

USF

UNIVERSITY OF
SOUTH FLORIDA
COLLEGE OF BUSINESS



Annual Report

2013-2014

Dear Friends of the USF College of Business,

I am pleased to present the 2013-2014 Annual Report. The stories, data, and outcomes you will find in the following pages are testaments to the hard work and dedication of our students, faculty, and staff – as well as alumni, donors, and corporate partners. Leaders from each of these key constituencies continue to raise the bar, pushing us to do more.

Do more. What does it mean to do more?

Here, it means doing more than simply disseminating knowledge. Yes, we teach business, but we also create business thinkers. We challenge students with rigorous curriculum and meaningful learning opportunities. We deliver relevant knowledge to our students and help them see how it connects with their lives.

We build smaller communities so students can enjoy all the advantages of attending a large metropolitan university while experiencing what it is like to be a part of a small group of people with similar interests, goals, and dreams. These communities help us connect with our best students and keep them on track to graduate.

As ongoing scholars, we create intellectual capital through active research and interaction with area companies. We collaborate with employers to produce graduates they want to hire.

This report is framed around our strategic plan and you can read more about recent successes in each priority area. We have achieved great things in the past year.

Let me start by pointing out some recent rankings. In November, *Bloomberg BusinessWeek* ranked our part-time MBA program higher than any other public university in Florida: No. 16 among public schools in the nation and No. 36 in the nation among both private and public universities.

Our undergraduate program remained on *BusinessWeek's* best business schools list, and our information systems specialty was ranked in the top 25. USF was the only Florida school

listed in *Military Times* “Best for Vets” business school ranking, coming in at No. 9. Our Center for Entrepreneurship was again ranked by *Entrepreneur* magazine and the *Princeton Review*; at No. 17, USF was ranked higher than any other university in the southeast.

Despite the challenges that come with an ever-tightening budget, we have not lost sight of our goals and priorities. Quite the contrary. Faculty are conducting impactful, real-world research and presenting their findings at conferences and in top-tier publications. Student organizations are winning regional competitions and taking top spots in national contests. Advisors are being honored for their service to student organizations. And we are finding new ways to generate revenue - from increasing our online course offerings to launching fully online market-rate degree programs such as the MS in MIS.

We are developing innovative programs that will have a direct and transformational impact on the lives of our graduates as we help students build the strategic, analytical, and transactional knowledge and skills they need to be ready for the workforce.



Moez Limayem, Dean

Transforming Minds: Transforming Business

We are focusing on creativity, helping students “think outside the box” as they make strategic decisions based on data.

Soon, a new \$1.1 million grant will allow our School of Accountancy to enhance its programs. The grant will be used to help students succeed in the rigorous upper-level accounting course sequence and will allow us to creatively increase the number of quality accounting graduates to meet the needs of employers in and beyond the region. Similarly, a \$705,000 grant will allow our ISDS Department to strengthen and grow its undergraduate information systems program to address workforce needs in STEM areas. Both grants are from the Florida Board of Governors’ Targeted Educational Attainment (TEAm) initiatives.

We have worked to expand opportunities for students to earn course credit for internships and other immersion learning experiences. We are bringing more employers into the classroom via semester-long student projects. We are increasing the number of students paired with mentors. And we are creating new centers, such as our envisioned Sales Education Initiative to enhance beyond-the-books learning opportunities. We are doing these things for one reason: jobs.

It is our vision that, by 2018, every student who graduates from USF’s College of Business will either start their own firm or leave USF with a meaningful job offer in hand.

As you read this report summarizing some of our accomplishments over the last year, you’ll discover why I am so proud to lead the USF College of Business.



The USF College of Business and School of Accountancy are separately accredited by AACSB International - the Association to Advance Collegiate Schools of Business. The hallmark of excellence in business education, AACSB’s Board of Directors reaffirmed USF’s accreditation in 2013, a move that kept the university on a list of just 178 institutions worldwide certified for quality in both overall business and accounting programs.

OUR MISSION

We emphasize creativity and analytics to promote student success, produce scholarship with impact, and engage with all stakeholders in a diverse global environment.

OUR STRATEGIC VISION

Transforming minds: Transforming business. We aspire to be internationally recognized for developing business leaders and entrepreneurs who provide analytical and creative solutions in a global environment.

OUR STRATEGIC PRIORITIES

- Student Success
- Research with Impact
- Distinctive Identity: Creativity and Analytics
- People
- Business Engagement
- Global Literacy and Impact



Student Success

We will equip students with the knowledge and skills necessary to become analytical and creative problem-solvers, thereby allowing them to add significant value to their employing organizations. We will focus on honing students' skills through innovative pedagogical approaches and experiential learning opportunities.

Bulls Business Community



The Bulls Business Community attracts the best and the brightest students to USF. Through a variety of transformational opportunities the BBC assists in creating campus leaders and well-prepared business graduates.

It was no surprise that the incoming BBC class averaged a 3.99 GPA, 1193 SAT, and a 27 ACT. This year we also housed seven Provost Scholars, one USF Herd of Thunder Drum Major, the president of the Residence Hall Association, and countless other leaders. In the past year, 56 percent of the College of Business 25 Under 25 honorees were BBC members.

More than a third of the 156 College of Business scholarships awarded during the year were distributed to current and former BBC residents.

Corporate Mentor Program

Students who are the first in their families to attend college lack the so-called “soft” skills simply because they’ve never had a chance to participate in business or professional activities. The Corporate Mentor Program aims to give these students a chance to participate in these kinds of events, pairing them with business professionals who mentor the young Business Bulls and help them see what the workplace is really like.

This year, the Corporate Mentor Program served 93 first-generation college students and paired another 32 honors students with mentors. Additionally, program staff hosted 65 events for the students and/or mentors, helping prepare them for the workplace. Nearly \$90,000 in scholarships was provided to 29 Corporate Mentor participants.

Evidence of the program’s success: within six weeks of graduation, for three consecutive semesters, **100 percent of all graduating seniors who were active in the program were either placed in meaningful jobs in their chosen field of study or had elected to attend graduate school.** A factor that makes this statistic even more impressive: 84 percent of the students worked at least 20 hours per week, yet, collectively, the graduating seniors who worked 20+ hours per week also maintained a 3.49 grade point average. Most of the graduating students also served as an intern at least once during their college career.

Business Honors Program

The only Business Honors Program in Florida, USF's program is designed for high-achieving students to participate in faculty-led research, enjoy study abroad programs, live in the Bulls Business Community, and take advantage of mentoring and internship opportunities.

The program began just four years ago and its first graduate participated in commencement exercises in 2013. She is working in Samoa as a Peace Corps representative - one of her lifelong goals. Of course, the first graduate is not the only student to earn a degree in fewer than four years. Of the remaining students from the inaugural cohort (who graduate in May) five of them are earning their degree in just three years.

Collectively, these high achievers have impressive stats. The average GPA for the group: 3.72. The percentage who studied abroad at least once: 100. And 100 percent of the juniors and seniors have completed at least one internship. The list of companies they interned with is as impressive as the students and includes T. Rowe Price, Nielsen, Goldman Sachs, HSN, Leo Burnett Worldwide, and Raymond James.

College of Business alumna Lynn Pippenger and Emeritus Professor Dick Dutton are the program's strongest financial supporters, each providing scholarships to fund study abroad opportunities and general operations.



First Grads: Sport & Entertainment Management MBA

Made possible by a partnership with the Tampa Bay Lightning and The Lightning Foundation, the MBA in Sport & Entertainment Management graduates its first cohort in May – and more than half of the grads already have early industry offers. Those with offers have accepted positions at the Tampa Bay Buccaneers, the Jacksonville Jaguars, the New York Knicks' D-League, North American Sports Group, the Tampa Bay Rays, and other big-name organizations.

USF placed 30 students with sport or entertainment agencies around the area. Students worked 20+ hours/week as residents and, as a cohort, progressed through the MBA program as full-time students. Additionally, students participated in community service events, worked with faculty and Fox Sports Florida to produce the "Bulls and Bolts" television show, and helped plan the week-long speaker series in January. Faculty hosted the second annual "Sports Analytics Day" in April and worked with University of Bari, Italy on a student exchange.



New Programs/Initiatives

A number of new programs are in development at the College of Business, several of them launching in the fall semester. Among them:

Center for Analytics & Creativity

Earlier this year, a new Center for Analytics & Creativity was approved at the college. This center will be a key vehicle for supporting cutting-edge research and programs related to data analytics and creativity. The center will be fully supported by industry partners who can tap into the center for expertise related to analytics and creativity. Its faculty and staff will conduct programs and outreach activities that will strengthen Tampa Bay's position as a growing business and technology hub.

Florida Center for Cybersecurity

Cybersecurity is increasingly vital as more and more people are connected by the internet, businesses rely more heavily on cloud-based services, and government officials face web-based attacks related to national security. As ominous as this world of cyber-threats is, it opens up a huge workforce and research opportunity.

In partnership with the College of Arts & Sciences, the College of Engineering, the College of Education, and the College of Behavioral & Community Sciences, the College of Business played a significant role in establishing the Florida Center for Cybersecurity. It is a shared resource for all of Florida's higher education, government, defense, and business communities to be principally located at USF. The center, still in its early stages, will position Florida as the leader in cybersecurity and its related workforce. We envision a center that will create thousands of new high-paying jobs in the sector and serve as a clearinghouse for statewide businesses and higher education communities to share knowledge, resources, and training opportunities.

Center for Supply Chain Management & Sustainability

Supply chain management, reverse logistics, and sustainability greatly interest both domestic and international businesses because these issues impact their profitability — especially in today's competitive marketplace. To meet the needs of global businesses, we have created the Center for Supply Chain Management & Sustainability, the first center of its kind in Florida.

The center employs globally recognized faculty to prepare undergraduate and graduate students — as well as corporate clients — to engage in global trade. USF's College of Business is well-positioned to lead this effort because its faculty include five supply chain experts who are leading researchers on logistics issues, including one of the field's foremost scholars.

This year, the Marketing Department developed and secured approval for undergraduate and MBA concentrations in supply chain management to meet the growing demand for supply chain professionals.

Sales Education Initiative

Industry partners tell us that graduates from all disciplines and schools across the country lack the personal communication and persuasion skills necessary to be successful. In response, we are developing a Sales Education Initiative to provide custom, interdisciplinary sales training to students and partners in business and industry.

This is a ground-breaking endeavor and the envisioned academic and certificate program will equip USF students with the skills they need to accurately portray their abilities to potential employers and to excel in their chosen fields. It will unite all selling skills under one umbrella, allowing students in all fields of study to learn the art of persuading others to believe in a brand, a product, or an idea.

In addition to educating the next generation of leaders, we will partner with business and industry in ways that directly impact their bottom lines. This unique melding of student learning and faculty research, in the context of present-day business, will prove to be meaningful and profitable.

Accelerated Advertising Program

The Zimmerman Advertising Program is an intense, real-world program for a new generation of tough, focused, and business-minded creatives. This program blends academics with experiential living and learning opportunities. Students, like their counterparts in the Bulls Business Community, have opportunities to study abroad, participate in two internships, collaborate with industry partners, and enjoy exclusive extracurricular programs. Thanks to a newly approved "accelerated" program, students will be able to earn an undergraduate degree from the College of Arts & Sciences and a master's degree from the College of Business in the fifth year of study.

Executive Doctorate

We expect to launch a new Doctor of Business Administration degree program in January 2015 and spent the current year working on the program launch.

This exciting new program, targeted toward senior executives in the workplace, will provide graduates with the skills needed to conduct rigorous research with the objective of applying the findings to real-world decision making in industry and government. It will focus on intellectual growth as students work closely with faculty in seminars, research projects, and other assignments that develop their research skills and ability to communicate their findings to a broad audience of both practitioners and researchers.

It will also provide an opportunity for students to develop a portfolio of skills that, when combined with the extensive experience that they bring into the program, qualifies them to serve in clinical faculty positions. Offering substantive coverage of a broad variety of qualitative and quantitative research techniques and allowing students the flexibility to focus more deeply on their personal areas of interest during the dissertation phases of the program, the terminal degree is different from the PhD degree in that it specifically focuses on preparing students for an academic research career within a specific discipline.

School of Accountancy TEAm Grant

A new grant from the State of Florida will help accounting students at USF take smaller classes, learn more, and, ideally, graduate in less time. The schools of accountancy at USF, the University of Central Florida, and Florida International University all received money from the Targeted Educational Attainment (TEAm) grant, which totals \$3.64 million. USF is the lead institution on the project, having received \$1.1 million in funds.

The “Aligning Workforce and Higher Education for Florida’s Future” report from the Florida Commission on Higher Education Access and Educational Attainment pointed out several “gaps” between education and workforce needs in the state – specifically, a shortfall of almost 1,000 between the demand and supply for accountants. In November, the State University System Board of Governors announced the availability of competitively awarded grants to address the problem. The program will start in full in Summer 2014. Over the five-year time frame of the grant, the three universities expect to produce 500 additional accounting graduates, reducing the demand-supply shortfall in the state.

The grant money will be put toward boosting graduation rates by capping class sizes to provide more individualized attention to students, hiring additional faculty to increase the number of class sections offered, developing online tutorials for explaining complex accounting material, increasing the number of tutors to help students, hiring an internship coordinator to help place students, and providing scholarships for students.

ISDS TEAm Grant

Another grant from the State University System Board of Governors will allow USF’s Information Systems & Decision Sciences Department to help increase the number of graduates trained in computer and information technology.

The same three institutions are participating in the grant; USF’s portion of the fund is \$705,000. With the expectation of computer-related degrees increasing by 67 percent over the next five years, this money will help these universities prepare for the increases. The grant funding will support additional ISDS faculty hires and a student success center of TAs and staff, all of whom will be essential to handle the expected increase in the undergraduate population as well as to work closely with them to ensure their success as determined by job placement and timely graduation.

Fully Online Degree Programs

Individuals seeking a USF degree will be able to earn a variety of graduate degrees with several new online options. Three new online programs were launched or approved this year.

An online MS in Entrepreneurship in Applied Technologies will be launched in the fall. The highly ranked USF master’s degree will be offered in eight week course segments and can be completed in less than a year.

An online MBA with a concentration in sport business will be launched in 2014. Created for professionals already working in the industry who are looking to hone their skills and advance in their careers, the program emphasizes the business fundamentals of sports and entertainment.

Students are also able to earn an online Business Foundations Certificate, giving those without an undergraduate business degree the prerequisite courses to enter an MBA program.

These programs are in addition to the fully online MS in Management Information Systems with a focus on analytics and business intelligence that was launched in May 2013. A fully online version of the analytics and business intelligence certificate was also launched this year.



Proving that USF students are among the most employable in the country, five USF College of Business students and a brand new graduate were recently selected for consideration for a premier business development program at Raymond James. Twenty students from across the country, including 25 Under 25 honoree and Business Honors Program student Shivam Patel, were selected from a pool of hundreds. USF, with six, has the most students selected of any other school.

Some of USF's best and brightest finance students were given the opportunity to travel to Baltimore and meet with executives at T. Rowe Price's corporate headquarters. The students, along with College of Business leaders, took the all-expenses-paid trip to learn more about the national job opportunities that exist for business majors. As a result of that trip, two students were hired and long-term hiring/partnership opportunities are on the horizon.



Several student organizations received top national or international honors this year. USF's chapter of **Beta Alpha Psi** was named a KPMG Gold Chapter for the fifth consecutive year -- one of only two schools internationally to have received this honor every year since the inception of the award in 2009. It maintained its status as a "superior" chapter and has the unique distinction of having done so for 38 consecutive years. In April, fifteen students from the **American Marketing Association** attended the AMA International Collegiate Conference in New Orleans and brought home a Silver Chapter Award, keeping USF in the top 10 chapters in North America. And **USF Enactus** made it all the way to Enactus' national finals, a competition that recognized top business assistance and philanthropy projects.

The 25 Under 25 student recognition program emphasized the college's commitment to student excellence by honoring younger students who excel in two of four areas: academics, leadership, campus/community service, and professional development. A blog highlighting these student honorees generated more than 36,000 pageviews in 2013, with views coming from more than 65 nations.



After evaluating the impact of the Marketing Practicum, which allows students to earn course credit for internships while also providing lessons related to professional development and career training, the College of Business worked to provide similar opportunities to all business students, regardless of major. Beginning in the fall, students will be able to take part in internship courses that are specific to their degree.



Shelby Thomas, a recipient of a U.K. Summer Fullbright Program Scholarship, recently won the Mid-Florida Japanese Speech Competition at USF sponsored by the Department of World Language Education and was selected as an alternate in the extremely competitive Critical Language Scholarship sponsored by the U.S. Department of State. Most recently, she was named to the College of Business 25 Under 25 roster and was accepted into the Kansai Gaidai Exchange Program to Japan. In the fall semester, she will spend 15 weeks abroad learning Japanese.

The 2013 IBM Master the Mainframe Contest drew 5,601 students from across the U.S. and Canada. MS MIS student Mugdha Kadam took home the top prize in North America in a computing contest the company called its “biggest and toughest ever.” In April, Kadam was named fourth in the world in the grueling contest. Kadam was among an all-star group of 43 student contestants who, over the course of three months, took part in a series of increasingly difficult mainframe programming tasks representing the type of real-world challenges faced by today’s leading companies.



Bulls Business Network students in basic marketing participated in a semester-long 2013 Marketplace Live Global Competition, and out of seven USF teams in the class, six took the top spots in their games. They competed against students from seven other universities worldwide, including Loyola University, Tennessee State University, Winona State University, Institute of Chemical Technology in Prague, Brno University in the Czech Republic, Caucasus University in Caucasus, Georgia, and the Universidad Externado de Colombia in Colombia.

Accounting student Ahad Khan was recognized as a King O’Neal scholar, an honor recognizing undergraduates who graduate with a 4.0 grade point average, during commencement exercises in December. Five business students earned this designation this year: Michael Thomas (accounting), Khan (accounting), Anesta Boice (finance), Shaina Maldonado (international business and Spanish), and Stephanie Walton (accounting).

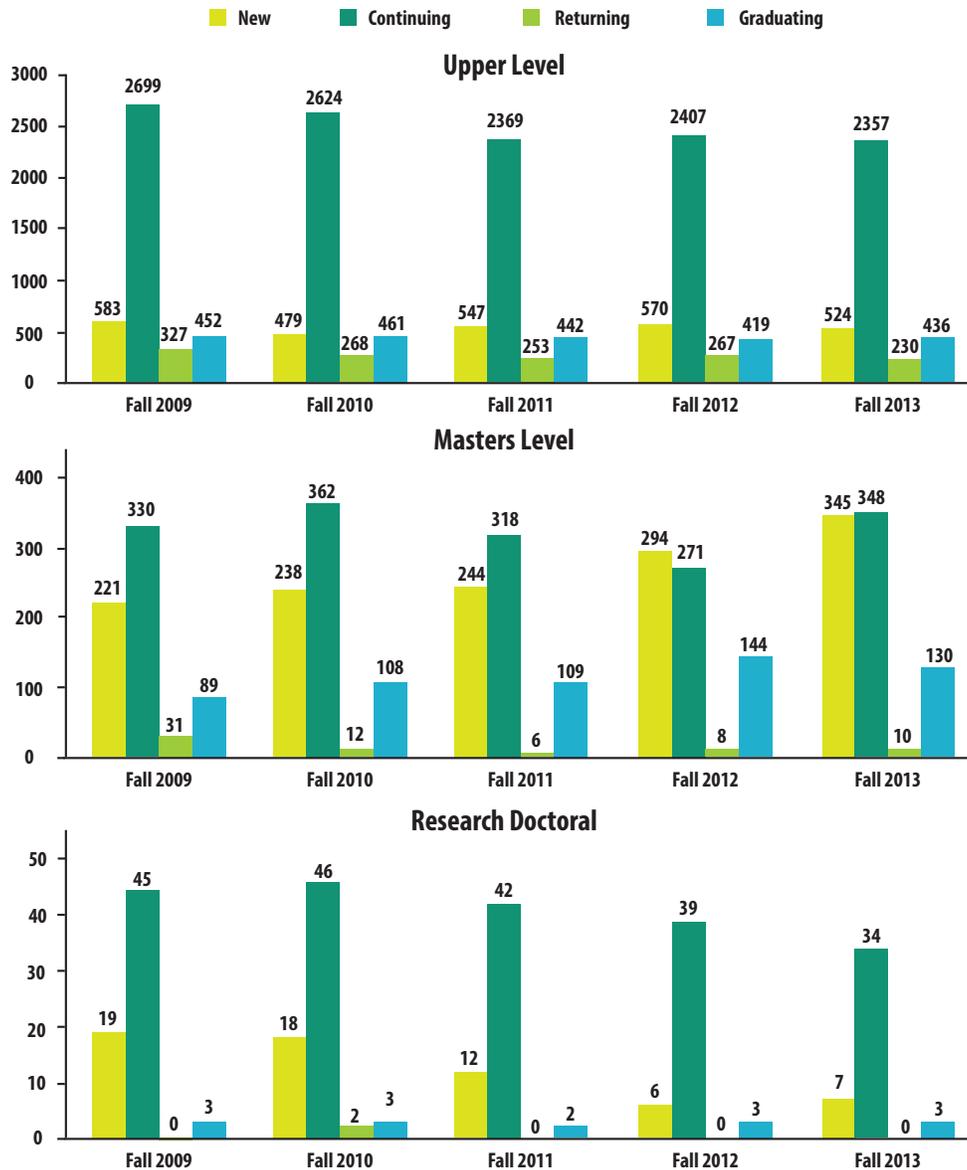


A new student Innovation Incubator, a partnership between the USF Center for Entrepreneurship and USF Connect, will help aspiring entrepreneurs take their business ideas from concept to reality. In January, a “Shark Tank” event gave students the chance to get their business ideas in front of professionals who invest money in promising ventures. Unlike the show, this shark tank had the goal of mentoring students instead of funding their projects. This panel included venture capitalists and CEOs from across the nation. Faculty members Stephen Budd and Michael Fountain are mentors and are involved with the center.

Student Enrollment

	AY		SCH			AY		SCH			AY		SCH			AY		
	SCH	FTE	2010/2011	2010/2011	Summer	2011-2012	Fall	Spring	2011/2012	FTE	2012-2013	Summer	Fall	Spring	2012/2013	FTE	2013/2014	FTE
Lower Level	13,227	331	1,494	6,224	5,664	13,382	335	1,452	6,422	5,456	13,330	333	1,323	6,143	5,485	12,951	324	
Upper Level	65,274	1,632	10,503	26,453	25,641	62,597	1,565	9,437	27,477	27,021	63,935	1,598	9,252	26,800	25,683	61,735	1,543	
Grad I	12,594	394	2,070	5,187	4,840	12,097	378	1,974	5,423	5,653	13,050	408	1,983	7,406	7,107	16,496	516	
Grad II	838	26	211	442	424	1,077	34	217	334	382	933	29	188	381	356	925	29	
Total	91,933	2,382	14,278	38,306	36,569	89,153	2,311	13,080	39,656	38,512	91,248	2,369	12,746	40,730	38,631	92,107	2,412	
Internal %																		
Lower Level	14.4%	13.9%	10.5%	16.2%	15.5%	15.0%	14.5%	11.1%	16.2%	14.2%	14.6%	14.1%	10.4%	15.1%	14.2%	14.1%	13.4%	
Upper Level	71.0%	68.5%	73.6%	69.1%	70.1%	70.2%	67.7%	72.1%	69.3%	70.2%	70.1%	67.5%	72.6%	65.8%	66.5%	67.0%	64.0%	
Grad I	13.7%	16.5%	14.5%	13.5%	13.2%	13.6%	16.4%	15.1%	13.7%	14.7%	14.3%	17.2%	15.6%	18.2%	18.4%	17.9%	21.4%	
Grad II	0.9%	1.1%	1.5%	1.2%	1.2%	1.2%	1.5%	1.7%	0.8%	1.0%	1.0%	1.2%	1.5%	0.9%	0.9%	1.0%	1.2%	
Total	100.0%		16.0%	43.0%	41.0%	100.0%		14.3%	43.5%	42.2%	100.0%		13.8%	44.2%	41.9%	100.0%		
Change from Prior Year																		
Lower Level	-0.5%		-4.0%	-2.2%	6.7%	1.2%		-2.8%	3.2%	-3.7%	-0.4%		-8.9%	-4.3%	0.5%	-2.8%		
Upper Level	-0.8%		-3.4%	-4.6%	-3.9%	-4.1%		-10.1%	3.9%	5.4%	2.1%		-2.0%	-2.5%	-5.0%	-3.4%		
Grad I	2.1%		-10.8%	0.3%	-5.2%	-3.9%		-4.6%	4.5%	16.8%	7.9%		0.5%	36.6%	25.7%	26.4%		
Grad II	11.6%		31.9%	30.4%	25.1%	28.5%		2.8%	-24.4%	-9.9%	-13.4%		-13.4%	14.1%	-6.8%	-0.9%		
Total	-0.2%		-4.2%	-3.2%	-2.3%	-3.0%		-8.4%	3.5%	5.3%	2.3%		-2.6%	2.7%	0.3%	0.9%		

Student Flow Pivot Chart for Each Degree Level



Fall Student Headcount Percentages

	Undergraduate			Graduate			Total		
	Full-Time	Part-Time	Total	Full-Time	Part-Time	Total	Full-Time	Part-Time	Total
Fall 2009	3,619	1,695	5,314	365	373	738	3,984	2,068	6,052
Fall 2010	3,432	1,489	4,921	416	373	789	3,848	1,862	5,710
Fall 2011	3,354	1,296	4,650	410	323	733	3,764	1,619	5,383
Fall 2012	3,401	1,270	4,671	443	322	765	3,844	1,592	5,436
Fall 2013	3,417	1,222	4,639	597	280	877	4,014	1,502	5,516

	Undergraduate		Graduate		Total	
	% Full-Time	% Part-Time	% Full-Time	% Part-Time	% Full-Time	% Part-Time
Fall 2009	68%	32%	49%	51%	66%	34%
Fall 2010	70%	30%	53%	47%	67%	33%
Fall 2011	72%	28%	56%	44%	70%	30%
Fall 2012	73%	27%	58%	42%	71%	29%
Fall 2013	74%	26%	68%	32%	73%	27%

Fall Student Headcount by Residency

	Undergraduate					Graduate					Total				
	In-State		Out-State		Total UG	In-State		Out-State		Total UG	In-State		Out-State		Total
	Headcount	%	Headcount	%		Headcount	%	Headcount	%		Headcount	%	Headcount	%	
Fall 2009	5,133	97%	181	3%	5,314	648	88%	90	12%	738	5,781	96%	271	4%	6,052
Fall 2010	4,744	96%	177	4%	4,921	673	85%	116	15%	789	5,417	95%	293	5%	5,710
Fall 2011	4,406	95%	244	5%	4,650	574	78%	159	22%	733	4,980	93%	403	7%	5,383
Fall 2012	4,304	92%	367	8%	4,671	547	72%	218	28%	765	4,851	89%	585	11%	5,436
Fall 2013	4,153	90%	486	10%	4,639	545	62%	332	38%	877	4,698	85%	818	15%	5,516

Fall Student Headcount Trends

	Undergraduate	Masters	Doctoral Research	Total
Fall 2009	5,314	671	67	6,052
Fall 2010	5,921	720	69	5,710
Fall 2011	4,650	677	56	5,383
Fall 2012	4,671	717	48	5,436
Fall 2013	4,639	833	44	5,516

Research with Impact

We will contribute to the body of knowledge via innovative and interdisciplinary approaches to create useful insights for a range of organizations.

Grants and Faculty Research Accolades

- ▶ **Manish Agrawal** received an NSF Rapid Research Grant (\$15K) for the “RAPID/Collaborative Research: Emergency Response Authorities’ Microblogging and Community Needs: An Analysis of the Boston Bombings” project.
- ▶ **Andy Artis** was awarded the Outstanding Paper Award for the Education Track Marketing Management Association Conference in Chicago, IL in March, 2014. “Content Analysis of Marketing Education Journals” with K. McManus, D.E. Fleming, and M. McDermott.
- ▶ **Anol Bhattacharjee** received a Creative Scholarship Grant award from the USF Internal Awards Program in July 2013.
- ▶ **Dip Biswas** was awarded a grant of \$10,731 funded by the USDA and administered by the Cornell Center for Behavioral Economics in Child Nutrition Programs for research on sensory factors influencing healthy/good choices for children (received the funding in Fall 2013). He was also awarded a grant of \$800 from the Association of Consumer Research for a project on transformative consumer research in August 2013.
- ▶ **Daniel Bradley** received the 2012-2013 College Research Award.
- ▶ **Michael Fountain** was issued three United States patents: “Method for Making Nanolipidic Particles (8,545,874), “Nanolipidic Particles” (8,597,678) and “Nanolipidic Particles” (8,545,875).
- ▶ **Grandon Gill** received a research award (\$58K) from NAVSUP Fleet Logistics Center for a project titled “Informing Impact of JIFX/TNT Events.”
- ▶ **Diana Hechavarría** received the College of Business Dean’s Research Award.
- ▶ **Michelle Harrolle** received a \$48,000 grant for her work related to the Arena Football League and its strategic business research plan/consumer behavior and fan research.
- ▶ **Al Hevner** has been named a prestigious Schoeller Senior Fellow for 2014, an award that comes with a research grant up to 50,000 Euros.
- ▶ **Janet and Ryan Huston** won the American Taxation Association (ATA) / Deloitte “Teaching Innovations Award” for their submission “Life’s Two Certainties: An Estate and Gift Taxation Case.” The award, which comes with a stipend of \$5,000 from Deloitte, was presented at the ATA luncheon at the AAA meeting in Anaheim in August.
- ▶ **Wolfgang Jank’s** paper “The Value of Trust Seals in Online Commerce: An Empirical Investigation” in *Information Systems Research* won a best paper award.
- ▶ **Anand Kumar, Carol Osborne, and Paul Solomon** were awarded a \$264,674 grant with White Cloud to study the perceptions, barriers, and transitional comments for smokers moving to electronic cigarettes.
- ▶ In the accounting research rankings released by Brigham Young University, the School of Accountancy continues to be ranked No. 1 in accounting information systems research, No. 21 in audit research, and No. 29 in tax research. The same BYU ranking listed **Uday Murthy** No. 3 nationally in accounting information systems research.
- ▶ **David Ortinau** was recognized for his outstanding service as a Best Paper in Conference Reviewer for the 2013 Annual Society for Marketing Advances Conference.

- ▶ **Balaji Padmanabhan, Manish Agrawal, Grandon Gill, Joni Jones, and Wolfgang Jank** received Practice Center Grants from Bank of America, Sunview Software Inc., Celestar Corporation, PSCU Inc., and Yara Inc
- ▶ **Greg Smersh** received a \$50,000 Wells Fargo Foundation Research Grant.
- ▶ The School of Accountancy was the lead institution on a \$3.6 million grant that was funded by the State of Florida. The grant title is “An Innovative and Collaborative Approach to Increasing the Supply of Quality Accounting Graduates in Florida,” and is a collaborative effort along with the School of Accounting at Florida International University and the Dixon School of Accounting at the University of Central Florida. The USF School of Accountancy will receive \$1.1 million.
- ▶ The Information Systems Decision Sciences Department is part of a grant funded by the State of Florida to help increase the number of graduates trained in computer and information technology. The collaborative effort includes the University of Central Florida and Florida International University. The ISDS Department will receive \$705,000.
- ▶ The Small Business Development Center received several grants to help small businesses grow and succeed. The U.S. Small Business Administration and U.S. Department of Defense provided \$1,179,000 in federal funding to the SBDC. The State of Florida provided \$606,000; USF Sarasota Manatee provided \$100,000; Pinellas County Economic Development provided \$149,000; Hillsborough County Economic Development provided \$374,245; South Florida State College provided \$36,130; Hernando County provided \$21,000; CareerSource Tampa Bay provided \$75,000; Bank United provided \$25,000; and Saint Leo University provided \$13,500.



Research Publications

Finance Department

- ▶ Finance Instructor **Murad Antia** coauthored “Political Geography and Corporate Political Strategy” along with PhD student Incheol Kim and Finance Professor **Christos Pantzalis** in the *Journal of Corporate Finance*. He also coauthored “Should the SEC Outsource Research to Academia?” in the *Financial Analysts Journal*. Antia authored two book reviews in the *Financial Analysts Journal*: “Crony Capitalism in America by Hunter Lewis” (forthcoming) and “Aging and the Macroeconomy: Long-Term Implications of an Older Population.”
- ▶ Finance Department Chair **Scott Besley** coauthored “Analyst Coverage, Information Production, Security Offerings and Post-issue Performance” in the *Journal of International Finance and Economics*, along with Finance Professor **Christos Pantzalis**.



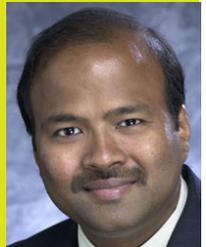
- ▶ Associate Professor **Daniel Bradley** coauthored “Information Spillovers Around Seasoned Equity Offerings” in the *Journal of Corporate Finance* and “Are Analysts’ Recommendations Informative? Intraday Evidence on the Impact of Timestamp Delays,” in the *Journal of Finance* (forthcoming). Along with Finance Professor **Christos Pantzalis**, he also authored “Bucking the Trend: The Informativeness of Contrarian Stock Revisions,” in *Financial Management* (forthcoming).

- ▶ Associate Professor **Delroy Hunter** coauthored “News Spillovers from the Greek Debt Crisis: Impact on the Eurozone Financial Sector” in the *Journal of Banking and Finance* (forthcoming). He also coauthored “Firm-Level Competition and Exchange Rate Exposure: World-Wide Evidence from Foreign-Involved and Purely Domestic Firms,” conditionally accepted at *Financial Management*.
- ▶ Professor **Christos Pantzalis** coauthored several articles in addition to those mentioned previously: “Corporate Boards’ Political Ideology Diversity and Firm Performance” along with PhD student Incheol Kim in the *Journal of Empirical Finance*; “Press Coverage and Stock Price Deviation from Fundamental Value” in the *Journal of Financial Research*; “Game Hoarding in Europe: Stock-price Consequences of Local Bias,” in the *European Journal of Finance*; “Agency Costs and Equity Mispricing,” in the *Asia-Pacific Journal of Financial Studies*; and “Do Family Owners Use Firm Hedging Policy to Hedge Personal Undiversified Wealth Risk?” in *Financial Management* (forthcoming).

- ▶ Associate Professor **Dror Parnes** authored several articles: “Negotiating Debt Terms in Bankruptcy Court” in *Financial Decisions* (forthcoming); “The Search for an Optimal RBC Regulatory System” in the *Journal of Financial Economic Policy* (forthcoming); “Assimilating Operational Risks in Common Trading Systems” in *The Journal of Operational Risk*; “A Prognostic Theory for the Systemic Cost of Bank Failures” in the *Journal of Applied Finance and Banking*; and “The Probability Distribution of Bankruptcy upon New Debt Issuances,” in the *International Journal of Economics and Finance*.
- ▶ Finance Professor **Jianping Qi** coauthored “The Value of Strategic Alliances in Acquisitions and IPOs” along with Professor **Ninon Sutton** and PhD student Qiancheng Zheng, which has been accepted for publication in *Financial Management*.
- ▶ Professor **Ronald Rutherford** coauthored two papers: “Acquisition of Equity REIT IPOs in the Aftermarket,” in *Managerial Finance*, and “An Empirical Analysis of Effect of Housing Curb Appeal on Sales Price of Newer Houses” in the *International Research Journal of Applied Finance*.

Information Systems & Decision Sciences Department

- ▶ **Manish Agrawal** was a coauthor of “Community Intelligence and Social Media Services: A Rumor Theoretic Analysis of Tweets During Social Crises” in *MIS Quarterly*. He was also a coauthor on two forthcoming papers: “Information Processing Under Stress: A Study of Mumbai First Responders” in *IIMB Management Review*, and “Competition in Mediation Services: Modeling the Role of Expertise, Satisfaction and Switching Costs” in the *Journal of Organizational Computing and Electronic Commerce*. He also presented his research at two conferences in Milan, Italy.
- ▶ ISDS Professor **Anol Bhattacharjee** was a coauthor, along with Associate Professor **Rosann Collins**, of “Verification of Knowledge Assets in Electronic Repositories:



Expert- And Community-Governance,” published in *Information Systems Management*. He was also a coauthor of “Content Use from Websites: Effects of Governance Mechanisms” in the *Journal of Computer Information Systems*. In addition, he is a coauthor on four accepted papers: “A Unified Model of IT Continuance: Three Complementary Perspectives and Crossover Effects,” in the *European Journal of Information Systems*, “The Salience of Governance Mechanisms in Contributing to Electronic Repositories” in *The DATA BASE for Advances in Information Systems*, “Knowledge Transfer and Utilization in IT Outsourcing Partnerships: A Preliminary Model of Antecedents and Outcomes,” in *Information & Management*, and “Why End-Users Move to the Cloud: A Migration-Theoretic Analysis” in the *European Journal of Information Systems*. He presented his research at four conferences.

- ▶ Associate Professor **Donald Berndt**, along with ISDS Chair **Balaji Padmanabhan**, coauthored “Goal Attainment in Long Tail Websites: An Information Foraging Approach” in *Decision Support Systems*.
- ▶ ISDS Professor **J. Ellis Blanton** coauthored two forthcoming papers: “System Developers’ Nature of Work Characteristics and Their Relationship with Organizational Commitment and Job Satisfaction” in the *Journal of Information Technology Management* and “The Antecedents and Effects of Ethical Climate Fit on Organizational Commitment of Management Accounting Professionals” in the *Journal of Business Ethics*.



▶ Associate Professor **Rosann Collins** coauthored a paper referenced above and also presented her research at two conferences internationally.

▶ Professor **Grandon Gill** authored three papers: “Complexity, Cybernetics, and Informing Science: Building a Better Mousetrap” in the *Journal on Systemics, Cybernetics and Informatics*, “Culture, Complexity, and Informing: How Shared Beliefs Can

Enhance Our Search for Fitness” in *Informing Science*, and “Case Studies in Agribusiness: An Interview with Ray Goldberg” in *Informing Science*. He also coauthored two papers: one with ISDS Professor **Alan Hevner**, “A Fitness-Utility Model for Design Science Research,” in *ACM Transactions on Management Information Systems*, and also coauthored “Systematically Evaluating the Effectiveness of an Information Systems Capstone Course: Implications for Practice” in the *Journal of IT Education: Research*. Gill also has a forthcoming paper, “Complexity and the Case

Method” in *Management Decision*. Additionally, he wrote several cases and presented his research at several conferences.

- ▶ Professor **Alan Hevner** coauthored “Positioning and Presenting Design Science Research for Maximum Impact” in *Management Information Systems Quarterly*, along with the previously mentioned paper in *ACM Transactions on Management Information Systems*. He also presented his research at several conferences.
- ▶ **Wolfgang Jank** coauthored two papers: “Influencing Presidential Elections with Statistics: Targeting Voters with Logistic Regression Trees” in *Annals of Applied Statistics*, and “The Value of Trust Seals in Online Commerce: An Empirical Investigation” in *Information Systems Research*, which won a best paper award. He also authored “Review of: Flexible Imputation for Missing Data” in the *Journal of the American Statistical Association*. Additionally, he presented at several international conferences.
- ▶ Department Chair **Balaji Padmanabhan**, in addition to coauthoring the paper referenced above, presented his research at three conferences.
- ▶ Associate Professor **Terry Sincich** was a coauthor on “Procedural Justice and Information Sharing during the Budgeting Process” in *Advances in Management Accounting* (forthcoming).
- ▶ Instructor **He Zhang** coauthored “Models and algorithms for distributionally robust least squares problems” in *Mathematical Programming* (forthcoming).



Management Department

- ▶ Management Professor **Alan Balfour**, along with Management Instructor **Rick Kelso** coauthored “Inadequate Consumer Protections in Disputes with Providers of Professional Services: An Assessment of the Lawyer Discipline System in Florida” in the *Ethics and Critical Thinking Journal*. He also coauthored “Third Eye Blind: How American Workers Can See What Business Professors Cannot” with Management Associate Professor **Sally Fuller** in the *International Journal of Management and Business Studies*.



► Sport & Entertainment Management Assistant Professor **Michelle Harrolle** co-authored four papers: “Physical activity constraints among Latinos: Identifying clusters and acculturation differences” in the *Journal of Leisure Research*, “Gender differences in physical activity and park and recreation facility use among Latinos in Wake County, North Carolina” in *Annals of Behavioral Medicine*, “Perceptions of constraints to leisure time physical activity among Latinos” in the *American Journal of Health Promotion*, and “Estimating consumer spending on tickets, merchandise, and food and beverage: A case study of a NHL team” in the *Journal of Sport Management*. She also presented her research at four conferences.

- Management Professor **Jerry Koehler** coauthored “Employee Trust: Traditional Versus Telecommuting Work Environment” in the *Academy of Business Research Journal*, and “Gender Effects: Differences in Perceptions of Deception in the Workplace” in the *International Journal of Strategic Management*.
- Entrepreneurship Assistant Professor **Sean Lux** coauthored “Competing Against the Unknown: The Impact of Enabling and Constraining Institutions on the Informal Economy” in the *Journal of Business Ethics* (forthcoming). He also authored “Strategic Fit to Political Factors and Subsequent Performance: Evidence from the U.S. Coal Industry 1986-2000” in *Business & Society* (forthcoming).
- Sport & Entertainment Management Associate Professor **Mike Mondello** coauthored three papers: “Civic paternalism in political policymaking: The public justification for no-vote stadium” in the *Journal of Sport Management*, “The introduction and application of sports analytics in professional sport organizations: A case study of the Tampa Bay Lightning” in the *Journal of Applied Sport Management*, and “In the continued pursuit of stadium initiatives following past failures: An analysis of the Los Angeles Farmers Field proposal” in the *Journal of Venue and Event Management*.
- Professor **Walt Nord** authored “Exploring manager’s feelings about employee involvement in change” in *Business and Management Research*.

Marketing Department

- **Andrew Artis** authored “An Alternative Approach for MBA Mentor Programs: Empower the Protégé” in the *Journal of Education for Business*. And

coauthored several publications: “Technology Perceptions in Employees’ Use of Self-Directed Learning” in the *Journal of Services Marketing*; “Less is More: An Exploratory Analysis of Optimal Visual Appeal and Linguistic Style in a Salesperson’s Initial-Contact Email to millennial Buyers” in the *Journal of Marketing Channels*; “Improving Sales Performance with Self-Directed Learning” in the *Marketing Management Journal*; “Examining the Influence of Job Resourcefulness in Sales Performance” in the *Journal of Marketing Theory and Practice*; “The Role of Productivity Propensity in Front Line Employee Performance: Its Relationship with Customer Orientation and Important Service Outcomes” in *Psych and Marketing*; and “Self-Directed Learning: A Tool for Life-Long Learning” in the *Journal of Marketing Education*. Artis also authored “The Impact of Perceived Organizational Support on Self-Directed Learning in Sales Training” in the *Journal of Marketing Channels*, coauthored by Professor **Paul Solomon**. Solomon and Artis also coauthored “Impact of Perceived Organizational Support on Self-Directed Learning in Sales Training,” published in the *Journal of Marketing Channels* in May. Additionally, he presented his work at the Global Sales Science Institute’s 8th Annual Conference in London.

- Associate Professor **Dipayan Biswas** authored “Making Choices While Smelling, Tasting, and Listening: The Role of Sensory (Dis)similarity When Sequentially Sampling Products” in the *Journal of Marketing* as well as “Something to Chew On: The Effects of Oral Haptics on Mastication, Orosensory Perception, and Caloric Estimation” in the *Journal of Consumer Research* (forthcoming).



- Associate Professor **Donna Davis** authored “The Role of Public-Private Partnerships in Facilitating Cross-Border Logistics: A Case Study at the U.S./Canadian Border” in the *Journal of Business Logistics*, as well as “Defining the Soft Infrastructure of Border Crossings” in the *American Review of Canadian Studies*. She presented her work at the 2014 Freight in the Southeast Conference.

- Marketing Professor **Timothy Heath** coauthored “Unique But Integrated: The Role of Individuation and Assimilation Processes in Teen Opinion Leadership” in the *Journal of Business Research* and “How Consumers Value Transactions That Entail Using Windfall Money to Offset Missed

Price Discounts” in the *European Journal of Marketing*, (forthcoming).

- ▶ Assistant Professor **Robert Hooker** authored “Environmental Sustainability in the Supply Chain: A Review of Past Literature and Discussion of Potential Drivers and Barriers” in *Sustainable Value Chain Management* and “Sales and Operations Planning: Using the Internet and Internet Based Tools to Further Supply Chain Integration” in the *Journal of Research in Interactive Marketing*, (both forthcoming).
- ▶ Marketing Department Chair **Anand Kumar** authored “Contextual and Competitive Interference: Inhibition or Facilitation?” in the *Journal of Advertising*, (forthcoming). He also worked with former PhD student **Tracy Harmon** to coauthor, with Marketing Professors **David Ortinau** and **James Stock**, “When Multiple Identities Compete: The Role of Centrality in Self-Brand Connections” in the *Journal of Consumer Behaviours*.
- ▶ **Barbara Lafferty** authored “A Note on the Role of Cause Type in Cause-Related Marketing” in the *Journal of Business Research*, (forthcoming).



▶ Marketing Professor **David Ortinau** authored “Development of New Empirical Insights in Consumer-Retailer Relationships: Introduction to the Special Issue” in the *Journal of Business Research* and coauthored “The Better Model to Predict and Improve Pediatric Health Care Quality: Performance or Importance-Performance?” in *Health Care Management Review*.

- ▶ Marketing Professor **Paul Solomon** coauthored “Word of Mouth, Traditional and Covert Marketing: Comparative Studies” in the *Academy of Marketing Studies Journal*, (forthcoming).
- ▶ Professor **James Stock** coauthored “Doctoral Dissertations in Logistics and Supply Chain-Related Areas: 2005-2009” in *Logistics Research*.
- ▶ Marketing Associate Professor **Sajeev Varki** coauthored “Examining How Self-Regulation Determines Choice Processing Strategies and Motivations Underlying Attraction Effect” in the *Journal of Marketing Theory and Practice*, (forthcoming).

School of Accountancy

- ▶ Accounting Associate Professor **Lisa Gaynor** was a coauthor of “The Audit of Fair Values and Other Estimates: The Effects of Underlying Environmental, Task, and Auditor-Specific Factors” in *Auditing: A Journal*

of Practice & Theory.

- ▶ Accounting Assistant Professor **Ryan Huston** coauthored “Paying for Coverage: Conflicts of Interest Among Company-Sponsored Research Firms” in *The Accounting Review* (forthcoming). He also coauthored two papers with Accounting Assistant Professor **Janet Huston**: “Life’s Two Certainties: An Estate and Gift Tax Planning Case” in *Issues in Accounting Education*, and “Creating an Executive Compensation Plan: A Corporate Tax Planning Case.” in *Issues in Accounting Education* (forthcoming).
- ▶ **Mark Mellon** coauthored “Roger’s Dilemma: A Situational Examination of Ethical Behavior in the Presence of Internal Control Deficiencies” in *Issues in Accounting Education*.
- ▶ **Uday Murthy** and PhD student Maia Farkas coauthored “Nonprofessional Investors’ Perceptions of the Incremental Value of Continuous Auditing and Continuous Controls Monitoring: An Experimental Investigation” in *International Journal of Accounting Information Systems* (forthcoming). Murthy also was a coauthor of “The Importance of the COBIT Framework IT Processes For Effective Internal Control Over the Reliability of Financial Reporting in Organizations: An International Survey” in *Information & Management*.
- ▶ Accounting Associate Professor **Dahlia Robinson** was a coauthor of “Audit committee financial expertise, corporate governance, and the voluntary switch from auditor-provided to non-auditor-provided tax services” in *Advances in Accounting* (forthcoming).
- ▶ Associate Professor **Patrick Wheeler** authored “The effects of changes in decision aid bias on learning: Evidence of functional fixation” in the *Journal of Information Systems* (forthcoming).



Florida SBDC at USF

- ▶ **Eileen Rodriguez**, the regional director of the USF Small Business Development Center and an adjunct instructor in the College of Business, coauthored “Financial Literacy and the Success of Small Businesses: An Observation from a Small Business Development Center,” published in *Numeracy*.



The USF College of Business boasts one of the nation's best accounting schools, a top-ranked entrepreneurship center, a nationally-ranked MBA program, and world-class research faculty.



Bloomberg Businessweek ranked USF's Part-time MBA **No. 1** among 12 state universities in 2013 and the College of Business No. 25 for the information systems specialty.

USF was the **ONLY** Florida school listed in *Military Times* "Best for Vets: Business Schools 2014" and was ranked **No. 9**.

Every student paired in the Corporate Mentor Program during the most recent summer, fall, and spring semesters reported that they had a job in their area of interest within weeks of graduation.



and *Entrepreneur* magazine ranked the graduate entrepreneurship program **No. 17** in the nation.



USF is one of 13,670 business schools **WORLDWIDE** that is accredited and is one of just 177 that is **dually accredited** in business and accounting.

USF was ranked first in the nation in the accounting information systems field, by Brigham Young University.

Bloomberg Businessweek ranked USF as No. 129 in a list of undergraduate business schools in the nation.

The **School of Accountancy** ranked in the **top 50** of accounting programs, and is in the **top 15** percent of "large programs" when it comes to first-time CPA exam pass rates.

USF has the **ONLY** Business Honors Program in Florida.

USF's information systems researchers were ranked **No. 24** in terms of frequency of publications in the industry's top academic journals.

Creativity & Analytics

We will be known for integrating creativity and analytics in teaching, outreach, and research. Creativity is the use of innovative thinking to develop novel solutions; analytics is the application of knowledge and tools to convert data into information that provides the insight needed for effective decision making.

Excellence in creativity and business analytics is the distinctive identity that the College of Business seeks to form over the next five years. The term “data analytics” may seem numerical and cold on its surface, but it can take many very human forms in business: A boss going on a reality TV show to find out what her employees really think of corporate. A sports team figuring out how much its fans are willing to pay for prime tickets. FedEx deciding to deliver on Mother’s Day so moms can receive flowers, but not on most Sundays. Businesses have mountains of data that can tell them what is happening now and to make educated guesses about what might happen tomorrow – but this information is only useful when it can be understood. Not everyone can look at that data and explain what it means for the bottom line.

That’s where the USF College of Business comes in: training students across all disciplines to analyze and interpret data to make sound business decisions, while having faculty examine how data are applied to business and discovering innovative ways to employ business analytics going forward.

A few activities related to creativity and analysis are highlighted on these pages. We have brought in many speakers - from large internationally respected firms to small, home-grown ventures - whose lectures illustrated ways their firms have used data to make informed decisions. Or failed to do so and the unintended consequences that followed.

These speakers have affirmed that the dual focus - creativity and analysis - is on track. Training students to present and analyze data is not enough. We want students to view problems from more than one perspective and to do more than merely solve existing problems. We want them to think creatively so that they can identify new ones. We are challenging faculty and reviewing curricula to ensure that we are fostering creativity and providing opportunities for students to come up with ethical, novel solutions that are based on data and positively impact the bottom line.

Analytics in the MS in MIS programs

Since 2012, the Information Systems Decision Sciences Department has embraced analytics explicitly in its curriculum. In 2012, the department partnered with SAS Inc. to offer a joint SAS/USF Certificate in Analytics and Business Intelligence.

The Information Systems & Decision Sciences Department has a strong history of emphasizing analytics in its curriculum. Also in 2012, the ISDS Department created a popular track in analytics and business intelligence in its MS in MIS program. Students in this track typically take two database-oriented courses (advanced database management and data warehousing) and two data analytics courses (data mining and statistical data mining). In 2013, the first wave of analytics and business intelligence graduates who completed this track received certificates. This year, the ISDS department welcomed its largest international graduate class into its MS in MIS program; most of these students opted to pursue this track.

Additionally, the fully online MS in MIS program that focuses on analytics and business intelligence, as well as the online certificate in Analytics and business intelligence went live.

Center for Analytics & Creativity

The Center for Analytics & Creativity was formally approved in the spring semester in the College of Business. The mission of the center is to facilitate the discovery and dissemination of insights through the power of analytical and creative thinking. The center will accomplish its mission by conducting cutting-edge, directly actionable research and by providing a vehicle for industry partners to actively seek expertise and execution of projects. It will also provide mentoring for analysts and executives and host a networking forum where industry partners will learn about the latest advances in analytics and creativity. The college is currently engaged in discussions with potential industry partners.

Homecoming “Big Data” Panel Discussion

Recently, 250 alumni and other guests gathered at the College of Business to learn more about data-driven decisions – from the lessons Boston Market’s Chief Brand Officer took back from her experience on the “Undercover Boss” TV show to a panel discussion with top-level executives on how they use data in their jobs.

At the inaugural College of Business Homecoming Lecture, ISDS Department Chair Balaji Padmanabhan led a panel discussion on making data-driven decisions. Panelists included FedEx Co-Chief Executive and Chief Information Officer Rob Carter, Avon Chief Financial Officer Kimberly Ross, and Florida Panthers Director of Business Operations Andre Therrien. Both Carter and Ross are USF College of Business alumni, and Therrien studied under Sport & Entertainment Management Director Bill Sutton when he taught at UCF.

The panelists discussed the expanding uses for data in the corporate world and the importance of shifting to a corporate culture with an analytics mindset. This is expected to be an annual event.



Special Certificates and Bootcamps

Anti-money laundering expertise might seem like a specialized skill, but for many students, the knowledge they gained from a bootcamp with Citi helped make them marketable, regardless of field. More than 50 students have been trained by the two-year-old National & Competitive Intelligence Program in the College of Business. Funded by a grant from the Office of the Director of National Intelligence, the program includes projects with government agencies and private companies to show students how they might use their new abilities in varying situations. Citi has also partnered with the program the past two years with an anti-money laundering session.

Additionally, Citi partnered with the ISDS Department to host an anti-money laundering bootcamp for graduate students. This week-long bootcamp was designed to bolster student’s critical thinking, data collection, and data analysis skills. The ISDS Department also hosted bootcamps on topics such as SharePoint business intelligence, electronic health record systems, and SharePoint 2013 basics.

Community Events

The College of Business hosted a number of community events that emphasized data analysis, technology, and business intelligence. Aside from the bootcamps mentioned above, the college hosted two SQLSaturday sessions. These free sessions related to advanced topics in data analytics brought hundreds of business and database technology experts to campus, where they joined faculty and industry leaders for technical sessions, industry lectures, and networking opportunities.

The college also hosted BarCamp, a self-titled “unconference” that brings web designers, developers, marketers, copy writers, SEOs, and systems administrators together to share knowledge. The schedule starts blank in the morning and is filled up by attendees who want to do a presentation; attendees scour the board to choose the path they will take for the day. Several hundred people attended the event, where ISDS Department Chair Balaji Padmanabhan gave a talk on “Big Data” and analytics; Clinton Daniel, an adjunct lecturer in the college, discussed advances in Sharepoint business intelligence.

Global Literacy & Impact

We will foster relationships promoting international faculty and student exchanges. We will strengthen our relationships with businesses, our study abroad offerings, internationally delivered programs, and attract quality international students to our college. Our global literacy will be increased through the incorporation of global issues into the curriculum.



Study Abroad

Business students explore the world as part of their USF educational experience. More than a quarter of all USF students who took advantage of summer study abroad excursions were business majors. Nearly 151 traditional students (a 10 percent increase over last year) and 40 Executive MBA students participated in one of nine faculty-led, business-specific programs. Some of these trips gave students the chance to explore established marketplaces and visit with global business leaders in distant locations such as Wales, Italy, the Czech Republic, and France. Others helped students understand the challenges facing emerging markets such as Argentina, Chile, India, or China.

In the fall and spring semesters, roughly 15% of all study abroad participants were business majors. Some took part in semester-long exchange programs at internationally respected institutions. Others explored art, history, or took other electives in England or Germany. And some participated in a competitive intelligence program in Israel. Nearly a third of all scholarship funds awarded by the College of Business were provided to help encourage students to study abroad.

Executive MBA students learned the realities of how international business operates – from seeing the smog and rapid development in Beijing to hearing stories of international entrepreneurship. The trip was designed to increase the students' understanding of how the global economy affects their industries and jobs. They visited Beijing, Tianjin, and Shanghai, touring local branches of companies such as KPMG, Nielsen, Jabil, FE Sourcing, MedEq, and Qualcomm.

2013-2014 Business-Specific Study Abroad Programs	Number Students
India MIS	15
Know Europe	15
Accounting In Latin America	16
USF in Exeter	3
Laval Summer Business Program	1
USF in Florence	66
ESAC in Prague	7
EMBA in China	40
International Accounting	26

International Partnership: USIL

The College of Business continues to partner with the Universidad San Ignacio de Loyola in Lima, Peru. This program offers students studying at USIL the opportunity to earn a general business degree with concentrations in marketing and international business from USF without leaving Peru. The average cohort is 20 students; all participants from Cohort 1 and 14 students from Cohort 2 have graduated, many of them participating in the Tampa commencement exercises. The remaining students from Cohort 2 are on track to graduate next year. Nineteen students in Cohort 3 are continuing and 21 new students will join the program this fall in Cohort 4.



International Exchanges and Partnerships

International students from graduate business programs in Tunisia and France came to USF for a week-long Executive MBA exchanges. Seventeen students from the Mediterranean School of Business in Tunis, Tunisia joined us in the fall semester, learning about CRM systems and visiting companies such as Nielsen and Connectwise.

In December, 18 students from Ecole de Management de Normandie's Executive MBA program in Marine Industry and Supply Chain Management spent a week at USF. They visited Port Tampa Bay and Nielsen and took part in a short seminar in Lean Six Sigma. Both groups studied alongside USF's EMBA students and sat in on guest lectures presented through the Distinguished Speaker Series.



Additionally, the College of Business signed memorandums of understanding with several international institutions. These memorandums are as follows:

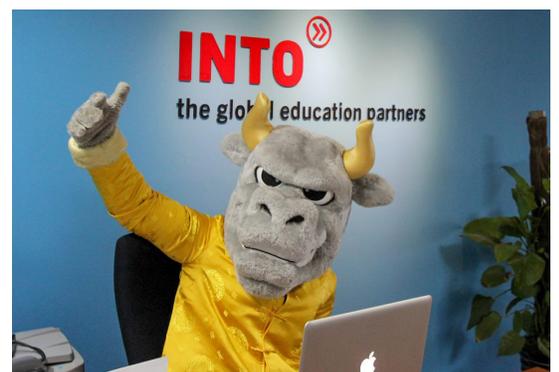
- National Management School, Chennai, India (*to allow students working toward an associate degree to enroll at USF as juniors, provided they meet USF requirements*).
- The Banking University of Ho Chi Minh City, Vietnam (*to allow juniors to earn an undergraduate business degree at USF*).
- ISEAD FEPADE, El Salvador (*allows USF business faculty to offer non-credit courses to ISEADE FEPADE students leading to a certificate*).



INTO USF

Business continues to be one of the top majors for international students entering USF via INTO USF. INTO USF students are enrolled in a variety of academic "pathways" and English language programs designed and delivered by USF faculty to prepare them for successful transition to a degree program at the university.

Since the program began in 2010, nearly 3,000 international students have opted to attend USF. For the summer semester, 45 INTO students chose to study business. In the fall, that figure increased to 175 students. For the current semester, more than 120 INTO students are studying business.



Business Engagement

We will partner with businesses worldwide to seek and provide ideas, solutions, and intellectual capital. With strong business relationships, everyone wins: students, business, and faculty.

The College of Business has made a concerted effort to increase business engagement. We have ongoing relationships where companies work with faculty for programs that benefit students. Additionally, we have created tailored service opportunities where corporate partners can tap into faculty expertise to improve the bottom line or deepen their knowledge of key business issues.

As part of this effort, we now offer companies ways to work with faculty on research projects or to create custom executive education opportunities. The examples below and the logos on the following page represent just a few of the companies who partner with us by providing financial support, scholarship assistance, hands-on learning projects for students, paid internships, significant program support, or sponsorship of college-wide events.

Of course, the Florida Small Business Development Center at USF is highly engaged in the community. Serving ten counties in the region, the SBDC provides a myriad of services to established businesses as well as start-up companies. SBDC proudly points out the impact of its programs: for every dollar invested in the SBDC, \$40 is returned to the state in tax revenue. Its 45 employees assisted 10,727 business owners, aided 129 start-ups, and helped clients bring in more than \$109 million in governmental contracts.



Raymond James established a scholarship fund benefitting USF business students many years ago but the company's engagement hasn't stopped there. COO Dennis Zank, a College of Business alumnus, is a significant contributor and

RAYMOND JAMES

personal volunteer in the Corporate Mentor Program. Several key executives serve on advisory boards. The company provides internship opportunities for students and encourages employees to serve as guest lecturers. And few companies in this region hire more USF business graduates than Raymond James. Five USF students (and one brand-new graduate) were selected for the company's Super Saturday recruiting event in March - more students than from any other university nationwide.

Like Raymond James, Grow Financial has established a scholarship fund benefitting USF business students but the company does much more than simply provide financial support. CEO Bob Fisher serves on the Executive Advisory Council and is a frequent guest lecturer.



Grow managers serve as guest lecturers, participate in professional

development programs with the Bulls Business Community, and mentor students in the Corporate Mentor Program. Additionally, the company hosts an annual "networking practice session" offering first-year business students a chance to practice networking at a reception with Grow leaders, Chamber of Commerce members, and other friends of the college.

Fintech's involvement with the college includes financial support - for the fifth consecutive year - of the Fintech Business Plan Competition, a program hosted by the USF Center for Entrepreneurship that allows nascent student-led companies to pitch their ideas and win venture capital. This is no small contribution; the top prize for the most recent competition was \$20,000. CEO Scott Riley serves on the Executive Advisory Council and has provided real-world data analysis projects for students to work on as part of the ISDS Practice Center. Fintech hires USF business graduates and participates in a variety of smaller programs in the college.



A Sampling of Corporate Partners



The Bank of Tampa



People

We will reach our full potential only if our people are motivated, committed, and engaged. We strive to create and sustain a healthy work environment that values passion, accountability, personal development, openness, and collaboration.

- ▶ **Murad Antia** received the “Outstanding Research Award” for instructors.
- ▶ **Mike Bowen** was re-elected as national chair of the Coalition on Intercollegiate Athletics. COIA represents the faculty senate/governance bodies of the 123 Football Bowl Series (FBS) universities, those universities eligible for end of year “bowl” participation. As chair, he is involved with the NCAA’s current reorganization efforts and to present elected faculty’s perspective in the process of determining the NCAA’s future governance structure.
- ▶ School of Accountancy Professor **Jennifer Cainas** was presented with an Outstanding Faculty Advisor award from Beta Alpha Psi. USF’s student organization was also recently named a KPMG Gold Chapter for the fifth consecutive year -- one of only two schools internationally to have received this honor since the award’s inception in 2009.
- ▶ **Terry Engle** received the Beta Alpha Psi Outstanding Teaching Award in 2013.
- ▶ **Michael Fountain** was re-elected for a second term as a national Board of Director Member At-large for the United States Association for Small Business and Entrepreneurship, where he serves on the executive committee.
- ▶ Two College of Business faculty members were lauded for their teaching efforts. **Grandon Gill**, from the Information Systems & Decision Sciences Department, and **Jennifer Cainas**, from the School of Accountancy, were both recipients of this year’s USF university-wide Outstanding Undergraduate Teaching Award.
- ▶ **Wendy Jennings** and **Judy Oates** received the College of Business Performance Bonus Program Award in 2013.
- ▶ USF Small Business Development Center consultants **Bill McKown**, **Yanina Rosario**, **Selma Canas**, **David Noel** and **Mark Narus** passed the NASBITE - formerly the National Association of Small Business International Trade Educators - exam to earn Certified Global Business Professional designations. Additionally, **Kristine Manning** received the TRAIN research certification.
- ▶ **Jill Solomon** was one of two winners of the Hugh G. Wales Outstanding faculty advisor award at the AMA International Collegiate Conference held in New Orleans in April. She is the third USF faculty advisor to take home this award. **Victoria Panzer** received the award in 2013; **Paul Solomon** received this award when he was an advisor for the group in its formative years.
- ▶ **Victoria Panzer** received an Online Teaching Certification, granted by Innovative Education at USF.
- ▶ The USF Small Business Development Center, which is part of the Florida SBDC Network, has partnered with several organizations to host new offices throughout the region to place consultants in areas where local businesses can access them more easily. The SBDC partnered with the Lakeland Chamber of Commerce and the City of Lake Wales to open two new offices in Polk County and with USF Sarasota/Manatee to open two new offices in Bradenton and North Port. The SBDC also partnered with USF CONNECT to place two new consultants on campus at the USF CONNECT offices in Tampa.

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Development Update

In the last year, the College of Business has enjoyed the generosity of many donors, enhancing the education and experiences of students at every level.



Morgan Family Makes \$8 Million Gift to benefit USF Athletics, Colleges of Business and Marine Science

George and Jane Morgan have had a life-long love affair with the University of South Florida. Now, thanks to a deferred gift, they've ensured that their passion for George's alma mater will be felt long after they are gone.

A USF Foundation Board member, George and his wife Jane have made an \$8 million estate gift to the University of South Florida. This gift comes at the start of the second phase of the \$1 billion USF: Unstoppable Campaign.

The gift will benefit three distinct areas of the university -- the College of Business, the College of Marine Science and USF Athletics. The gift provides \$3 million to establish the George and Jane Morgan Endowment for the College of Business, \$3 million to establish the George and Jane Morgan Endowment for Marine Science, \$1 million to create the George and Jane Morgan Endowment for Men's Golf and \$1 million to create the George and Jane Morgan Endowed Football Scholarship.

Morgan said that as a USF alumnus (1976), he is especially proud to give back to his alma mater.

"I am delighted that Jane and I can make these gifts to the University of South Florida," said Morgan. "As a longtime member of the USF community, I have seen first-hand the ways in which giving improves the lives of our students and faculty. Through these endowed gifts, Jane and I know that we will also make a difference for generations to come. I hope, through our example, to inspire others to think of giving to the USF System when they are making their estate plans."

USF President Judy Genshaft noted that the Morgan's gift will impact many areas of the university.

"One powerful aspect of this gift is the way in which it will make a difference for students and faculty in so many different fields of study. Our Colleges of Business and Marine Science will benefit tremendously from the Morgans' generosity, as will our student-athletes," said President Genshaft.

The gifts will create endowments for the colleges and athletics. Because the gifts are endowments, they will provide financial resources into perpetuity.

"An endowment gift like this one is of vital importance for the College of Marine Science," said Dean Jacqueline Dixon. "It will provide our faculty and students with a steady source of funding that may be used to enhance the academic enterprise at the college, providing a boon for both teaching and research."

For the College of Business, Dean Moez Limayem said the gift will spur new learning opportunities.

"This amazing gift from the Morgan family will provide us with a consistent funding source needed to create new programs that will focus on student success," he said.

Their gift will likewise provide long-term funding for USF athletics programs. Football will benefit from an endowed scholarship, while men's golf will have a steady funding resource for equipment, travel and other annual needs.

The Morgans' estate gift provides a capstone for a lifetime of giving to USF. USF Foundation CEO Joel Momberg noted the couple's lasting legacy.

"The USF Foundation is grateful to the Morgans for their longtime support of USF," said Momberg. "They have given both time and financial resources, and in so doing have made a real difference in the lives of our students and faculty. Now, thanks to this generous estate gift, their impact will be felt far into the future. We simply can't thank them enough."

Former professor gives back to Business Honors Program

The Business Honors Program at the USF College of Business, the only program of its kind in Florida, recently received a donation that will further its mission of recruiting top high school students and providing them with exclusive educational opportunities and professional experience.

Former Management Professor Dick Dutton donated \$100,000 to the program, saying he wanted to be a part of a new program that could use additional funding to make its mark on the university. He also said he was impressed by the Business Honors Program's selectivity and uniqueness. Dutton, who taught at USF for more than four decades, already had established an endowed scholarship in his name and said he enjoys investing in USF because he gets to meet the students who have benefited from his generosity.

His relationships with students are what motivate him to keep giving, he said. Dutton will serve on the Business Honors Exceptional Scholars Award scholarship committee that provides \$2,500 to one student who exemplifies the values of the program, said he is excited to see that forward movement firsthand.

"Because the program is so selective, it really does pick the best and brightest," Dutton said. "When you put money into a program like this, the future investment and the benefits are guaranteed to be high."



Giving connects entrepreneur with roots of his success



As an international student from Beirut, Lebanon, Ali Hasbini's path to an accounting degree was even more obstacle-filled than for most students in the notoriously difficult major.

Though proficient in English and familiar with accounting fundamentals, the study of accounting theory brought challenges that, with the patient assistance of several accounting faculty members, Hasbini overcame.

"They saw sound accounting skills and capabilities and what I could do, regardless of where my communications skills were," he said. "It helped me accomplish what I have today, and I don't think I could have achieved what I did without the support and ammunition the College of Business gave me."

Hasbini earned a bachelor's degree in accounting in 1979 and went on to earn an MBA two years later with a concentration in finance. After working as a member of USF's accounting faculty for a few years, he moved into the private sector. Today, he runs a portfolio of nine real estate and industrial development businesses, including home building company Sunrise Homes.

The recognition of USF's contributions to his success prompted him to give back, including funding scholarships for students to study abroad and establishing the Robert M. Keith Endowed Teaching Professorship in the School of Accountancy. It's not only his own success he feels he's supporting — his wife, Sawsan, has an MBA from USF (1994), his daughters, Leena (2009) and Zeina (2011), both have USF degrees, and he hopes his son Jad will start at USF after he graduates from high school.

"Education is key, regardless of what field you are in," Hasbini said. "Personally, I feel that I need to support any educational endeavor because I can see what I did for me. I felt that I have to pay my debts and give back to the College of Business."

Finance alumnus contributes to 'real world' experience for students



When Brad Bernstein graduated with his finance degree from USF in 1984, he felt prepared for the real world. So when the opportunity to give back to USF and help the Business Bulls be more prepared for the challenging finance careers ahead of them, the founding partner of Chicago-based private equity firm SE Capital didn't think twice.

Finance Department Chair Scott Besley and Instructor Jack Rader approached Bernstein a few years ago with a proposal that would get students as close to the "real world" of finance as possible: The Student Managed Investment Fund. This course would offer students the chance to invest real money, pitching ideas and defending them while being advised and critiqued by professionals in the investment field.

"I look back at my own experience at USF, specifically within the finance program, and wished we had something like this when I was a student," Bernstein reflected. "I was in a position to help the college financially and couldn't have thought of a better way to do it."

Bernstein and his wife, Suzette Alba Bernstein (1984, College of Arts and Letters) also set up scholarships for undergraduate and graduate students at USF.

"Giving allows us to stay more connected to both USF and its students," Bernstein said.

"When I saw the first Student Managed Investment Fund presentation, I was overwhelmed with how talented these students were," he said. "With every new class, the bar is raised higher. My guess is I'll continue to be increasingly impressed with the caliber of students in the program and the quality of the information they're presenting."

Raymond James executive finds worthy cause in College of Business

When Lynn Pippenger started working at Raymond James in 1969 as a payroll clerk, she had to rely on her hard work rather than a college degree to prove her credentials.

But when the 1988 USF Executive MBA alumna retired two years ago, she had long occupied a seat at the Raymond James table, leaving the company as senior vice president. Now, she's worked to ensure that USF business students get the education that could further their own career growth.

Pippenger said USF's executive MBA helped her find words for work processes she had been doing for years. It also gave her a sense of camaraderie with classmates that had been missing in her undergraduate experience over years of night classes, where she often took a class and never saw any of her classmates or instructors again.

"I think it taught me to think better, and see the bigger picture," she said.

Pippenger has given generously to USF for more than 10 years, donating money toward building the new wing of the College of Business in 2002. The Lynn Pippenger Executive MBA Classroom was named in honor of that gift. She also gave in 2013 to support study abroad scholarships, and a few years ago, she generously recognized the College of Business and USF Health with an estate gift.

Pippenger said that, unlike her career in finance and accounting, there was no learning curve with philanthropy.

"Part of my upbringing was that I always had to give back some of my allowance," she said. "I had to save some of it, give some of it, and I could spend some of it. I still do that same thing today."

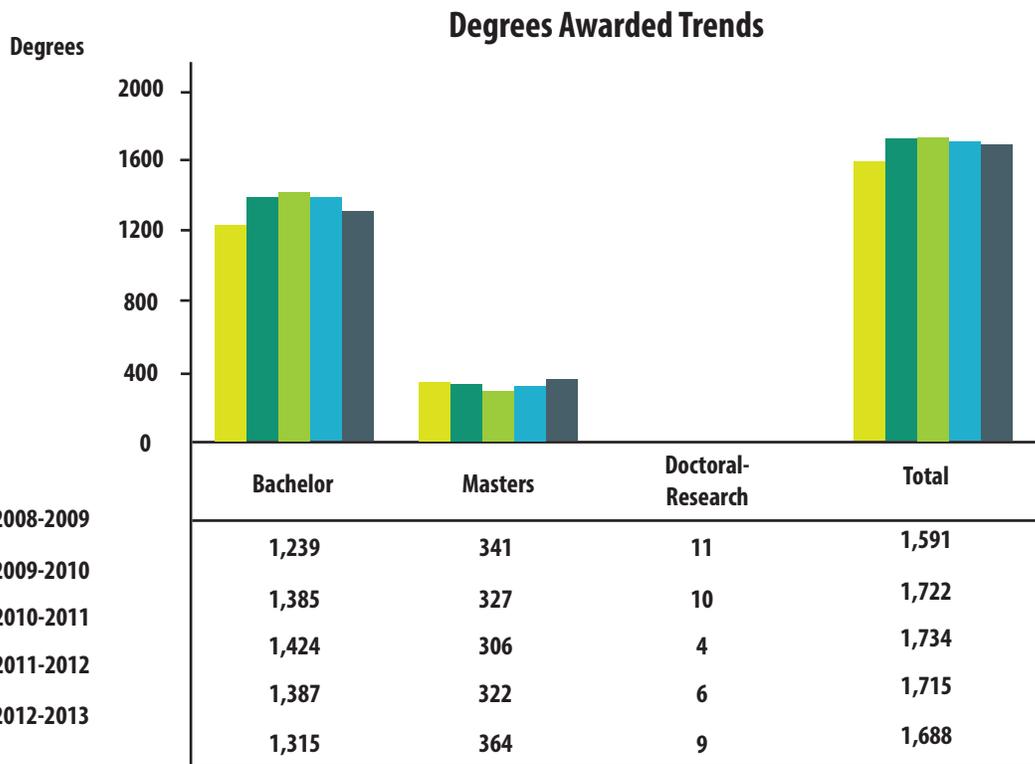


Student Flow

Annual Unduplicated Headcounts	2009-2010					2010-2011					2011-2012					2012-2013					2013-2014 (Preliminary)					
	Undergraduate	6,204					5,760					5,543					5,583					5,460				
	Master	898					861					867					963					1,042				
	Research Doctoral	69					72					57					55					49				
	Total	7,171					6,693					6,467					6,601					6,551				

Tuition and Waiver

	Gross Revenue	Total Waivers	Net Revenue
FY 11			
Total Undergraduate	\$10,195,758	-\$589,281	\$9,606,476
Total Graduate	\$4,583,662	-\$815,495	\$3,768,167
Grand Total	\$14,779,420	-\$1,404,776	\$13,374,644
FY 12			
Total Undergraduate	\$11,352,305	-\$640,303	\$10,712,003
Total Graduate	\$5,193,256	-\$876,254	\$4,317,002
Grand Total	\$16,545,561	-\$1,516,557	\$15,029,005
FY 13			
Total Undergraduate	\$13,162,525	-\$815,890	\$12,346,635
Total Graduate	\$6,516,163	-\$1,141,729	\$5,374,433
Grand Total	\$19,678,688	-\$1,957,619	\$17,721,068
FY 14 (Estimated)			
Total Undergraduate	\$12,715,171	-\$788,160	\$11,927,011
Total Graduate	\$8,071,691	-\$1,414,281	\$6,657,410
Grand Total	\$20,786,862	-\$2,202,442	\$18,584,421
FY 15 (Estimated)			
Total Undergraduate	\$12,858,970	-\$797,074	\$12,061,897
Total Graduate	\$8,162,976	-\$1,430,276	\$6,732,700
Grand Total	\$21,021,946	-\$2,227,350	\$18,794,597



National Academy Members and Faculty Awards

Faculty	Award	Award Year	College	Award Type
Janet Huston	Deloitte Teaching Innovation Award	2013-2014	Business	Others
Miriam Stamps	PhD Project Hall of Fame	2013-2014	Business	Others
Ryan Huston	Deloitte Teaching Innovation Award	2013-2014	Business	Others
Alan Hevner	AAAS Fellow	2011-2012	Business	AAU, NRC
Alan Hevner	Herbert A. Simon Best Paper Award	2011-2012	Business	Others
Grandon Gill	Herbert A. Simon Best Paper Award	2011-2012	Business	Others
James Stock	Distinguished Service Award	2011-2012	Business	Others
Alan Hevner	Lifetime Achievement Award for Design Science	2009-2010	Business	Others

Resources & Budget

Business, Fall Employee Headcount

	F 2009	F 2010	F 2011	F 2012	F 2013
Instructional Faculty					
Professor	17	18	18	19	20
Associate Professor	27	23	23	25	26
Assist Professor	13	13	16	11	10
Instructor	18	17	11	19	27
Lecturer					
Ranked Instructional Faculty	75	71	68	74	83
Other & Non-Instructional F	6	6	6	8	9
Faculty Adjunct	19	24	27	15	19
Graduate Assistant	78	89	91	96	116
A&P	26	31	32	30	38
USPS	26	28	30	31	30
OPS Other	16	12	7	12	11
Student Assistant	38	49	45	46	40
Total	284	310	306	312	346

2013-2014 Operating Budgets

Combined E&G and CF	Budget	Expenses		RSA	Expense Change	
		AA Pending Transfers	Actual & Planned			
Salaries (without benefits)						
Instructional Faculty	\$11,849,111	\$61,039	\$12,568,173	-\$658,023	823,027	7%
Instructional Adjunct	\$256,294	\$0	\$350,775	-\$94,481	-33,152	-6%
GA	\$1,045,989	\$20,500	\$841,746	\$224,743	-103,895	-10%
Non-Instructional Faculty	\$0	\$0	\$0	\$0	0	-
Non-Instructional Staff	\$1,708,937	\$205,197	\$1,992,048	-\$77,914	371,823	22%
Non-Instructional OPS Other	\$213,279	\$0	\$237,809	-\$24,530	-86,234	-36%
Subtotal	\$15,073,610	\$286,736	\$15,990,551	-\$630,205	971,569	7%
Fringe Awards/Bonus CF Only						
Subtotal	\$3,366,767	\$43,840	\$3,290,069	\$120,538	578,687	20%
Expense						
Other Operating Expense	\$357,523	\$30,621	\$340,745	\$47,399	-181,568	-32%
Travel	\$119,601	\$0	\$106,553	\$13,048	-1,857	-1%
Equipment- OCO	\$0	\$0	\$0	\$0	0	0%
Library Resources	\$0	\$0	\$0	\$0	0	-
Financial Aid/ Scholarships	\$20,630	\$0	\$38,962	-\$18,332	-29,788	-34%
Other	\$39,374	\$0	\$80,073	-\$40,699	31,218	15%
Subtotal	\$537,128	\$30,621	\$566,333	\$1,416	-181,995	-17%
Total E&G and Carryforward	\$18,977,505	\$361,197	\$19,846,953	-\$508,251	1,368,261	7%





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