



USF MUMA
COLLEGE OF BUSINESS
UNIVERSITY OF SOUTH FLORIDA

Annual Report
2014-2015



DEAN'S MESSAGE

MOEZ LIMAYEM, DEAN



WHAT A YEAR!

There is no better way to begin a message from the dean than to say it has been an amazing year – and a truly unprecedented one. The events of the past 12 months will shape the future of our college for years to come.

On October 10 at 10 a.m., two of the university's most faithful supporters decided that they believed so much in our mission that they wanted to attach their name to our efforts. Our college was named for Pam and Les Muma, recognizing their generous gift of \$25 million – the largest single donation in USF's 58-year history. It was a wonderful celebration. Hundreds of people came out to find out what big news we had been hinting about for months. Few people expected an announcement of this proportion.

I have said it many times but it bears repeating: This gift elevates USF into the top tier of business schools, one where donors so strongly believe in the mission and vision of the business school that they are willing to invest in it in a substantial and transformative way. The Mumas' generosity will help bolster faculty engagement in the business community and help students become better prepared for the workplace.

Another friend of the college was inspired by the Mumas' generosity, and, in February, we announced that we would rename the School of Accountancy to honor longtime donor Lynn Pippenger. Her \$10 million naming gift, part of more than \$21 million she has given to the Muma College of Business, will help us address a projected shortfall of qualified accountants in the workforce and prepare more accounting students for the field. It will help enhance the college's infrastructure and provide resources to help prepare students for certification exams. But not just the CPA exam. We want to prepare more students for the Certified Management Accountant, Certified Internal Auditor, and other credentials that will make them more employable.

AACSB International, the accrediting body for business schools worldwide, estimates that there are more than 16,000 schools offering business degree programs worldwide. Just 182 of them are dually accredited like USF is, with separate

accreditation recognizing excellence for both the business education offered and the individual accounting programs. Additionally, AACSB records indicate that just a handful of accredited schools of accountancy are named – and none of them are named for women.

Putting these two names together – Muma and Pippenger – is the best thing to ever happen to this college! It will have a long-lasting impact on the students we serve as well as the business community at large!

Those generous gifts, along with others, will allow us to better meet the needs of our stakeholders. This year saw the creation of two centers of excellence: the Center for Supply Chain Management & Sustainability and the Center for Analytics and Creativity. These centers examine issues central to our distinctive identity. A new graduate certificate program in compliance, risk, and anti-money laundering will provide students with the knowledge they need to find jobs in a fast-growing, lucrative field, without needing to enroll in a full-time degree program. The new Doctor of Business Administration offers CEOs and other upper-level executives the opportunity to earn doctoral degrees without interrupting their careers.

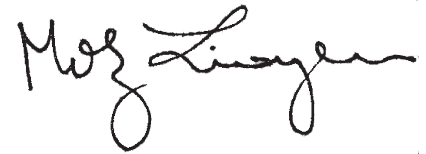
This college is nothing without its people. We became even stronger this year with several impressive new faculty members. The Muma College of Business is fortunate to be able to attract people like Richard Berman, a visiting social entrepreneurship professor in residence who has extensive experience in the healthcare industry and is an elected member of the Institute of Medicine at the National Academy of Sciences (and the first National Academy member in the history of the college); Kerry Myers, a clinical professor of accounting who spent many years in forensic accounting with the FBI; and Daniel Zantedeschi, an assistant professor researching consumer data, who joined us after completing a postdoctoral fellowship at Wharton. And those are just a few of our amazing new hires!

We are also working hard to exemplify USF's core mission: student success. Our enrollment has stayed strong, and we have seen an increase in the number and quality of our graduates. We have strengthened the already successful Corporate Mentor Program thanks to a gift from alumnus Barron Collier III, a supporter of the program. Students in the Student Managed Investment Fund not only manage \$400,000 of USF Foundation money (quite successfully, I might add), but also met with members of USF Town & Gown to discuss investment strategies, and they pitched their

stock suggestions to senior investment leaders at globally respected firms. This year, we put resources toward enhanced training of our academic advising team, encouraging them to help students think about their long-term job goals in addition to the short-term goal of graduation. We have seen unprecedented success in one of our master's programs – the MS/MIS program accounted for half of all applications to MS programs university-wide.

We are determined to give Pam Muma, Les Muma, and Lynn Pippenger a great return on their investment.

I could fill pages talking about all of the things we are doing! Please, read through this report to learn about ongoing successes, new initiatives, and the people who make me say, "what a year!"



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

A NEW NAME IN BUSINESS

A historic \$25 million gift from USF graduates Pam and Les Muma will have a significant impact on students in the USF College of Business – now the USF Muma College of Business. The gift focuses on student success, placing students on a professional development track from their first moments at USF. It also emphasizes faculty development and engagement in the business community.

“This gift elevates USF into the top tier of business schools, one where donors so strongly believe in the mission and vision of the business school that they are willing to invest in it in a substantial and transformative way,” said USF College of Business Dean Moez Limayem. “Pam and Les’ investment will have a tremendous impact on the educational experience for our students.”

The gift was announced in October amid fanfare, a drum roll, and a standing ovation from students, faculty, staff, and guests.

Les Muma is a 1966 graduate and the retired chairman and CEO of Fiserv, Inc., a financial industry automation products and services company he co-founded in 1984. Together, he and Pam have a long history of philanthropic support to USF; their latest gift brings the couple’s total giving to \$41.2 million, making them the largest individual donors in USF’s history. In addition, Les has served as chair of the USF Foundation Board of Directors and chair of the first phase of the USF: Unstoppable Campaign.

Muma’s career in data processing began while he was a USF student majoring in mathematics. Internships at Southern Bell in Jacksonville, Fla., and International Mineral and Chemical (IMC) in Bartow, Fla., led to his first job after graduation, one in the information technology department at IMC.

“This gift fulfills a dream of both Pam and myself, to be able to demonstrate in a meaningful way our gratitude to USF and in particular to the USF College of Business for helping us build the



foundation upon which our business careers grew,” Muma said. “Further it is our vision and belief that this gift will provide Dean Limayem and his team the resources needed to elevate the Muma College of Business to one of the preeminent business schools in the country, giving many more young students the opportunity to kick-start their own successful careers.”

Pam, a founding member of USF Women in Leadership and Philanthropy, has a long history of philanthropy within the Tampa Bay area. She serves as chair of the Board of Directors of the Tampa General Hospital Foundation, is a member of the Florida Health Science Board of Directors, and is past chair of the board of Junior Achievement.

“If it were not for the USF College of Business, Les and I would not be in a position to create this legacy at USF,” she said, adding that the couple has developed special relationships with many of the students they have supported over the years. “We felt this was the time to endow the College of Business so we can continue to watch these young adults grow and evolve into responsible business leaders.”

The historic announcement of the Mumas' naming gift was made before hundreds of supporters and friends on 10-10 at 10 a.m. The day began with a Board of Trustees meeting (right) where the gift and naming were made official. The celebration included remarks from alumna Maggie Butler (top right), a four-year recipient of scholarships funded by the family. Students performed the M-U-M-A song and the day concluded with the donors riding a new float in the USF Homecoming parade.



ACCOUNTING FOR EXCELLENCE

Lynn Pippenger likes to think of giving – and accounting – as part of her DNA.

“When I was 4 or 5 years old and given a small allowance, I was taught that I always had to give back some of it to church and charities, I had to save some of it, and I could spend some of it,” she said. “I still do that today.”

That spirit of giving back is what prompted USF to announce in February that its School of Accountancy would be named after Pippenger, a long-time donor and supporter. The Lynn Pippenger School of Accountancy naming recognizes a new gift of \$10 million from the retired Raymond James executive, whose total giving to the USF Muma College of Business exceeds \$21 million.

This gift is part of the \$1 billion USF: Unstoppable Campaign. Including a prior gift of \$1 million to USF Health, Pippenger’s overall contributions to the USF System are more than \$22.5 million.

“It has been something I have thought about for more than 20 years,” Pippenger said of the most recent gift. “I just finally decided to speak up.”

The retired accountant and financial services executive’s first gift to USF was in 1986. This latest generous gift isn’t the end of her support—she fully intends to continue to support USF and the school that helped her as she built her career.

“We are honored and humbled that Ms. Pippenger has chosen to invest so significantly in the accounting program at USF,” said Uday Murthy, director of the Lynn Pippenger School of Accountancy. “On behalf of our faculty, staff and students, I commit to doing everything we can to make the Lynn Pippenger School of Accountancy



at USF one of the best in the nation. We are proud to be entrusted with her vision for the future.”

This gift comes at a time when accountants are more in-demand than ever. According to the Bureau of Labor Statistics, employment of accountants and auditors is expected to grow 16 percent from 2010 to 2020, representing an additional 190,700 jobs. Pippenger’s gift will help USF address the projected shortfall and prepare more students to take the examinations to become Certified Public Accountants or to earn additional accounting credentials. Additional scholarships will be available for accounting majors and will provide stipends for students who participate in internships. The gift will also support the school’s infrastructure.

“It is a win-win-win,” said Moez Limayem, dean of the USF Muma College of Business. “Our students win because we are able to provide more scholarships and an even better academic experience. The college wins because we are able to create innovative programs that will attract top students and faculty. And employers win because we provide a steady pipeline of top talent to the future workforce.”

“I am honored to be associated with the USF Muma College of Business and its accounting program,” Pippenger said. “I am excited that, by giving now, I will have time to see the results of this gift. I look forward to seeing what the Lynn Pippenger School of Accountancy will accomplish.”

DEVELOPMENT REPORT

Thanks to the support of many of our alumni and friends, it has been a very good year for our students and faculty at the USF Muma College of Business. Their generous gifts of time, talent and treasure have been unprecedented this year and have provided us with the resources to establish new programs, enhance and expand existing programs and help more students achieve their goal of earning a college education. Our future is bright and so is theirs.

- ▶ Aside from the namings mentioned earlier in the report, it has been a great year for development.
- ▶ We began the year by awarding nearly \$400,000 in scholarships to 175 of our best and brightest business students. This figure does not include summer study abroad awards.
- ▶ The USF School of Mass Communications is now named after USF Trustee **Jordan Zimmerman**, the founder and chairman of Fort Lauderdale-based Zimmerman Advertising. The newly renamed Zimmerman School of Advertising and Mass Communications recognizes the USF alumnus for his gift of \$10 million to the school. The newly named school bearing Zimmerman's name already is known for the Zimmerman Advertising Program, a joint effort between the College of Arts and Sciences and the USF Muma College of Business. Founded in 2005, this program immerses students in the world of advertising by housing them in the ZAP living-learning community on campus while working toward a business degree and a master's degree focused on advertising analytics.
- ▶ Last fall, we launched the **Executive Bulls Leadership Giving Program**. This group of ultimate insiders is devoted alumni and friends of the Muma College of Business family who demonstrate an uncommon commitment to the college's future. Executive Bulls make annual unrestricted gifts of \$10,000 or more to the Muma College of Business. These gifts are used to support the dean's top priorities for the college, which include student success, research with

Campaign Goal

\$37,607,226

Progress to Goal

\$67,828,601

AS OF APRIL, 2015

Percentage of Goal Achieved

180.36%

impact, business engagement, global literacy and helping the college shape its distinctive identity through creativity and analytics. Student scholarships, faculty and research support, business engagement activities, and programs to enhance student learning all benefit from these gifts. These funds allow us to take advantage of opportunities that are critical to our success. In the past, we have had to pass up engagement opportunities for students with national corporations because we could not afford them with our budget.



Founding Members of the Executive Bulls

- Brad and Suzette Bernstein
- Ron and Nancy Floto
- Sarah and M. James Gunberg
- Ali and Sawsan Hasbini
- Moez and Alya Limayem
- Pam and Les Muma
- Lynn Pippenger
- Nick and Rene Vojnovic
- One Anonymous Donor

STUDENT SUCCESS

We will equip students with the knowledge and skills necessary to become analytical and creative problem-solvers.

BULLS BUSINESS COMMUNITY

The Bulls Business Community brings together top business students from all over the world. This partnership with USF Housing and Residential Education is a thriving living-learning community and one of the strongest on campus. Since its inception in 2007, 430 students have been part of the BBC, many of them reporting that this program was pivotal as they transitioned from high schooler to college student. They also say it helped transform them into business professionals who were able to choose between job offers at graduation.

Here, students take classes together and are provided with professional development opportunities which prepare students to be job-ready upon graduation. Etiquette dinners, company tours, résumé and interview preparedness presentations and access to high profile alumni and business professionals in the Tampa Bay area are just a few of the benefits of this incredible community.

It is no surprise that these high-achieving students are among the best at USF. This year, the BBC includes four Provost Scholars, two USF Ambassadors, two USF Orientation Leaders, the president of the Residence Hall Association, and countless other student leaders. This year, nine of the 25 Under 25 honorees began their USF story in the BBC and three of the four business students selected for the prestigious USF Golden Bull Award are former residents.



UNDERGRADUATE ADVISING

The Muma College of Business Undergraduate Advising Office is one of the busiest places on campus. During the 2014-15 academic year, the 11 advisors in the USF Muma College of Business handled 8,473 individual advising appointments. Advisors helped first-time students navigate registration and assisted returning students with everything from permit requests to graduation checks. Additionally, advisors had conversations about majors and careers with students who were unsure of their degree options and guided those who would be better suited for a different degree program to a new home.

The college's emphasis on job preparedness and career goals means that undergraduate advisors must go beyond checking to make sure students have successfully completed the courses they need to fulfill requirements. And because advisors are trained to evaluate course progression – but they are not typically trained to focus on a student's career – funding has been committed to intensify the training of the academic advising team in the USF Muma College of Business.

CORPORATE MENTOR PROGRAM

The Corporate Mentor Program continues to prepare first-generation college students for success at USF and beyond. The program matches students who are the first in their families to attend college – many of whom are working at least part-time to support their education – with a mentor from the business world. Some stats to point to the program's impact:

89 This year, 89 students were matched with mentors.

65 The Corporate Mentor Program hosted 65 professional development and training events.

\$84,000 Thirty Corporate Mentor Program participants received \$84,000 in scholarships.

100% Every Corporate Mentor Program participant who graduated during the fall 2014 semester had a job offer at graduation.

\$180,000 A new gift of \$180,000 over three years will allow the program to expand and help more students.

BIZCOMM CENTER



Over the past year, the Business Communications Center, known to students as BizComm, worked with more than 1,200 students to improve their written communication skills.

BizComm directly supports undergraduate and graduate courses and programs, offering students feedback on résumés and

cover letters, class reports, and PhD dissertations. This year, BizComm helped scholars in the Student Managed Investment Fund prepare for stock pitches and polish professional-quality reports. BizComm staff provided free application assistance for 25 Under 25 applicants as well. BizComm worked intensively with marketing and accounting classes, too, and reviewed communications scholarship students sent to donors and other special programs in the business school.

The BizComm Center isn't just for students: the center also provided copy-editing for faculty members' journal articles.



GIAMPIERO FUENTES
Finance Major

The 25 Under 25 program named its sixth class of honorees in 2015. This program recognizes students who have demonstrated success in at least two of the following categories: academics, leadership, professional development, and campus/community service. Their stories illustrate the caliber of students that USF attracts and the impact of the student success initiatives listed on these pages. Giampiero Fuentes illustrates that point.

A member of the 2014 roster, Fuentes has lived in the United States for only five years, but he has learned English, started two businesses, hosted a local Spanish-language TV show and earned an associate's degree. Soon, he will add a bachelor's degree in finance to his list of credentials.

Fuentes offers marketing and media services to multilingual companies nationwide and supervises a record label he launched in 2013. The entrepreneur is working toward a business degree because he aspires to work and travel worldwide, indicating that a solid understanding of financial principles will allow him to do so.

He is a 4.0 student and a member of several honor societies, including Phi Theta Kappa, Golden Key, and Phi Kappa Phi. He was named the Most Remarkable student in the 25 Under 25 program in 2014.

BUSINESS HONORS PROGRAM



The USF Business Honors Program – the only one in Florida – blends rigorous coursework and research activities with special living, service, study abroad, and applied learning opportunities found inside and outside of the classroom. The Business Honors Program brings together distinct features which include smaller classes, study abroad experiences, assistance finding summer internships, and opportunities for students to participate in comprehensive studies to help them learn how apply computational methods to business research. Students selected for this invitation-only program have scores that far exceed general USF admission requirements.

Some of the highlights for the 2014-15 academic year:

1248

The average high school grade point average for incoming Business Honors Program students was 4.14. Test scores are impressive, too: the average ACT score was 27.7 and the average SAT score was 1248.

100%

All graduates who were part of the Business Honors Program held internships and more than half had two or more internships.

100%

All Business Honors Program students have a study abroad experience. One in four have studied abroad two or more times. Three students received scholarships that allowed them to spend a semester or more overseas.

100%

For the last two years, every Business Honors student has had a job at graduation.



These students do more than simply study. They created a student organization, the Business Honors Service Association, and used it as a vehicle to raise hundreds of dollars for charity. They volunteer countless hours in their community. They presented their research at the Undergraduate Research Colloquium.

They are national scholarship awardees and serve as USF Ambassadors both here and abroad. They participate in team- and leadership-building programs and use these skills as mentors and role models at the university and college levels. They routinely represent the college at special events and ceremonies. This year, seven of the 25 under 25 and three of 18 Golden Bulls awardees were Business Honors Program students.



USF STUDENT MANAGED INVESTMENT FUND

The Student Managed Investment Fund offers motivated, well-prepared students the opportunity to participate in financial investment strategies to manage real money in real time.

USF student-proposed stock picks consistently outperform the market. The trailing 12-month return on the fund is more than 9.5 percent better than the S&P 500's while taking on half the risk.

The investment fund is governed by an advisory board of financial services industry professionals. These leaders share expertise and interact with the young scholars when analysts pitch their ideas for stock purchases. These students are able to use this experience to get internships and then jobs.

This year, the program expanded to two classes, allowing us to more than double the number of students we can train using the same resources. Our new full time instructor, Joe Mohr (a USF PhD grad and Chicago Booth MBA with 20 years' industry experience) has helped expand the program.

The student-managed fund benefits the business community by providing access to outstanding students as well as access to research reports and other investment fund materials.



\$412,000

THE CURRENT VALUE
OF THE **STUDENT
MANAGED INVESTMENT
FUND** AS OF JUNE 30, 2015

MORE THAN
**60 PROFESSIONALS
& 40 FIRMS**

REGULARLY ENGAGED
IN THE PROGRAM

100% PLACEMENT IN A JOB OR
IN GRADUATE SCHOOL
UPON GRADUATION

GRADUATES ARE ACCEPTING
JOBS WITH SALARIES THAT

ARE MORE THAN
50% HIGHER

THAN SALARIES OF OTHER
USF FINANCE GRADUATES

CAREER PREPAREDNESS

Universities must do more than provide the technical knowledge expected of a degree program. An important part of our job is to prepare students for careers and jobs that might not yet exist. We must be the pipeline where employers seek out talent. To ensure that students are well prepared for the business career environment, we provide one-on-one career advising sessions that include assessment tests, résumé reviews tailored to specific job descriptions, academic major-potential career matching, interview preparation and connecting students directly with local and national employers. We provide employer-focused programming to facilitate successful connections between students and our campus and community partners. This ranges from employer information sessions to professional development workshops to creating new ways for employers to connect with potential interns.

888 Student attendance at the 29 info sessions held during the 15-week fall and spring periods.

531 Walk-in career advising sessions

3 “Landing the Job” workshops (hosted by Raymond James, Bank of America, and Target)

34 Average student attendance at workshops

1,330 Number of students attending special events such as Corporate Connections.

Companies Hiring USF Muma Grads During 2014-15 Year	Number Hired
PricewaterhouseCoopers	35
Deloitte	21
Ernst & Young	19
Citi	16
Raymond James	13
JPMorgan Chase	11
Tech Data	10
Verizon	9
Target	6
T. Rowe Price	6

Companies hosting info sessions exclusively for business majors:

**Arthur Gallagher
Deloitte
Greenway Health
Levin Mass Mutual
Nielsen
Raymond James
Spirit Airlines
T. Rowe Price
Target
TruGreen
WilsonHCG
Tribridge
Macy’s
Lockheed Martin
Amazon
TQL
FIS Global
SunTrust
Aflac
First Investors
Verizon
United Technologies
Goldman Sachs**

NEW STUDENT INITIATIVES

- ▶ We have increased our emphasis on internships. Today's businesses are challenged with finding and retaining great employees. Today's students place priority on finding and keeping a great job. The win/win solution is epitomized in the Muma College of Business Marketing Internship course, which was modeled after the highly successful Marketing Practicum and expanded to serve every department in the business school. Each semester a limited number of students have the opportunity to hold an internship in exchange for academic credit. Participation in the internship provides USF students with hands-on marketing experience through partnerships created with many of Tampa Bay's top companies. Many students comment that the internship was the best course they took in college. Research shows an 18%-20% salary advantage for students who complete internships. Businesses are consistently happy with the talented students made available to them through the internship program and many offer their interns full time employment upon graduation. But they have reported that navigating USF's systems can be challenging. To that end, we have hired **Cyndy Sanberg** to help us revamp the processes and become the friendliest partner in the region when it comes to intern recruitment.
- ▶ Twenty-seven executives—most of whom had not set foot in a college classroom for more than 20 years—reported to orientation in February, eager to continue their education and develop research skills to solve contemporary business problems. The students make up the inaugural class of the Doctor of Business Administration program in the USF Muma College of Business. They include chief executive officers, chief financial officers, controllers, chief technology officers and other high-level professionals. The three-year cohort program, a fundamentally different degree from the traditional PhD or Executive MBA, is intended for working professionals with extensive managerial experience who are looking to transform business practice. DBA Program Director **Grandon Gill** reports that half of the people in the program are CEOs of their own companies – people who are not only able to make decisions, but also to implement them in a real work situation.
- ▶ We launched the **General Business Certificate** this year, designed exclusively for non-business majors. Perfect for undergraduates majoring in mass communications, criminology, psychology, international studies, social work, public health, history, languages, political science, and similar majors, this program provides the business knowledge – without having to pursue a business minor – that will help students in these and other disciplines land a job where they can apply their skills in a corporate setting. There are no pre-requisites to begin the certificate and the sections set aside for this program are created with the non-business major in mind. While there is no specific point of entry for the program, there is a preferred sequence of coursework, starting with a computers class and ending with a specialized finance course. All courses are available online.
- ▶ The ISDS Department added a number of events to its calendar, most of them focused on boosting soft skills. The department hosted a “Minute to Win It”-style networking program, held mock interviews, hosted custom résumé workshops, and offered bootcamps on topics such as healthcare IT, big data, and Sharepoint. ISDS staff also offered high school bootcamps, covering topics in analytics, programming, user interface design and information security. These free bootcamps gave students a chance explore STEM-related business concepts.



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.

The academic journal publications on the following pages summarize the faculty's research contributions in a wide variety of business disciplines during the 2014-2015 academic year. The 103 faculty members of the USF Muma College of Business contributed to their fields by publishing articles in peer-reviewed journal publications. Additional contributions that are not noted below range from columns in mainstream publications to presentations at conferences.

- ▶ Associate Professor **Andrew Artis** coauthored several papers during the 2014-15 academic year. “Less is More: An Exploratory Analysis of Optimal Visual Appeal and Linguistic Style Combinations in a Salesperson’s Initial-Contact Email to Millennial Buyers Within Marketing Channels” was published in the *Journal of Marketing Channels*. “The Moderating Effect of the Self-Directed Learning Measurement Tool: A User’s Guide” was published in the *International Journal of Self-Directed Learning*. The *Journal of Services Marketing* published “Technology Perceptions in Employees’ Use of Self-Directed Learning.” “The Role of Productivity Propensity in Front Line Employee Performance: Its Relationship with Customer Orientation and Important Service Outcomes” was published in *Psych and Marketing*. Additionally, Artis coauthored two papers with USF colleague **Paul Solomon**.
- ▶ Four different journals published articles coauthored by Professor **Anol Bhattacharjee**. The *DATA BASE for Advances in Information Systems* published “The Salience of Governance Mechanisms in Contributing to Electronic Repositories.” *Information & Management* published “Knowledge Transfer and Utilization in IT Outsourcing Partnerships: A Preliminary Model of Antecedents and Outcomes.” The *European Journal of Information Systems* published “Why End-Users Move to the Cloud: A Migration-Theoretic Analysis.” And the *Journal of Computer Information Systems* published “Looking Inside the ‘IT Black Box’: Technological Effects on IT Usage.”
- ▶ The *Journal of Consumer Research* published “Something to Chew On: The Effects of Oral Haptics on Mastication, Orosensory Perception, and Calorie Estimation,” an article coauthored by Professor **Dipayan Biswas**. Biswas also coauthored “Making Choices While Smelling, Tasting, and



ANAND KUMAR ASSOCIATE PROFESSOR, MARKETING

- ▶ The *Journal of Advertising* published an article coauthored by Associate Professor and Marketing Department Chair **Anand Kumar**, “Contextual and Competitive Interference: Inhibition or Facilitation?” Kumar collaborated with fellow Marketing Department faculty members **David Ortinau** and **James Stock** for an article published in the *Journal of Consumer Behaviours*. That article, “When Multiple Identities Compete: The Role of Centrality in Self-Brand Connections,” provides a framework for understanding how centrality impacts people’s choice of brands and related brand connectedness.

Listening: The Role of Sensory (Dis)similarity When Sequentially Sampling Products,” which was published in the *Journal of Marketing*.

- ▶ Professor **Ellis Blanton** coauthored two articles that were published this year. The first, “Social Cognitive Theory: The Antecedents and Effects of Ethical Climate Fit on Organizational Attitudes of Corporate Accounting Professionals: A Reflection of Client Narcissism and Fraud Attitude Risk,” was published in the *Journal of Business Ethics*. The second, “System Developers’ Nature of Work Characteristics and Their Relationship with Organizational Commitment and Job Satisfaction,” was published in the *Journal of Information Technology Management*.
- ▶ Professor **Daniel Bradley**’s work “Class Action Lawsuits and Executive Option Exercise Behavior” was published in the August edition of the *Journal of Corporate Finance*. Bradley also authored “Are Analysts’ Recommendations Informative? Intraday Evidence on the Impact of Timestamp Delays” in the *Journal of Finance*. He and Professor **Christos Pantzalis** coauthored “Bucking the Trend: The Informativeness of Contrarian Stock Revisions” in *Financial Management*.
- ▶ **Donna Davis**, a professor in the Marketing Department, published a guest editorial, “Research that Makes a Difference,” in the *International Journal of Physical Distribution & Logistics Management*. She has a research article, “Delivering Value to Community Partners in Service-Learning Projects,” forthcoming in the *Journal of Community Engagement and Scholarship*.
- ▶ Center for Entrepreneurship Director **Michael Fountain** coauthored “The Drive to Modify Program Curriculum Based Upon a Student Needs Assessment,” which was published in the *ICSB World Conference Proceedings* in July 2014.
- ▶ Associate Professor **Lisa Gaynor** coauthored “The Effects of Analyst Forecasts and Management Forecast Consistency on Perceptions of Management Forecast Credibility,” which was published in *Accounting and Finance*. She also published “Comments by the Auditing Standards Committee of the Auditing Section of the American Accounting Association on PCAOB Release No. 2013-009, Proposed Rule on Improving the Transparency of Audit: Proposed Amendments to PCAOB Auditing Standards to Provide Disclosure in the Auditor’s Report of Certain Participants in the Audit” in the December 2014 issue of *Current Issues in Auditing*.
- ▶ ISDS Professor **Grandon Gill** proposed a framework using complexity as a means of better understanding the role that case studies can play in the classroom and in building bridges between research and practice in his article, “The Complexity and the Case Method,” published in *Management Decision*.



DIANA HECHAVARRÍA ASSISTANT PROFESSOR, ENTREPRENEURSHIP

- ▶ USF Center for Entrepreneurship Assistant Professor **Diana Hechavarría** coauthored “A Review of the Entrepreneurial Ecosystem and Entrepreneurial Society in the United States: An Exploration with the Global Entrepreneurship Monitor Dataset,” which was published in the *Journal of Business and Entrepreneurship*. She also coauthored “Does Cultural Capital Matter? Exploring Sources of Funding in New Venture Creation,” which was published in the *Small Business Institute Journal*. A third article, “Opportunity Types, Social Entrepreneurship, and Innovation: Evidence from the PSED” is forthcoming in the winter issue of the *International Journal of Innovation and Entrepreneurship*.

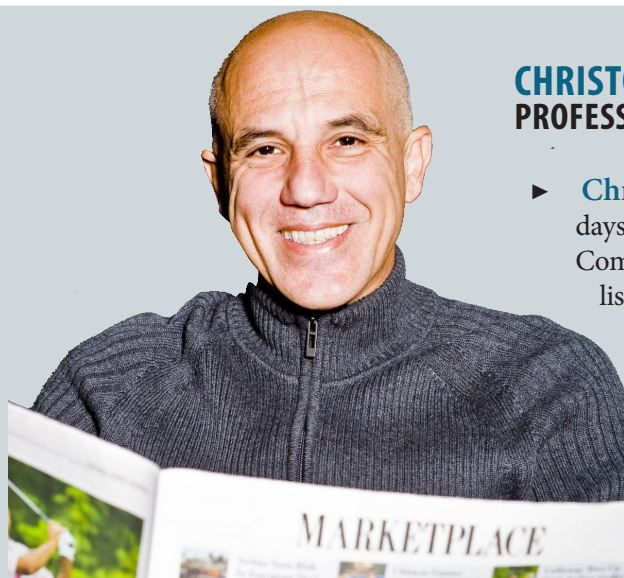
- ▶ Assistant Professor **Michelle Harrolle** coauthored “Estimating Consumer Spending on Tickets, Merchandise, and Food and Beverage: A Case Study of an NHL Team,” which was published in the *Journal of Sport Management*. The purpose of the study was to analyze financial data for 123 regular season home games to understand the influence of day of week, special promotions, opponent, month in season, time of game, and season on ticket sales, merchandise per cap sales, and food and beverage per cap sales for a NHL team. The findings provide practical implications for teams who hope to maximize game day revenue.
- ▶ Research conducted by Associate Professor and Bonanni Professor of Finance **Delroy Hunter** was published in the *Journal of Banking and Finance*. The journal published his article “News Spillovers from the Greek Debt Crisis: Impact on the Eurozone Financial Sector.” Hunter also authored “Firm-Level Competition and Exchange Rate Exposure: Evidence from a Global Survey of Firms,” which was published in the winter issue of *Financial Management*.
- ▶ ISDS Professor **Wolfgang Jank** coauthored “Functional Response Additive Model Estimation with Online Virtual Stock Markets,” which was published in *Annals of Applied Statistics*. Additionally, Jank coauthored “Multilevel Sparse Functional Principal Component Analysis,” which was published in the academic journal *Stat*.
- ▶ Professor **Jerry Koehler** coauthored “Effects of Organizational Tenure on Workplace Deception,” published in the *Review of Business Research*. The paper presented the results of a study that predicted how employees’ tenure in the workplace affects their perception of workplace deception.
- ▶ ISDS Professor **Marvin Karlins**’ book, “The Like Switch,” was published in 2015. Additionally, Karlins’ article, “The Karlins Four Factor Theory of Business Success” was published in the *Journal of International Management Studies*. Along with colleagues **Edith Hargis**, **Sally Fuller**, and **Chad Michaels**, Karlins coauthored “Don’t Detonate These Word Mines at Work,” an article published in *The Journal of Global Business Management*.
- ▶ Marketing Instructor **Richard Kelso**’s work, “Service Measurement Initiatives: Institutional Effectiveness Efforts in Higher Education,” will be published in the *Leadership and Organizational Management Journal*.
- ▶ Associate Professor **Gary Laursen** published “Asset Protection Issues for Florida CPAs” in *The CPA Today*’s May/June 2015 issue.
 - ▶ The *Journal of Hospitality Financial Management* published “Assessing and Analyzing Internal Control Practices in the Lodging Industry,” which was written by Lynn Pippenger School of Accountancy Instructor **Heather Lively**.

DAHLIA ROBINSON ASSOCIATE PROFESSOR, ACCOUNTING

- ▶ Associate Professor & KPMG Faculty Fellow **Dahlia Robinson** coauthored “Audit Committee Financial Expertise, Corporate Governance, and the Voluntary Switch from Auditor-Provided to Non-Auditor-Provided Tax Services” which was published in *Advances in Accounting* in its June 2014 issue. The paper details the findings of an investigation into the relation between audit committee quality, corporate governance, and audit committees’ decision to switch from permissible auditor-provided tax services.



- ▶ **Moez Limayem** coauthored an article published in *MIS Quarterly*. “Data Collection in the Digital Age: Innovative Alternatives to Student Samples” examined the consistency of survey results across student samples, consumer panels, and online crowdsourcing markets (specifically Amazon’s Mechanical Turk). A second article, “Good Habits Gone Bad: Explaining Negative Consequences Associated with the Use of Mobile Phones from a Dual-Systems Perspective,” is forthcoming in *Information Systems Journal*.
- ▶ **Sean Lux**, an assistant professor in the Center for Entrepreneurship, coauthored “Competing Against the Unknown: Enabling and Constraining Institutions and the Informal Economy,” which was published in the *Journal of Business Ethics*.
- ▶ **Uday Murthy**, the director of the Lynn Pippenger School of Accountancy and an Eminent Scholar, had an article published in the *International Journal of Accounting Information Systems*. In “Nonprofessional Investors’ Perceptions of the Incremental Value of Continuous Auditing and Continuous Controls Monitoring: An Experimental Investigation,” Murthy points out that his experiments indicate that although nonprofessional investors believe that continuous auditing decreases the likelihood of material errors and asset misappropriation, nonprofessional investors do not concomitantly increase their investment upon learning about the implementation of these sophisticated continuous assurance techniques.
- ▶ Marketing Professor **David Ortinau** has an article, “Debunking Legendary Beliefs About Student Samples in Marketing Research,” forthcoming in the *Journal of Business Research*.
- ▶ **Richard Plank** and **Robert Hooker**, both faculty in the Marketing Department, coauthored “Sales and Operations Planning: Using the Internet and Internet Based Tools to Further Supply Chain Integration,” which was published in the *Journal of Research in Interactive Marketing*. Plank coauthored “A Competency Model for Entry Level Business-to-Business Services Salespeople,” which was published by *Services Marketing Quarterly*. Additionally, Plank wrote “Comparing the Two Newest Models of Sales Performance: Silent Edge and Corporate Executive Board,” which was published in *The Journal of Selling*.
- ▶ **Jianping Qi** and **Ninon Sutton** had an article, “The Post-Repurchase Announcement Drift: An Anomaly in Disguise,” published in the summer edition of *Financial Management*, a top-tier journal in the area of finance.
- ▶ **Jacqueline Reck** coauthored an article published in the *Journal of Government and Nonprofit Accounting*: “The Relative Influence of Fund-Based and Government-Wide Financial Information on Municipal Bond Borrowing Costs.” The study provides evidence of the association between accrual-based financial information provided by the GASB Statement No. 34 reporting model and new issue municipal bond borrowing costs.



CHRISTOS PANTZALIS PROFESSOR, FINANCE

- ▶ **Christos Pantzalis** published five articles this year. The articles “Religious Holidays, Investor Distraction, and Earnings Announcement Effects” and “Too Close for Comfort? Geographic Proximity to Political Power and Stock Returns” were published in the *Journal of Banking and Finance*. “Exuberance Out of Left Field: Do Sports Results Cause Investors to Take Their Eyes Off the Ball?” was published in the *Journal of Economic Behavior and Organization*. “Do Family Owners Use Firm Hedging Policy to Hedge Personal Undiversified Wealth Risk?” was published in *Financial Management* and “Agency Costs and Equity Mispricing,” was published in the *Asia-Pacific Journal of Financial Studies*. A paper he coauthored with **Dan Bradley** was also published this year.

- ▶ **Terry Sincich**, an associate professor in the ISDS Department, had two papers published this year. He coauthored “Procedural Justice and Information Sharing during the Budgeting Process,” which was published in *Advances in Management Accounting*. He also coauthored “Leadership, Budget Participation, Budgetary Fairness, and Organizational Commitment,” which was published in *Advances in Accounting Behavioral Research*.
- ▶ Marketing Instructor **Jill Solomon** authored a textbook supplement for “Marketing Management,” a textbook in its second edition.
- ▶ **Paul Solomon** and **Andrew Artis**, both faculty in the Marketing Department, coauthored two papers together. The first, “The Impact of Perceived Organizational Support on Self-Directed Learning in Sales Training” was published in the *Journal of Marketing Channels* in 2014. The second, “The Impact of Perceived Organizational Support on Salesperson Psychological and Behavioral Work Outcomes” was published in the *International Journal of Management Research and Business Strategy* in January 2015.
- ▶ Professor **Ninon Sutton** examined IPOs in her article, “Intra-Industry Effects of IPOs on Stock Repurchase Decisions of Rival Firms,” published in the *Journal of Accounting and Finance*. The study’s findings show that rival firms use repurchases to correct for the market’s overreaction to the IPO threat. These IPO-induced repurchases are stronger when the rival firms are in a concentrated industry and experienced poor stock performance in the previous year.
- ▶ Sport & Entertainment Management MBA Professor and Director **William Sutton** coauthored “All Together Now? Exploring Sales and Management Integration,” which was published in *Sport, Business and Management: An International Journal*. Sutton also authored “Sport Marketing,” a textbook in its 4th edition. Additionally, Sutton authored “Sometimes It’s More than Black & White,” a collection of his *SportsBusiness Journal* columns. Proceeds from the sales of these books benefit the Sport & Entertainment Management programs.
- ▶ *The Journal of Marketing Theory and Practice* published an article coauthored by Associate Professor **Sajeev Varki**. The article, “Examining How Self-Regulation Determines Choice Processing Strategies and Motivations Underlying Attraction Effect,” explored both the motivation (why people process choice information the way they do) and the choice-processing strategy (how people process choice information) underpinning the phenomenon of attraction effect. A second article coauthored by Varki, “Keeping Consumers in the Red: Hedonic Debt Prioritization Within Multiple Debt Accounts,” is forthcoming in the *Journal of Consumer Psychology*.
 - ▶ Visiting Associate Professor **Janelle Wells** coauthored four articles this academic



MICHAEL MONDELLO
ASSOCIATE PROFESSOR, SPORT & ENTERTAINMENT MANAGEMENT

- ▶ Professor/Associate Program Director **Michael Mondello** coauthored several works during this academic year: “A Tale of Three Cities: IntraGame Ratings in Winning, Losing, and Neutral Markets” was published in the *International Journal of Sport Finance*; “How Event Significance, Team Quality and School Proximity Affect Secondary Market Behavior at March Madness” was published in *Sport Marketing Quarterly*; and “Structural Examination of Managerial Work Values and Constructive Organizational Culture: Use of the Partial Disaggregation Method” was published in the *Journal of Multidisciplinary Research*.

year: “Examining the Influence of Transformational Leadership, Leader-Member Exchange, Organizational Commitment, Job Embeddedness and Job Search on Turnover Intentions of Division I Senior Administrators” was published in the *Leadership & Organizational Development Journal*. “Do American College and University Students Endorse the Recruitment of International Student Athletes?” was published in the *Journal of Contemporary Athletics*. “Full-time Student, Part-time Employee: Capturing the Effects of Socialization Influences and Multiple Identities on Affective Commitment” was published in *Event Management*. And “The Relationship Between Transformational Leadership, Leader Effectiveness, and Turnover Intentions: Do Subordinate Gender Differences Exist?” was published in the *Journal of Intercollegiate Sport*.

- ▶ Associate Professor **Patrick Wheeler** authored a textbook, “Accounting Information Systems,” and coauthored the paper “The Effect of Changes in Decision Aid Bias on Learning: Evidence of Functional Fixation,” which was published in *Journal of Information Systems*.
- ▶ Assistant Professor **Jim Whitworth** coauthored “Office-Level Characteristics of the Big 4 and Audit Report Timeliness” in *Auditing: A Journal of Practice and Theory*. Whitworth and his colleagues examined whether office-specific industry expertise, office size, and the importance of the client to the local office are associated with audit delay (i.e., the time between fiscal year-end and the audit report date) and explored the sensitivity of various measures and the impact of earnings quality.
- ▶ **He Zhang**, an assistant professor in the ISDS Department, coauthored “Models and Algorithms for Distributionally Robust Least Squares Problems,” which was published in *Mathematical Programming*.

RESEARCH GRANTS

- ▶ Marketing Department faculty members **Anand Kumar**, **Paul Solomon**, and **Carol Osborne** received a \$132,337 grant from White Cloud to study consumer perceptions of vaping.
- ▶ Information Systems Decision Sciences faculty member **Donald Berndt** is the principal investigator for a \$298,727 National Science Foundation grant to examine distributed computing approaches for the analysis of enterprise and systemic risk using a financial contract-based infrastructure. This research focuses on the implementation of a reference architecture and technical platform designed to cater to the specific data fabric of the financial system and addressing the computational requirements associated with the analysis of systemic risk using granular contract-level data.
- ▶ Sensory marketing expert and Marketing Department faculty member **Dipayan Biswas** received a \$10,700 Cornell University Study grant to examine children’s food choices.

DOREEN MACAULAY INSTRUCTOR, ISDS DEPARTMENT

- ▶ Doreen MacAulay, an instructor who teaches management courses and is part of the Information Systems Decision Sciences Department, authored her first textbook, “It Depends: A Management Primer,” this year. The book is an introductory management textbook that focuses on the foundations of management such as strategy, decision making, motivation control, and leadership. University of South Florida alumnus Doug Blitzer, an executive with Tribridge, was among the field experts who contributed to the book.



- ▶ **Donna Davis**, who is part of the Marketing Department, received a \$10,174 grant from the Florida Department of Transportation to evaluate logistics-led economic development. Additionally, Davis received a \$30,000 grant from the University of Tennessee Demand-Supply Integration Forum to study closed-loop supply chain management in response to natural resource scarcity.
- ▶ Center for Entrepreneurship Director **Michael Fountain** secured a \$40,000 grant from Hillsborough County to help foster entrepreneurship in the region. The two-year competitive grant supports entrepreneurship in the high technology sectors, particularly in the life sciences field, and supports student innovation through the USF Student Innovation Incubator, a shared workspace and a collaborative business environment for students of all disciplines. Additionally, Fountain is co-PI for the NSF I-Corps site grant, a competitive three-year grant providing \$300,000 to provide training and support for translation of USF technologies into the marketplace.
- ▶ **Lisa Gaynor**, a faculty member in the Lynn Pippenger School of Accountancy, received a grant from PricewaterhouseCoopers INquires to investigate whether CFOs are more likely to engage in earnings management resulting in lower financial reporting/earnings quality when there are social or professional ties between the CEO and members of the audit committee. The study also examined whether social ties are more detrimental to earnings quality than professional ties.
- ▶ The Naval Postgraduate School named Information Systems Decision Sciences Professor **Grandon Gill** principal investigator for a \$58,000 project to study the effectiveness of Joint Inter-Agency Field Exploration exercises as informing systems.
- ▶ **Grandon Gill** and **Manish Agrawal**, both part of the ISDS Department, received a \$299,468 National Science Foundation grant to develop open authentic case studies for a MS in Cybersecurity capstone course. The case studies to be developed will all focus on decision making related to cybersecurity and will be published as an open-access textbook.
- ▶ Sport & Entertainment Management MBA faculty member **Michelle Harrolle** received a \$15,000 grant from Valspar to conduct an economic impact study of the Valspar Golf Championship.
- ▶ Information Systems Decision Sciences faculty member **Alan Hevner** received a \$50,000 grant from the Dr. Theo and Friedl Schoeller Research Center for Business and Society, Friedrich Alexander Universitat Erlangen-Nurnberg, Germany. He is co-investigator on a study to develop methods for innovation across disciplinary and institutional boundaries.
 - ▶ Sport & Entertainment Management faculty members **Michelle Harrolle**, **Janelle**



BALAJI PADMANABHAN
ASSOCIATE PROFESSOR, ISDS

- ▶ Professor and Information Systems Decision Sciences Chair **Balaji Padmanabhan** coauthored “The ‘Most Popular News’ Recommender: Count Amplification and Manipulation Resistance” with then-doctoral student Shankar Prawesh. Their paper examined manipulation-resistant news recommender systems, focusing on a common method used on the front page by many media sites of recommending popular news sites such as the *New York Times*, *BBC*, *CNN*, and *Wall Street Journal*. Their work was published in *Information Systems Research*.

Wells, and **William Sutton** received a \$10,000 grant from the Tampa Bay Buccaneers to conduct a study, the Qualitative Assessment of Premium Product Purchasers, regarding product utilization and intention for renewal.

- ▶ **Janelle Wells**, from the Sport & Entertainment Management Program, received a \$3,000 grant from Janet B. Parks NASSM to study Servant Leadership with Street Soccer.
- ▶ Both the Information Systems Decision Sciences Department and the Lynn Pippenger School of Accountancy are continuing their initiatives funded from the statewide TEAm grant – the Targeted Educational Attainment program – to help Florida universities graduate more students in high-demand employment areas. These grants help boost graduation rates by providing more class sections of upper-level courses, developing online tutorials to explain complex material, providing performance-based scholarships, and providing access to tutors seven days a week. To help place students, grant funds were also used to hire personnel to identify internship and full-time opportunities for students. The goal is to help information systems and accounting students at USF progress more quickly, graduate on time, and be placed in jobs in their field upon graduation.
- ▶ Grants funded six ISDS Practice Center projects. **Balaji Padmanabhan** received two \$15,000 grants from Bank of America. One was to study enterprise media monitoring for sentiment analysis and one examined social media monitoring for product analysis. Additional \$15,000 grants were received: **Grandon Gill** received a grant from Celestar Corporation for analytics market analysis. **Manish Agrawal** received a grant for an enhanced search and recommendation engine project for Sunview Software. A grant from Yara Inc. funded **Wolfgang Jank**'s project examining mobile technology digital marketing in agriculture. **Joni Jones** led a project funded by Chromoalloy to examine Chromalloy schedule design recommendations.
- ▶ The USF Small Business Development Center received nearly \$2.4 million in grant funding during the 2014-15 academic year. Grants came from the Small Business Association, Department of Labor Administration's Procurement Technical Assistance Program, Career Source Tampa Bay, the Greater Hernando County Chamber of Commerce, South Florida State College, Saint Leo University, Bank United and the Sarasota CEO Program. The funds support overall operations for the 10-county region served by the USF SBDC, which provides low- or no-cost consulting and training services for small businesses and start-ups. In 2014, the SBDC's certified consultants spent more than 16,600 hours providing such consulting services and 55% of that time was spent helping clients expand their markets.

ALAN HEVNER PROFESSOR & EMINENT SCHOLAR, ISDS

Informing Science: The International Journal of an Emerging Transdiscipline published two of **Al Hevner**'s articles. "The Knowledge Innovation Matrix: A Clarifying Lens for Innovation" analyzed value propositions for innovations in relation to the goals of the stakeholders in academia, industry, and government. The second, coauthored with **Rosann Collins** and **Grandon Gill**, "A NeuroDesign Model for IS Research," explored the relationship of design research and neuroscience in IT. Hevner also coauthored "Towards a NeuroIS Research Methodology: Intensifying the Discussion on Methods, Tools, and Measurement," published in the *Journal of the Association for Information Systems*, and "Patient Perspectives of Telemedicine Quality," published in the *Journal of Patient Preference and Adherence*.



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.

We are a large, forward-thinking organization dedicated to providing excellent services and resources to our varied constituencies. The following awards are a few of the honors that our faculty and staff were presented during the 2014-2015 academic year.

- ▶ Graduate Academic Advisor **Stacey Bender**, who works in the Office of Graduate Programs, received the 2014 Muma College of Business Performance Bonus Award, which recognizes staff members who far exceed the parameters of their job and focus on student and customer service.
- ▶ Marketing faculty member **Dipayan Biswas** won the Academy of Marketing Science Outstanding Marketing Teacher Award, a competitive and prestigious award that is usually awarded to senior professors. He will be presented with the award in May 2015.
- ▶ **Jennifer Cainas**, an instructor in the Lynn Pippenger School of Accountancy, was awarded the 2014 Beta Alpha Psi Outstanding Teaching Award. **Katie Davis** also received award at the spring 2015 Beta Alpha Psi scholarship banquet.
- ▶ **Michael Fountain**, from the Center for Entrepreneurship, received two prestigious honors this academic year. In October, Fountain received the Excellence in Innovation Award, which recognizes exceptional achievement in technological innovation and entrepreneurial success, presented by the USF Chapter of the National Academy of Inventors. In December, Fountain was named a 2014 Fellow of the National Academy of Inventors. Election to NAI Fellow status is a high professional distinction accorded to academic inventors who have demonstrated a prolific spirit of innovation in creating or facilitating outstanding inventions that have made a tangible impact on quality of life, economic development, and the welfare of society.



- ▶ **Lisa Gaynor**, a faculty member in the Lynn Pippenger School of Accountancy, received the Best Paper Award in *Auditing: A Journal of Practice & Theory* in January 2015.
- ▶ **Grandon Gill**, DBA program director and a faculty member in the Information Systems Decision Sciences Department, was honored three times this year. The J. William Fulbright Foreign Scholarship Board selected Gill for a Fulbright award to South Africa. The Fulbright program aims to increase mutual understanding between the people of the United States and the people of other countries; it is the flagship international educational exchange program sponsored by the American government. Additionally, Gill was presented the Lifetime Research Achievement Award: Zbigniew Gackowski Memorial Award for Excellence in Informing Science

Research, presented by *Informing Science Institute*. A special issue of *Management Decision* honored Gill's contributions and book, "Informing with the Case Method." The journal published "Management Learning Case Writing, Discussion, and Impacts: Theory, Methods, and Practice Honoring the Contributions of T. Grandon Gill."

- ▶ **Diana Hechavarría**, a faculty member in the USF Center for Entrepreneurship, received the Best Empirical Paper Award at the United States Association for Small Business and Entrepreneurship. The paper, "How Does Start-Up Capital Impact Start-up Speed? Evidence from the PSED," examined the ways that certain forms of financing might influence a nascent entrepreneur's journey from start-up conception to outcome.



- ▶ Information Systems Decision Sciences Professor and Eminent Scholar **Alan Hevner** was named a Schoeller Senior Fellow in 2014. This prestigious fellowship is awarded annually by the Dr. Theo and Friedl Schoeller Research Center for Business and Society at the University of Erlangen-Nuremberg in Germany. It honors internationally renowned senior scholars who conduct research that contributes to responsible leadership in business and society. Hevner is one of just three faculty worldwide who received this honor in 2014. The fellowships were presented at a special ceremony on 22 May at the Museum for Industrial Culture in Nuremberg.





▶ Four Muma College of Business staff members were recognized for outstanding service to the college and the university this year. **Hilary Lehman**, a communications and marketing specialist in the Dean's Office, was presented with a Quiet Quality Award from the USF Staff Senate in October. **Amy Adams**, the office manager for the Finance Department, received the award in November. **Denise Gelia**, a staff assistant who works in the Lynn Pippenger School of Accountancy, received the award in April. Recently retired ISDS staff assistant **Judy Oates** received the award in March.

- ▶ Accounting doctoral student **Rina Limor's** dissertation, "Do Social Biases Impede Auditor Reliance on Specialists? Toward a Theory of Social Similarity," received the 2015 Outstanding Dissertation Award from the American Accounting Association's accounting information systems section. Her dissertation was nominated by faculty member **Patrick Wheeler**.

- ▶ Undergraduate Advisor **La'Tevia Lowe** received the Outstanding Undergraduate Advising Award from USF. This university-wide award recognizes academic advisors for their contributions toward undergraduate student success. The award was presented by USF System President Judy Genshaft and USF Provost Ralph Wilcox.



- ▶ SBDC Office Manager **Kris Manning** earned the Certified Research Administrator at University of South Florida/Advanced credential. Manning also received the USF TRAIN Associate Ambassador Award in April. This honor recognizes those who inspire other research administrators to undergo advanced training to enhance competencies, those who lead by example.
- ▶ **Javier Marin**, who works in the USF SBDC, passed the rigorous NASBITE International Certified Global Professional examination in April. This exam confirms knowledge in international trade and assures this employee is able to practice global business at the professional level required in today's competitive environment.

- ▶ **Mark Mellon** coauthored a paper, “The Association Between Financial Literacy and Trust in Financial Markets Among Novice Nonprofessional Investors,” which won the Distinguished Research Award from the Allied Academies International Conference. It has also been accepted for publication by the *Accounting and Financial Studies Journal*.
- ▶ SBDC Associate Director **Bill McKown** and Marketing and Communications Officer **Stacey Pierce** earned the Certified Marketing Executive Certification from Sales and Marketing Executives International.
- ▶ Faculty member **Walt Nord** received the Excellence in Teaching Award from the National Society of Leadership and Success, USF Chapter, in 2014.
- ▶ In September 2014, **David Ortinau** was named AMS/World Marketing Congress Co-Conference Program Chair for the 2016 World Marketing Congress to be held in Paris, France, in 2016.
- ▶ **Stacey Pierce**, marketing and communications officer for the Small Business Development Center, was named the Employee of the Year for the Florida SBDC Network. The award was presented to her during the Florida SBDC Network’s annual conference in June. 
- ▶ Marketing doctoral student **Nazuk Sharma** recently won the Jane K. Fenyo Award for the best paper by a doctoral student at the Academy of Marketing Science national conference. The award is given based on feedback from a pool of reviewers, track chairs, and conference chairs and Nazuk’s paper competed with papers from other PhD students worldwide. Faculty members **Sajeev Varki**, **Jim Stock**, and **David Ortinau** worked closely with Sharma.
- ▶ Marketing Instructor **Jill Solomon** received the William R. Jones Most Valuable Mentor Award, which recognizes outstanding faculty who encouraged others to pursue doctoral degrees. Solomon was nominated by a former undergraduate student she taught nearly twelve years ago. She was one of just 11 recipients statewide. 
 - ▶ A paper coauthored by Center for Entrepreneurship Associate Professor **Lei Zhang**, “Evolution Of Venture Capital Syndicates over Rounds: Who May Be The New Comer” was recognized by the Academy of Management for the Best Paper Proceedings in 2015.

BY THE NUMBERS: THE USF MUMA COLLEGE OF BUSINESS EMPLOYEE COUNTS

AS OF APRIL, 2015

78	Full-time staff	123	Graduate assistants
8	Temporary hourly staff	25	PhD students
103	Faculty	56	Hourly student employees
22	Adjuncts	9	Federal Work Study Program employees

AN EMPHASIS ON CREATIVITY AND 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.

Two new centers of excellence opened this year: the Center for Supply Chain Management & Sustainability and the Center for Analytics and Creativity. These centers examine issues central to the distinctive identity of the college. Additionally, we launched a new certificate program and looked at other ways to infuse this strategic focus into all operations. The following are a few ways in which the college emphasized these strategic focus areas during the 2014-2015 academic year.

- ▶ The **Center for Supply Chain Management & Sustainability** is the first of its kind in Florida. 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.

The curriculum and training provided by the center seek to increase the number of supply chain management professionals across industry segments. We are well positioned to lead this effort because our faculty includes five supply chain experts who are leading researchers on logistics issues – including one of the field’s foremost scholars, **Jim Stock**. These exceptional faculty teach undergraduate and graduate students, as well as corporate clients, on this timely issue.

As it grows, the center will not only add to the body of supply chain scholarship, but will also benefit the industry by producing research with solutions to real-world challenges. The research on logistics and supply chain management drives understanding of current supply chain issues and builds creative solutions to the problems they pose, with the potential to save companies billions of dollars. In addition, this is a growing field for students to consider. *US News & World Report* recently predicted that logistics jobs would expand by 25 percent within the next decade and identified logistics as one of the “20 Best Business Jobs.” Logistics and supply chain management are also included in lists that rank top career fields for women during the next decade.

- ▶ The mission of the **Center for Analytics and Creativity** is to facilitate the discovery and dissemination of insights through the power of analytical and creative thinking. This involves fostering a climate of innovation and analytics throughout the school’s administration, classrooms, and research.

The center held its inaugural event, the IdeAlytics Fest, in April. The event, which was well-attended by students, faculty, and members of the business community, celebrated all things creative and analytical by building bridges between data-driven insight and artful innovation. The IdeAlytics Fest featured two keynote speakers from big data companies and innovation think tanks, as well as local innovators that cut across the arts and sciences. The event gave participants an opportunity to engage and interact with keynote speakers as well as with other analytical innovators from the area.



- ▶ Stakes are higher than ever for companies trying to avoid the pitfalls that come with doing business in the modern day. Whether trying to assess risk, preventing criminals from laundering money, or simply making sure that a business complies with the many rules and regulations applied to today's corporations, job-seekers who have the analytical and critical-thinking skills they can apply to these problems are in high demand, especially from the growing financial services industry locally. That's why we created a new Certificate in **Compliance, Risk, and Anti-Money Laundering**.

The four courses in the certificate program, which students with an undergraduate business degree can take without being enrolled in a USF graduate program, will provide students with a strong foundation in risk identification, assessment and management techniques, and knowledge regarding compliance with various rules, laws, and regulations affecting businesses. The certificate was highlighted in the *Wall Street Journal*.

A risk management and legal compliance course provides a necessary foundation for students, and additional courses delve into other ways to keep businesses safe. The forensic accounting course in the program – taught by a former FBI agent, faculty member **Kerry Myers**, with expertise in counter-terrorism – specifically focuses on fraud prevention, detection, and investigation, including the litigation aspect of fraud. The information technology control and audit course, taught by **Pat Wheeler**, is designed to equip students with the knowledge and skills necessary to add value to organizations as an auditor of IT-intensive accounting systems. The statistical data mining course will equip students with the skills necessary to apply advanced statistical techniques to “mine” data to glean actionable insights relating to help meet anti-money laundering objectives. Completion of this graduate certificate program will help prepare students to take the exam for the Certified Anti-Money Laundering Specialist certification.

- ▶ We are looking at ways to infuse these areas into our curriculum, starting at the graduate level. Going forward, all courses in the USF Muma MBA and EMBA program will emphasize creativity and analytics. All professors have committed to infuse creativity and analytics in their specific courses so our graduates can not only understand data, but also analyze it and use it to make sound predictions. Muma MBAs will be able to think creatively and use data to make recommendations that positively impact businesses – and will be able to explain what it means to the bottom line.



The term “data analytics” may seem numerical and cold on its surface, but it can take many human forms in business: a boss going on a reality TV show to find out what her employees really think of corporate initiatives or a sports team figuring out how much its fans are willing to pay for prime tickets.

And although creativity is considered an innate skill, research has shown that creativity can and should be cultivated in the classroom. While creativity transcends traditional ideas to create new forms, methods, and interpretations, analytics are utilized to describe, predict, and improve business performance. These two competencies provide our students with a competitive advantage.

- ▶ Sports analytics gained fame through “Moneyball,” but the business of analytics for today’s sport and entertainment companies has grown far beyond player stats. From gaining insights on how to engage fans to developing optimum ticket prices, analytics have transformed the way organizations do business. The inaugural **Sport and Entertainment Analytics Conference**, hosted by the MBA in Sport & Entertainment Management program and powered by Ticketmaster, provided a platform for national industry leaders, students, and local industry professionals to discuss the growing role of analytics in the global sport and entertainment fields. More than 150 people attended the two-day April event that included speakers from ESPN, NBC Sports, Rockhouse Partners, Seminole Hard Rock Hotel & Casino, and Live Nation.

POINTS OF PRIDE

- ▶ *Bloomberg Businessweek* ranked USF No. 126 on its list of Best Business Schools in 2015, up three spots from 2014. The publication also ranked USF's part-time MBA program No. 36 in the nation in 2013 (its most recent ranking), placing USF ahead of all other Florida public universities and No. 16 among public schools in the nation. In its ranking of specific disciplines, *Bloomberg Businessweek* ranked the information systems specialty at No. 25 in 2013.
- ▶ *U.S. News & World Report* ranked USF's part-time MBA program at No. 130.
- ▶ USF is No. 26 on the annual "Best for Vets: Business Schools 2015" rankings by *Military Times*. The rankings are based on academic quality, outcomes and policies, school culture, student support, and cost.
- ▶ The USF Center for Entrepreneurship was the highest ranking graduate entrepreneurship program in the South-east. The *Princeton Review* and *Entrepreneur* magazine ranked the graduate entrepreneurship program No. 13 in the nation. It is the eighth consecutive year that USF has been on the list.
- ▶ The USF Lynn Pippenger School of Accountancy is one of the nation's best: it was ranked in the Top 15 percent of accounting programs in the "large programs" when it comes to first-time CPA exam pass rates; the *Public Accounting Report* ranked the undergraduate program No. 40 in the country and the master's program No. 50; it was ranked first in the nation in the accounting information systems field in a ranking created by Brigham Young University; and its researchers are ranked No. 1 in the nation in accounting information systems research, as well as in the top 30 in other areas of research (audit, No. 21 and tax, No. 29), (2012 rankings released by Brigham Young University).
- ▶ USF information systems researchers were ranked No. 24 in the nation in terms of frequency of publications in the industry's top academic journals.
- ▶ USF's American Marketing Association was named in the top 15 schools out of 353 AMA chapters nationwide. Additionally, USF hosted AMA's Regional Conference and was named a semi-finalist in its case competition, a feat that last happened 20 years ago.

- ▶ Four of USF's Sport & Entertainment Management students, Luke Mohamed, Philicia Douglas, Brielle Buckler and Brendan Reilly, won a national case competition, impressing judges with their plan to woo millennials to racing events at the Kentucky Speedway.



It was USF's first time entering the prestigious competition and our team bested several nationally respected universities with long-established sport management programs. USF's program, which is only two years old, had 100 percent job placement for its inaugural graduates and, as of May, 24 of the 27 graduates in the second cohort were placed in industry jobs.

- ▶ Beta Alpha Psi chapter brought home national awards AGAIN. At the 2015 Regional Best Practices Competition in Atlanta, USF's team won first place in the Effective Operations competition and the team will now take part in national competitions. USF's chapter has received a superior rating for the past 38 years, the longest consecutive number of years in the nation. It is also one of only two chapters in the world to receive the Gold Chapter designation since 2009.
- ▶ Three business students were named King O'Neal Scholars (4.0 GPA) at the May commencement ceremonies, four business majors received USF's Golden Bull Award (one of the university's highest student honors) in May, and an MBA student was named a Tillman Scholar (recognizing veterans with admirable military careers who are pursuing additional education) in June.



GLOBAL LITERACY & IMPACT

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

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. Some additional international programs are noted below.

- ▶ The Executive MBA class of 2015 took a study abroad trip last summer to China, visiting Beijing, Tianjin and Shanghai. They enjoyed several cultural explorations, including a trip to the Great Wall, Tiananmen Square, and The Forbidden City. They visited the United States Embassy in Beijing and received a briefing about American investment in China and the Chinese economic landscape from a U.S. commercial services officer. Six international companies hosted the group and briefed students about their international business operations and challenges. These companies include Lenovo, Dynasty Wine, KPMG, Beautiful Windows, Nielsen, and Jabil.
- ▶ International students from graduate business programs in Tunisia and France came to USF for 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.
- ▶ The USF Muma College of Business signed memorandums of understanding with two international institutions, adding to the three institutions partnering with us from the prior year. New MOUs were signed with Manipal University in Karnataka's Udupi district in India and Anil Surendra Modi School of Commerce NMIMS University, which has campuses in Mumbai, Bengaluru, Shirpur, and Hyderabad, India.



- ▶ We continue 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.
- ▶ 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 a successful transition to a degree program at the university.
- ▶ We have been able to network with leaders from business schools worldwide as a result of our active involvement in AACSB accreditation programs. Dean Moez Limayem has traveled to dozens of schools during the past year and has participated as a peer reviewer for accrediting teams, most of them for overseas business schools.
- ▶ The MBA in Sport & Entertainment Management has put together several international partnerships. In October, the program will host an international student conference with Northampton University. Students from the London university will visit Tampa in October 2016. An exchange program with Bologna, Italy will begin in the spring.

2014-2015 Business-Specific Summer Study Abroad Programs	Number Students
India MIS	13
Know Europe	8
USF in Exeter	5
China Learning in the Culture	10
USF London and Paris	7
USF in Florence	45
ESAC in Prague	6
EMBA in China	32
Others	39
Total Summer Participants	165
Fall 2014 Semester Programs	17
Spring 2015 Semester Programs	13



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 USF Muma College of Business has made a concerted effort to increase business engagement. We have ongoing relationships in which companies work with faculty to 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 and logos on this and the following pages 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. Some ways in which the college partnered with businesses, regionally as well as globally, during the 2014-15 academic year are described here. This is not an exhaustive list.

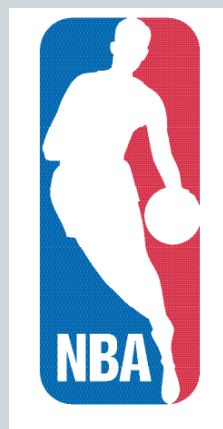
- ▶ Business leaders are in the USF Muma business classrooms. A Management Speaker Series brought local executives in to speak to management and human resources students. These speakers included United States Army Maj. Gen. Ricardo Rainer Cruz, a commanding officer in the armed forces whose “Day in the Life” lecture gave students insight into his national security career. Linda Bailey, from Bailey Consulting Group, discussed HR trends, and HCG Wilson representatives provided interviewing tips. Devona Pierre, from the USF Office of Diversity, Inclusion and Equal Opportunity, and David King, who spoke about pay legislation, also participated.
- ▶ Hundreds of students, faculty and friends attended the second annual Sport & Entertainment Lecture Series. The series brought together top industry professionals to discuss global sport and entertainment industry topics. These leaders included Kenneth Feld, CEO of Feld Entertainment, and Don Marinelli, author of “The Comet and the Tornado” and co-founder of the “Dream Fullfillment Factory.” Sport and entertainment leader Sheila Johnson shared her experiences as the CEO of Salamander Hotels & Resorts, vice chair of Monumental Sports & Entertainment, and president and managing partner of the Washington Mystics WNBA team. Sports agent, author, philanthropist, entrepreneur and head of the FAME agency David Falk finished the series.
- ▶ Similarly, the ISDS Department brought business leaders into the classroom with its “My Stories” speaker series. Here, entrepreneurs share their personal stories – successes and challenges alike – to inspire students. India-born entrepreneur Raxit Shah kicked off the series in November, providing the largely Indian crowd with authentic Indian cuisine before he talked with them about his life and career. A second ISDS series brought in speakers from T. Rowe



Price, Neustar, PricewaterhouseCoopers and Walmart to talk to students about applications of technology and analytics.

- ▶ Fifteen students from USF, Rollins, UF, and FIU presented their innovations to change healthcare as part of the third annual Healthcare Innovation Competition, sponsored by Florida Blue and hosted by the Center for Entrepreneurship. The first place winner of \$10,000 was Hunter Jackson, a USF math major. Jackson's innovation was a cloud-based solution for digital pathology management.
- ▶ More than 600 accountants and accounting industry leaders attended USF's Accounting Circle Conference in May. The conference offered accounting professionals the opportunity to keep up-to-date on industry trends and receive continuing professional education credits, a requirement for the certified public accountant designation. It also raises funds for scholarships and special programs for faculty, staff and students.
- ▶ Fintech sponsored the annual Fintech Business Plan Competition, which offers students campus-wide a chance to launch businesses with \$15,000 in venture capital. Judges for the competition include regional business executives as well as USF leaders. This is the seventh time that Fintech has sponsored the competition; prior winners Dez Williams (Aquamelon, 2014) and Casey Williams (South Tampa Paintball, 2013) both launched their businesses this year.
- ▶ Business students will soon manage a student-run financial services center and earn college credit thanks to a new partnership between the Muma College of Business and the USF Federal Credit Union. The new student-managed Marshall Center Branch will be one of the first credit unions on a university campus to offer students a paid internship opportunity while they earn course credit. The student-managed branch will be led by up to five students who will be part-time USF FCU employees, starting in the 2015-2016 academic year. The training program covers three years, with students beginning in their sophomore year. The USF Federal Credit Union has partnered with the college several times in recent years, most recently helping sponsor the annual Scholarship Luncheon.
- ▶ The Marketing Department's Digital Media & eCommerce course has a different set-up now. Instead of a professor lecturing during the Thursday night class, the department collaborated with Triad Retail Media to bring some of its executives into the classroom. The result? Students gain real-life perspective that a textbook cannot provide. Triad Retail Media boasts clients such as Wal-Mart, E-Bay, and Sam's Club. The online ad agency has offices across the United States as well as in Europe and Australia. This brings an additional asset to the table for **Carol Osborne's** class – a local and global perspective.
- ▶ The Small Business Development Center partnered with Raytheon, General Dynamics, and Jabil to host the 28th Annual Government Small Business Conference. The event aims to increase contracting by government agencies and major corporations to small businesses in Tampa Bay. More than 170 small business owners attended the May event.
- ▶ In partnership with Port Tampa Bay and the Tampa Hillsborough Economic Development Corporation, the SBDC sponsored the International Trade Master Series in May 2015. The series focused on components of international trade such as international marketing, supply chain management, global business management, tax, legal and regulatory compliance, export finance, and free-trade zones. It is a NASBITE-accredited training program that helps participants prepare for the Certified Global Business Professional exam.

TAMPA BAY



The Bank of Tampa



RAYMOND JAMES



Bank of America



atLargeinc.



KFORCE



Deloitte.



IMG COLLEGE

1. Student Enrollment

	AY		SCH 2012-2013			AY		SCH 2013-2014			AY		SCH 2014-2015			AY	
	SCH	FTE	Summer	Fall	Spring	SCH	FTE	Summer	Fall	Spring	SCH	FTE	Summer	Fall	Spring	SCH	FTE
	2011/2012	2011/2012	2012	2012	2013	2012/2013	2012/2013	2013	2013	2014	2013/2014	2013/2014	2014	2014	2015	2014/2015	2014/2015
Business																	
1401-Bus Adm Dean's Office																	
Lower Level	119	3	0	20	20	40	1	0	20	19	39	1	0	20	19	39	1
Upper Level	1,660	42	164	882	663	1,609	40	99	899	648	1,646	41	129	885	758	1,772	44
Grad I	1,042	33	248	189	410	847	26	311	478	426	1,215	38	238	440	473	1,151	36
Grad II	0	0	0	0	2	2	0	0	0	0	0	0	0	4	0	4	0
Total	2,821	77	412	1,091	995	2,498	68	410	1,397	1,093	2,900	80	367	1,349	1,250	2,966	81
1402-Accounting																	
Lower Level	6,927	173	954	3,120	2967	7,041	176	927	2,937	3,258	7,122	178	972	3,168	3,312	7,452	186
Upper Level	10,164	254	1,608	4,776	4704	11,088	277	1,698	4,973	4,448	11,114	278	1,440	4,134	4,140	9,714	243
Grad I	2,605	81	312	1,278	813	2,403	75	273	981	888	2,112	66	291	894	786	1,971	62
Grad II	112	4	47	57	72	176	6	33	42	51	126	4	23	46	60	129	4
Total	19,808	512	2,921	9,231	8,556	20,708	534	2,931	8,933	8,610	20,474	526	2,726	8,242	8,298	19,266	495
1404-Finance																	
Lower Level	366	9	0	171	141	312	8	0	141	174	315	8	0	90	96	186	5
Upper Level	11,370	284	2,310	4,473	4461	11,244	281	2,283	4,284	4,341	10,908	273	2,001	4,230	4,272	10,503	263
Grad I	1,611	50	327	771	893	1,991	62	330	1,241	1,074	2,645	83	411	1,035	854	2,300	72
Grad II	341	11	69	108	116	293	9	72	104	88	264	8	36	55	49	140	4
Total	13,688	354	2,706	5,523	5,811	13,840	360	2,685	5,770	6,677	14,132	371	2,448	5,410	5,271	13,128	343
1405-Management																	
Lower Level	87	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Upper Level	14,081	352	2,022	5,592	6060	13,674	342	2,034	5,700	5,904	13,688	342	2,190	5,868	5,793	13,851	346
Grad I	2,849	89	395	1,436	1696	3,527	110	373	2,017	2,011	4,401	138	378	2,253	2,576	5,207	163
Grad II	65	3	18	18	15	51	2	11	34	28	73	2	7	10	6	23	1
Total	17,102	446	2,435	7,046	7,771	17,252	454	2,418	7,751	8,003	18,172	462	2,575	8,131	8,375	19,081	510
1406-Marketing																	
Lower Level	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Upper Level	12,032	301	1,041	5,748	5,106	11,895	297	1,212	5,580	5,084	11,876	297	1,122	5,442	5,026	11,590	290
Grad I	1,215	38	317	401	601	1,219	36	333	612	717	1,662	52	370	524	584	1,478	46
Grad II	153	5	20	67	73	160	5	40	76	88	204	6	53	79	80	212	7
Total	13,400	344	1,378	6,216	5,880	13,274	340	1,585	6,268	5,889	13,742	355	1,545	6,045	5,690	13,280	343
1407-Info Syst/Decision																	
Lower Level	5,883	147	498	3,111	2328	5,937	148	396	3,045	2,040	5,490	137	684	2,904	2,271	5,859	146
Upper Level	13,290	332	2,292	6,006	6127	14,425	361	1,926	5,310	5,194	12,420	311	1,824	5,382	5,274	12,480	312
Grad I	2,775	87	375	1,348	1109	2,832	89	363	1,741	1,767	3,871	121	578	2,421	2,430	5,429	170
Grad II	386	12	63	84	101	248	8	32	125	95	252	8	39	89	69	197	6
Total	22,334	578	3,228	10,549	9,665	23,442	605	2,717	10,221	9,095	22,033	577	3,125	10,796	10,044	23,965	634
1414-Graduate Advising																	
Lower Level	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Upper Level	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grad I	0	0	0	0	177	177	6	0	336	114	450	14	0	225	96	321	10
Grad II	0	0	0	0	3	3	0	0	0	6	6	0	0	0	0	0	0
Total	0	0	0	0	180	180	6	0	336	120	456	14	0	225	96	321	10
1415-Center for Entrepreneurship																	
Lower Level	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Upper Level	0	0	0	0	0	0	0	0	54	87	141	4	0	93	63	156	4
Grad I	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grad II	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	54	87	141	4	0	93	63	156	4
1425-COBA Executive Program																	
Lower Level	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Upper Level	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grad I	0	0	0	0	64	64	2	0	0	98	98	3	0	0	99	99	3
Grad II	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	64	64	2	0	0	98	98	3	0	0	99	99	3
Total Business	13,382	335	1,452	6,422	5,456	13,330	333	1,323	6,143	5,500	12,966	324	1,856	6,182	5,698	13,536	338
Lower Level	62,597	1,565	9,437	27,477	27,021	63,935	1,598	9,252	26,800	25,751	61,803	1,545	8,706	26,034	25,326	60,066	1,502
Upper Level	12,097	378	1,974	5,423	5,653	13,050	408	1,983	7,406	7,060	16,449	514	2,266	7,792	7,898	17,956	561
Grad I	1,077	34	217	334	382	933	29	188	381	356	925	29	158	263	264	705	22
Grad II	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	89,153	2,311	13,080	39,656	38,512	91,248	2,369	12,746	40,730	38,667	92,143	2,412	12,786	40,291	39,186	92,263	2,423

	AY		SCH 2012-2013			AY		SCH 2013-2014			AY		SCH Current Year			AY	
	SCH	FTE	Summer	Fall	Spring	SCH	FTE	Summer	Fall	Spring	SCH	FTE	Summer	Fall	Spring	SCH	FTE
	2011/2012	2011/2012	2012/2013	2012/2013	2012/2013	2012/2013	2012/2013	2013/2014	2013/2014	2013/2014	2013/2014	2013/2014	2014	2014	2015	2014/2015	2014/2015
Lower Level	13,382	335	1,452	6,422	5,456	13,330	333	1,323	6,143	5,500	12,966	324	1,656	6,182	5,698	13,536	338
Upper Level	62,597	1,565	9,437	27,477	27,021	63,935	1,598	9,252	26,800	25,751	61,803	1,545	8,706	26,034	25,326	60,066	1,502
Grad I	12,097	378	1,974	5,423	5,653	13,050	408	1,983	7,406	7,060	16,449	514	2,266	7,792	7,898	17,956	561
Grad II	1,077	34	217	334	382	933	29	188	381	356	925	29	158	263	264	705	22
Total	89,153	2,311	13,080	39,656	38,512	91,248	2,369	12,746	40,730	38,667	92,143	2,412	12,786	40,291	39,186	92,263	2,423
Internal %																	
Lower Level	15.0%	14.5%	11.1%	16.2%	14.2%	14.6%	14.1%	10.4%	15.1%	14.2%	14.1%	13.4%	13.0%	15.3%	14.5%	14.7%	14.00%
Upper Level	70.2%	67.7%	72.1%	69.3%	70.2%	70.1%	67.5%	72.6%	65.8%	66.6%	67.1%	64.1%	68.1%	64.6%	64.6%	65.1%	62.00%
Grad I	13.6%	16.4%	15.1%	13.7%	14.7%	14.3%	17.2%	15.6%	18.2%	18.3%	17.9%	21.3%	17.7%	19.3%	20.2%	19.5%	23.20%
Grad II	1.2%	1.5%	1.7%	0.8%	1.0%	1.0%	1.2%	1.5%	0.9%	0.9%</							

Fall Student Headcount Residency

	Undergraduate			Graduate			Total		
	Full-Time	Part Time	Total	Full-Time	Part Time	Total	Full-Time	Part Time	Total
Fall 2010	4,744	177	4,921	673	116	789	5,417	293	5,710
Fall 2011	4,406	244	4,650	574	159	733	4,980	403	5,383
Fall 2012	4,304	367	4,671	547	218	765	4,851	585	5,436
Fall 2013	4,153	486	4,639	545	332	877	4,698	818	5,516
Fall 2014	4,028	560	4,588	534	389	923	4,562	949	5,511

Source: Muma College of Business - 2015 Data package from the Provost's office 4/8/15

	Undergraduate		Graduate		Total	
	%Full-Time	%Part Time	%Full-Time	%Part Time	%Full-Time	%Part Time
Fall 2010	96%	4%	85%	15%	95%	5%
Fall 2011	95%	5%	78%	22%	93%	7%
Fall 2012	92%	8%	72%	28%	89%	11%
Fall 2013	90%	10%	62%	8%	85%	15%
Fall 2014	88%	12%	58%	42%	83%	17%

Source: Muma College of Business - 2015 Data package from the Provost's office 4/8/15

Fall Student Headcount Percentage

	Undergraduate			Graduate			Total		
	Full-Time	Part Time	Total	Full-Time	Part Time	Total	Full-Time	Part Time	Total
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
Fall 2014	3,393	1,195	4,588	588	335	923	3,981	1,530	5,511

Source: Muma College of Business - 2015 Data package from the Provost's office 4/8/15

	Undergraduate		Graduate		Total	
	%Full-Time	%Part Time	%Full-Time	%Part Time	%Full-Time	%Part Time
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 2014	74%	26%	64%	36%	72%	28%

Source: Muma College of Business - 2015 Data package from the Provost's office 4/8/15

Tuition and Waiver

	Gross Revenue	Total Waivers	Net Revenue
FY12			
Total Undergraduate	\$11,351,760	-\$640,303	\$10,711,457
Total Graduate	\$5,193,347	-\$876,254	\$4,317,093
Grand Total	\$16,545,107	-\$1,516,557	\$15,028,550
FY13			
Total Undergraduate	\$13,158,680	-\$815,890	\$12,342,790
Total Graduate	\$6,515,575	-\$1,141,729	\$5,373,845
Grand Total	\$19,674,255	-\$1,957,619	\$17,716,635
FY14			
Total Undergraduate	\$13,820,324	-\$843,659	\$12,976,665
Total Graduate	\$8,928,709	-\$1,420,791	\$7,507,918
Grand Total	\$22,749,033	-\$2,264,450	\$20,484,583
FY15 (Estimated)			
Total Undergraduate	\$14,365,759	-\$1,071,579	\$13,294,179
Total Graduate	\$10,013,243	-\$1,489,646	\$8,523,597
Grand Total	\$24,379,002	-\$2,561,225	\$21,817,776

Source: Muma College of Business - 2015 Data package from the Provost's office 4/8/15

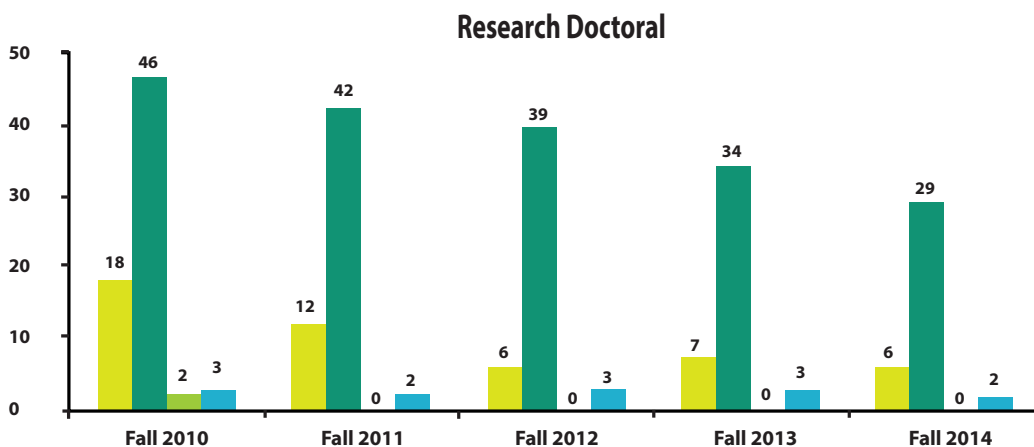
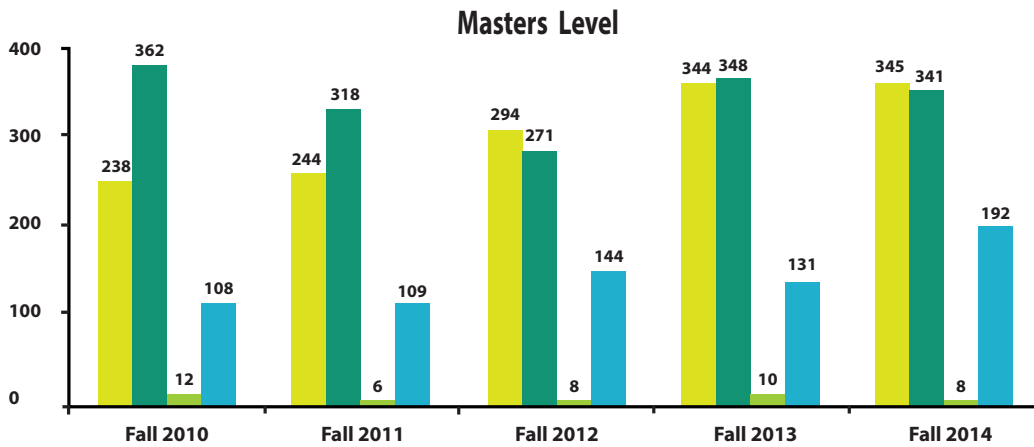
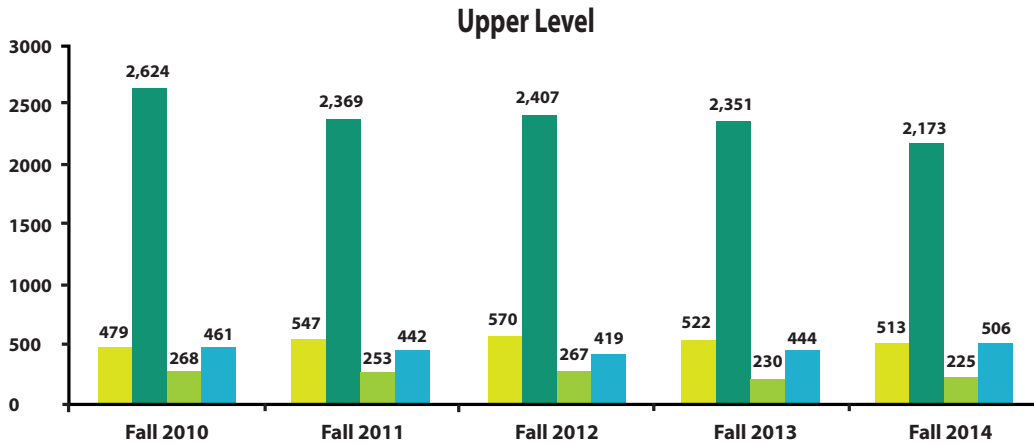
Student Flow

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015 (Preliminary)	
Annual Unduplicate Headcounts	Undergraduate	5,760	5,543	5,583	5,542	5,276
	Master	861	867	963	1,042	1,159
	Research	72	57	55	49	71
	Total	6,693	6,467	6,601	6,633	6,506

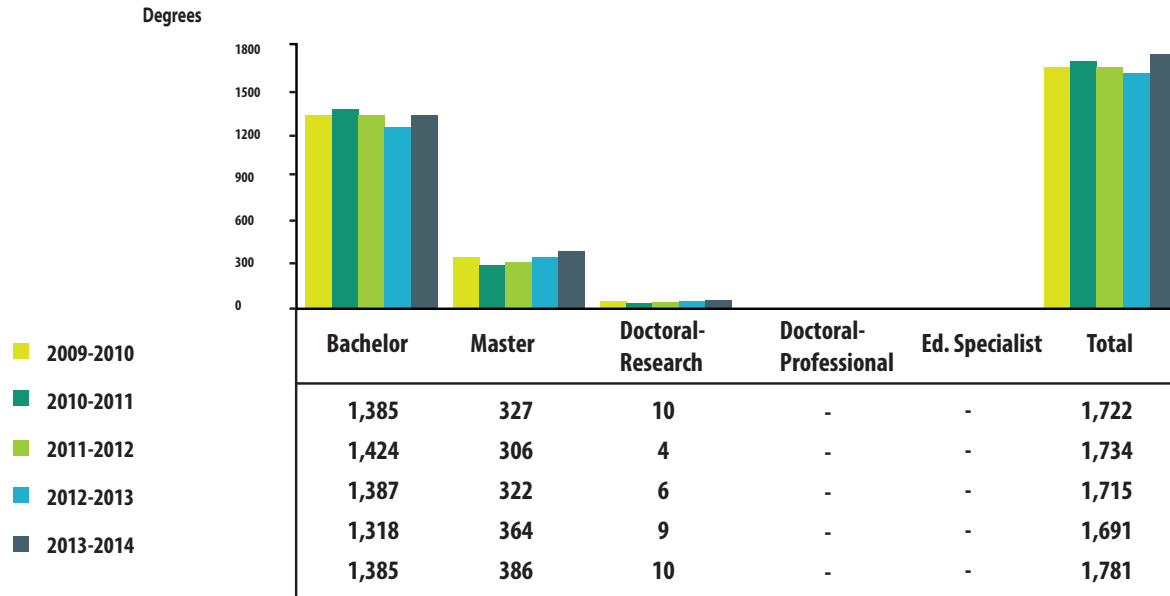
Source: Muma College of Business - 2015 Data package from the Provost's office 4/8/15

Student Flow Pivot Chart for Each Degree Level

■ New
 ■ Continuing
 ■ Returning
 ■ Graduated



Degrees Awarded Trends



Source: Muma College of Business - 2015 Data package from the Provost's office 4/8/15

Degree Awarded by Areas of Strategic Emphasis

Strategic Emphasis Group		2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	* 2014-2015
Globalization	Bachelor	43	65	67	53	61	26
	STEM	122	127	131	124	134	83
	Masters	32	29	48	46	50	66

* Spring 2015 not available

2. Space Utilization, Class Size and Sections by Start Time

Class Size - Fall 2014

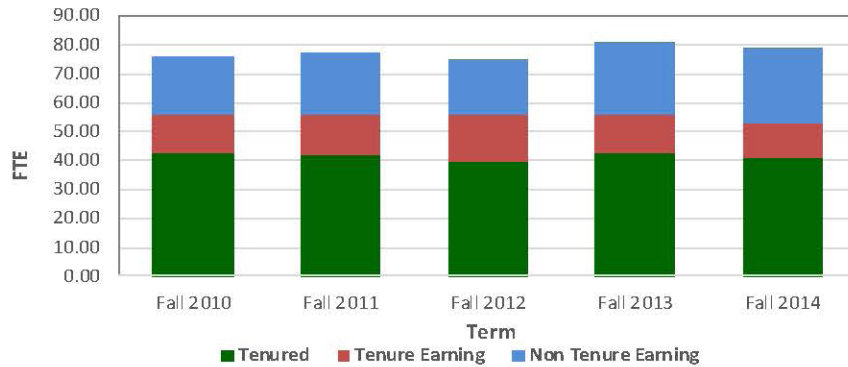
Sections – Class, Lab, and Discussion									
Enrollment	0 - 9	10 - 19	20 - 29	30 - 39	40 - 49	50 - 99	100 +	Total Sections	Mean Enrollment
Undergraduate	2%	4%	14%	27%	21%	24%	8%	165	61.01
Graduate	15%	17%	30%	20%	13%	5%	0%	91	33.11
TOTAL	7%	9%	19%	25%	18%	17%	5%	255	51.11

Classroom Sections by Start Time - Fall 2014

Effective Sections Offered																
Day and Time	8 AM	9 AM	10 AM	11 AM	Morning Sections	12 PM	1 PM	2 PM	3 PM	4 PM	5 PM	Afternoon Sections	6 PM	7 PM	8 PM	Evening Sections
Monday	3	4	0	5	12	5	0	5	9	0	1	20	15	0	0	15
Tuesday	3	5	0	5	13	5	0	6	7	0	0	18	16	0	0	16
Wednesday	3	4	0	5	12	6	0	5	9	0	2	22	18	0	0	18
Thursday	2	5	0	5	12	6	0	6	7	0	0	19	16	0	0	16
Friday	6	2	3	6	17	5	2	7	2	0	0	16	2	0	0	2
Total	17	20	3	26	66	27	2	29	34	0	3	95	67	0	0	67

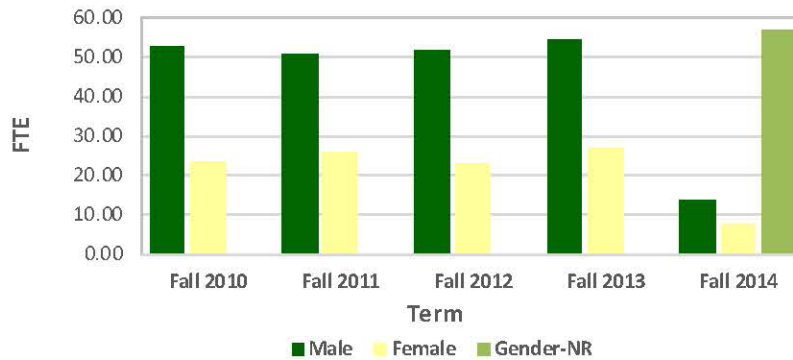
3. Instructional Productivity

Fall Faculty FTE by Tenure Status



Term	Tenured	Tenure Earning	Non Tenure Earning	Total
Fall 2010	42.72	13.00	20.50	76.22
Fall 2011	42.00	14.00	21.00	77.00
Fall 2012	40.00	16.00	19.00	75.00
Fall 2013	42.85	13.00	25.25	81.10
Fall 2014	40.98	11.75	26.25	78.98

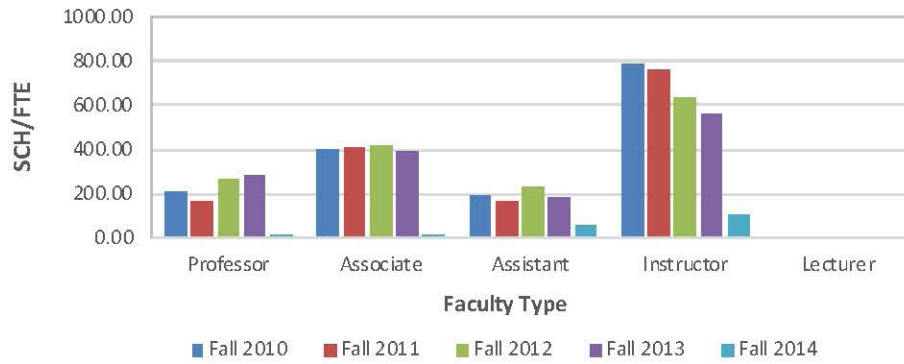
Fall Instructional Faculty FTE



Term	Male	Female	Gender-NR	Total
Fall 2010	52.72	23.50	0.00	76.22
Fall 2011	51.00	26.00	0.00	77.00
Fall 2012	52.00	23.00	0.00	75.00
Fall 2013	54.09	27.01	0.00	81.10
Fall 2014	14.00	8.00	56.98	78.98

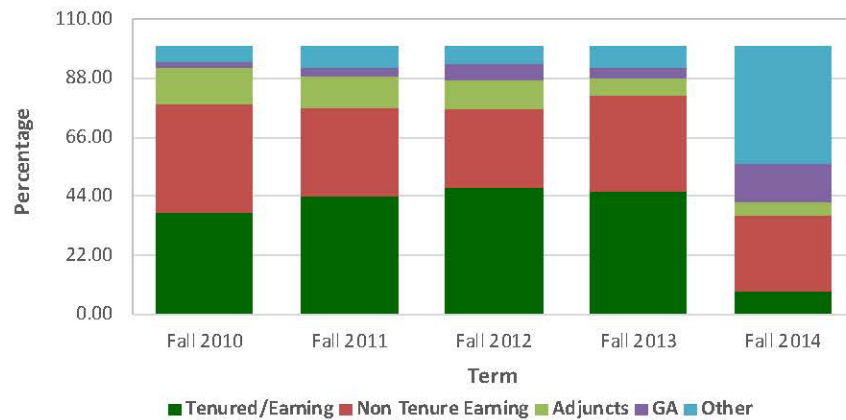
College of Business 2015 Review

Fall SCH Per Ranked Instructional FTE



Term	Professor	Associate	Assistant	Instructor	Lecturer
Fall 2010	212.78	402.37	189.93	792.12	0.00
Fall 2011	165.32	407.43	167.00	759.59	0.00
Fall 2012	262.71	423.10	230.50	634.72	0.00
Fall 2013	286.04	390.45	183.89	566.82	0.00
Fall 2014	12.21	2.49	60.09	101.14	0.00

Percentage of SCH by Instructor Type



Term	Tenured/Earning	Non Tenure Earning	Adjuncts	GA	Other
Fall 2010	38.18	40.20	13.80	2.00	5.82
Fall 2011	43.79	33.07	12.09	2.83	8.23
Fall 2012	47.22	29.01	11.32	5.99	6.47
Fall 2013	46.07	35.66	6.65	3.82	7.81
Fall 2014	8.96	27.58	5.62	14.15	43.68

Undergraduate SCH by Full-Time Faculty for Fall 2012, 2013 and 2014**

14- Business Department	Fall 2012			Fall 2013			Fall 2014		
	Total UG SCH	UG SCH by FT Faculty	Percent by FT Faculty	Total UG SCH	UG SCH by FT Faculty	Percent by FT Faculty	Total UG SCH	UG SCH by FT Faculty	Percent by FT Faculty
1401 Business Adm - Dean's Office	819	645	78.8%	381	190	49.9%	2,013		0.0%
1402 Accounting	7,983	5,214	65.3%	7,973	6,632	83.2%	7,440	4,046	54.4%
1404 Finance	4,665	3,384	72.5%	4,626	3,480	75.2%	4,128	3,272	79.3%
1405 Management	6,117	4,977	81.4%	6,510	5,184	79.6%	6,183	5,013	81.1%
1406 Marketing	5,700	4,704	82.5%	5,520	4,828	87.5%	5,433	4,878	89.8%
1407 Info Systems & Decision Sci	9,404	6,755	71.8%	8,408	5,933	70.6%	8,243	4,965	60.2%
1415 Center For Entrepreneurship				747	549	73.5%	666	420	63.1%
1425 Coba Executive Program	90		0.0%						
14-Business Total	34,778	25,679		34,165	26,796		34,106	22,594	

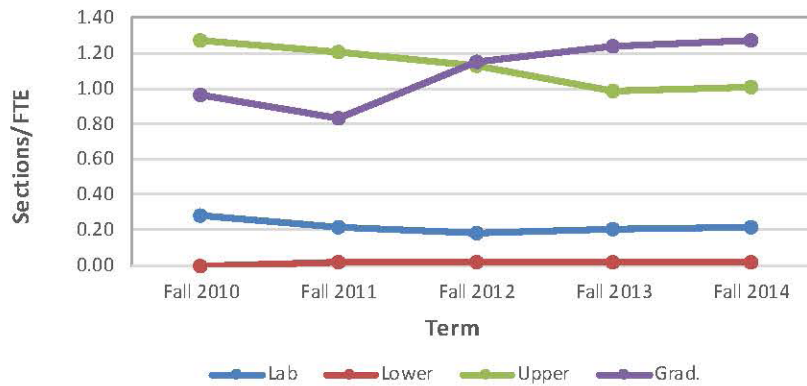
* Tampa Only

** Fall 2014 data as of March 1, 2015.

** Includes payplans: 01-Extra State Compensation, 02-Phased Retirement, 06-Faculty Adjunct, 21-A&P, and 22-Faculty

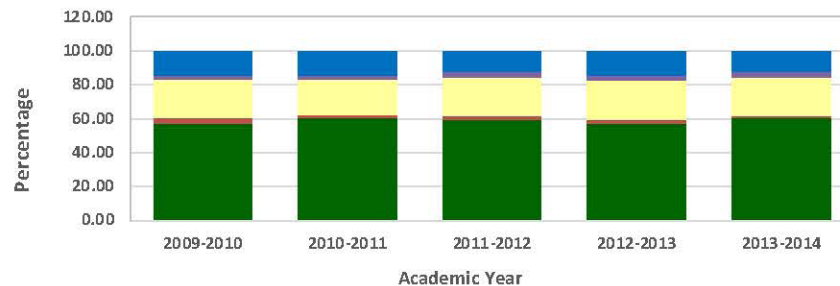
Source - ODS Person Effort Cube

Fall Sections Per Tenured/Earning Faculty FTE



Term	Lab	Lower	Upper	Grad.	Total
Fall 2010	0.28	0.00	1.27	0.97	2.52
Fall 2011	0.22	0.02	1.21	0.83	2.27
Fall 2012	0.18	0.02	1.13	1.15	2.48
Fall 2013	0.20	0.02	0.99	1.24	2.45
Fall 2014	0.22	0.02	1.01	1.27	2.51

Percentage of Activity for Ranked Faculty by Activity Type



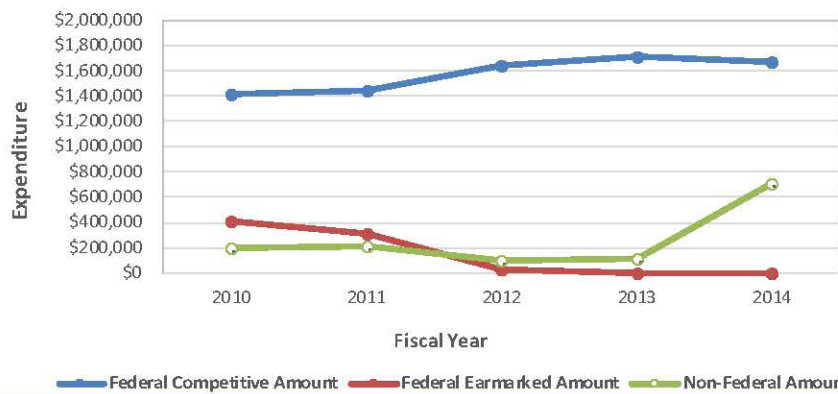
Academic Year	Teaching	Instruction	Research	Service	Other
2009-2010	57.64	2.96	22.59	2.68	14.12
2010-2011	60.35	2.48	20.33	2.15	14.69
2011-2012	59.23	2.03	23.58	2.41	12.76
2012-2013	57.88	1.97	22.88	3.07	14.20
2013-2014	60.23	1.61	22.83	2.78	12.55

Faculty Activity Groupings

Teaching	Credit bearing course delivery, supervision of teaching and interns, directed study, thesis, dissertation
Instruction	Advising, course prep, curriculum development, non-credit bearing instruction, co-op and teaching medical residents
Research	Funded Research, departmental research
Service	Public service, state mandated service, clinical service
Other	University governance, academic administration, release, paid patient care, release UFF, leave of absence

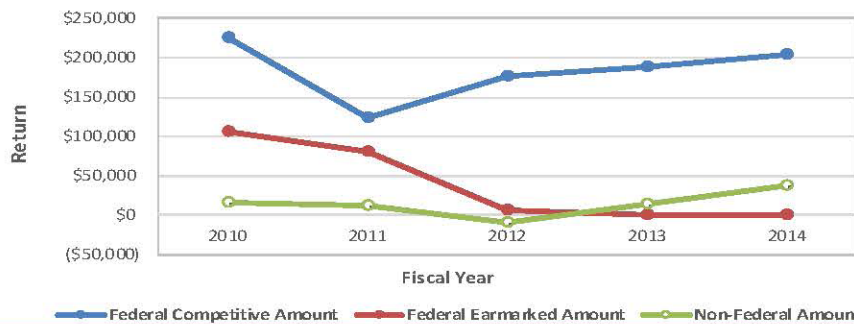
4. Research Productivity

Federal and Non-Federal R and D Expenditures



Fiscal year	Federal Competitive Amount	Federal Earmarked Amount	Non-Federal Amount	Total R & D Amount
2010	\$1,412,656	\$407,741	\$197,634	\$2,018,031
2011	\$1,437,351	\$313,162	\$204,933	\$1,955,446
2012	\$1,644,446	\$23,871	\$95,946	\$1,764,263
2013	\$1,715,272	\$0	\$107,044	\$1,822,315
2014	\$1,671,539	\$0	\$702,160	\$2,373,700

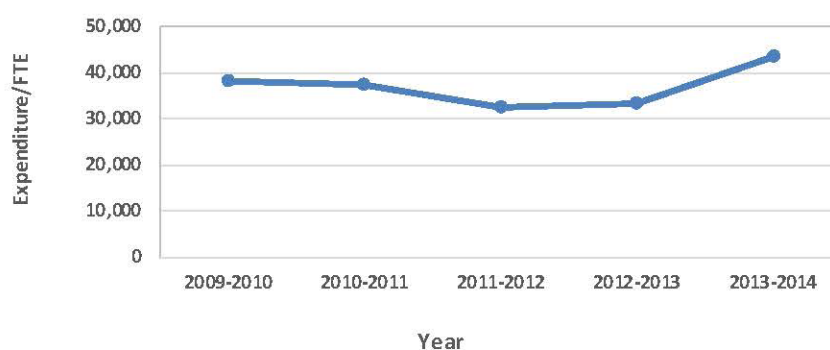
F and A Return



Fiscal year	Federal Competitive Amount	Federal Earmarked Amount	Non-Federal Amount	Total F & A Amount
2010	\$225,721	\$105,711	\$16,743	\$348,175
2011	\$124,303	\$81,190	\$12,772	\$218,265
2012	\$177,122	\$6,189	-\$8,114	\$175,197
2013	\$188,913	\$0	\$14,349	\$203,262
2014	\$204,443	\$0	\$37,813	\$242,256

Percentage of F&A within R&D				
Fiscal Year	Fed Comp Amount (%)	Fed Earmarked Amount (%)	Non-Fed Amount (%)	Total Amount (%)
2010	15.98	25.93	8.47	17.25
2011	8.65	25.93	6.23	11.16
2012	10.77	25.93	-8.46	9.93
2013	11.01	0.00	13.41	11.15
2014	12.23	0.00	5.39	10.21

R and D Expenditures Per Tenured/Tenure Earning Faculty FTE



Year	Expenditures Per FTE (\$)
2009-2010	\$38,097.62
2010-2011	\$37,482.19
2011-2012	\$32,514.98
2012-2013	\$33,199.40
2013-2014	\$43,680.52

Proposals and Awards

Fiscal year	Proposals	Proposals % Change	Awards	Awards % Change	% of Hits
2010	12	0%	16	0%	133%
2011	6	-50%	14	-12%	233%
2012	17	183%	20	42%	118%
2013	15	-11%	16	-20%	107%
2014	29	93%	31	93%	107%
* 2015	12	-58%	16	-48%	133%

Fiscal year	Requested Amount (\$)	Req % Change	Awarded Amount (\$)	Awards % Change	Estimate 2015 Proposals
2010	\$1,633,976	0%	\$7,394,118	0%	
2011	\$2,744,407	68%	\$10,402,073	41%	
2012	\$2,827,986	3%	\$2,714,480	-74%	
2013	\$4,351,500	54%	\$6,714,466	147%	
2014	\$3,324,338	-24%	\$4,851,542	-28%	
* 2015	\$595,768	-82%	\$1,369,518	-72%	

* 2015 Award Amounts are year-to-date, as of March 2015.

5. Post-Doctoral Appointments

Postdocs:

Does Not Apply

6. National Academy Members and Faculty Awards

Faculty	Award	Award Year	College	Award Type
Alan Hevner	Schoeller Senior Fellow	2014-2015	Business	Others
Jill Solomon	Hugh G. Wales Outstanding Advisor of the Year	2014-2015	Business	Others
Michael Fountain	NAI Fellow	2014-2015	Business	Others

Source: Muma College of Business - 2015 Data package from the Provost's office 4/8/15

Faculty Award Recipients - 2014					Student Award Recipients - 2014				
Faculty	Award	Award Year	College	Types	Student	Award Name	Award Year	College	Level
Alan Hevner	Schoeller Senior Fellow	2014	Business	Others	Trekeyla Francois	Gilman (Spring 2014 Travel)	2014	COB	UG
Jill Solomon	Hugh G. Wales Outstanding Advisor of the Year	2014	Business	Others	Austin-James Cox	Gilman Spring (Summer 2014 Travel)	2014	COB	UG
Michael Fountain	NAI Fellow	2014	Business	Others	Michelle Tjahjono	Gilman Spring (Summer 2014 Travel)	2014	COB	UG
Estimate New Faculty Awards Recipients Total - 2015					Shelby Thomas	Critical Language Scholarship	2014	CAS, COB	UG
					Estimate New Student Awards Recipients - 2015				

7. Fund Raising

GOAL vs. ATTAINMENT - FY 2012, FY2013, FY2014, FY2015 To Date												
College	FY 2012			FY 2013			FY 2014 to Date			FY 2015 to Date (03/14/2015)		
	Goal	Attainment	% Achieved	Goal	Attainment	% Achieved	Goal	Attainment	% Achieved	Goal	Attainment	% Achieved
Business	\$ 2,055,000	\$ 1,414,940	68.9%	\$ 1,042,000	\$ 1,546,399	148.4%	\$ 2,000,000	\$ 1,155,254	58%	\$ 31,200,000	\$ 38,704,457	124.05%

FISCAL YEAR COMPARISON - FY 2014 & FY 2015			
College	FY 2014 as of 3/14/15	FY 2015 as of 3/14/15	% Change
Business	\$ 1,220,406	\$ 38,704,457	3071.44%

UNSTOPPABLE CAMPAIGN PROGRESS TO DATE (3/14/15)			
College	Campaign Goal	Progress to Date	% of Goal Achieved
Business	\$ 37,607,226	\$ 67,837,957	180.39%

Source: USF Foundation, College Fundraising Reports as of 3/14/15

8. Resources & Budget

Business, Fall Employee Headcount					
Associate Professor	23	23	25	26	24
Assist Professor	13	16	11	10	16
Instructor	17	11	19	27	28
Lecturer					
Ranked Instructional Faculty	71	68	74	83	88
Other & Non-Instructional Faculty	6	6	8	9	9
Faculty Adjunct	24	27	15	19	15
Graduate Assistant	89	91	96	116	112
A&P	31	32	30	38	47
USPS	28	30	31	30	28
OPS Other	12	7	12	11	16
Student Assistant	49	45	46	40	41
Total	310	306	312	346	356

Source: Muma College of Business - 2015 Data Package from the Provost's Office 4/8/15

2014-2015 Operating Budgets

Combined E&G and CF	Budget	AA Pending Transfers	Expenses Actual & Planned	RSA	Expense Change	
SALARIES (w/o benefits)						
Instructional Faculty	\$13,427,061	\$13,000	\$13,302,429	\$137,632	\$1,557,283	-
Instructional Adjunct	\$386,459	\$0	\$408,182	-\$21,723	\$24,254	-
GA	\$1,050,892	\$0	\$997,872	\$53,020	\$52,231	-
Non-Instructional Faculty	\$0	\$0	\$0	\$0	\$0	-
Non Instructional Staff	\$2,131,609	\$0	\$2,127,832	\$3,777	\$507,607	-
Non Instructional OPS Other	\$564,439	\$0	\$556,709	\$7,730	\$232,666	-
Subtotal	\$17,560,460	\$13,000	\$17,393,023	\$180,437	\$2,374,041	-
Fringe & Awards/Bonus CF ONLY						
Subtotal	\$208,920	\$0	\$166,054	\$42,866	\$151,476	-
EXPENSE						
Other Operating Expense	\$733,018	\$0	\$511,921	\$221,097	-\$10,392	-
Travel	\$154,523	\$0	\$124,587	\$29,936	\$16,177	-
Equipment-OCO	\$0	\$0	\$0	\$0	\$0	-
Library Resources	\$0	\$0	\$0	\$0	\$0	-
Financial Aid/Scholarships	\$241,527	\$0	\$208,952	\$32,575	\$140,202	-
Other	\$90,414	\$0	\$102,657	-\$12,243	\$53,803	-
Subtotal	\$1,219,482	\$0	\$948,118	\$271,364	\$199,790	-
TOTAL E&G and Carryforward	\$18,988,862	\$13,000	\$18,507,196	\$494,666	\$2,725,308	-

Source: Muma College of Business - 2015 Data package from the Provost's Office

College of Business 2015 Review

2012-13 Operating Budgets						
College of Business						
College of Business						
Combined E&G and CF	Budget	AA Pending Transfers	Expenses Actual & Planned	RSA	Expense Change	
SALARIES (w/o benefits)						
Instructional Faculty	11,993,302	0	11,745,146	248,156	11,745,146	-
Instructional Adjunct	313,197	0	383,927	(70,731)	383,927	-
GA	932,087	0	945,641	(13,555)	945,641	-
Non-Instructional Faculty	0	0	0	0	0	-
Non Instructional Staff	1,579,872	0	1,620,225	(40,353)	1,620,225	-
Non Instructional OPS Other	250,398	0	324,042	(73,645)	324,042	-
Subtotal	15,068,855	0	15,018,982	49,873	15,018,982	-
Fringe & Awards/Bonus CF ONLY						
Subtotal	5,078	0	14,578	(9,500)	14,578	-
EXPENSE						
Other Operating Expense	653,393	0	522,314	131,079	522,314	-
Travel	148,465	0	108,410	40,055	108,410	-
Equipment -OCO	0	0	0	0	0	-
Library Resources	0	0	0	0	0	-
Financial Aid/Scholarships	44,304	0	68,750	(24,446)	68,750	-
Other	146,707	0	48,855	97,852	48,855	-
Subtotal	992,869	0	748,328	244,541	748,328	-
TOTAL E&G and Carryforward	16,066,801	0	15,781,888	284,913	15,781,888	-
2013-14 Operating Budgets						
College of Business						
College of Business						
Combined E&G and CF	Budget	AA Pending Transfers	Expenses Actual & Planned	RSA	Expense Change	
SALARIES (w/o benefits)						
Instructional Faculty	13,937,502	0	12,442,530	1,494,972	12,442,530	-
Instructional Adjunct	400,792	0	395,506	5,286	395,506	-
GA	1,099,167	0	840,355	258,812	757,968	920%
Non-Instructional Faculty	0	0	0	0	(945,641)	-100%
Non Instructional Staff	2,472,668	0	2,023,423	449,245	2,023,423	-
Non Instructional OPS Other	333,435	0	279,182	54,253	(1,341,043)	-83%
Subtotal	18,243,564	0	15,980,996	2,262,568	15,656,953	4832%
Fringe & Awards/Bonus CF ONLY						
Subtotal	0	0	0	0	(11,750)	-100%
EXPENSE						
Other Operating Expense	794,449	0	356,007	438,442	(166,306)	-32%
Travel	179,798	0	101,160	78,638	(7,250)	-7%
Equipment -OCO	0	0	0	0	0	-
Library Resources	0	0	0	0	0	-
Financial Aid/Scholarships	143,147	0	17,554	125,593	(51,196)	-74%
Other	141,182	0	66,234	74,947	17,379	36%
Subtotal	1,258,576	0	540,955	717,621	(207,373)	-28%
TOTAL E&G and Carryforward	19,502,140	0	16,521,951	2,980,189	740,063	5%
2014-15 Operating Budgets						
College of Business						
College of Business						
Combined E&G and CF	Budget	AA Pending Transfers	Expenses Actual & Planned	RSA	Expense Change	
SALARIES (w/o benefits)						
Instructional Faculty	13,427,061	13,000	13,302,429	137,632	1,557,283	-
Instructional Adjunct	386,459	0	408,182	(21,723)	24,254	-
GA	1,050,892	0	997,872	53,020	52,231	-
Non-Instructional Faculty	0	0	0	0	0	-
Non Instructional Staff	2,131,609	0	2,127,832	3,777	507,607	-
Non Instructional OPS Other	564,439	0	556,709	7,730	232,666	-
Subtotal	17,560,460	13,000	17,393,023	180,437	2,374,041	-
Fringe & Awards/Bonus CF ONLY						
Subtotal	208,920	0	166,054	42,866	151,476	-
EXPENSE						
Other Operating Expense	733,018	0	511,921	221,097	(10,392)	-
Travel	154,523	0	124,587	29,936	16,177	-
Equipment -OCO	0	0	0	0	0	-
Library Resources	0	0	0	0	0	-
Financial Aid/Scholarships	241,527	0	208,952	32,575	140,202	-
Other	90,414	0	102,657	(12,243)	53,803	-
Subtotal	1,219,482	0	948,118	271,364	199,790	-
TOTAL E&G and Carryforward	18,988,862	13,000	18,507,196	494,666	2,725,308	-

9. Performance, Planning & Accountability – State Level

College of Business									
USF Strategic Plan 2013-2016 Linked Goals	Tier 1 Performance Metrics	Strategic Priorities		Performance			Goals (with no rating)	Goals (with no rating)	Comments/Source
		Performance Based Funding	AAU Research	1-Year Trend	2013-14	2014-15	2015-16	2015-16	
GOAL 1: USF will produce well educated, highly skilled global citizens through its continuing commitment to student success.	1.1 University Access Rate	PBF-7		0%	39% (Fall 2012)	39% (Fall 2013)	N/A	N/A	Not determined by College From ODS/P&A
	1.2 Average GPA and SAT Scores		PE-1	0.5%/+1.1%	3.90/1738 (Fall 2013)	3.92/1719 (Fall 2014)	N/A	N/A	From ODS/P&A
	1.3 Academic Progress Rate	PBF-5	AAU R3 PE-2	+% change for next same college -1% change for next USF	78% same college 87% USF (Fall 2012 retained to Fall 2013)	78% same college 88% USF (Fall 2013 retained to Fall 2014)	78% same college	85% USF (Fall 2013 retained to Fall 2014)	From ODS/P&A
	1.4 FTIC+year Graduation Rate (Postsecondary Success 750)	PBF-4	AAU R4	-4% change for grad same college -3% change for grad from USF	45% same college 67% USF (Fall 2012-13)	46% same college 64% USF (Fall 2013-14)	46% same college	64% USF (Fall 2013-14)	From ODS/P&A
	1.5 Percent Bachelor's Degrees Awarded without excess hours	PBF-3		10%	50% (2012-13 AY)	60% (2013-14)	60% (2015-16)		From Registrar Office
	1.6 Doctoral Degrees Awarded		AAU R7 PE-10 Carnegie -5	11%	9 (2012-13 AY)	10 (2013-14)	8		From ODS/P&A
GOAL 2: USF will generate new knowledge and solve problems through high-quality research and innovation to change lives, improve health, and foster positive societal change.	2.1 Number of Postdoctoral Appointments	PBF-10	AAU R6 PE-3 Carnegie-3	0%	0	0	N/A		From Graduate School
	2.2 Number of Citations		AAU R3		Data not currently available.				
	2.3 Faculty Awards, Fellowships, and Memberships		AAU R4	0%	0	0	N/A		From awards database where "Award Type" contains AAU
	2.4 Total R&D Expenditures		AAU R4 PE-67 Carnegie-12	11%	\$9,899,619 (FY 2013)	\$9,633,572 (FY 2014)	\$9,633,572 (FY 2014)		Data from USF Research & Innovation
	2.5 Federal Research Expenditures		AAU R1	2%	\$1,701,658 (FY 2013)	\$1,674,539 (FY 2014)	\$1,700,000		Data from USF Research & Innovation
	2.6 National Academy members		AAU R2 PE-5	0	0	0	0		In Report College Data Only
	2.7 Non-faculty SRE Research Staff with Doctorates		Carnegie-4	Cannot currently calculate	0	Data not currently available	N/A		From Graduate School
	2.8 Patents Awarded in a 3-Year Period		PE-11	0%	0 (2011-2013)	0 (2012-14)	N/A		Data from USF Research & Innovation
Goal 3: USF will provide a first-class, higher educational institution that drives the economic engine of Tampa Bay.	3.1 Percent Bachelor's Graduates Employed and/or Continuing Their Education Further Within USF	PBF-1		These data are generated by the BOG. College/Department level data not available as of Feb. 16, 2015. Expected to receive later in Spring.					
	3.2 Median Average Full-Time Value of Undergraduate Employment in Florida 1 Year After Graduation	PBF-2		These data are generated by the BOG. College/Department level data not available as of Feb. 16, 2015. Expected to receive later in Spring.					
	3.3 Bachelor's Degrees Awarded in Area of Strategic Emphasis	PBF-6		3%	100% (n=1,364) 9% of USF Tampa Strategic Emphasis (2012-13 AY)	100% (n=1,427) 9% of USF Tampa Strategic Emphasis (2013-14 AY)	100% (n=1,427) 9% of USF Tampa Strategic Emphasis (2013-14 AY)		From ODS/P&A
	3.4 Graduate Degrees Awarded in Area of Strategic Emphasis	PBF-8		2%	100% (n=395) 5% of USF Tampa Strategic Emphasis (2012-13 AY)	100% (n=400) 5% of USF Tampa Strategic Emphasis (2013-14 AY)	100% (n=416) 7% of USF Tampa Strategic Emphasis (2014-15 AY)		From ODS/P&A
	3.5 Public University Rankings		PE-2	This metric difficult to parse to College/Unit level. ODS/P&A will be exploring identification of "proxy" measures to which Colleges/Units can contribute for future planning.					
	3.6 National Ranking in 5 STEM Disciplines		PE-3	NSF recognizes 5 broad STEM disciplines (list) and rankings based on research expenditures which are captured here in Metrics 2.4 and 2.5					
Goal 4: USF will ensure sound financial management to establish a strong and sustainable economic base in support of USF's continued academic advancement.	4.1 Average Cost per Undergraduate Degree to the Institution (USF System Metrics)	PBF-3		This is a USF System Metric and cannot be parsed to Institutional/College/Department/Unit Level at this time.					
	4.2 Endowment value (Proxy Used: Annual Giving and Commitments)		PE-12	0%	\$1,546,399 (FY 2013)	\$1,547,606 (FY 2014)	N/A		Annual Giving and Commitments a Proxy - from Advancement Operations





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