



UWG

Richards College
of Business

Annual Report for 2016-2017

Faye S. McIntyre
Dean and Sewell Chair of Private Enterprise

Introduction

The 2016-17 academic year was a busy and rewarding one for the Richards College of Business. The Fall 2016 AACSB Continuous Improvement Review (formerly called Maintenance of Accreditation) visit was a success, with both business and accounting receiving praise from the review teams. 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

Accreditation

In preparation for the AACSB Continuous Improvement Review (CIR) visit, the entire College participated in an all-day workshop in August 2016. In October 2016, a peer review team (PRT) of two deans and two accounting department chairs visited the Richards College of Business for the CIR. Both the business team and the accounting team recommended extension of accreditation. Subsequently, the AACSB Maintenance of Accreditation Committee and the Accounting Accreditation Committee concurred with the recommendation, and the AACSB Board of Directors ratified the decisions in February 2017.



The business PRT identified the atmosphere of learning created by professors and the emphasis on student success, outreach activities of the College, high scores for Richards College students on the National Survey of Student Engagement, strong faculty scholarship and the strong culture of mentoring younger faculty as commendations of strength and evidence of effective practices. The accounting PRT commended the strong collaboration among faculty and their dedication to high quality education, faculty commitment to continuous improvement of the assurance of learning process including an innovative approach to addressing a new accreditation standard on data analytics, and the formalized intervention process for at-risk students.








The next AACSB maintenance of accreditation visit will be in Fall 2021, following the regularly scheduled five year cycle.

Committee Initiatives









During 2016-17, faculty-led committees were instrumental in Richards College leadership and strategic initiatives.

The Strategic Planning Committee:







-  Selected representative to the UWG task force to develop a university wide policy for teaching track faculty;
-  Worked on the make-up of the new building committee;

-  Worked on determining the exact review period for Post Tenure Review and achievement needed for success;
-  Worked on the changes to the P&T and vitae idea, as put forward by UWG Faculty Development Committee;
-  Worked on determining a recommended formula for class size for both undergraduate and graduate courses, as requested by the GPC;
-  Accepted the new norms for Faculty and Staff Awards and move to a calendar year;
-  Worked on the time frame of the Faculty Research Award;
-  Worked with the Dean regarding the AACSB pre-visit, CIR report, and visit; and
-  Discussed the OrgSync system of tracking student involvement in outside the classroom activities, as service, clubs, etc.

The Undergraduate Programs Committee:

-  Reviewed success of first year of Leadership Academy;
-  Awarded scholarships for 2017-2018 academic year;
-  Creation of field exam review materials and presented to students in Fall 2016 and Spring 2017 to study for field exam;
-  Affirmation of MATH 1111 as the primary math requirement for RCOB students;
-  Approval of new courses in Management and degree updates in Marketing/Real Estate;
-  Continued discussion of how and where to add flexibility to the undergraduate curriculum;
-  Continued discussion of curriculum review (including evaluating impact of GPA and other requirements on student success); and
-  Reviewed, discussed, and gave feedback to faculty on various AOL reports.

The Graduate Programs Committee:

-  Revised GMAT Waiver Policy;
-  Created Internship Credit Policy;
-  Created Graduate Retake Policy;
-  Worked with the Graduate Program Directors to Articulate a Vision for the Program;
-  Awarded Scholarships; and
-  Reviewed, discussed, and gave feedback to faculty on various AOL reports.

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 3 demonstrate achievements during 2016-17. After a record number of students enrolled in Fall 2015 (Figure 1) and a record number of degrees conferred in 2015-16

(Figure 2), both numbers were down slightly this year. However, the Richards College taught a record number of student credit hours in 2016-17 (Figure 3).

Figure 1
Fall Headcount

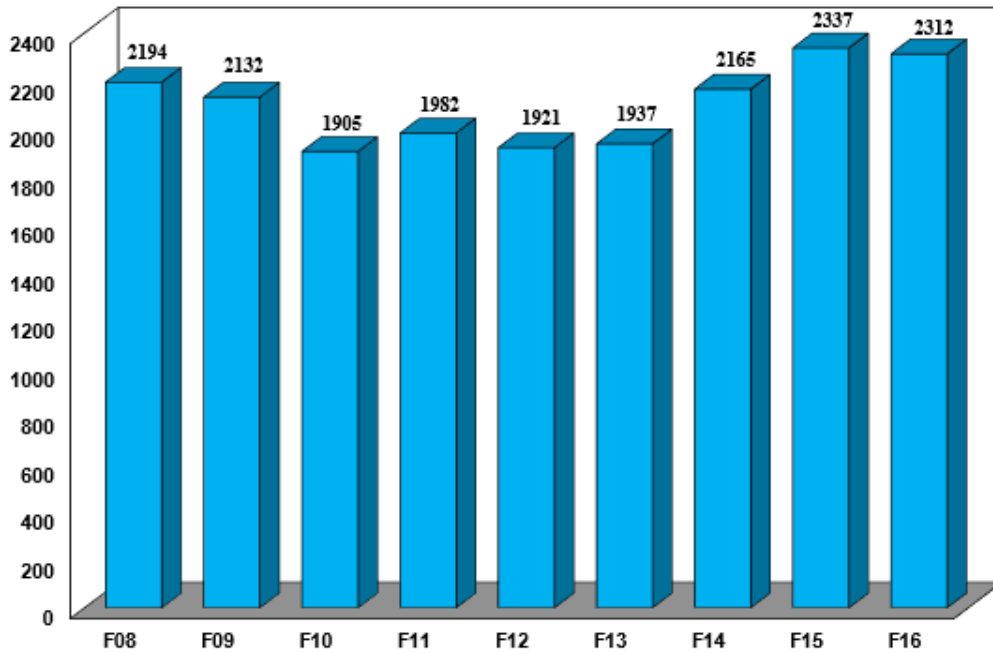
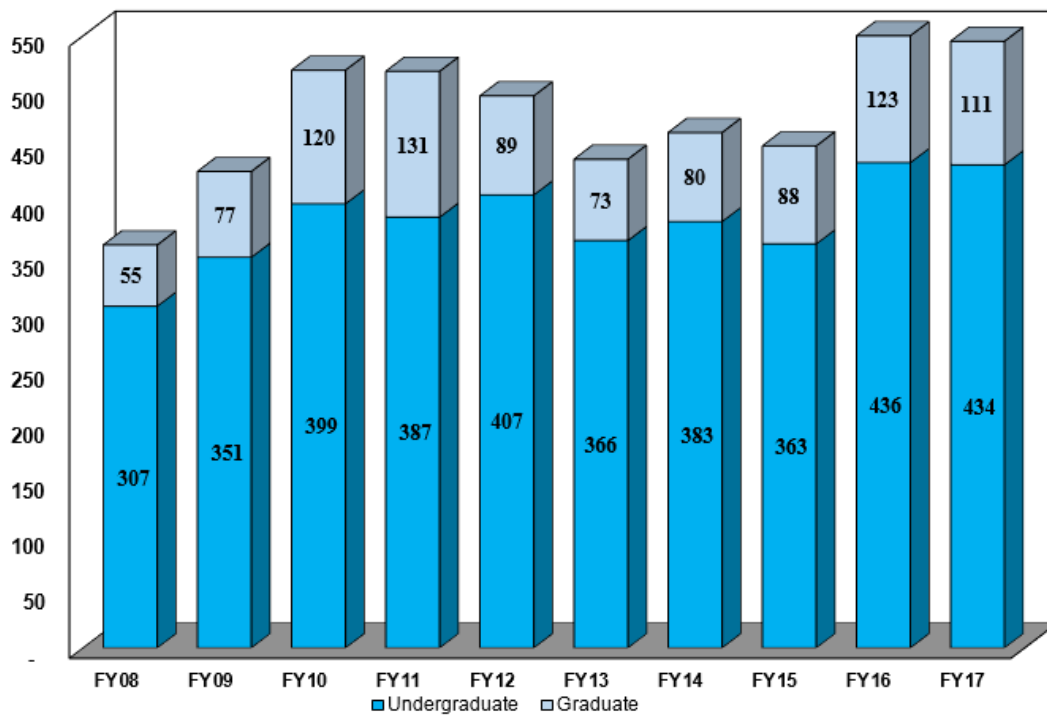
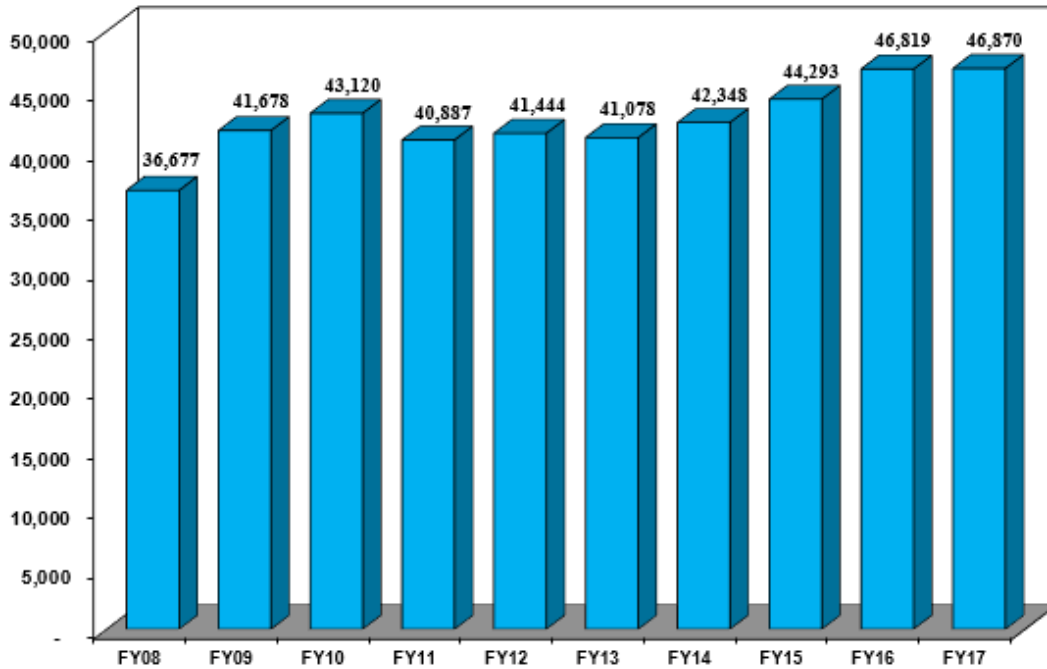


Figure 2
Degrees Conferred



**Figure 3
Student Credit Hours Offered**



Two ongoing and three annual Strategic Action Items are outlined for Student Success:

- 🐾 Program assessment for all degrees and majors
- 🐾 Expand international experiences
- 🐾 Implement Leadership Academy
- 🐾 Implement MBA concentrations
- 🐾 Work with UWG Career Services to better integrate programming

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.

During 2016-17, the Richards College took several steps to expand international opportunities for students. A new MOU was signed in July 2016 and an agreement for student exchange was completed in April 2017 with La Rochelle Business School in France. The Richards College also signed an MOU with ISC Paris during 2015-16, and the first UWG student travelled to France to study at ISCP during Spring 2017. The student exchange agreement with partner school Zhongnan University of Economics and Law (ZUEL) was renewed in October 2016, and in March 2017, Dean McIntyre travelled to China with the UWG director of international programs and visited with ZUEL; additionally, the two met with officials from a number of other schools interested in potential partnerships. Students from two partner schools, Shanghai University of International Business and Economics (China) and Universidad Católica de la Santísima

Concepción (Chile), travelled to UWG and participated in short-term studies with Richards College faculty and staff.

The Leadership Academy was rolled out in Fall 2016, and some early adjustments were implemented to ensure the program’s long term success. The first-year experience included a number of activities and learning opportunities, including a visit from Walmart executives, senior business students serving as peer mentors, and attendance at the BB&T Lecture series.

Three new MBA concentrations were offered Fall 2016: digital marketing, sales & consumer research, and business intelligence & cyber security. These concentrations will allow graduate students to focus their studies and will provide additional information for employers on students’ areas of expertise.

During the year, we worked with Career Services to build a stronger collaboration. The CS-RCOB liaison was provided with office space in Miller Hall and now holds regular walk-in opportunities for students to have career discussions and get resume advice. The liaison also met with the Dean’s Council of Student Leaders to discuss networking and use of LinkedIn.

In an effort to introduce business students to the idea of ethical business standards as early as possible, the Richards College introduced students to the Wolf Pact: A commitment by the Richards College of Business family to honesty, integrity, professionalism and accountability for ethical behavior, and respect for the rights, differences and dignity of others. During the initial roll-out, more than 200 students signed the Wolf Pact and the UWG wolf, which is now mounted behind Miller Hall.

Once again, business students led the University in double majors, as seen in Table 1. In 2016-17, 13.5% of BBA majors graduated with a double major, and the Richards College conferred 95% of all double majors at UWG.

Table 1
Double Majors Conferred

	Total UWG	Business	Business as % of UWG	% BBA Graduates
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%
FY16	59	56	94.9%	13.5%

Representatives from Chick-fil-A headquarters and the local Chick-fil-A store visited the Richards College in Fall 2016 to highlight their shared values with students during the Chick-fil-A Showcase. The event was open to students, faculty and staff, giving them the opportunity to

hear from Chick-fil-A professionals about their philosophies on leadership, purpose and customer service. In Spring 2017, the Richards College held a Southwire Showcase, with executives from the company discussing the firm, its philosophies, and opportunities for students and graduates.

UWG alumna Missy Dugan, president and CEO of Boys & Girls Club of Metro Atlanta, was the speaker at this year's McCalman Executive Roundtable. Business students, faculty and community leaders heard her inspirational message and discussed federal funding for social services.

Jason Thogmartin, Senior Vice President and Head of Audit at First Data, was the Executive in Residence in Fall 2016. Lofton Spencer, Vice President at Antares Capital, was the Executive in Residence in Spring 2017. Both are UWG alumni and spoke with multiple classes and student groups throughout their EIR days.

In Spring 2017, the Center for Economic Education collaborated with UWG Department of Financial Aid to host a Penny Pinching Ph.D.s seminar for students across campus. Dr. Heather Bono and Dr. William J. Smith shared their insight on money management and saving money wisely.




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. A College-specific Preview Day was held, hosted in conjunction with the UWG Office of Undergraduate Admissions.

Interaction with people outside the University provides students with valuable perspectives. During 2016-17, 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, Burson Center, Morgan Oil, Georgia SBDC, Edward Jones, Wells Fargo, Greenway Medical, Southwire, and more.

Five undergraduate students participated in a competition held at the International Economics Convention in Mumbai, India. The students presented their research on global risk management at the conference and brought home the awards for Best Innovative Solution, Team Best Speaker, Team Outstanding Contributor, Best Runner-Up Presentation and 3rd Place Overall.

During 2016-17, the Southwire Sustainable Business Honors Program (SSBH) completed its fourth year. The program graduated its first cohort of MBA students in Summer 2016. A project that has been two years in the making came to fruition this year as Southwire launched Carrollton’s first-ever bike sharing program with the help of Tanner Health System and students in Cohort 1 of the SSBH Program. 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 customer complaint history and development of a Play It Safe game and app for employees
-  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 seventh year and held two sessions of the BB&T Lectures in Free Enterprise series. Our first speaker was Warren Brown, author, Food Network star and founder and CEO of CakeLove, a Washington, D.C.,-based bakery. The second speaker was David Daniels, owner and operator of Chick-fil-A in Carrollton, who discussed his secrets to success.

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 2016-17 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
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%
2016	414	286	43%	34%	11%	12%




The Richards College online MBA was ranked Top Tier by *CEO Magazine* and #55 by *U.S. News & World Report*; the Georgia WebMBA was ranked #12 by *CEO Magazine*. The BBA in econ was named one of the Top 10 Best Online Economics Degree Programs for 2017.

<http://www.online-accounting-degrees.net/best/economics-programs/>.

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 two annual Strategic Action Items were planned for Strategic Goal 2:

-  Offer optional annual faculty development opportunities
-  Develop adjunct faculty onboarding process
-  Leadership development for center, program, and assessment directors

For the third year, the Richards College hosted optional development training for faculty. In May 2017, the faculty sessions focused on the changing educational environment and tools to improve productivity. The Economics Department hosted a training session on use of Federal Reserve data that was open to the entire College. Additionally, UWG Police Chief Tom Mackel led two sessions on active shooter training for faculty and staff.

In addition to department efforts to help new adjuncts, the Richards College included all new adjuncts in the new faculty orientation session and invited all adjuncts to attend faculty/staff meetings, faculty development sessions, and College events. Associate Dean Brad Price worked with center directors this year to begin discussions of strategic planning and College assistance for center activities.

Conversations this year with ESCEM, La Rochelle, and ISC Paris culminated in a joint research seminar in Paris in May 2017. Eight Richards College faculty travelled with the dean and associate dean and participated in the seminar along with faculty from each of the three partner schools. The goal of the event was to facilitate joint research and foster collaboration.






In addition to activities related to the Strategic Action Items, faculty and staff were active, engaged, and productive during 2016-17. Awards and accomplishments included:

-  Samantha White received the George Martin Outstanding Kiwanis Advisor Award from the Georgia District of Circle K International
-  Susana Velez-Castrillon won the Interpretive Challenge for Fall 2016 sponsored by Interpretive Simulations, securing \$1,000 in scholarship funding for students
-  Kim Holder received Rising Star Award at the fall meeting of the National Council on Economic Education
-  The Richards College Small Business Development Center office was recognized by *Georgia Trend Magazine* as a 2016 Best Place to Work in Georgia
-  Beheruz Sethna and Linxiao Liu were both named Beta Gamma Sigma Professor of the Year for 2017
-  Leanne DeFoor was named 2017 SGA Business Faculty Member of the Year and UWG Student Organization Advisor of the Year
-  Kim Holder was named UWG Employee of the Year for 2017
-  Faye McIntyre was named Who's Who in Education by the *Atlanta Business Chronicle*
-  Beheruz Sethna was invited to give the keynote address at the American Council on Education Spectrum Program
-  Susan Webb was selected to participate in the Governor's Teaching Fellows Program

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 three 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
-  Staff retreat
-  Expand internship corporate partners
-  Partnership success survey

In addition to invitation to attend the faculty development seminar in May 2017, staff collaborated for additional professional development to complete extra tasks such as records management & retention, development of an office operating procedures manual, and specific trainings in Develop West. A staff retreat was held in Summer 2016, and DAC retreat was held in Summer 2017.





Work toward a new building for the Richards College continued this year, including the first major donation. UWG alumnus David Johnson, co-founder of St. Croix-based company Cane Bay Partners, made the lead gift and challenged others to help raise the funds necessary for the new building. As FY2017 came to a close, total donations topped \$1.1 million.





After the retirement of Diane Williamson, Monica Smith joined the administrative leadership team as Assistant Dean. A key accomplishment during her first year was reorganization of the advising staff in the Richards College Student Success Center. Creating a “Supervisor of Advising Activities” position streamlined operations, facilitated the successful hire of a new advisor, and freed up Monica’s time for more strategic initiatives such as expanding the internship opportunities with our corporate partners.

A partnership success survey has been drafted but was not administered during 2016-17; future implementation will be noted on an update of the Strategic Action Items matrix.

The Richards College had 100% participation in the Fall 2016 A Day annual campaign – the first college in UWG history with 100% and the only one thus far to achieve this level of participation five 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:

-  Planned gift from Betty Jean Sutton with annual funding of three scholarships
-  Three annual scholarships funded by faculty: Jeffries-Best Scholarship, Paul Baker Honorary Scholarship, and Bryant-Hodges Scholarship
-  International Experience Scholarships from James Collins
-  Additional funding from McCalman Foundation for McCalman Executive Roundtable

-  Donation from Wal-mart.com for Women’s Leadership and Empowerment
-  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 seventh 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 a national expert in using social media to expand economics education.

The Center for Business and Economic Research published four issues of the *West Georgia Regional Update* during 2016-17. The CBER also sponsored the 5th annual SAS Analytics Summit in April 2017. Keynote speakers this year were André de Waal, an analytical consultant with SAS, and Jorge Silva, a senior research statistician developer for SAS. The Summit also included a panel discussion, featuring David Johnson, founder of Cane Bay Partners, Salome Deka, senior analyst for the Women, Infants and Children Program at the Georgia Department of Public Health, Laureano Gomez, senior analyst with Epsilon, and Elizabeth Wang, senior statistician at Epsilon.

The Department of Economics successfully conducted its Economic Forecast Breakfast in November 2016, which was co-sponsored by a number of regional businesses. This year’s speakers were UWG professor Joey Smith and John Jung, Senior Managing Director and Head of BB&T Capital Markets.




The Richards College continued its marketing and outreach activities during 2016-17. We hosted the Women Empowering Women seminar at Tanner Medical Center. This year’s event welcomed UWG alumna and Emmy Award winning television journalist Shaunya Chavis-Rucker, UWG alumna and Carroll County Commissioner Michelle Morgan and Southwire Company Executive Vice President of Human Resources Kathleen Edge, each discussing the topic “Owning Your Voice.” 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.

Further evidence of operational success in the Richards College was revealed in the 2016 Engage West survey results. The College engagement score once again exceeded the University. Engagement score for the College was 4.105 on a 5-point scale versus 3.9 score for UWG.




Strategic Action Items for the 2016-2017 Academic Year

In Fall 2017, the Richards College of Business will celebrate 50 years since it was created as a division and 20 years since the naming in memory of Roy Richards, Sr. In addition to this celebration and our ongoing activities, Strategic Action Items planned for next year include the following.





Strategic Goal 1: Student Success

-  Expand student involvement in centers
-  Revise advising model in RCSSC
-  Expand support activities for graduate students

Strategic Goal 2: Academic Success

-  Evaluate impact of B-Quest
-  Secure Fulbright Fellowship for at least one faculty
-  Identify faculty research strengths

Strategic Goal 3: Operational Success

-  Secure funding for endowed chair or center
-  DAC retreat
-  Celebrate 50 years of business and 20 years as Richards College
-  Review College awards structure