Introduction

The 2017-2018 academic year was an exciting one as plans for a new home for the Richards College of Business faculty, staff, students and programs moved closer to reality. A number of strategic initiatives were undertaken, and progress was made toward each of our 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

New Building

The Richards College of Business faculty, staff, students and programs have been housed in two buildings (Miller and Adamson Halls) since summer 2014. A long-standing goal to bring the College back under one roof moved closer to reality this year. In July 2016, alumnus David Johnson made a lead gift toward a new building to officially kick off the fundraising effort. In March 2018, the Richards family made a pledge toward the building of the largest donation in UWG history; naming of the new building to honor Roy Richards, Sr., founder of Southwire and for whom the Richards College is named, has been requested and expected to be approved by the Board of Regents of the University System of Georgia this fall. By the end of 2017-18 fiscal year, more than $5.64 million has been donated or pledged toward this project.

The successful fundraising led the USG to include a capital request in the FY2019 budgeting process. On March 29, 2018, the Georgia state legislature included a $1.7 million design allocation in the budget, and on May 2, 2018, governor Deal signed the funding into the state budget. Construction funds are anticipated for FY2020, and the FY2021 budget should include funding for furniture, fixtures, and equipment. With the combined state funding and private funds raised, the expected move-in date for the new building is spring or summer 2021, just ahead of our fall 2021 AACSB maintenance of accreditation visit.

College Anniversary Celebration

Two major milestones were celebrated in Fall 2017: 50 years of business at UWG and 20 years as the Richards College. Speakers for the event were Dean Faye McIntyre, Dean Emeritus Jack Johnson, UWG President Kyle Marrero, Chair of the Southwire Board of Directors Roy Richards, Jr., and three students – Macy Walker Earl, Wesley Hammond and Emily Phillippi.

Mr. Richards’ talk was particularly inspiring as he shared stories of his father, for whom the Richards College is named. Richards, Sr. graduated from the Fourth District A&M School, UWG predecessor, and later founded Southwire, now North America’s largest wire and cable producer and the third largest in the world. “I grew up in the shadow of this institution,” Richards Jr. said. “This institution has filled our community with hope and opportunity. The
University of West Georgia is a beacon of light, not just for higher learning, but for what is possible in quality of life, opportunity and education.”

Committee Initiatives

During 2017-18, faculty-led committees were instrumental in Richards College leadership and strategic initiatives.

The Strategic Planning Committee:
- Discussed Fulbright Fellowship strategic action item
- Suggested ideas for encouraging grant submissions
- Reviewed college awards structure and made recommendations
- Completed the Post Tenure Review award system design
- Investigated PTR timeline and submitted Faculty Handbook edit
- Recommended structure of New Building Committee
- Appointed SPC rep to University Diversity Action Planning Team
- Discussed accessibility of documents
- Reviewed international programs and reaffirmed SCIP; possible edit to SCIP scope

The Undergraduate Programs Committee:
- Conducted regular business, including approval of a new marketing course, changes to the MIS degree track, and AQ review
- Reviewed learning goals and objectives from other universities; learning goals 3.1 and 3.3 were rolled into revised goals 1.1 and 1.2; considering the addition of a new learning goal in the fall
- Continued curriculum discussion with focus on flexibility in junior core
- Discussed implications of G2C on faculty academic freedom
- Began discussions with Math department regarding topics covered in MATH 1413, with hope of revamping curriculum to better suit needs of RCOB students; goal of 2019 implementation
- Reviewed performance of Fall 2015 cohort to date with regard to hours completed and attempted, GPA, and completion of Area F
- Discussed Leadership Academy, progress of Cohort 1, and scalability
- Awarded scholarships for 2018-2019 academic year;

The Graduate Programs Committee:
- Reviewed Learning Goals
- Added an International Work Practicum
- Added an International Track (Concentration) for MBA
- Added a Young Executive Program
- Added an MBA Internship Course
- Added a Combined MBA/MPAcc Degree
- Opened discussions about a new Master’s Program in Data Analytics
- Reviewed Assurance of Learning
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 2017-18. After a record number of students enrolled in Fall 2015 (Figure 1) and a record number of degrees conferred in FY16 (Figure 2), both numbers have been down slightly for the last two years. Student credit hours peaked in FY17 and were also down slightly in FY18 (Figure 3). Business enrollments are traditionally counter-cyclical, so these numbers show the Richards College is performing extremely well given the strong job market for our graduates and students.

Figure 1
Fall Headcount

<table>
<thead>
<tr>
<th>Year</th>
<th>Headcount</th>
</tr>
</thead>
<tbody>
<tr>
<td>F07</td>
<td>2030</td>
</tr>
<tr>
<td>F08</td>
<td>2194</td>
</tr>
<tr>
<td>F09</td>
<td>2132</td>
</tr>
<tr>
<td>F10</td>
<td>1905</td>
</tr>
<tr>
<td>F11</td>
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</tr>
<tr>
<td>F12</td>
<td>1921</td>
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<tr>
<td>F17</td>
<td>2274</td>
</tr>
<tr>
<td>F18</td>
<td>2237</td>
</tr>
</tbody>
</table>
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
- Expand student involvement in centers
- Revise advising model in RCSSC
- Expand support activities for graduate students

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.

During 2017-18, UPC reviewed and revised learning goals and objectives for the BBA. Those changes were presented to the faculty during the spring 2018 meeting and approved via voice vote. GPC reviewed MBA learning goals and objectives; no recommendations for changes were presented. However, a new international concentration was added and a new young executives program was outlines for implementation in the coming year. GPC successfully stewarded a new joint MPAcc/MBA degree to completion. This new option allows students to complete courses and all learning goals and objectives for both programs in 45 credit hours and should be available in Fall 2018.

The student exchange agreement with partner school École Supérieure de Commerce et de Management (ESCEM) was renewed in September 2017, and the Richards College hosted three study abroad trips with 60 students travelling to: London, England; Germany and the Czech Republic; and South Africa. Additionally, a new international work practicum was offered in collaboration with partner school University of Münster. Eight UWG MBA students worked virtually with UM students during spring for global firm Arvato to develop a prototype for an online interface for IT and marketing professionals to communicate. The students travelled to Germany in May to finalize their project and present to company executives.

Efforts this year focused on expanding student engagement with the Richards College centers. We continued the collaboration with the SBDC that began in 2016 and expanded the number of seats available for our students. Ten students were sponsored to attend the SmartStart program for entrepreneurs developing business plans. These students attended weekly sessions with several local entrepreneurs who were also starting and/or developing their businesses. Students also worked with both the Center for Economic Education & Financial Literacy and the Center for Business & Economic Research for projects and programs. A New BB&T Leadership Institute was presented this year in collaboration with BB&T.

Operations in the Richards College Student Success Center were revised this year, and the unit was renamed the Richards College Advising Center to better define its purpose. Tracy Mitchell was named Supervisor of Advising in 2017 ad assists with training new advisors, addressing unique student populations, and managing day-to-day operations. Initial results indicate that the changes have been well received by students, faculty, and staff.
A Corporate Showcase was designed specifically for graduate students in Fall 2017. Four executives at Locum Tenens spoke with students at the evening event. Dempsey Abernathy, Taylor Finleyson, Amy Shoemaker, and Brooke Vermilya, all UWG alumni, discussed the recruiting company’s operations and their respective roles.

Representatives from Supply.com visited the Richards College in Spring 2108; co-founder and CEO Marcus Morgan and Recruitment Specialist Will Dillard served as Executives in Residence, meeting with multiple classes and student groups throughout the day. Morgan and Dillard were joined by other members of the Supply.com staff for an evening Corporate Showcase highlighting the company and discussing the variety of jobs available at the growing firm.

Nancy Richards Farese, social documentary photographer and founder of CatchLight, a philanthropic organization that strives to create a worldwide network of visual storytellers, spent two days on campus as Executive in Residence in May 2018. She met with multiple classes in the Richards College of Business and in the College of Arts & Humanities. Culminating her time as EIR, Farese joined President and CEO of CARE USA Michelle Nunn in a showcase event titled “Art as Activism.”

The Leadership Academy was rolled out in Fall 2016, and some adjustments were implemented in 2017-18. 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, attendance at the BB&T Lecture series, and participation in the BB&T Leadership Institute.

Once again, business students led the University in double majors, as seen in Table 1. In 2017-18, 15.1% of BBA majors graduated with a double major, and the Richards College conferred 79.5% of all double majors at UWG.

### Table 1
**Double Majors Conferred**

<table>
<thead>
<tr>
<th></th>
<th>Total UWG</th>
<th>Business</th>
<th>Business as % of UWG</th>
<th>% BBA Graduates</th>
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<tbody>
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<td>FY14</td>
<td>55</td>
<td>51</td>
<td>92.7%</td>
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<tr>
<td>FY15</td>
<td>58</td>
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<tr>
<td>FY16</td>
<td>59</td>
<td>56</td>
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<tr>
<td>FY17</td>
<td>61</td>
<td>54</td>
<td>88.5%</td>
<td>13.0%</td>
</tr>
<tr>
<td>FY18</td>
<td>73</td>
<td>58</td>
<td>79.5%</td>
<td>15.1%</td>
</tr>
</tbody>
</table>

UWG alumnus Bill Esslinger, Chief Executive Officer of Fogo Data Centers and Founder and Principal of Esslinger Tech Law, LLC, was the speaker at this year’s McCalman Executive Roundtable. Business students, faculty and community leaders heard his message on cyber security and participated in lively conversations.
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 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 and UW mascot Wolfie was on hand for photos.

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. A welcome breakfast was held for our incoming international students, and a scholarship reception was held with students, faculty, staff and donors participating.

Four undergraduate students participated in a competition held at the International Economics Convention in Mumbai, India. For the competition, the team performed extensive research and analysis on the topic of demonetization as a monetary policy, writing a research paper and preparing a presentation to give before a panel of judges. The team finished third place overall, marking the fifth top-three finish in the past six years for a Richards College team.

Three students in the Management Information Systems program were chosen by Treadmaxx Tire Distributors – previously known as Kauffman Tire – to conduct research into the company’s practices and to present recommendations on how to increase efficiency and save money. The students, Yannick Brassard, Joey Moncayo and Josh Downes (later hired as a logistics analyst by the firm), interviewed Treadmaxx’s chief information officer to obtain user requirements, worked with the short list of software companies, and made a recommendation. Theron Garcia, vice president of human resources and risk at Treadmaxx, said the experience was valuable to the company, so much so that the students were invited to present directly to the company’s president and the full executive team. Brassard, Downes and Moncayo also won second place at the Richards College of Business Big Night of Research, presenting their project, titled “Treadmaxx Route Optimization Review and Recommendation.”

During 2017-18, the Southwire Sustainable Business Honors Program (SSBH) completed its fifth year. Cohort 3 completed research, “Our Personal Landfill: Driving Sustainable Waste Management in the Modern University”, that led to a first place win in the Qualitative Track at the 2018 Richards College of Business Big Night of Research and a presentation at the 2018 International Academy of Business Disciplines conference in San Francisco, California. Cohort 5 researched and began work on updating the 12 for Life program website. Throughout the year, SSBH students participated in a variety of activities including:

- Completed professional development programs including Myers-Briggs, HBDI, and Strengths Inventory
- Attended the U.S. Green Chamber of Commerce conference
Conducted projects such as LED lighting business plan, economic forecasting model for CS&S product management, streamlining of the Made in America certification process, and identification of a new vendor for Southwire’s employee engagement survey. Volunteered at Back to School, Southwire Community Day, 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 eighth year and held two sessions of the BB&T Lectures in Free Enterprise series. The fall session was rescheduled when Hurricane Irma moved through the west Georgia area, so both BB&T Lectures were held in Spring 2018. Our first speaker was Stephen Young, author, consultant and former JPMorgan Chase executive, who discussed micro-messages and mico-inequities. The second speaker was Dr. Jody Foster, Professor of Psychiatry, Vice Chair of Clinical Operations for the Department of Psychiatry in the University of Pennsylvania Health System and Chair of the Department of Psychiatry at Pennsylvania Hospital. She discussed findings from her book “The Schmuck in My Office: How to Deal Effectively with Difficult People at Work.”

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 91% of those graduating in 2017-18 did so in six years or less.

<table>
<thead>
<tr>
<th>Table 2</th>
<th>BBA Time to Graduation</th>
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<tbody>
<tr>
<td></td>
<td>BBA Grads</td>
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<tr>
<td>FY14</td>
<td>361</td>
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<tr>
<td>FY15</td>
<td>342</td>
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<td>FY16</td>
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<td>FY17</td>
<td>415</td>
</tr>
<tr>
<td>FY18</td>
<td>383</td>
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Students were included in membership of the new building committee and have actively participated in the planning process. Additional examples of student engagement and success include decorating the College golf carts and marching in the Homecoming Glow Parade; presenting research at the Richards College Big Night, SAS Analytics Summit, UWG Undergraduate Research Conference, and a number of regional and national conferences; collecting over 700 cans and boxes of food for the Carroll County Soup Kitchen; and participating in the annual Future Faculty Luncheon. Students in the ENACTUS Club were active in educational and community service projects, including participation in a venture capital funding competition in Atlanta. The student team of Bailey Thomas, Kiran Batool, and Connor Miller received second place at the National Social Science Association Annual Meeting’s Undergraduate Research competition.
The Richards College online MBA was ranked Top Tier by *CEO Magazine* and #76 by *U.S. News & World Report*; the Georgia WebMBA was ranked #22 by *CEO Magazine*. The BBA in economics was named one of the Top 10 Best Online Economics Degree Programs for 2017, and the Richards College was recognized as a College of Distinction.

### 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 three annual Strategic Action Items were planned for Strategic Goal 2:

- Offer optional annual faculty development opportunities
- Evaluate impact of *B>Quest*
- Secure Fulbright Fellowship for at least one faculty
- Identify faculty research strengths

For the fourth year, the Richards College hosted optional development training for faculty. In May 2018, the faculty sessions focused on the growth/academic mindset and tools to increase accessibility of courses. The growth mindset is a key component of the USG Momentum Year initiative, and the accessibility session is part of the College’s five-year plan to ensure all course documents meet high accessibility standards.

The online journal *B>Quest* was founded in 1996 as one of the first (if not the first) online business journal with Dr. Carole Scott serving as editor since its founding. She continued in this role even after retirement from full time teaching in the Richards College. With the recent proliferation of online journals, submissions to *B>Quest* have fallen dramatically. After several years of evaluation and discussions with Dr. Scott, the decision was made to cease publication of *B>Quest* on Dec. 31, 2018. This will coincide with Carole’s 50th year at UWG, so we will close the publication with a celebration of her contributions to the journal, College, and University.

Although we did not have a Fulbright Fellow this year, we made continued progress on international opportunities for our faculty. John Upson was invited to serve on the Professional and Scientific Advisory Committee for Ecole de Management de Normandie, France and participated in the bi-annual Board Meeting in la Havre, France.

The joint research seminar held in May 2017 with ESCEM, La Rochelle Business School, and ISC Paris revived the goal of international faculty collaborations. Plans to host a follow up seminar at UWG during in fall 2018 will provide additional opportunities. In April, 2018, the Richards College hosted visiting scholar Dr. Mahadeo Yadav from Birla College, India for two weeks. He presented lectures in classes of Dr. Green, Dr. Velez-Castrillon, and Dr. Burton, served as a guest judge at the Richards College Research Night, and met with faculty members across campus.
To keep faculty and staff informed and prepared for their futures, the Richards College hosted a retirement planning seminar with retired Assistant Dean Diane Williamson in November 2017. While the UWG Human Resources Department offers much assistance, having a Q&A format for process and a discussion of transition planning was helpful.

In addition to activities related to the Strategic Action Items, faculty and staff were active, engaged, and productive during 2017-18. Awards and accomplishments included:

- John Upson and James Murphy were nominated for inclusion in *Marquis Who’s Who in America*
- Charles Hodges, Jon Anderson, and Brad Prince received Georgia WebMBA Outstanding Faculty Member awards
- Blaise Bergiel was named Beta Gamma Sigma Professor of the Year for 2018
- Nancy Lott received a $250 Staff Advisory Council Professional Development Award
- Erich Bergiel, Tom Gainey, Blaise Bergiel and student Kristofer Kelleher received the Best Paper Award at the Academy of Business Research Conference
- Robin Custard who was named the 2017 Woman of the Year by the Carroll County Chamber of Commerce Women’s Business Alliance
- Kasey Hannah received the UWG Professional Association of Academic Advisors’ inaugural Advisor of the Semester award
- Faye McIntyre was named Who’s Who in Education by the *Atlanta Business Chronicle*
- Beheruz Sethna received the National Social Science Association Faculty Member of the Year award
- Agnieszka Chwialkowska 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 two 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
- Celebrate 50 years of business and 20 years as Richards College
- Review College awards structure

Once again, the Richards College was able to offer professional development for staff in 2017-18. A staff retreat was held in May 2018 with Kelly Kolb, Senior Global Marketing Manager for Kimberly-Clark, leading a discussion of the Oz Principle. A dean’s staff retreat was held in December 2017 with UWG Ombudsperson Tahirih Varner leading discussion and exercises on team building and conflict management.

The opening sections of this Annual Report outline successes in fundraising for the new business building and in celebrating the Richards College anniversaries.
Members of the Strategic Planning Committee and Dean’s Advisory Council both discussed the faculty and staff awards structure. The current structure will continue for one more year with a new format introduced in 2018 and implemented in 2019.

In addition to fundraising for the new building, successes this year included:
- New OFS Academic Experiential Learning Scholarship for full tuition for four years (alternative years for student recipients with College of Science & Math)
- Donations from alumni Bill Hammond, Charles G. Koch Charitable Foundation, Wal-Mart Foundation and the Institute for Humane Studies for CEEFL projects
- New endowed agreement for Angelene Barker Endowed Scholarship and additional funding for Helen Harper Burton Memorial Scholarship, Leland Gustafson Travel Scholarship, McLeod Family Scholarship and Stu Thorn Scholarship
- One annual scholarship funded by faculty member Linxiao Liu
- 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

In Fall 2017, the Center for Economic Education was renamed as the Center for Economic Education and Financial Literacy to better reflect the Center’s work and mission. For the eighth year, the CEEFL hosted “Fed Day at UWG” in February 2018 with guest speaker Dr. Stuart Andreason, director of the Atlanta Federal Reserve Bank’s Center for Workforce and Economic Opportunity. The Center partnered with the College of Education to reach students in both business and education. The CEEFL is in the process of creating a new program called “Dollars Making Sense,” helping students understand financial wellness and embrace fiscal responsibility.

The Center for Business and Economic Research published four issues of the West Georgia Regional Update during 2017-18. The CBER also sponsored the 6th annual SAS Analytics Summit in April 2018. Keynote speakers this year were André de Waal, analytical consultant with SAS, and Mary-Elizabeth Eddlestone, analytics technical adviser at SAS. The Summit also included a panel discussion, featuring David Johnson, founder of Cane Bay Partners, Amanda Hand, an advanced analytics and data science consultant and founding member at Aspirent, Lloyd Lay, a data and analytics consultant and thought leader; Brittany Spencer, a forecast analyst at Southern Company Services; and Ronald Walker, the director of analytics at Epsilon Marketing.

The Department of Economics successfully conducted its Economic Forecast Breakfast in November 2017, which was co-sponsored by a number of regional businesses. This year’s speakers were UWG professor Joey Smith and Kenneth Shiver, chief economist of Southern Company.

The Richards College continued its marketing and outreach activities during 2017-18. We hosted the Women Empowering Women seminar at Tanner Medical Center. This year’s event welcomed Amber Bennett, business consultant for the University of Georgia's Small Business
Development Center; Kim Holder, director of the UWG Center for Economic Education; and Stayce McCall, staff director for the Office of Minority and Women Inclusion at the Federal Reserve Bank of Atlanta, each discussing the topic “Your Money Matters.” The Richards College was again a presenting sponsor for two of the Atlanta Business Chronicle’s events: Most Admired CEOs with 545 attendees and Women Who Mean Business with 307 attendees.

The 2018 Engage West survey provided continuing evidence that the Richards College has an engaged and active faculty and staff. The engagement score for the College was 4.2 vs. 3.97 for UWG. Ten of the eleven items in the engagement scale indicate that RCOB faculty and staff are more engaged than their peers across campus. This high level of engagement is also illustrated through our participation in A Day, UWG’s annual fundraising drive. The Richards College had 100% participation in the Fall 2017 campaign – the first college in UWG history with 100% and the only one thus far to achieve this level of participation six years in a row.

**Strategic Action Items for the 2018-2019 Academic Year**

In addition to our ongoing activities, Strategic Action Items planned for next year include the following:

**Strategic Goal 1: Student Success**
- Comprehensive curriculum review

**Strategic Goal 2: Academic Success**
- Review vision, mission, goals and ethical values
- Review committee structure

**Strategic Goal 3: Operational Success**
- Begin Strategic Plan review/revision
- Review Richards College administrative structure
- DAC retreat
- Staff retreat
- Move articulation agreements to academic year cycle