

2020 - 2021

Annual Report



USF Muma
College of Business
UNIVERSITY of SOUTH FLORIDA



Dear Alumni, Students, Faculty, Staff and Friends of the Muma College of Business:

I certainly hope that you all are well and weathering this once-in-a century pandemic. Please keep safe, wear masks, stay socially distanced and, if you have not already, get vaccinated. We owe it not only to ourselves, but also to our communities. As we mourn the tremendous loss of life caused by COVID-19, we also lament the damage done to our economy. We are struggling along with all our corporate partners.

Our college was not without its unique challenges this past year.

This report covers the year beginning on July 1, 2020, which was our first official day as one consolidated business college with six schools across three campuses. It was challenging to combine many different programs and systems and websites into one, yet we did it and our college was looked to as a model many times throughout the process. And while it was, at times, grueling, we are now seeing incredible opportunities for our faculty and students as a result of the consolidation.

The downturn in the economy resulted in flat enrollment and a sizeable cut in our budget. Still, with all that facing us, the college persevered. We hit marks in national rankings, met our budget shortfalls with innovative policies that kept everyone on the payroll, with classes pushing through and research continuing. Our commitment to the success of our students did not waver and we are ready to emerge from the pandemic stronger than ever.

An example of our innovation came during consolidation. On July 1, 2020, COVID-19 notwithstanding, the three campuses of USF – Tampa, St. Petersburg and Sarasota-Manatee – became one university. We, at the Muma College of Business, held town hall meetings on all three campuses and came up with a structure long before USF threw the switch.

How is this possible? Simple. We have viewed these challenges as opportunities to strengthen our resolve to fulfill our mission: to ensure each student here achieves success both in the classroom and after graduation. We have seized opportunities this past year to position ourselves as a valuable resource for our outside business partners. We offered programs free of charge during the pandemic to help businesses successfully emerge from COVID-19 through innovation. We offered a free, non-credit program to show the ways to create a more diverse, equitable and inclusive workplace. A program in which more than 130,000 people registered.

We climbed higher in national and international rankings. Our faculty achieved global prominence with its cutting-edge research, innovation and insight. Our business partners recognized the importance of the college's role as an irreplaceable resource and our donors invested in us.

With that, it is my privilege to present to you this 2020-21 annual report.

Our story includes some impressive numbers:

- The Muma College of Business' School of Hospitality and Tourism Management on the Sarasota-Manatee campus earned accreditation from the Accreditation Commission of Programs in Hospitality Administration, one of the nation's top bodies overseeing hospitality academics.
- The USF Vinik Sport & Entertainment Management Program, begun less than 10 years ago, ranked No. 5 in the nation and No. 3 among public universities, No. 1 in Florida and the entire Southeast and No. 6 in the world, according to *SportBusiness International*. The dual graduate-degree program consistently ranks in the top 10.
- The online MBA program placed among the top 25 on two separate national rankings. *The Princeton Review* put the program at No. 21 of the top 50 programs in the United States and Poets & Quants ranked the online offering at No. 25. *U.S. News and World Report* put the online program at No. 26, a rise of 69 spots from the previous year.
- Muma College of Business researchers continue to impress on a nationwide survey of scholarly publications in 24 of the nation's leading business journals. The rankings, compiled and released by the University of Texas-Dallas, included articles published in 2020 and showed our business professors ranked No. 38 among public universities in the United States.
- The researchers in our School of Information Systems and Management were ranked No. 5 in the world in 2020 in terms of the number of publications in the two premier IS journals.
- The USF Center for Entrepreneurship's graduate program was ranked No. 8 nationally by *Entrepreneur* magazine and *The Princeton Review* in 2020. The graduate program has been in the magazine's national rankings for more than a decade.

Our Response to COVID-19

One day last spring, COVID-19 seemed like it was an ocean away and the next, it affected all our lives. The Muma College of Business was bustling the first two weeks of March 2020 and then, our halls and atrium were empty. We learned quickly how to push on with our classes and programs, because we could not abandon our students' education. And we succeeded. We implemented a full schedule of online and hybrid learning that continues to this day.

The college exhibited resourcefulness in devising a non-credit program titled "Post-Crisis Leadership" that drew nearly 10,000 registrants. It was offered free of charge and proved to be a thought-leading program for business, government and community leaders emerging from the



pandemic. The “Post-Crisis Leadership” program drew recognition from the Innovations that Inspire initiative of the AACSB, which listed the Muma College of Business with 23 other business schools worldwide for championing innovation.

Our Students

In spite of the pandemic-created challenges like remote learning and internships, our amazing students showed heart and determination in their educational pursuits. The innovative student success system our academic advisers created a few years ago is paying off in a big way.

“I am so proud of our students who showed resilience and initiative even during one of the most challenging periods of our lives.”

Our scholarship programs have proven to be as valuable to the profile of the Muma College of Business as to the students on which they are bestowed. Though our annual scholarship luncheon was cancelled due to COVID-19, we still were able to award more than \$600,000 in scholarships.

From incoming freshmen to the seasoned leaders in our Doctor of Business Administration program, our students are incredibly diverse, smart and ambitious. They are willing to do what it takes to achieve success in the classroom, in internships and in their careers after graduation. When COVID-19 came to town, it ended public gatherings and face-to-face classroom experiences. It made most traditional internship opportunities more difficult – if not impossible – to find. These had been the chances for business students to gain real-time experience in their chosen fields.

Those who have landed internships over the past year have found the jobs have morphed into something untraditional, yet they offered valuable learning experiences. Meetings now are online and our students work remotely on various webpages and on social media, yet they are as much a part of the business landscape as the crowded boardroom was prior to the pandemic’s disruption. Some of the changes were implemented post-COVID-19. And our students will have that experience to draw upon when they are hunting for jobs.

An example of how amazing our students are in the face of adversity:

- Two of the top three winners of the annual Florida Blue Health Innovation Challenge were students from the Muma College of Business, including the overall winner of the competition, which included 10 teams made up of 23 student finalists from universities across the state. Taking the top prize of \$15,000 was a two-member team that included James Wallace, a business doctoral candidate. The third-place winner was Srikrishna Srinivasan, a graduate student in the School of Information Systems and Management. We could not be prouder of our students who represent us to the outside business world in internships, and in our communities on and off campus.

- Nandini Agarwal, no stranger to awards and recognition for excellence throughout her college career, graduated in December, but not before landing the award for USF Outstanding Graduate for the fall semester. To mention all our students who have shown initiative, won awards, or done amazing things would take up this entire report.
- The Ethics and Debate Team, a student organization sponsored by the college's Bishop Center for Ethical Leadership on the St. Petersburg campus, won first place for its presentation at the 2021 International Business Ethics Case Competition held this spring. Our team competed against schools from Canada, Spain and Turkey, as well as the United States.
- A team of graduate students in the Vinik Sport & Entertainment Management Program took first prize in the National Sports Forum case competition in May, winning out over a dozen other schools from the United States and around the world. The National Sports Forum Challenge Cup is the premier MBA/masters case study competition.
- Our graduate business programs experienced 8 percent annual growth this year, all while streamlining student services across a multi-campus team within the OneUSF model. The online MBA was ranked No. 26 overall by *U.S. News and World Report*, No. 25 overall by *Poets & Quants* and No. 21 overall by *Princeton Review*, all while successfully merging across the three campuses. The *Princeton Review* ranked the Master of Science in Entrepreneurship & Applied Technologies No. 18 in the U.S. and the USF MBA program as No. 9 for greatest sources for minority students. The MBA program's data analytics concentration was refreshed this year to add rigor and industry relevance. The TFE Times ranked the Master of Science in Management as No. 25, the Master of Science in Marketing as No. 33 and the Master of Science in Finance as No. 76.

Our Partners

Whom we choose as partners says a lot about who we are. And our business partners are among the best a business college could have.

- Our ongoing partnerships with Jabil, the Tampa Bay Lightning, ReliaQuest and KnowBe4 are but a few examples of collaborations that provide the Muma College of Business with continued sponsorships, guest lecturers and internship opportunities. Our benefits are many. For our partners, we offer access to a steady stream of young, vibrant talent and the innovative ideas they bring with them when they enter the job market.
- Our collaboration with the Tampa Bay Partnership in the annual Tampa Bay E-Insights Report shows how the college can be a reliable resource for research that is relevant for the entire Tampa Bay region and beyond. The report includes groundbreaking research by professors and graduate students in the college's Center for Analytics and Creativity. Together, they compiled real-time, big data to present a window into how the region compares with 19 other municipalities of similar size and demographics. Our





research presents important data for community and government leaders to improve the quality of life in West Central Florida.

- A number of our business partners, many of whom had suffered through the pandemic like the rest of us, stepped up to sponsor important events, conferences and forums. One was the Florida Supply Chain Summit that could not have taken place without the financial support of sponsors such as the Florida Department of Transportation, Datex, Port Tampa Bay and World Trade Center Miami. The summit drew experts from FedEx, Amgen, Woodfield Distribution, Walmart and Walgreens. Their industry expertise made the summit a rousing success.
- Our amazing partners at the Tampa Bay Lightning and Jabil helped the college stage an incredibly popular non-credit program on “Diversity, Equity and Inclusion in the Workplace” this spring. Without their support, the program, which drew more than 130,000 registrants, would not have taken place and been so successful. The program addressed a need in corporate America to find a way to eliminate discrimination, bias and prejudice in the business ecosystem and we consider this program an essential step toward achieving that goal.
- Though USF Health has a solid partnership with Tampa General Hospital, the Muma College of Business implemented the People Development Institute for hospital employees ranging from executive management to valet parking. Our plan is to first offer business soft-skills instruction to employees of the nationally recognized hospital, then expand it to other health care facilities in the region and across the nation.

Our Faculty

The faculty at the Muma College of Business is a force for innovation and excellence. Nine of our current faculty members are Fulbright scholars and rarely a day goes by without one of our faculty receiving an award, publishing impactful research, presenting at virtual conferences or earning grants.

On the personnel front, Jean Kabongo, a professor on the USF Sarasota-Manatee campus, became dean of the business college there in 2020. He also takes time out to teach entrepreneurship to a group of state prisoners at a nearby correctional institution. We are losing Sri Sundaram, the dean of the Kate Tiedemann School of Business and Finance. Sri heads to California State University at Fullerton to take the deanship of the college of business in July. We will miss his leadership and passion for excellence.

Enough cannot be said about our faculty who ushered in the consolidation of the business colleges on USF's three campuses and held it together to continue their impressive work in the classroom and in the research venues during that plus the onslaught of the pandemic.

Here is just a random sample of examples of our faculty at work and their contributions to the profile of the college:

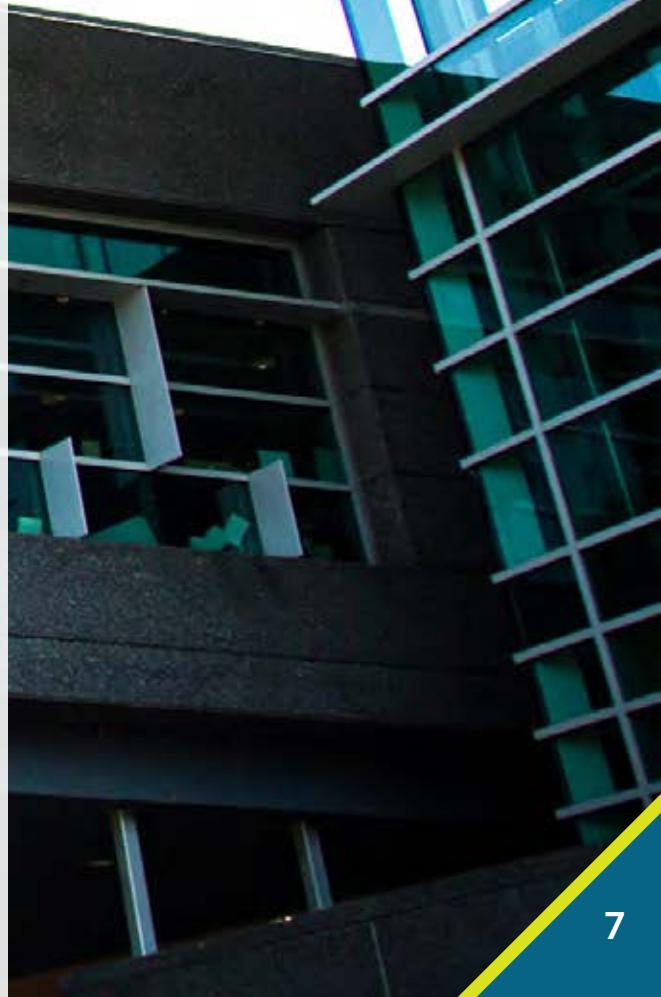
- Five professors from the Muma College of Business, Faizan Ali, Thomas Becker, Paul Spector, Alan Hevner and G.J. de Vreede, were included in a database of the top 160,000 scientists worldwide. The survey placed all of them among the top 35 percent in their fields across all disciplines and Spector, Hevner and de Vreede in the top 2 percent.
- Cihan Cobanoglu was the recipient of the prestigious Stevenson W. Fletcher Achievement Award for innovative hospitality and tourism research. Cobanoglu is the McKibbon Endowed Chair and director of the M3 Center for Hospitality Technology and Innovation based at the USF Sarasota-Manatee campus.
- Tony Kong, faculty director of the Bishop Center for Ethical Leadership for the college on the St. Petersburg campus, earned a Sam and Bonnie Rechter Fellowship from the University of Louisville, an inaugural award given to five fellows to promote ethical leadership.
- Kaushik Dutta, director of the School of Information Systems and Management, and Grandon Gill, director of the DBA program, made the list of the top academics in the world compiled by CDO Magazine.
- Jennifer Cainas, Lynn Pippenger School of Accountancy instructor, received the Jim Bulloch Award from the Institute of Management Accountants.
- The American Marketing Association's Tampa Bay Chapter honored Paul Solomon, School of Marketing and Innovation professor, as Educator of the Year.
- Seckin Ozkul, operations and supply chain management faculty member, finalized funding for two Florida Department of Transportation research grants totaling more than \$500,000.
- As the pandemic took hold, dozens of our faculty wrote columns or op-eds or contributed to news stories on various business-related topics relevant to the economic shutdown. They addressed issues such as business innovation in times of crisis, shifts in marketing strategies, investment, tax and real estate advice.

Our Innovation

What sets the Muma College of Business apart is the innovation we implement within our programs, classrooms, internships and wherever else we can improve ourselves through creativity.

Innovation fosters partnerships, and we are always looking to recruit companies to provide course-credit internships and other immersive learning experiences. Students are taking full advantage of these opportunities – even during a pandemic – finding that there are actual jobs waiting for them upon graduation. Our data shows that a majority of the students who participate

“
What sets the Muma College of Business apart is the innovation we implement within our programs, classrooms, internships and wherever else we can improve ourselves through creativity.
”





in internships end up landing a job. We are working on a plan to get more students internships with our business partners.

Our innovation creates strategic and polished business leaders of the future. We constantly challenge students while they are still in the classroom. The result: When they enter the workforce, they are confident that what they have learned here is on the cutting edge of their respective fields. That confidence translates into satisfying salaries and meaningful, rewarding lives.

Our creative juices churned this year. As noted earlier, we offered a non-credit program for people adversely affected by the pandemic that was recognized by AACSB with an “Innovations that Inspire” award. Subsequent programs were offered through the School of Hospitality and Tourism Management, and one addressed diversity, equality and inclusion in the workplace.

The Monica Wooden Center for Supply Chain Management and Sustainability is relatively new, but this year embarked on a “living lab” to examine some of the industry’s biggest challenges, such as the ongoing transformation to digital supply chains and efforts to design networks to make corporations more competitive in a global marketplace. What sets the Muma College of Business apart is the innovation we implement within our programs, classrooms, internships and wherever else we can improve ourselves through creativity. The Supply Chain Innovation Lab is a direct result of the USF-Jabil Innovation Institute partnership.

The center also moved forward this year with the launch of a new master’s degree program in supply chain management, in response to demand within the industry for talent. At the national level, the logistics sector is projected to increase more than 10 percent through 2026, adding nearly 13 million jobs with a median annual wage of \$74,590.

We listen to what our outside partners say and focus on addressing their needs. A perfect example is esports. Recognizing that esports is catching on across the nation and the world, our Vinik Sport & Entertainment Management program did two things related to the area. First, it hosted the second USF Esports Summit featuring renowned experts in the field for a day of speeches, lectures and panel discussions, and it offered its first course in the business of esports this fall. Second, students organized an esports tournament and a job fair for those interested in careers in that industry.

The Muma College of Business has moved beyond its borders this year. We now offer a new opportunity to working professionals in South Asia to earn a STEM-certified Global Master of Science in Business Analytics and Information Systems without leaving their jobs or their region.

The M3 Center for Hospitality Technology and Innovation on the Sarasota-Manatee campus this year began using specialized software and online technologies to connect graduate students and faculty members with international scholars, advancing valuable research to help hospitality professionals worldwide. These are just a few examples of how the Muma College of Business is using innovation to ensure student success.

Our Research

Researchers at the Muma College of Business are making impactful discoveries in all fields of business.

The pandemic presented yet another opportunity for business researchers to excel. Online learning is not new, but it became nearly all encompassing as the pandemic gripped the nation, with colleges and universities offering more courses online. With that, social presence is lost. How can online learning be more engaging? Researchers here discovered that social cues, previously taken for granted, are somewhat lost in a virtual world. Researchers told instructors and students to find a way to create a remote social presence to replace face-to-face discussions. That is both relevant and impactful.

Our researchers also examined the hit restaurants took during the pandemic. Eateries shut down, or limited access, and with little revenue coming in, many were unable to keep staff. Some, however, adapted, switching from sit-down to take out. Muma College of Business Assistant Marketing Professor Mark Bender is heading up a sweeping research project to get a clearer picture of what the culinary landscape will look like in the wake of COVID-19. Stay tuned for that.

“

Researchers at the Muma College of Business are changing the way the world looks at commerce and beyond. Acquainting our students with this concept leads to their – and our – success.

”

Our Generous Donors

I must mention some of our donors whose unbridled generosity has given so much to the Muma College of Business this year.

The pandemic affected everything, including giving this year. USF Giving Week netted somewhat less than years before. Our sluggish 2020 reflects what is going on at the university level, and indeed, around the nation and world. Still, the Muma College of Business has raised more than any other college at USF.

Our friends have stayed with us, and across the three campuses we raised \$6,525,971.

- The Williams Automotive Group generously made a \$150,000 gift to the Center for Marketing and Sales Innovation with \$120,000 of the gift supporting priority operating expenses for the sales program and \$30,000 established the Williams Automotive Group Endowed Scholarship.
- Elizabeth Krystyn, a first-generation graduate of our college, has made a \$150,000 gift to the Women in Leadership Program to increase the number of women pursuing insurance industry careers. This initiative is close to home for Elizabeth, as she is the co-founder of BKS Partners, an extremely successful insurance company. The gift is split with \$100,000 in endowment and \$10,000 per year for the next five years for scholarships.
- Through a gift of \$500,000 from the Sarasota-based Chessler Holdings, USF students have a chance to participate in a real-world start-up venture using autonomous and robotic food production kiosks. The project pays them \$20

per hour and potentially some of the company's profits. The gift was arranged through the internationally ranked USF Center for Entrepreneurship.

- Ray Ferrara, CEO, ProVise Management Group, LLC has generously gifted \$25,000 for a 2-year subscription to the Barron's in Education Program from Dow Jones which will provide Muma College of Business students, faculty and staff complimentary 24/7 digital content from Barron's.
- Steve Raymund gifted \$202,000 in total for the Kate Tiedemann School of Business and Finance's Dean's Advisory Board Award, the Business Honor's College on the St. Petersburg campus and the Women's Returnship Program in the Bishop Center for Ethical Leadership.
- Jane Mason gifted \$5,000 for the Kate Tiedemann School of Business and Finance's Dean's Advisory Board Award.

The college's Executive Bulls Leadership Giving Program was launched in 2015. Executive Bulls make annual unrestricted gifts of \$10,000 or more to the college to support strategic priorities as well as to fund scholarships for our study-abroad programs and research. My wife and I give to this group, along with a number of exceptional long-time donors: Pam and Les Muma, Lynn Pippenger, Judy Genshaft and Steve Greenbaum, Ron and Libby Sanders, Jeff and Brandy Fishman, Geoff Simon and Andrea Graham, Chris and Colleen Alvarez, Adam and Tracey Stern, Ian Mackenzie, CBIZ/ Bill Tapp, Nick and Rene Vojnovic, Jim and Sarah Gunberg, Dan and Tina Johnson, and Scott Riley and Brian Riley, as well as one anonymous donor.

I am pleased to present this report, and to thank those who make our success possible. Our success is achieved thanks to the dedication of our faculty, the expertise of our staff, the largesse of our donors and the commitment of our business partners in spite of whatever challenges are presented.



A large, stylized black ink signature of the name "Moez Limayem". The signature is fluid and cursive, with the letters "Moez" and "Limayem" joined together. The "M" has a prominent loop at the bottom left, and the "L" has a long, sweeping stroke.

Moez Limayem

Lynn Pippenger Dean
USF Muma College of Business







The Kate Tiedemann School of Business and Finance

The Kate Tiedemann School of Business and Finance completed its first academic year as a member of the Muma College of Business. Faculty and staff from all three campuses worked together during the pandemic and adapted to remote work platforms to teach, communicate and collaborate.

Donors responded with generosity to provide scholarships for students which enabled their continued education despite the pandemic. Another donation allowed the school to expand its financial literacy resources to all Muma College of Business students, faculty and staff, giving them free access to all digital content within Barron's.com in addition to exclusive Barron's webinars.

In the spring 2021 semester, the Kate Tiedemann School of Business and Finance launched the Securities Industry Essentials Exam Scholarship Program. The program, sponsored by Franklin Templeton, provided 20 scholarships that gave students free access to the review materials and the opportunity to take the exam.

The Personal Financial Planning Program was ranked No. 44 in the country by WealthManagement.com. The school is eager to see significant growth in this program as the industry's demand for financial advisers continues to increase.

The school's faculty approved an updated curriculum for the master's degree in finance program, which now includes four concentrations: the CFA track, financial planning/wealth management track, financial research track (a feeder to the PhD program), and a new fintech track. A finance concentration in the MBA program was also approved.

The Kate Tiedemann School of Business and Finance is committed to providing experiential learning opportunities for its students. The school is proud to have had several students land impressive internships. Zachary Weber spent the spring 2021 semester in Washington with Microsoft, Luiza Marques spent the summer of 2020 interning for AB InBev in Brazil, and Brendan Fritz accepted a position interning with Goldman Sachs' real estate investing team in Dallas for the summer of 2021. The Student Managed Investment Fund continues to impress. The Applied Securities Analysis Fund reached a milestone, exceeding \$980,000 for the first time. The Merrill Lynch Wealth Management Center Fund has grown to more than \$590,000. The combined total exceeds \$1.5 million.

The Student Managed Investment Fund has several new alumni who recently began working in the industry. Jonathan Ebberhart started his job at JPMorgan Private Wealth in August 2020. Dylan Macfarquhar began a new role at Goldman Sachs Wealth Management in August 2020. Timothy Henning secured a position to begin post-graduation with Wells Fargo Securities. Tyler Schulman landed a role as a private bank analyst with JPMorgan. A few stand-out promotions include Matthew Casey becoming a vice president with Goldman Sachs and Klenton Perry advancing to an investment banking senior associate, on track to become a vice president at RBC Capital Market.

The Merrill Lynch Wealth Management Advisory Board was established in March. Its two-fold mission is to support/advance students' experiential learning to prepare them for the workforce and develop financial literacy programs for USF and the external community.

The school has seen a rise in interest in real estate and is responding to the increased demand. The Real Estate Society has doubled in size over the past two years. The real estate concentration has seen great success with job and internship placements and students have secured positions with Citi, Savills and Meritage Homes.

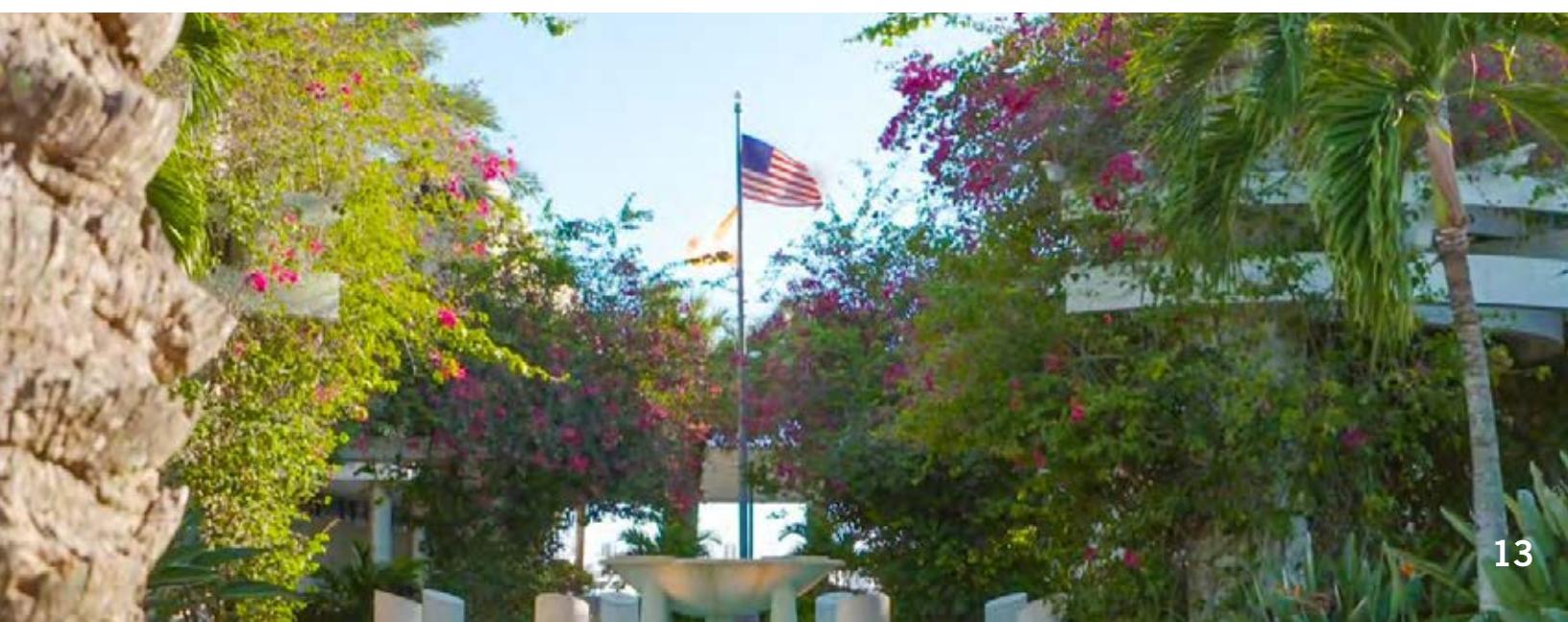
The Kate Tiedemann School of Business and Finance Faculty have published 19 articles in 2020-2021. Publications in journals including *Review of Quantitative Finance and Accounting*, *William & Mary Business Law Review*, *Journal of Financial Crime*, *Managerial Finance*,

International Journal of the Economics of Business, Journal of Financial Economics, Journal of Financial and Quantitative Analysis, Journal of Real Estate Finance and Economics, Rutgers Business Review, Journal of Finance, and Journal of Business Finance and Accounting.

The school could not conclude the year without expressing appreciation for Tiedemann Cotton Dean Sri Sundaram for his leadership to the school and the St. Petersburg campus during his time with USF. Sundaram accepted a new role as dean of the College of Business and Economics at California State University Fullerton beginning in July 2021.

Faculty Publications

- Pandey, V., T. Steigner, N. Sutton, "Learning in Serial Mergers: Evidence from a Global Sample," *Journal of Business Finance and Accounting*, forthcoming 2021.
- Bradley, D., Jame, R., Williams, J., "Non-Deal Roadshows, Informed Trading, and Analyst Conflicts of Interest," *Journal of Finance*, forthcoming.
- Bradley, D., Mao, C. X., Zhang, C, "Does Analyst Coverage Affect Workplace Safety?" *Management Science*, Forthcoming.
- Antia, M., Tandon, A. (2021), "Interest Costs, Taxes and Value Creation," *Rutgers Business Review*, 2020_089.
- J. Engelberg, L. Thompson, and J. Williams, (2020) "Stock Market Anomalies and Baseball Cards." *Financial Review*, 55(3): 461-479
- Pacini, C., Forbes Stowell, N., Katz, I., Patterson, G., Lin, W. (2020). "An Analysis of Money Laundering, Shell Entities, and No Ownership Transparency That Washes Off and On Many Shores: A Building Tidal Wave of Policy Responses," *Kansas Journal of Law and Public Policy*, 30,1, 1 – 36.
- Chang, K., Li, Y., & Yi, H. (2020), "Informed Equity Ownership and Bank Loan Contracting," *Journal of Business Finance and Accounting*, forthcoming.
- Schmidt, M. & Stowell, N. (2020) "Ten Best Practices for Online Business Courses," presented at the 2020 Financial Education Association/Academy of Business Education annual conference.
- Qi, J., N. Sutton, Q. Zheng, (2020), "The Value of Innovation and the Spillover Effect on Alliance Partners," *Review of Quantitative Finance and Accounting*, Vol. 55, April 2020, pp. 1427–1457.
- Smersh, G. (2020), "Pricing Moral Hazard in Residential Properties: The Impact of Sinkhole Claims on House Prices," *Journal of Real Estate Finance and Economics*.
- Sanchez, E. Jr. & Oh, J. (2020) "The Unexpected and Stickiness Behavior of Institutional Investors in Index Funds," *Managerial Finance*, Volume: ahead-of-print Issue (2020) ISSN: 0307-4358 Online ISSN: 1758-7743
- Pantzalis, C. & Meng, Y. (2020), "Foreign-Born Resident Networks and Stock Comovement: When Local Bias Meets Home (Country) Bias," *Journal of Financial and Quantitative Analysis*.
- DiGiovanni, Y., Hirshleifer, D., and Jiag, D. (2020), "Mood Beta and Seasonalities in Stock Returns," *Journal of Financial Economics*, VOL, 137/1, pp. 272-295
- Kwoka, J. & Wang, P. (2020), "Raising Rivals Costs by Customer Diversion: Evidence from Airline Baggage Fees," *International Journal of the Economics of Business* DOI: 10.1080/13571516.2020.1805279
- Schmidt, M.K. (2020), "Ask the Experts: Best Business-Credit-Card Practices," WalletHub
- Stowell, N.F., Pacini, C., Schmidt, M.K. and Wadlinger, N. (2020), "Senior Health Care Fraud Under Investigation," *Journal of Financial Crime*, Vol. ahead-of-print No. ahead-of-print.
- Stowell, N.F., Pacini, C., Schmidt, M.K., Wadlinger, N., and Crain, J. (2020), "Investigating Healthcare Fraud: Its Scope, Applicable Laws, and Regulations," *William & Mary Business Law Review*, VOL, 11 No.2, pp. 479-527
- Antia, M., Pantzalis, C., Park, J. (2020), "Does CEO Myopia Impede Growth Opportunities?" *Review of Quantitative Finance and Accounting*.





School of Marketing and Sales Innovation

Home to an array of outstanding undergraduate and graduate programs and award-winning faculty, as well as three centers (the Center for Marketing & Sales Innovation, the Monica Wooden Center for Supply Chain Management & Sustainability and the Center for Entrepreneurship) linking research, teaching, and practice, the School of Marketing and Innovation had numerous notable accomplishments during the year.

Undergraduate majors and concentrations continued to grow and attract excellent students. The year saw curricular enhancements take effect in marketing, sales and supply chain management, including the addition of Digital Marketing as a required course to enhance career options for marketing graduates. Experiential learning is strongly emphasized across the curriculum, with many courses having a substantive connection to the business community through real-world projects in coordination with private- and public-sector companies. Other courses feature guest speakers from industry leaders such as Google, Nike, Amazon, Disney, IBM, Procter & Gamble, Intel, Ecolab, Salesforce, Hewlett Packard, Bausch & Lomb, Bloomin' Brands, Jabil, Bekaert and Gartner.

Despite moving to a virtual format, the American Marketing Association student chapter, Professional Sales Club, and Council of Supply Chain Management Professionals chapter also facilitated a robust ongoing interaction between students and companies through several online events. AMA was honored as an exemplary chapter in chapter planning and communication and earned an honorable mention in the national case competition (coming off last year's third-place finish). Representative of the school's superb student base, Tori Ann Duncan and Mary Keenan were honored as King O'Neal Scholars, and five undergraduates (Alyssa England, Mackenzie Lamm, Katelyn Payne, Madyson Winters, Victoria Yang) and four graduate students (Lukas Oest, Autumn Sarah Foster-Pagett, Mischnanna Guerrier, Robert Schuster) were named 25 Under 25 honorees.

The Master of Science in Marketing saw enrollments increase by nearly 70 percent. The program added new courses in data mining and data analytics for businesses to complement its basic training in marketing analytics. The program continues to form long-term relationships with many large and small local area firms that are resulting in expanded student internship and placement opportunities. In addition, the program created a new Diversity and Inclusivity Initiatives Fund to support its efforts to increase student diversity and offer scholarships to make the program more accessible to students from underrepresented groups. The school also raised its profile in continuing education, taking its Digital Marketing Certificate program online and attracting 459 participants. The school also launched a new certificate in Customer Experience Management in spring, with 141 participants.

The highly ranked Vinik Sport & Entertainment Management Program hosted two major events, a Virtual USF Esports Summit in the fall with more than 200 attending and its annual Sport and Entertainment Analytics Conference in the spring with more than 100 virtual attendees. It also created a monthly virtual alumni meeting and saw 20 percent of its alumni give back with financial contributions to the program. A team of four students captured the National Sports Forum Case Competition, besting student teams from over a dozen universities across the globe. The program also launched several diversity and inclusion initiatives, including the formation of a diversity and inclusion taskforce, community townhall, the development of a plan to recruit from more historically Black colleges and universities and creation of a scholarship dedicated to under-represented students.

The Zimmerman Advertising Program's sixth cohort began classes - a unique interdisciplinary degree in advertising and business with the College of Arts & Sciences. The incoming freshman class boasts an average high school grade-point average of 4.0 on a 4.0 scale. Student internships amped up with stints at global ad agencies and national brands, developing strategic marketing communications and account management skills; media buying and analysis, e-commerce and brand marketing. Seventy-five percent of graduates accepted jobs at advertising agencies and corporate marketing in consumer-packaged goods, entertainment, retail, consumer services; 25 percent began their graduate studies in advertising, marketing, business or media.

The school's faculty generated several accolades during the 2020-21 academic year:

Mark Bender accepted USF's Outstanding Undergraduate Teaching Award. • Dipayan Biswas was awarded the American Marketing Association Retailing and Pricing SIG's "Outstanding Mentor" award for his work with junior scholars and PhD students. Biswas also received the "Outstanding Reviewer Award" from the *Journal of Public Policy & Marketing*. • Dipayan Biswas, Erwin Danneels, and Tim Heath continued to serve on Editorial Review Boards of four of the field's most esteemed journals. • Russell Clayton was awarded the Mid-Career Distinguished Educator Award by the Management and Organizational Behavioral Teaching Society. • Erwin Danneels was named one of the top three authors in the world in the field of disruptive innovation. • Diana Hechavarria was named the Junior League of Tampa's Inspiring Leader of the Year. • Doug Hughes was a finalist for the 2021 Marvin Jolson Award for the Best Contribution to Selling and Sales Management Practice. • Loran Jarrett was honored as Educator of the Year by the American Marketing Association's Tampa Bay Chapter. • Lin Jiang received the 2021 William A. Owens Scholarly Achievement Award from the Society of Industrial and Organizational Psychology for an *Academy of Management Journal* article. • Rick Kelso was the recipient of USF's Outstanding Teaching Award. Kelso also received the Academic Excellence Award. • Doctoral student Hao Wang and professors Anand Kumar and Douglas E. Hughes garnered the 2021 James M. Comer Award for the Best Contribution to Selling and Sales Management Theory for their article entitled "Effectual Selling in Service Ecosystems." • Dirk Libaers received an Innovation Award from USF Student Success. • Janelle Wells received the North America Society for Sport Management's 2021 Research Fellow Award.

The school's faculty continued to make a mark in research, collectively publishing 40 articles in respected academic journals during the year, including six in *Financial Times* 50 journals that represent the most prestigious outlets across the various business disciplines. Faculty also generated almost \$2 million in competitive research grants involving a wide range of substantive topics of importance. Notable among these were Rob Hammond's \$880,000 grant from the National COVID-19 Network on mitigating the impact of COVID-19 on vulnerable populations, Seckin Ozkul's and Rob Hooker's \$507,000 in grants from the Florida Department of Transportation to generate solutions for trade imbalances and to enhance successful logistics activity center development in Florida, and Kelly Cowart's two separate grants on "Understanding and Addressing Blackness and Anti-Black Racism in Local, National, and International Communities." In response to the same call, the school's Customer Experience Lab in St. Petersburg also served as the primary data collection point for a grant-supported study on black microbusiness economic and social resilience to natural disasters.

During the year, the school welcomed new assistant professor Nathaniel Hartmann while saying farewell to retiring Professor Donna Davis, Instructor Vicki Panzer and Professor Paul Solomon, the latter three who made numerous fine contributions during their collective 76 years of service at USF.

Marketing Publications

- Bailey, A.E. (2021), "Transition to Online Learning: Business Student Perspectives During the Coronavirus Pandemic," *Journal of Business, Economics and Technology* 24(1).
- Bender, M., E. Gal-Or, and T. Geylani (2021), "Attracting Artists to Music Streaming Platforms," *European Journal of Operational Research* 290(3), 1083-1097.
- Biswas, D., Lauren Labrecque, and Donald Lehmann (2021), "Effects of Sequential Sensory Cues on Food Taste Perception: Cross-Modal Interplay Between Visual and Olfactory Stimuli," *Journal of Consumer Psychology*.
- H.L. Gray, J.H. Berumen, S.M. Lovett, D. Himmelgreen, D. Biswas, J. Bohn, C. Peacock, and A.W. Buro (2020), "A Mixed-Methods Study to Understand Food Environments and Grocery Shopping Patterns of Community Residents in Underserved Neighborhoods in Tampa, Florida," *Ecology of Food and Nutrition* December, 1-19.
- Cowart, K. (2020), "Daddy Dearest: The Influence of Paternal Investment on Attitude Toward the Advertisement," *Journal of Advertising* 49(2), 202-212.
- Kemp, E., K. Cowart and M. Bui (2020), "Promoting Consumer Well-being: Examining Emotion Regulation Strategies in Social Advertising Messages," *Journal of Business Research* 112, 200-209.
- Cowart, K. and P. Wagner (2021) "An Investigation of Androgyny and Sexual Orientation in Advertising," *Journal of Advertising Research* 61(2).
- Diasio, S. (2021), "A Techno-socio Perspective of Innovation Jams: Defining and Characterising," *Technology Analysis and Strategic Management*, DOI: 10.1080/09537325.2021.1884674.
- Segrest, S.L., M.C. Andrews, S.W. Geiger, D. Marlin, P.G. Martinez, P.L. Perrewé, and G.R. Ferris (2020), "Leapfrogging at Work: Influencing Higher Levels in the Chain of Command," *Personnel Review* 49(8), 1769-1786.
- Greenhalgh, G., Martin, T., & Smith, A. (2021), "Niche Sport Sponsorship: Providing the Target Market Sponsors Want?" *Sport Marketing Quarterly*, 30, 111-121.
- Goebert, C. & G. Greenhalgh (2020), "A New Reality: Fan Perceptions of Augmented Reality Readiness in Sport Marketing," *Computers in Human Behavior*, 106, 1-11.
- Greenhalgh, G. P. & Drayer, J. (2020), "An Assessment of Fans' Willingness to Pay for Team's Environmental Sustainability Initiatives," *Sport Marketing Quarterly*, 29(2), 121-133.
- LeCrom, Dwyer, Greenhalgh, G., Goebert, C., & Gellock, J. (2020), "Comparing Elements of Study Abroad Among Sport Management Students," *Sport Management Education Journal*, 14(2), 85-96.
- Hammond, R. (2020), "Sales Student Preconceptions and a Novel Approach to Sales Curriculum Mapping: Insights, Implications, and Application for Sales Educators," *Journal Marketing Education*, 42(3), 304-323.
- Hartmann, N.N. and B. Lussier (2020), "Managing the Sales Force Through the Unexpected Exogenous COVID-19 Crisis," *Industrial Marketing Management* 88 (July), 101-111.
- Hartmann, N.N. C. Plouffe, P. Kohsuwan, and J. Cote (2020), "Salesperson Influence Tactics and the Buyer Purchase Decision: The Mediating Role of Buying Agent Trust and Moderating Role of Buyer Agent Regulatory Orientation Focus," *Industrial Marketing Management* 87 (May), 31-46.
- B. Lussier, M. Philp, N.N. Hartmann, and H. Wieland (2021), "Sales Anxiety and Salesperson Performance: The Roles of Mindful Acceptance and Perceived Sales Manager Support," *Journal of Business Research* 124 (January), 112-125.
- Hechavarria, D.M., & Briefer, S.A. (2020), "Practice Rather than Preach: Cultural Practices and Female Social Entrepreneurship," *Small Business Economics*, 1-21.
- Liu, Y., T.B. Heath, and A. Öncüler (2020), "The Future Ambiguity Effect: How Narrow Payoff Ranges Increase Future Payoff Appeal," *Management Science* 66 (August), 3754-3770.
- Mardani, A., D. Kannan, R.E. Hooker, S. Ozkul, M. Alrasheedi, and E.B. Tirkolaee (2020), "Evaluating of Green and Sustainable Supply Chain Management Using Application of Structural Equation Modelling: A Systematic Review of the State of the Art Literature and Recommendations for Future Research," *Journal of Cleaner Production* 249(10), 1-37.
- Peterson, A.J., A. Rapp, D.E. Hughes, and J. Ogilvie (2020), "When Time is Sales: The Impact of Sales Manager Time Allocation Decisions on Sales Team Performance," *Journal of Personal Selling & Sales Management* 40(2), 132-148.
- Good, V., D.E. Hughes, and A.C. LaBrecque (2021), "Understanding and Motivating Salesperson Resilience," *Marketing Letters* 32(1), 33-45.
- Wang, H., W. A. Schrock, A. Kumar, and D.E. Hughes (2020), "Effectual Selling in Service Ecosystems," *Journal of Personal Selling and Sales Management* 40(4), 251-266.
- Trocchia, P.J., M.G. Luckett, and N.M. Noel (2020), "A Student Typology Based on Instructional Method Preferences," *Journal of Education for Business* 96(3), 149-155.
- Blagoeva, D., P.O. Jensen, and H. Merchant (2020), "Services in International Business Studies: A Replication and Extension of Merchant and Gaur (2008)," *Management International Review* 60, 427-457.
- Zhang, M. and H. Merchant (2020), "A Causal Analysis of the Role of Institutions and Organizational Proficiencies on the Innovation Capability of Chinese SMEs," *International Business Review* 29(2), 1-13.

- Bouchet, A., M. Troilo, T. Urban, W. Sutton, and M. Mondello (2020), "Business Analytics, Revenue Management, and Sport: Evidence from the Field," *International Journal of Revenue Management* 11(4), 277-296.
- Salaga, S., S. Tainsky, and M. Mondello (2020), "Betting Market Outcomes and NBA Television Viewership," *Journal of Sport Management* 34(2), 161-172
- Morgan, C., T.M. Fajardo, and C. Townsend (2021), "Show it or Say it: How Brand Familiarity Influences the Effectiveness of Image-based versus Text-based Logos," *Journal of the Academy of Marketing Science* 49(4), 566.583.
- Mintsis, E., Vlahogianni, E. I., Mitsakis, E., & Ozkul, S. (2021), "Enhanced Speed Advice for Connected Vehicles in the Proximity of Signalized Intersections," *European Transport Research Review*, 13(1), 1-14.
- Palmeira, M., G. Spassova, and J. Quoidbach (2020), "You're Not Yelping Your Case: The Unexpected Social Consequences of Word of Mouth," *European Journal of Marketing* 54(2), 419-447.
- Palmeira, M. (2020), "Advice in The Presence of External Cues: The Impact of Conflicting Judgments on Perceptions of Expertise," *Organizational Behavior and Human Decision Processes* 156, 82-96.
- Palmeira, M., E. Andrade, S. Sharifi, W. Mao, and J. Jacob (2020), "The Influence of Arbitrary Breakpoints on Judgments of Maximum Output," *Journal of Consumer Psychology* 30(2), 260-276.
- Palmeira, M. and Sharifi, S. (2020), "Minority Group Favoritism in Service Encounters," *European Journal of Marketing*, Vol. 54 No. 8, pp. 1937-1962.
- Palmeira, M. (2021), "The Interplay of Micro-Transaction Type and Amount of Playing in Video Game Evaluations," *Computers in Human Behavior*, 115, 106609.
- Swanson, D., L. Goel, K. Francisco, and J. Stock (2020), "Understanding the Relationship Between General and Middle-Range Theorizing," *International Journal of Logistics Management* 31(3), 401-421.
- Paulich, B.J., and V. Kumar (2021), "Relating Entertainment Features in Screenplays to Movie Performance: An Empirical Investigation," *Journal of the Academy of Marketing Science* <https://doi.org/10.1007/s11747-021-00794-y>.
- Sainanee, D. and S. Moorthy (2021), "Technological Knowledge, Corporate Diversification and Firm Performance," *Journal of Competitiveness Studies* 28(3&4), 172-194.
- Wells, J.E., N.A. Walker, M. Sartore, and C. Gray (2020), "Stigma Consciousness and Work Outcomes of Senior Woman Administrators: The Role of Workplace Incivility," *Journal of Sport Management* 35(1), 69-80.
- L. Darvin, J.E. Wells, J. Holden, and T. Baker (2021), "Breaking the Glass Monitor: Toxic Geek Masculinity," *Sport Management Review*, 475-499.
- ## Marketing Grants
- D. Biswas - \$2,000 grant from Association for Consumer Research.
 - D. Biswas - \$2,300 grant from American Marketing Association.
 - K. Cowart – \$15,000 USF “Understanding and Addressing Blackness and Anti-Black Racism in Local, National, and International Communities,” grant on how cultural competency may reduce racist portrayals of blacks in advertising.
 - K. Cowart - \$30,000 USF grant on “Grooming Black Youth for Leadership Excellence using Video Gaming.”
 - R. Hammond - \$880,000 grant, National COVID-19 Network – Mitigating the Impact of COVID-19 on Vulnerable Populations, October 2020. Three-year award.
 - R. Hammond - \$24,597 grant from USF – Motivating At-Risk Populations’ Return to Healthcare Facilities and Services Through Emotive Messaging. Awarded in May 2020.
 - S. Ozkul and A. Watkins - \$100,000 grant from Jabil, \$100,000 from Florida High Tech Corridor Matching funds, \$101,750 In-kind contribution from Jabil – Forging the pathway for Jabil’s Digital Supply Chain Transformation. Awarded in January 2021.
 - S. Ozkul and R. Hooker - \$239,900 from the FDOT – Identification of Prospective Solutions for the Florida Trade Imbalance and Empty Backhauls. Awarded in June 2021.
 - S. Ozkul and R. Hooker - \$267,243 from FDOT – Land Use Analysis to Enhance Successful Logistics Activity Center Development in Florida. Awarded in June 2021.
 - P. Trocchia- \$30,000 from USF – Blackness and Anti-racism Grant - Black Microbusiness Economic and Social Resiliency to Natural Disasters: The Case for Targeted Policy Interventions and Resiliency Support Network for Minority Lead Microbusinesses. Awarded in September 2020.
 - R. Hooker and D. Davis - \$25,000 – COVID-19 Rapid Response Research Grant – PRRN Decentralized Digital ID for Pandemics. Awarded in September 2020.
 - R. Hooker and S. Ozkul – approximately \$75,000 from the USDA – NIFA – Logistics Optimization Models Employing First Mile-Last Mile Analysis. Awarded in July 2020.



School of Hospitality and Tourism Management

Few industries were hit harder during the pandemic than the hospitality and tourism industry. The School of Hospitality and Tourism Management must adapt to stay ahead of the cutting edge of what's taking place – or about to take place – within the industry.

The school's core goals, however, remain constant: to prepare hospitality professionals for high-functioning positions in the profession and respect in their communities. While technology, marketing and communications have changed, the school remains rooted in its strategic plan to keep students in tune with the latest developments so they are ready to step off the commencement stage and into fulfilling careers.

Still, at its core, hospitality -- welcoming guests -- has continued as the most important lesson the school imparts and researches. Indeed, hospitality education is applied management. The school takes all the best of business education and teaches and researches it in the living context of the profession. Management thus comes alive for the students and the faculty.

The school has had a landmark year this year. It, along with the rest of USF, climbed through consolidation and now hospitality faculty offer instruction to students on three campuses. To do this, the school revised the strategic plan to prepare for the merger. And it worked. On July 1, 2020, the university, the college and the School of Hospitality and Tourism Management became one.

In July, the school was awarded accreditation from the Accreditation Commission for Programs in Hospitality Administration, a monumental moment in the school's history. Additionally, faculty conducted hospitality industry seminars online and designed and implemented a revised student recruiting plan capitalizing on the Tampa Bay area market to recruit students on the Tampa campus.

The pandemic drastically altered the face of hospitality and tourism in 2020 and in response, the school created and offered a certificate program to help hotels, restaurants and other hospitality businesses navigate COVID-19 and pivot to the post-pandemic environment. The free seven-week online series wrapped up in December after attracting more than 5,700 participants from 116 countries. Of those, nearly 4,400 attended all the modules to earn course certificates.

The school also reached an agreement with Aramark, the catering service under contract with USF, to use its facilities for lab courses. Additionally, the school now uses a café on the Sarasota-Manatee campus as an instructional lab for hospitality majors and received approval for a chef/instructor to staff the facility and teach courses as well as manage the cafe.

Publications

Nisar, Q., Haider, S., Ali, F., & Gill, S. S. (2021). Green HRM Practices and Environmental Performance in Malaysian Green Hotels: The role of Green Intellectual Capital and Pro-Environmental Behavior. *Journal of Cleaner Production*.

Ali, F., Terrah, A., Dogan, S., and Cobanoglu, C. (2021). "Social Media Marketing Activities: Studying Social Identification, Trust, Value and Loyalty" In Ozturk, A., and Hancer, M. ed. Digital Marketing and Social Media Strategies for Tourism & Hospitality Organizations, Goodfellow Publishers.

Ali, F., Köseoglu, M.A., Okumus, F., Putra, E.D., Dogan, I.C., Yildiz, M. (2021). Is lodging research suffering from methods bias? An assessment of published research during 1990-2016. *Journal of Hospitality and Tourism Technology*.

- Gallan, A., Kabadayi, S., Ali, F., Helkkula, A., Wu, L., and Zhang, Y. (2021). Transformative Hospitality Services: A Conceptualization and Development of Organizational Dimensions. *Journal of Business Research*.
- Loureiro, S. M. C., Roschk, H., Ali, F., & Friedmann, E. (2021). Cognitive Image, Mental Imagery, and Responses (CI-MI-R): Mediation and Moderation Effects. *Journal of Travel Research*, 00472875211004768.
- Ho, R.C., Amin, M., Ryu, K., & Ali, F.(2021). Integrative model for the adoption of tour itineraries from smart travel apps. *Journal of Hospitality and Tourism Technology*.
- Aung, T. S., Unruh, J., & Ali, F. (2021). Modelling the determinants of voluntary repatriation: The role of ecosystem services in post-conflict reconstruction in Rakhine. *Journal of Environmental Management*, 290, 112540.
- El-Manstrly, D., Ali, F., & Line, N. (2021). Severe service failures and online vindictive word of mouth: The effect of coping strategies. *International Journal of Hospitality Management*, 95, 102911.
- Ali, F., Terrah, A., Wu, C., Ali, L., & Wu, H. (2021) Antecedents, and consequences of user engagement in smartphone travel apps. *Journal of Hospitality and Tourism Technology*.
- Ali, F., Dogan, S., Amin, M., Hussain, K., & Ryu, K. (2021). Brand anthropomorphism, love and defense: does attitude towards social distancing matter?. *The Service Industries Journal*, 41(1-2), 58-83.
- Nisar, Q. A., Haider, S., Ali, F., Naz, S., & Ryu, K. (2021). Depletion of psychological, financial, and social resources in the hospitality sector during the pandemic. *International Journal of Hospitality Management*, 93, 102794.
- Ali, F., Ciftci, O., Nanu, L., Cobanoglu, C., & Ryu, K. (2021). Response rates in hospitality research: An overview of current practice and suggestions for future research. *Cornell Hospitality Quarterly*, 62(1), 105-120.
- Nanu, L., Ali, F., Berezina, K., & Cobanoglu, C. (2020). The effect of hotel lobby design on booking intentions: An intergenerational examination. *International Journal of Hospitality Management*, 89, 102530.
- El-Manstrly, D., Ali, F., & Steedman, C. (2020). Virtual travel community members' stickiness behaviour: How and when it develops. *International Journal of Hospitality Management*, 88, 102535
- Darvishmotevali, M., & Ali, F. (2020). Job insecurity, subjective well-being and job performance: The moderating role of psychological capital. *International Journal of Hospitality Management*, 87, 102462.
- Cobanoglu, C., Shahtakhtinskaya, K., Nanu, L., Ali, F., Mistry, T., & Munkhtuya A. (2021). *U.S. Faculty Salary and Satisfaction Report*. University of South Florida M3 Center Publishing. <https://www.doi.org/10.5038/M3-HTIR.004>
- Cobanoglu, C., & Williams-Bryant, D. (2020). *HBCU's "We can't breathe" think tank report*. University of South Florida M3
- Ali, F., Dogan, S., Turktarhan, G., & Cobanoglu, C. (2020). *Hospitality Brands: What do consumers want during a pandemic?* University of South Florida M3 Center Publishing. <https://www.doi.org/10.5038/M3-HTIR.003>
- Ciftci, O., Berezina, K., Cobanoglu, C. (2021). Online travel agencies in hotel distribution. *Journal of Hospitality & Tourism Cases*, 9(1).
- Zhou, Y., Kim, W.G., Okumus, B., Cobanoglu, C. (2021). Understanding online travel communities: a literature review and future research directions in hospitality and tourism. *Journal of Travel & Tourism Marketing*, 38(2), 194-212. <https://doi.org/10.1080/10548408.2021.1887052>
- Mercan, S., Cain, L., Akkaya, K., Ceve, M., Ulugac, S., Alonso, M., Cobanoglu, C. (2020). Improving the Service Industry with Hyper-connectivity: IoT in Hospitality. *International Journal of Contemporary Hospitality Management*. <https://doi.org/10.1108/IJCHM-06-2020-0621>
- Tuncer, I., Unusan, C., & Cobanoglu. C. (2020). Service Quality, Perceived Value and Customer Satisfaction on Behavioral Intention in Restaurants: An Integrated Structural Model. *Journal of Quality Assurance in Hospitality & Tourism*.
- Ali, F., Ciftci, O., Nanu, L., Cobanoglu. C., Ryu, K. (2020). Response rates In hospitality research: An overview of current practice and suggestions for future research. *Cornell Hospitality Quarterly*.
- Ali, F., Terrah, A., Wu, C., Ali, L., & Wu, H. (2021). Antecedents and consequences of user engagement in smartphone travel apps. *Published in Journal of Hospitality and Tourism Technology*.
- Ciftci, O., Berezina, K., Cavusoglu, M., Cobanoglu. C. (2020). Winning the battle: The importance of price and online reviews for hotel selection. *An International Journal of Akdeniz University Tourism Faculty*, 8(1), 177-2020. <https://doi.org/10.30519/ahtr.528150>



School of Information Systems and Management

The academic year 2020-21 has been a unique year. While the School of Information Systems and Management is still feeling the effects of the disruption faced in the past year, one message comes through loud and clear – no matter the challenge, faculty, staff and students can achieve anything. This has never been more true for the school. A successful consolidation was the highest strategic priority this year. While in its maiden academic year in the consolidated USF, the School of Information Systems and Management has successfully consolidated 48 full-time faculty members across three campuses involving three bachelor's degree programs, two master's degree programs and one PhD program. This was a lofty goal achieved by involving faculty across the campus in an equitable way in every aspect of the new school's affairs.

The school started the process with faculty across campuses creating a single governing document for the school. This laid the foundation for including members from all campuses in key committees – the faculty recruitment committee, the tenure and promotion committee, and the college executive committee. The research presentation series was another bright spot in this academic year: several PhD students and faculty members presented in this series, fostering cross-campus collaboration, resulting in several research projects.

Improving the research performance in the school was yet another goal for 2020-21 academic year. This is the first year the college started focusing on renowned journal lists used for business school rankings - the University of Texas at Dallas Business School journal list (UTD24) and the *Financial Times* journal (FT50) list. In the 2020-21 academic year, information systems and management faculty members rose to the challenge and published 13 papers in UTD24 journals and two in FT50 journals. This represents more than a 50 percent increase over the past five-year average.

The quality of research produced by the faculty is also apparent by the number of external grants the faculty have received. Wolfgang Jank, along with Matt Mullarkey, received a \$50,000 award from Hillsborough County to better manage hospital admissions due to COVID-19. Manish Agrawal, Shivendu Shivendu and Varol Kayhan were the recipients of a \$100,000 grant from ReliaQuest to develop a machine-based anomaly

detection and prioritization. Agrawal was also awarded a Small Business Technology Transfer Program grant of \$225,000 from the National Science Foundation to develop an AI-powered academic guidance system for PhD programs. Giti Javidi and Ehsan Sheybani received multiple industry-sponsored external grants to build a cybersecurity lab on the Sarasota-Manatee campus.

Information systems and management faculty members have also received a number of external recognitions and awards. Alan Hevner was included as a IEEE Fellow for his contributions to design science and software engineering. Jank received a Fulbright award in Austria. Dezhong Yin received a “best paper award” in the Workshop on e-Business 2020. Yin also received the Williams A. Owens Scholarly Achievement award from the Society for Industrial and Organizational Psychology in 2021. Mullarkey was recognized as Extraordinary Research Scientist at North West University in South Africa. Triparna de Vreede and GJ de Vreede received the “best paper award” in the collaboration systems and technologies track at the Hawaii International Conference on System Sciences. GJ de Vreede was recognized as having the 84th highest H-index all-time for MIS researchers. Several faculty members (GJ de Vreede, Hevner, Paul Spector and Tom Becker) were named within the top 2 percent of scientists across the world based on the citation count in Google scholar by a study by Standford University. Finally, PhD student Avijit Sengupta received the “best student paper” award in the health information systems track in ICIS 2020. Tony Kong was a Rutgers Research Fellow 2020-2021 awarded by Rutgers University, and he was also awarded the Rechter Fellowship by the University of Louisville.

The school also invested heavily in a number of student-centric initiatives, including some free educational seminars that were open to the public. These seminars covered topics such as data mining, machine learning, statistical approaches for data analysis, project management, people analytics, and team collaboration. The Big Data Day for Hillsborough, Pinellas and Sarasota county high schools brought more than 1,200 students from 21 high schools together for a virtual event. Faculty members gave an introduction to analytics through hands-on examples. Local technology staffing firm KForce sponsored the event.

Despite the challenges posed by the pandemic, the school welcomed more than 95 international students in the Master of Science in Business Analytics and Information Systems program. This demonstrates the reputation that the school has built in delivering a high-quality graduate program. Recent graduates have secured jobs at organizations such as Facebook, Microsoft, McKinsey as data engineers, data scientists, data architects, software engineers, business analysts and program managers among other coveted positions.

Success stories of the School of Information Systems and Management would be incomplete without mentioning the valuable contributions made by the members of the advisory board. Under the capable and enthusiastic leadership of Chris Moyer, CEO and Founder SME Solutions Group, the school’s advisory board members participated in various school-sponsored panels and webinars. They also actively participated and contributed to the revamping of the cybersecurity and management curricula within the school.

Adding to student outreach and research prominence, the school has been at the forefront of creating new academic initiatives to keep pace with the needs of the business community. Accordingly, in the 2020-21 academic year, the school created a new synchronous online Master of Science in Business Analytics and Information Systems program to be delivered to students worldwide. A new Information Assurance and Cybersecurity Management undergraduate major was also launched from the Sarasota-Manatee campus. Tampa is now the back-office hub of many large banks including Citibank and JPMorgan Chase. A FinTech concentration was created to meet the growing local job market. Capitalizing on the diverse competencies of the school’s faculty, two new concentrations, quantitative management and contemporary management were added to the MS in management program to prepare business managers to be well versed in the data-centric management styles needed in the current business environments. Finally, an internship requirement was created in the MS BAIS program so students can receive industry-focused education.

The placement of recent graduates of the information systems PhD program was another feather in the school’s cap. For instance, Avijit Sengupta, a PhD graduate was recruited as tenure track faculty at University of Queensland (Australia), which is one of the top 50 universities in the world. Two other PhD graduates, Kimia Keshanian and Deepti Singh, secured tenure track positions at University of Tampa and California State University Long Beach, respectively. These achievements of PhD alumni despite the challenges posed by the pandemic related budgetary constraints on the universities, is a testimonial of the high education quality of the School of Information Systems and Management.

Finally, the school welcomed Lu Kong, a Cornell University graduate, as an assistant professor. The success of the school results in the recruitment and placing top talent and is a testament to its reputation across the country and beyond.

All of these successes were only possible because of the extraordinary dedication and hard work of the faculty and staff members of across all three campuses. The resilience and flexibility demonstrated by faculty members and staff during the pandemic have not only allowed the school to maintain its growth trajectory but also to break new barriers in the areas of research, education, and community impact.

Grants

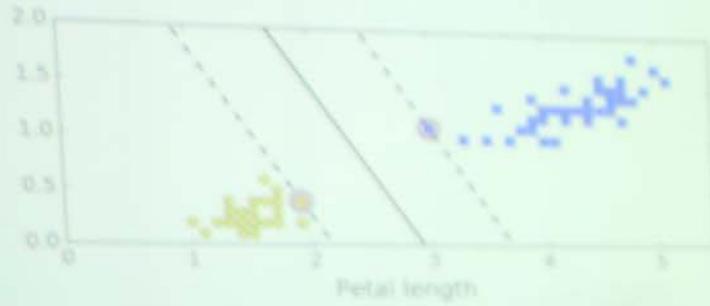
- M. Agrawal - Co-PI on Muma College of Business internal grant sponsored by ReliaQuest, \$100,000, Anomaly detection –Optimizing Alert Prioritization Using Machine Learning Tools to Incorporate Analyst Feedback, with Varol Kayhan (PI) and Shivendu Shivendu (Co-PI)
- W. Jank - COVID-19 Integrated Contagion Modeling for Community Policy and Governance. USFCOVID-19 Rapid Response Round 3 Grants; awarded \$23,450
- W. Jank - Anonymized, Systematic, Pandemic, e-[Geo-Fenced], Contagion Tracking (ASPeCT): Building Machine Learning Models for COVID-19 Hospital Capacity Management. Submission to the USF COVID-19 Rapid Response Round 2 Grants.
- W. Jank - Return-to-Work: ASPeCT System for Contagion Geo-Fencing Project. Awarded \$50,000 by Hillsborough County.
- G. Javidi - Game On: Grooming Black Youth for Leadership Excellence Using Video Gaming, \$30,000, USF Blackness and Anti-Black Racism Research Grants, Co-PI. 2020-2021
- G. Javidi - Bending the Mental Distress Curve Among COVID-19 Responders: A Pilot Feasibility Study (\$24,190). USF COVID-19 Rapid Response Research Proposal Co-PI, 2020-2021
- G. Javidi - Mad Men: Using Cultural Competency to Reduce Racist Portrayals of Blacks in Advertising, \$15,000, USF Blackness and Anti-Black Racism Research Grants, Co-PI, 2020-2021
- G. Javidi - Modeling of Blockchain, Internet of Things (IoT), and 5th Generation Wireless Technologies for Tele-Health/Medicine Development", USFSM FRAG Grant, \$10,000, Co-PI, 2020-2021.
- G. Javidi - Modelling of Autism Symptoms Using Brain Waves, Speech Signal, and Clinical Evaluations, USFSM FRAG Grant, \$10,000, PI, 2020-2021.
- T. Kong - Co-PI - Research grant, Negotiation and Team Resources, \$10,000, 2021
- M. Mullarkey - PI - \$5 million Tampa General Hospital USF-TGH People Development Institute grant to research, develop and deliver world-class healthcare people development programs through a co-creative effort with TGH. January 2021-December 2025. Executive Director.
- M. Mullarkey - PI - \$128,000 TGH Analytics Practice Center Grant. Six-semester grant (thus far) to support TGH Analytics Center with students focused on the development of leading edge health care analytics for Tampa General Hospital. Co-PI: Dr. Wolfgang Jank.
- M. Mullarkey - PI - \$150,000 Healthcare People Development Institute Design Project, Tampa General Hospital Practice Center Project Grant, April-September 2020.
- M. Mullarkey - PI - \$50,000 Project ASPeCT Grant from the Hillsborough County Emergency Management Fund. Secured the funding to acquire a mobility dataset and develop the data science techniques and visualization to predict hospital admissions due to spread of the COVID-19 contagion in Central-West Florida. April-June 2020.
- M. Mullarkey - PI - \$25,000 COVID-19 Rapid Response Research Proposal, Wearable COVID Diagnostic Device with Machine Learned Physiological Signatures.
- M. Mullarkey - PI - \$30,000 Understanding and Addressing Blackness and Anti-Black Racism in Local, National, and International Communities Research Grant Proposal, Economic and Social Resilience to Natural Disasters: The Case for Targeted Policy Interventions and Resiliency Support Network for Minority Lead Microbusinesses.
- M. Mullarkey - Co-PI - \$25,000 Sniffing out COVID-19: A Novel Nanofilm Detector System. Research to explore an approach to an “electronic nose” with a unique sensor array technology and analytics to detect COVID-19 (and other) infections in people via breath exhalation.

Publications

- Adikari, Shalinda and Kaushik Dutta. Adaptive Ad Network Selection for Publisher-Return Optimization in Mobile-App Advertising. *Decision Sciences*. <https://doi.org/10.1111/deci.12500>. (2021).
- Agrawal, Manish, and Kaushal Chari. “Impacts of process audit review and control efforts on software project outcomes.” *IET Software* 14.3 (2020): 293-299.
- Aksoy, Lerzan, Linda Alkire, Jay Kandampully, Laura Kemppainen, Lu Kong, and Laura E. McClelland. “The role of service firms in societal health: the case for symbiotic value.” *Journal of Service Management* (2020).
- Andel, Stephanie A., Triparna de Vreede, Paul E. Spector, Balaji Padmanabhan, Vivek K. Singh, and Gert-Jan de Vreede. (2020). “Do social features help in video-centric online learning platforms? A social presence perspective.” *Computers in Human Behavior* 113 (2020): 106505.
- Andaloussi, Amine Abbad, Christopher J. Davis, Andrea Burattin, Hugo A. López, Tijs Slaats, and Barbara Weber. “Understanding quality in declarative process modeling through the mental models of experts.” *International Conference on Business Process Management*. Springer, Cham, 2020.
- Andel, Stephanie A., Triparna de Vreede, Paul E. Spector, Balaji Padmanabhan, Vivek K. Singh, and Gert-Jan de Vreede. (2020). “Do social features help in video-centric online learning platforms? A social presence perspective.” *Computers in Human Behavior* 113 (2020): 106505.
- Appakaya, Sai Bharadwaj, Seyed Alireza Khoshnevis, Ehsan Sheybani, Ravi Sankar. “A novel pitch cycle detection algorithm for tele monitoring applications.” *2020 Wireless Telecommunications Symposium (WTS)*. IEEE, 2020.
- Banerjee, Subhabrata Bobby, John M. Jermier, Ana Maria Peredo, Robert Perey, and André Reichel. “Theoretical perspectives on organizations and organizing in a post-growth era.” *Organization* 28.3 (2021): 337-357.
- Barfar, Arash and Alan Hevner. Learning individual preferences from aggregate data: A genetic algorithm for discovering baskets of television shows with affinities to political and social interests. *Expert Systems with Applications*, Nov 3:114184, (2020).

- Barfar, Arash, Balaji Padmanabhan, and Alan Hevner. (2021). Peak cubes in service operations: Bringing multidimensionality into decision support systems. *Decision Support Systems*. 140. 113442. 10.1016/j.dss.2020.113442.
- Bouayad, Lina, Balaji Padmanabhan, and Kaushal Chari. "Can Recommender Systems Reduce Healthcare Costs? The Role of Time Pressure and Cost Transparency in Prescription Choice." *MIS Quarterly* 44.4 (2020).
- Cao, Jiyin, Dejun Tony Kong, and Adam D. Galinsky. "Breaking bread produces bigger pies: An empirical extension of shared eating to negotiations and a commentary on woolley and fishbach (2019)." *Psychological Science* 31.10 (2020): 1340-1345.
- Chen, Z, Ellis, AM. Crossover of daily job stressors among dual-career couples: A dyadic examination. *J Organ Behav*. 2021; 42: 668– 683. <https://doi.org/10.1002/job.2520>
- Chen, Zheng, and Limin Hou. "An Actor-Partner Interdependence Model of Work Challenge Stressors and Work-Family Outcomes: the Moderating Roles of Dual-Career Couples' Stress Mindsets." *Journal of Business and Psychology* (2021): 1-15.
- Chen, Zheng, Tammy D. Allen, and Limin Hou. "Mindfulness, empathetic concern, and work–family outcomes: A dyadic analysis." *Journal of Vocational Behavior* 119 (2020): 103402.
- Cheng, Xusen, Shixuan Fu, and Gert-Jan de Vreede. "Determinants of trust in computer-mediated offshore software-outsourcing collaboration." *International Journal of Information Management* 57 (2021): 102301.
- Cheng, Xusen, Shixuan Fu, Triparna de Vreede, Gert-Jan de Vreede, Isabella Seeber, Ronald Maier, and Barbara Weber. "Idea convergence quality in open innovation crowdsourcing: a cognitive load perspective." *Journal of Management Information Systems* 37.2 (2020): 349-376.
- Conway, Daniel, and Kiran Garimella. "Enhancing Trust in Business Ecosystems with Blockchain Technology." inIEEE Engineering Management Review, vol. 48, no. 1, pp. 24-30, 1 FirstQuarter, March 2020.
- Dong, Huijian, Xiaomin Guo, and Han Reichgelt. "Are Extreme Negative Return Events Independent of the Market?." *The Journal of Wealth Management* 23.1 (2020): 60-73.
- Gill, Grandon. "The Predatory Journal: Victimizer or Victim?." *Informing Science: The International Journal of an Emerging Transdiscipline* 24 (2021): 051-082.
- Gill, T. Grandon, and Thomas R. Gill. "What is Research Rigor? Lessons for a Transdiscipline." *Informing Science: The International Journal of an Emerging Transdiscipline*. 23 (2020).
- Hevner, Alan R. "The Duality of Science: Knowledge in Information Systems Research." *Journal of Information Technology*, vol. 36, no. 1, Mar. 2021, pp. 72–76, doi:10.1177/0268396220945714.
- Hevner, Alan, and Shirley Gregor. "Envisioning Entrepreneurship and Digital Innovation through a Design Science Research Lens: A Matrix Approach," *Information & Management*, 2020.DOI: 10.1016/j.im.2020.103350
- Hutchins, Holly, Lisa Penney, and Lisa Sublett. The exhausted imposter. How "feeling like a fake" harms our roles at work and home. The Work-Life Balance Bulletin:A DOP Publication 4(20), 5-10 (2020).
- Jolly, Phillip, Dejun Tony Kong, and Kyoung Yong Kim. "Social support at work: An integrative review." *Journal of Organizational Behavior* (2020).
- Ketter, Wolfgang, Balaji Padmanabhan, Gautam Pant, and T. S. Raghu. "Addressing Societal Challenges through Analytics: An ESG ICE Framework and Research Agenda." *Journal of the Association for Information Systems* 21.5 (2020): 9.
- Khoshnevis, Seyed Alireza, Sai Bharadwaj Appakaya, Ehsan Sheybani, Ravi Sankar. "Compression of Gait IMU signals Using Sensor Fusion and Compressive Sensing." 2020 Wireless Telecommunications Symposium (WTS). IEEE, 2020.
- Khuntia, Jiban, Raveesh Mayya, Sunil Mithas, and Ritu Agarwal. "Managing Cellphone Services for Customer Satisfaction: Evidence from the Base of the Pyramid Markets." *Production and Operations Management* 30.2 (2021): 438-450.
- Kong, Dejun Tony, Violet T. Ho, and Sargam Garg. "Employee and coworker idiosyncratic deals: Implications for emotional exhaustion and deviant behaviors." *Journal of Business Ethics* 164.3 (2020): 593-609.
- Lei, Zhanfei, Dezhi Yin, and Han Zhang. "Focus Within or On Others: The Impact of Reviewers' Attentional Focus on Review Helpfulness." *Information Systems Research* (2021).
- Malgonde, Onkar, He Zhang, Balaji Padmanabhan, and Moez Limayem. "Taming the Complexity in Search Matching: Two-Sided Recommender Systems on Digital Platforms." *MIS Quarterly* 44.1 (2020): 48-84.
- Moghanian, Shadi, Farshid Bagheri Saravi, Giti Javidi, and Ehsan O. Sheybani. "GOAMLP: Network intrusion detection with multilayer perceptron and grasshopper optimization algorithm." *IEEE Access* 8 (2020): 215202-215213.
- Park, YoungKi, and Sunil Mithas. "Organized Complexity of Digital Business Strategy: A Configurational Perspective." *MIS Quarterly* 44.1 (2020).
- Peng, Chih-Hung, Dezhi Yin, and Han Zhang. "More than Words in Medical Question-and-Answer Sites: A Content-Context Congruence Perspective." *Information Systems Research* 31.3 (2020): 913-928.
- Prawesh, Shankar, and Balaji Padmanabhan. "A complex systems perspective of news recommender systems: Guiding emergent outcomes with feedback models." *PLoS ONE* 16.1 (2021): e0245096.
- Saldanha, Terence JV, Arvin Sahaym, Sunil Mithas, Mariana Giovanna Andrade-Rojas, Abhishek Kathuria, and Hsiao-Hui Lee. "How Information and Communication Technology Shapes the Influence of Culture on Innovation: A Country-Level Analysis." *Journal of Management Information Systems*, vol. 38, no. 1, Jan. 2021, pp. 108–139, doi:10.1080/07421222.2021.1870386.

What SVMs try to do



USF



- Saldanha, Terence JV, Arvin Sahaym, Sunil Mithas, Mariana Giovanna Andrade-Rojas, Abhishek Kathuria, and Hsiao-Hui Lee. "Turning liabilities of global operations into assets: IT-enabled social integration capacity and exploratory innovation." *Information Systems Research* 31.2 (2020): 361-382.
- Saldanha, Terence JV, Dongwon Lee, and Sunil Mithas. "Aligning Information Technology and Business: The Differential Effects of Alignment During Investment Planning, Delivery, and Change." *Information Systems Research* 31.4 (2020): 1260-1281.
- Schmitt, Ulrich, and Grandon Gill. "Gifts, Contexts, Means, and Ends Differing: Informing Task Scenarios to Serve Knowledge Workers' Needs in Dynamic Complex Settings." *Informing Science: The International Journal of an Emerging Transdiscipline*. 23 (2020): 119-145.
- Seeber, Isabella, Eva Bittner, Robert O. Briggs, Triparna de Vreede, Gert-Jan de Vreede, Aaron Elkins, Ronald Maier, Alexander B Merz, Sarah Oeste-Reiß, Nils Randrup, Gerhard Schwabe, and Matthias Söllner. "Machines as teammates: A research agenda on AI in team collaboration." *Information & management* 57.2 (2020): 103174.
- Segrest, Sharon L., Martha C. Andrews, Scott W. Geiger, Dan Marlin, Patricia G. Martinez, Pamela L. Perrewé, and Gerald R. Ferris. "Leapfrogging at work: influencing higher levels in the chain of command." *Personnel Review* (2020).
- Sengupta, Avijit, Theresa Beckie, Kaushik Dutta, Arup Dey, and Sriram Chellappan. "A Mobile Health Intervention System for Women With Coronary Heart Disease: Usability Study." *JMIR Formative Research* 4.6 (2020): e16420.
- Sengupta, Avijit, Theresa Beckie, Kaushik Dutta, Arup Dey, and Sriram Chellappan. "Designing a Health Coach-Augmented mHealth System for the Secondary Prevention of Coronary Heart Disease Among Women," in *IEEE Transactions on Engineering Management*, doi: 10.1109/TEM.2020.2997662.
- Shivendu, Shivendu, David Zeng, and Vijay Gurbaxani. "Optimal Asset Transfer in IT Outsourcing Contracts." *MIS Quarterly* 44.2 (2020).
- Sjöström, Jonas, Pär Ågerfalk, and Alan Hevner. "A Design Theory of Scrutiny for Enforcing Privacy in Sensitive Online Systems," accepted for publication in *Journal of Association for Information Systems*, 2021.
- Sublett, Lisa W., and Lisa M. Penney. "Tempering Employee Uncertainty: A Multilevel Analysis Examining Determinants of Job Insecurity Attitudes Among University Staff." *Journal of Organizational Psychology* 20.4 (2020).
- Tuncel, Ece, Dejun Tony Kong, Judi McLean Parks, and Gerben A. van Kleef. "Face threat sensitivity in distributive negotiations: Effects on negotiator self-esteem and demands." *Organizational behavior and human decision processes* 161 (2020): 255-273.
- Vance, Robert J., Stephen Jaros, Thomas E. Becker, and Alexander S. McKay. "Alternative measures of employee commitment: Assessment of predictive validity for performance and turnover." *Human Performance* 33.2-3 (2020): 164-190.
- Vera, Dusya, Codou Samba, Dejun Tony Kong, and Tiffany Maldonado. "Resilience as thriving: The role of positive leadership practices." *Organizational dynamics* (2020).
- Vom Brocke, Jan, Alan Hevner, Pierre Majorique Léger, Peter Walla, and René Riedl. "Advancing a NeurolS research agenda with four areas of societal contributions." *European Journal of Information Systems* 29.1 (2020): 9-24.
- Vom Brocke, Jan, Robert Winter, Alan Hevner, and Alexander Maedche. "Special Issue Editorial—Accumulation and Evolution of Design Knowledge in Design Science Research: A Journey Through Time and Space." *Journal of the Association for Information Systems* 21.3 (2020): 9.
- Watts, Logan L., Logan M. Steele, and Deanne N. Den Hartog. "Uncertainty avoidance moderates the relationship between transformational leadership and innovation: A meta-analysis." *Journal of International Business Studies* 51.1 (2020): 138-145.
- Winkler, Rainer, Robert O. Briggs, Gert-Jan de Vreede, Jan Marco Leimeister, Sarah Oeste-Reiss, and Matthias Söllner. "Modeling Support for Mass Collaboration in Open Innovation Initiatives—The Facilitation Process Model 2.0." *IEEE Transactions on Engineering Management* (2020).
- Xue, Ling, Sunil Mithas, and Gautam Ray. "Commitment to IT Investment Plans: The Interplay of Real Earnings, Management, IT Decentralization, and Corporate Governance." *MIS Quarterly* 45.1 (2021).
- Zhang, Zhe, Shivendu Shivendu, and Peng Wang. "Is Investment in Data Analytics Always Profitable? The Case of Third-Party-Online-Promotion Marketplace." *Production and Operations Management* (2021).
- 2020: Case Research Journal Best Selling Cases, #2-C. Daniel, J. Gogan, "Fintech: Choosing a Cloud Service Provider", North American Case Research Association (NACRA), Harvard Business Publishing, April, 2017, Product# NA0473-PDFENG, Web link: <https://cb.hbsp.harvard.edu/cbmp/product/NA0473-PDF-ENG>

School of Risk Management and Insurance

Established this year, the Muma College of Business' School of Risk Management and Insurance is committed to attracting, developing and supporting a pipeline of talent to meet the needs of the insurance and risk management industry and the community. The talent gap persists as one of the biggest challenges facing the insurance industry. According to the RIMS' Risk Management Talent 2025 report, only 16 percent of insurance professionals believe there will be enough graduates to fill open risk management positions by 2025. The School of Risk Management and Insurance at USF was founded to help address this critical workforce need.

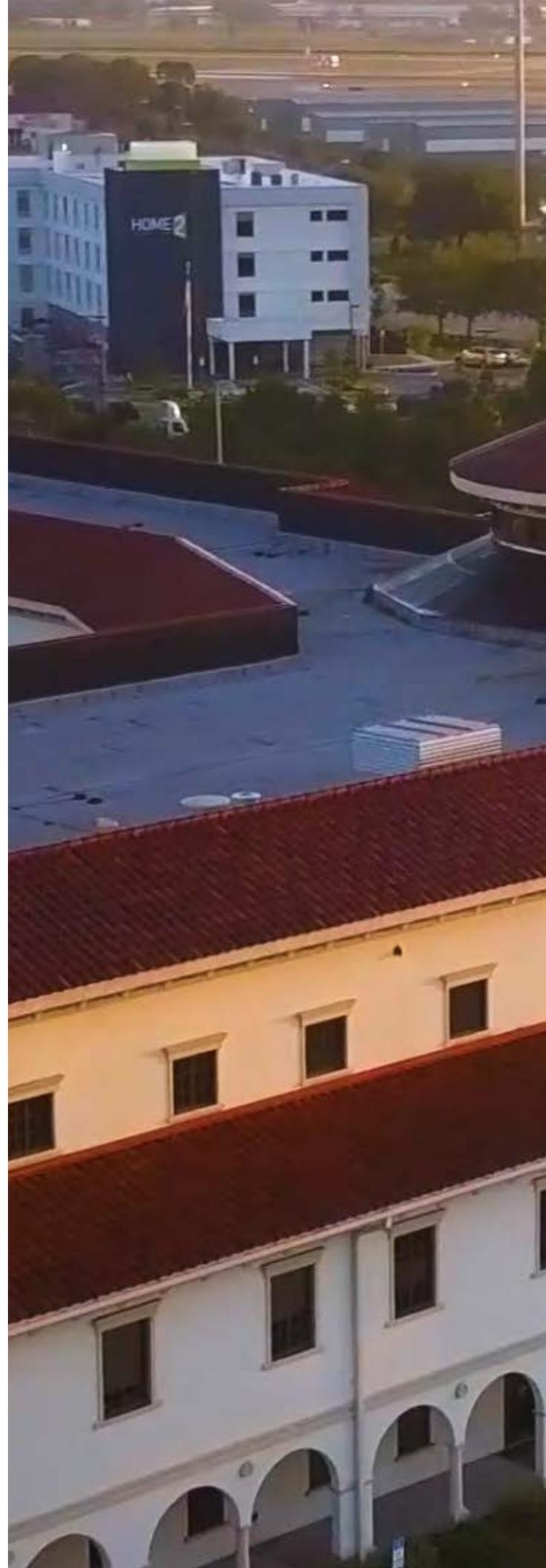
Thus, the purpose of the program is to attract, develop, and support tomorrow's risk management and insurance leaders. Risk management and insurance is an industry built upon serving others by helping them prepare for, and recover from, disruptive and sometimes tragic events. By focusing on serving students, the program builds a culture attractive to students who value service and will find fulfillment through the risk management and insurance career paths to which they become exposed.

The school has partnered with the industry to build a scalable process to serve students and support their discovery of insurance-related career paths. Working with the school's industry board, the program launched a mentoring initiative and embedded it into our risk management and insurance "discovery course." The mentoring program is designed to help students discover and explore related career paths early in their academic careers so that they can make more informed decisions as to if or how risk management and insurance careers fit their interests, abilities and goals. Mentoring will be complemented with scholarships and internships that will aid in supporting and developing risk management and insurance students.

The risk management and insurance industry need new talent with a wide variety of skillsets, including but not limited to, finance, accounting, information systems, marketing, sales, AI, cybersecurity, operations, math and statistics. Thus, through building relationships with local insurance and risk management leaders, the school generates internship, scholarship and placement opportunities for students throughout USF, enhancing student success.

Publication

McCarthy, D., & Wang, P. L. (2021). An analysis of period and Cohort mortality shocks in international data. *North American Actuarial Journal*, 25(sup1), S385-S409.







Lynn Pippenger School of Accountancy

It has been a challenging but productive year for the Lynn Pippenger School of Accountancy. On July 1, 2020, the school expanded its footprint across the Tampa Bay region with the consolidation of the accounting faculties on the three USF campuses in Tampa, St. Petersburg and Sarasota-Manatee, bringing the faculty count from 19 to 33. Of course, consolidation occurred amidst the COVID-19 pandemic and the school's faculty collectively rose to the challenges of the pandemic. The faculty from all three campuses worked together to transition to remote online learning in the spring of 2020 before consolidation with the help of the school's Teaching Continuity Task Force. After consolidation, the faculty transitioned to a full slate of courses using hybrid approaches for formerly face-to-face courses that combined both classroom attendance for some students and synchronous online attendance for most students. This change presented numerous challenges to instruction and student engagement and the faculty implemented many creative means to continue to provide the high-quality educational experiences for which the school is known. In addition to the creative means that faculty employed to help students stay engaged, the school awarded more than 100 scholarships during the year, totaling more than \$180,000.

Despite the pandemic, internships for students remained strong though the vast majority were virtual. Including 38 internships with the Volunteer Income Tax Assistance Program, 177 students fulfilled internships at public accounting firms, corporations and not-for-profit organizations. Forty-six of these were in the summer of 2020, 38 in the fall of 2020 and 93 in the spring of 2021. To illustrate the variety of these opportunities, here are a few examples of students who fulfilled internships with the respective employers: Justin Canal, TECO Energy; Jonathan Calise, MetLife; Kegan Masi, Kerkering, Barberio & Co.; Devin Masson, Moffitt Cancer Center; Sebastien McCarter, RSM; Dorian Maze, Dixon Hughes Goodman, Heather White, PwC. The school is very proud of all the students who fulfilled internships and grateful for the support that the numerous employers provide to students for real-world experiences in accountancy, which greatly enrich their educational experiences in the school and often lead to fulltime employment.

Two doctoral students completed their studies this year, and amidst a very difficult job market found excellent placements: Rebecca Baaske secured a position at the University of Tampa and Hilda Carrillo found work at the University of Louisville. The school is very proud of Rebecca and Hilda for completing their degrees and securing employment at excellent institutions during a very difficult time for placement.

The Lynn Pippenger School of Accountancy continued with great success on the publication front at an array of academic and professional journals. These journals include *The Accounting Review*; *Auditing: A Journal of Practice and Theory*; *Accounting Horizons*; *the Journal of Information Systems*; *the Journal of Accounting, Auditing and Finance*; *the Journal of Accountancy*; *The CPA Journal*; *William & Mary Business Law Review*; *Florida CPA Today*; *Cost Management*; *the Journal of Forensic & Investigative Accounting*; and the *Journal of Financial Crime*. Also, a number of the faculty earned prestigious recognitions. Associate Dean and accounting Professor Jackie Reck received the "Enduring Lifetime Contribution Award" from the American Accounting Association's Government and Nonprofit Section. Jennifer Cainas and her co-authors received the Institute of Management Accountant's Jim Bulloch Award for innovations in Management Accounting Education. Mark Taylor received the University of South Florida's "Outstanding Research Award" as well as the "Best Paper Award" from *Auditing: A Journal of Practice and Theory*.

Amidst the challenges and changes, the school formed a Strategic Planning Task Force chaired by Tom Smith in the spring of 2021 to

refresh the school's strategic plan in light of numerous forces of change related to AACSB accreditation, the profession itself—including significant changes to the CPA exam—increasing demand for data analytics skills, among others. The faculty voted in favor of the first three parts of the refreshed plan—Vision, Mission, Strategic Priorities—near the end of spring semester 2021 and will finalize actions plans during the fall semester to be followed with programmatic and curricular changes that emanate from the new plan.

The school convened its annual 2021 Accounting Circle Continuing Professional Education Conference in May via a virtual platform following last year's format. Attendance topped 540 registrants and included an exciting program of local and national speakers. The school conferred its recently inaugurated Lynn Pippenger Recognition Award to Deloitte-US CEO Joseph Ucuzoglu who delivered the conference's keynote address. Proceeds from the event go towards providing tens of thousands of dollars in student scholarships as well as faculty development and program support.

Although the school's study-abroad experiences were suspended during most of the year, Instructor Jay Katz spent several weeks in Florence, Italy, in June 2021 with a number of students who enrolled in his Business Law Course. Despite the challenges around COVID-19 and traveling abroad, all had an excellent experience in Florence. The school intends to re-launch its other study-abroad experiences in the coming year.

The Lynn Pippenger School of Accountancy is extremely grateful to its many supporters. Of course, the school is extremely grateful for the continued support of benefactor Lynn Pippenger. Her shining example is infused in everything the school does. Many others support the school including members of both of its advisory boards—the Advisory Council and the Accounting Circle—and alumni ranging from those who graduated 50 years ago to brand new graduates from last year! To all who provide support of any kind, the school gives a hearty “Thank you!” The school's faculty and students are anxious to move past the COVID-19 pandemic to a more normal educational setting to devote more attention to its refreshed vision and mission especially as it relates to student success and providing an extremely high-quality education in accountancy.

Publications

- Caban-Garcia, M.T. H. Choi, and M. Kim (2020). The effects of operating cash flow disclosure on earnings comparability, analysts' forecasts, and firms' investment decisions during the pre-IFRS era. *British Accounting Review* 52(4): 2-20.
- Demek, K.C., S. Kaplan, and A. Winn (2020) "Who Really Performs the Audit? Examining the Effects of Supplemental Voluntary Disclosure of the Use of Other Auditors on Investors' Perceptions of Audit Quality." *Auditing: A Journal of Practice and Theory* 39(1): 1-19.
- Dong, B., S. Tate and L.E. Xu. (2020) "Unexpected Consequences: The Effects on Non-Accelerated Filers of an Accelerated Filing Deadline and SOX Section 404" *Accounting Horizons*, 34 (3): 87–112.
- Jiménez-Angueira, C.E. and N. Mastracchio (2020) "Using the Guideline Company Method in Valuing Closely Held Companies" *The CPA Journal*, 90 (7/8): 44-48
- Jiménez-Angueira, C. and N. Stuart. (2020). Overcoming Common Measure Bias in Performance Evaluation Judgments. *Cost Management*, 34(6): 27-37
- McKinley, J. and L. Richardson (2020), "A Simple Fix to the "Retail Glitch"" , *TAX STRINGER*(a publication of the New York State Society of Certified Public Accountants (NYSSCPA))
- McKinley, J., L. Richardson and J. Lee, (2020), "The new charitable deduction for nonitemizers" *Journal of Accountancy*, online edition.
- Murthy, U., T. Smith, J. Whitworth and Y. Zhang (2020) "The effects of information systems compatibility on firm performance following mergers and acquisitions" *Journal of Information Systems* 34(2): 211-233. (Zhang is a former PhD student)
- Pacini, C. J., N.F. Stowell, and M.T. Cabán-García. (2020). A Forensic Accountant's Guide to the Most Potent Federal Laws Used Against Healthcare Fraud. *Journal of Forensic & Investigative Accounting*, 12(3).
- Reinstein, A., C.J Pacini, and B. Green (2020). Examining the current legal environment facing the public accounting profession: Recommendations for a consistent U.S. policy. *Journal of Accounting, Auditing and Finance* 35(1): 3-25.
- Reck, J.L. and T.R. Waymire. (2020). On the Horizon: XBRL Reporting for State and Local Governments. *The CPA Journal*, 90(6): 48-51.
- Stowell, N.F., A.M. Gunn, H. Ambush, R. Mbatu, C. Crampsie, L.S. Moore, N. Wadlinger, and W. Rote (2020). Implementing a cross-disciplines Early Career Faculty Learning Community: A case study. *Journal of Faculty Development* 34(1): 5-11.
- Stowell, N. F., C.J. Pacini, N. Wadlinger, Crain, J., and M.K. Schmidt (2020). Investigating healthcare fraud: Its scope, applicable laws, and regulations. *William & Mary Business Law Review* 11(2): 479-527.
- Vance, C. A. and N. Wadlinger (2020). "529 Education Funding, Transfers and Un-Funding Traps and Tips." *Florida CPA Today* 36(1): 15-18.
- Vera-Muñoz, S., L. M. Gaynor, and W. Kinney. (2020) Communicating assurance using practitioner-customized procedures: An experiment and emerging research opportunities. *Auditing: A Journal of Practice & Theory*, 39(4): 201-222
- Wadlinger, N. and C.A. Vance (2020). "QBI Take 2- Qualified Business Income Deduction Carryforward Issues for 2019" *Florida CPA Today* 36(1): 10-12.
- Xu, G., F. Liu, H. Hsu and W. Lin (2020). The impact of pension governance practices on the public defined benefit pension performance. *Benchmarking: An International Journal* 27(1): 192-214.

Bishop Center for Ethical Leadership

In its first full year as part of the Muma College of Business, the Bishop Center for Ethical Leadership is poised to grow as a hub for leadership in Tampa Bay. It has been an exciting year full of accomplishment and the resetting of foundations within a new organizational context, a microcosm of the past year for the consolidated OneUSF. The future possibilities are exciting!

The Bishop Center is proud to contribute to the ambitious and important vision of the Muma College of Business, to transform minds and transform business. Vital to that transformation, and any change really, is the study and application of effective and ethical leadership. To that end, the center curates research and best practices in ethical leadership and embeds those concepts into courses, developmental programs and events for USF students, working professionals and the business community in Tampa Bay.

In the past year, the center has:

- Launched two new programs for USF students, designed around high impact practices that prepare students for meaningful careers.
- Developed a distinct trust-based approach to ethical leadership that uniquely positions the center for the future.
- Hosted more than 1,000 participants across an event series that examined the intersections of gender equity, race, and the workplace.
- Re-initiated two training programs for business leaders, one for women executives and the other for general managers and hands-on owners in hospitality.

Center for Marketing and Sales Innovation

Consolidation brought new opportunities for research and student engagement in the Center for Marketing and Sales Innovation. The center now has Customer Experience Labs on two campuses. The lab on the St. Petersburg campus specializes in group research projects and the Tampa lab houses the school's biometric sensor assets. Both labs also support sales training.

The center was successful in securing four research grants during the fiscal year from various agencies and businesses. Research in emotional AI and affective computing regarding public services announcements in tobacco cessation, COVID-19 and returning to healthcare were funded by the Florida Department of Health, the Office of Minority Health in the U.S. Department of Health and Human Services, and the University of South Florida. Additionally, a private research grant examining menu design was also funded.

Recognizing the critical importance of research during the pandemic, the center collaborated with one of its lab technologies partners to create a commercial product that utilized the lab's technology platform to analyze facial expression and eye tracking data collected from a computer's web camera. This first of its kind product allowed the center and now researchers across the world to extend research reach and manage costs. Multiple research papers are in development from these projects.

Sales education also did not stop because of the pandemic.

The Center for Marketing and Sales Innovation hosted four sales competitions and numerous student-business partner events. The center's intercollegiate sales competition brought 24 different schools together virtually for "The Toughest Test in Sales Education." Students competed in all phases of the sales process including networking, prospecting (email, social, voicemail, phone), along with discovery and sales meetings.

USF students supported by the center also participated in multiple additional intercollegiate competitions hosted virtually across the country. The sales curriculum also expanded during the past year to include an advanced professional sales course in the sales certificate and concentration. The sales program was again named one of the top sales programs by the Sales Education Foundation.

USF Center for Entrepreneurship

The USF Center for Entrepreneurship's flagship graduate-degree program in entrepreneurship and applied technologies ranked No. 9 in the Princeton Review/Entrepreneurship magazine list of top graduate entrepreneurship programs among public universities, and No. 18 among all universities.

The Center for Entrepreneurship also organized and hosted three key events in the academic year 2020-21. First, the center virtually hosted the eighth edition of the Florida Blue Health Innovation Challenge with 10 teams from five different Florida-based universities, which proposed a range of innovations to tackle the problem of hospital re-admissions. The first (\$15,000 award) and third place (\$2,500 award) in that challenge went to USF teams.

The center organized the sixth edition of the Ellen and Frank Daveler Program in April 2021, another state-wide competition, in which 20 Florida undergraduate students were elevated to Daveler Fellows, with an additional five students selected as Daveler scholars. One USF student (Magdalena Harrah) became a Daveler Fellow and another (Oyindamola Teniola) became a Daveler Scholar. A total of \$85,000 in prize money was awarded to Daveler Fellows and Scholars.

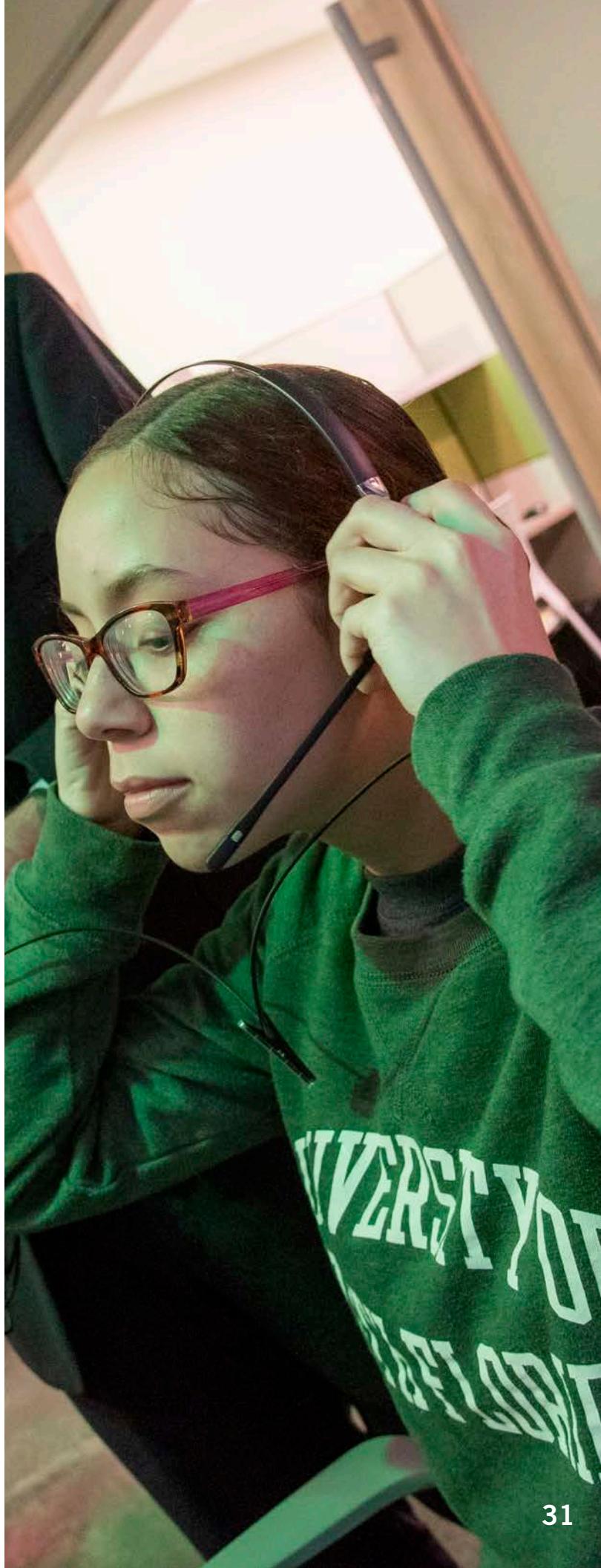
The USF Center for Entrepreneurship organized and hosted the inaugural Jabil Technology Innovation Challenge generously sponsored by Jabil in May 2021. The top two spots in that competition went to Carolyn Yamamoto (USF) who won \$10,000 and John Cotter (USF) who won \$7,000.

M3 Center

The M3 Center, which is housed on the USF Sarasota-Manatee campus, conducts hospitality-related research that advances the hospitality industry and allows USF to share with other universities and hospitality students groundbreaking educational technologies and learning tools in hotel accounting, property management systems and business intelligence software. For the 2020-21 fiscal year, the M3 Center had a total of 1,520 adoptions of the educational software, marketed through 30 webinars and received an overall 4.8 out 5 satisfaction score from students.

The M3 Center also published three industry reports on U.S. Faculty Salary and Satisfaction, an HBCU “We Can’t Breathe” think-tank report and “Hospitality Brands: What do Consumers Want During a Pandemic.” These reports are open access and available under M3 Center publishing and have been downloaded 1,137 times. Moreover, the M3 Center’s team members delivered a total of 49 online invited keynotes and online panel sessions on both methodological and theoretical aspects in hospitality research, as well as discussing important industry related developments. The M3 Center team published 39 peer-reviewed articles in high-impact academic journals and delivered 21 presentations at academic conferences such as the Graduate Conference in Las Vegas and online, the ICHRIE-SECSA conference online and more. The M3 Center also hosted eight visiting scholars who produced significant output in terms of research.

The M3 Center hosted two online conferences, the Global Conference on Education and Research (GLOCER 2021) and Global Conference



on Services and Retail Management (GLOSEV 2021). For GLOCER the center had a total of 186 refereed papers and 1,258 researchers, while GLOSERV had 324 refereed papers and 3,251 researchers. The main sponsor in all conferences has been USF/M3 Center.

The conferences authors/attendees were sent a survey about their satisfaction with the conference, peer-review process and organization of the conference. Of 4,560 authors/presenters, the center received 1,720 responses, a 38 percent response rate. The average satisfaction with the conference is 4.5 out of 5.

This success reflects positively on the brand image of USF around the world. USF's name has been represented in 120 countries around the world. The impact of these conferences does not end here. All proceedings and books published from these conferences are made available on the USF Library website. Moreover, the M3 Center hosts two academic journals, the *Journal of Global Business Insights* (JGBI), and the *Journal of Global Education and Research*. JGBI received a total of 36,255 downloads from January 2020 to June 2021, from 174 countries. JGER, reported 22,970 total downloads from January 2020 to June 2021, from 173 countries.

Monica Wooden Center for Supply Chain Management and Sustainability

The mission of the Monica Wooden Center for Supply Chain Management & Sustainability is to provide leading-edge supply chain management education, research, and service to support students and industry. The center aspires to be nationally ranked as a top 10 supply chain program over the next five years.

Despite the pandemic challenges, supply chain management undergraduate student enrollment increased 28 percent YOY with 99 percent of all 2020-21 undergraduates placed in supply chain positions immediately upon graduation (50 percent of graduating seniors received three or more job offers while 30 percent received multiple job offers prior to graduation).

The master's degree program (MS Supply Chain Management) began in the fall of 2020 with an inaugural cohort of 17 supply chain professionals from a variety of industries (Bristol Myers Squibb, Johnson & Johnson, USSOCOM, The Breakers Hotel, etc.) The demand for supply chain talent acquisition and development is at an all-time U.S. and global peak across all industries; supply chain students are in high demand with a 5:1 job/student ratio.

The long-anticipated Monica Wooden Center site located in the Muma College of Business was designed, constructed and completed in the fall of 2020, with a grand opening celebration scheduled for the fall. The center is a collaborative and modern “open-loft” environment suitable for meetings between business partners, faculty and students.

Student success, business partner engagement and research remain critical to achieving our mission and vision. Key 2020-21 highlights include:

- More than 10 Monica Wooden Center scholarships of varying amounts were awarded to top undergraduate and graduate students.
- Fall 2020/spring 2021 virtual “Meet the Employer” events held with more than 30 employers and 25 students.
- Industry/University Partnership (IUP) courses - industry executives participate alongside faculty/students in class studies and discussions. Lead-off industry partners included Amgen (Global Sourcing class) and Datex (Supply Chain Foundations).
- Strategic Advisory Team: February 2021 - Initial Meeting was held with industry leaders from Transportation Insight, TransPlace (LeanCor), AAA Cooper Transportation, Walt Disney World and Amgen Biotechnology. Topics included Gartner Consulting national supply chain university program rating criteria, supply chain degree curriculum, student success, business partner engagement and research underway.
- 2021 Florida Supply Chain Summit: March 2021 – fully produced virtual event was held in March 2021. More than 200 supply chain industry participants heard from industry speakers and panelists for an all-day event. Topics included Florida infrastructure plans, spaceport growth, Florida ports and the status of the COVID-19 vaccine rollout throughout the nation. Speakers from FedEx, Amgen, Walgreens, Walmart, Port Tampa Bay and Amazon.
- New Founding Member: March 2021 - Paul Thompson, CEO & Founder of Transportation Insight, Hickory NC committed and delivered \$85,000 to the Monica Wooden Center.

Small Business Development Center at USF

The Florida Small Business Development Center at USF continues to assist small businesses throughout the 10-county Tampa Bay region. Here are some of the accomplishments this past year:

People/Business Engagement

Cynthia Johnson and her team at the Florida SBDC at Pinellas County Economic Development won the Florida SBDC Network Game Changer of the Year award at the Florida SBDC Network's Virtual Awards Celebration, held in October 2020. The accolade comes as a result of the success of its Pinellas County Small Business Enterprise Program.

Under Johnson's leadership, Pinellas County made improvements to and expanded the Pinellas County Small Business Enterprise Program in 2019. Using her proven strategic approach, she made sure that the Florida SBDC at PCED would play a key role in the county's efforts to expand access to opportunities for Pinellas County's small business community. The center's services are tightly linked to the program, requiring each certified business owner to take a minimum of one business assistance class and 1.5 hours of consulting services as a term and condition of their certification.

Johnson's efforts to improve the Pinellas County Small Business Enterprise Program have resulted in additional staff, additional clients and an increase in economic impact. The redesigned Small Business Enterprise Program increased the county's award dollars for its registered vendors, so far amplifying the market from \$70,000 to \$17.8 million in just two years.

Business Engagement

The Florida SBDC at USF continuously strives to engage local city, county and economic development partners throughout the 10-county Tampa Bay region. Throughout the COVID-19 pandemic, the center partnered with Hernando, Highlands, Manatee and Polk counties to assist businesses through the county CARES Act grant programs. These partnerships led to an increase in business engagement.

The Florida SBDC at USF region served 9,512 business clients with 30,371 hours of consulting during this time. This engagement led to 4,684 jobs created/retained, \$87.3M in capital accessed, an \$82.3M increase in sales and \$20.7M in government contracts awarded.

In addition, the region began offering free virtual training for business clients. As a result, the center saw an increase in attendance numbers, with more than 4,650 attendees in 251 events.

Grants Awarded

The Florida SBDC at USF was awarded the following grants this fiscal year:

- SBDC Federal Award - \$1.1 million
- SBDC State Performance Award - \$600,000
- Procurement Technical Assistance Center Award - \$144,000
- 2020 CARES Award - \$1.34 million

Student Teams

Working with student teams is a mutually advantageous situation for all parties involved. A Florida SBDC at USF business client provides the team with financial and other organization details, the center provides value-added service to the client, and the client gets a no-cost plan as a result. Each project is assigned a Florida SBDC at USF regional consultant to oversee the project. The main interest is to ensure that the client will receive an adequate plan at the end of the semester.

This program lasts one semester, up to 16 weeks. During the semester, the student team prepares an individualized product, based on the business's needs and selected team. A written report is created, providing the organization with a professional, fully developed plan for use in guiding and developing the business.

The Florida SBDC at USF had one team during the summer 2020 semester with Paul Solomon's IBA class, and four teams during the spring 2021 semester, via Instructor Jim Taylor's Management 4802 class (three teams) and Prof. Andy Artis's IBA class. At the end of each semester, the students deliver their findings to the business client in a formal presentation.



Collier Student Success Center

In March of 2020, all employees working on campus were directed to relocate and continue working remotely until further notified. For students, this meant remote learning for teaching, remote advising for academic advising as well as professional development efforts, all had to be flipped, mid-semester to remote and online platforms. The impact was immediately felt. Halls, offices and parking lots were empty, classrooms were silent. However, as you have learned throughout this report, the college rebounded and managed to meet or exceed expectations and important student success metrics.

On July 1, 2020, USF became OneUSF. For the Muma College of Business, this meant that the total number of Muma undergraduate students increased by approximately 1,000 students literally overnight (June 30, 2020 to July 2, 2020).

The Collier Student Success Center is home to the following services and is largely responsible for the success each student experiences.

- Undergraduate Academic Advising
- Undergraduate Learning Living Communities
- Undergraduate Employer Relations
- Corporate Mentor Program
- Biz Comm Center

To facilitate a smooth transition and provide excellent and consistent remote services, the center's staff met each morning, virtually, for about 30 minutes. All academic advisors on each campus participated to ensure that everyone received the same information at the same time. This was extremely helpful for two reasons: this facilitated a unified message to all undergraduate students, especially during COVID, and ensured advisors and support staff had access to and understood the same information.

To further improve communications, the Collier Student Success Center was part of the pilot program to convert office telephones to the Five 9 Call Center Software. This supplemented email communication so that students had more options for contacting their advisors. During the year, advisors handled more than 13,287 student appointments. The retention and graduation metrics were met despite the remote workload. The Collier Student Success Center staff worked tirelessly to ensure students would succeed.

Here are some numbers that tell this story during a most unusual time:

- The college's four-year graduation rate increased 23 percent for cohorts 2010-2014. This trend remains positive for graduates in years 2015 and 2016.**
- The college's six-year graduation rate increased 9 percent.**
- For year 2017-2018 admits, 5 percent more transfer students graduated than in the previous year. **
- The college's graduation rate change for transfer students over the past 5 years shows a 7 percent increase of transfer students who graduated within 2 years. **

Here's a breakdown of key components over the 2020-21 year:

The Office of Employer Relations

The Office of Employer Relations' goal is to educate and prepare business students for successful careers in their selected majors. The office has been recognized by regional and national employers for hosting a variety of engaging events and using creative practices. Staff collaborates daily with university and corporate partners to deliver quality services leading to student success, such as one-on-one advising, professional development workshops, networking events, internship and full-time job fairs. This year, the office partnered with key strategic college recruiters to host a variety of virtual career events designed to prepare business students for virtual onboarding and flexible work schedules in the post-pandemic environment. Study-abroad advising has concentrated on preparing students for virtual global internships and global research experiences across the world (Italy, United Kingdom and Spain). The office has also developed a plan to include global practices in business curricula to provide unique connections with other business students from international universities (like the Collaborative Online International Learning program held by the State University of New York). The office's staff was able to assist 350 students with individualized career guidance and study abroad advising. More than 600 business students took advantage of a variety of career and networking events leading to internship and full-time job opportunity placements.

Corporate Mentor Program

Throughout the course of the academic year, the Corporate Mentor Program hosted 21 virtual professional development events targeted to help students build their interpersonal communication skills. These events included the Goldman Sachs Alumni Panel, Career Fair Bootcamp, two networking events, and an End of Year Celebration. Students were also able to participate in several virtual corporate tours with companies such as Deloitte, Citi and Tech Data. With more than 135 total mentors, more than 20 students were paired with more than one mentor.

Most of these students are Pell Grant eligible, and many are first generation in college students. This program had a significant impact upon the graduation rate for these students:

- The five-year graduation rate of these Pell Grant students increased by 15 percent. This is attributed to the hands-on programming provided by the program.**

Undergraduate Advising

Despite the pandemic, undergraduate advisors provided the same level of services they have in prior years. Appointments were conducted over Microsoft Teams or by phone so that students could be guided through course options to keep students on track for success. Consolidation allowed for more cross-campus collaboration among advising teams. New student orientations were virtually conducted throughout the year. Finally, on June 1, 2021, advisors returned to campus to meet first-year students and those returning to campus. More than 13,000 virtual appointments were completed by the end of May, and that number continued to grow as students planned for the new academic year. This unit continues to have a positive impact on the USF student success metrics discussed in this report.

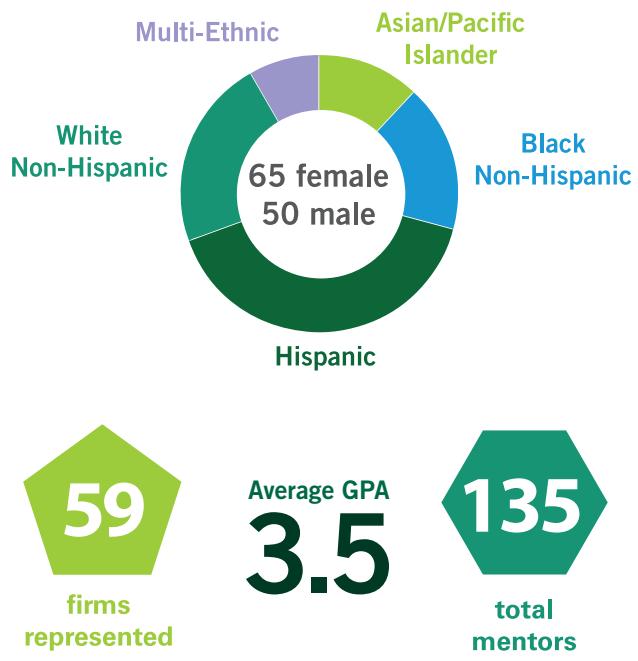
Learning Living Communities

The learning living communities went from students living and studying together, a highly hands-on program, to 100 percent remote delivery. As students returned home, we implemented remote activities and worked to keep the students engaged with the university and each other.

Biz Comm Center

The Biz Comm Center adjusted quickly to online learning. The director continued to work with students from all levels in the Muma College of Business, with résumé, PhD paper revision, cover and thank-you letters and reports.

Corporate Mentor Program Stats

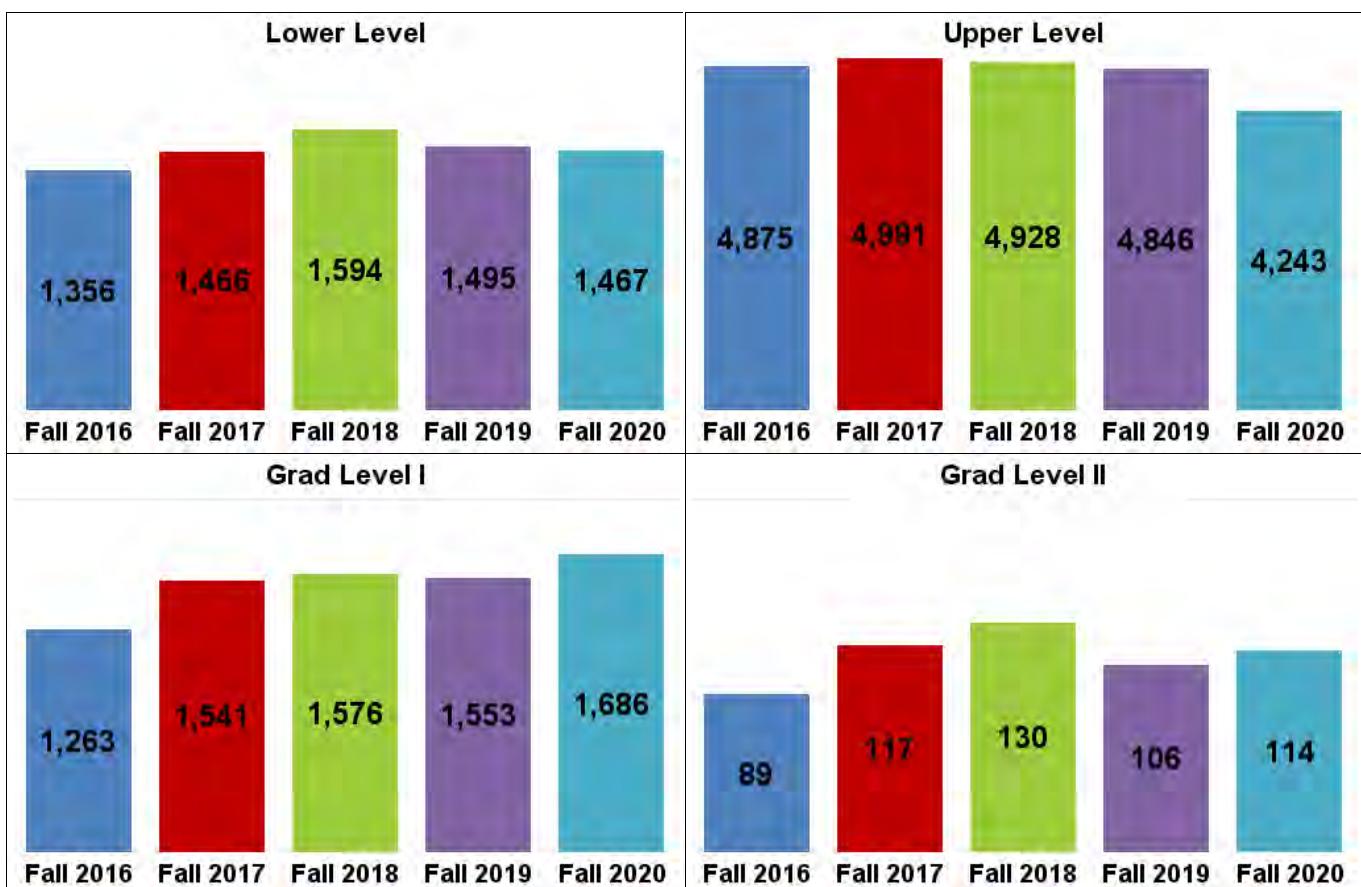


** All data in this report is taken directly from the Spring 2021 Annual Review prepared by the USF Office of Decision Support, 5/1/2021.

1.1.a Headcount by Level

Student Level		Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	%1-Year Change (Fall 2019) - (Fall 2020)
Undergraduate	Lower Level	1,356	1,466	1,594	1,495	1,467	-2%
	Upper Level	4,875	4,991	4,928	4,846	4,243	-12%
Graduate	Grad Level I	1,263	1,541	1,576	1,553	1,686	9%
	Grad Level II	89	117	130	106	114	8%
Total Undergraduate		6,231	6,457	6,522	6,341	5,710	-10%
% Undergraduate		82%	80%	79%	79%	76%	-
Total Graduate		1,352	1,658	1,706	1,659	1,800	0%
% Graduate		18%	20%	21%	21%	24%	-
Overall		7,583	8,115	8,228	8,000	7,510	-6.1%

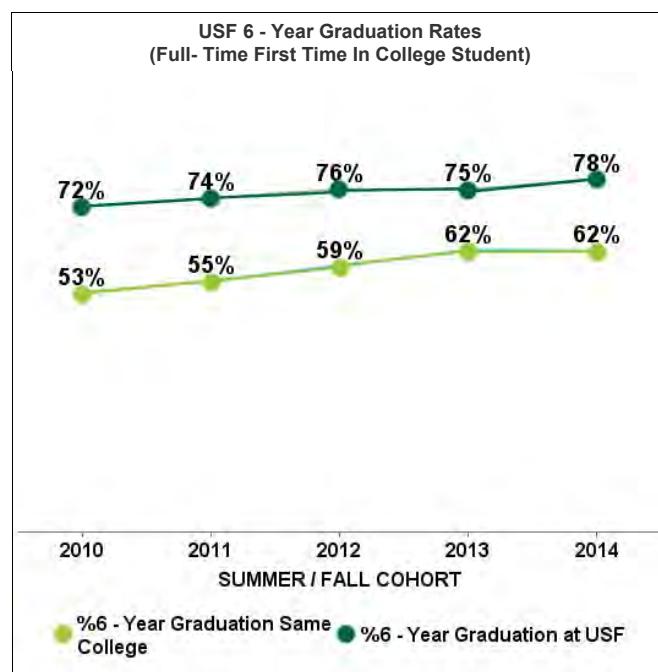
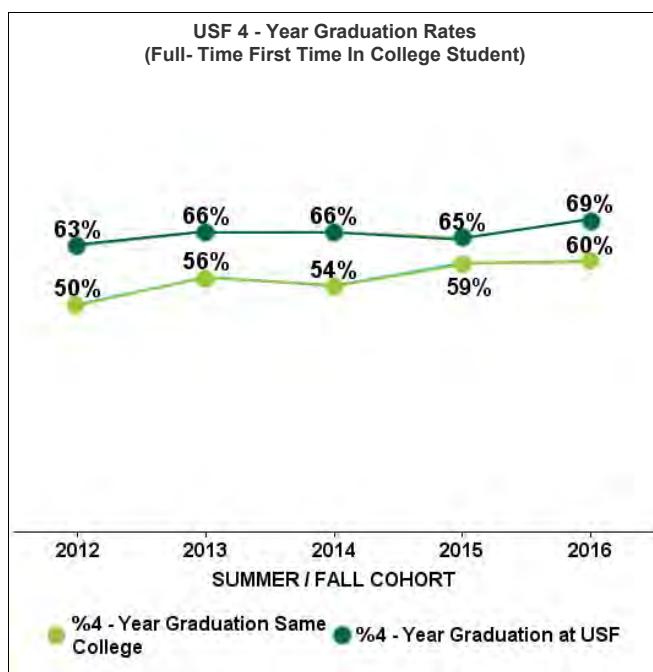
Source: ODS Internal USF Student Information System, Final Benchmark



1.3.a FTIC 4-Year and 6-Year Graduation Rates (FT)

Summer/Fall Cohort	Student Type Full Time (FT)	4 Year Adjusted Cohort N	% 4-Year Graduation in Same College	% 4-Year Graduation at USF	6 Year Adjusted Cohort N	% 6-Year Graduation in Same College	% 6-Year Graduation at USF
2010	FT	524	42%	52%	524	53%	72%
2011	FT	389	48%	58%	389	55%	74%
2012	FT	449	50%	63%	449	59%	76%
2013	FT	540	56%	66%	540	62%	75%
2014	FT	531	54%	66%	531	62%	78%
2015	FT	551	59%	65%	551	N/A	N/A
2016	FT	565	60%	69%	565	N/A	N/A
% Change in Graduation Rate							
%1 Year Change (2013-2014)	FT	-2%	-2%	0%	-2%	0%	3%
%5 Year Change (2010-2014)	FT	1%	12%	14%	1%	9%	6%

Source: ODS Internal USF Student Information System, Final Benchmark

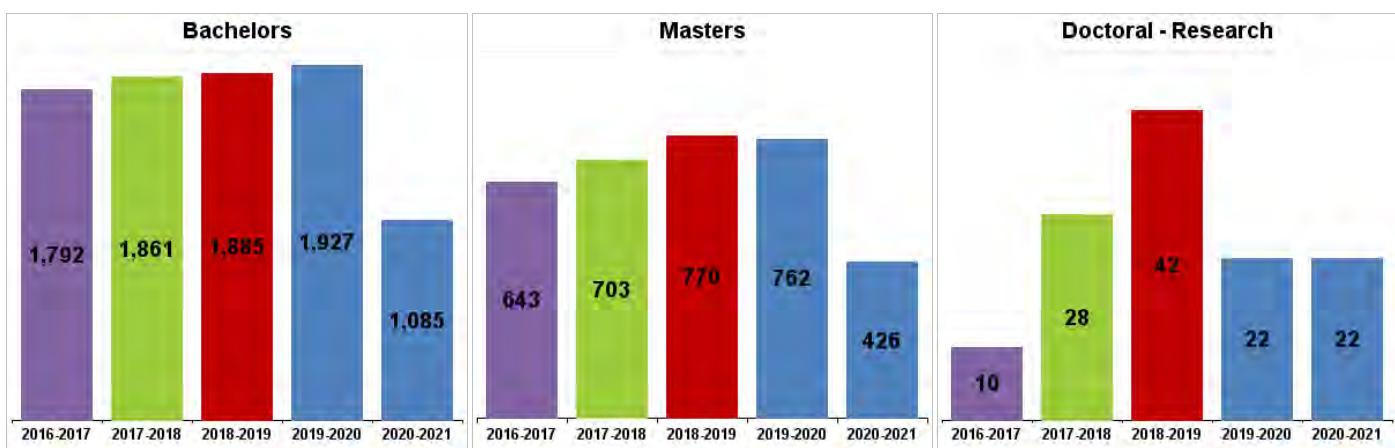


1.3.d Degrees Awarded Trends by Level

Degree Level	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021 *	% 1-Year Change (2018-2019 - 2019-2020)
Bachelor	1,792	1,861	1,885	1,927	1,085	2%
Masters	643	703	770	762	426	-1%
Doctoral - Research	10	28	42	22	22	-48%
Total	2,445	2,592	2,697	2,711	1,533	1%

NOTE- * indicates incomplete year

Source: ODS Internal USF Student Information System







USFMuma
College of Business
UNIVERSITY of SOUTH FLORIDA