WARRINGTON COLLEGE OF BUSINESS
HEAVENER SCHOOL OF BUSINESS
FISHER SCHOOL OF ACCOUNTING
HOUGH GRADUATE SCHOOL OF BUSINESS

DEAN
John Kraft

SENIOR ASSOCIATE DEAN AND DIRECTOR
S. Selcuk Erenguc, Hough Graduate School of Business

ASSOCIATE DEANS AND DIRECTORS
Gary McGill, Fisher School of Accounting
Brian Ray, Heavener School of Business

COLLEGE INFORMATION
FOUNDED ............................................. 1926
FACULTY/STAFF ............................... 108/150
RESEARCH CENTERS ......................... 11
ENDOWMENT VALUE ........................... '178.0 MILLION
UNDERGRADUATE MAJORS .................... 7
MINORS .............................................. 6
MASTER’S PROGRAMS ......................... 8
PH.D. PROGRAMS ............................... 5
PROFESSIONAL DOCTORATE .................. 1
STUDENT POPULATION ....................... 7,413
  ➔ Undergraduate ............................... 4,620
  ➔ Master’s ....................................... 1,581
  ➔ Ph.D. ........................................... 90
  ➔ Minors ......................................... 1,122

2014-2015 DEGREES CONFERRED
UNDERGRADUATE ............................. 1,106
MBA .................................................. 468
PH.D. .................................................. 6
SPECIALIZED MASTER’S ...................... 582
  ➔ Information Systems ...................... 184
  ➔ Management ................................... 117
  ➔ International Business .................... 107
  ➔ Accounting .................................... 90
  ➔ Finance ........................................ 31
  ➔ Real Estate ................................... 27
  ➔ Entrepreneurship ............................ 26
MINORS ............................................. 817
DEAN'S MESSAGE

OUR ROAD TO BECOMING ONE OF THE NATION’S PREMIER BUSINESS SCHOOLS HAS NOT BEEN WITHOUT OBSTACLES, BUT WHAT REWARDING JOURNEY IS ABSENT OF EFFORT?

Our intimate nook on the northeast corner of campus has developed into one of the University of Florida’s most picturesque settings with state-of-the-art learning facilities and true homes for our undergraduate, graduate and accounting students. We’ve enhanced our educational offerings—and how we offer them—seamlessly blending traditional and distance learning. We’ve flipped our classrooms, and our way of thinking, to engage this idealistic generation of business students.

Yet, despite all the changes, we still hold true to the fundamental principles that have guided Warrington for almost a century. We remain committed to acquiring and retaining the world’s top scholars, providing experiential learning opportunities that redefine what a business education should demand, and fostering a sense of collaboration and community that distinguishes Warrington among the nation’s best public university business schools.

We’ve come a long way thanks to the dedication of every member of the Warrington community, including its alumni, faculty, students, staff, donors and friends. There is still more work to be done, and I am privileged to continue to play a part in the College’s success.

Thank you.

JOHN KRAFT
Dean, Warrington College of Business
University of Florida

ANER SELA

When it comes to how many different ways you use the things you buy, more may not necessarily be better.

According to a new study co-authored by Dr. Aner Sela, the John I. Williams, Jr. Professor of Accounting, the more the consumer uses a product in different situations, the more likely the consumer will report the product to be unsatisfactory.

“The common intuition is that diversity is good, as a variety of experiences with a product should make people evaluate the product more favorably,” Dr. Sela said. “However, we show this is not necessarily true. At least in some situations, perceiving usage experiences as less— not more—varied improves post-purchase product evaluation.”

In the study, “How Experience Variety Shapes Post-Purchase Product Evaluation,” which will appear in the Journal of Marketing Research, Dr. Sela and Duke University business professor Jordan Etkin examined how experience variety influences product evaluation, customer satisfaction and the likelihood the product would be recommended by the customer.

The researchers found that consumers often use the same product in the same way in multiple situations, and these situations or experiences may differ in variety. For example, with a pair of sneakers, less-varied usage experiences might include walking the dog or walking to the grocery store. However, more-varied usage experiences might include walking the dog, flying on airplanes and conducting home improvement projects.

Their research found that lower-variety situations, like walking the dog and walking to the store, led the consumer to feel they were getting a lot of value from the product. Higher-variety situations, like flying on planes, gave people a sense of less value because the product feels like it was used less often.

AMIR EREZ

The road to business success for a company’s most vocal employees may lead through that company’s quietest workers.

The interesting dynamic between introverted and extraverted employees was explored by Huber Hurst Professor Dr. Amir Erez in the Academy of Management Journal. The paper, “Inherently Relational: Interactions Between Peers’ and Individuals’ Personalities Impact Reward Giving and Appraisal of Individual Performance,” found that introverted employees are more likely to give low evaluations of job performance to extraverted co-workers, giving them a powerful role in workplaces that rely on peer-to-peer evaluation tools for awarding raises, bonuses or promotions.

Erez and his coauthors, which included Warrington doctoral student Andrew Woodhum, found that introverted peers “consistently evaluated extraverted and disagreeable individuals’ performance as lower.” They concluded that introverted employees may be “more sensitive to interpersonal personality traits than their extraverted peers,” and are incorporating their negative feelings about those traits into evaluations and performance reviews.

The researchers advise that introverted individuals should be made aware that their behavior could have a negative influence on introverted coworkers, managers should limit encounters where an extrovert’s personality “may overwhelm introverts,” and that companies should consider physical alterations to the work environment to keep introverts more relaxed.

The article was highlighted by numerous news publications, including Forbes, New York Magazine and The Huffington Post.

MARCUS KIRK, DAVID REPPENHAGEN, JENNY TUCKER

In the digital age—where most information is just a click away—are some financial forecasts incomplete?

That’s what Dr. Marcus Kirk and Dr. David Reppenhagen—both Luciano Prida Sr. Term Assistant Professors—and Dr. Jenny Tucker, Michael Cook Deloitte Term Associate Professor, concluded in their research published in The Accounting Review.

The trio challenges the long-held belief that the consensus forecast—the expectations of analysts as a group that are summarized by the mean or median estimate—is the most important benchmark companies should use to rate performance. That’s because their research shows that individual analyst forecasts, which take into account public- and private information, are not properly applied to consensus forecasts. Which include only public information. Not including this private information has an effect on how the market responds to a firm’s earnings report.

Dr. Kirk, Reppenhagen and Tucker advise that firms should also use these individual forecasts in addition to consensus forecasts as benchmarks. “Despite the simplicity and efficiency of using a consensus measure in the forecast issuance setting, the researchers write, “private information lost in the consensus aggregation process may have a first-order effect for performance evaluation in the earnings announcement setting when investors compare a firm’s earnings performance with multiple benchmarks.”

The study, “Meeting Individual Analyst Expectations,” was published in November 2014.
**FACULTY ACCOLADES**

**KRISTIN JOOS**

Her introduction to Social Entrepreneurship course received a 2015 Online Education Excellence Award (OEEA) from the university’s Office of Faculty Development and Teaching Excellence.

**ROBERT KNECHEL**

Awarded a Lyceum Fund Professorship for 2016-18. OMBE professors are selected as a tribute to deserving faculty members who have a distinguished current record of research that places them among the leaders in their discipline, and an active current research program that is likely to lead to continuing distinction in their field. Named the American Accounting Association’s (AAA) 2014 Outstanding Auditing Educator. The outstanding Auditing Educator Award is one of the AAA’s most prestigious honors, recognizing "contribution to accounting education from scholarly endeavors in research and teaching and an extended period of time through educational innovation, excellence in teaching, publications, research guidance to graduate students, and significant involvement in professional and academic accounting organizations."

**RICHARD LUTZ & BARTON WEITZ**

Were inducted into the American Marketing Association’s (AMA) Fellows, which recognizes "members of the American Marketing Association in good standing who have made significant contributions to the research, theory, and practice of marketing, and to the service and activities of the AMA."

**PAUL MADERN**

Received the 2014 Judy Fisher Teaching with Technology Award, which is given annually to the Washington professor whose teaching best exemplified the use of technology over the past year.

**GARY GARCILL**

Received the 2014 Federation of Schools Accountancy (FASA) Joseph A. Klusius Faculty Merit Award. The award honors a faculty member for distinguished contributions to the FASA, the profession of accounting, and to accounting education.

Received the inaugural Distinguished Alumni Faculty Award from Texas Tech University’s College of Business. The College of Business has honored its distinguished alumni and friends since 1964, but this was the first year the College introduced a faculty category.

**MICHAEL MORRIS**

Received a national recognition to Entrepreneurship Award from the Academy of Management. The award recognizes scholars who have "published a long-term pattern of exceptional activities that have significantly advanced the development and/or visibility of the field of entrepreneurship."

**BRIAN RAY**

Was one of 10 recipients of Florida State University’s College of Education Distinguished Alumnus Award.

**JAY SITTER**

Was a co-recipient of the 2011 William E. Sharpe Award for Scholarship in Financial Research. The Sharpe Award recognizes the best article published each year in the Journal of Financial Economics. Dr. Sitter and his fellow researchers were recognized for their work, "How Have All the (PES) Issues?" which appeared in the December 2013 issue of JFEQ.

**DEE MITRA**

Selected as a 2014-16 Fellow by the University of Virginia’s Rotman Institute of Entrepreneurship and Innovation. The Rotman Fellow Program brings prominent and high-potential thought leaders to the Darden School of Business for short and long-term visits. Since 1999, the Institute has supported more than 80 scholars and promising innovators in the areas of entrepreneurship and innovation. Awarded Emerald Group Publishing’s Citation of Excellence Award for his 2012 work. "What is quality? An integrative framework of processes and states” which appeared in the Journal of Marketing.

**ASO YAHRAH**

Awarded as the Most Promising Editor of Production & Operations Management. He previously served in a Senior Editor for the Journal.

**NEW FACULTY**

**NITISH KUMAR**

Department: Finance, Insurances & Real Estate
Previous Appointment: Ph.D. Candidate, University of Chicago Research Interests: Corporate Finance, Political Economy of Finance, Financial Intermediation.

**DAVID GADDIS ROSS**

Department: Marketing
Previous Appointment: Sanford C. Bernstein & Co., Associate Head of Leveraged & Distressed Credit, Columbia University Research Interests: Gender in Management, Formal Foundations of Strategic, People and Performance, Financial Institutions.

**YANPING TU**

Department: Marketing

**YANG YANG**

Department: Marketing
TO FRUITION IN NOVEMBER 2014 WITH THE DEDICATION OF HEAVENER HALL, THE COLLEGE’S NEW UNDERGRADUATE BUILDING.

Heavener Hall was made possible thanks to generosity of the College’s donors, including James W. “Bill” Heavener (BSBA ’70), whose lead gift spearheads a $35 million initiative to invest in undergraduate business education.

Heavener Hall includes nine contemporary classrooms, an open Commons for informal collaboration, 16 intimate study rooms, a large multi-purpose area for events and organization meetings, an academic advising space, a technology assistance center, a café/meeting space for Heavener School of Business staff and students, a small café, 160 single-student offices, and a small café that houses the College’s graduate studies. Gerson Hall, which houses the Fisher School of Accounting, was dedicated in 2004. Hough Hall, a $25 million facility that houses the College’s graduate studies, was completed in 2010.

The College’s vision of having its three schools supported with major program endowments and state-of-the-art learning environments came to fruition in November 2014 with the dedication of Heavener Hall, the College’s new undergraduate building.

IN RESPONSE TO THESE CHANGES, THE COLLEGE’S PROGRAMS HAVE ENHANCED THEIR COURSES TO BETTER PREPARE OUR STUDENTS FOR A CHALLENGING BUSINESS CLIMATE. IN FACT, FOUR OF OUR PROGRAMS HAVE RESTRUCTURED THEIR OFFERINGS IN THE PAST TWO YEARS TO BETTER REFLECT THE NEEDS OF OUR STUDENTS.

**UF MBA FULL-TIME PROGRAMS**

**REASON FOR CHANGE:** Broad and generic graduate business education is becoming less viable in today’s marketplace. Employers are seeking business professionals with expertise in specialized fields.

**CHANGES MADE:** The full-time program was streamlined to five concentrations—Finance, Marketing, Real Estate, Strategy/Management and Supply Chain Management—where the program possesses its greatest depth in coursework. Certain courses in critical areas such as Finance, Marketing and Operations were offered to ensure that students could experience them sooner. The earlier exposure helps students decide on a concentration sooner and provides experience and confidence in these areas when applying for internships and full-time positions.

“We’re simply increasing our efforts and focus in what we do best. These changes accentuate our strengths, and increase our students’ likelihood to secure exceptional full-time and internship opportunities.”

**DR. ALEX SEVILLA**
Assistant Dean & Director of UF MBA Programs

**UF MBA FOR PROFESSIONALS**

**REASON FOR CHANGE:** Demand from the marketplace initiated a review of the curriculum, as well as UF MBA’s leadership commitment to provide its Online and Professional students the same opportunity to customize their experience as our full-time students.

**CHANGES MADE:** UF MBA’s Online Programs will offer four focus areas, allowing our students to take a deeper dive into the areas that interest them. Electives specializing in these focus areas—Entrepreneurship, Finance, International and Marketing—will be offered at designated times during the course of the program. Focus areas will be offered in the Online Two-Year program beginning in Fall 2015, and in the Online One-Year in Fall 2016. UF MBA’s Professional Two-Year Program will also offer focus areas in Fall 2015.

“We’ve been working closely with our Online and Professional students to continually enhance their learning experience. These focus areas will give them the flexibility to immerse themselves in a particular area of study that can benefit their current or future career track.”

**DR. ALEX SEVILLA**
Assistant Dean & Director of UF MBA Programs

**FISHER SCHOOL**

**REASON FOR CHANGE:** The Fisher School’s Curriculum Committee routinely reviews the strength of the Master of Accounting (MAcc) program, and recommended several enhancements to keep pace with the evolving accounting industry.

**CHANGES MADE:** The courses Business Intelligence and Data Mining for Business Intelligence were added providing our students an even more in-depth look at digital data and its potential on customers, products and the global economy. “These changes will provide the tools for our graduates to compete and succeed in the businesses of tomorrow where data analytics is increasingly important.”

**DR. HALDUN AYTUG**
J. Roy Duggan Professor, Chair, Department of Information Systems & Operations Management

**MASTER OF SCIENCE IN INFORMATION SYSTEMS & OPERATIONS MANAGEMENT (ISOM)**

**REASON FOR CHANGE:** The School has increased faculty over the past few years allowing the introduction of more courses and adding depth to the curriculum. The School also reintroduced three tracks—tax, audit generalist—to provide Fisher students a more focused course of study while still maintaining the flexibility they previously enjoyed. Also, the School continues to emphasize the importance of communications skills for accountants by creating Advanced Business Communications for Accountants, a two-credit modular writing and speaking course designed specifically for those in the accounting profession.

“The new program provides a curriculum that prepares our graduates for accounting in the 21st Century. In addition to the ‘tracks’, the curriculum expands exposure to data analytics, global accounting and auditing, forensic accounting, and financial statement analysis.”

**DR. GARY MCGILL**
Ray Dugan Professor, Associate Dean and Director of the Fisher School

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Ray Dugan Professor, Associate Dean and Director of the Fisher School
The Heavener School of Business will host the inaugural Heavener International Case Competition (HICC) on Feb. 16-20, 2016.

“Many universities over the years have provided us with an opportunity to compete,” said Horace Tucker, associate director of the Heavener School of Business. “We see this as our way of giving back.”

The Heavener School has been competing in international case competitions the past eight years, providing students extraordinary experiential learning opportunities. While the School has actively traveled overseas for competitions, international case competitions held in the U.S. have trailed off in recent years. The hope is that HICC will become a premier and required destination for the world’s top business students.

Tucker said the School’s leadership has wanted to host an international case competition for some time, but felt the School didn’t have the right facility to host such an event. That is no longer an issue with the completion of Heavener Hall, a 57,000-square-foot state-of-the-art building devoted to undergraduate education. With nine spacious classrooms, including an 80-seat lecture hall, and team learning areas like the Bill Alcorn Undergraduate Student Center and the Gary Rappeport Academic Success Center, Heavener Hall has all the necessary features to stage such an important competition.

HICC, sponsored by FedEx and Disney among others, is scheduled to be a 20-team competition with participants from North America, Europe, Asia and the Oceania region (Australia/New Zealand). Tucker said 15 teams have already confirmed participating.
The Heavener Hall of Fame is reserved for graduating business or accounting students who have exhibited superior leadership and achievement through their activities and scholarship while members of the Heavener community.

Loftin served in prominent roles in numerous student organizations including Warrington Diplomats, Business Undergraduate Mentorship Program and Leadership Ambassadors. She earned a 3.58 GPA and was selected as a Warrington Finance Scholar, which recognizes the top 2% of the college’s finance students. Mazur served in important roles in the Career & Academic Mentor Program and Florida Leadership Academy. Mazur, a 3.66 GPA student, also created The Leadership Council, an honorary council for the leaders of the School’s top seven student organizations to communicate and exchange best practices.

Loftin is a member of GE’s Financial Management Program in Cincinnati while Mazur began the IBM Watson BlueSpark Development in New York.

MBA STUDENTS RECOGNIZED AMONG BEST IN NATION

Carly Excuc and Jonathan Tenenbaum were recognized as two of the nation’s top MBA students by Poets & Quants. Excuc, who graduated from the full-time program, was named to the P&Q’s “Class of 2015: MBAs to Watch.” She is now a Human Resources Advisor at ExxonMobil. Tenenbaum graduated from the Executive Program, and was named to P&Q’s “Class of 2015: The Best Executive MBAs.” Tenenbaum is the General Manager for NameJet, a domain name aftermarket auction company.

DUO INDUCTED INTO HEA VENER HALL OF FAME

Kelsey Loftin (right) and Alex Mazur were the 2014-15 inductees into the Heavener Hall of Fame. The Heavener Hall of Fame is reserved for graduating business or accounting students who have exhibited superior leadership and achievement through their activities and scholarship while members of the Heavener community.

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community service and too often go unrecognized and unrewarded for their selfless labor.

Francesca Beatty (BSBA ‘17): Beatty completed 145.5 hours of service, and primarily worked with underprivileged area youth.

Kaitlyn Caneva (BSBA ‘17): Caneva completed 110 hours of service, and volunteered at the Humane Society and HarborChase Assisted Living. tutored children at a local Boys & Girls Club and prepared meals at the Salvation Army.

Elizabeth Kleinfeld (BSBA ‘15): Kleinfeld completed 320 hours of service. She co-founded and serves as Vice President of Dream Team, a student-run volunteer organization that donates time to children in cardiac care at UF Health Shands Hospital.

Kelavy McKeag (BSBA ‘15): McKeag completed 139 hours of service, primarily with the Student Museum Advisory Council at the Horn Museum of Art and Mentor UF, an organization within the Center for Leadership and Service.

Abdul-Kader Oth (BSBA ‘17): Oth completed 103.5 hours of service, primarily working with area youth and preparing meals for those in need.

Griffin Plattner (BSBA ‘15): Plattner completed 121.5 hours of service. Plattner, a member of Circle K International, participated in various projects throughout the Gainesville community, including Salvation Army Dinners, a canned food drive and a back-to-school drive benefitting homeless students at a local elementary school.

Harshvir Singh Sekhon (ISOM ‘15): Singh Sekhon completed 365 hours of service, primarily through UF Student Government.

The Impact Awards are given annually to recognize and celebrate UF students, faculty and community organization leaders who have devoted themselves to leadership and service over the past year.

Nora, a third-year Business Administration student, won the Exemplary Service Partnership Award, which recognizes collaboration between a student group and a community group to provide service or create positive social change. Nora partnered with Walgreens through Enactus Seed Fund for Thought program, which helps educate the community on nutrition, wellness and green landscapes.

For her fourth-year Accounting student, won the Distinguished Mentor Award, which recognizes a student who has shown dedication and innovation as a mentor. For her as the Director of Emerging Leaders Development for Enactus this year where we mentored 27 new members.

WARRINGTON WELL-REPRESENTED AT PRESIDENTIAL SERVICE AWARDS CEREMONY

Seven students from the College were honored with UF’s Presidential Service Award on March 31 during a ceremony at the President’s House.

The Presidential Service Awards recognize students who have dedicated their time and efforts while at UF to promoting social justice, community awareness, and civic engagement on campus and in the community. The Presidential Service Awards are a chance to acknowledge those students who have made outstanding efforts towards the organization’s accounting standard-setting process.

Enactus Members Receive Impact Awards

Enactus Members Receive Impact Awards, sponsored by the university’s Center for Leadership and Service. The Impact Awards are given annually to recognize and celebrate UF students, faculty and community organization leaders who have devoted themselves to leadership and service over the past year.

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INTERNATIONAL STUDENTS RECEIVE UF HONORS

Warrington College of Business students Manu Chandrasekaran, Shuangyu Li, Regine Moeller, Jomar Pecson and Angie Wang were recipients of the 2014 Outstanding Student Award from the University of Florida’s International Center.

The Outstanding International Student Awards recognize the accomplishments of UF international students who not only meet exemplary academic achievement, but also a wide range of accomplishments and contributions.

Manu Chandrasekaran: Chandrasekaran (BSAC ‘15) is involved in numerous community and campus leadership programs, including Florida Leadership Academy, Keys Governing Body and Indian Students for Honest Politics.

Shuangyu Li: Li (MBA ‘14) served as the main organizer for the Hong Kong Leadership Award Project, an annual event aimed at bridging the communication gap between Hong Kong and mainland China.

Regine Moeller: Moeller (BSBA ‘15), a United World College Scholar, has served as both Chapter Development Director and Vice President of Professional Development for UF’s chapter of the American Marketing Association.

Jomar Pecson: Pecson (BSBA ‘16) serves as Treasurer for Aero Gators, on the Communications Committee Staff of Florida Leadership Academy, and as Technology Director for UF’s International Business Society.

Xi (Angie) Wang: Xi is pursuing a Ph.D. in Accounting. Wang’s research interests include financial voluntary disclosure, corporate governance and international accounting.
ENTREPRENEURSHIP AT WARRINGTON

The entrepreneurial spirit is alive and well at the University of Florida, and the College was pleased to recognize UF’s most innovative and emerging companies during the inaugural Gator100 Awards on Feb. 6.

The Gator100 recognizes the fastest-growing businesses owned or led by UF alumni. The Gator100 is presented by UF, Warrington and the College’s Center of Entrepreneurship & Innovation (CEI), and sponsored by the UF Alumni Association and Ernst & Young (EY).

Fifteen of UF’s 15 colleges were represented in the Gator100, led by Warrington with 41 companies appearing on the list—including seven in the top 10. The top-ranked company was SoloHealth, an Atlanta-based health and wellness company, which had a compounded annual growth rate of 374.40 percent. SoloHealth, founded by business alumnus Bart Foster (BSBA ’97), provides self-service kiosks in more than 4,000 locations nationwide, including Walmart, Safeway and Sam’s Club among others.

2014-15 ENTREPRENEURIAL INITIATIVES

Online MSE: In an effort to provide a larger audience of budding entrepreneurs with the necessary tools and knowledge to succeed, the College launched its Master of Science in Entrepreneurship (the Thomas S. Johnson Program) online. The Online MSE welcomed its inaugural cohort this past year. Fifteen seasoned executives from companies including Accenture, GE Capital Corp., Lexson Global and Toyota, are pursuing a professional master’s degree in business. The interdisciplinary in applied research and provide candidates a broad-spectrum understanding of business topics in numerous fields.

Entrepreneurship in Haiti: CEI added a second international location to its Entrepreneurship & Empowerment program visiting Haiti in Spring 2015. Students work with Haitian entrepreneurs for seven weeks (six weeks online, one week in Haiti) to make their ventures sustainable. CEI visits South Africa during the summer.

Heavener Career Week: In an effort to help better connect students and employers, the Heavener School of Business held its inaugural Heavener Career Week in February 2015. The three-day event, sponsored by Norfolk Southern, hosted more than 30 information sessions from companies including Deloitte, Disney, Fisher Investments, Google, Johnson & Johnson, Procter & Gamble, SunTrust Robinson Humphrey, Target and Wells Fargo.

Topics discussed during the information sessions ranged from career paths, diversity in the workforce, interviewing and company culture. Employers were also given the opportunity to review internships and full-time job opportunities with students.

Heavener Career Week was such a success that the event will be held twice in 2015-16. The Fall event takes place Sept. 28-Oct. 2 with the Spring date yet to be determined.

Dublin joins College’s study abroad programs: The Heavener School of Business added Dublin, Ireland as its fifth Sponsored International Programs.

Doctor of Business Administration (DBA): The College’s DBA Program welcomed its inaugural cohort this past year. Fifteen seasoned executives from companies including Accenture, GE Capital Corp., Lexson Global and Toyota, are pursuing a professional master’s degree in business. The interdisciplinary in applied research and provide candidates a broad-spectrum understanding of business topics in numerous fields.

International Program.

Dublin joins College’s study abroad programs: The Heavener School of Business added Dublin, Ireland as its fifth Sponsored International Programs.

Warrington’s dedication to innovation is infused throughout the College’s programs, research centers and experiential learning opportunities. The 2014-15 academic year saw numerous new initiatives implemented that provide our students exciting and enhanced learning experiences.

CHANGE AGENTS

The conference, one of the nation’s largest professional development and job recruitment events, takes place Sept. 22-26 at the Orange County Convention Center in Orlando.

“ The first step to increase diversity in U.S. corporate boardrooms is to increase the interest of African-American students in premier graduate business programs,” said Dr. S. Selcuk Emeran, Senior Associate Dean of the Warrington College of Business and Director of the Rough Graduate School of Business. “DBA’s commitment to advancing this cause is exceptional, and we’re proud to support its efforts by sponsoring this important event.”

The conference attracts more than 9,000 attendees annually, and features speakers from Fortune 500 companies, workshops dedicated to leadership networking and other business-minded activities, and information sessions with the nation’s premier MBA programs. “The inclusion of institutions of higher education during the National Black MBA Association annual conference plays an important role in demonstrating academic value for attendees seeking graduate business schools,” said Jesse Tyson, NBMBAA President and Chief Executive Officer. “As an academic partner, the University of Florida is a bridge from our organization to the academic community where attendees gain insight into pursuing or enhancing graduate degrees.”

UF MBA has supplemented the travel expenses of more than 80 UF MBA students in each of the past two years to NBMBAA’s national conference, helping them find enriching careers at some of the nation’s leading companies.
I’m proud of the transaction, and not because there were several reasons for me to get sleepless nights. “Those were such formative years—the social dynamics, the leadership lessons you learn in business school,” said Cameron (BSBA ’80). “You had to become independent, and teach yourself to be self-sufficient.”

That self-determination—and an innocent phone call in 2000—sparked what would become one of the most impressive ascents by a female business executive.

Cameron, then living in Louisville, was unable to find her favorite brand of cigarettes, Berkley Menthol. She called Brown & Williamson, the brand’s manufacturer and then a subsidiary of BAT, and was informed the company didn’t have a local sales representative. That phone call turned into a job offer as Brown & Williamson hired Cameron for the sales role. She was promoted to District Sales Manager two years later, and then appointed Brand Director of BAT in London in 1990.

Cameron would remain overseas for almost a decade—serving as BAT’s Director of Marketing in Hong Kong and Head of International Brands back in London—before returning to the U.S. in 1999 as Brown & Williamson’s Senior Vice President of Marketing.

Two years later, Cameron was named President and CEO of Brown & Williamson, becoming the first woman to ever lead a major tobacco company.

Cameron’s decade-long tenure leading Brown & Williamson, and later Reynolds American after the 2004 merger, was a period of incredible profitability and crucial innovation. Since Cameron’s appointment as President and CEO of Reynolds American in 2004, the company’s total shareholder return is approximately 70 percent. By comparison, the S&P 500’s total return was about 40 percent during the same timeframe.

Cameron has also laid the foundation for Reynolds American to move into the e-cigarette arena, which has already become a $2.5 billion industry. Reynolds’ offering, VUSE, is the No. 1 selling electronic cigarette in the convenience store channel, and is available in approximately 100,000 retail outlets nationwide.

“We’ve made a commitment to reduce the harm caused by smoking,” said Cameron, a former smoker who has been especially cognizant about the hazards of smoking. “We’re investing in alternative products that give our consumers choices. If the right thing to do.”

Cameron has clearly broken through the glass ceiling in her exemplary career. Many businesswomen have not, and the balance between executive leadership and workforce is disproportionately lopsided. According to Catalyst, a nonprofit organization dedicated to expanding opportunities for women in business, only 5 percent of S&P companies have female CEOs while women make up 45 percent of the labor force. Cameron, however, sees progress in the near future.

“The generation of men that did not grow up with women as equal counterparts is now retiring,” Cameron said. “As a result, I believe there will be more and more opportunities for women. You used to think the workforce to conduct business, and women are an essential part of that. I’m glad to see that when men and women are together in leadership, it produces a better outcome.”

Cameron’s dedication to creating better outcomes for her alma mater is evident with her service and generosity. She has served on UF’s Board of Trustees since 2013, and established the Susan Cameron Professorship in 2007 to support the College’s faculty; among other efforts.

Up in Columbia, Cameron is a proponent of innovative education, and I have benefited greatly from the education I received at UF. I’m committed to students, and committed to helping UF become a top 10 research university. Real success is the ability to give back and change the lives of others. I like to do that through education.”
John Kraft became the fifth dean in Warrington’s history. He arrived from Arizona State University’s College of Business where he served in the same role. When Kraft arrived, the College had four graduate offerings—the Master of Accounting, the full-time MBA, and Ph.D. programs in Economics and Business.

When Kraft arrived in 1990, the College had four graduate programs, but also to get a better mix for the type of professionals in and around Miami, began in 2004. UF MBA experienced a surge as well during this time. Its Professional programs began in 1993, and UF MBA’s now world-renowned Online Program kicked off in 1999. A third full-time option—a 12-month program open to students from any undergraduate major—was implemented in 2013, and the Professional MBA in South Florida, which caters to business professionals in and around Miami, began in 2004.

The College’s graduate initiative was further enhanced by the transformative $30 million gift of William R. “Bill” Hough (MBA ’48), which established the Hough Graduate School of Business.

G Rally Graduate Growth

When Kraft arrived in 1990, the College had four graduate offerings—the Master of Accounting, the full-time MBA, and Ph.D. programs in Economics and Business.

Now, Warrington boasts 22 graduate programs at the master’s and doctoral levels.

“Obviously, things have changed dramatically here,” Kraft said. “If you look back then, everything was focused on the MBA. It wasn’t until the late 1990s and early 2000s that those other graduate opportunities evolved. It allowed us to grow our graduate programs, but also to get a better mix for the type of faculty we wanted to have.”

Kraft attributes the meteoric growth of Warrington’s specialized master’s programs to two major occurrences. First, MBA programs began requiring more work experience, which meant recent graduates didn’t have the career knowledge to meet those requirements. Also, specialized master’s programs were becoming increasingly popular in Europe, which caught Kraft’s and the College’s attention.

So the College acted quickly. By 2000, Warrington implemented specialized master’s programs in Information Sciences and Operations Management, International Business and Management, The Master of Science in Finance (The William R. Hough Program), The Master of Science in Entrepreneurship (The Thomas S. Johnson Program), and The Master of Science in Real Estate (The Nathan S. Collier Program) were all created within five years.

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Warrington Deans

Walter J. Matheky (1926-1954): Matheny was selected to lead the newly formed School of Business Administration in 1926. By 1933, the School was accredited by the Association to Advance Collegiate Schools of Business (AACSB) and was renamed the College of Business Administration.

Donald Hart (1956-1968): Hart’s tenure was known for stressing fundamental concepts, and valuing education over training. Under Hart’s direction, the College reduced its major field from 18 to 9 to offer a more focused business education.

Robert Lanzirotti (1969-1989): The College’s current identity began to take shape during Lanzirotti’s leadership. His focus on hiring quality faculty and building the College’s financial stability was paramount to its success.

Alan Merten (1990-1996): Merten spent only three years leading the College. He went on to serve as dean of Cornell University’s Johnson Graduate School of Management and as president of George Mason University.

John Kraft (1990-PRESENT): Kraft made two previous stops at the College before becoming dean. He was an assistant professor of economics from 1970 to 1979. After a brief spell in Washington D.C., he returned in 1980 and served as director of the Bureau of Economic and Business Research. He was named associate dean in 1981.

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Graduate Programs at Warrington

Specialized Master’s (6)
- MS Entrepreneurship (Johnson)
- MS Finance (Hough)
- MS Information Systems & Operations Management
- Master of International Business
- MS Management
- MS Real Estate (Collier)

Other Master’s Program
- Master of Accounting
- MBA (9)
- Full-Time (3)
- Executive
- Online (2)
- Professional (2)
- South Florida

Ph.D. (5)
- Accounting
- Finance
- Information Systems & Operations Management
- Management
- Marketing

Doctorate (1)
- Doctor of Business Administration

Source: AACSB International

World’s Longest-Tenured AACSB Deans

Assad Tavazo (Fayetteville State University (North Carolina)) 31 YEARS
Andreas Altman (MCI Management Center (Austria)) 27 YEARS
John Kraft (Warrington College of Business) 25 YEARS
Olivier Oger (HEC School of Management (France)) 25 YEARS
Bernard Ramahutso (HEC School of Management (France)) 25 YEARS

1990 1993 1996

I THINK PEOPLE BECOME DEANS FOR A LOT OF REASONS. BUT I’M HERE AT FLORIDA TO HAVE THIS COLLEGE CONTINUE TO MOVE FORWARD AS ONE OF THE REALLY OUTSTANDING PROGRAMS IN THE COUNTRY.

Warrington College of Business August 1991

About a quarter of a century has passed since John Kraft uttered those words, but his commitment to the College’s advancement is just as strong as it was when he became Warrington’s fifth dean in 1990.

Kraft guided the College’s fundamental shift from an undergraduate-dominant program to one that emphasizes graduate education to better compete with the nation’s best public business schools. He led an innovative expansion of program offerings providing one of the most comprehensive business educations in the U.S. He continues to be a champion for the College’s faculty—not only assembling one of the nation’s best collections of thought leaders—but providing them the resources to excel in their scholarly endeavors. He helped introduce the College to the benefits of entrepreneurship and international education, which now permeate throughout the College.

Kraft achieved all those feats despite two crippling recessions and maintaining a busy teaching schedule.

His efforts have helped the College evolve into one of the nation’s top public business schools. Here’s a look at 25 years of Warrington’s development.
THE POWER OF INNOVATION

STAYING ONE STEP AHEAD OF THE COMPETITION ISN’T A LUXURY AT WARRINGTON...IT’S A NECESSITY

The business education landscape is evolving, and with modest financial support from the state, the College has had to continually craft innovative strategies to keep pace with the nation’s top business schools. Although it’s an unenviable position, Kraft reveals in the challenges:

“That’s what the exciting part is.” Kraft said. “We’d like to have more resources because it allows us to do more. But I think the key is maximizing what you have, and also finding the areas we can exploit given our competitive advantage, which I think is considerable. We’ve been able to offer huge differentiation while also operating in a fairly low cost environment.

“It’s like looking across the field and coming up with a new game plan. In our business, you’re trying to figure out strategies that don’t exist.”

THUS FAR, THE COLLEGE’S INNOVATION HAS LED TO MEANINGFUL INITIATIVES...

Advanced Resources:
The College prides itself on offering unique learning opportunities.

Distance Learning: Warrington’s investment in technology and commitment to providing a quality business education to the global community has established the College as a leader in distance learning.

“For years, Kraft has envisioned having state-of-the-art buildings for its undergraduate, accounting and graduate students. That vision came to fruition this past November with the dedication of Heavener Hall, the College’s new undergraduate building.

While the structures are impressive, it’s what goes on inside those new walls that are of importance to them:

“NEW BUILDINGS ARE NICE; THEY’RE A NECESSARY PART,” KRAFT SAID. “BUT IT’S NOT JUST THE BUILDINGS. IT’S THE ENVIRONMENTS THEY CREATE FOR THE FACULTY AND THE STUDENTS.”

ENDOWMENT GROWTH

Kraft’s dedication to providing the best learning environment for faculty and students has led to impressive growth and financial stability. The College’s endowment has increased by more than $160 million during Kraft’s tenure, and 48 faculty members have been bestowed named chairs, professorships or fellowships.
Although globalization is stressed in the College’s academic offerings—notably the Master of International Business program—its true value is seen in Warrington’s study abroad opportunities. Warrington’s study tours and exchange programs provide international experiences of varying depths to give our students a firsthand glimpse of global business practices.

“The world is changing, and the best way to acquaint students is to put them overseas, whether it’s for two weeks, a semester or a year,” Kraft said. “Many of them are going to wind up working for companies that aren’t headquartered in the U.S. They’re probably going to be doing business, sourcing or seeking finance overseas. We’re aware of that, so we need to provide them an influential experience.”

The College’s entrepreneurial initiatives have increased exponentially led by the Center for Entrepreneurship & Innovation (CEI). Courses in high-tech entrepreneurship, social entrepreneurship, venture finance, and innovation and sustainability, are now mainstays. The Center also engages in entrepreneurial activities that assist U.S. veterans starting their own businesses, teach entrepreneurship principles to faculty and students a firsthand glimpse of global business practices.

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RANKINGS

MBA

**US NEWS**

**Full-Time**
- 16th Among Publics

**Part-Time**
- 17th Among Publics

**FINANCIAL TIMES**

**Online MBA**
- 35th Among Global Programs
- 3rd Among all global online MBA programs

**THE ECONOMIST**

**Executive MBA**
- 38th Among Global Programs
- 22nd Among U.S. Programs
- 8th Among U.S. Publics

**US NEWS**

**Internet MBA**
- 4th In the nation

**THE ECONOMIST**

**Executive MBA**
- 38th Among Global Programs
- 22nd Among U.S. Programs
- 8th Among U.S. Publics

FISHER SCHOOL OF ACCOUNTING (Among Publics)

**US NEWS**

**Undergraduate**
- 7th

**Graduate**
- 8th

HEAVENER SCHOOL OF BUSINESS (Among Publics)

**US NEWS**

**SPECIALTY CATEGORIES**
- 4th Real Estate
- 7th Quantitative Analysis
- 9th Marketing
- 11th Finance

**FISHER SCHOOL OF ACCOUNTING (Among Publics)**

**US NEWS**

**Undergraduate**
- 7th

**Graduate**
- 8th

**Doctoral**
- 16th

**PUBLIC ACCOUNTING REPORT**

**MBA, for Professionals**
- 453 Students Enrolled
- 453 Students Enrolled

**Ph.D.**
- 67 Students Enrolled
- 67 Students Enrolled

**UNDERGRAD**

**By Major:**
- Finance
- General Studies
- Accounting
- Marketing
- Management
- Economics
- Information Systems

**FISCAL YEAR 2014–15**

**SOURCES OF FUNDS**
- State Resources
- Entrepreneurial Activities Operating Revenues
- Contracts & Grants
- Endowment Earnings & Gift Transfers
- Miscellaneous Revenue

**USES OF FUNDS**
- Salaries & Benefits
- Other Personal Services
- Operating Expenses
- Scholarships & Financial Aid
- Waivers & Fellowships
- University Subvention
- Overhead Taxes on Other Resources

**NET**
- 767,455,102

**NET**
- 767,455,102

**NET**
- 767,455,102
GLOBALIZATION AT WARRINGTON

THE COLLEGE’S COMMITMENT TO PROVIDING OUR STUDENTS A GLOBAL BUSINESS EDUCATION WAS AGAIN DEMONSTRATED IN 2014-15 AS A COMBINED 723 STUDENTS PARTICIPATED IN A STUDY ABROAD EXPERIENCE.

COUNTRIES VISITED

- ARGENTINA
- AUSTRALIA
- AUSTRIA
- BELGIUM
- BRAZIL
- CHILE
- CHINA
- COSTA RICA
- CZECH REPUBLIC
- DOMINICAN REPUBLIC
- EGYPT
- FRANCE
- GERMANY
- GREECE
- INDIA
- IRELAND
- ITALY
- JAPAN
- LUXEMBOURG
- MEXICO
- MOROCCO
- NEW ZEALAND
- NETHERLANDS
- NORWAY
- SOUTH AFRICA
- SPAIN
- SWEDEN
- SWITZERLAND
- TAIWAN
- UNITED ARAB EMIRATES
- UNITED KINGDOM

35 COUNTRIES VISITED
305 GRADUATE STUDENTS WHO PARTICIPATED IN A STUDY ABROAD EXPERIENCE
418 UNDERGRADUATE STUDENTS WHO PARTICIPATED IN A STUDY ABROAD EXPERIENCE

MBA CAREER PLACEMENT SUCCESS

IN 2014-15, UF MBA CELEBRATED ONE OF ITS MOST SUCCESSFUL YEARS PLACING STUDENTS AT SOME OF THE WORLD’S ELITE COMPANIES.

HERE IS A BREAKDOWN OF THE PROGRAM’S SUCCESS, AND WHERE OUR TALENTED GRADUATES WILL BE CONTINUING THEIR CAREERS...

Sample of companies where UF MBA students (Classes of 2014 and 2015) secured full-time positions:

- Anheuser-Busch InBev
- AT&T
- Bank of America
- Berkadia
- Bloomin’ Brands
- Bosch
- Cognizant
- CSX
- Darden Restaurants
- Dell
- Dish Network
- Eaton
- Ernst & Young
- ExxonMobil
- FMI Consulting
- Ford Motor Company
- Google
- IBM
- Indeed.com
- Jadin Consumer Products
- Johnson & Johnson
- Liberty Mutual
- Mars
- Microsoft
- Naylor
- NextEra Energy
- Orion Consulting
- Philips
- Promethon Pharma
- Ram Real Estate
- Reckitt Benckiser
- ROI Revolution
- Ryder
- SharpSpring
- The Home Depot
- The Walt Disney Company
- Toyota
- Universal Health Services
- UPS
- USAA
- Wells Fargo
- Wyndham

CLASS OF 2015 PROFILE*

- 4th UF MBA’s employment at graduation ranking (80%) among all US public MBA programs
- 96% Percentage of graduates who secured positions within three months of graduation
- $100k Median starting salary
- $13.5k Median signing bonus
- $100k Median combined base salary and salary bonus since 2012
- 40% Percentage increase in combined base salary and salary bonus since 2012
- 60% Percentage of UF MBA graduates who secured positions outside state of Florida

*Data as of Aug. 1, 2015
A NEW DIRECTION

The College partnered with 160over90, a national branding agency, this past year to enhance the Warrington brand. This exciting collaboration has generated vibrant visual designs, focused our messaging and has energized the entire College. Our strengthened identity will be invaluable in our continued pursuit of excellence in business education.

We invite you to engage with Warrington, and join us on this exciting journey!