GENERAL FACULTY MEETING
SEPTEMBER 30, 1997
3:15 P.M.**102 bus
AGENDA

1. Minutes from the General Faculty Meeting of April 18, 1997

2. Introduction of New Faculty

3. Capital Campaign Update - Phil Hills

4. AACSB Reaccreditation

5. BITS Report - Donna Johnson
   a. Student Computer Requirements
   b. Business 101 Renovation
   c. Computers, Staff, and Network

6. College Incentive Funds

7. SAP R/3 System - Selcuk Erenguc

8. Biltmore Project

9. Freshman Seminar Series

GRADUATE FACULTY MEETING
SEPTEMBER 30, 1997

1. Minutes from the Graduate Faculty Meeting of April 18, 1997

2. Proposed Graduate Course Changes - Attachment I

   Reinstated Course:
   MAN 7933 - Seminar in Management
   • Change prerequisites, dropping MAN 7205 and MAN 7275, leaving only
September 30, 1997
Page 2

“Consent of Instructor”
- Change description to: Discussion of research topics and literature in strategic aspects of management decision-making

Change prerequisites & Description
MAN 7925 - Workshop in Management
- Change prerequisites, dropping MAN 7108, adding “Consent of Instructor”
- Change description to: Required of all doctoral students in Management. Presentation and discussion of research.

Change Description
MAN 7108 - Concepts and Methods in the Behavioral Sciences
- Change description to: Discussion of research topics and literature in human resources management.

New Courses
MAN 7905 - Individual Work in Management
- 1-5 credits/semester; 5 total repeatable credits allowed
- Description: Reading and/or research in management

MAN 7910 - Supervised Research
- 1-5 credits/semester; 5 total repeatable credits allowed

MAN 7940 - Supervised Teaching
- 1-5 credits/semester; 5 total repeatable credits allowed
- Description: Supervised teaching in department undergraduate program

ECO 7925 - Second Year Paper Workshop
- 3 credits
- Prerequisite: Having passed written field exams
- Description: Students will develop a research project and report periodically on their progress. Building on feedback from faculty and other students, a final paper of publishable quality will be written.
- Grading will be S/U

The MBA Committee has approved the following course changes and they have requested that these changes be presented at the next College of Business Administration Graduate Faculty Meeting for approval.

Change Course Level
FIN 5425 - Corporation Finance
September 30, 1997
Page 3

- Change course level from 5000 to 6000 (FIN 6425)

New Courses
FIN 6438 - Study in Valuation
- 2 credits
- Description: Independent analysis of comparable firms in industry. Assessment of relative investment attractiveness of these firms and industry. Projects to be presented and critiqued by investment professionals.

FIN 6465 - Financial Statement Analysis
- 2 credits
- Description: Examines the fundamental analysis of corporate financial statements. Identifies reliable estimates of fundamental corporate earning power and earning risks.

Proposal for New Program
J.D./M.A. in Business Administration with a concentration in Real Estate and Urban Analysis
MEMORANDUM

TO: John Kraft

FROM: W. Andrew McCollough

SUBJECT: Proposed Graduate Course Changes

The Graduate Committee has approved the following course changes and they have requested that these changes be presented at the next College of Business Administration Graduate Faculty Meeting for approval.

Instate Course:
MAN 7933 - Seminar in Management
  • Change prerequisites, dropping MAN 7205 and MAN 7275, leaving only "Consent of Instructor"
  • Change description to: Discussion of research topics and literature in strategic aspects of management decision-making

Change prerequisites & Description
MAN 7925 - Workshop in Management
  • Change prerequisites, dropping MAN 7108, adding "Consent of Instructor"
  • Change description to: Required of all doctoral students in Management. Presentation and discussion of research.

Change Description
MAN 7108 - Concepts and Methods in the Behavioral Sciences
  • Change description to: Discussion of research topics and literature in human resources management.

New Courses
MAN 7905 - Individual Work in Management
  • 1-5 credits/semester; 5 total repeatable credits allowed
WEEK 11: Governance


WEEK 12: Strategic decision-making


WEEK 13: Strategic change


WEEK 14: New directions

WEEK 15: Class presentations
Part I: To Be Completed By the Institution or School District

<table>
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<th>District Code</th>
<th>Institutional Code</th>
<th>Instructional Unit or Department</th>
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<td>University of Florida</td>
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<td>001535</td>
<td>MANAGEMENT</td>
</tr>
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Current Course Identification:
- Discipline (SMA): MAN
- Prefix: MAN
- Level: 7
- Course Number: 925
- Lab Code: ___
- Contact Hour Base: 1-3 or Head Count: ___
- Institution's Course Title: Workshop in Management

Change Course As Indicated Below:

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<tr>
<td>Prerequisites/Corequisites</td>
<td>MAN 7108</td>
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Change Course Description (Course syllabus must be attached):

Required of all doctoral students in Management. Presentation and discussion of research.

Intended Students (Mark all that apply):
- Undergraduate Nonmajors
- Graduate Students
- Undergraduate Majors
- Honors Students
- Other (specify): Advanced Undergraduates

Category of Instruction:
- Introductory
- Intermediate
- Advanced

Effective Term (month/year):
- ASAP
- Department Contact and Telephone Number: Lea King 352-392-0163

Signature, Department Chair: ________________ (Date) 9/10/77
Signature, College Dean: ____________________ (Date)
Signature, Graduate Dean (if applicable): ________________ (Date)
Signature, Institutional Contact: ________________ (Date)

Part II: Faculty Discipline Committee Representative Use Only

Approved Course Classification (Prefix, Number, Lab Code):

If not the same as recommended by institution, please explain:

SCNS Course Title (if new):

Decade Title (if new):

Century Title (if new):

Signature, Faculty Discipline Committee Representative: ________________ Date:

Part III: SCNS Staff Use Only

Signature: __________________ Date Entered: ____________ Correspondence Number: ____________
MAN 7925
Workshop in Management

Explanation

This course is the departmental workshop, which all Ph.D. students are required to attend. Thus, the prerequisite is inappropriate. Students present their own research and also hear and discuss the work of faculty members and visiting professors to the department. This change in the course description broadens the content of the workshop.
Part I: To Be Completed By the Institution or School District

<table>
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<th>Institution/District: University of Florida</th>
<th>District Code: 00</th>
<th>Institutional Code: 001535</th>
<th>Instructional Unit or Department: Management</th>
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**Terminate Current Course:** Effective term (month/year):

**Current SCNS Course Identification:**
- **Discipline (SMA):** MAN
- **Prefix:** MAN
- **Level:** 7
- **Course Number:** 108
- **Lab Code:**
- **Contact Hour Base:** 3 or Head Count

**Institution's Course Title:** Concepts and Methods in the Behavioral Sciences

**Change Course As Indicated Below:**

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<tr>
<td>Prerequisites/Corequisites</td>
<td>Consent of Instructor</td>
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</table>

**Change Course Title:**

Discussion of research topics and literature in human resources management

**Intended Students (Mark all that apply):**
- Undergraduate Nonmajors
- Graduate Students
- Honors Students
- Other (specify):

**Category of Instruction:**
- Introductory
- Intermediate
- Advanced

**Effective Term (month/year):**

**ASAP**

**Signature, Department Chair:**

**Lea King**

**Department Contact and Telephone Number:**

**352-392-0163**

**Date:** 9/10/97

**Signature, College Dean:**

**Signature, Institutional Contact:**

Part II: Faculty Discipline Committee Representative Use Only

**Approved Course Classification (Prefix, Number, Lab Code):**

If not the same as recommended by institution, please explain:

**SCNS Course Title (if new):**

**Decade Title (if new):**

**Century Title (if new):**

**Signature, Faculty Discipline Committee Representative:**

**Date:**

Part III: SCNS Staff Use Only

**Signature:**

**Date Entered:**

**Correspondence Number:**

Rev. 9/92
Part I: To Be Completed By the Institution or School District

Florida Department of Education
Statewide Course Numbering System
New Course Transmittal Form
(see instructions on reverse side)

Institution/District:
University of Florida

District Code: 00
Institutional Code: 001535
Instructional Unit or Department: Management

Add Course As Indicated Below:

Recommended SCNS Course Identification:
Discipline (SMA) MAN Prefix Level Course Number 905 Lab Code Contact Hour Base or Head Count

Institution's Course Title:
Individual Work in Management

Amount of Credit: If Repeatable Credit or Variable Credit: total repeatable credit allowed
Instructor: minimum maximum credit within a semester

Course Description (Course syllabus, grading criteria, and reading list must be attached):

Reading and/or research in management

Prerequisites:

Corequisites:

Intended Students (Mark all that apply):
☐ Undergraduate Nonmajors
☐ Undergraduate Majors
☐ Graduate Students
☐ Honors Students
☐ Advanced Undergraduates
☐ Other (specify):

Category of Instruction: ☐ Introductory ☐ Intermediate ☐ Advanced

List the department chair (by name & department) with whom you have cleared any question of possible duplication or infringement by this course. Each chair must either sign the syllabus requested, indicate no concern over possible infringement, or make comments. Any lack of comments or signatures must be indicated.

Effective Term (first term/year course will be offered):
Asap

Department Contact and Telephone Number:
Lea King 352-392-0163

Signature, Department Chair:

9/10/97

Signature, College Dean:

Signature, Institutional Contact:

Part II: Faculty Discipline Committee Representative Use Only

Approved Course Classification (Prefix, Number, Lab Code):

If not the same as recommended by institution, please explain:

SCNS Course Title (if new):

Decade Title (if new):

Century Title (if new):

Signature, Faculty Discipline Committee Representative

Date

Part III: SCNS Staff Use Only

Signature

Date Entered

Correspondence Number

Rev.10/92
MAN 7905
Individual Work in Management

Explanation (in place of course syllabus and reading list)

This course is individually-tailored reading and research with a graduate faculty member. By nature, each student’s reading list will be different and there is no common reading list, as there would be with a seminar. The student and faculty member design appropriate and specific goals, and the faculty member assigns a grade based on the quality of completion of the goals.
**Part I: To Be Completed By the Institution or School District**

- **University of Florida**
- **District Code:** 00
- **Institutional Code:** 001535
- **Instructional Unit or Department:** Management

**Recommended Course As Indicated Below:**

- **Discipline (SMA):**
- **Prefix:** MAN
- **Level:** 7
- **Course Number:** 910
- **Lab Code:**
- **Contact Hour Base or Head Count:**

**Institution's Course Title:** Supervised Research

- **Amount of Credit:**
  - If Repeatable Credit or Variable Credit: 5 total repeatable credit allowed
  - 1 minimum / 5 maximum credit within a semester

**Course Description (Course syllabus, grading criteria, and reading list must be attached):**

**Prerequisites:**

**Corequisites:**

- Undergraduate Nonmajors
- Undergraduate Majors
- Advanced Undergraduates

**Graduate Students**

- Other (specify):

**Category of Instruction:**

- Introductory
- Intermediate
- Advanced

**List the department chair (by name & department) with whom you have cleared any question of possible duplication or infringement by this course. Each chair must either sign the syllabus requested, indicate no concern over possible infringement, or make comments. Any lack of comments or signatures in indicated.**

- **Effective Term (first term/year course will be offered):**
  - **Fall 1997**

- **Department Contact and Telephone Number:**
  - **Lea King**
  - **352-392-0163**

**Signature, Department Chair:**

**Signature, College Dean:**

**Signature, Graduate Dean (if applicable):**

**Signature, Institutional Contact:**

**Part II: Faculty Discipline Committee Representative Use Only**

**Approved Course Classification (Prefix, Number, Lab Code):**

- If not the same as recommended by institution, please explain:

- **SCNS Course Title (if new):**
- **Decade Title (if new):**
- **Century Title (if new):**

**Signature, Faculty Discipline Committee Representative**

**Date:**

**Part III: SCNS Staff Use Only**

**Signature**

**Date Entered**

**Correspondence Number**
MAN 7910
Supervised Research

Explanation (in place of course syllabus and reading list)

This course involves student research on a specific research project in management, to be supervised by a graduate faculty member. By its nature, the course has no common reading list. Evaluation and grading are the responsibility of the faculty member based upon mutually-agreed goals for the research project.
### Part I: To Be Completed By the Institution or School District

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Add Course As Indicated Below:

**Recommended SCNS Course Identification:**
- **Discipline (SMA):**
- **Prefix:** MAN
- **Level:** 7
- **Course Number:** 940
- **Lab Code:**
- **Contact Hour Base:**
- **or Head Count:**

**Institution’s Course Title:**

**Supervised Teaching**

- **Amount of Credit:**
- **If Repeatable Credit or Variable Credit:** 5 total repeatable credit allowed
  - 1 minimum / 5 maximum credit within a semester

**Course Description (Course syllabus, grading criteria, and reading list must be attached.):**

*Supervised teaching in department undergraduate program.*

**Prerequisites:**

**Corequisites:**

**Intended Students (Mark all that apply.):**
- Undergraduate Nonmajors
- Undergraduate Majors
- Advanced Undergraduates
- Graduate Students
- Honors Students
- Other (specify):

**Category of Instruction:**
- Introductory
- Intermediate
- Advanced

List the department chair (by name & department) with whom you have cleared any question of possible duplication or infringement by this course. Each signature must either sign the syllabus requested, indicate no concern over possible infringement, or make comments. Any lack of comments or signatures must be indicated.

**Effective Term (first term/year course will be offered):**

**ASAP**

**Signature, Department Chair:**

**Date:** 9/10/97

**Signature, College Dean:**

**Date:**

**Signature, Institutional Contact:**

**Date:**

---

### Part II: Faculty Discipline Committee Representative Use Only

**Approved Course Classification (Prefix, Number, Lab Code):**

If not the same as recommended by institution, please explain:

**SCNS Course Title (if new):**

**Decade Title (if new):**

**Century Title (if new):**

**Signature, Faculty Discipline Committee Representative**

**Date**

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### Part III: SCNS Staff Use Only

**Signature**

**Date Entered**

**Correspondence Number**
MAN 7940
Supervised teaching

Explanation (in place of course syllabus and reading list)

Ph.D. students in the Department of Management are provided the opportunity to teach up to two sections of an undergraduate course, although they are not required to do so. Typically, one course is taught in the third year and one in the fourth. The teaching is undertaken under the supervision of the department chair, who works with the student to create a syllabus, design a course, and address pedagogical issues. Students are referred to on-campus resources for instruction in teaching and are encouraged to utilize all available resources.

The department chair evaluates the student through observation and a follow-up conference in which the student is encouraged to make an assessment of his or her progress and development. Grading is pass/fail, and the chair assigns the grade.
Part I: To Be Completed By the Institution or School District

University of Florida

Discipline (SMA)___ Prefix ___ Code ___ Level ___ Course Number ___ Lab Code ___ Contact Hour Base ___ or Head Count ___

Institution's Course Title: Second Year Paper Workshop

Amount of Credit: ___ If Repeatable Credit or Variable Credit: ___ total repeatable credit allowed

Instructor: ___ minimum ___ maximum credit within a semester

Course Description (Course syllabus, grading criteria, and reading list must be attached): Students will develop a research project and report periodically on their progress. Building on feedback from faculty and other students, a final paper of publishable quality will be written. Grading will be S/U.

Prerequisites: Having passed written field exams.

Coresquisites:

- Undergraduate Nonmajors
- Undergraduate Majors
- Advanced Undergraduates

Category of Instruction: ___ Introductory ___ Intermediate ___ Advanced

List the department chair (by name & department) with whom you have cleared any question of possible duplication or infringement by this course. Each such chair must either sign the syllabus requested, indicate no concern over possible infringement, or make comments. Any lack of comments or signatures may be indicated.

Effective Term (first term/year course will be offered):

Summar

Department Contact and Telephone Number:

Larry Kenny 392-0151

Signature, Department Chair:

Signature, College Dean:

Signature, Graduate Dean (if applicable):

Signature, Institutional Contact:

Part II: Faculty Discipline Committee Representative Use Only

Approved Course Classification (Prefix, Number, Lab Code):

If not the same as recommended by institution, please explain:

SCNS Course Title (if new):

Decade Title (if new):

Century Title (if new):

Signature, Faculty Discipline Committee Representative

Date

Part III: SCNS Staff Use Only

Signature

Date Entered

Correspondence Number
**Florida Department of Education**  
**Statewide Course Numbering System**  
**Course Termination or Change Transmittal Form**  
*(See instructions on reverse side)*

### Part I: To Be Completed By the Institution or School District

**Institution/District:** University of Florida  
**District Code:** 00  
**Institutional Code:** 001535  
**Instructional Unit or Department:** Finance, Insurance & Real Estate

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**Institution's Course Title:** Corporation Finance

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**Intended Students (Mark all that apply):**  
- Undergraduate Nonmajors  
- Graduate Students  
- Undergraduate Majors  
- Honors Students  
- Other (specify):

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<tr>
<td>Priscilla Kenney 2-0153</td>
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<th>Signature, Department Chair:</th>
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<td>David T. Brown 9/10/97</td>
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### Part II: Faculty Discipline Committee Representative Use Only

**Approved Course Classification (Prefix, Number, Lab Code):**

If not the same as recommended by institution, please explain:

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### Part III: SCNS Staff Use Only

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Rev.9/92
Part I: To Be Completed By the Institution or School District

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<td>Instructional Unit or Department:</td>
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Add Course As Indicated Below:

Recommended SCNS Course Identification:

- Discipline (SMA): [ ]
- Prefix: [ ]
- FTN: [ ]
- Level: 6
- Course Number: 438
- Lab Code: [ ]
- Contact Hour Base: 2
- or Head Count: [ ]

Institution's Course Title:

Study in Valuation

| Amount of Credit: 2 | If Repeatable Credit or Variable Credit: [ ]
|                     | total repeatable credit allowed: [ ]
|                     | minimum / maximum credit within a semester: [ ]

Instructor:

Course Description (Course syllabus, grading criteria, and reading list must be attached):

Independent analysis of comparable firms in industry. Assessment of relative investment attractiveness of these firms & industry. Projects to be presented and critiqued by investment professionals.

Prerequisites:

Corequisites:

Intended Students (Mark all that apply):

- Undergraduate Nonmajors
- Undergraduate Majors
- Advanced Undergraduates
- Graduate Students
- Honors Students
- Other (specify):

Category of Instruction: [ ] Introductory
[ ] Intermediate
[ ] Advanced

List the department chair (by name & department) with whom you have cleared any question of possible duplication or infringement by this course. Each such chair must either sign the syllabus requested, indicate no concern over possible infringement, or make comments. Any lack of comments or signatures means no indicated.

Effective Term (first term/year course will be offered):

- Spring 1998

Department Contact and Telephone Number:

Priscilla Kenney
2-0153

Signature, Department Chair:

(Date)
7/29/97

Signature, College Dean:

(Date)

Signature, Graduate Dean (if applicable):

(Date)

Signature, Institutional Contact:

(Date)

Part II: Faculty Discipline Committee Representative Use Only

Approved Course Classification (Prefix, Number, Lab Code):

If not the same as recommended by institution, please explain:

SCNS Course Title (if new):

Decade Title (if new):

Century Title (if new):

Signature, Faculty Discipline Committee Representative

Date

Part III: SCNS Staff Use Only

Signature

(Date Entered)

Correspondence Number

Rev. 10/92
FIN 6438: STUDY IN VALUATION
(sample syllabus)

Professor Michael Ryngaert

Office:
303C Business Building
392-9765

Office Hours:
As posted or by appointment

Course Organization:

This course is primarily an independent study course. Students select an industry and produce an analysts report on four to five firms in that industry. The reports should roughly outline each firm's strategies, strengths, weaknesses, future earning's forecasts, and investment attractiveness. Students will periodically meet with a professor to insure satisfactory progress in their work. At the end of the module students will present their "analyst's report."

Grading:

Grades will be based on:

- Written report: 35%
- Formal presentation: 65%

There are no formal meeting times for the course. During the term one or two speakers will be brought in from the investment community to talk about how they approach their job.

Meeting 1: Overview of course expectations

Meeting 2: Lectures from investment professionals

Final Meetings: Student Presentations
Part I: To Be Completed By the Institution or School District

Add Recommended SCNS Course Identification:

Discipline (SMA) Prefix FIN Level 6 Course Number 465 Lab Code Contact Hour Base 2 or Head Count

Institution's Course Title:

Financial Statement Analysis

Amount of Credit: 2 If Repeatable Credit or Variable Credit: total repeatable credit allowed
Instructor: minimum / maximum credit within a semester

Course Description (Course syllabus, grading criteria, and reading list must be attached):

Examines the fundamental analysis of corporate financial statements. Identifies reliable estimates of fundamental corporate earning power and earning risks.

Prerequisites:

Corequisites:

Intended Students (Mark all that apply):

☑ Undergraduate Nonmajors ☑ Graduate Students ☐ Other (specify):
☐ Undergraduate Majors ☐ Honors Students
☐ Advanced Undergraduates

Category of Instruction:

☑ Introductory ☑ Intermediate ☐ Advanced

List the department chair (by name & department) with whom you have cleared any question of possible duplication or infringement by this course. Each such chair must either sign the syllabus requested, indicate no concern over possible infringement, or make comments. Any lack of comments or signatures may indicate.

Effective Term (first term/year course will be offered):

Fall 1998

Department Contact and Telephone Number:

Priscilla Kenney 2-0153

Signature, Department Chair:

(Date) 7/29/97

Signature, Graduate Dean (if applicable):

(Date)

Signature, College Dean: (Date)

Signature, Institutional Contact: (Date)

Part II: Faculty Discipline Committee Representative Use Only

Approved Course Classification (Prefix, Number, Lab Code):

If not the same as recommended by institution, please explain:

SCNS Course Title (if new):

Decade Title (if new):

Century Title (if new):

Signature, Faculty Discipline Committee Representative

Date

Part III: SCNS Staff Use Only

Signature

Date Entered

Correspondence Number
FINANCIAL STATEMENT ANALYSIS

Overview of Topical Coverage (University Bulletin Information)

This course examines the fundamental analysis of corporate financial statements. The goals of such analyses are to identify reliable estimates of fundamental corporate earning power and earnings risks. Topics include major accounting principles underlying statement presentation, the analysis of fixed income default risk, determinants of equity earnings, and the projection of potential future financial statements.

Topical Outline:

The following outline illustrates the majors topics to be included in the course.

I. Overview of Financial Statement Analysis
   A. General Approaches Used in Fundamental Statement Analyses
   B. 

II. Major Accounting Principles
   A. Assets
      1. Inventory Valuation
      2. Fixed Assets & Depreciation
      3. Merger and Acquisition Accounting
      4. Major Footnotes Related to Asset Reporting
   B. Liabilities
      1. Reserves and Contingencies
      2. Retirement Benefit Liabilities
      3. Deferred Taxes
      4. Minority Interests
      5. ESOP's
      6. Major Footnotes Related to Liability Reporting
   C. Equity
      1. Review of Equity Sources
      2. Inflation Considerations
      3. Foreign Currency Translation Adjustments
      4. Treasury Stock
      5. Statement of Equity Changes
      6. Major Footnotes Related to Equity Reporting
   D. Income Statement
      1. Problems in Revenue Recognition
      2. Problems in Cost Recognition (R&D, Goodwill and other amortization)
      3. Extraordinary items
      4. EPS Calculations
E. Statement of Cash Flows

III. Ratio Analysis of Financial Statements
   A. Analyses of ROE
      1. Expanded DuPont Models
      2. Models Which Correct for Interest Expense
   B. Analysis of Default Risk
      1. Static Ratio Models
      2. Simulation of Future Debt Coverage Ability
   C. Analyses of Liquidity and Asset Management
   D. Preparation of Pro Forma Statements

IV. Industry Analyses
   A. Growth Measurement
   B. Conceptual Determinants of Revenue Growth
   C. Quantitative Models of Revenue Growth

V. Company Analysis
   A. Analyses of EPS Growth
   B. Management Evaluation
   C. Simulation Projections of Earnings and Dividends
   D. Analysis of Equity Risk and Value

Teaching Approach

Concepts and techniques will be illustrated using actual company case studies. Extensive use will be made of computer based information such as Compustat data, Internet information, Dow Jones News retrieval, Bloomberg and other sources of company data and analyst’s reports.

Illustrative Texts

More than one text will probably be required to provide the coverage presented in the course. Illustrative texts include:

- Graham and Dodd’s SECURITY ANALYSIS, 5th Edition by Sidney Cottle, Roger Murray and Frank Block


Grading:

Grades will be based on tests, student participation and a course paper.
For students who are a part of the MBA Program in Security Analysis, the course paper is intended to represent the start of a thorough Industry and Company Analysis which they will have completed by the conclusion of their course work in the Program in Security Analysis.
J.D./M.A. in Business Administration with a concentration in Real Estate and Urban Analysis Joint Degree Program

Recognizing the important role of individuals with a strong knowledge of both real estate economics and finance as well as real estate law, the College of Law and the Department of Finance, Insurance and Real Estate have created a joint degree program. The program allows students to complete both the Juris Doctor and Master of Arts in business administration with a concentration in real estate degrees in three years. Under the joint degree program agreement, the Department of Finance, Insurance and Real Estate will allow 12 semester credits of appropriate courses from the law curriculum to be counted toward the Master of Arts in business administration in real estate degree. Reciprocally, law students may receive up to 12 semester credits for graduate courses taken in the Master of Arts degree in business administration real estate Program.

Admissions.

Students must apply separately to each program and meet the admissions requirements for both the J.D. and the M.A. in business administration with a concentration in real estate and urban analysis program. Students may begin one of the two programs before acceptance in the other. However, to qualify for joint degree status, the student must be admitted into the second program by the end of the first semester in the real estate degree program or the fourth semester of the law program.

Admission procedures for students applying to the M.A. in business administration with a concentration in real estate and urban analysis as joint J.D./M.A. students are the same as for other students admitted to the M.A. in business administration with a concentration in real estate and urban analysis program. Under normal circumstances a GRE score of at least (1000) or a GMAT score of at least (500) and an undergraduate grade point average of at least 3.0 are required. To enter the M.A. in business administration with a concentration in real estate and urban analysis program, students should have some background in accounting and business economics.

Plan of Study.

In order to receive an M.A. degree in business administration with a concentration in real estate and urban analysis, candidates must (1) complete 16 credit hours of study from the following list and (2) complete REE 6948, the Capstone Seminar Project course in lieu of a thesis.

<table>
<thead>
<tr>
<th>Course</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>REE 6505 Principles of Real Estate Decision Making</td>
<td>2</td>
</tr>
<tr>
<td>REE 6705 Geographic Information Systems &amp; Location Analysis</td>
<td>2</td>
</tr>
<tr>
<td>REE 6395 Real Estate Investment and Securities</td>
<td>2</td>
</tr>
<tr>
<td>REE 6707 Urban Market Research</td>
<td>2</td>
</tr>
<tr>
<td>REE 6206 Primary Mortgage Markets and Institutions</td>
<td>2</td>
</tr>
<tr>
<td>REE 6208 Secondary Mortgage Markets and Securitization</td>
<td>2</td>
</tr>
<tr>
<td>REE 6902 Corporate &amp; International Real Estate</td>
<td>2</td>
</tr>
<tr>
<td>GEO 6938 Selected Topics in Geography (Intro. Quant. Analysis)</td>
<td>3</td>
</tr>
<tr>
<td>GEO 6938 Selected Topics in Geography (Inter. Quant. Analysis)</td>
<td>3</td>
</tr>
<tr>
<td>BCN 4751 Residential Site Development</td>
<td>3</td>
</tr>
</tbody>
</table>

These courses represent the required courses for the Master of Arts in business administration with a concentration in real estate and urban analysis. These courses will be offered so that they can be completed during the Fall and Spring Terms of any year. The two credit hour courses are offered on a modular basis. That is they run for half of a semester. Modular courses are offered in the first and second halves of the Fall and Spring Semesters.
Graduate Assistantships, Scholarships and Fellowships.

Students enrolled in the joint degree program are eligible for all assistantships, scholarships and fellowships available to students in the program during any semester where they are enrolled in at least 12 semester hours of courses in the Master of Arts in business administration with a concentration in real estate and urban analysis program. All students admitted to the program are eligible for these awards and need not apply for them separately.

Further Information.

For further information contact both the College of Law and the Department of Finance, Insurance and Real Estate.

College of Law

Patrick Shannon
Assistant Dean for Student Affairs
University of Florida
College of Law
P.O. Box 117621
Gainesville, FL 32611-7621

Tel: (352) 392-0421  Fax: (352) 392-8727

Student.svc@law.ufl.edu

Department of Finance, Insurance and Real Estate

Professor David T. Brown
Department of Finance, Insurance and Real Estate
University of Florida
Warrington College of Business
P.O. Box 117162
Gainesville, FL 32611-7162

Tel: (352) 392-5844  Fax: (352) 392-0301

dbrown@dale.cba.ufl.edu
GENERAL FACULTY MEETING
SEPTEMBER 30, 1997
3:15 P.M. 102 bus
AGENDA

1. Minutes from the General Faculty Meeting of April 18, 1997
2. Introduction of New Faculty
3. Capital Campaign Update - Phil Hills
4. AACSB Reaccreditation
5. BITS Report - Donna Johnson
   a. Student Computer Requirements
   b. Business 101 Renovation
   c. Computers, Staff, and Network
6. College Incentive Funds
7. SAP R/3 System - Selcuk Erenguc
8. Biltmore Project
9. Freshman Seminar Series

GRADUATE FACULTY MEETING
SEPTEMBER 30, 1997

1. Minutes from the Graduate Faculty Meeting of April 18, 1997
2. Proposed Graduate Course Changes - Attachment I

Reinstate Course:
MAN 7933 - Seminar in Management
   • Change prerequisites, dropping MAN 7205 and MAN 7275, leaving only
"Consent of Instructor"
- Change description to: Discussion of research topics and literature in strategic aspects of management decision-making

**Change prerequisites & Description**
**MAN 7925 - Workshop in Management**
- Change prerequisites, dropping MAN 7108, adding "Consent of Instructor"
- Change description to: Required of all doctoral students in Management. Presentation and discussion of research.

**Change Description**
**MAN 7108 - Concepts and Methods in the Behavioral Sciences**
- Change description to: Discussion of research topics and literature in human resources management.

**New Courses**
**MAN 7905 - Individual Work in Management**
- 1-5 credits/semester; 5 total repeatable credits allowed
- Description: Reading and/or research in management

**MAN 7910 - Supervised Research**
- 1-5 credits/semester; 5 total repeatable credits allowed

**MAN 7940 - Supervised Teaching**
- 1-5 credits/semester; 5 total repeatable credits allowed
- Description: Supervised teaching in department undergraduate program

**ECO 7925 - Second Year Paper Workshop**
- 3 credits
- Prerequisite: Having passed written field exams
- Description: Students will develop a research project and report periodically on their progress. Building on feedback from faculty and other students, a final paper of publishable quality will be written.
- Grading will be S/U

The MBA Committee has approved the following course changes and they have requested that these changes be presented at the next College of Business Administration Graduate Faculty Meeting for approval.

**Change Course Level**
**FIN 5425 - Corporation Finance**
September 22, 1997
Page 3

- Change course level from 5000 to 6000 (FIN 6425)

New Courses
FIN 6438 - Study in Valuation
- 2 credits
- Description: Independent analysis of comparable firms in industry. Assessment of relative investment attractiveness of these firms and industry. Projects to be presented and critiqued by investment professionals.

FIN 6465 - Financial Statement Analysis
- 2 credits
- Description: Examines the fundamental analysis of corporate financial statements. Identifies reliable estimates of fundamental corporate earning power and earning risks.

Proposal for New Program
J.D./M.A. in Business Administration with a concentration in Real Estate and Urban Analysis
September 22, 1997
Page 2

- Description: Reading and/or research in management

MAN 7910 - Supervised Research
- 1-5 credits/semester; 5 total repeatable credits allowed

MAN 7940 - Supervised Teaching
- 1-5 credits/semester; 5 total repeatable credits allowed
- Description: Supervised teaching in department undergraduate program

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- Description: Examines the fundamental analysis of corporate financial statements. Identifies reliable estimates of fundamental corporate earning power and earning risks.

Proposal for New Program
J.D./M.A. in Business Administration with a concentration in Real Estate and Urban Analysis

Attachments
**Part I: To Be Completed By the Institution or School District**

| Institution/District: | University of Florida | District Code: 00 | Institutional Code: 001535 | Instructional Unit or Department: Management |

**Terminate Current Course:** Effective term (month/year):

**Current SCNS Course Identification:**
- Discipline (SMA): MAN
- Prefix: MAN
- Level: 7
- Course Number: 933
- Lab Code
- Contact Hour Base: 3
- or Head Count

**Institution's Course Title:** Seminar in Management

**Change Course As Indicated Below:**

<table>
<thead>
<tr>
<th>Item to Change</th>
<th>Change From</th>
<th>Change To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reclassify: Pref., No., Lab Code</td>
<td>(See above)</td>
<td><strong>REINSTATE</strong></td>
</tr>
<tr>
<td>Level</td>
<td>(See above)</td>
<td></td>
</tr>
<tr>
<td>Amount of Credit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contact Hour Base or Head Count</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prerequisites/Corequisites</td>
<td>MAN 7275 - 7205</td>
<td>Consent of Instructor</td>
</tr>
</tbody>
</table>

**Change Course Title:** Seminar in Strategic Management

**Change Course Description (Course syllabus must be attached):**

Discussion of research topics and literature in strategic aspects of management decision-making

**Intended Students (Mark all that apply):**
- □ Undergraduate Nonmajors
- □ Graduate Students
- □ Undergraduate Majors
- □ Honors Students
- □ Advanced Undergraduates

**Category of Instruction:**
- □ Introductory
- □ Intermediate
- □ Advanced

**Effective Term (month/year):**
- ASAP

**Department Contact and Telephone Number:**
- Lea King
- 352-392-0163

**Signature, Department Chair:**
- [Signature]
- 9/10/97

**Signature, College Dean:**
- [Signature]
- (Date)

**Signature, Institutional Contact:**
- [Signature]
- (Date)

**Part II: Faculty Discipline Committee Representative Use Only**

Approved Course Classification (Prefix, Number, Lab Code):

If not the same as recommended by institution, please explain:

**SCNS Course Title (if new):**

**Decade Title (if new):**

**Century Title (if new):**

**Signature, Faculty Discipline Committee Representative:**

**Date:**

**Part III: SCNS Staff Use Only**

**Signature:**

**Date Entered:**

**Correspondence Number:**
MAN 7933: SEMINAR IN STRATEGIC MANAGEMENT
SYLLABUS

Professor: Heather Elms
Office: 211F Business Building
Office telephone: (352) 392-0108
Mgmt. Dept. telephone: (352) 392-0163
E-mail address: elmsh@dale.cba.ufl.edu
Office Hours:

Course requirements
You will be expected to read and critically assess all of the assigned readings and be prepared to discuss them in class. Each week, I will also assign a paper or a set of papers to each individual in the class for presentation to the class the following week. At the end of the semester, you will be required to submit to me and present to the class an empirical research paper which makes use of the literature on strategic management.

The course requirements and their potential contribution to your final grade in the course are as follows:

Class Presentations and Participation 50%
Research Paper & Presentation 50%

COURSE OUTLINE

WEEK 1: What is strategic management?
WEEK 2: Theories of the firm

WEEK 3: Industry and firm effects

WEEK 4: Strategy and structure
WEEK 5: **Diversification**


WEEK 6: **Vertical Integration**


WEEK 7: **Resource-based view**


WEEK 8: Organizational economics

WEEK 9: Transaction Cost Economics

WEEK 10: Agency Theory
Juris Doctor/Master of Arts in Business Administration with a concentration in Real Estate and Urban Analysis

The faculties of the College of Law and the Department of Finance, Insurance and Real Estate have approved a joint degree program culminating in both a Juris Doctor degree, awarded by the College of Law, and a Master of Arts degree in business administration with a concentration in real estate and urban analysis, awarded by the Department of Finance, Insurance and Real Estate. Under the joint degree program, a student can obtain both degrees in approximately one year less than it would take to obtain both degrees if pursued consecutively. Essential criteria relating to the joint degree are as follows:

1. Candidates for the program must meet the entrance requirements for and be accepted by both colleges. Both colleges must be informed by the student at the time of application to the second program, that he/she intends to pursue the joint degree program. Students are encouraged to announce their intent of seeking a joint degree as soon as possible.

2. The joint degree program is not open to students who have already earned one degree.

3. Admission to the second program is required no later than the end of the second consecutive semester after beginning one degree of the joint degree program. A summer term is counted as half a single semester. An exception to this requirement will be made for two semesters for the students in residence at the time the joint degree program is initiated.

4. A student must satisfy the curriculum requirements for each degree before either degree is awarded. The Graduate Division of the Department of Finance, Insurance and Real Estate will allow 12 credits of appropriate law courses to be credited toward both the Master of Arts in business administration with a concentration in real estate and urban analysis and the Juris Doctor degrees. The 12 credits selected from the law curriculum must be approved by the Assistant Dean for Graduate Studies upon the recommendation of the student’s graduate supervisory committee. Reciprocally, law students may receive toward the satisfaction of the Juris Doctor degree, not more that 12 semester credits for courses taken in the graduate curriculum of the Department of Finance, Insurance and Real Estate. Two of the courses, not more than a total of 6 semester credits, will be treated as the two graduate courses ordinarily allowed to be taken outside of the College of Law for credit toward Law School graduation.

5. A student enrolled in the joint degree program may spend the first year in either the College of Law of the Department of Finance, Insurance and Real Estate. Students admitted to one college but electing to spend the first academic year in the other college under the joint degree program may enter the second college thereafter without once again qualifying for admission so long as they have notified the second college before the end of the first week of the first semester in the joint degree program and are in good academic standing when the studies commence in the second college. Any student who participates in the joint degree program beginning in the Fall Semester must register for a course or courses in the second college no later than the beginning of the fifth semester, including the summer term as a semester. Any student who participates in the joint degree program beginning law school in the Spring Semester must commence study in the Department of Finance, Insurance and Real Estate no later than the fifth semester, including summer term as a semester. Students must carry the minimum number of credits required by either college.

6. The Department of Finance, Insurance and Real Estate courses which are to be credited toward the Juris Doctor degree must carry a grade of “B” or higher and will not be counted in the College of Law grade point average. College of Law courses which are to be credited toward the Master of Arts degree must carry a grade of “C” or higher and will not be counted in the grade point average in the Department of Finance, Insurance and Real Estate.
7. Students enrolled in the joint degree program must complete the College of Law's advanced writing requirement. An approved master's thesis in real estate will satisfy the advanced writing requirement of the College of Law if so certified by a law school faculty member. Non thesis students must still satisfy the College of Law’s writing requirement.

8. A student enrolled in the joint degree program will not receive either degree until he/she has satisfied all of the requirements for both degrees, or until he/she has satisfied the requirements of one of the degrees as if he/she had not been a joint degree candidate.

9. Students who enroll in the joint degree program but do not complete the program may receive credit toward the College of Law degree under the graduate level course option for a maximum of two courses, not to exceed 6 semester credits, taken from the graduate curriculum of the Department of Finance, Insurance and Real Estate. Although the grade is not computed in the student’s grade point average, a grade of “B” or higher must be earned to receive credit hours for the course(s).

10. Students in the joint program will be eligible for the graduate teaching assistantships and research assistantships in the Department of Finance, Insurance and Real Estate on the same basis as other real estate graduate students, subject to the guidelines and restrictions set by the Department of Finance, Insurance and Real Estate.

11. To facilitate student progress in the joint program, it is proposed that to the fullest extent possible given the availability and consent of appropriate law faculty, the student’s graduate supervisory committee be comprised of two graduate faculty members from the Department of Finance, Insurance and Real Estate and one law faculty member. Whether a law faculty member serves on the supervisory committee or not, thesis (optional, not required) will deal with a topic related to law.

12. The program will begin in the Spring 1998 term.
GRADUATE FACULTY MEETING
September 30, 1997
Minutes

1. Graduate Faculty Meeting was first on the agenda.

2. Minutes from the Graduate Faculty Meeting of April 18, 1997 were approved.

3. Proposed Graduate Course Changes (attachment I) were approved by majority vote.

4. MBA request for changes was presented as an information item. They will be voted on at the next meeting.

A motion was made and seconded to adjourn the Graduate Faculty Meeting.

GENERAL FACULTY MEETING
September 30, 1997
Minutes

1. Minutes from the General Faculty Meeting of April 18, 1997 were approved.

2. New faculty was introduced by department.

   Management: Heather Elms
               Amir Erez

   Finance:    Robert Porter
               Jason Karceski

   DIS:        Dan Conway
October 13, 1997

Marketing: Alan Cooke

BITS: Christina Kirmse

MBA: Brian Ray
     Russ Rothamer
     Todd Reale
     Rob Brown
     Melanie Parker

Dr. Crum introduced his visitors from USIA Linguistic University in Russia.

3. Phil Hills explained the Capital Campaign. The University goal is $500 million and the College of Business’ goal is $30 million. We now have $31 million. Any monies pledged for facilities will be matched 100%.

4. Dr. McCollough discussed the upcoming AACSB visit which will be February 1-4, 1998. The Executive Summary has been distributed. This report is the self-study required by the AACSB reaccreditation team. It was explained that we may be judged less than sufficient in number of faculty for the number of student credit hours due to the amount of TV replay credit hours.

5. Donna Johnson reported on the new student computer requirements as mandated by the university; the renovation of BUS 101 which should be complete by January. She also explained computers in relation to staff and the network.

6. College Incentive Funds were discussed. This was formally a DSR grant program to provide technology support. DSR is now making block grants available to various colleges. The College of Business share this year was $25,000+ which was matched by college funds. The intent is to provide new faculty with start-up technology monies.

7. Dr. Erenguc gave a talk and did a slide demonstration regarding the SAP R/3 System in which the College of Business is interested in as a joint venture.

8. The Biltmore Project was explained by Dr. McCollough and Dean Kraft. This is a project that the university is exploring with the Sea Ray Corp. which owns the Biltmore Hotel in Coral Gables. They are planning to offer executive programs at this site. The university is interested, but feels that only the College of Business is capable of handling this. However, the College of Business is not enthusiastic. The Dean is concerned about the facilities and notes our limited faculty numbers will
limit our participants. Discussions with the university are continuing.

9. Dr. McCollough discussed the Freshman Seminar Series and the desire to restart this activity. $1,000 would be provided to a specific faculty member’s expense fund, per academic unit, to help with these seminars. They have been done in the past and proved to be rather successful.

A motion was made and seconded to adjourn the General Faculty Meeting.
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Equal Opportunity/Affirmative Action Institution
October 13, 1997

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