scholarships and centers is essential, and increased efforts at funding a new facility to showcase the Richards College and bring all our faculty, staff, and programs under one roof will provide focus for our efforts in the coming years. A truly committed Board of Advisors and increased engagement with alumni will help drive these efforts.

“We get the opportunity to see firsthand the transformative effects of college in the lives of students and our businesses. The Richards College is truly successful at bringing together the rigor of academic success with the real world needs of the business community, while in the process setting students on a path for future career success.” - Richards College of Business Board of Advisors Member
**Ethical Values**

The Richards College of Business community (administrators, faculty, staff, students, and business partners) share a commitment to the principles of honesty and integrity in interactions and undertakings, accountability for personal behavior, and respect for the rights, differences, and dignity of others. In addition, we strive to continuously improve our abilities to recognize unethical behavior and to make ethical and moral decisions.

We recognize that students view faculty and staff as role models for ethical behavior; as such, we are committed to upholding these ethical standards and strive to instill them in others. We do this continually throughout the students’ experience in the Richards College of Business. We discuss the Richards College Statement of Ethical Values and the University’s Student Honor Code at new student orientations; we prominently display this statement of Ethical Values on many Richards College documents; we conduct periodic faculty and staff training to further our knowledge and sensitivity to ethical concerns; we explicitly address ethical concepts and issues with students; and we address ethical behavior in all academic programs.

The Richards College is committed to building partnerships with businesses and organizations that share these Ethical Values. Reaffirmation of the Ethical Values by the Board of Advisors and the Accounting Advisory Board provides evidence that our key partners adhere to these principles, and continuing conversations with our business partners ensure that collaborations achieve mutually compatible goals in an ethical and equitable manner.

“Your efforts years ago are impacting my success today. I owe you many thanks.”
- Richards College of Business Alumni