



UWG

Richards College
of Business

Annual Report for 2015-2016

Faye S. McIntyre
Dean and Sewell Chair of Private Enterprise

Introduction

The 2015-16 academic year was a busy and rewarding one for the Richards College of Business. The year was filled with a number of record achievements and plans for the future as we prepared for the upcoming October 2016 AACSB Continuous Improvement Review visit. This annual report summarizes the major strategic initiatives during the year and concludes with an outline of important issues for the upcoming year.

Strategic Initiatives

Strategic Planning

Strategic Action Items to accompany the Richards College *2015-2020 Strategic Plan* were developed during 2014-15 and presented at the Fall Faculty and Staff meeting in August 2015. The Strategic Action Items provide benchmarks for assessing progress toward achievement of the Strategic Plan and will guide activities over the next five years. The document is attached to this Annual Report.

Edits to the *Faculty Handbook* were discussed at the Fall Faculty and Staff meeting, with a final approval vote in September 2015. The Dean's Advisory Council (DAC) held a two-day retreat focused on team building, conflict management, and strategic planning.




Accreditation

In preparation for the October 2016 AACSB CIR visit, Dr. Ron Shiffler, former dean at Georgia Southern University and Queens College, conducted a consulting visit in Fall 2015 to assess the College's readiness. During May 2016, Dr. Frank Ghannadian, chair of the business peer review team, and Dr. Hughlene Burton, chair of the accounting peer review team, visited the Richards College to conduct a pre-visit and provided preliminary feedback. Each visit generated ideas to refine processes, and the Richards College is well positioned for the October CIR visit.

Committee Initiatives

During 2015-16, faculty-led committees were instrumental in Richards College leadership and strategic initiatives.

The Strategic Planning Committee:

-  Set up the Dean's Evaluation Committee and the list of members
-  Determined the criteria of how a journal's quality would be assessed and discussed faculty safeguards from predatory journals
-  Discussed "How is the business school trying to distinguish itself?" SPC brought in the chairs of UPC and GPC to discuss this question in a comprehensive manner with all the major committees in the College

- 🐾 Discussed life cycle of students including means to support the students at each stage of their academic cycle and ensure that their academic progression is aligned with the College's mission
- 🐾 Discussed how to best capture the students' class-plus activities
- 🐾 Discussed life cycle of faculty and how best to support them in their teaching and research endeavors
- 🐾 Discussed the Leadership Academy and its role in offering the student the degree plus one program
- 🐾 Developed guidelines for international scholarship awards
- 🐾 Discussed the number of times a student can receive international travel funding assistance and concluded it is at the Program Manager's discretion

The Undergraduate Programs Committee:

- 🐾 Reviewed, discussed, and gave feedback to faculty on various AOL reports
- 🐾 Approved the termination of the Bachelor of Science with a major in Economics/Secondary Education
- 🐾 Approved modifications to the BBA with majors in Marketing, Management, and MIS, as well as modifications to various certificates
- 🐾 Approved the addition, deletion, and modification of courses in Marketing and Management
- 🐾 Wrapped up the design of the Leadership Academy
- 🐾 Selected undergraduate scholarship recipients
- 🐾 Reviewed curriculum:
 - Discussed changes to Areas E and F
 - Discussed number of hours required to declare a major
 - Discussed GPA requirement
 - Discussed the possibility of creating a new "mini-capstone" introductory business course
 - Discussed the possibility of designing a new first-year experience course for business students
 - Discussed changes to the business core

The Graduate Programs Committee:

- 🐾 Assessment of Learning
 - Reviewed AOL summaries
 - Recommended all MBA courses include international material since L03.1 has been consistently low
 - Recommended the AOL review cycle be changed to once a year
- 🐾 Graduate Curriculum Revision
 - Received approval for three MBA concentrations starting Fall 2016
 - Digital Marketing
 - Sales and Consumer Research
 - Business Intelligence and Cyber Security
 - Recommended Tuesday night scheduling for the new concentration courses

- Updated the *Graduate Catalog* and the new website
- Began work with Nursing, Public Administration, and Mathematics to develop future concentrations
- Recommended a Business Law Elective be developed for the MBA program
- 🐾 Reviewed the revised Shared Governance Procedures
- 🐾 Reviewed the new Graduate Program systems, WolfWatch, and Recruiter

Strategic Goals

Progress toward the three 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.

Figures 1 through 4 demonstrate record achievements during 2015-16. The Richards College enrolled a record number of students in Fall 2015 (Figure 1), taught a record number of student credit hours in 2015-16 (Figure 2), and conferred a record number of degrees during the year (Figure 3). As seen in Figure 4, a record number of students participated in international exchange and study abroad programs (many of whom had never been outside the U.S. prior to the program).

**Figure 1
Fall Headcount**

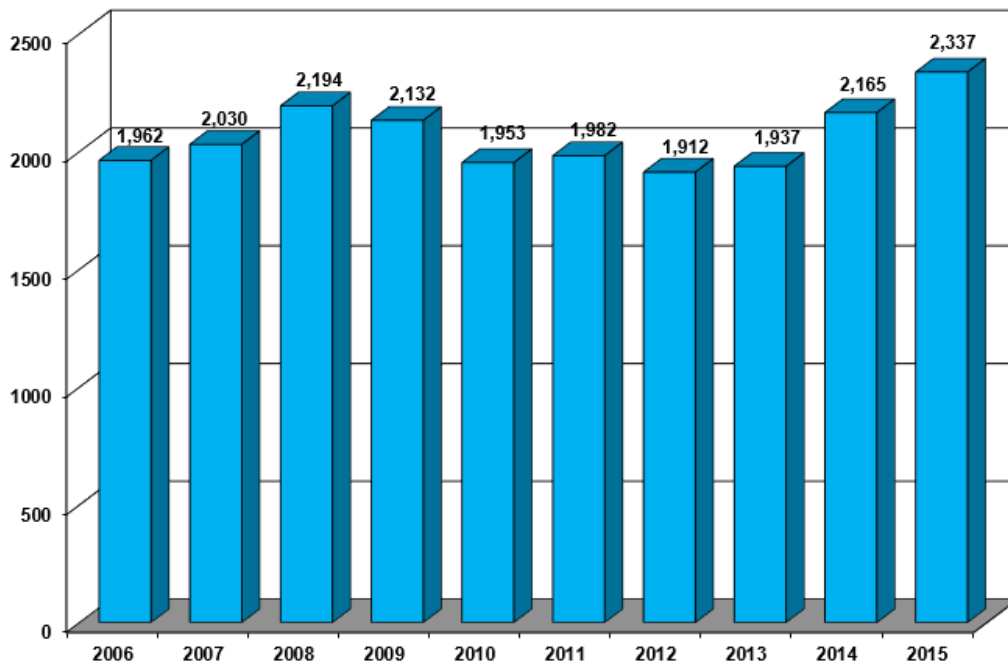


Figure 2
Student Credit Hours Offered

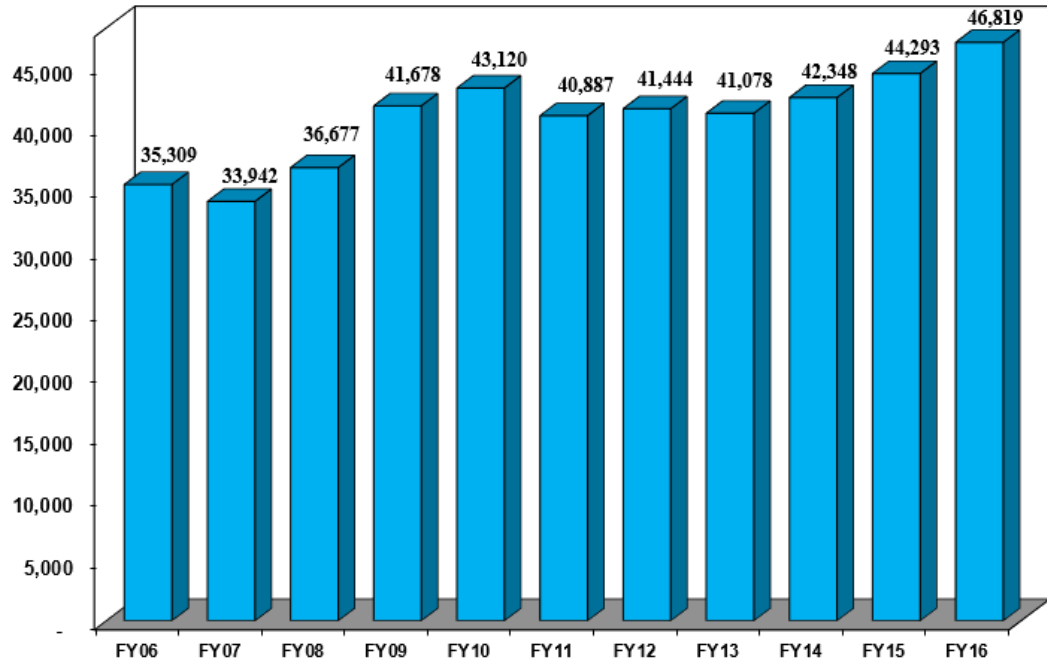


Figure 3
Degrees Conferred

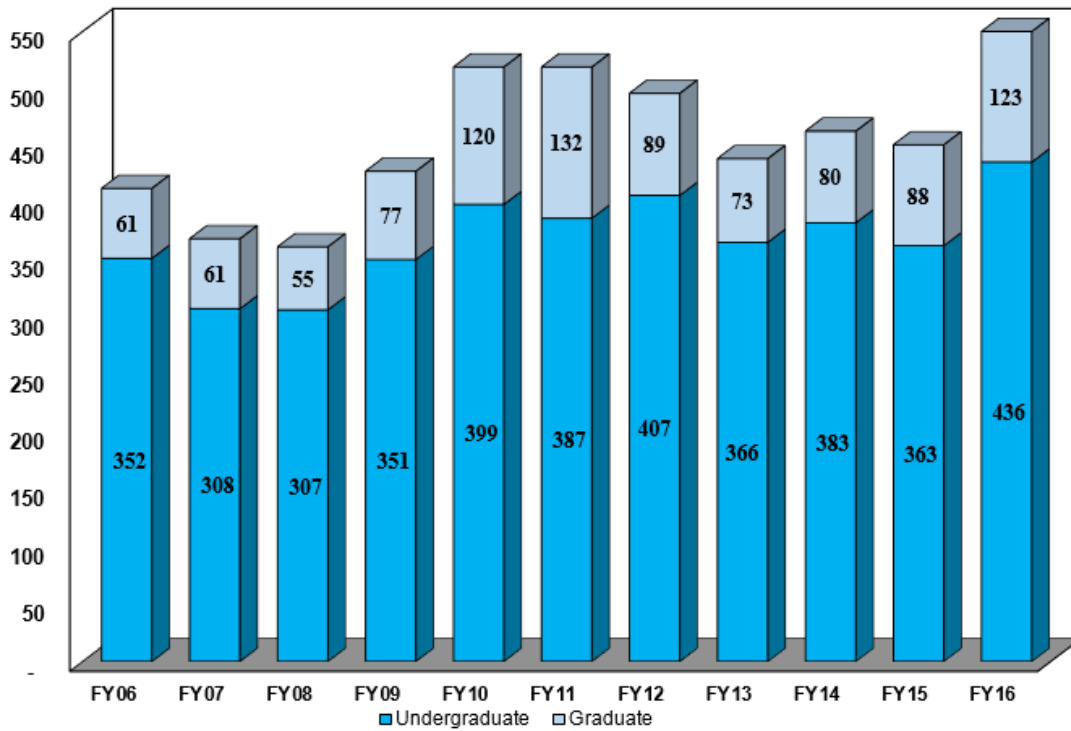
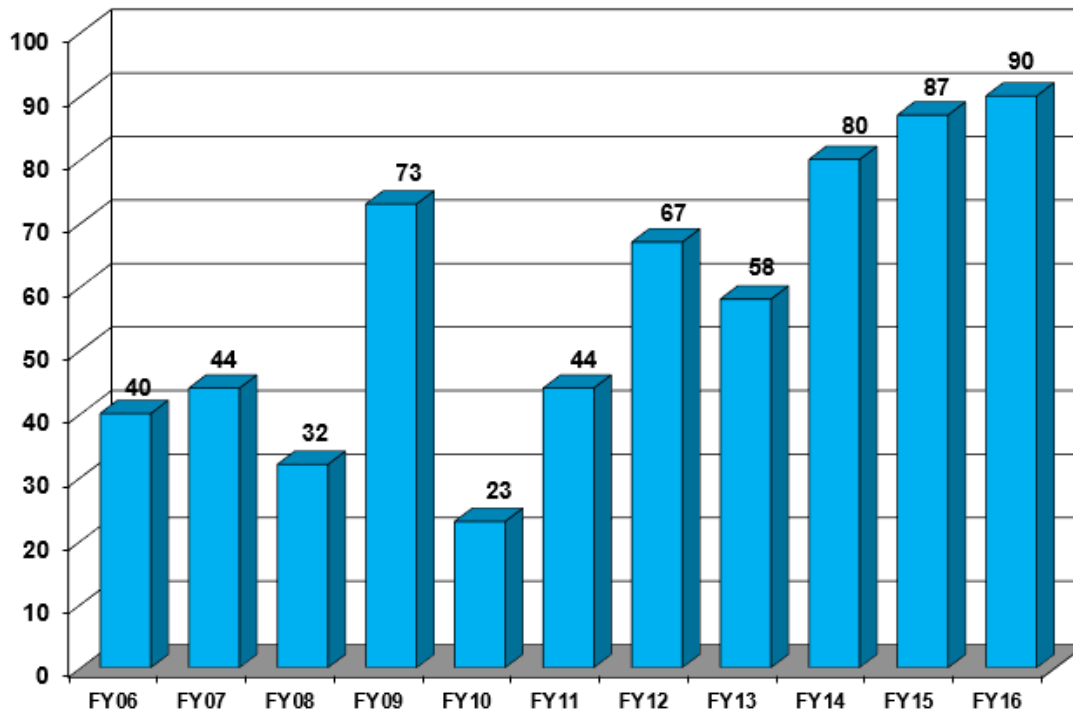


Figure 4
Study Abroad Participation



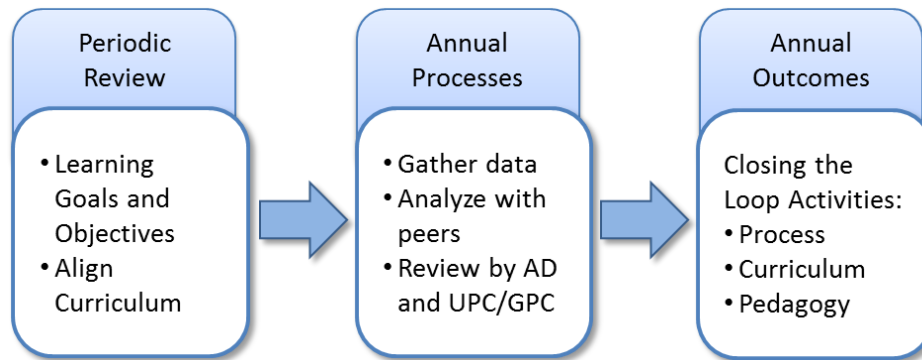
Two ongoing Strategic Action Items are outlined for Student Success:

- 🐼 Program assessment for all degrees and majors
- 🐼 Expand international experiences

Richards College faculty are active in programmatic assessment to ensure continuous improvement. Program assessment processes have been in place since 2004-05; processes for assessment of majors began in 2007-08 to better fulfill SACS requirements. A Director of Assessment was appointed in 2010, and the College provides this faculty member a course release and stipend to coordinate the AOL activities. Figure 5 provides an overview of the assessment processes in the Richards College.





During 2015-16, the Richards College took several steps to expand international opportunities for students. Our partner school in France, ESCM, has now merged with La Rochelle Business School. UWG president Marrero and Richards College dean McIntyre signed an MOU to begin a formal relationship with La Rochelle, and their counterparts should sign during Summer 2016. Once the MOU is in place, discussions can begin for program-specific agreements. The Richards College also signed MOUs with ISC Paris and University of Muenster (Germany) during 2015-16, with anticipated program agreements under development. SIAS University (China) is interested in an articulation agreement for accounting students, and this will be explored during 2016-17.

Figure 5
Assessment Processes



In addition to working with our Chinese students when they arrive on campus, Academic Advisor Alexis Fontaine and Director of External Services & Programs Simone Lee traveled to China during April 2016. They were able to visit with students from our two Chinese partner schools, Zhongnan University of Economics and Law (ZUEL) and Shanghai University of International Business and Economics (SUIBE). This is the second year a Richards College advisor has visited the schools, and students arrive much better prepared both for academics at UWG and life in the U.S.

Four Strategic Action Items were outlined for 2015-16:

-  Complete design of Leadership Academy
-  Explore double degree programs
-  Update mentor program
-  Formalize internship process

Undergraduate Programs Committee gathered input from students, board members, and faculty in completing design of the new four-year program for undergraduate students titled Leadership Academy (LA). The LA will debut in Fall 2016; it will include a first-year experience and will integrate courses, seminars, and activities each year.

Also under development this year is an initiative called the Wolf Pact. This builds on the Richards College Statement of Ethical Values and is designed as “a commitment by all members of the Richards College family to the principles of honesty, integrity, and professionalism in interactions and undertakings, accountability for ethical personal behavior, and respect for the rights, differences, and dignity of others.” The Wolf Pact should be ready for roll-out Fall 2016.

Business students lead the University in double majors, as seen in Table 1. In 2015-16, 15.8% of BBA majors graduated with a double major, and the Richards College conferred over 93% of all double majors at UWG.

Table 1
Double Majors Conferred

	Total UWG	Business	Business as % of UWG	% BBA Graduates
FY11	62	55	88.7%	15.4%
FY12	66	63	95.5%	16.4%
FY13	57	51	89.5%	15.3%
FY14	55	51	92.7%	14.1%
FY15	58	54	93.1%	15.8%

Graduate Programs Committee developed a plan for a double degree for the MBA and MPAcc programs. The proposal used required courses in one program to fill elective options in the other. Unfortunately, a new SACSCOC ruling seems to prevent implementation. Although this program is temporarily on hold, we will continue looking at options for it and other double degree options for our students.

The Richards College Mentor program included 18 pairs of students and mentors. We expanded the etiquette dinner typically associated with the mentor program and included an additional 42 students at that event. Since the mentor program reaches so few students each year, it has not achieved its intended goals on a large enough scale to continue at this point. A committee will be formed in Fall 2016 to review proposals for including the program in the new Leadership Academy in future years.

After more than a year of development, the Richards College Student Internship Success Packet was debuted in March 2016. The packet combines a number of resources, requirements, and recommendations into one easily accessible document for students, faculty, and employers. It is now available in hard copy and on the College website (<https://www.westga.edu/academics/business/assets/docs/Internship-Success-Packet.pdf>).

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. Based on feedback from the Dean's Council of Student Leaders, this event also served as a venue to hand out tee shirts with the Richards College logo.





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. New this year was a College-specific Preview Day, hosted in conjunction with the UWG Office of Undergraduate Admissions.

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 Honda, Printed Specialties, Burson Center, Morgan Oil, Element Funding, Georgia SBDC, Edward Jones, Wells Fargo, Greenway Medical, Southwire, and more.

Four undergraduate students participated in a competition held at the International Economics Convention in Mumbai, India. The convention theme this year was “Corporate Social Responsibility: Lessons from Abroad” and the Richards College team was assigned Germany. For the competition, students were required to write a 35-page empirical research paper and prepare a 25-minute presentation. This year’s team won 1st place for Best Paper, Best Presentation, Best Speaker, and the top prize Best Overall.

During 2015-16, the Southwire Sustainable Business Honors Program completed its third year. The program graduated its first cohort of undergraduate students and the first MBA is scheduled to graduate at the end of Summer 2016, already with a job offer from Southwire. Throughout the year, SSBH students participated in a variety of activities including:

-  Completed Southwire’s Crisis Communications workshop
-  Conducted projects such as analysis of Southwire’s Employee Engagement Survey and implementation of employee weight loss challenge
-  Volunteered at Back to School, Electronics Recycling, and Toys for Tots
-  Completed internships which involved development of business plans and strategic plans with presentations to Southwire executives

The Center for Ethics and Free Enterprise was in its sixth year and held two sessions of the BB&T Lectures in Free Enterprise Series. Our first speaker was Johnny “Cupcakes” Earle, owner and founder of Johnny Cupcakes T-shirt bakery. Johnny is a serial entrepreneur who was named *BusinessWeek’s* No. 1 Entrepreneur Under 25. The second speaker was Stu Thorn, former President and CEO of Southwire Company. His lecture titled “How to Change the World Without Changing a Thing: Leveraging Capitalism to Create Shared Value” presented the audience with evidence of how companies are improving society while succeeding in the marketplace.

Once again, Richards College student and SBDC client William Cross participated in a national business plan competition. His company and plan won third place out of 170 teams, winning \$40,000 in prize money from Baylor University’s New Venture Competition.

Overall, Richards College students are engaged and successful. Table 2 shows time to graduation for BBA graduates who began as full-time freshmen at UWG for the past five years. Though not an accurate “graduation rate” since the figures only capture those who completed the degree, we are proud that 88% of those graduating in 2015-16 did so in six years or less.






Table 2
BBA Time to Graduation

FY	BBA Grads	FT/FT Freshmen	4 years	5 years	6 years	More than 6 years
2011	356	248	31%	44%	15%	10%
2012	383	256	32%	41%	14%	13%
2013	334	201	36%	35%	14%	15%
2014	361	208	38%	38%	14%	10%
2015	342	210	42%	34%	12%	12%

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.

One ongoing and four annual Strategic Action Items were planned for Strategic Goal 2:

-  Offer optional annual faculty development opportunities
-  Ethics workshop
-  Build impact measure process
-  Review new faculty onboarding processes
-  Resume international faculty research collaborations

For the second year, the Richards College hosted optional development training for faculty and staff. In May 2016, two sessions were held. Faculty were invited to the morning session on innovative pedagogy and technology. Both faculty and staff were invited to the afternoon session on dealing with disturbed/distressed students. The Summer 2015 faculty and staff development included a session on improving student ethical conduct; thus we met this Strategic Action Item just prior to the beginning of 2015-16.










In preparation for the upcoming AACSB CIR visit, the Richards College developed an acronym to assist in documentation of the impact of teaching, research and service:

- A**wards and nominations
- R**equests and invitations
- M**edia quotes
- S**tudent success stories

The ARMS acronym was further emphasized through development of a visual that was presented at the Faculty and Staff meetings and sent to all faculty. Awards, nominations, requests, and invitations were recorded in Digital Measures, along with annual activities faculty typically report. Media quotes and student success stories were forwarded to Nancy Lott, who compiled and cataloged them for easy access when preparing the AACSB report.

We were not able to resume our annual research seminar with our partner school during 2015-16. ESCM has undergone major restructuring in recent years and has recently merged with La Rochelle Business School. Conversations this year with ESCM, La Rochelle, ISC Paris and University of Muenster included discussions of developing a similar seminar series to facilitate cross-institutional research. However, it will likely be another year or two before these can be implemented.

In addition to activities related to the Strategic Action Items, faculty and staff were active, engaged, and productive during 2015-16. Awards and accomplishments included:






-  Dr. Blaise Bergiel received the 2016 Award for Excellence – Highly Commended Paper from *Team Performance Management: An International Journal*
-  Dr. Leanne DeFoor received Top Instructors Recognition from Cengage Learning
-  Dr. Charles Hodges was named both Club Sertoman of the Year and North Georgia District Sertoman of the Year
-  Ms. Kim Holder received the UWG Faculty Member of the Year Westpy Award, the J. Owen Moore Faculty Award, and 1st Place Economist Educators Best-in-Class Teaching Award
-  Dr. Faye McIntyre was named Who's Who in Education by the *Atlanta Business Chronicle*
-  Dr. Jeannie Pridmore, Dr. Brad Prince, and Ms. Samantha White received the Best Paper Award from *California Business Review*
-  Dr. Beheruz Sethna received the Cornerstone Award from the Board of Regents of the University System of Georgia
-  Dr. Susana Velez received the Best Overall Paper Award from the International Academy of Business Disciplines
-  Dr. Michael Yu received the Best Paper Award from both the *International Journal of Business Research* and the International Academy of Business and Economics




The Richards College online MBA was ranked Top Tier by CEO Magazine, #21 in by Princeton Review and #44 by U.S. News & World Report; as part of the Georgia WebMBA, this program is also ranked #1 in student satisfaction and #3 for public perception by GetEducated.com and had been designated a Best Buy for many years.

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.

Two ongoing and six annual Strategic Action Items were planned for Strategic Goal 3:

-  Offer optional annual staff development opportunities
-  Work with UWG and others for new building funding, design, and construction
-  Ethics workshop
-  Prepare new associate dean
-  Partnership success survey

-  Utilize EAB data for academic planning
-  AACSB CIR report and visit preparation
-  DAC retreat

Staff were invited to the May 2016 workshop session on dealing with disturbed/distressed students. The Summer 2015 faculty and staff development included a session on improving student ethical conduct; thus we met this Strategic Action Item just prior to the beginning of 2015-16.

Work toward a new building for the Richards College progressed this year. College administration worked with UWG facilities personnel on visuals that can be used for fund-raising, and both Dean McIntyre and UWG development staff have begun sharing the information with potential donors.





Dr. Brad Prince became Associate Dean on July 1, 2015. He had spent some time with previous AD Doug Turner prior to this, so he was prepared to step into the role. Additional initiatives such as the UWG Leadership Development Institute and cross-mentoring group further prepared Dr. Price for this new role.





A partnership success survey was drafted during 2015-16 and will be administered in 2016-17. The academic advisors, department chairs, and the assistant dean, associate dean, and dean attended a training workshop on how to utilize the EAB dataset for student advising. Additional training for DAC on how to use the data for programmatic planning is planned for 2016-17.

As indicated earlier in the Annual Report, the Richards College is well positioned for the October CIR visit. Dr. Shiffler's mock visit and the team chairs' pre-visit both provided valuable feedback. The two-day DAC retreat focused on team building, conflict management, and strategic planning and was also instrumental in the CIR visit preparation. A draft agenda for the October visit has been shared with team members, and the CIR report will be completed during Summer 2016.

The Richards College had 100% participation in the Fall 2015 A Day annual campaign – the first college in UWG history with 100% and the only one thus far to achieve this level of participation four years in a row. Every faculty and staff member made a financial contribution, and this is an important engagement metric to share with external donors.

Other fundraising successes this year included:

-  Tim and Dede Brown Scholarship to benefit military vets majoring in business
-  Angela Kirk and Michael McConnell Scholarship to benefit student athletes majoring in business
-  Lou Loquasto planned gift to establish a scholarship to benefit student athletes majoring in business
-  John Paulk III pledge toward the new business building

-  In-kind donation of Jasper Transportation, Concierge 6-Passenger Golf Car by Yamaha Motor Manufacturing of America
-  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

The Center for Economic Education continued its programs this year. For the sixth year, we hosted “Fed Day at UWG” bringing guest speakers from the Atlanta Federal Reserve Bank. We partnered with the College of Education to reach students in both business and education. The new CEE Director has expanded training opportunities to k-12 educators and is quickly becoming nationally known for her work in use of social media to expand economics education.

The Center for Business and Economic Research published four issues of the *West Georgia Regional Update* during 2015-16. The CBER also sponsored the 4th annual SAS Analytics Summit in April 2016. The Department of Economics successfully conducted its Economic Forecast Breakfast in October 2015, which was co-sponsored by a number of regional businesses. This year’s speakers were UWG professor Joey Smith, Chief Economist and Senior VP of Research for the National Associate of Realtors Lawrence Yun, and Georgia Commissioner of Labor Mark Butler.




The Richards College continued its marketing and outreach activities during 2015-16. We hosted the Women Empowering Women seminar at the Burson Center. The Richards College was also a presenting sponsor for two of the Atlanta Business Chronicle’s events: Most Admired CEOs and Women Who Mean Business. A new Richards College video was debuted in Fall 2015 (<https://youtu.be/aKfS6YQPgtU>).

Further evidence of operational success in the Richards College was revealed in the 2016 Engage West survey results. The College engagement score once again far exceeded the University. Engagement score for the College was 4.17 on a 5-point scale versus 3.79 score for UWG.



Strategic Action Items for the 2016-2017 Academic Year

A key strategic goal for 2016-17 will be successful completion of the AACSB CIR visit in October 2016. In addition to the ongoing activities, Strategic Action Items planned for next year include the following.



Strategic Goal 1: Student Success

-  Implement MBA concentrations
-  Implement Leadership Academy
-  Work with UWG Career Services to better integrate programming

Strategic Goal 2: Academic Success

-  Develop adjunct onboarding process
-  Leadership development for center, program, and assessment directors

Strategic Goal 3: Operational Success

-  Staff retreat
-  Expand internship corporate partners

Richards College of Business Strategic Action Items 2015-2020

Vision Statement

The vision of the Richards College of Business is to become a globally recognized college of business preparing forward-thinking, responsible leaders.

Mission Statement

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

Strategic Goals	Action Items 15-16	Action Items 16-17	Action Items 17-18	Action Items 18-19	Action Items 19-20
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.	<ul style="list-style-type: none"> ○ Complete design of Leadership Academy ○ Explore double degree programs ○ Update mentor program ○ Formalize internship process 	<ul style="list-style-type: none"> ○ Implement MBA concentrations ○ Implement Leadership Academy ○ Work with UWG Career Services to better integrate programming 	<ul style="list-style-type: none"> ○ Expand student involvement in centers ○ 	<ul style="list-style-type: none"> ○ Comprehensive curriculum review 	<ul style="list-style-type: none"> ○
	<ul style="list-style-type: none"> ○ Ongoing program assessment for all degrees and majors ○ Expand international experiences – format, timing, countries 				
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.	<ul style="list-style-type: none"> ○ Ethics workshop ○ Build impact measure process ○ Review new faculty onboarding processes ○ Resume int'l faculty research collaborations 	<ul style="list-style-type: none"> ○ Develop adjunct faculty onboarding process ○ Leadership development for center, program, and assessment directors 	<ul style="list-style-type: none"> ○ Evaluate impact of B-Quest ○ Secure Fulbright Fellowship for at least one faculty 	<ul style="list-style-type: none"> ○ Review vision, mission, goals and ethical values ○ Review committee structure 	<ul style="list-style-type: none"> ○ Review Faculty Handbook
	<ul style="list-style-type: none"> ○ Offer optional annual faculty development opportunities 				
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.	<ul style="list-style-type: none"> ○ Ethics workshop ○ Prepare new associate dean ○ Partnership success survey ○ Utilize EAB data for academic planning ○ AACSB CIR report and visit preparation ○ DAC retreat 	<ul style="list-style-type: none"> ○ Staff retreat ○ Expand internship corporate partners 	<ul style="list-style-type: none"> ○ Secure funding for endowed chair ○ DAC retreat 	<ul style="list-style-type: none"> ○ Begin Strategic Plan review/revision ○ Review College admin infrastructure ○ Staff retreat 	<ul style="list-style-type: none"> ○ Secure funding for endowed chair ○ DAC retreat
	<ul style="list-style-type: none"> ○ Offer optional annual staff development opportunities ○ Work with UWG and others for new building funding, design, and construction 				