



Item: AS: A-1

## COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS

Tuesday, October 21, 2014

**SUBJECT: REQUEST FOR APPROVAL OF PROGRAM REVIEW - COLLEGE OF BUSINESS**

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### PROPOSED COMMITTEE ACTION

Request approval of program review for programs in the College of Business.

### BACKGROUND INFORMATION

Under Florida Board of Governors Regulation 8.015 adopted March 29, 2007, all academic degree programs in the State University System must be reviewed at least once every seven years. Program reviews ensure that academic programs are administered and delivered effectively, efficiently, and consistent with FAU's mission and the Board of Governors' strategic priorities. The results of program reviews are expected to inform strategic planning, program development, and budgeting decisions at the university level, and when appropriate, at the state level.

Academic Program Review at FAU includes a few additional steps:

- The self-study prepared by the program's department will be submitted to an independent review committee comprised of 2-5 individuals. The committee will include at least one external reviewer who will serve as a content expert in the discipline. Other members will include nominees of the head of the academic unit in consultation with the unit's faculty.
- The external reviewer will conduct a day and a half site-visit. A written report of the reviewer's findings will be submitted to the program's review committee.
- In addition to self-studies and external reviewer reports, action plans will be submitted to the Board of Trustees for approval.

Academic degree programs in the following departments were reviewed this year:

*College of Business*

- a) Accounting
- b) Business Administration
- c) Economics
- d) Finance
- e) Information Technology and Operations Management
- f) Management Programs
- g) Marketing

### **IMPLEMENTATION PLAN/DATE**

Academic Program Review summaries will be submitted to the BOG in December 2014 pending full Board approval.

### **FISCAL IMPLICATIONS**

N/A

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**Supporting Documentation:2014 Academic Program Reviews**

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## **College of Business Strategic Goals and Action Plans**

### **A Preamble**

The Strategic Goals and Action Plans presented are the result of many hours of effort and numerous deliberations. They focus on areas of strategic importance for the College of Business and the University. The Goals and Plans for each of the eleven programs are initiatives intended to improve student success, enhance the quality of programs offered, ensure the trajectory of impactful research, and provide greater support to the south Florida business community.

The initiatives presented for each program, as well as those described below that cross departmental boundaries, are informed by the need to provide a better path for students to move through our programs more expeditiously and improve graduation rates. In recent years the College of Business has implemented Lecture Capture Video Streaming (LCVS) delivery for courses required of Business majors as a safety valve to ensure course availability. And with University support, the College has recently hired more advisors to ensure more timely academic guidance. The initiatives presented expand on these efforts by improving the opportunities for dedicated students to be better prepared for the workforce, and to successfully obtain great jobs with great salaries.

The intention to improve faculty resource management, described below, is critical for ensuring that research productive faculty are given the time required to conduct high quality impactful research. The plan is also intended to ensure sufficient instructional capacity in the College to grow market rate graduate programs. The revenues from these programs, in turn, are critical for the ongoing support of the faculty's research endeavors.

The interest in advancing support for the south Florida business community is the motivation for the proposed centers. These centers are important vehicles for strengthening relations between the College and business community stakeholders in areas such as business and economic research, medical health care fraud, business analytics, and supply chain management. Goals and plans for each center are described in the documents for specific programs. The center- focused goal below briefly describes an overall perspective and proposed priority for implementation.

Lastly, throughout the program review process, attention has been directed to programs on the Boca Raton campus, and the Downtown and Davie campuses in Broward. However, given the competition among educational institutions in south Florida, we must be concerned about the West Palm Beach area as well. The latter did not fall within the purview of the past year's deliberations, but needs to be an element in planning discussions going forward.

The following are presented as across-department Strategic Goals and Action Plans. In discussions with each Review Team, certain issues arose multiple times. Rather than repeat the same issues in each program's documents, we present goals and plans for common concerns. These concerns focus on

faculty assignments and research productivity, support for student success in addition to specific program requirements, and strengthening relations with College of Business alumni. In addition, the last goal focuses on the aforementioned proposed centers.

**Goal 1: To improve faculty resource management.** This is a multi-dimensional goal. A number of issues coalesce around this central idea of improving the deployment of faculty time on teaching and research, along with appropriate reward structures that advances the College's mission. The following actions plans should be taken. First, the College needs to develop a plan for more efficient course scheduling that better meets student requirements for degree completion on all campuses, that continues the College's trajectory in implementing cutting edge technology and hybrid pedagogy, and that encourages innovation in student learning. Second, the College should increase the awards paid to faculty who are nominated by the Dean for the University's Annual Excellence and Innovation in Undergraduate Teaching and Advising Awards. Third, in the fall of 2014, the College will begin offering market rate programs in the following areas: MBA (Executive, Professional, and Online), Executive MS in Finance, and Executive Masters in Health Administration. The College should continue to put forward proposals for additional market rate programs and to partner with other Colleges in developing programs of mutual interest. Faculty assigned to teach in these programs should be those who maintain high quality research productivity. The revenues generated by these programs should be used to support and expand faculty research endeavors. In addition, the revenues should also be used to continue the recently initiated Summer Research Award program given to faculty who publish articles in the very top tier journals of their respective disciplines. Faculty who are given the Award in any given summer should be assigned a 2-2 teaching load in the subsequent academic year to ensure adequate time to conduct research. In addition, to reward high research productive faculty, the Dean should use the revenues to support named professors in the College, unless donor-funded professorships are available, with appropriate teaching assignments commensurate with professors research output.

**Goal 2: To establish a Student Professional Success Office.** Currently the staff-supported services provided to students by the College of Business are exclusively focused on advising. Academic institutions with high rates of student career success also provide opportunities to improve professional skills and to gain access to prospective employers. The following action plans should be implemented.

First, a structure for overseeing internships should be developed. One possible structure would be to appoint an Internship Coordinator reporting to an associate dean whose responsibilities would include matching internship opportunities with students, promoting internships among employers and students, and working with faculty of record on standardizing requirements across majors to the extent possible.

Second, faculty teaching the undergraduate and graduate courses in Business Communication should devote appropriately substantive attention to professional skill development (i.e., writing resumes, interview coaching, etc.).

Third, a Student Services Coordinator, also reporting to an associate dean, should be appointed whose responsibilities would include overseeing and promoting student organizations (e.g., honors societies and fraternities) that provide a significant vehicle for student engagement. During the program review

team visits, external reviewers provided useful input on student services offices. The Dean should send a small group of administrators and staff to visit the University of Maryland and Northeastern University to learn about their student services operations.

Fourth, two career placement personnel should be hired. A number of external reviewers for various programs in the College commented on the lack of an in-College career placement office. In order to take the College “to the next level”, personnel dedicated to “career placement” of business students are needed. The two individuals would be housed in the College of Business and complement the services provided by the University Career Development Services Offices. They would report to an associate dean in the College and their responsibilities would be proactive, focusing on “career placement” which would mean that in addition to providing assistance to students, a significant amount of their time would be spent on developing relations with prospective employers. Moreover, a mission focused on career placement would establish an outcome expectation, important for targeting high quality students to business majors.

Appendix A is a recently drafted working document that further specifies these plans.

Appendix B is a strategic and performance plan for Student Academic Services (advising).

**Goal 3: To build and strengthen relations with the College of Business Alumni.** Over the years the College as a whole, and some departments on their own, have tried to strengthen relations with alumni. As well-intentioned and challenging as these initiatives have been, a more systematic approach needs to be undertaken to achieve a higher level of sustained alumni support for the College and University. Moreover, we need to obtain data about alumni that will complement the College’s interest in participating in institutional rankings.

To achieve this goal, the College needs to hire at least two individuals. The first is an Alumni Affairs Coordinator who would report to the Development Officer for the College. The newly appointed Development Officer currently serves as a College Liaison with the Office of Institutional Advancement and Alumni Relations. However, a substantive vision going forward must involve an Alumni Coordinator whose need and role is commensurate with the size of the College. The Coordinator’s responsibilities would include: writing and disseminating all hardcopy and electronic communication targeted to College of Business alumni, organizing dinner parties in metropolitan areas of the country where the College has alumni, and in general, outreach activities related to “casting a big net”. The role would be distinct from the Development Officer whose responsibilities would be working with targeted alumni in nurturing donor intentions and selecting award recipients (e.g., for the Annual Alumni Hall of Fame, the new Outstanding Young Owls (OYOs) Award), etc.

The second hire would be a support person for the Coordinator whose primary responsibilities would be surveying alumni for data necessary for the College to successfully become nationally ranked in as many institutional rankings as possible. The support person would collaborate with Keith Fries, Assistant VP of Advancement Services, who maintains the Alumni database for the University, and appropriate Chairs, Directors, and Deans whose interest in particular rankings would inform specific data collection activities.

**Goal 4: To develop relations between the College of Business and stakeholders within the south Florida business community.** A number of centers are proposed in the Strategic Goals and Action Plans for each program. Since the development of a new center requires significant effort and resources, we believe it is important to prioritize their implementation. The following represents first tier and second tier temporal priorities.

First Tier (Development begins immediately with target establishment from one to two years out.)

- **Center on Health Care Fraud and Compliance.** The research and ground work for this center is well along as an effort was made to establish the center in recent years. Due to budget and administrative issues, a formal proposal was never submitted. The faculty behind this effort have an impressive record in developing a program that has drawn international demand (i.e., Accounting Forensics). As the Executive Accounting program document indicates, south Florida is a salient location for this center.
- **Center for Business Analytics.** Analytics is a fast growing and important area for business development. A number of faculty in the College across departments could contribute. A multi-disciplinary center would be attractive to a range of potential donors. With donor support, there are significant opportunities to establish a national reputation. The Department of Information Technology and Operations Management currently offers a program in Business Analytics and the details for the center are in their documents.
- **Center for Business and Economic Research.** In the near term, the plan is to incorporate two areas or sub-centers. The development of a polling center intended to capture regional opinions on economic and business issues is underway and has some external funding with the potential for more down the road. A second center focused on regional economic development and forecasting has also been proposed. Both are described in the documents from the Economics Department, although the centers could attract faculty from other areas. In addition, this center could be a vehicle for handling short term funded research projects focused on areas of donor interest.

Second Tier (Development is initiated within two years with target establishment form two to four years out.)

- **Center for Business Valuation.** Business valuation has become increasingly important in recent years. The center would serve academicians and practitioners, and afford an opportunity for cross-disciplinary endeavors between accounting and finance.
- **Center for Supply Chain Management.** Port Everglades is a major center of trade and source of economic growth in south Florida. A center dedicated to supply chain management would leverage FAU's location and current faculty resources in international trade.

## **Accounting – Strategic Goals and Action Plans**

**Goal 1: Improve the success of accounting students.** The following action plans should be implemented. First, require minimum score of 70% on the Accounting Competency Exam. Second, only offer the eight courses most essential for student success for the undergraduate accounting degree rather than providing a larger array of electives. Third, establish certificate to serve the population in need of TAX/ACG credits for CPA licensure. Forth, limit BUL offerings to the courses most relevant to business education. Fifth, expand existing peer advisor program to include two peer advisors. Sixth, develop and implement improved communication initiatives. Seventh, engage instructors in student mentoring and career advising through individual advising and expanded co-curricular professional development activities. Eighth, further develop relationships with the professional community by faculty serving on professional committees, making professional presentations, and participating in professional networking functions. Ninth, clarify assignment and evaluation procedures to ensure that faculty understand the importance of community engagement and student advising.

**Goal 2: Strengthen the research profile of the School of Accounting.** The following action plans should be implemented. First, develop a plan for focusing and branding the SOA's research. This includes, but is not limited to revising the SOA Preferred Journals list to include journals valued by peer and aspirant schools. Second, using appropriate benchmarks (e.g. doctoral granting peer intuitions), establish funding to attract and retain faculty essential to support the research mission. Third, establish evaluation metrics and goals using established rankings (e.g., BYU and SSRN institutional rankings). Forth, clearly articulate the connection between research mission and annual evaluation.

**Goal 3: Review, clarify, and strengthen the focus of the doctoral program for accounting students.** The following action plans should be implemented. First, develop a clearer mission for advancing the doctoral program for accounting students. Second, develop a faculty retention and hiring plan to sustain the mission articulated. Third, evaluate financial and audit as the primary functional areas and archival and experimental as the primary research methods included in doctoral program. Forth, integrate education based research into doctoral education. Fifth, revise doctoral graduate assistant duties to better align with the doctoral program mission. Sixth, evaluate doctoral placements and doctoral student publication record. Seventh, participate in a College of Business initiative for acknowledging achievement of doctoral alumni. Eighth, explore alternative approaches to recruiting quality students that are appropriate for our program (e.g. The PhD Project), Ninth, provide financial support for doctoral students conducting primary data collection. Tenth, provide summer grants during the student's second summer. Tenth, initiate a program to host visiting scholars.

**Goal 4: Review and improve accreditation requirements.** The College of Business is an accredited AACSB institution. However, AACSB also provides separate accreditation for accounting programs. At FAU, the School of Accounting (SOA) participates in AACSB accreditation when the College of Business is under review; however, the SOA is not separately accredited. To evaluate the desirability of separate AACSB accreditation and improve its assessment process, the following action plans should be implemented. First, conduct a one-year fact finding mission to further evaluate separate AACSB accreditation for the SOA. Second, conduct a workshop with Assistant Dean for Accreditation and Assessment. Third, identify one or two faculty members to participate in AACSB accreditation workshops. Forth, establish an assessment coordinator to lead the implementation and maintenance of a robust assessment of learning.

**Goal 5: Improve efficiencies.** The following action plans should be implemented. First, develop an efficient master schedule of courses for the MTX program which allows students to enter in any term and graduate in four terms. Second, require students without an undergraduate accounting background to take foundation coursework at the undergraduate level (e.g. ACG 3131, ACG 3141, ACG 3341, and ACG 4651) instead of at the graduate level (e.g. ACG 6137, ACG 6347, and ACG 6635). Third, continue monitoring enrollments and modify course schedules to eliminate inefficiencies and meet student demand.

## Accounting Executive Programs -- Action Plans

The School of Accounting Executive Programs (SOAEP) has developed the following seven action items and implementation plans.

**Action Item 1: Revise the credentialing policy.** The SOAEP requests that the Dean's office work to establish a credentialing policy to allow qualified persons to be credentialed as instructors. The benefits of this Action Item are that allowing qualified persons to teach courses increases the quality of education and thus enhances the local, national, and international reputation of our program. It would also permit us to offer the Certificate in Healthcare Fraud Examination, Risk Management, and Compliance as a degree certificate or concentration within the Master of Accounting program.

Status: Our understanding is that the Dean's office is presently establishing such an agreement.

**Action Item 2: Establish a Center for Healthcare Fraud and Compliance.** The SOAEP received approval from the School of Accounting faculty to offer a certificate that is now titled "Certificate in Healthcare Fraud Examination, Risk Management, and Compliance". SOAEP has strategically aligned itself with a leader in healthcare fraud examination and, with her help, has created the certificate program.

South Florida has been called "ground zero for Medicare fraud" (<http://www.miaminewtimes.com/2013-05-02/news/medicare-fraud-south-florida/>).

Establishing a Center that addresses this societal issue could potentially benefit not only our local community in south Florida, but also the nation since the healthcare fraud that begins here spreads to the rest of the nation. A Center such as this, much like the Center for Business Valuation discussed below, offers opportunities for collaboration among academicians and practitioners from various disciplines such as business and healthcare (e.g., Christine E. Lynn College of Nursing, Charles E. Schmidt College of Medicine).

The costs to establish such a center have not yet been determined but would include costs such as the salary of a director, an office assistant, office equipment (including computers, photocopiers), and travel funds.

Status: The timetable to create and develop such a center is presented in the attached spreadsheet.

**Action Item 3: Establish a Center for Business Valuation.** Business valuation has become an increasingly important and pervasive area within the accounting discipline. The American Institute of Certified Public Accountants has created a designation, Accredited in Business Valuation, for those who practice in this area; established a section for its members who are interested in valuation; and has issued a valuation standard. Creation of this Center could serve various interest groups including academicians and practitioners and afford an opportunity for cross-discipline endeavors between accounting and finance. Besides benefiting the local



valuation community, the Center would enhance the national reputation of the College of Business and FAU.

The Center could, for example, publish an online journal, use our existing SOAEP video studio in the Higher Education Complex (HEC) in downtown Ft. Lauderdale to support a professional lecture series of broadcasts over YouTube that will enable us to interact with the business and governmental communities (this interaction will be associated with regular blogging and content sharing of critical news to a growing community of followers), expand our existing presence in social media, create and maintain blogs, and engage in content sharing. By using social media strategies, we create brand awareness and enhance our reputation; connect with students, alumni, and the business community to provide a service that fosters loyalty; and generate leads for contracts and funding.

Status: The Center will be developed according to the timetable provided in the attached spreadsheet.

The costs of starting the Center could be covered by grants and other such external funding, if available. These costs will include the salary of a director, an office assistant, office equipment (including computers, photocopiers), and travel funds.

*Note about Action Items 2 and 3:* The Center for Healthcare Fraud and Compliance (proposed in Action Item 2) and the Center for Business Valuation are natural extensions of (and closely dovetail with) our highly-successful forensic program (business valuation is one aspect of forensic accounting). Given the close fit, adding the centers would result in an optimal leveraging of our existing structure and resources. The location of the HEC in downtown Ft. Lauderdale is the optimal location for attracting participation from and serving the local business community.

**Action Item 4: Reassess the relevance of curriculum.** The SOAEP is continuously reassessing the relevance of its curriculum. For example, it replaced a required course in its Master of Accounting (forensic concentration) degree program recently with Advanced Digital Forensics, a course that is very beneficial to forensic accounting professionals. This continuous reassessment allows it to respond quickly to market demands and thus increase the attractiveness of its degree and certificate programs.

No costs are involved other than the time of those performing administrative duties.

Status: Reassessment is on-going. During the spring 2015 semester, the SOAEP expects to replace another of its courses in the Master of Accounting (forensic concentration) degree program with a course on interviewing, a highly valuable and often used forensic accounting procedure.

**Action Item 5: Maintain connections with alumni.** The SOAEP is continually investigating ways by which it can maintain and improve its connections to alumni.

Maintaining and improving connections to alumni increases the likelihood of

- increasing enrollments due to alumni word of mouth
- internship and part/full-time positions becoming available to our past, current, and future students, and
- endowments for SOAEP professorships (which, in turn, in turn increases the attractiveness of teaching in the SOAEP)

Any necessary expenditures will be funded by monies generated by tuition.

Status: The SOAEP expects to continue publishing its newsletter, *Reconnect*; increase its ability to maintain current contact information on graduates, maintain its presence on social media, and explore the possibility of conducting monthly continuing professional education (CPE) programs for alumni and interested members of the professional community.

**Action Item 6: Implement an internship/job placement program.** The SOAEP is currently considering the feasibility of establishing connections to local and national recruiters. We will, of course, continue to make our students aware of the career center resources at FAU. However, we believe we should supplement those career center resources because many of our students live outside the southeast Florida area; in fact, some live out-of-state and others live outside the United States.

Establishing such relationships increases the likelihood that our students are placed in positions after graduation and enhances the local and national reputation of the degree programs and certificates offered by the SOAEP.

The costs involved should be negligible; therefore, no funding is requested at this time.

Status: We are investigating the benefits and detriments of establishing relationships with particular recruiting firms and have already met with a local recruiter to determine whether the recruiter meets our needs.

## **Economics – Strategic Goals and Action Plans**

**Goal 1: To strengthen the profile of the Department and improve its contribution to the College's teaching mission.** In recent years, two events have shaped the instructional trajectory of the Department. The MS in Economics has grown impressively, so much so that the department has raised its admissions criteria to maintain student enrollments at a level consistent with faculty resources. The result has been an improvement in the quality of students matriculated in the program. The undergraduate program in Economics has also grown considerably. This is primarily due to the 2.0 GPA admission criteria for the major, which is lower than the criteria for other majors in the College. The result of the latter is a combination of students who are trying to raise their GPAs and switch to different majors, and others who seek to stay in the major. The latter include very talented students for whom the challenge is to enhance learning opportunities.

These two events in recent years inform the following action plans. First, the Department will sustain the trajectory of building a very high quality MS in Economics program through any number of initiatives that ensure high quality student admissions, substantive and cutting edge curricula, on-time graduate rates, well-publicized graduate placements, outreach to prospective private and public employers, and sustained relationships with alumni. Second, the Department will strategize on the best way to enhance the educational opportunities for outstanding students majoring in Economics. One possibility could be an honors program in Economics, a component of which may include the following strategic goal. Third, investment in faculty resources should be commensurate with the implementation of the two prior action plans.

**Goal 2: To enhance participation in the Quality Enhancement Plan (QEP) for Economics majors.** The following action plans should be implemented. First, the department should integrate research into its undergraduate curriculum. Initially, this should be done by developing an Honors version of an existing course that involves a QEP project. Given the variance of the student population, this will allow the department to better serve those Economics majors with strong academic skills and engage them in research and inquiry. After the initial two years, the department should consider the possibility of developing an Honors program to further increase the visibility of its undergraduate program. Second, students participating in QEP projects should be encouraged to submit manuscripts to the FAU Undergraduate Research Journal. Economics faculty should also participate in the QEP initiative by collaborating with students and serving on the editorial review board of the FAU journal, perhaps on a rotating annual basis.

**Goal 3: To improve coordination among faculty on course content and assessment.** The following action plans should be implemented. First, a vehicle should be created to ensure

currency and consistency of course content for multiple/large section courses and reinvigorate assessment protocols to ensure ongoing student improvement. Second, a review of the undergraduate and graduate curricula should be undertaken to ensure that redundancies are eliminated, potential gaps are filled, and new topics are explored. This should be implemented by subsets of faculty teaching in either the undergraduate or graduate programs.

**Goal 4: To build affiliations among Economics faculty and faculty in other disciplines who share interests in similar areas of research.** The action plan provides opportunities for collaboration with faculty in other departments who share an interest in participating in proposed Centers for International Business and Business Analytics (as specified in other Strategic Goals and Action Plans). This collaboration could have important consequences for expanding research, identifying interdisciplinary projects, providing opportunity for working with graduate students, and increasing the visibility of the College.

**Goal 5: To improve/expand graduate course offerings through ongoing collaboration with the department of Finance.** The following action plans should be implemented. First, a third course in econometrics will be created to provide Ph.D. students in Finance knowledge in advanced panel data and cross-section techniques that are important for empirical research. Second, the economics department will also provide support to the Finance Ph.D. program by offering economics courses that focus on theoretical foundations relevant for finance. Third, investment in faculty resources should be commensurate with the two prior action plans.

**Goal 6: To attract academically strong students to the Economics majors.** Given the math content of economics courses, the department should increase its efforts to recruit students with a strong math background. First, the Economics department should explore the possibility of collaborating with the FAU Math department in their Math Day activities which involve local high school and middle school students participating in math competitions. Second, the department should consider a program to work with local schools and host an economic-statistics event in which middle- and high-school students participate in ASA's K-12 poster and project competitions.

**Goal 7: To increase the visibility of the Department of Economics and the College of Business and contribute to the economic development of South Florida.** Two initiatives are under way to attain this goal. First, a center will be created that performs public opinion survey research on important economic and business issues relevant to the South Florida community. Second, another center will be developed that focuses on applied economics research and policy analysis pertaining to the South Florida economy. This latter will generate economic reports and forecasts useful to regional planners and policy makers, executives of private companies and public institutions, the media, and researchers in any number of areas.

## **Finance – Strategic Goals and Action Plans**

**Goal 1: To enhance the quality and currency of the undergraduate Finance curriculum.** The following action plans should be implemented. First, a thorough review and revision of the curriculum for undergraduate Finance majors should be conducted. The last time a full review took place was in 2004. In addition, Assurance of Learning (AoL) outcomes, required for accreditation, for each course should be reviewed and updated. Second, the faculty should examine the course requirements for the Financial Services Track. In its present form, the track requires only six credit hours in Finance courses beyond the basic core course (FIN 3403). This means that students can graduate with a major in Finance by taking only 9 credits in Finance courses, whereas our traditional track requires 15 credit hours beyond the core course. The Financial Service Track should be re-designed to be a more rigorous alternative to the existing traditional track.

**Goal 2: To use the recently redesigned Trading Room to brand the Finance program and to create an “experiential learning” course for undergraduate students.** The action plan involves the development of a “Student Managed Fund” course (Appendix A). This course is offered by a number of finance departments in top tier academic institutions throughout the country. This would be a strong vehicle for branding FAU’s Finance Department by attracting better students and increasing the visibility of our undergraduate Finance degree. The course would be designed to strengthen the skills and abilities of students to conduct market analysis and portfolio management. Most importantly, an investment fund would need to be created from donations made by companies and individuals with interests in Finance. Financial industry professionals would be invited guest lecturers providing students with more opportunities to interact with executives. These interactions, in turn, will help the College build new relationships with the financial industry in the South Florida area.

**Goal 3: To strengthen the PhD curriculum by including courses offered by faculty in the Economics Department.** To improve the quality of the PhD program curriculum, the following actions plans are proposed. First, a second econometrics methodology course will be added. The new course will increase the depth of knowledge about advanced tools and techniques used in empirical research. Second, the faculty will consider other possible Economics courses for the doctoral curriculum and take advantage of the depth of theoretical knowledge among the Economics faculty. Both of these actions will enhance the training of our doctoral students and increase their opportunity for career placement in high quality institutions of higher learning.

**Goal 4: To grow the number of Finance majors on the Davie campus.** Finance is an area that attracts talented students and in which it is difficult to acquire highly qualified faculty, that is faculty salaries in this area are very high. For this reason, it is more difficult for institutions to compete with FAU in Finance compared to some other business disciplines. Enrollments in Finance in Davie have been steady. However, this is an area of important competitive advantage for FAU. The action plan is to ensure that sufficient faculty in Davie are maintained to ensure growth in Finance (Appendix B). Currently the program is staffed by a combination of tenure track faculty and doctoral students. In addition, going forward it will be important to find clinical faculty to teach Finance courses. Moreover,

courses should be taught by an appropriate combination of faculty as needed to maintain AACSB accreditation.

## **Health Administration – Strategic Goals and Action Plans**

**Goal 1: To grow the undergraduate major in Health Administration and the Masters in Health Administration and to enhance the stature of the Health Administration faculty and programs.** The Health Administration programs serve an industry sector that is expected to grow in the future. Over the past two years, there has been an uptick in the number of undergraduate majors. Over the past year, the Board of Governors has approved an Executive Masters in Health Administration which the College will aggressively market. These programs are comparatively heavily reliant on part time faculty (i.e., in 2014-2015 there will be three tenure track faculty, two instructors, and eleven part time faculty in Health Administration) which makes the program vulnerable to AACSB reaccreditation. The 5-7 year plan includes multiple action plans in the following temporal sequence. First, the number of full time faculty should increase by at least four. Second, a separate academic unit for the Health Administration should be created. Hopefully this event would coincide with a third action plan of naming a Department or School of Health Administration with a \$15 million donation.

**Goal 2: To improve the academic preparation and employment opportunities of Health Administration graduates.** The following action plans should be implemented. First, the faculty should review both the undergraduate and graduate programs through curriculum mapping to eliminate redundancies and determine knowledge/skill gaps. Second, a competitive analysis should be undertaken to determine whether to invest in concentrations such as Long Term Care, Medical Group Management, or Hospitality Operations to be offered in the Masters program.

**Goal 3: To enhance the research productivity of Health Administration faculty and students.** The following action plans should be implemented. First, the faculty should explore opportunities for external grant funding either from government or private agencies and possibly with researchers in other departments within or outside of the College of Business. External funding should also become an expectation for hiring future tenure track faculty since Health Administration is an area where external funding is relative more available compared to other business disciplines. Second, the faculty should identify courses where there are opportunities for enhancing QEP initiatives with undergraduate students.

**Goal 4: To develop strong ties with external stakeholders.** The following action plans should be implemented. First, a Health Administration Board of Advisors should be created. A CEO in south Florida has already committed to serving as Chair. Second, the current practicum requirement should be reviewed and strengthened. For example, a structure for organizing health agency partnerships with appropriate commitments and public acknowledgement should be explored.

## **Hospitality Management – Strategic Goals and Action Plans**

**Goal 1: To increase the visibility and stature of the Hospitality Management faculty and program within the College of Business.** The 5-7 year plan includes multiple action plans in the following temporal sequence. First, the name of the Department should be changed to be the Department of Marketing and Hospitality Management. Second, the number of Hospitality Management faculty should be increased to meet growing student demand from its current size of two tenure-track and two non-tenure track lines to three/four tenure-track and three/four non-tenure-track lines. Third, a separate department/unit for the Hospitality Management faculty and program should be created. Hopefully this event would coincide with a fourth action plan of naming a School of Hospitality Management with a \$15 million donation.

**Goal 2: To strengthen the relationship between the Hospitality Management faculty and program with executives in the industry and the greater South Florida community.** The following action plans should be implemented. First, the faculty will establish a Hospitality Industry Executive Advisory Board. Second, with the assistance of the Board, the faculty will develop an annual fund raising event that will be unique to South Florida and in line with the interests of executives in the Hospitality Management industry (e.g., gala dinner, wine tasting event, or auction).

**Goal 3: To further enhance the brand of the Hospitality Management Program.** Currently the Program is the only AACSB-accredited Bachelor of Business Administration (BBA) degree in Hospitality Management within the State University System (SUS). However, the faculty seeks to further enhance its brand by implementing the following two action plans. First, the faculty will explore and identify an area of specialization (e.g., Revenue Management, Private Country Club Management, or Meetings and Events Management). Second, the faculty will implement a plan to participate in a multi-disciplinary center dedicated to analytics. The latter will complement the faculty's interest in Hospitality Data Analytics. These branding initiatives will drive future resource allocations.

**Goal 4: To improve and expand the Hospitality Management curriculum.** The 5-7 year plan includes multiple action plans in the following temporal sequence. First, regarding the graduate curriculum, the faculty will add a concentration in Hospitality Management within the MBA. Second, faculty will create a fully online version of the BBA. Third, a face-to-face and/or online Bachelor of Science (BS) degree will be created permitting more variety and course offerings specific to Hospitality Management. Fourth, a for-credit internship option will be explored as an alternative to the current non-credit field experience requirement.

**Goal 5: To develop an on-campus hotel that will provide new synergistic opportunities to train students and attract university and external constituents in need of meeting and event spaces.** The Director of the Hospitality Management program has been intimately involved with FAU administrators in planning a hotel on the FAU campus for a number of years. The action plan is to follow through in developing a complex that will provide meeting and event facilities in addition to lodging that will expand the "real world" training opportunities for students. For example, the conference facilities would support an area of specialization in Meetings and Events Management.



## **Information Technology and Operations Management – Strategic Goals and Action Plans**

**Goal 1: To distinguish and brand the Department and the College in Business Analytics.** The 5-7 year plan includes multiple action plans which build upon existing resources dedicated to offering an undergraduate concentration in Business Analytics for Management Information Systems (MIS) majors. First, a concentration in Business Analytics for MBA students should be developed and offered within the market rate online MBA program. Second, a Center for Business Analytics should be created. The Center is intended to provide an affiliation for interested faculty across departments in the College, and support single discipline as well as interdisciplinary work. The long term vision for the Center (see the attached) intended to attract national and international interest includes an annual conferences for researchers from the academy as well as from business, and a marketplace for careers in “big data”. Hopefully this initiative would coincide with a third action plan of naming the Center with a \$15 million donation.

**Goal 2: To strengthen the area of Operations and Supply Chain Management.** As the name implies, the Department is the home of faculty in two disciplines, one of which is Operations Management. In recent years, interest among researchers in Operations Management has increasingly focused on Supply Chain Management. At the same time, the Department seeks to leverage FAU’s location in one of the country’s most dynamic areas of international trade and transportation. These two significant matters are the basis for the following action plans. First, the faculty will engage in a strategic exercise intended to develop the most appropriate academic undergraduate/graduate program to advance Supply Chain Management as a critical area of business preparation at FAU. This exercise will necessarily address how other disciplines such as Management Information Systems, Marketing, and International Business should be incorporated to such a program(s). Second, a Center for Supply Chain Management should be created. The faculty should develop a vision for the Center which in collaboration with potential stakeholders in south Florida. The Center should also leverage the proposed Center for International Business to maximize synergies of faculty and student interest across both areas.

**Goal 3: To enhance the quality of the undergraduate MIS programs and the graduate MSITM program.** The demand for skills in Management Information Systems has always been highly dynamic, however over the past 15 years it has been especially so because of a significant trend in outsourcing programming development overseas. Keeping up with the dynamic nature of the demand for different skill sets has been challenging for MIS departments across the country. Recently there has been a resurgence in demand for graduates in MIS (as attested by the increase of MIS majors) and for individuals with more sophisticated skills, especially, again, in programming development. This trend is the basis for the following action plan. The department will consider reintroducing programming as an area of concentration, which has historically an area major concentration since the Department was created in the late 1980s.

## **International Business – Strategic Goals and Action Plans**

**Goal 1: To increase the visibility and stature of the International Business faculty and program within the College of Business.** The following action plans should be implemented. First, a Program Director should be appointed. The International Business Program is the only Program in the College without a Director. A Director is needed to administer, develop, and be an advocate for the Program among the IB faculty and students. Second, a structure must be developed to sustain associations among faculty across departments who are teaching and doing research in International Business. The structure (e.g., a center) will be a vehicle advancing research and other academic initiatives, such as grant funding, related to International Business.

**Goal 2: To improve the educational preparation of students majoring in International Business.** The following action plans should be implemented. First, a review of the undergraduate curriculum requirements should be done. The Review Team Report indicated that the faculty should consider adding courses in Export-Import Management and Advanced Global Management. Other recommendations included how courses offered by the Departments in the College of Arts and Letters, such as Language, Linguistics, and Comparative Literature, Political Science, or Anthropology, might be integrated into the curriculum. Second, the faculty should consider requiring International Business majors to minor in a functional area. It seems to be a common observation that minoring in an area such as Finance and Marketing improve International Business graduates prospects of acquiring entry level positions. Other areas might be similarly attractive to prospective employers such as Hospitality Management, Supply Chain Management, or Business Analytics. Third, the two previous action plans should be executed in the context of updating and implementing a proposed plan to offer tiered tracks for International Business majors, namely a General Track, an Area Studies Track, and an Advanced Scholar Track (Appendix A).

**Goal 3: To increase the visibility and stature of the International Business program regionally and nationally.** The action plans specified under Goal 2 should substantially improve the undergraduate International Business major. The following action plans should build upon those initiatives. First, the faculty should seek membership in the Consortium for Undergraduate International Business Education (CUIBE). As the Review Team Report states “The process of seeking full membership involves a self-study and site visit that... could have a catalytic effect in jump-starting the IBT program”. Second, the faculty should develop a plan for branding the International Business major in south Florida where its competitor in Miami already has a naming advantage. This critical challenge might be addressed by getting the program ranked.

**Goal 4: To enhance the “esprit de corps” among International Business students and faculty on the Davie and Boca Raton campuses.** Successful International Business programs in top institutions not only have strong academic programs but also institutional structures that encourage the interaction among International Business students themselves, and between students and faculty. The action plan under this Goal is to establish a student service type arrangement in which an energetic staff person is appointed to oversee the development of events and other opportunities for professional interaction,

including stakeholders in south Florida such as prospective employers. The arrangement should create an “esprit de corps” among all the International Business students on the two campuses (i.e., one arrangement for the College instead of two arrangements on both campuses). If successfully executed, this plan should have a cascade effect of increasing FAU’s presence in Broward.

## **Management – Strategic Goals and Action Plans**

### **Goal 1: To engage in a more thorough strategic analysis of the undergraduate Management major.**

The Review Team has recommended that the Department engage in a more thorough strategic planning exercise to determine the appropriate programmatic changes that need to be made over the next 5-7 year period. The sense is that there is not enough known about why the number of Management majors is declining, what happens to Management majors after they graduate, and that a more rigorous competitive analysis needs to be conducted before more concrete actions are determined. While the former concern about graduates is not uncommon across the College, it is a particularly salient issue for Management majors because the content of the degree is more broadly defined compared to other majors offered by the College. A search is now underway for a new Department Chair. The action plan the Dean recommends is to conduct a strategic planning exercise after a new Chair has been appointed. However, it would be appropriate to begin to collect survey data on student career outcomes and gather information on AACSB peer and aspirant institutions during the next academic year.

**Goal 2: To enhance the Entrepreneurship profile of the College.** The College is the home of the Adams Center for Entrepreneurship. In recent years, the visibility of the Center has improved through the efforts of the Director who has invested a considerable amount of time and effort in building the Annual Business Plan Competition. However, the continuing challenge for the College is the development of the academic side of Entrepreneurship. For example, a MBA concentration in Entrepreneurship has been available for approximately five years however it has not attracted a sufficient degree of student interest to say that it has been successful. At the undergraduate level, Management majors must elect to focus on either Entrepreneurship or Leadership. However, the Department does not know the number of students who are graduating in either area.

The following action plans should be implemented. First, a plan should be developed for promoting the MBA concentration and the undergraduate minor in Entrepreneurship. The latter provides an excellent opportunity for students majoring in other colleges at FAU (e.g., Engineering) to develop business skills while pursuing other major interests. Second, steps should be taken to rank Entrepreneurship at FAU. The criteria for ranking are known (e.g., enrollment, percentage of faculty who are entrepreneurs, percentage of recent graduates who have started a business, and percentage who are still in business, etc.). Some of the criteria involve dedicated resources (e.g., mentorships, student organizations, graduate data tracking, etc.). Since the annual amount awarded in business plan competitions is another important criteria, the College could leverage this current advantage by focusing on other criteria necessary to obtain ranking. Third, the Review Team has recommended replacing the existing area of focus in the Management major for a separate BBA in Entrepreneurship. This is a high risk proposition because it is not clear how attractive Entrepreneurship majors are to prospective employers. While the Department should review this recommendation, full implementation should be contingent on a thorough competitive analysis of the conditions of successful programs in the country, and an analysis of prospective employment opportunities in south Florida.

## **Marketing – Strategic Goals and Action Plans**

**Goal 1: To increase the visibility of and number of Majors enrolled in the Marketing program within the College of Business.** The 5-7 year plan includes multiple action steps in the following temporal sequence. First, the Department should consider options for incorporating Hospitality Management into the Department name. Second, a promotional strategy for growing the undergraduate Marketing majors should be developed. Third, a formal Succession Plan for anticipated retirements should be phased in for an orderly stepwise transition to new focal areas of the marketing discipline. Fourth, a thoroughgoing review and action plan to restart the Ph.D. in Marketing should be undertaken. Hopefully implementation of suggestions from this study would coincide with new faculty hiring and change of department leadership.

**Goal 2: To strengthen the relationship between the Center for Services Marketing & Management (CSMM) and departmental faculty research agendas, and also to partner with executives in the greater South Florida services sector.** The following action step has been implemented: First, Dr Douglas Snetsinger has been engaged as Consultant and Executive Director, to build programming, set up membership planning and to recruit an executive Advisory Board. Second, with the assistance of the Board, the executive director and select department faculty will develop programming that will be unique to South Florida and in line with the interests of executives in the Services industries (details are being developed under contract by Dr. Snetsinger in his position as CSMM Executive Director).

**Goal 3: To further define and enhance the brand of the Marketing Program.** Currently the Program offers an AACSB-accredited Bachelor of Business Administration (BBA) degree in Marketing, with a single specialized concentration in Advertising available. However, the faculty seeks to further develop its curriculum by implementing the following two action plans. First, the faculty will explore and identify an area of specialization (e.g., Large Dataset Market Analysis, Digital Marketing Delivery Systems, or Services Marketing Strategies and Management). Second, the faculty will implement a full curriculum review plan to reshape the coursework and to partner with other departments to participate in a multi-disciplinary center dedicated to analytics. The latter will complement the Hospitality faculty's interest in Hospitality Data Analytics. These branding initiatives will drive future resource allocations.

**Goal 4: To improve and expand participation in the market based MBA curriculum.** The 5-7 year plan includes multiple action plans in the following temporal sequence. First, regarding the graduate curriculum, the marketing faculty will cooperate with the hospitality faculty to add a concentration in Hospitality Management within the MBA. Second, faculty will cooperate with the CSMM to enhance the revenue generating potential of that unit. Finally, the department will determine whether a for-credit internship option should be developed as the single-course alternative for the current three narrowly defined internships in Advertising, Retailing and Sales.

**Goal 5: To develop an ongoing Undergraduate Marketing Scholars Organization that will provide new synergistic opportunities to place students and attract university and external constituents in need of interns and qualified marketing employees.** The training opportunities for students in conjunction with the "Tech-Runway" planning grant initiative will provide a beginning framework for initial outreach.

## **MBA – Strategic Goals and Action Plans**

**Goal 1: Develop a strong culture of ownership among faculty teaching in the MBA program.** This is one of the most important recommendations put forward by the Review Team. The following action plan should be implemented. The arrival of a new associate dean for graduate programs is an opportunity to shape the expectations of the faculty teaching in the MBA programs. Convening all the faculty who teach MBA courses, at the beginning of his appointment, would be an important signal and a substantive opportunity for shaping expectations and beginning to affect a change in culture. The issues that need attention include full participation in program assessment for AACSB, consistency in the quality of teaching, engagement in the curriculum development for each program, and a clear statement of program governance within the College.

**Goal 2: Complete the discussion and proposed modification of the MBA curriculum based on the assessed performance of the students in the capstone strategy course.** The following action plan should be reviewed and voted upon by the Management Programs Department that offers the current capstone course for the MBA program. The last review of the student projects required in the capstone course and used to assess MBA student performance resulted in a discussion focused on moving the strategy course (now the capstone course) toward the front of the curriculum, integrating and assessing strategic principles covered in a number of the required core courses, and making the capstone course one of two options, either a live case course or a simulation-based experiential learning course. The infrastructure for the live case course is very strong and involves the participation of an executive-in-residence with strong ties to over 300 CEOs in Florida. Assessing strategy knowledge in the strategy course and in the business core courses would improve the quality of assessment of the MBA program. It would also engage the MBA faculty and contribute to a more collaborative culture among the faculty.

**Goal 3: Develop a strategic brand for the MBA program.** The Review Team has recommended a branding strategy focused on Exceptional Value / Exceptional Location. Sometimes it just takes someone from the outside to come in and say the obvious. Two action plans flow from the Report. First, the new associate dean should give this branding recommendation due consideration. Second, following the action plans specified in the prior two goals, the faculty teaching in the various MBA programs should determine whether it makes sense to brand the respective MBA programs, and if so execute a strategic branding process.

**Goal 4: Enhance faculty participation on the Graduate Council.** The Review Team recommends assessing the current structure wherein an MBA Committee oversees curriculum development of the MBA and then brings proposals to the Graduate Council. Two action plans should be implemented. First, the role and existence of the MBA Committee should be reviewed. Second, a protocol for more rotation on the Graduate Council needs to be considered.

**Goal 5: Improve the MBA student experience at FAU.** Currently the Professional and Executive MBA are cohort programs and considerable attention is given to serving the students in these program (e.g., ongoing advising throughout the duration of the program). The Flexible MBA is neither a cohort

program nor is advising sufficiently integrated into the student's experience. Moreover, the College needs to create better opportunities for students to develop peer relationships and improve the MBA student experience at FAU. The following action plans should be implemented. First, all Flexible MBA students should receive advising throughout the duration of the program. Second, an orientation and a teambuilding event should be mandatory for incoming Flexible MBA students during their first week of classes. Third, an MBA student organization should be resurrected with chapters for each program. Fourth, the College should better coordinate student events such as sports events, international trips, career development seminars, etc. This action plan complements the plan to develop a robust student services office described in an accompanying document from the Dean.

**Goal 6: Expand outreach to graduates of select institutions.** The following action plans should be implemented. First, articulation agreements should be developed with Broward College and with Palm Beach College so that graduates who meet admissions criteria, including minimum GMAT/GRE scores, minimum GPAs, and required work experience can matriculate into one of the MBA programs. Second, the College should consider appropriate strategies for attracting more students from Latin America into the MBA program.



College of Business

# PROGRAM REVIEWS

Presented by Daniel M. Gropper, Dean  
Board of Trustees - Committee on Academic & Student Affairs  
October 21, 2014

*Making Waves*



# PROGRAM REVIEWS

- Purpose – why are we doing this?
  - Meet state requirements; reflect and reconsider what we are doing
  - Inform and align College and University strategic plans
  - Where can we really be distinctive? Where can we be great?
- Each program was reviewed during 2013-2014
- Also must consider College as a whole
- To begin, consider our size and scope



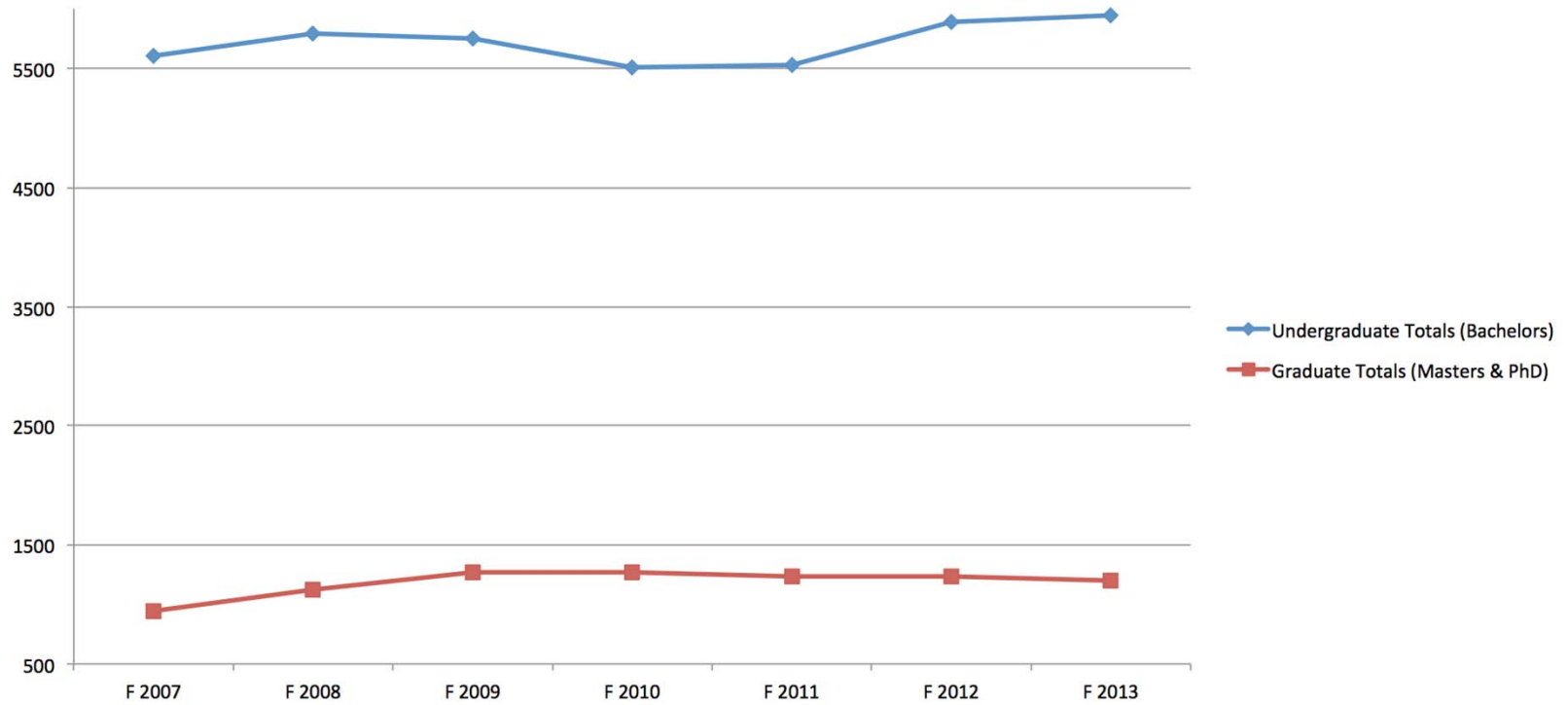
# MAJORS & ENROLLMENTS

Majors & Fall 2013 Enrollments	Undergraduate	Graduate
Accounting	1,114	354
Tax		116
Economics	712	43
Finance	379	
Health Administration	263	41
Hospitality Management	91	
International Business	191	
Management	510	
Management Information Systems (ITOM)	176	23
Marketing	231	
MBA		572
Masters – Music Business		4
Ph.D.		47
Pre-Business	2,279	
<b>TOTAL</b>	<b>5,946</b>	<b>1,200</b>

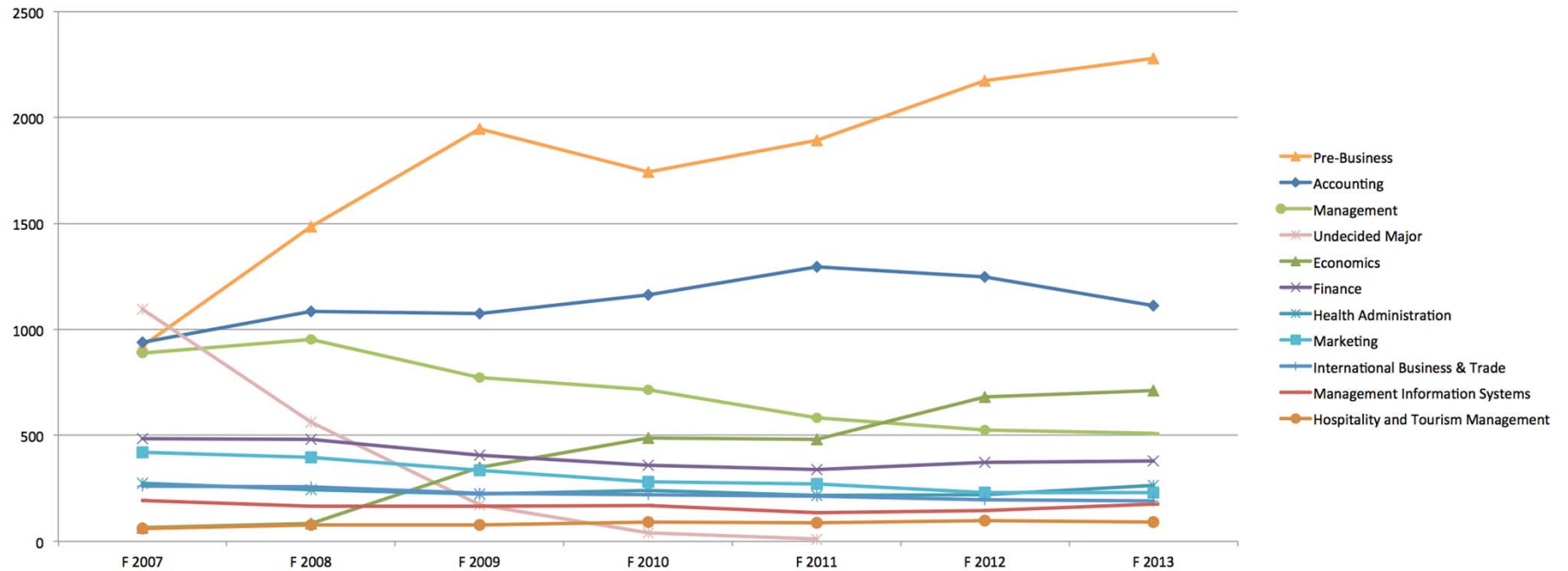
# DEPARTMENTS & FACULTY

Departments	Tenure Track	Non-Tenure Track
Accounting (includes Business Law)	16	11
Economics	11	4
Finance	14	2
Information Technology and Operations Management	11	6
Management	15	8
>>Health Administration Program	3	2
>>Sports Management Program		1
Marketing	9	4
>>Hospitality Management Program	2	1
Business Communication		13
<b>TOTAL</b>	<b>81</b>	<b>52</b>

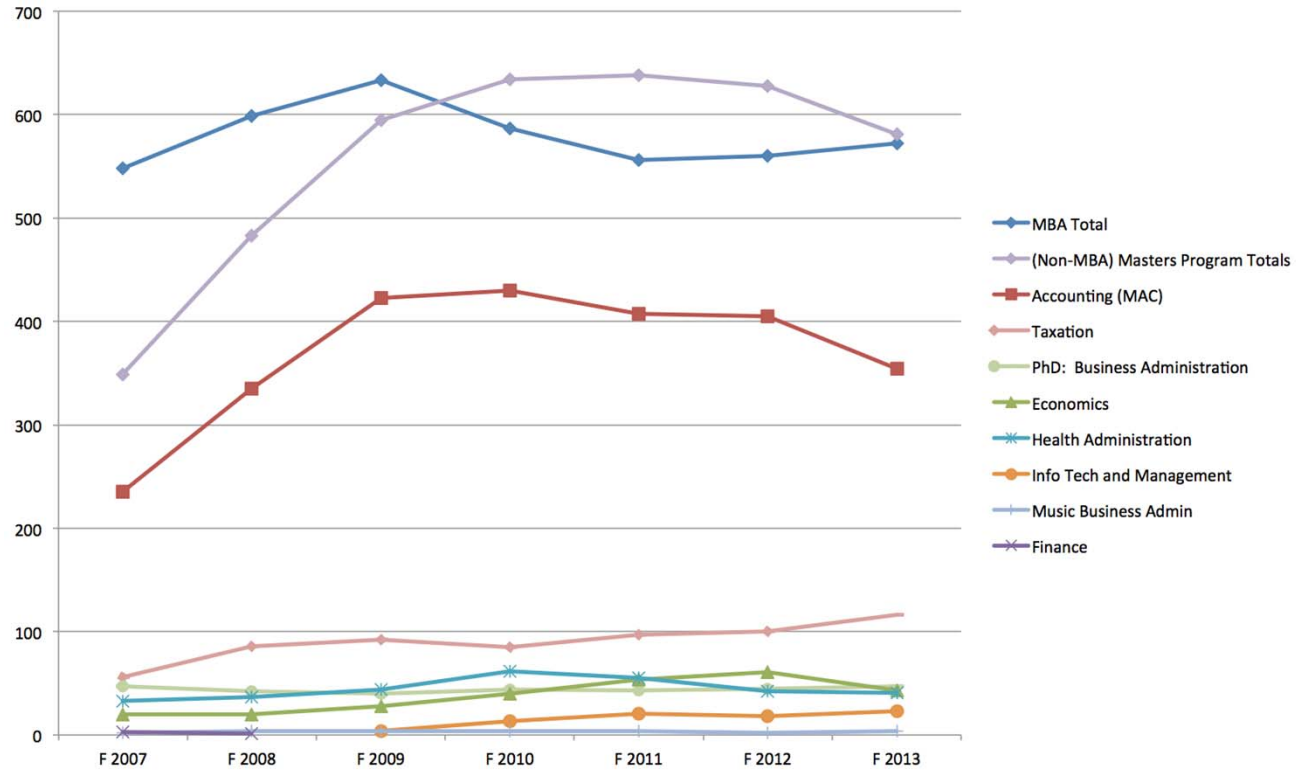
## Enrollment: Undergraduate & Graduate Totals (2007-2013)



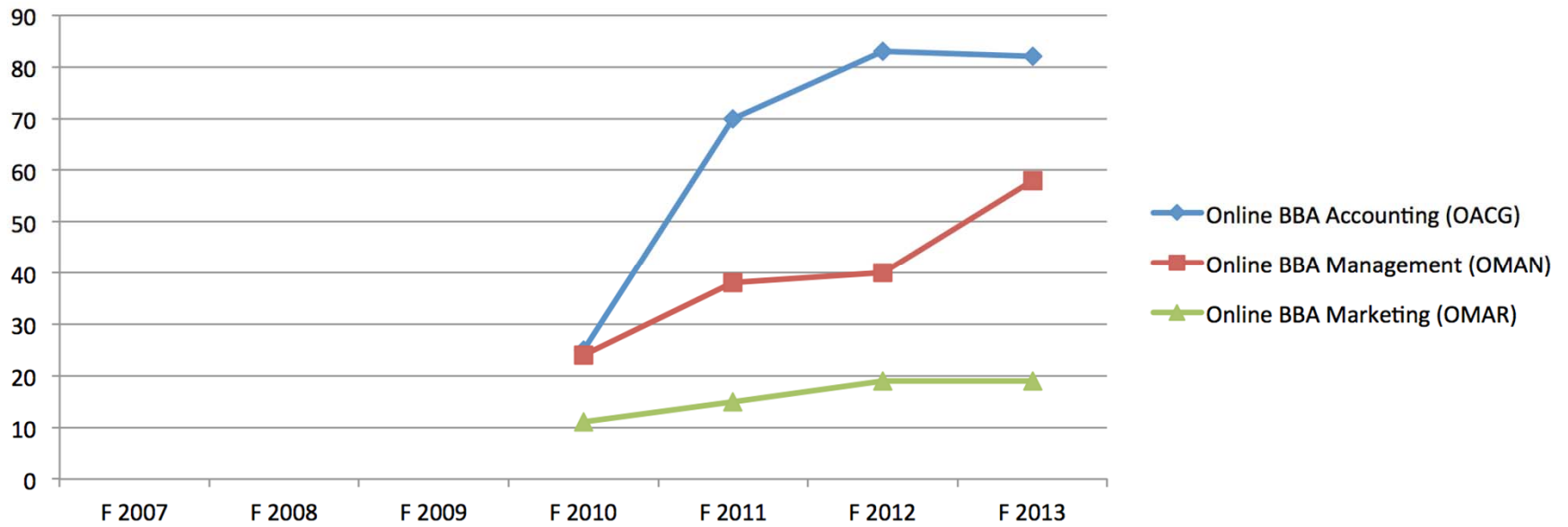
## Enrollment: Undergraduate Programs (2007-2013)



## Enrollment: Graduate Programs (2007-2013)



## Enrollment: Online BBA (2010-2013)



# COLLEGE HIGHLIGHTS

**Bloomberg  
Businessweek  
Business Schools**

**Best of '13**  
Executive MBA



**AACSB Reaffirmed 2014**

**MBA SPORT**

**#4** RANKED PROGRAM IN THE **USA**

**#6** RANKED PROGRAM IN THE **WORLD**

FAU  
MBA IN SPORT MANAGEMENT  
Florida Atlantic University

\*RANKINGS PROVIDED BY SPORTBUSINESS INTERNATIONAL FAU.EDU/MBASPORT

**100%** Placement for  
Accounting scholars

FAU  
SCHOOL OF ACCOUNTING

**Lindsay Moder**

While maintaining outstanding grades, Lindsay completed two internships with Big Four accounting firms. These included an audit internship with Deloitte in Spring 2013 in Boca Raton, FL, followed by an internship with the EY Fraud Investigation and Detection Services (FIDS) department in Chicago in Summer 2013. Lindsay received offers from both firms, before accepting her offer with the FIDS department in Chicago to start September 2014. Lindsay is the first FAU student to be hired by a FIDS department directly out of school. Before reporting to Chicago, Lindsay will attend the Association of Fraud Examiners Global Fraud Conference as one of sixteen students nationwide receiving a scholarship to attend this prestigious event. We are very proud of Lindsay and wish her continued success.

**SCHOLARS**



# THE FOUR PILLARS



**1**

Financial  
Responsibility

**2**

Research:  
Creating  
intellectual  
capital

**3**

Continuous  
Program  
Improvement

**4**

Key new  
Initiatives:  
Achieving  
Distinction

# Realizing Potential Financial Efficiencies

Lecture capture  
video streaming



Online Classes - Bachelors of  
Business Administration, MBA



Course scheduling  
consolidation



## EXPANDING KEY AREAS: **GRADUATE PROGRAMS**



### MARKET RATE PROGRAMS – *Fall 2013*

- MBA (Executive, Professional, and Online)
- Masters of Health Administration
  - *NOTE: above all successfully launched – enrollment targets reached*
- Masters of Finance (*January 2014*)

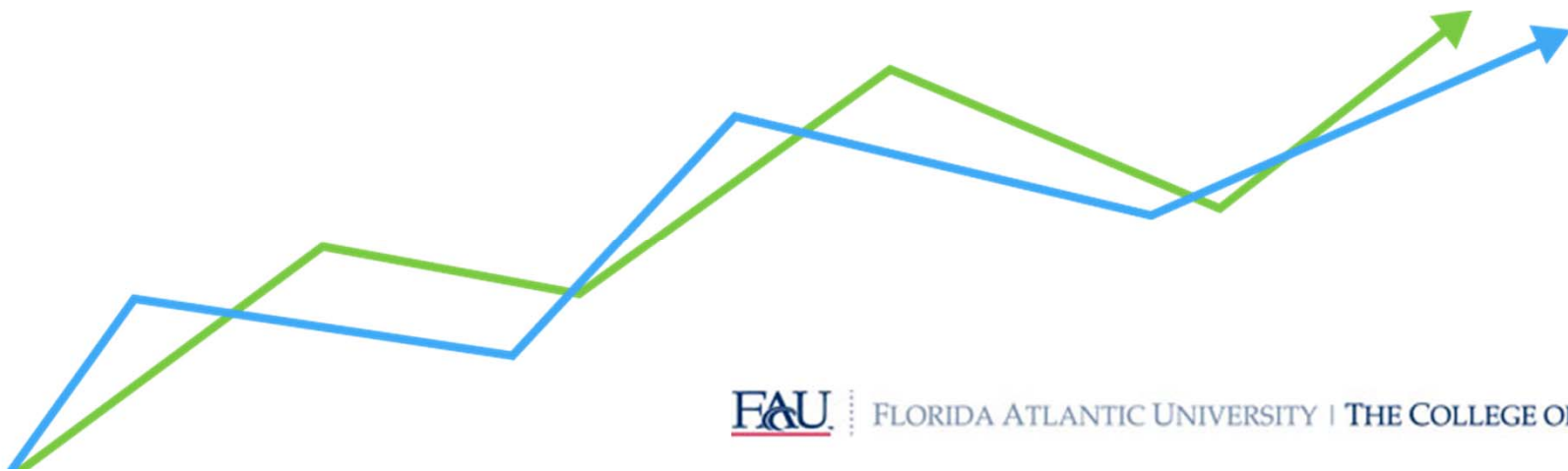


### MARKET RATE PROGRAMS – *Fall 2014*

- Executive Masters of Accounting
- Executive Masters of Tax
- Masters of International Business

Results: EFFICIENCY & REVENUE

P A Y O F F



# ENHANCING RESEARCH

- REWARD & RETAIN** high-performing faculty
- IMPROVE & SUPPORT** data collection efforts
- INCENTIVES for** research presentations and publications
- PROVIDE** student assistant stipends
- CREATE & PROMOTE** new initiatives
- IMPROVE** visibility and reputation



Photo: Business and Economics Polling Initiative (BEPI) at FAU





## **ACTION PLANS:** **PROGRAM IMPROVEMENT**

### *First:*

Overall College of Business  
assessment

### *Then:*

Review of 11 programs within  
College of Business

# ACTION PLAN EXAMPLES

## OVERALL COLLEGE SERVICES:

**Student Career Services Center**

~\$295K annually, 3 staff

## HOSPITALITY MANAGEMENT:

Short term: **MBA concentration** (~\$100K)

Longer term: **Named Hospitality School**  
(~\$15M endowment)

## ECONOMICS:

**Honors Program w/ QEP-supporting  
research courses** (1 faculty~\$110K)

## BUSINESS ANALYTICS:

**Core ITOM (2) and partial supporting faculty  
in other areas (3-4)** (total ~\$648K annually)





## ACTION PLANS: EXAMPLES

### INTERNATIONAL BUSINESS:

Hire a Program Director; define focus for majors (~\$225K annually)

### HEALTH ADMINISTRATION:

Determine focal areas for concentration development

### MANAGEMENT:

Entrepreneurship program: Develop plan to make this a top-25 ranked program. (Faculty + research + practice) (~\$864K annually)

### FINANCE:

Financial analyst program; student managed fund (~\$500K once)



# CONTRIBUTIONS TO SOUTH FLORIDA & BEYOND

## RESEARCH CENTERS / AREAS

- Business Analytics & Big Data
- International Business w/ Supply Chain  
(2-4 faculty ~ \$384 - 750K annually)
- Business & Economic Research
  - **Entrepreneurship & Free Enterprise** (~\$864K annually)
  - **Business & Economic Polling** (~\$100K annually)
  - **Economic forecasting & policy research** (~\$150K annually)
  - **Real Estate & Financial services** (~\$290K annually)
- Center for Economic Education (~\$70K annually)
  - **Financial Literacy Program**
- Services Marketing Excellence (~\$240K annually)
- Accounting: Fraud Detection & Compliance; Business Valuation (3 faculty ~\$690K annually)



Thank **You!**