

Faculty Luncheons Summer 2004

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State of the College
Warrington College of Business Administration
Past and Future Funding Needs
May, 2004

I. The College has attained national standing in terms of faculty and research productivity and regional prominence in terms of programs. The research productivity of several of the College's Departments (Economics, Finance, Marketing, Management and Decision and Information Sciences) has been accorded "top ten" status by various studies. Likewise, elements of the program portfolio (MACC, PHD, internet MBA) have received similar acclaim.

The College has most of the necessary elements needed to be recognized as one of the ten best public business schools. It is well-positioned to engage programmatic and research opportunities that will put it in the top decile. In the current dynamic environment, the College must be able to make progress toward this goal or it will regress – there is no equilibrium position in this competitive setting. However, the resource base of the College can not and will not support the current level of operations much less any expansion. Unless we can find a new paradigm for funding, the progress made will be lost and the potential will not be realized. A recent survey of our peer schools as set forth by AACSB provides the basis for these observations (Attachment 1.0).

It is evident from the data that the College is the most efficient and most productive among the sixteen schools reviewed. The College's cost of production (state budget/degrees) is the lowest while its output/faculty (SCH/faculty) is the highest. However, the data also supports the observation that the College is stretched to the breaking point.

In comparison:

1. The College's budget (state and total) is in the lowest quartile of the comparative group and the state component (\$23,889,530) is nearly 20% below the average (\$29,099,804).
2. The College's State budget per degree is the absolute lowest of the peer group and \$3,268 lower than the next lowest peer school. This represents a deficit of \$7,496,795 based on the most recent total degree number of 2,294.
3. As noted, the state contribution to the College's total budget is one of the lowest in the comparative set and there has been virtually no growth in that component, except for the BANK years, over the last 15 years. On the other hand, the revenues generated from tuition, fees, and FTE funding by the College have grown significantly. It is estimated that the College generated approximately \$54.5 million in 2003-04 (Attachment 2.2).
Over 65% of these revenues are distributed to other parts of the campus.
4. It is interesting to note that the College is far more productive (degrees/faculty) than any of the other research universities in the State and yet the funding (budget/SCH) is next to the lowest in the State. For example, Florida State University produced 370 SCH per

faculty as compared to the College's number in 02-03 of 756 and the degrees per faculty likewise reflect this productivity dominance (12.8, FSU; 23.4, UF). On the other hand, the funding for this productivity [FSU, \$374.05 of state funding per SCH; UF, \$322.19] reflects the anomaly of "paying more for less." If we were funded at the FSU rate our state budget would be $74,147 \times \$52 = \$3,855,488$ higher than its current level.

As a consequence:

5. The limited budget per degree results in a significant shortfall in resources required to provide an appropriate level of student services. At present, all of the College's state budget is required to fund and support the faculty, staff, and PhD students. All funding for operations, programs, and technology comes from non-state resources.
6. The increasing faculty reputation has resulted in a number of matching offer situations (25 in last 5 years) which have required substantial rate (\$500,000). In addition, the College suffered a \$1.5 million budget cut that has not been restored. The \$2.0 million decrease in funding not only exacerbates the need for non-state funding for operations, but it has also left several unfunded faculty positions.
 - a) DIS (2 positions)
 - b) Finance (1 position)
 - c) Economics (1 Eminent Scholar, 1 matching offer funding privately)
 - d) BEBR (1 position)

Without additional funding, faculty must continue to decrease. The rate from any positions that might come open will be required to fund matching offers so the unfunded total will increase.

II. In Part I, the evidence of a fiscal crisis was presented. This part offers a roadmap to the solution process with specifications as to amounts and timing.

To reiterate two salient points from the problem exploration, the College produces more degrees per faculty than any of the relevant comparators and receives significantly less funding per degree as compared to the same group. Continuation of this position in the current competitive environment is not tenable and without an infusion of resources the College will experience faculty loss, program denigration, and ultimately revised aspirations. The good news is that these outcomes are preventable and the staged funding suggestions offered later in this paper offer achievable solutions.

It should be noted that the College has been able to maintain its national standing by its success in generating off book revenues, private monies, and contracts and grants. The College's endowment is 1.5 times as large as the comparators' average and generated \$5.7 million in income in 2002-03. The executive degree programs have grown rapidly and the related revenues were over \$5 million in 2002-03. Contract and grants income was \$2.6 million for the same year and has had little change over the last ten years. Unfortunately, while these sources can help

with funding problems in the short run, they are not appropriate substitutes for state funding in the long run.

1. The "public" College of Business requires appropriate public support. Private funds are expected to be used for enhancements and not basic services. If the latter case becomes evident, donors will go elsewhere.
2. Revenue generating programs move the College perspective into the "for-profit" domain and this is not sustainable to any large extent for a public, Research I, College. The short run contributions could be enhanced by a reduced tax (most of our peers keep all of these revenues), but in the long run a proliferation of these types of programs will threaten the research foundation of the College and, of course, will be at the mercy of the market.
3. Increases in C&G funding have been slow to evolve and although the College has not been an enthusiastic seeker of such funds it is second in C&G funding per faculty in the peer set. These activity-specific monies provide specific and directed support but a limited amount of discretionary or program general funds, which the College needs.

The state funding necessary to maintain and to progress are delineated in the following timeline/amount description (funding needed is recurring and additive).

1. Stage 1 (Immediate) - \$2.0 Million

In order to maintain current faculty size and quality, which is a necessary condition for programmatic and research excellence, the College needs an infusion of \$600,000. These funds will allow the College to fund six unfunded or under funded positions, including a vacant Eminent Scholar Chair and permit the College to move faculty from private funds/revenue funds, which we have had to use to meet program needs and matching offers in the absence of any rate available. The balance (\$1.4 million) will restore the operating funds displaced by budget cuts and permit revenue and private funds to be used as intended – enhancements.

2. Stage 2 (2 years) - \$6.0 Million

The critical nature of the state under funding of the College is evident when it is noted that the state funding per degree for the College was \$3,200 less than the next lowest college in the comparative set. To bring the College up to these minimum standards would require an increase of about \$7.5 million. These are necessary funds for the support and flexibility consistent with a "top twenty" College of Business. These funds will allow the College to pursue initiatives in international and interdisciplinary studies, diversity in faculty and students, increased support of the undergraduate program and growth in the graduate program. This request should also be understood in the context of a possible change in leadership, given the change in President and Provost and the end of the current Dean's commitment. There could be a search for a new Dean in 2005-06. However, the probability of completing a successful Dean search is largely contingent on the commitment to Stage 1 and 2 funding. Otherwise, the prospects for the new Dean would be daunting with no operating money, no resources to hire new faculty, and limited

options to expand private giving and revenue generating programs. Good dean candidates are scarce and will not take on a task with limited upside possibilities. Several AAU schools are in their second year of searching for a dean.

3. Stage 3 (3-5 years) - \$5.0 Million

The previous stages provide funding for maintaining the College's current position which is a "mixed bag" of good and excellent. In order to move to excellence in all domains as well as "top ten" standing, the College needs an additional \$5.0 million that would be largely dedicated to graduate programs to add staff, faculty, services, and tuition waivers. Recent rankings of MBA programs has reaffirmed the strong positive correlation between funding available and program standing. We have the smallest MBA program among our peers and to attain the critical mass necessary for improvement, more funding is required. Currently the College has less than \$300,000 to commit to graduate programs outside of PhD stipends. The substantial increase required will allow the College to be nationally competitive (Attachment 3.0).

It is important to note that these requests are made in light of the fact there is a current revenue/budget surplus generated by this College of \$30 million. What is requested is not a University subsidy but a more reasonable distribution of funds generated by the College for the University or a percentage in line with our peers (60-70%) rather than the current 40%. As noted, there is no equilibrium option. Either we make progress in solving these fiscal issues or we will regress. We have excellent and well recognized research faculty with outstanding PhD placements. With an investment we could be among the best nationally. However, our peers will be quick to take advantage of our situation and the resources quality consistent with excellence will be lost to the College.

AACSB Customized Key Data Survey 2002-2003

AACSB Customized Key Data Survey 2002-2003																														
School	State Budget	SR Ra nk	Total Budget	TR Ra nk	Endowment	En Ra nk	Full Time Faculty	Fac Ra nk	BA/BS Degree	BA/ BS Ra nk	MBA Degree	MBA Ra nk	MA/MS Degree	MA/MS Ra nk	PhD Degree	PhD Ra nk	Total Grad Degree	Grad Degree Ra nk	Total Degree	7 Deg Ra nk	State Budget/ Degree nk	Total Budget/ Degree nk	State Budget/ Ra nk	Total Budget/ Faculty	Degree/ Ra nk	Degree/ Faculty				
Arizona	20,883,332	13	32,241,782	14	28,253,916	15	98	9	1056	6	189	15	93	6	22	1	304	14	1360	7	15,355	12	23,707	14	213,095	13	328,998	13	14	7
California	30,302,370	6	47,526,188	6	104,136,029	3	73	16	286	15	344	4	45	13	16	4	405	6	691	15	43,853	2	68,779	2	415,101	2	651,044	1	9	13
Florida	23,889,530	12	37,230,942	12	93,376,487	4	98	8	1679	2	201	13	405	1	9	12	615	2	2294	1	10,414	16	16,230	16	243,771	11	379,908	11	23	1
Illinois	31,544,814	5	39,159,716	10	45,230,094	11	101	6	900	8	240	11	300	2	13	8	553	4	1453	6	21,710	6	26,951	11	312,325	6	387,720	10	14	5
Indiana	62,692,865	1	83,127,840	1	45,333,483	10	186	1	1329	3	300	7	82	7	13	7	395	7	1724	4	36,365	4	48,218	4	337,058	3	446,924	6	9	14
Iowa	25,123,181	11	30,201,373	15	40,572,736	14	92	12	797	11	280	9	43	14	14	6	337	13	1134	11	22,154	5	26,633	12	273,078	9	328,276	14	12	9
Maryland	26,913,000	9	38,025,939	11	27,707,185	16	117	3	889	9	331	5	33	15	9	11	373	8	1262	9	21,326	8	30,131	9	230,026	12	325,008	15	11	11
Michigan St.	29,411,204	7	41,198,734	8	45,145,499	12	93	11	1257	4	288	8	53	10	8	14	349	12	1606	5	18,313	10	25,652	13	316,250	5	442,976	7	17	3
Minnesota	37,298,000	3	53,939,000	3	126,723,000	1	113	4	373	14	395	3	154	4	12	9	561	3	934	13	39,934	3	57,751	3	330,071	4	477,336	4	8	15
Ohio State	26,055,295	10	40,250,824	9	91,000,000	5	97	10	997	7	272	10	70	8	8	13	350	11	1347	8	19,343	9	29,882	10	268,611	10	414,957	9	14	6
Penn St.	28,055,295	8	42,483,690	7	42,162,258	13	99	7	1706	1	93	16	47	12	15	5	155	16	1861	3	15,075	13	22,828	15	283,387	8	429,128	8	19	2
Purdue	13,376,723	16	27,784,028	16	47,580,587	9	88	13	582	13	198	14	52	11	16	3	266	15	848	14	15,774	11	32,764	7	152,008	16	315,728	16	10	12
Texas	41,223,776	2	64,558,083	2	120,235,556	2	140	2	1075	5	532	1	290	3	21	2	843	1	1918	2	21,493	7	33,659	6	294,456	7	461,129	5	14	8
UCLA	36,684,950	4	53,360,156	4	49,928,024	8	85	14	0	16	514	2	0	16	0	16	514	5	514	16	71,371	1	103,814	1	431,588	1	627,767	2	6	16
Washington	15,642,533	15	35,561,682	13	53,652,837	7	102	5	750	12	305	6	55	9	9	10	369	10	1119	12	13,979	14	31,780	8	153,358	15	348,644	12	11	10
Wisconsin	16,500,000	14	50,200,000	5	70,000,000	6	82	15	834	10	238	12	127	5	7	15	372	9	1206	10	13,682	15	41,625	5	201,220	14	612,195	3	15	4
Average	29,099,804		44,802,999		64,439,856		104		907		295		116		12		423		1,329		21,889		33,701		279,806		430,798			13

School	State Budget	SR Rank	Total Budget	TR Rank	Full Time Faculty	Fac Rank	Total SCH Ugrad+Grad	SCH Rank	State Budget/ Total SCH	Sbud/ TSCH Rank	Total SCH/ Faculty	TSCH/ Fac Rank
Arizona	20,883,332	13	32,241,782	14	98	9	44973	8	464.35	12	458.91	8
California	30,302,370	6	47,526,188	6	73	16	19507	15	1,553.41	1	267.22	15
Florida	23,889,530	12	37,230,942	12	98	8	74147	2	322.19	14	756.60	1
Illinois	31,544,814	5	39,159,716	10	101	6	62011	5	508.70	9	613.97	2
Indiana	62,692,865	1	83,127,840	1	186	1	81997	1	764.58	2	440.84	11
Iowa	25,123,181	11	30,201,373	15	92	12	44334	10	566.68	8	481.89	7
Maryland	26,913,000	9	38,025,939	11	117	3	44178	11	609.19	4	377.59	13
Michigan St.	29,411,204	7	41,196,734	8	93	11	49891	7	589.51	6	536.46	5
Minnesota	37,298,000	3	53,939,000	3	113	4	62074	4	600.86	5	549.33	4
Ohio State	26,055,295	10	40,250,824	9	97	10	44450	9	586.17	7	458.25	9
Penn St.	28,055,295	8	42,483,690	7	99	7	57643	6	486.71	11	582.25	3
Purdue	13,376,723	16	27,784,028	16	88	13	42765	12	312.80	15	485.97	6
Texas	41,223,776	2	64,558,083	2	140	2	63494	3	649.25	3	453.53	10
UCLA	36,684,950	4	53,360,156	4	85	14	0	na	0.00	na	0.00	na
Washington	15,642,533	15	35,561,682	13	102	5	35660	13	438.66	13	349.61	14
Wisconsin	16,500,000	14	50,200,000	5	82	15	32492	14	507.82	10	396.24	12
Average	29,099,804		44,802,999		104		47,476		560		451	

**TUITION GENERATED BY COURSE TYPE AND DEPARTMENT
FISCAL YEAR 2003-04**

	<u>ATG</u>	<u>BUS</u>	<u>DIS</u>	<u>ECO</u>	<u>FIN</u>	<u>MGT</u>	<u>MKT</u>	<u>TOTAL</u>
<u>FTE Funding</u>								
Lower Division	1,512,291	14,994		2,382,901			47,419	3,957,605
Upper Division	788,766	875,646	1,630,364	2,507,379	3,509,822	4,908,507	4,488,589	18,709,073
Graduate	1,996,146	239,011	1,589,020	775,194	1,483,737	1,656,096	683,920	8,423,124
Graduate II	19,365		9,959	59,754	63,627	55,881	24,898	233,484
Total	4,316,568	1,129,651	3,229,343	5,725,228	5,057,186	6,620,484	5,244,826	31,323,286
Percentages	13.78%	3.61%	10.31%	18.28%	16.15%	21.14%	16.74%	100.00%
<u>Tuition Funding</u>								
Lower Division	1,475,860	14,633		2,325,497			46,277	3,862,267
Upper Division	479,541	532,361	991,203	1,524,397	2,133,847	2,984,197	2,728,901	11,374,447
Graduate	1,851,390	221,679	1,473,789	718,979	1,376,140	1,536,000	634,324	7,812,301
Graduate II	13,781		7,087	42,524	45,281	39,768	17,719	166,160
Total	3,820,572	768,673	2,472,079	4,611,397	3,555,268	4,559,965	3,427,221	23,215,175
Percentages	16.46%	3.31%	10.65%	19.86%	15.31%	19.64%	14.76%	100.00%
GRAND TOTALS	8,137,140	1,898,324	5,701,422	10,336,625	8,612,454	11,180,449	8,672,047	54,538,461
PERCENTAGES	14.92%	3.48%	10.45%	18.95%	15.79%	20.50%	15.90%	100.00%

NOTE: Tuition includes all fees in addition to matriculation.

5/17/2004

Funded SCH by Course Type and Department - Includes FTE calculation													
Data from Student Data Course File Preliminary Fall and Spring Final Summer	Level	DEPT	Fiscal Year			Annual FTE Calculation			Per FTE Funding Calculations			Out-of-State (Business/Accounting Students Only)	
			2000-01	2001-02	2002-03	2003-04	2000-01	2001-02	2003-03	2002-04	Lower Division Upper Division Graduate Graduate II	Average computed based on Fall 2003 Undergrad Grad	Total
	GRAD	ATG	4288	4776	4653	4702	134.00	149.25	145.41	146.94	\$ 1,820,390.00	\$ 1,205,813.24	\$ 1,851,390.39
		BUS	1500	1062	482	563	46.88	33.19	15.06	17.59	\$ 636,796.88	\$ 450,852.19	\$ 77,299.01
		DIS	5067	4222	3739	3743	158.34	131.94	116.84	116.97	\$ 2,151,099.84	\$ 1,587,322.34	\$ 513,907.96
		ECO	1771	1661	1556	1826	55.34	51.91	48.63	57.06	\$ 751,844.84	\$ 705,146.41	\$ 250,706.90
		FIN	3565	3138	3360	3495	111.41	98.06	105.63	109.22	\$ 1,513,453.91	\$ 1,332,179.06	\$ 479,857.96
		MGT	3766	4162	3295	3901	117.69	130.06	102.97	121.91	\$ 1,598,784.69	\$ 1,766,899.06	\$ 535,601.11
		MKT	2295	1546	1527	1611	71.72	48.31	47.72	50.34	\$ 974,299.22	\$ 656,325.31	\$ 221,187.74
	GRAD Total		2252	2067	1863	1984	695.38	642.72	582.25	620.03	\$ 9,446,669.38	\$ 8,731,334.22	\$ 2,724,137.83
	T/D	ATG	6			35	0.19	0.00	0.00	1.09	\$ 3,319.69	\$ -	\$ 4,805.44
		DIS	33	21	14	18	1.03	0.66	0.44	0.56	\$ 18,250.28	\$ 11,618.91	\$ 2,471.37
		ECO	236	153	186	100	7.38	4.78	5.81	3.38	\$ 130,574.38	\$ 84,652.03	\$ 14,828.23
		FIN	83	104	182	115	2.59	3.25	5.69	3.59	\$ 45,922.34	\$ 57,541.25	\$ 15,789.32
		MGT	56	36	81	101	1.75	1.13	2.53	3.16	\$ 30,983.75	\$ 19,918.13	\$ 13,867.14
		MKT	59	9	24	45	1.84	0.28	0.75	1.41	\$ 32,643.59	\$ 4,979.53	\$ 6,178.43
	T/D Total		473	323	487	422	14.78	10.09	15.22	13.19	\$ 281,702.03	\$ 178,709.84	\$ 57,939.93
	GRAD Total		22725	20890	19119	20263	710.16	652.81	597.47	633.22	\$ 9,708,371.41	\$ 8,910,044.06	\$ 2,782,077.76
	UNGRAD	ATG	11756	13886	12846	12406	293.90	347.15	321.15	310.15	\$ 1,433,056.40	\$ 1,692,703.40	\$ 1,067,578.23
		BUS	129	126	111	123	3.23	3.15	2.78	3.08	\$ 15,725.10	\$ 15,359.40	\$ 10,584.57
		ECO	21737	20913	19134	19548	543.43	522.83	478.35	488.70	\$ 2,649,740.30	\$ 2,549,294.70	\$ 1,682,171.47
		MKT	243	311	403	389	6.08	7.78	10.08	9.73	\$ 29,621.70	\$ 37,910.90	\$ 33,474.76
	LOWER Total		33665	35236	32494	32466	846.63	880.90	812.35	811.65	\$ 4,128,143.50	\$ 4,295,268.40	\$ 2,793,809.04
	UPPER	ATG	3256	3391	3736	4031	81.40	84.78	93.40	100.78	\$ 637,117.80	\$ 663,533.93	\$ 346,881.17
		BUS	288	360	146	4475	7.20	9.00	3.65	11.88	\$ 56,354.40	\$ 70,443.00	\$ 385,088.88
		DIS	10732	10493	9849	8332	268.30	262.33	246.23	208.30	\$ 2,099,984.10	\$ 2,053,217.78	\$ 1,472,772.34
		ECO	13403	14061	13943	12814	335.08	351.53	348.58	320.35	\$ 2,622,632.03	\$ 2,751,386.18	\$ 2,169,966.76
		FIN	18288	17445	18319	17937	457.20	436.13	457.98	448.43	\$ 3,578,504.40	\$ 3,413,550.38	\$ 1,102,688.01
		MGT	25038	26955	25974	25085	625.95	673.88	649.35	627.13	\$ 4,899,310.65	\$ 5,274,419.63	\$ 1,543,539.48
		MKT	26089	28513	26549	22939	652.23	712.83	663.73	573.48	\$ 5,104,965.08	\$ 5,579,281.28	\$ 2,158,649.04
	UPPER Total		97094	101218	98516	95613	2427.35	2530.45	2462.90	2390.33	\$ 18,998,868.45	\$ 19,805,832.15	\$ 8,227,821.82
	UNGRAD Total		139959	136454	131010	128079	3273.98	3411.35	3275.25	3201.98	\$ 23,127,011.95	\$ 24,101,100.55	\$ 11,021,630.86
	Grand Total		153684	157344	150129	148342	3984.13	4064.16	3872.72	3835.19	\$ 32,835,383.36	\$ 33,011,144.61	\$ 13,803,708.62

Budget model – Version 2

The Provost has rejected the budget model (request) included in the State of the College memo. The University (atc) does not have the funds available to accommodate our requests irrespective of the validity of our needs.

The College will propose a different budget model to the Provost in the next few weeks. This model is based on the productivity of the College as measured by SCH and the tuition funds that result from that productivity. The model would supercede the current model which is based on "what you got last year plus/minus". It would be more predictable and more sensitive to the decision of the College. A stylized example is attached.

New monies generated by the model would be dedicated to (in order):

1. Funds needed to maintain current faculty size;
2. Funds needed to bring faculty count back in equilibrium;
3. Funds needed to recapture lost operating budget;
4. Funds needed to expand the faculty to accommodate increasing SCH productivity.

A performance-Based Budget Proposal for the Warrington College of Business Administration

This budget proposal is based on the College's performance on the tuition and fees revenues.

ON-BOOK PROGRAMS

- 2004-2005 budget is the base budget
- Budget increases in the future years will come from three sources
 - Increase in tuition and fees
 - Increase in Total weighted student credit hours
 - Salary raises
- How the College budget is computed for future years is detailed in the attached worksheet.
- For the On-book professional programs, the College keeps all the revenues and pays the legislative fees for the students enrolled in these programs. Legislative fees for 2004-2005 are \$14.35 and \$45.60 per credit hour for in-state and out-of-state students, respectively.
- The University keeps all the FTE funding generated by these programs

OFF-BOOK PROGRAMS

- College keeps all the revenues generated by these programs and pays a 4% overhead fee to the University (DOCE)
- From these funds, the College deposits \$600,000 annually into a "building reserve fund" for the Graduate Studies Building

	A	B	C	D	E	F	G	H
1	Budget Proposal							
2								
3			UG-R	UG-NR	G-R	G-NR		
4	Tuition and Fees(03-04)/cr.hr.		\$92.68	\$460.28	\$205.26	\$774.53		
5	Credit hour weights (R6/92.68)		1.00	4.97	2.21	8.36		
6	FTE Funding*		7089.25	7089.25	13934.94	13934.94		
7	FTE Weights		1.00	1.00	1.97	1.97		
8	FTE funding/credit hour		177.23	177.23	435.47	435.47		
9	Total Tuition and fees/Generated by the college in 2003-04		\$11,086,918	\$3,890,845	\$3,144,343	\$3,829,410		\$21,951,516
10								Total SCH
11	SCH generated by the college in 2003-2004		119,626	8,453	15,319	4,944		148,342
12								
13	Enrolment weights (2003-2004) (R10/148342)		0.806	0.057	0.103	0.033		
14								
15	Total weighted SCH (TWSCH) (R10 x R7)		236,853					
16								
17	* Average FTE funding is based on 25% lower and 75% upper division credit hours in the UG program and 98% graduate and 2% graduate II credit hours in the graduate program.							
18								
19								
20	Current Budget(2004-2005) is the base							
21								
22	Base budget and enrolment weights are subject to change/negotiation every 3 years							
23								
24	Three sources of increase in the College budget are:							
25								
26	1. Tuition and fees							
27	2. Increase in the TWSCH							
28	3. Salary raises							
29								
30	Budget for any year following the base year is computed as follows:							
31								
32	New Budget= Base year Budget x { [1 + Max (0, PCTWSCH)] * [1 + WAPIT&F] } + Total raise pool due to the College							
33								
34	PCTWSCH: Percent change in the total weighted student credit hours from the base budget year							
35	WAPIT&F : weighted average percent increase in tuition and fees from the base budget year							
36								
37								
38	EXAMPLE:							
39								
40	Budget for 2004-2005		\$24,000,000 (Base year)					
41								
42			UG-R	UG-NR	G-R	G-NR	Total UG	Total G
43	SCH in 2003-2004		119,626	8,453	15,319	4,944	128,079	20,263
44	SCH in 2004-2005		120,000	8,000	17,000	5,100	128,000	22,100
45	Credit hour weights		1.00	4.97	2.21	8.36		
46	TWSCH 2003-2004		236853					
47	TWSCH 2004-2005		240002					
48	PCTWSCH		0.0133					
49								
50	Increase in tuition and fees from 2004-05 to 2005-06		0.030	0.080	0.050	0.120		
51	Enrolment weights		0.806	0.057	0.103	0.033		
52	WAPIT&F		0.038					
53								
54	College's 2004-2005 salary budget		\$20,000,000					
55	Salary raise for 2005-06		0.025					
56	Total raise funds due to College		\$500,000					
57								
58								
59	Budget for 2005-2006		\$24,000,000 x [(1+0.0133) x (1+0.038)] + 500,000 =					
60			\$25,741,121					
61	Increase due to increase in TWSCH		\$319,082					
62								
63	FTE Funding		UG	G	UG-FTE Funding	G-FTE Funding	Total FTE Funding	
64	2003-2004 Total UG credit hours		128,079	20,263	\$22,699,601	\$8,823,866	\$31,523,466	
65	2004-2005 Total Grad. Credit hours		128,000	22,100	\$22,685,600	\$9,623,818	\$32,309,418	
66	DELTA- from 03-04 to 04-05		-79	1,837	-14,001	799,952	785,950	

COLLEGE OF BUSINESS ADMINISTRATION
FINANCIAL INFORMATION
FY 1993/1994- 2004-05

(All totals
estimated)

STATE FUNDING	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
CBA faculty salaries	7,181,554	7,353,092	7,135,831	7,094,582	8,398,159	8,819,264	9,748,707	10,874,478	12,302,357	13,139,267	12,166,698	12,995,742
Summer Res/Miscal	623,274	588,187	592,893	628,428	558,905	129,148	302,868	86,881	141,790	0	225,000	225,000
FSCA faculty salaries	1,345,237	1,486,194	1,704,898	1,655,988	1,564,078	1,781,185	1,848,209	1,794,209	1,979,858	1,970,783	1,988,661	2,305,251
USPS/A&P Salaries	1,320,513	1,322,714	1,331,818	1,384,418	1,442,710	1,811,660	2,111,757	2,395,995	2,511,859	2,521,629	2,574,317	2,608,351
Summer Teaching Budget	458,103	400,082	445,596	484,838	498,111	511,958	733,913	743,098	752,263	709,040	786,428	786,428
Fringes on Salary (20%)	2,722,350	2,784,649	2,814,817	2,924,493	3,239,590	3,393,833	3,833,818	4,080,352	4,598,913	4,883,502	4,548,987	4,855,701
Total Salaries	13,651,031	13,894,928	14,125,653	14,172,543	15,698,553	16,447,039	18,579,270	19,774,013	22,287,040	23,024,221	22,270,091	23,766,473
CBA operating expenses	1,350,700	1,332,296	1,488,688	1,831,564	1,873,307	2,091,882	2,659,203	2,354,598	2,281,228	2,087,455	1,511,985	1,511,985
FSCA operating expenses	290,528	288,652	254,339	306,987	300,028	288,900	278,968	387,269	215,265	137,434	137,000	137,000
Tuition Waivers				380,742	434,622	588,873	728,833	888,920	888,920	888,873	827,517	885,000
Budget Recall/Reduction									(1,345,897)			
Total	15,292,259	15,515,876	15,868,660	16,891,788	18,307,510	19,396,624	22,248,272	23,384,800	24,308,556	28,157,983	24,748,573	26,300,438
Ranked Faculty	99	101	93	84	85	87	87	87	91	94	92	97
Lecturers	4	7	6	4	4	4	4	5	6	6	6	8
SPONSORED RESEARCH												
CBA Salaries	477,816	693,184	640,000	731,074	628,743	647,882	1,017,448	1,228,412	1,380,599	1,380,567	1,387,778	1,415,534
CBA Other Expenses	440,248	622,171	625,000	1,096,572	1,507,058	1,511,723	2,450,058	2,881,929	2,979,323	2,155,817	2,371,399	2,608,539
Total	918,064	1,315,355	1,265,000	1,827,646	2,135,801	2,159,605	3,467,504	4,088,041	4,339,922	3,516,384	3,759,177	4,024,073
DOCE												
Salaries & Overloads	198,223	248,378	345,468	454,567	600,567	812,000	933,786	1,254,285	1,488,480	2,059,053	2,679,409	3,558,078
Summer Research Grants						400,000	525,000	575,000	850,000	917,842	1,075,000	1,075,000
Other expenses	180,834	222,957	329,267	577,808	980,680	1,423,097	1,550,787	1,578,919	1,230,391	1,768,783	2,974,273	4,089,480
Total	387,057	471,333	674,735	1,032,375	1,581,257	2,635,097	3,009,573	3,408,204	3,568,861	4,746,678	6,728,682	8,722,558
PRIVATE FUNDING												
CBA Salaries	957,484	1,204,848	982,484	1,198,410	1,251,177	1,234,417	772,635	956,234	1,200,219	1,143,346	1,186,213	1,282,834
CBA other expenses	1,841,827	1,390,932	1,520,528	1,092,411	1,311,630	1,544,203	2,173,788	2,372,832	2,791,321	3,978,842	4,374,527	4,811,980
Total	2,799,311	2,595,778	2,502,990	2,281,821	2,562,807	2,778,620	2,946,403	3,329,066	3,991,540	5,120,188	5,540,740	6,094,814
GRAND TOTAL	19,396,691	19,898,341	20,311,385	21,833,428	24,597,376	28,970,016	31,669,782	34,210,111	38,204,860	39,841,233	40,776,172	45,141,883
FDN END MARKET VALUES	21,476,221	25,171,011	29,079,654	48,205,098	55,000,000	72,372,198	84,204,955	91,024,615	93,376,487	73,004,526	73,005,000	73,005,000

Estimated RESOURCE STATEMENT: DIS
2004-05

1. FACULTY

G Koehler	S Piramuthu	Bandyopadhyay	P Thompson	STAFF	
H Benson	A Agarwal	J Canillo		P. Brawner	C. Nantz
A Vakharia	A Alpetkinoglu	P Pathak		S. Lee	L. Santiago
K Cheng	A Aytug	A Paul			

12 Permanent Faculty
1 Lecturer

DISTRIBUTION

Rank		Ethnicity	
Emn Scholar	1	White	4
Professor	2	Asian	9
Associate Professor	2	Total	13
Assistant Professor	7		
Lecturer	1		
Total	13		
Gender		Tenure Status	
Male	11	Tenured	5
Female	2	Tenure Track	7
Total	13	Non-Tenure Track	1
		Total	13
1. FUNDS			
STATE SOURCES:			
Salary Rate		Support Funds	
Equilibrium Rate	2,116,538	Expense	
Actual Rate	1,711,538	\$500 per faculty	6,500
Temporary Equilibrium Rate	85,600		
LOA & Sabbatical Funds Available	15,000	OPS	
Temporary Rate Available	100,600	PhD Support	147,000
Temporary Rate Used	45,000	Estimated PhD Fee Waivers	178,102
College Rate Pool	55,600	Total	325,102
Staff (USPS, TEAMS, Spec Faculty)			
State Support (4)	130,725		
DOCE Support			
Grant Support			
Center Support			
Program Support			
Total	130,725		
PRIVATE SOURCES:			
EMN SCH/Higdon #3290		PricewaterhouseCoopers Prof #5438	
Faculty Rate	52,100	Faculty Rate	10,232
Faculty Support	0	Faculty Support	0
Total	(13,076)	Total	(2,251)
American Eco Institute #6264			
Faculty Fellows (2)	15,000		
UFRF Professor		Beall Professorship(6538)	
Faculty Rate (Koehler)	5,000	Faculty Rate	15,000
		Faculty Support	4,406
		Total	19,406
DOCE			
Faculty Rate	241,999	Department Support	
OPS Support	6,000	American Eco Institute#6264	196,342
Total	247,999	DIS #2841	6,469
		Forum #3457	142,821
SUMMER RSH GRANTS		Total	345,632
Research Grants	200,000		
Hiring Grants	100,000	Faculty Support	
Total	300,000	Warrington Funds	81,200
SUMMARY:			
NON-DISCRETIONARY		DISCRETIONARY	
FACULTY RATE		FACULTY RATE	
State Equilibrium Rate	2,116,538	Equilibrium Rate Available	0
Private Rate	97,332	LOA & Sabbatical Funds Available	15,000
FACULTY SUPPORT		Temporary Rate Available	15,000
State Support		Temporary Rate Used	100,600
Private Support	85,606		
STAFF SUPPORT			
State Support	130,725		
Private and Other Support			
STUDENT SUPPORT		College Rate Pool	(85,600)
State Support	325,102		
Private Support		DEPT SUPPORT	
DOCE		State Support	6,500
Faculty Rate	547,999	Private Support	345,632
Student Support			
Total	3,303,302	Total	452,732
			(85,600)

* Temporary Rate Available

S Erenguc 85,600
K Cheng 15,000

**Temporary Rate Used

Bander 45,000

Warrington Funds

Agarwal	6,300
Alptekinoglu	6,300
Autug	6,300
Bandyopadhyah	6,300
Benson	6,300
Carrillo	6,300
Cheng	6,300
Erenguc	0
Feng	6,300
Koehler	6,300
Pathak	6,300
Paul	6,300
Piramuthu	6,300
Thompson	3,600
Vakharia	2,000
Total	81,200

DOCE PAYMENTS

Name	\$'s
Cheng	20,000
Ogan	20,000
Paul	20,000
Piramuthu	21,000
Thompson	21,000
	26,666
	25,500
Simpson	13,333
Vakharia	20,000
	20,000
	19,500
	15,000
Total	241,999

Term

Tch
Fall 04
Sum 04
Sum 04
Spr 05
Fall 04
Sum 04
Spr 05
Sum 04
Sum 04
Fall 04
Spr 05
Spr 05

OPS Support

Paid	Program
TBA	P2MBA06
	P1MBA04
2,000	P2MBAN05
	EMBA06
	EMBA06
	T1MBA05
	SFMBA06
	T1MBA05
	ESMBA04
	EMBA05
2,000	I2MBA06
2,000	I1MBA06
6,000	

Hidgon Emn Scholar #3290/Koehler

Beginning Balance	12,958
Distribution	52,100
Total	65,058
Faculty Rate	78,134
Faculty Support	0
Total	(13,076)

American Eco Institute #6264/Cheng-Piramuthu

Beginning Balance	151,170
Distribution	60,172
Total	211,342
Faculty Rate	15,000
Department Support	196,342
Total	211,342

Pricewaterhouse Prof #5438/Erenguc

Beginning Balance	2,251
Distribution	10,232
Total	12,483
Faculty Rate	15,000
Faculty Support	0
Total	(2,251)

Beall Prof #6538/Vakharia

Beginning Balance	12,320
Distribution	7,086
Total	19,406
Faculty Rate	15,000
Faculty Support	4,406
Total	19,406

Centers

DIS Forum #3457	142,821
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Estimated Resource Statement: ECONOMICS

2004-05

1. FACULTY

J Hamilton L Kenny W Bomberger
D Sappington R Romano D Figlio
S Berg M Rush D Waldo
D Denslow S Slutsky S Hamersma
R Blair C West B Xu
E Dinopoulos C Ai

STAFF

L Braden M Jamison
M Shaw P Sotkiewicz
A Cast
P Mason
C Stehouwer

Note: Equilibrium # is 14

17 Perm Faculty

DISTRIBUTION

0 Lecturer

Rank					
Emn Scholar	1	Ethnicity	White	15	
Dist Svr Prof	2		Asian	2	
Professor	8		Total	17	
Asst Professor	5	Tenure Status			
Asst Professor	1		Tenured	16	
Total	17		Tenure Track	1	
Gender			Total	17	
Male	15				
Female	2				
Total	17				
2. FUNDS					
STATE SOURCES:		Support Funds			
Salary Rate		Expense			
Equilibrium Rate	1,750,000	\$500 per faculty	8,000		
Actual Rate	2,009,413	Other			
LOA & Sabbatical Funds Available	88,318	Journal/Dinopoulos	6,750		
Temporary Rate Available	(171,095)				
Temporary Rate Used	41,500	OPS			
College Rate Pool	(212,595)	Student Office Support	3,000		
		Ph.D. Support	180,000		
		Estimated PhD Fee Waivers	144,258		
Staff (USPS, TEAMS, Spec Faculty)		Total	327,258		
State Support (2.5)	72,362				
DOCE Support					
Center Support (PURC - 5)	358,869				
Program Support					
Total	431,231				
PRIVATE SOURCES:					
Eminent Scholars					
J Walter #1892		H. Hult Professorship #4018			
Faculty Rate	61,716	Faculty Rate	15,000		
Faculty Support	10,000	Faculty Support	2,500		
Total	71,716	Faculty Support 06/30/00	18,020		
		Total	33,520		
Lanz McKethan #2374					
Faculty Rate (Sappington)	86,844	Franklin Prof #4842			
Faculty Support	80,788	Faculty Rate	15,000		
Total	147,630	Faculty Support	7,503		
		Total	22,503		
CENTER SUPPORT	737,196				
		Gunter Professor #4930			
UFRF PROFESSORSHIP		Faculty Rate	15,000		
Faculty Rate	5,000	Faculty Support	43,532		
Faculty Support	3,000	Total	58,532		
DOCE					
Faculty Rate	222,833	Dis Svr Professor			
OPS Support	6,000	Faculty Rate (Denslow & Berg)	30,000		
Total	228,833				
		Department Support			
SUMMER RSH GRANTS		Dept Seminars (Franklin bai & Matherly Prof)	16,476		
Research Grants	140,000	Eco Fnd Account #0149 (non-end)	7,243		
Hiring Grants	0	Total	23,719		
Total	140,000	Faculty Support			
		Warrington	69,300		
SUMMARY:					
NON-DISCRETIONARY		DISCRETIONARY			
FACULTY RATE		FACULTY RATE			
State Equilibrium Rate	1,750,000	Equilibrium Rate Available	(259,413)		
Current Rate Excess	259,413	LOA & Sabbatical Funds Available	88,318		
Private Rate	198,560	Temporary Rate Available	(171,095)		
FACULTY SUPPORT		Temporary Rate Used	41,500		
State Support	8,000	College Rate Pool		(212,595)	
Private Support	143,341				
STAFF SUPPORT					
State Support	72,362				
Private and Other Support	358,869				
STUDENT SUPPORT		DEPT SUPPORT			
State Support	324,258	State Support	11,000		
Private Support	0	Private Support	23,719		
DOCE		Total Department Support	34,719		
Faculty Support	362,833				
Staff Support					
Student Support					
CENTER SUPPORT	737,196				
Total	4,214,830	Total	78,219	(212,595)	

*Temporary Rate Available:

Romano's sabbatical 7,500
Xu 80,818

**Temporary Rate Used: Jim Fesma

28,000
M Scanlan 10,000
D. Mahar 3,500
41,500

Warrington Funds

Al	6,300
Berg	
Blair	
Bomberger	6,300
Denslow	6,300
Dinopoulos	
Figlio	
Hamersma	6,300
Hamilton	6,300
Kenny	6,300
Romano	
Rush	6,300
Sappington	
Slutsky	6,300
Smith	6,300
Waldo	6,300
West	6,300
Xu	

Total 69,300

J Walter Emn Scholar #1892

Beginning Balance	145,660
Distribution	67,292
Total	212,952
Faculty Rate	81,716
Faculty Support	10,000
Total	71,716

Lanz-McKethan Emn Scholar #2374

Beginning Balance	80,312
Distribution	67,318
Total	147,630
Faculty Rate	86,844
Faculty Support	60,786
Total	147,630

Knight-Ridder #4078/Figlio

Beginning Balance	17,942
Distribution	159,246
Total	177,188
Faculty Rate	15,000
Uncommitted Funds	162,188

H Hurst #4018 (MGT)

Faculty Rate	15,000
Faculty Support	2,500
Total	17,500

Gunter Prof #4390

Beginning Balance	45,395
Distribution	13,137
Total	58,532
Faculty Rate	15,000
Faculty Support	43,532
Total	58,532

CENTERS

PURC #1587	43,636
PURC #8811	59,343
PPRC #4808	103,044
CIBER	472,641
Total	737,196

DOCE PAYMENTS

Name	\$'s	Term	OPS Support	Program
S Berg	21,000	Spr 05	2,000	I2MBA07
E Dinopoulos	21,000	Fall 04		EMBA06
	21,000	Spr 05		ESMBA07
Figlio	21,000	Fall 04		P2MBA06
Figlio/Romano	25,500	Fall 04		SFMBA06
Figlio/Romano	13,333	Sum 04		T1MBA05
	20,000	Sum 04		EMBA05
D Waldo	20,000	Fall 04	2,000	P2MBA05
	20,000	Sum 04		EMBA05
	20,000	Spr 05	2,000	P2MBAN05
C West	20,000	Fall 04		P1MBA04
Total	222,833		6,000	

Estimated RESOURCE STATEMENT: FIRE
2004-05

1. FACULTY

M. Flannery D. Ling D. Brown
C. James M. Livingston A. Naranjo
J. Ritter M. Nimalendran R. Radcliffe
R. Crum D. Nye J. Karczeski
A. Heggstad M. Ryngaert R. Porter
J. Houston W. Archer C. Tapley
17 Perm Faculty W. Rossi
2 Lecturers

STAFF

P. DeMichele
S. Bullivant
O. Himes
P. Kenney
K. Burks

DISTRIBUTION

Rank		Ethnicity	
Emn Scholar	3	White	15
Professor	8	Asian	1
Asst Professor	4	American Indian	1
Asst Professor	2	Hispanic	1
Lecturer	1		
Total	18	Total	18
Gender		Tenure Status	
Male	18	Tenured	15
Female	0	Tenure Track	2
Total	18	Non-tenure track	1
		Total	18
2. FUNDS			
STATE SOURCES			
Salary Rate		Support Funds	
Equilibrium Rate	2,458,074	Expense	
Actual Rate	2,458,074	\$500 per faculty	8,500
Temporary Equilibrium Rate Available	0	Other	
LOA & Sabbatical Funds Available	159,925	MSF Support	12,000
Temporary Rate Used	184,925	OPS	
College Rate Pool	(5,000)	Ph.D. Support	180,000
		Estimated PhD Fee Waivers	205,004
		Total	385,004
Staff (USPS, TEAMS, Spec Faculty)			
State Support (4)	125,489		
DOCE Support (MSF - 1)	12,960		
Grant Support	0		
Center (CEI - 1)	47,118		
Total	185,567		
PRIVATE SOURCES:			
Eminent Scholars		Professorships/Faculty Fellowships	
Bank of America Eminent Sch #2148		Hussey #3040	
Faculty Rate (Flannery)	75,159	Faculty Rate (Ling)	15,000
Faculty Support	0	Faculty Support	5,767
Total	(27,451)	Total	21,767
Dial Sunbank #2620		Emerson/Merrill #3318	
Faculty Rate (James)	75,159	Faculty Rate (Naranjo)	15,000
Faculty Support	0	Faculty Support	4,831
Total	(25,776)	Total	19,631
J Cordell #4172		Bank of America Professorship #3910	
Faculty Rate (Ritter)	106,323	Faculty Rate (Houston)	15,000
Faculty Support	0	Faculty Support	10,473
Total	(38,918)	Total	25,473
Program Support		Wachovia Faculty Fellowship # 4530	
Graham-Buffet #6310	41,130	Faculty Rate (Archer)	7,500
Hough #7910	6,686	Total	7,500
Total	47,816		
Department Support		Wells Endowment #4886	
Department Foundation #0151	3,234	Faculty Support	16,000
Richardson #2242	14,688		
Wachovia #4520	10,050		
Wells #4888	26,307		
Rushing #6590	108,621	Holloway Professorship #5252	
Total	162,900	Faculty Rate (Heggstad)	15,000
		Faculty Support	33,491
		Total	48,491
Faculty Support			
Warrington Support	70,000	Graham-Buffet #6310	
Center Support	571,352	Faculty Rate (Ryngaert, Radcliffe, Nimalendran)	47,500
		Faculty Support (Ryngaert, Radcliffe)	7,500
		Total	55,000
UFRF Professorship			
Faculty Rate (Ritter)	5,000	Bank of America #6978	
		Faculty Rate (Nimalendran)	15,000
		Faculty Support	1,893
		Total	16,893
DOCE			
Faculty Rate	395,888	Bank of America #7206	
Student Support	23,000	Faculty Rate (Brown, Livingston)	22,500
Total	418,888		
Summer Research Grants			
Research Grants	175,000	Bernstrom #7548	
Hiring Grants	0	Faculty Rate	25,000
Total	175,000	Faculty Support	(5,563)
		Total	0
		Hough #7910	
		Faculty Rate (Brown)	10,000
		Faculty Support	2,500
		Total	12,500

SUMMARY:					
NON-DISCRETIONARY			DISCRETIONARY		
FACULTY RATE			FACULTY RATE		
State Equilibrium Rate	2,458,074		Equilibrium Rate Available	0	
Private Rate	449,141		LOA & Sabbatical Funds Available	159,925	
FACULTY SUPPORT			Temporary Rate Available	159,925	
State Support			Temporary Rate Used	164,925	
Private Support	147,692		College Rate Pool		(5,000)
STAFF SUPPORT					
State Support	125,489				
Private and Other Support	47,118				
PROGRAM SUPPORT					
State Support	12,000		DEPT SUPPORT		
Private Support	47,816		State Support	8,500	
STUDENT SUPPORT			Private Support	162,900	
State Support	386,004		Total Department Support	171,400	
Private Support	0				
DOCE					
Faculty Rate	570,666				
Staff Support	12,980				
Student Support	23,000				
CENTERS					
Center Support	618,470				
Total	4,898,450		Total	336,325	(5,000)

*Temporary rate available:
Nimalendran 159,925

**Temporary rate used:
J. Schallheim 135,000
H. Chen 24,925
T. Prince 5,000

***Portion of P. DeMichele's salary

Warrington Funds

Archer	6,300
Brown	4,500
Crum	6,300
Flannery	6,300
Heggestad	
Houston	
James	
Karcaski	6,300
Ling	
Livingston	6,300
Naranjo	1,500
Nimalendran	4,500
Nye	6,300
Porter	6,300
Radcliffe	1,500
Ritter	6,300
Ryngaert	4,000
Tapley	3,600
Total	70,000

Bank of America Emn Sch #2146/Flannery	
Beginning Balance	268
Distribution	47,440
Total	47,708
Faculty Rate	75,159
Faculty Support	0
Total	(27,451)

Richardson #2242	
Beginning Balance	5,724
Distribution	8,964
Total	14,688
Department Support	14,688

Sunbank Emn Sch #2620/James	
Beginning Balance	229
Distribution	49,154
Total	49,383
Faculty Rate	75,159
Faculty Support	0
Total	(25,776)

Rushing End #6590	
Beginning Balance	78,612
Distribution	30,009
Total	108,621
Department Support	108,621

Bank of America Prof #6976/Nimalendran	
Beginning Balance	2,357
Distribution	14,536
Total	16,893
Faculty Rate	15,000
Faculty Support	1,893
Total	16,893

Bank of America Bus End #7206/Brown/MBA	
Beginning Balance	25,001
Distribution	37,254
Total	62,255
Prof/Fac Fellow	22,500
MBA	39,755

Name	\$S	Term Tch	OPS Support	Program
D. Brown	20,000	Fall 04		EMBA05
R. Crum	26,666	Sum 04		T1MBA05
	20,000	Fall 04	2,000	P2MBA05
L. Gapenski	20,000	Sum 04		ESMBA06
A. Heggestad	19,500	Fall 04	2,000	I2MBA05
	10,000	Fall 04	2,000	I1MBA05
J. Houston	19,500	Fall 04	2,000	I2MBA06
	20,000	Sum 04		EMBA05
M. Livingston	20,000	Sum 04		P1MBA04
	20,000	Spr 05	2,000	P2MBA05
A. Naranjo	19,500	Spr 05	2,000	I2MBA06
	10,000	Spr 05	2,000	I1MBA06
M. Nimalendran	10,000	Sum 04	2,000	I1MBA05
	19,500	Sum 04	2,000	I2MBA05
D. Nye	5,000	Sum 04		ESMBA04
	5,000	Sum 04		P2MBA05
	5,000	Fall 04		P1MBA04
	5,000	Spr 05		EMBA05
	5,000	Spr 05		I2MBA07
	5,000	Spr 05		I1mba06
	5,000	Spr 05		ESMBA06
R. Radcliffe	20,000	Sum 04	2,000	P2MBA05
W. Rossi	10,000	Fall04		MSE05
M. Ryngaert	20,000	Spr 05		EMBA05
C. Tapley	25,000	Sum 04	3,000	OEM05
	21,000	Fall 04		P1MBA05
CEI	10,000	Spr 05		MSE05
	395,666		23,000	

Hussey Prof #3040/Ling
 Beginning Balance 8,236
 Distribution 15,531
 Total 21,767
 Faculty Rate 15,000
 Faculty Support 6,767
 Total 21,767

Emerson/Memli Lynch #3318/Naranjo
 Beginning Balance 4,950
 Distribution 14,661
 Total 19,631
 Faculty Rate 15,000
 Faculty Support 4,631
 Total 19,631

Bank of America Prof #3910/Houston
 Beginning Balance 10,311
 Distribution 15,162
 Total 25,473
 Faculty Rate 15,000
 Faculty Support 10,473
 Total 25,473

Cordell Emn Sch #4172/Ritter
 Beginning Balance 8,178
 Distribution 59,229
 Total 67,407
 Faculty Rate 106,323
 Faculty Support 0
 Total (38,916)

Wachovia Fac Fel #4520/Archer
 Beginning Balance 11,006
 Distribution 6,544
 Total 17,550
 Faculty Rate 7,500
 Department Support 10,050
 Total 17,550

Wells End #4888/James
 Beginning Balance 21,937
 Distribution 20,370
 Total 42,307
 Faculty Support 16,000
 Department Support 26,307
 Total 42,307

Holloway Professor #5252/Heggstad
 Beginning Balance 34,374
 Distribution 14,117
 Total 48,491
 Faculty Rate 15,000
 Faculty Support 33,491
 Total 48,491

Graham Buffett Teach End #6310/Ryngaert
 Beginning Balance 38,962
 Distribution 57,168
 Total 96,130
 Faculty Rate 47,500
 Faculty Support 7,500
 Program Support 41,130
 Total 96,130

CENTERS
 Real Estate Research #0535 55,881
 Int Eco & Bus Studies #4467 5,343
 Insurance Research #0863 2,660

Center for Entre/Inn #2197
 Beginning Balance 554,586
 Committed Salary Rate 49,988
 Committed OPS Salaries 51,000
 Program Support 453,598
 Total 554,586

Center Support Total 618,470

Bergstrom Real Estate End #7546/Ling-Archer
 Beginning Balance 8,628
 Distribution 10,809
 Total 19,437
 Faculty Rate 25,000
 Total (5,563)

MG&G is -\$872 & Ling has not received 03-04 supplement

Hough Masters Prog #7910/Brown
 Beginning Balance 3,921
 03-04 Distribution 15,265
 Total 19,186
 Faculty Rate 10,000
 Faculty Support 2,500
 Program Support 6,686
 Total 19,186

Heggstad's summer
 J Kraft

Estimated RESOURCE STATEMENT: MANAGEMENT
2004-05

1. FACULTY

T. Judge	A. Erez	G. Lee	STAFF
R. Emerson	J. LePine	S. Paruchuri	L. King
V. Maurer	R. Thomas	J. Hall	W. Sherouse
H. Toal	J. Kammeyer		
J. Colquitt	R. Lacey		
L. Di Matteo	W. Shen		

14 Perm Faculty
1 Lecturer

Note: Equilibrium # is 14 + 1 Lecturer
DISTRIBUTION

Rank		Ethnicity		
Emn Scholar	1	White	11	
Professor	3	African-American	1	
Assoc Professor	5	Asian	3	
Asst Professor	5	Total	15	
Lecturer	1	Tenure Status		
Total	15	Tenured	9	
Gender		Tenure Track	5	
Male	13	Non Tenure Track	1	
Female	2	Total	15	
Total	15			
2. FUNDS				
STATE SOURCES:				
Salary Rate		Support Funds		
Equilibrium Rate	2,007,540	Expense		
Actual Rate	2,007,540	\$500 per faculty	7,500	
LOA & Sabbatical Rate Available	109,815 *			
Temporary Rate Available	109,815	OPS		
Temporary Rate Used	92,000 **	Ph.D. Support	147,000	
College Rate Pool	17,815	Student Office Support	3,000	
		Estimated PhD Fee Waivers	90,018	
		Total	240,018	
Staff (USPS, TEAMS, Spec Faculty)				
State Support (2.0)	84,268			
Grant Support	0			
Center Support	0			
	84,268			
PRIVATE SOURCES:				
Eminent Scholars		Professorships/Faculty Fellowships		
McKethan-Matheny Emn Sch #2236		McGriff Professorship #3758		
Faculty Rate (Judge)	78,309	Faculty Rate (Kraft)	25,000	
Faculty Support	215,404	Faculty Support	0	
Total	293,713	Toal's balance	19,123	
		Total	44,123	
Department Support				
MGT Foundation Acct #0533 (non-end)	1,443	Hurst Professorship #4018**		
Hurst Business Law End #2392	50,241	Faculty Rate (Maurer, Emerson, Blair, Toal)	60,000	
Hurst Endowment #8356	91,973	Faculty Support	10,000	
Hurst Professorship #4018	12,758	Total	70,000	
Total	156,415			
		Hurst Endowment #8356**		
		Fac Rate (Thomas, LePine, Di Matteo, Erez, Colquitt)	37,500	
Program Support				
Poe Financial Group Bus Ethics Prog #7241	106,585	Poe Fin Grp Bus Ethics Prog #7241		
Darden Res Speaker Series #8668	5,582	Faculty Rate (Maurer)	10,000	
Total	112,167			
		Darden Res Mgmt Professorship #8670	13,059	
DOCE		Faculty Support		
Faculty Rate	391,500	Warrington Funds	62,000	
OPS Support	22,000			
Total	413,500			
Summer Research Grants				
Research Grants	175,000			
Hiring Grants	50,000			
Total	225,000			
SUMMARY:				
NON-DISCRETIONARY				
FACULTY RATE		DISCRETIONARY		
State Actual Rate	2,007,540	FACULTY RATE		
Private Rate	223,868	Equilibrium Rate Available	0	
FACULTY SUPPORT		LOA & Sabbatical Funds Available	109,815	
State Support		Temporary Rate Available	109,815	
Private Support	287,404	Temporary Rate Used	92,000	
STAFF SUPPORT		College Rate Pool		17,815
State Support	84,268			
Private and Other Support				
PROGRAM SUPPORT		DEPT SUPPORT		
State Support	0	State Support	10,500	
Private Support	112,167	Private Support	156,415	
STUDENT SUPPORT		Total Department Support	166,915	
State Support	237,018			
DOCE				
Faculty Rate	616,500			
Staff Support	0			
Student Support	22,000			
Total	3,570,785	Total	258,915	17,815
Temporary available rate:		* Temporary Rate Used		
Lacey	102,175	Horton	82,000	
Toal's sabbatical	7,500	LePine, M	10,000	
		Total	92,000	

WARRINGTON FUNDS

Colquitt	8,300
Di Matteo	8,300
Emerson	4,000
Erez	8,300
Hall	3,600
Judge	
Kammeyer	8,300
Lacey	8,300
LePine	8,300
Maurer	4,000
Shen	8,300
Thomas	8,300
Tosi	
Total	62,000

McKethan-Matherly Emn Scholar #2236 (Judge)

Beginning Balance	227,857
Distribution	65,856
Total	293,713
Faculty Rate	78,309
Faculty Support	215,404
Total	293,713

H Hurst Bus Law End #2382

Beginning Balance	31,532
Distribution	18,709
Total	50,241
Department Support	50,241

McGriff Professorship #3758

Beginning Balance	135,932
Distribution	40,334
Total	176,266
Faculty Rate	25,000
Faculty Support	0
Tosi's balance	19,123
Uncommitted funds	132,143
Total	176,266

Hurst Professorship #4018*

Beginning Balance	51,872
Distribution	30,886
Total	82,758
Faculty Rate	60,000 (Maurer, Tosi, Emerson, Blair)
Faculty Support	10,000 (Maurer, Tosi, Emerson, Blair)
Department Support	12,758
Total	82,758

H Hurst Endowment #6358*

Beginning Balance	118,035
Distribution	48,938
Total	166,973
Faculty Rate	37,500
Faculty Rate Reserve	37,500
Department Support	91,973
Total	128,473

Poe Fin Grp Bus Ethics Prog #7241

Beginning Balance	66,585
Gift	60,000
Total	126,585
Faculty Rate (Maurer)	10,000
Faculty Rate Reserve	10,000
Program Support	106,585
Total	126,585

DOCE PAYMENTS

Name	\$'s	Term
J. Colquitt	20,000	Fall 04
L. DiMatteo	21,000	Spr 05
R. Emerson	19,500	Sum 04
	10,000	Sum 04
A. Erez	21,000	Spr 05
J Hall	19,500	Spr 05
	10,000	Spr 05
	23,000	Spr 05
J Lepine	20,000	Sum 04
	5,000	Fall 04
	5,000	Spr 05
	5,000	Spr 05
V Maurer	20,000	Sum04
	10,000	Sum 04
R Thomas	20,000	Spr05
	20,000	Sum04
H Tosi	5,000	Sum 04
	19,500	Sum 04
	5,000	Fall 04
	5,000	Fall 04
	23,000	Fall 04
	5,000	Spr 05
		Spr 05
J Kraft	20,000	Sum 04
	20,000	Fall 04
	20,000	Spr 05
	20,000	Spr 05
Total	391,500	

CENTERS

Human Resource Rsch Center #4855**

**Account #4855 was closed and funds were moved to #6358.

7/13/2004
2:20 PM

		DOCE			
		Name	\$'s	Term	OPS
Warrington Funds				Tch	Support
S. Shugan	6,300	J Alba	21,000	Fall 04	
B. Weitz			19,500	Fall 04	2,000
J. Cohen	6,300		10,000	Fall 04	
J. Alba	9,000		20,000	Spr 05	
C. Janiszewski	6,300	Alba/Cooke	25,500	Spr 05	
R. Lutz		Brenner	20,000	Sum 04	
A. Sawyer		M. Lewis	20,000	Fall 04	
A. Cooke	6,300	R. Lutz	19,500	Fall 04	
J. Xie	6,300		10,000	Spr 05	2,000
L. Brenner	6,300	Lutz/Sawyer	20,000	Spr 05	2,000
S. Fay	6,300	A. Sawyer	23,000	Fall 04	3,000
R. LeBoeuf	6,300		21,000	Spr 05	TBA
M. Lewis	6,300	Sawyer/Shugan	20,000	Fall 04	2,000
D. Mitra	6,300	F. Sturdivant	20,000	Spr 05	2,000
			21,000	Spr 05	
			19,500	Fall 04	2,000
			10,000	Fall 04	2,000
Total	72,000				
		Total	269,500		15,000

Professorships

J C Penney #1/A Sawyer/#3160

Beginning Balance	18,535
Distribution*	16,666
Total	35,201
Faculty Rate	15,300
Faculty Support	19,901
Total	35,201

J C Penney #2/R Lutz/#3162

Beginning Balance	17,141
Distribution*	16,666
Total	33,807
Faculty Rate	15,300
Faculty Support	18,507
Total	33,807

Jack Faricy/C Janisz #7532

Beginning Balance	4,269
Distribution*	10,503
Total	14,772
Faculty Rate	15,000
Faculty Support	0
Total	(228)

Bells Faculty Fellow #4210

Beginning Balance	9,135
Distribution*	6,847
Total	15,982
Faculty Rate	7,650
Faculty Fellow Reserve	7,500
Department Support	832
Total	8,332

CENTERS

Consumer Research #0903

13,832

Retailing Research #2337

284,842

J C Penney Purchase #3164

Beginning Balance	47,609
Est Distribution 03-04	8,331
Total	55,940

Miller Retail #7388

Beginning Balance	926
Est Distribution	26,135
Total	27,061

Sears Retail Sem Series #7628

Beginning Balance	2,411
Est Distribution	5,995
Total	8,406

Office Depot Retail Symposium #11228

Beginning Balance	8,749
Est Distribution	34,970
Total	43,719

Total Center Support

433,600

Eminent Scholars

J C Penny Emn Sch #1780

Beginning Balance	42,371
Distribution*	53,372
Total	95,743
Faculty Rate	81,016
Faculty Support	14,727
Total	95,743

Russ Berrie Emn Sch #2970

Beginning Balance	551
Distribution*	57,333
Total	57,884
Faculty Rate	60,754
Faculty Support	0
Total	(22,870)

Estimated RESOURCE STATEMENT: FISHER SCHOOL OF ACCOUNTING
2004-05

1. FACULTY

J Demski H Schaefer J Boyles H Lin D Garvin
S Ajinkya J Simmons S Kramer N Stuart C McDonald
R Knechel D Snowball G McGill J Tucker
J Kramer S Asare A Cianci D DeSantiago

Permanent Faculty: 15
Lecturers: 3

STAFF

J. Bryant S. Subach
T. Hicks K. Currier
G. Hudson
K. Murphy

DISTRIBUTION

Rank		Ethnicity		
Emn Scholar	1	White	13	
Professor	6	Asian	3	
Associate Professor	4	African American	1	
Assistant Professor	4	Hispanic	1	
Lecturer	3	Total	18	
Total	18			
Gender		Tenure Status		
Male	13	Tenured	11	
Female	5	Tenure Track	4	
Total	18	Non-Tenure Track	3	
		Total	18	
1. FUNDS				
STATE SOURCES:				
Salary Rate		Support Funds		
Actual Rate	2,089,330	Expense	45,300	
Temporary Rate Available	112,468 *	OPS	86,834	
LOA & Sabbatical Funds Available	7,500 **	Estimated PhD Fee Waivers	91,822	
Temporary Rate Used	0	OCO	5,200	
Program Rate Pool	119,968			
Staff (USPS, TEAMS, Spec Faculty)				
State Support (6)	195,568			
DOCE Support				
Grant Support				
Center Support				
Program Support				
Total	195,568			
PRIVATE SOURCES:				
EMN SCH/Fisher		Professorships		
Faculty Rate (Demski)	88,828	Ernst & Young #1764		
Faculty Support	91,110	R Knechel		
Total	179,738	Faculty Rate	15,000	
		Faculty Support	4,416	
		Total	19,416	
Fellows				
Duggan (2) #6160		PricewaterhouseCoopers #3478		
S Kramer/B Ajinkya		G McGill		
Faculty Rate	15,000	Faculty Rate	15,000	
Total	15,000	Faculty Support	43,155	
		Total	58,155	
D & T Honor Roll #5280		Cook/D&T #3312		
S Asare		D Snowball		
Faculty Rate	7,500	Faculty Rate	15,000	
Total	7,500	Faculty Support	23,585	
		Total	38,585	
		A Andersen #2159 (Non-end)		
		J Kramer		
		Faculty Rate	10,000	
		KPMG #2372		
		J Simmons		
		Faculty Rate	15,000	
DOCE		Faculty Support	30,191	
Faculty Rate	188,666	Total	45,191	
OPS Support	7,000	PROGRAM SUPPORT		
Total	195,666	Culverhouse	134,491	
		Fisher Endowment	153,772	
		Parks Estate	100,556	
		#0631 FSOA Foundation (non-end)	82,694	
		Total	471,513	
CENTER SUPPORT	21,934			
SUMMARY:				
NON-DISCRETIONARY		DISCRETIONARY		
FACULTY RATE		FACULTY RATE		
Actual Rate	2,089,330	Equilibrium Rate Available	112,468	
Private Rate	181,128	LOA & Sabbatical Rate Available	7,500	
FACULTY SUPPORT		Temporary Rate Available	119,968	
State Support		Temporary Rate Used	0	
Private Support	207,457			
STAFF SUPPORT				
State Support	195,568			
Private and Other Support				
STUDENT SUPPORT		FOR TEACHING FACULTY		119,968
State Support	178,756			
Private Support	0	PROGRAM SUPPORT		
DOCE		State Support	50,500	
Faculty Support	188,666	Private Support	471,513	
Student Support	7,000	Total Department Support	522,013	
CENTER SUPPORT	21,934			
Total	2,874,271	Total	522,013	119,968

Temporary Available Rate:

Hackenbrack 112,468
Knechel's sabbatical 7,500

F Fisher Emn Scholar #1864
Beginning Balance 112,976
Distribution 66,762
Total 179,738
Faculty Rate 88,628
Faculty Support 91,110
Total 179,738

FACULTY FELLOWS
Duggan Fac Fellows #6180
Beginning Balance 16,591
Distribution 10,053
Total 26,644
Faculty Rate 15,000
Faculty Support 11,644
Total 26,644

D&T Honor Roll #5280
Beginning Balance 10,795
Distribution 5,394
Total 16,189
Faculty Rate 7,500
Faculty Support 6,538
Total 46,416

PricewaterhouseCoopers #5670
Beginning Balance 2,239
Distribution 5,542
Total 7,781

PROFESSORSHIPS
Ernst & Young #1764
Beginning Balance 6,478
Distribution 12,938
Total 19,416
Faculty Rate 15,000
Faculty Support 4,416
Total 19,416

PricewaterhouseCoopers #3476
Beginning Balance 42,597
Distribution 15,558
Total 58,155
Faculty Rate 15,000
Faculty Support 43,155
Total 58,155

Cooke/D&T #3312
Beginning Balance 24,340
Distribution 14,245
Total 38,585
Faculty Rate 15,000
Faculty Support 23,585
Total 38,585

KPMG #2372
Beginning Balance 31,086
Distribution 14,105
Total 45,191
Faculty Rate 15,000
Faculty Support 30,191
Total 45,191

DOCE PAYMENTS	\$'s	Term	OPS Support	Program
Name		Tch	Paid	
C McDonald	13,333	Sum 04		T1MBA05
	10,000	Sum 04		MSE05
S Kramer	13,333	Sum 04		T1MBA05
	19,500	Sum 04	2,000	I2MBA06
	21,000	Spr 05	2,000	I2MBA07
H Schaefer	21,000	Fall 04	TBA	P2MBA06
	21,000	Spr 05		ESMBA07
D Snowball	21,000	Spr 05		EMBA06
	23,000	Spr 05	3,000	OEM06
	25,500	Fall 04		SFMBA06
Total	188,666		7,000	

PROGRAM SUPPORT
Culverhouse #6334
Beginning Balance 10,408
Distribution 124,063
Total 134,491
Program Support 134,491

F Fisher End #2306
Beginning Balance 32,433
Distribution 121,339
Total 153,772
Program Support 153,772

Parks #6076
Beginning Balance 11,442
Distribution 89,114
Total 100,556
Program Support 100,556

Ernst & Young Speakers #4246
Beginning Balance 50,498
Distribution 7,321
Total 57,819
Program Support 57,819

CENTER SUPPORT
CARPE #1875 21,934

Estimated RESOURCE STATEMENT: BITS							
2004-05							
1. STAFF							
A. Faculty				C. USPS			
Bouton, A				Bryant, R			
Johnson, D				Stormant, P			
Olson, E							
B. TEAMS							
Amano, K.				Myrick, E			
Antonson, K				Nearn, E			
Badertscher, T				Perry, A			
Fisher, J				Simons, B			
Holmes, J				Smith, C			
Homick, M				Woodbury, A			
Leslie, E				Wooden, W			
Marvin, J				Zadensky, J			
Monagle, K							
2. DISTRIBUTION BY PAY PLAN				4. ETHNICITY			
Faculty	3			White	20		
TEAMS	17			African-American	1		
USPS	2			Native American			
Total	22			Hispanic	1		
				Asian			
3. GENDER				Total	22		
Male	13						
Female	9						
Total	22						
5. STATE SOURCES:							
SALARY RATE				SUPPORT FUNDS			
Faculty	219,760			State Operating Budget	208,727		
TEAMS/A&P	575,053			Lab & Materials Fee Account	2,618		
USPS	57,600				211,345		
	852,413						
6. PRIVATE SOURCES:							
DOCE				UF FOUNDATION			
Staff Support	128,985			Copy Center Fund #0143	1,785		
Student Support				Dudziak & McClintock End # 6994	18,058		
Program Support				Total	19,843		
Total	128,985						
				UFRF			
				Video Tape Classroom Lec #69008	494		
				Video Tape Classroom Lec #69009	2,068		
				Video Tape Classroom Lec #69011	4,472		
				Total	7,034		
7. SUMMARY							
NON-DISCRETIONARY				DISCRETIONARY			
Staff Rate				Program Operation			
State Support	852,413			State Support	211,345		
Private Support	128,985			Private Support	26,877		
Total	981,398			Total	238,222		

8. ACCOUNT DETAILS:					
Copy Center Fund #0143					
Beginning Balance	1,785				
Estimated Revenue					
Total	1,785				
Program Support	1,785				
Dudziak & McClintock End # 6994					
Beginning Balance	3,313				
Distribution	14,745				
Total	18,058				
Program Support	18,058				

Estimated RESOURCE STATEMENT: UNDERGRADUATE PROGRAM OFFICE						
2004-05						
1. STAFF						
A. Faculty				C. USPS		
Fitzmorris, A				Jefferson, V		
Ray, B				Rowe, M		
B. TEAMS						
Bain-Creed, T				Mrozinske, N		
Bissonnette, L				Olson, J		
Lingard, L				Rojo, J		
Little, J				Sheridan, A		
McClellan, L				Silbert, M		
Mitchell, C				Ward, K		
				Zannis, L		
2. DISTRIBUTION BY PAY PLAN				4. ETHNICITY		
Faculty	2			White	15	
TEAMS	13			African-American	1	
USPS	2			Native American		
Total	17			Hispanic	1	
				Asian		
3. GENDER				Total	17	
Male	4					
Female	13					
Total	17					
5. STATE SOURCES:						
SALARY RATE				SUPPORT FUNDS		
Faculty	138,866			Operating Budget	35,000	
TEAMS/A&P	305,458					
USPS	57,211					
Total	501,535					
6. PRIVATE SOURCES:						
DOCE				UF FOUNDATION		
Faculty/Staff Support	110,934			Larson Insurance Educ #0630	343	
Student Support				Business Assoc Undergrad #2067	9,894	
Program Support				Accenture Business Fund #7408	4,598	
Total	110,934			Ponsoldt Family Educ End #11066	1,214	
				Total	16,049	
7. SUMMARY						
NON-DISCRETIONARY				DISCRETIONARY		
Staff Rate				Program Operation		
State Support	501,535			State Support	35,000	
Private Support	110,934			Private Rate	16,049	
Total	612,469			Total	51,049	

8. ACCOUNT DETAILS:					
Larson Insurance Educ #0630					
Beginning Balance	0				
Distribution	343				
Total	343				
Program Support	343				
Business Assoc Undergrad #2067					
Beginning Balance	9,894				
Program Support	9,894				
Accenture Business Fund #7408					
Beginning Balance	3,663				
Distribution	935				
Total	4,598				
Program Support	4,598				
Ponsoldt Family Educ End #11066					
Beginning Balance	592				
Distribution	622				
Total	1,214				
Program Support	1,214				

**2004-05 RESOURCE STATEMENT
ONLINE BSBA PROGRAM**

STAFF

Director - Brian Ray
Aso. Director - Jill Lingard
Ast. Director - Lauren Bissonnette
Program Ast. - Tonya Bain-Creed
A/V IT - Chris Smith
IT Ast. - Elias Leslie

DOCE EXPENSES (Proj. 2004-05):

Salary	278,780
Teaching OPS	85,500
Other OPS	95,809
OE	60,795
Insurance	1,000
Transfers	<u>76,300</u>
 Total Expenses	 598,184

DOCE REVENUES:

Proj. 2004-05	791,000
Carry Forward	<u>468,233</u>
 Total Revenues	 1,259,233

Faculty are compensated @ \$60 per student. Variable T.A. support (\$15-\$20 per student) is received depending on term and type of course. Below is last year's compensation.

Fall 2003 Compensation:

John Hall (MAN)	6,060
Paul Sotkiewicz (ECO)	5,400
Dave Nye (FIRE)	2,880
Wayne Archer	2,640
Brian Ray (UPO)	5,280

Spring 2004 Compensation:

Donna Johnson (BITS)	1,600
Eric Olson (BITS)	1,600
Judith Fisher (BITS)	1,600
Craig Tapley (FIRE)	5,640
Robert Emerson (MAN)	4,140
Bill Rossi (CEI)	4,620
Jason Colquitt (MAN)	3,780

Summer 2004 Compensation:

Rich Lutz (MAR)	8,400
John Hall (MAN)	3,420
Craig Tapley (FIRE)	6,480
Larry Winner (MAR)	1,620
Natalie Simpson (DIS)	1,440
Betsy Trobaugh (MAR)	3,600
Deborah Fletcher (ECO)	2,580
Brian Ray (UPO)	6,457
Megan Silbert (UPO)	743

<u>DIRECTOR</u>	<u>ADMISSIONS</u>	<u>STUDENT SVCS.</u>	<u>ADMIN/FINANCIAL</u>	<u>ALUMNI RELATIONS</u>	<u>CAREER SVCS.</u>
Alex Sevilla	Bob Brewer	Kara Cupoli	Renee Young	TBA	Steve LaBarbera
	Pat Foran	John Laibson	Erica Daughtry		Michael King
	Andy Lord	Tameray Brazeal	Sherry Deist (80%)		John Ryder
	TBA	Raina Carter	Bill Watson (57%)		Ed Smallman
	Ruth Frank				TBA
					Kristy Smith
Private Sources:					
<u>Endowed MBA Scholarships</u>					
Unrestricted:					
#1644 McNulty	4,478				
#1794 Herndon Hirons	4,543				
#1904 Fry	4,234				
#2066 Bealls	6,222				
#2070 Bank of America	4,222				
#3466 Brinson	17,175				
#3486 Weyenberg	34,546				
#3514 Johnston	27,140				
#3540 McNulty	2,473				
#6216 Evans	20,555				
#7206 Bank of America	44,857				
#7590 Wachovia	16,619				
#7790 MBA Scholarships	10,560				
#8160 McKeel	<u>3,816</u>				
Unrestricted Total	201,440				
Restricted:					
#1224 Hess	23,085				
#1646 Fisher	4,254				
#2156 Lesueur	3,225				
#2318 First Bankers	2,995				
#6588 Hockmeyer	45,543				
#7032 Steinbrenner	18,514				
#7208 Matthews	13,476				
#7328 O'Brien	6,575				
#7356 Epstein	25,454				
#7550 Maroon	<u>5,781</u>				
Restricted Total	148,901				
Total Endowed Scholarships	350,341				
<u>Non-Endowed Schol.</u>					
#3659 MBA Scholarship	72				
#4991 Tyree Memorial	4,825				
#7193 Fannie Mae Term	16,318				
#7557 Rosenblum	3,060				
#11571 Progress Energy	<u>14,625</u>				
Total Non-Endowed Schol.	38,900				
<u>Other Endowed Funds</u>					
#6530 Wilson	19,156				
#6970 Koenig	<u>18,277</u>				
Total Other Endowed	37,434				
<u>Other Non-Endowed Funds</u>					
#1399 Program	72,161				
#3685 Excellence	66,595				
#5791 Speakers Series	1,612				
#7315 Stembler	<u>21,410</u>				
Total Other Non-Endowed	161,778				
Total Private Sources	588,453				
State Sources:					
				Current Rate w/fringes	766,720
				Vacant Rate	0
				OE, OPS	0
				Total State	766,720
DOCE:					
Expenses					
				Proj. 7/1/04-6/30/05	
				Salary (incl. Buyouts)	1,085,167
				Teaching OPS	1,719,414
				Faculty Research	1,075,000
				Other OPS	293,408
				Scholarships	536,000
				OE	2,393,717
				OCO	35,000
				Insurance	105,194
				Transfers	<u>881,474</u>
				Total Expenses	8,124,374
Revenues					
				Proj. 7/1/04-6/30/05	7,532,815
				Carry Forward	<u>3,664,402</u>
				Total Revenues	11,197,217
				Proj. Cash @ 6/30/05	3,072,843

WARRINGTON COLLEGE OF BUSINESS								
EXTERNAL MBA PROGRAMS								
INCLUDING ONLY DIRECT COSTS (BREAKEVEN)								
	EMBA	ESMBA	PROF. 2 YR	PROF. 1 YR	PROF. S FL	INTERNET 2 YR	INTERNET 1 YR	TOTAL
FACULTY & STAFF PAYROLL								
1) \$21K O/L for 3 credit classes (\$15K for I1, \$25.5K for Miami)	315,000.00	294,000.00	294,000.00	189,000.00	382,500.00	315,000.00	135,000.00	1,924,500.00
2) assumes \$5K O/L for 1 credit classes, \$15K Miami CWOC	15,000.00	30,000.00	30,000.00	25,000.00	15,000.00	15,000.00	25,000.00	155,000.00
3) External MBA staff salaries & OPS	77,543.43	77,543.43	77,543.43	77,543.43	77,543.43	77,543.43	77,543.43	542,804.00
4) BITS support	20,083.29	20,083.29	20,083.29	20,083.29	20,083.29	20,083.29	20,083.29	140,583.00
5) MBA staff Miami travel compensation					17,500.00			17,500.00
PROGRAM LUNCHES/REFRESHMENTS/RENTAL/ETC.								
6) assumes \$400 per student EMBA	8,800.00							8,800.00
7) assumes \$475 per student ESMBA & P2YR		12,350.00	12,350.00					24,700.00
8) assumes \$275 per student P1YR				6,325.00				6,325.00
9) assumes \$6,270 per student S FL					150,480.00			150,480.00
10) assumes \$120 per student I2YR						2,400.00		2,400.00
11) assumes \$70 per student I1YR							1,050.00	1,050.00
ORIENTATION & GRADUATION								
12) assumes \$400 per student	8,800.00	10,400.00	10,400.00	9,200.00	9,600.00	8,000.00	6,000.00	62,400.00
BOOKS, SUPPLIES, COPIES, ETC.								
13) assumes \$45 per credit hour	47,520.00	56,160.00	56,160.00	33,120.00	51,840.00	43,200.00	21,600.00	309,600.00
HARDWARE/SOFTWARE/LICENSES								
14)	2,785.71	2,785.71	2,785.71	2,785.71	2,785.71	48,785.71	37,285.71	100,000.00
FACULTY/STAFF TRAVEL TO SOUTH FLORIDA								
15)					105,000.00			105,000.00
CREDIT CARD EXPENSE								
16) assumes 1% of revenues	7,040.00	7,020.00	7,020.00	5,290.00	10,545.60	7,400.00	4,800.00	49,115.60
PROGRAM SUPPORT								
17) Admin. overhead (postage, phone, supplies, insurance, etc.)	26,849.03	26,849.03	26,849.03	26,849.03	26,849.03	26,849.03	26,849.03	186,543.20
18) Marketing/Admissions/Alumni Relations	65,975.00	65,975.00	65,975.00	65,975.00	65,975.00	65,975.00	65,975.00	461,825.00
14% FEE ON REVENUES (8.5% SOUTH FLORIDA)								
19)	98,560.00	98,280.00	98,280.00	74,080.00	89,837.60	103,600.00	67,200.00	629,617.60
TOTAL EXPENSE								
20)	693,756.46	701,246.46	701,246.46	535,031.46	1,025,139.66	733,636.46	488,186.46	4,878,243.40
TUITION REVENUE (LESS \$20/cr hr/student legislative fees S FL)								
21)	704,000.00	702,000.00	702,000.00	529,000.00	1,054,560.00	740,000.00	460,000.00	4,911,560.00
INTEREST INCOME (estimated @ 2%)								
22)	14,080.00	14,040.00	14,040.00	10,580.00		14,800.00	9,600.00	77,140.00
NET PROFIT/(LOSS)								
23)	24,323.54	14,793.54	14,793.54	4,548.54	29,420.34	21,163.54	1,413.54	110,456.60
BREAKEVEN # OF STUDENTS PER SECTION								
	22	26	26	23	24	20	15	156
TUITION PER STUDENT	32,000.00	27,000.00	27,000.00	23,000.00	44,900.00	37,000.00	32,000.00	
INTEREST INCOME (2% of revenue) PER STUDENT	840.00	540.00	540.00	480.00		740.00	640.00	
VARIABLE COSTS PER STUDENT	(2,960.00)	(3,035.00)	(3,035.00)	(2,115.00)	(9,790.00)	(4,980.00)	(4,210.00)	
CREDIT CARD EXPENSE (1% of tuition) PER STUDENT	(320.00)	(270.00)	(270.00)	(230.00)	(449.00)	(370.00)	(320.00)	
14% FEE ON REVENUES PER STUDENT (8.5% SOUTH FLORIDA)	(4,480.00)	(3,780.00)	(3,780.00)	(3,220.00)	(3,816.50)	(5,180.00)	(4,480.00)	
CONTRIBUTION MARGIN PER STUDENT	24,880.00	20,455.00	20,455.00	17,895.00	30,844.50	27,210.00	23,630.00	
July 12, 2004								

WARRINGTON COLLEGE OF BUSINESS								
EXTERNAL MBA PROGRAMS								
INCLUDING DIRECT COSTS PLUS COLLEGE SUPPORT (BREAKEVEN)								
	EMBA	ESMBA	PROF. 2 YR	PROF. 1 YR	PROF. 5 FL	INTERNET 2 YR	INTERNET 1 YR	TOTAL
FACULTY & STAFF PAYROLL								
1) \$21K O/L for 3 credit classes (\$15K for IT, \$25.5K for Miami)	315,000.00	294,000.00	294,000.00	189,000.00	382,500.00	315,000.00	135,000.00	1,924,500.00
2) assumes \$5K O/L for 1 credit classes, \$15K Miami CWOC	15,000.00	30,000.00	30,000.00	25,000.00	15,000.00	15,000.00	25,000.00	155,000.00
3) External MBA staff salaries & OPS	77,543.43	77,543.43	77,543.43	77,543.43	77,543.43	77,543.43	77,543.43	542,804.00
4) BITS support	20,083.29	20,083.29	20,083.29	20,083.29	20,083.29	20,083.29	20,083.29	140,583.00
5) MBA staff Miami travel compensation					17,500.00			17,500.00
PROGRAM LUNCHESES/REFRESHMENTS/RENTAL/ETC.								
6) assumes \$400 per student EMBA	15,200.00							15,200.00
7) assumes \$475 per student ESMBA & P2YR		21,375.00	21,375.00					42,750.00
8) assumes \$275 per student P1YR				12,650.00				12,650.00
9) assumes \$6,270 per student S FL					225,720.00			225,720.00
10) assumes \$120 per student I2YR						4,080.00		4,080.00
11) assumes \$70 per student I1YR							2,240.00	2,240.00
ORIENTATION & GRADUATION								
12) assumes \$400 per student	15,200.00	18,000.00	18,000.00	18,400.00	14,400.00	13,600.00	12,800.00	110,400.00
BOOKS, SUPPLIES, COPIES, ETC.								
13) assumes \$45 per credit hour	82,080.00	97,200.00	97,200.00	66,240.00	77,760.00	73,440.00	46,080.00	540,000.00
HARDWARE/SOFTWARE/LICENSES								
14)	2,785.71	2,785.71	2,785.71	2,785.71	2,785.71	80,985.71	76,385.71	171,300.00
FACULTY/STAFF TRAVEL TO SOUTH FLORIDA								
15)					105,000.00			105,000.00
CREDIT CARD EXPENSE								
16) assumes 1% of revenues	12,160.00	12,150.00	12,150.00	10,580.00	15,818.40	12,580.00	10,240.00	85,678.40
PROGRAM SUPPORT								
17) Admin. overhead (postage, phone, supplies, insurance, etc.)	26,649.03	26,649.03	26,649.03	26,649.03	26,649.03	26,649.03	26,649.03	186,543.20
18) Marketing/Admissions/Alumni Relations	65,975.00	65,975.00	65,975.00	65,975.00	65,975.00	65,975.00	65,975.00	461,825.00
14% FEE ON REVENUES (8.5% SOUTH FLORIDA)								
19)	170,240.00	170,100.00	170,100.00	148,120.00	134,456.40	176,120.00	143,360.00	1,112,496.40
TOTAL EXPENSE								
20)	817,916.46	835,861.46	835,861.46	663,026.46	1,181,191.28	881,056.48	641,356.46	5,856,270.00
TUITION REVENUE (LESS \$20/cr student legislative fees S FL)								
21)	1,216,000.00	1,215,000.00	1,215,000.00	1,058,000.00	1,581,840.00	1,258,000.00	1,024,000.00	8,567,840.00
INTEREST INCOME (estimated @ 2%)								
22)	24,320.00	24,300.00	24,300.00	21,160.00		25,160.00	20,480.00	139,720.00
NET PROFIT/(LOSS)								
23)	422,403.54	403,438.54	403,438.54	416,133.54	400,648.74	402,103.54	403,123.54	2,851,290.00
COLLEGE SUPPORT								
25) Eminent Scholar & Distinguished Professor Support	12,600.00	12,600.00	12,600.00	12,600.00	12,600.00	12,600.00	12,600.00	88,200.00
26) Assoc. Dean Buyout	22,285.71	22,285.71	22,285.71	22,285.71	22,285.71	22,285.71	22,285.71	158,000.00
27) Summer Research Grants	153,571.43	153,571.43	153,571.43	153,571.43	153,571.43	153,571.43	153,571.43	1,075,000.00
28) MBAMS/MA Salaries & OPS	18,612.14	18,612.14	18,612.14	18,612.14	18,612.14	18,612.14	18,612.14	130,285.00
29) CWOC Salaries & OPS	14,055.00	14,055.00	14,055.00	14,055.00	14,055.00	14,055.00	14,055.00	98,385.00
30) Graduate Assistants/Tuition Waivers/Scholarship (MBA)	53,571.43	53,571.43	53,571.43	53,571.43	53,571.43	53,571.43	53,571.43	375,000.00
31) OPS Assistants/Tuition Waivers/Scholarships (MS/MA)	23,000.00	23,000.00	23,000.00	23,000.00	23,000.00	23,000.00	23,000.00	161,000.00
32) Overhead (postage, phone, supplies, insurance, etc.)	11,202.14	11,202.14	11,202.14	11,202.14	11,202.14	11,202.14	11,202.14	78,415.00
33) Marketing/Admissions/Alumni Relations	28,275.00	28,275.00	28,275.00	28,275.00	28,275.00	28,275.00	28,275.00	197,925.00
34) Student Services MBA	8,857.14	8,857.14	8,857.14	8,857.14	8,857.14	8,857.14	8,857.14	62,000.00
35) Career Services	9,071.43	9,071.43	9,071.43	9,071.43	9,071.43	9,071.43	9,071.43	63,500.00
36) College Budget Callback	28,571.43	28,571.43	28,571.43	28,571.43	28,571.43	28,571.43	28,571.43	200,000.00
37) Traditional One Year MBA Summer Overloads	15,237.71	15,237.71	15,237.71	15,237.71	15,237.71	15,237.71	15,237.71	108,664.00
TOTAL COLLEGE SUPPORT	398,910.57	398,910.57	398,910.57	398,910.57	398,910.57	398,910.57	398,910.57	2,792,374.00
TOTAL DIRECT EXPENSE PLUS COLLEGE SUPPORT	1,216,827.03	1,234,772.03	1,234,772.03	1,061,937.03	1,580,101.83	1,279,967.03	1,040,267.03	8,648,644.00
NET PROFIT	23,492.97	4,527.97	4,527.97	17,222.97	1,738.17	3,182.97	4,212.97	58,916.00
BREAKEVEN # OF STUDENTS PER SECTION W/COLLEGE SUPPORT	38	45	45	46	36	34	32	276
BREAKEVEN # OF STUDENTS PER SECTION W/O COLLEGE SUPPORT	22	26	26	23	24	20	15	156
July 12, 2004								

WARRINGTON COLLEGE OF BUSINESS								
EXTERNAL MBA PROGRAMS								
INCLUDING ONLY DIRECT COSTS (AVERAGE/ACTUAL)								
	EMBA	ESMBA	PROF. 2 YR	PROF. 1 YR	PROF. S FL	INTERNET 2 YR	INTERNET 1 YR	TOTAL
FACULTY & STAFF PAYROLL								
1) \$21K O/L for 3 credit classes (\$15K for 11, \$25.5K for Miami)	315,000.00	294,000.00	294,000.00	189,000.00	382,500.00	315,000.00	135,000.00	1,924,500.00
2) assumes \$5K O/L for 1 credit classes, \$15K Miami CWOC	15,000.00	30,000.00	30,000.00	25,000.00	15,000.00	15,000.00	25,000.00	155,000.00
3) External MBA staff salaries & OPS	77,543.43	77,543.43	77,543.43	77,543.43	77,543.43	77,543.43	77,543.43	542,804.00
4) BITS support	20,083.29	20,083.29	20,083.29	20,083.29	20,083.29	20,083.29	20,083.29	140,583.00
5) MBA staff Miami travel compensation					17,500.00			17,500.00
PROGRAM LUNCHES/REFRESHMENTS/RENTAL/ETC.								
6) assumes \$400 per student EMBA	10,000.00							10,000.00
7) assumes \$475 per student ESMBA & P2YR		21,375.00	26,125.00					47,500.00
8) assumes \$275 per student P1YR				10,175.00				10,175.00
9) assumes \$6,270 per student S FL					219,450.00			219,450.00
10) assumes \$120 per student I2YR						6,240.00		6,240.00
11) assumes \$70 per student I1YR							3,150.00	3,150.00
ORIENTATION & GRADUATION								
12) assumes \$400 per student	10,000.00	18,000.00	22,000.00	14,800.00	14,000.00	20,800.00	18,000.00	117,600.00
BOOKS, SUPPLIES, COPIES, ETC.								
13) assumes \$45 per credit hour	54,000.00	97,200.00	118,800.00	53,280.00	75,600.00	112,320.00	64,600.00	576,000.00
HARDWARE/SOFTWARE/LICENSES								
14)	2,785.71	2,785.71	2,785.71	2,785.71	2,785.71	122,385.71	106,285.71	242,600.00
FACULTY/STAFF TRAVEL TO SOUTH FLORIDA								
15)					105,000.00			105,000.00
CREDIT CARD EXPENSE								
16) assumes 1% of revenues	8,000.00	12,150.00	14,850.00	8,510.00	15,379.00	19,240.00	14,400.00	92,529.00
PROGRAM SUPPORT								
17) Admin. overhead (postage, phone, supplies, insurance, etc.)	26,649.03	26,649.03	26,649.03	26,649.03	26,649.03	26,649.03	26,649.03	188,543.20
18) Marketing/Admissions/Alumni Relations	65,975.00	65,975.00	65,975.00	65,975.00	65,975.00	65,975.00	65,975.00	461,825.00
14% FEE ON REVENUES (8.5% SOUTH FLORIDA)								
19)	112,000.00	170,100.00	207,900.00	119,140.00	130,721.50	269,360.00	201,600.00	1,210,821.50
TOTAL EXPENSE								
20)	717,036.46	835,861.46	906,711.46	612,941.46	1,168,186.96	1,070,596.46	758,486.46	6,069,820.70
TUITION REVENUE (LESS \$20/cr hr/student legislative fees S FL)								
21)	800,000.00	1,215,000.00	1,485,000.00	851,000.00	1,537,900.00	1,924,000.00	1,440,000.00	9,252,900.00
INTEREST INCOME (estimated @ 2%)								
22)	16,000.00	24,300.00	29,700.00	17,020.00		38,480.00	28,800.00	154,300.00
NET PROFIT/(LOSS)								
23)	98,963.54	403,438.54	607,888.54	255,078.54	369,713.04	851,883.54	710,313.54	3,337,379.30
ACTUAL/AVERAGE # OF STUDENTS PER SECTION	25	45	55	37	35	52	45	294
July 12, 2004								

WARRINGTON COLLEGE OF BUSINESS								
EXTERNAL MBA PROGRAMS								
INCLUDING DIRECT COSTS PLUS COLLEGE SUPPORT (AVERAGE/ACTUAL)								
	EMBA	ESMBA	PROF. 2 YR	PROF. 1 YR	PROF. \$ FL	INTERNET 2 YR	INTERNET 1 YR	TOTAL
FACULTY & STAFF PAYROLL								
1) \$21K Q/L for 3 credit classes (\$15K for 11, \$25.5K for Miami)	315,000.00	294,000.00	294,000.00	189,000.00	382,500.00	315,000.00	135,000.00	1,924,500.00
2) assumes \$5K Q/L for 1 credit classes, \$15K Miami CWOC	15,000.00	30,000.00	30,000.00	25,000.00	15,000.00	15,000.00	25,000.00	155,000.00
3) External MBA staff salaries & OPS	77,543.43	77,543.43	77,543.43	77,543.43	77,543.43	77,543.43	77,543.43	542,804.00
4) BITS support	20,083.29	20,083.29	20,083.29	20,083.29	20,083.29	20,083.29	20,083.29	140,583.00
5) MBA staff Miami travel compensation					17,500.00			17,500.00
PROGRAM LUNCHES/REFRESHMENTS/RENTAL/ETC.								
6) assumes \$400 per student EMBA	10,000.00							10,000.00
7) assumes \$475 per student ESMBA & P2YR		21,375.00	26,125.00					47,500.00
8) assumes \$275 per student P1YR				10,175.00				10,175.00
9) assumes \$6,270 per student S FL					219,450.00			219,450.00
10) assumes \$120 per student I2YR						6,240.00		6,240.00
11) assumes \$70 per student I1YR							3,150.00	3,150.00
ORIENTATION & GRADUATION								
12) assumes \$400 per student	10,000.00	18,000.00	22,000.00	14,800.00	14,000.00	20,800.00	18,000.00	117,600.00
BOOKS, SUPPLIES, COPIES, ETC.								
13) assumes \$45 per credit hour	54,000.00	97,200.00	118,800.00	53,280.00	75,600.00	112,320.00	64,800.00	578,000.00
HARDWARE/SOFTWARE/LICENSES								
14)	2,785.71	2,785.71	2,785.71	2,785.71	2,785.71	122,385.71	106,285.71	242,600.00
FACULTY/STAFF TRAVEL TO SOUTH FLORIDA								
15)					105,000.00			105,000.00
CREDIT CARD EXPENSE								
16) assumes 1% of revenues	8,000.00	12,150.00	14,850.00	8,510.00	15,379.00	19,240.00	14,400.00	92,529.00
PROGRAM SUPPORT								
17) Admin. overhead (postage, phone, supplies, insurance, etc.)	26,649.03	26,649.03	26,649.03	26,649.03	26,649.03	26,649.03	26,649.03	186,543.20
18) Marketing/Admissions/Alumni Relations	65,975.00	65,975.00	65,975.00	65,975.00	65,975.00	65,975.00	65,975.00	461,825.00
14% FEE ON REVENUES (8.5% SOUTH FLORIDA)								
19)	112,000.00	170,100.00	207,900.00	119,140.00	130,721.50	269,360.00	201,600.00	1,210,821.50
TOTAL EXPENSE								
20)	717,036.46	835,881.46	906,711.46	612,941.46	1,188,186.96	1,070,596.46	758,486.46	6,069,820.70
TUITION REVENUE (LESS \$20/cr hristudent legislative fees S FL)								
21)	800,000.00	1,215,000.00	1,485,000.00	851,000.00	1,537,900.00	1,924,000.00	1,440,000.00	9,252,900.00
INTEREST INCOME (estimated @ 2%)								
22)	16,000.00	24,300.00	29,700.00	17,020.00		38,480.00	28,800.00	154,300.00
NET PROFIT/(LOSS)								
23)	98,963.54	403,438.54	607,988.54	258,078.54	369,713.04	891,883.54	710,313.54	3,337,379.30
COLLEGE SUPPORT								
25) Eminent Scholar & Distinguished Professor Support	12,600.00	12,600.00	12,600.00	12,600.00	12,600.00	12,600.00	12,600.00	88,200.00
26) Assoc. Dean Buyout	22,285.71	22,285.71	22,285.71	22,285.71	22,285.71	22,285.71	22,285.71	156,000.00
27) Summer Research Grants	153,571.43	153,571.43	153,571.43	153,571.43	153,571.43	153,571.43	153,571.43	1,075,000.00
28) MBA/MS/MA Salaries & OPS	18,612.14	18,612.14	18,612.14	18,612.14	18,612.14	18,612.14	18,612.14	130,285.00
29) CWOC Salaries & OPS	14,055.00	14,055.00	14,055.00	14,055.00	14,055.00	14,055.00	14,055.00	98,385.00
30) Graduate Assistants/Tuition Waivers/Scholarship (MBA)	53,571.43	53,571.43	53,571.43	53,571.43	53,571.43	53,571.43	53,571.43	375,000.00
31) OPS Assistants/Tuition Waivers/Scholarships (MS/MA)	23,000.00	23,000.00	23,000.00	23,000.00	23,000.00	23,000.00	23,000.00	181,000.00
32) Overhead (postage, phone, supplies, insurance, etc.)	12,950.11	12,950.11	12,950.11	12,950.11	12,950.11	12,950.11	12,950.11	90,650.80
33) Marketing/Admissions	28,275.00	28,275.00	28,275.00	28,275.00	28,275.00	28,275.00	28,275.00	197,925.00
34) Student Services TRAD MBA	8,857.14	8,857.14	8,857.14	8,857.14	8,857.14	8,857.14	8,857.14	62,000.00
35) Career Services	9,071.43	9,071.43	9,071.43	9,071.43	9,071.43	9,071.43	9,071.43	63,500.00
36) College Budget Callback	28,571.43	28,571.43	28,571.43	28,571.43	28,571.43	28,571.43	28,571.43	200,000.00
37) Traditional One Year MBA Summer Overloads	15,237.71	15,237.71	15,237.71	15,237.71	15,237.71	15,237.71	15,237.71	106,664.00
TOTAL COLLEGE SUPPORT	400,658.54	400,658.54	400,658.54	400,658.54	400,658.54	400,658.54	400,658.54	2,804,609.80
TOTAL DIRECT EXPENSE PLUS COLLEGE SUPPORT	1,117,695.00	1,236,520.00	1,307,370.00	1,013,600.00	1,588,845.50	1,471,255.00	1,159,145.00	8,874,430.50
NET PROFIT	(301,695.00)	2,780.00	207,330.00	(145,580.00)	(30,945.50)	491,225.00	309,655.00	532,769.50
AVG/ACTUAL # OF STUDENTS PER SECTION W/COLLEGE SUPPORT	25	45	55	37	35	52	45	294
BREAKEYEN # OF STUDENTS PER SECTION W/O COLLEGE SUPPORT	22	26	28	23	24	20	15	156
July 12, 2004								

NOTES:

- 2) CWOC stands for "Center for Written & Oral Communication" and refers to the writing/speaking courses.
- 3) Includes OPS payments and salaries of MBA staff solely attributable to external MBA programs. If such programs dissolved, these payments/salaries could be eliminated.
- 4) Business Information & Technology Services staff salary support.
- 5) Assumes MBA staff working weekends in Miami are compensated with a \$500 lump sum payment per trip.
- 14) Assumes \$12,000 assessed to MBA external programs for server access and software licenses plus \$7,500 annually for Centraweb. Internet programs also include \$2,300 per student for laptops.
- 15) Assumes 3 people (2 faculty, 1 staff) travel to Miami 35 times at \$1,000 per person per trip.
- 17) Assumes 80% of overhead costs are attributable to external MBA programs.
- 18) Assumes 70% of marketing, admissions, and alumni relations costs are attributable to external MBA programs.
- 19) Provost tax assessed on off-book programs.
- 21) Tuition for each program is as follows:

EMBA	\$32,000
ESMBA	\$27,000
P2MBA	\$27,000
P1MBA	\$23,000
SFMBA	\$44,900
I2MBA	\$37,000
I1MBA	\$32,000
- 22) DOCE is required to return annual interest income to auxilliary accounts. The percentage varies, but for these purposes is estimated at 2% of revenues.
- 27) Assumes 43 summer research grants are awarded at \$25,000 each.
- 28) This is the amount of state salary budget used to support external MBA programs. It is the difference between the actual amount of staff salary (including Traditional MBA and other MS/MA programs) of \$673,089 paid from DOCE and line item #3 (MBA staff salaries & OPS directly attributable to external MBA programs) of \$542,804.
- 29) Salaries/OPS for lecturers teaching writing and speaking courses in Traditional MBA & MS/MA programs.
- 30) Assistantships/scholarships awarded to Traditional MBA students using DOCE funds.
- 31) OPS payments/scholarships awarded to MS/MA students using DOCE funds.
- 32) Overhead costs attributable to Traditional MBA program (estimated at 20% of total) plus College insurance costs.
- 33) Marketing, admissions and alumni relations costs attributable to Traditional MBA program. Estimated at 30% of total.
- 34) Traditional MBA student services budget.
- 35) Career services budget for Traditional MBA, MS and MA programs.
- 36) College expenses supported out of DOCE.

12-Jul-04

Average Cost of New Assistant Professor

2003-04 Fees

Nine month salary	\$135,000
Fringes (33%)	45,000
Summer Support	25,000
Expense Budget	7,000
Overhead (23% salary & fringes)	<u>43,000</u>
	\$255,000

Assuming the faculty person teaches three classes per year the maximum and minimum revenue generation counting tuition and FTE funding are:

- a. Three graduate classes (3 credits) (averaging 32 students) assuming a mix of 25% out-of-state and 75% in-state students yield a total revenue from tuition and FTE of:

\$235,115
- b. Three undergraduate classes (4 credits) (averaging 40 students) assume a mix of 8% out of state and 92% in-state yield a total revenue from tuition and FTE of:

\$157,078
- c. The results are that offering undergraduate electives with tenure track faculty produce a loss of almost \$100,000.

The above numbers are offset by:

- a. having larger class sizes;
- b. the electronic platform subsidy;
- c. hiring lecturers to teach undergraduate non-electronic platform courses;
- d. subsidies from off-book programs, gifts, and endowment income.

We need to be aware of this problem and manage faculty time appropriately.

- a. While some faculty teach more classes on average, others are teaching less. The College's mean has remained stable at 3.0 to 3.2 for a decade.
- b. The costs will continue to rise as we shift to more junior faculty with a research productive senior faculty.
- c. Overall, costs will increase since many of the retiring faculty have lower nine-month salaries.
- d. Given the emphasis on research, it is unlikely that teaching loads will increase.

headcount data from Donna 2/4/04: "from internal end of d/a data"

	Fall 96	Spr 97	Fall 97	Spr 98	Fall 98	Spr 99	Fall 99	Spr 00	Fall 00	Spr 01	Fall 01	Spr 02	Fall 02	Spr 03	Fall 03	Spr 04
BABA	875	816	927	1005	1193	1169	1392	1375	1798	1795	2188	2132	2289	1922	1582	1308
BSAC	696	693	721	625	611	564	649	598	597	569	608	594	659	638	719	701
BSBA	2457	2536	3228	3135	3468	3294	3644	3543	3807	3620	3674	3440	3517	3447	3529	3352
Undergraduate	4028	4045	4876	4765	5272	5027	5685	5516	6202	5984	6470	6166	6465	6007	5830	5361
MACC	219	220	232	218	248	227	202	191	179	176	203	215	221	197	196	197
MAMS-BS							41	42								
MAMS-DIS	12	16	37	52	84	118	142	130	153	147	150	144	143	141	141	111
MAMS-ES			3	1			1	1	2	2	9	6	1	4	4	4
MAMS-FIN	1	1									22	20	25	22	18	18
MAMS-MAIB									51	50	63	62	55	49	56	57
MAMS-MKG															2	2
MAMS-MSM					1	1	2	3	88	79	82	76	65	65	74	86
MASM-REA	8	11	13	14	15	15	24	20	28	26	27	23	27	23	22	21
MBA	289	308	414	285	299	280	313	300	224	212	121	110	110	110	134	130
PHD	79	72	91	87	74		84	77	80	79	92	92	94	86	96	95
Graduate	608	628	790	657	721	641	809	764	805	771	769	748	741	697	743	721
MBA-CORP				26	26											
MBA-EXEC				44	70	70	54	60	28	60	35	79	69	69	43	66
MBA-INET							24	26	48	48	99	94	108	136	130	169
MBA-PROF1	18			39	39	4	41	45	55	26	44	31	64	31	74	42
MBA-PROF2						69	22	50	57	58	93	94	113	113	132	165
BSBA-O														70	130	154
Offbook Total	18	0	0	109	135	143	141	181	188	192	271	298	354	419	509	596
misc	1									2	2	1	40	1	1	2
Grand Total	4655	4673	5666	5531	6128	5811	6635	6461	7195	6949	7512	7213	7600	7124	7083	6680

**WARRINGTON COLLEGE OF BUSINESS ADMINISTRATION
GRADUATE PROGRAM ENROLLMENTS**

<u>PROGRAM</u>	<u>1ST YEAR</u>	<u>2ND YEAR</u>	<u>3RD YEAR</u>	<u>TOTAL</u>
MACC	70 est.	138		208
MS DIS	80	50		130
MS FIN	33			33
MS RE	26			26
MAIB	75	9		84
MSM	71	28		99
MBA	40 est.	45		85
MBA A	20			20
MBA B	30 est.			30
PHD	87			87
MSE	42			42
P1MBA	50 est.	42		92
P2MBA	50 est.	44	58	152
EMBA	35 est.	23		58
I2MBA	Jan. 05	51	48	99
I1MBA	Jan. 05	45		45
ESMBA	Jan. 05	43	20	63
SFMBAP2	50 est.			50
SFMBAP1	Jan. 05			
CHINA MBA	Mar. 05			
TOTALS	765	518	126	1,403

June 15, 2004

Undergraduate Student Credit Hours (Summer/Fall/Spring)

	97-98	98-99	99-00	00-01	01-02	02-03	03-04
BABA	16,356	17,091	19,629	24,277	29,337	28,218	19,828
BSAC	13,587	10,970	10,954	10,232	10,952	11,392	12,657
BSBA	55,701	56,428	57,502	57,741	55,464	52,483	54,826
Other	<u>42,348</u>	<u>41,669</u>	<u>37,158</u>	<u>38,709</u>	<u>40,701</u>	<u>38,917</u>	<u>40,768</u>
Total	127,992	126,158	125,243	130,959	136,454	131,010	128,079

Graduate Student Credit Hours (Summer/Fall/Spring)

	97-98	98-99	99-00	00-01	01-02	02-03	03-04
MAcc	3,776	4,096	4,364	3,547	4,623	4,340	4,167
MBA	9,106	9,787	10,237	6,943	3,391	3,102	3,451
MS-DIS	910	2,004	2,608	2,957	2,913	2,605	2,414
MS-FIN	0	0	0	0	580	787	572
MA-IB	0	0	1,245	1,546	1,710	1,160	1,118
MS-MAN	0	0	17	2,210	2,322	1,947	2,614
MS-RE	271	386	471	544	523	567	587
PhD	1,707	1,324	1,576	1,611	1,635	1,803	1,987
Other	<u>1,021</u>	<u>948</u>	<u>3,116</u>	<u>3,367</u>	<u>3,193</u>	<u>2,808</u>	<u>3,353</u>
Total	16,791	18,545	23,634	22,725	20,890	19,119	20,263

Unfunded Student Credit Hours (Summer/Fall/Spring)

	97-98	98-99	99-00	00-01	01-02	02-03	03-04
Graduate	511	666	1,234	3,809	7,436	9,590	11,832
Undergraduate	<u>444</u>	<u>869</u>	<u>1,146</u>	<u>1,233</u>	<u>1,229</u>	<u>3,903</u>	<u>7,087</u>
Total	955	1,535	2,380	5,042	8,665	13,493	18,919

Program	Forecast		03-04	04-05	05-06	06-07	07-08
MBA							
	H/C	*	134	135	140	145	150
	SCH	**	3329	3353	3477	3602	3726
	FTE		104.03	104.8	108.67	112.6	116.4
MACC							
	H/C		196	200	205	210	215
	SCH		4167	4252	4358	4464	4570
	FTE		130.22	132.8	136.2	139.5	142.8
MAIB							
	H/C		56	60	65	70	75
	SCH		1118	1197	1297	1397	1497
	FTE		34.94	37.4	40.5	43.7	46.8
MSM							
	H/C		74	75	80	85	90
	SCH		2614	2649	2825	3005.6	3178.8
	FTE		81.69	82.8	88.3	93.9	99.3
MS/DIS							
	H/C		141	140	135	135	135
	SCH		2414	2396	2311	2311	2311
	FTE		74.44	74.9	72.2	72.2	72.2
PhD							
	H/C		96	98	100	100	100
	SCH		1987	2028	2069	2069	2069
	FTE		62.09	63.4	64.7	64.7	64.7
MSF							
	H/C		18	25	30	35	35
	SCH		572	794	953	1120	1120
	FTE		17.88	24.8	29.7	35	35
MSRE							
	H/C		22	25	28	30	32
	SCH		587	667	747	810	864
	FTE		18.34	20.8	23.3	25.3	27

Program	Forecast		03-04	04-05	05-06	06-07	07-08	
SFMBA								
	H/C		0	35	70	115	120	
	SCH		0	420	1320	1860	1920	
	FTE		0	13.1	41.25	58.12	60	
ChinaMBA								
	H/C	***	0	40	40	80	80	
	SCH		0	240	1200	1920	1920	
	FTE		0	7.5	37.5	60	60	
InternetMBA								
	H/C		0	0	90	140	140	Assumes Inter program goes Jan 05.
	SCH		0	930	2730	3680	3680	
	FTE		0	29	85.3	115	115	
Other (U/G)								
	SCH		3205	3250	3300	3350	3400	
	FTE		100.15	100.15	103.1	104.7	106.2	
Other (G)								
	H/C		6					
	SCH		270	275	280	285	290	
	FTE		8.44	8.6	8.75	8.9	9	
TOTAL								
	H/C		743	833	983	1145	1172	
	SCH		20,263	22,451	26,867	29,874	30,546	
	FTE		632.22	700.05	839.47	933.62	954.40	
*H/C based on Fall term data								
**SCH based on Sum/Fall/Spr data								
***Spring								

Ph.D. Placement

Since 2000 the Academic Units have had the following tenure track placements at AAU level institutions out of total placements:

ACADEMIC UNIT	AAU PLACEMENT	TOTAL PLACEMENTS
Accounting	3	6
DIS	0	9
Economics	1	21
Finance	1	7
Management	1	4
Marketing	<u>7</u>	<u>12</u>
Total	13	59

Information on UF Ph.D. Graduates

Last data input: 4/14/04

<u>Name</u>	<u>Department</u>	<u>Grad. Date</u>	<u>First Job</u>
Ronald G. Worsham	Accounting	May-94	Brigham Young University
Carolyn Takeda-Brown	Accounting	Dec-94	University of Florida
Marilyn Zareski	Accounting	Dec-94	University of Central Florida
Louise E. Single	Accounting	May-95	Boston College
Sean Robb	Accounting	May-95	Wilfrid Laurier Univ. (Canada)
Jeffrey Payne	Accounting	Aug-95	Pittsburgh State University
Mark Anderson	Accounting	Dec-95	University of Texas-Dallas
Partha Sengupta	Accounting	Dec-95	University of California-Irvine
Antonello Callimaci	Accounting	May-97	University of Quebec-Montreal
Donna D. Bobek	Accounting	Dec-97	University of Central Florida
Lizabeth Anne Austen	Accounting	Dec-97	University of Arkansas
Jinghong Liang	Accounting	May-98	Carnegie Mellon
Richard C. Hatfield	Accounting	May-98	Drexel University
Deborah Pendarvis	Accounting	Aug-98	Flagler College
Vincent Owoso	Accounting	Aug-98	Bentley College
Suzanne Landry	Accounting	May-99	Universite du Quebec a Montreal
Kevan Lee Jensen	Accounting	May-00	University of Oklahoma (Asst. Prof.)
Sanjeev Bhojraj	Accounting	May-00	Cornell University (Asst. Prof.)
Allen Blay	Accounting	Aug-00	University of California- Riverside
Lin Nan	Accounting	Aug-04	Carnegie Mellon
George Drymiotes	Accounting	Aug-04	University of Houston.
Oya Icmele	DIS	Dec-92	Cleveland State University
Serpil Sayin	DIS	Dec-92	Bilkent University, Turkey
Meltem Denizel-Sivri	DIS	May-93	Middle East Technical Univ, Turkey
Chrysanthus Dealmeida	DIS	Aug-93	St. Francis Xavier, Nova Scotia
Haldun Aytug	DIS	Aug-93	Michigan Tech
Kiran Garimella	DIS	Aug-93	Central State-Wilberforce
Siddharth Bhattacharya	DIS	Aug-93	Southern Illinois Univ.-Carbondale
Natalie Simpson	DIS	Aug-94	University of Buffalo
Raymond L. Major	DIS	Aug-94	VPI
Taeho Ahn	DIS	Dec-94	Soongsil University, Korea
Jeffrey Schaller	DIS	May-96	Eastern CT State University
Robert C. Norris Jr.	DIS	Dec-97	University of North Florida
Jackie Rees	DIS	Aug-98	Purdue University
Joni Jones	DIS	Aug-99	U. of Michigan-Bus. Sch.
Lawrence Nicholson	DIS	Aug-00	U. of West Indies, Jamaica
Bulent Catay	DIS	Aug-01	Sabanci University, Turkey
Erjiang Sun	DIS	Aug-01	Bus. Mgmt. Consulting
George Boger	DIS	Aug-01	Murray University-Kentucky
Pauline Chin	DIS	Aug-01	Florida Atlantic University

<u>Name</u>	<u>Department</u>	<u>Grad. Date</u>	<u>First Job</u>
Cheryl Aasheim	DIS	Aug-02	Georgia Southern University
Haluk Demirkan	DIS	Aug-02	Arizona State University
Kutsal Dogan	DIS	Aug-02	University of Texas-Dallas
Sun Yi	DIS	Aug-03	California State University - San Marcos
Benjamin Blair	Economics	Dec-92	University of Nevada, Las Vegas
Dennis Weisman	Economics	May-93	Southwestern Bell
Gulnaz Abdukakir	Economics	May-93	World Bank - Washington D.C.
Laixun Zhao	Economics	Aug-93	Otaru University of Commerce (Japan)
Scott Makar	Economics	Aug-93	Holland and Knight Law Firm
Daniel Leclair	Economics	Dec-93	University of Tampa
Jinyong Chen	Economics	Dec-93	W.F. Corron (Consulting)
Jill Boylston	Economics	May-94	Hamline University
Jongmin Lee	Economics	Aug-94	Kangweon National Univ. (Korea)
Srabana Gupta	Economics	Aug-94	Florida Atlantic University
R. Dean Foreman	Economics	May-95	AT&T
Richard Hoffman	Economics	May-95	Public Defender's Office
William Encinosa	Economics	May-95	Univ. of Michigan (postdoctoral)
Cindy Houser	Economics	Aug-95	Texas A&M International-Laredo
Li Zhu	Economics	Aug-95	Kansas State, Kansas Health Inst.
Yikang Li	Economics	Aug-95	AT&T
Jennifer Cobb	Economics	May-96	University of Florida
Min Zhu	Economics	Aug-96	AT&T
Thomas Fullerton	Economics	Aug-96	University of Texas-El Paso
Margaret Byrne	Economics	Dec-96	Baylor Medical University
Makoto Okamura	Economics	May-97	Kobe City University (Japan)
Shinji Yane	Economics	May-97	St. Andrew's University (Japan)
Christopher Garmon	Economics	Aug-97	Federal Trade Commission
Kayoko Ishikawa	Economics	May-98	
Michael Blake	Economics	May-98	Putnam, Hayes, Bartlett-Asia Pacific LTD
Rajiv Lochan Sharma	Economics	Aug-98	University of Portland (Oregon)
Jianmao Wang	Economics	Dec-98	Jiaotong Univ. (Minhang, China)
Eric Chiang	Economics	May-02	New Mexico State
Jackie Hamilton	Economics	May-02	University of Pittsburgh, Greensburg
Iordanis Petsas	Economics	Aug-02	University of Scranton
Raymonda Burgman	Economics	Aug-02	University of South Florida
Samia Tavares	Economics	Aug-02	Rochester Institute of Technology
Janice Hauge	Economics	Dec-02	University of North Texas
Caprice Knapp	Economics	May-03	Governor's Office, Colorado
Hsiu-Chuan Yeh	Economics	Aug-01	Ching-Yun Institute of Technology, Taiwan
Huseyin Yildirim	Economics	May-00	Duke University
James Dewey	Economics	Dec-98	Bureau of Economic & Bus. Research, UF
Luis Gutierrez	Economics	May-00	Universidad del Rosario, Colombia
Mark Jamison	Economics	May-01	University of Florida, PURC

<u>Name</u>	<u>Department</u>	<u>Grad. Date</u>	<u>First Job</u>
Jeff Katz	Management	Aug-93	Kansas State University
Steve Werner	Management	Aug-93	University of -Houston
Neal P. Mero	Management	May-94	Air Force Academy
James R. Vanscotter	Management	Aug-94	USAF Institute of Technology
Randall Harris	Management	Dec-95	California State Univ-Stanislaus
Kevin Banning	Management	Aug-96	Auburn University-Montgomery
Mary Jo Vaughn	Management	Dec-96	Mercer University
David Scott Kiker	Management	Dec-97	University South Carolina_Beaufort
Timothy Gerald Degroot	Management	Dec-97	University of Western Ontario (Canada)
Mary Bretek	Management	Aug-98	Auburn University-Birmingham
Paula Silva	Management	Aug-98	University of New Mexico
Amy Brownlee	Management	Aug-99	Southern Methodist University, Dallas
Vilmos Misangyi	Management	May-02	University of Delaware
Remus Ilies	Management	May-03	Michigan State University
Angelo Fanelli	Management	Aug-03	HEC Paris
Misty Loughry	Management	Aug-01	Clemson University
Eric Fong	Management	Aug-04	University of Alabama
Frances Goeddeke	Management	Aug-04	United Auto Workers Int'l Headquarters
John Shaw	Management	Aug-04	University of Alabama-Starkville
Christine Jackson	Management	Aug-04	Purdue University
Seshan Ramaswami	Marketing	Dec-92	Hong Kong University
Stephen Holden	Marketing	Dec-92	Grupe Essec (France)
Michelle DeMoss	Marketing	May-93	Stetson
A.V.Muthukrishanan	Marketing	May-93	Fairleigh Dickinson University
Robert W. Veryzer	Marketing	Aug-93	Rensselaer Polytech
Manuel C. Pontes	Marketing	Dec-93	Fairleigh Dickinson University
Elizabeth Moore-Shay	Marketing	May-94	Boston College
Amitabh R. Mungale	Marketing	Aug-94	Rutgers University
Susan M. Fournier	Marketing	Dec-94	Harvard University
Tuan Pham	Marketing	Dec-94	Columbia University
Corinne Faure	Marketing	May-95	Virginia Polytechnic Institute
Luk Warlop	Marketing	May-95	Catholic Univ. Leuven (France)
Sandy Jap	Marketing	Aug-95	MIT
Prasad Naik	Marketing	May-96	Univ. of California-Davis
Sonja Radas	Marketing	Dec-96	Washington University St. Louis
Rita Clay McMillan	Marketing	May-97	Texas A&M University
Frances G. Hollman	Marketing	Dec-97	Pennsylvania State University
Hyongjae Rhee	Marketing	Dec-97	Kookmin University (Korea)
Andre Carlos Menck	Marketing	May-98	Universidade Federal De Uberlandia (Brazil)
Anne Stringfellow	Marketing	May-98	Thunderbird University
Stacy Lynn Wood	Marketing	May-98	University of South Carolina
John Walter Pracejus	Marketing	Aug-98	University of Alberta (Canada)
Michael Guiry	Marketing	Aug-98	SUNY-New Paltz

<u>Name</u>	<u>Department</u>	<u>Grad. Date</u>	<u>First Job</u>
Mehmet Fuat Sener	Economics	May-99	Union College (New York)
Sang Hyup Lee	Economics	May-99	Southeastern Louisiana University
Scott Carrell	Economics	Aug-03	Air Force Academy
Sourav Chatterjee	Economics	Aug-03	National Economic Research Associates Inc.
Chifeng Dai	Economics	Aug-03	Bureau of Economic & Bus. Research, UF
Mary Davis	Economics	Aug-03	University of Massachusetts, Boston
Deborah Fletcher	Economics	Aug-03	Miami University (Ohio)
BongHoon Kim	Economics	May-04	POSCO Research Institute (Seoul, Korea)
Salvador Martinez	Economics	Aug-04	Weber State
Kok-Chew Lim	FIRE	Aug-92	City Polytech, Hong Kong
Edward O'Neal	FIRE	Aug-93	University of New Hampshire
Ivy Locke	FIRE	Aug-93	Florida State University
Steven R. Cox	FIRE	Aug-93	University of Indiana
Matthew T. Billett	FIRE	Dec-93	FDIC (DC)
Charles Mann	FIRE	May-94	Korea?
Craig Collins	FIRE	May-94	Florida A&M University
Vinay Datar	FIRE	May-94	Seattle University
J.A. Garfinkel	FIRE	Aug-94	Loyola University
Richard Borgman	FIRE	Dec-94	Notre Dame
Karin Roland	FIRE	Dec-95	Office of the Comptroller of the Currency (DC)
David Marcus	FIRE	Aug-96	Cornerstone Research-Boston
Sorin Sorescu	FIRE	Aug-96	University of Houston
Jeffrey Jewell	FIRE	Aug-97	David Lipscomb University
Wei-Lin Liu	FIRE	Aug-97	Pace University
David Harrison	FIRE	Aug-98	University of Vermont
Richard Warr	FIRE	Dec-98	Kansas State University (Asst. Prof.)
Bartley Danielson	FIRE	May-99	DePaul University (Chicago)
D. Edward Fee	FIRE	May-99	Michigan State U. (Asst. Prof.)
Hsuan-Chi Chen	FIRE	Aug-99	Fujen University-Taiwan
Shawn Thomas	FIRE	Aug-99	U. of Pittsburg (Asst Prof of Finance)
Hui Yang	FIRE	Aug-00	Kansas State University (Asst. Prof.)
Larry Fauver	FIRE	Aug-00	University of Miami (Asst Prof of Finance)
Kasturi Rangan	FIRE	Aug-01	Case Western University (Asst. Prof)
D. H. Zhang	FIRE	May-02	University of South Carolina
Lei Zhou	FIRE	Aug-02	Miami University
John Banko	FIRE	May-03	Northern Illinois University
Elvan Aktas	FIRE	May-04	Florida Atlantic University (Asst. Prof.)
Rick Borghesi	FIRE	May-04	Texas State University
Rongbing Huang	FIRE	May-04	Kennesaw State University
Ralph Scholten	FIRE	May-04	Cornerstone Research
Glenn Williams	FIRE	Aug-04	Florida Atlantic University
Stanislav Nikolova	FIRE	Aug-04	George Mason University
Jannifer Burnett	Management	Aug-93	University of Alabama-Birmingham

<u>Name</u>	<u>Department</u>	<u>Grad. Date</u>	<u>First Job</u>
Stijn M.J. Van Osseler	Marketing	Aug-98	University of Chicago
Kevin Bradford	Marketing	May-99	Notre Dame
Norma Mendoza	Marketing	Dec-99	University of Arkansas
Americaus Reed II	Marketing	May-00	University of PA, Wharton
Lisa Bolton	Marketing	May-00	University of PA, Wharton
Amitav Chakravarti	Marketing	Aug-02	New York University
Hayden Noel	Marketing	Dec-02	Baruch College
Marcus daCunha	Marketing	Aug-03	University of Washington
B. Kaltchevia	Marketing	May-04	University of Miami
Tom Meyvis	Marketing	May-01	New York University
Eduardo Andrade	Marketing	May-04	UC-Berkeley
Tim Silk	Marketing	May-04	University South Carolina
YuBo Chen	Marketing	Aug-04	University of Arizona
Els deWilde	Marketing	ABD	HEC Montreal
Suzanne Nasco	Marketing	ABD	Southern Illinois



Graduate Programs in Business
Warrington College of Business Administration
Fisher School of Accounting
W. Andrew McCollough, Senior Associate Dean

109 Bryan Hall; PO Box 117150
Gainesville, Florida 32611-7150
Email: andy.mccollough@cba.ufl.edu
Tele: (352) 392-8436 1223; Fax: (352) 392-2581

June 21, 2004

MEMORANDUM

TO: David Colburn
c/o Intuitional Research Office

FROM: W. Andrew McCollough

SUBJECT: National Comparisons for 2003-04

The College has compiled a number of documents and data to compare our operation with our AACSB affinity group (peers). In addition, we have included current ranking information as presented in academic and general interest publications.

We have also submitted the data electronically to the Institutional Research Office. Please contact me if you have questions about this matter.

cc: J. Kraft
D. Gater

Warrington College of Business Administration					
National Comparison of Resources, 2002-2003					
Universities	Number of Full Time Tenured and Tenure Track Faculty (Participating)	Number of Lecturers and Instructors	Number of Other Staff	Number of Other Staff Per Faculty	
Univ of Arizona	98	0	104	1.06	
UC-Berkeley	73	62	175	2.40	
UCLA	85	0	199	2.34	
Univ of FL	98	9	114	1.16	
Univ of Il-Urbana-Champaign	101	39	121	1.20	
Indiana Univ	186	57	206	1.11	
Univ of Iowa	92	59	78	0.85	
Univ of Maryland	117	19	90	0.77	
Michigan State Univ	93	14	80	0.86	
Univ of Minnesota	113	27	268	2.37	
Ohio State Univ	97	13	107	1.10	
Penn State Univ	99	29	105	1.06	
Purdue Univ	88	33	98	1.11	
Univ of TX, Austin	140	71	252	1.80	
Univ of Washington	102	48	113	1.11	
Univ of WI, Madison	82	20	115	1.40	
Position in Peer Group	8 of 16	14 of 16	8 of 16	7 of 16	
Source: AACSB International Affinity Group Data Set					

Rankings — Warrington College of Business

2005 U.S. News & World Report Best Public Graduate Business Programs

1. University of California-Berkeley (Haas)
2. University of Michigan-Ann Arbor
3. University of California-Los Angeles (Anderson)
3. University of Virginia (Darden)
4. Ohio State University (Fisher)
5. University of Minnesota-Twin Cities (Carlson)
5. University of North Carolina-Chapel Hill (Kenan-Flagler)
6. Indiana University-Bloomington (Kelley)
6. Texas A&M University-College Station (Mays)
6. University of Illinois-Urbana-Champaign
6. University of Texas-Austin (McCombs)
7. Purdue University-West Lafayette (Krannert)
7. University of Washington
8. Arizona State University (Carey)
8. Michigan State University (Broad)
8. University of California-Davis
9. University of Maryland-College Park (Smith)
10. University of Arizona (Eller)
11. University of Wisconsin-Madison
12. Georgia Institute of Technology (Dupree)
12. University of Georgia (Terry)
13. Penn State-University Park (Smeal)
14. University of California-Irvine
14. University of Iowa (Tippie)
15. University of Pittsburgh (Katz)
16. **UNIVERSITY OF FLORIDA (WARRINGTON)**
17. University of Colorado-Boulder (Leeds)
17. University of Connecticut
17. Virginia Tech (Pamplin)
18. University of Oregon (Lundquist)
19. University of Alabama-Tuscaloosa (Manderson)
20. University of Oklahoma (Price)
20. University of Texas (Dallas)
21. North Carolina State University
21. University of Missouri-Columbia
21. University of Utah (Eccles)
22. Iowa State University
22. Temple University (Fox)
22. University of Southern California (Moore)
23. University of Massachusetts-Amherst (Isenberg)
24. Louisiana State University-Baton Rouge (Ourso)
25. Rutgers State University-New Brunswick and Newark
25. University of Central Florida
26. University of Tennessee-Knoxville

2005 U.S. News & World Report – Best Public Graduate Business Specialties: Accounting

1. University of Texas-Austin (McCombs)
2. University of Illinois-Urbana-Champaign
3. University of Michigan-Ann Arbor
4. University of North Carolina-Chapel Hill (Kenan-Flagler)
5. Indiana University-Bloomington (Kelley)
6. Ohio State University (Fisher)
7. **UNIVERSITY OF FLORIDA (WARRINGTON)**
7. University of Georgia (Terry)
7. University of Washington
8. University of California-Berkeley (Haas)
9. Arizona State University (Carey)
10. University of California-Los Angeles (Anderson)
10. University of Wisconsin-Madison
11. Michigan State University (Broad)
11. University of Iowa (Tippie)
12. Texas A&M University-College Station (Mays)
12. University of Virginia (Darden)

2005 U.S. News & World Report – Best Public Graduate Business Specialties: Finance

1. University of California-Los Angeles (Anderson)
2. University of California-Berkeley (Haas)
3. University of Michigan-Ann Arbor
4. University of Texas-Austin (McCombs)
5. University of Virginia (Darden)
6. Indiana University-Bloomington (Kelley)
7. University of Illinois-Chicago (Liautaud)
7. Ohio State University (Fisher)
8. University of Illinois—Urbana-Champaign
9. **UNIVERSITY OF FLORIDA (WARRINGTON)**

2005 U.S. News & World Report – Best Public Graduate Business Specialties: Marketing

1. University of Michigan-Ann Arbor
2. University of California-Berkeley (Haas)
2. University of California-Los Angeles (Anderson)
3. University of Texas-Austin (McCombs)
4. **UNIVERSITY OF FLORIDA (WARRINGTON)**
5. University of Wisconsin-Madison
6. Indiana University-Bloomington (Kelley)
7. University of North Carolina-Chapel Hill (Kenan-Flagler)

Best Public Graduate Business Specialties: Marketing (continued)

7. University of Virginia (Darden)
8. University of Minnesota-Twin Cities (Carlson)
9. Ohio State University (Fisher)
10. University of Illinois—Urbana-Champaign

2004 U.S. News & World Report Best Public Undergraduate Business Programs

1. University of California—Berkeley (Haas)
1. University of Michigan—Ann Arbor
2. University of Texas—Austin (McCombs)
3. University of North Carolina—Chapel Hill (Kenan-Flagler)
3. University of Virginia (McIntire)
4. Indiana University—Bloomington (Kelley)
5. University of Illinois—Urbana-Champaign
5. University of Wisconsin—Madison
6. University of Minnesota—Twin Cities (Carlson)
7. Ohio State University—Columbus (Fisher)
7. Penn State—University Park (Smeal)
7. Purdue University—West Lafayette (Krannert)
7. University of Maryland—College Park (Smith)
8. Arizona State University (Carey)
8. Michigan State University (Broad)
8. University of Arizona (Eller)
8. University of Washington
9. **UNIVERSITY OF FLORIDA (WARRINGTON)**
9. University of Georgia (Terry)
10. Texas A&M University—College Station (Mays)
10. University of Iowa (Tippie)
10. University of Pittsburgh (Katz)

2004 U.S. News & World Report - Best Public Undergraduate Business Specialties:
Accounting

1. University of Illinois—Urbana-Champaign
2. University of Texas—Austin (McCombs)
3. University of Michigan—Ann Arbor
4. Indiana University—Bloomington (Kelley)
5. University of North Carolina—Chapel Hill (Kenan-Flagler)
6. **UNIVERSITY OF FLORIDA (WARRINGTON)**
7. University of California—Berkeley (Haas)
8. Ohio State University—Columbus (Fisher)
9. University of Virginia (McIntire)

Best Public Undergraduate Business Specialties: Accounting (continued)

10. University of Iowa (Tippie)
10. University of Washington
11. University of Georgia (Terry)
12. Penn State–University Park (Smeal)
12. University of Wisconsin–Madison
13. Michigan State University (Broad)
14. Miami University—Oxford (Farmer)
15. Arizona State University (Carey)
16. University of Alabama (Culverhouse)
17. Northern Illinois University
17. University of Minnesota–Twin Cities (Carlson)

2004 U.S. News & World Report - Best Public Undergraduate Business Specialties: Finance

1. University of Michigan–Ann Arbor
2. University of California–Berkeley (Haas)
3. University of Texas–Austin (McCombs)
4. Indiana University–Bloomington (Kelley)
5. University of North Carolina–Chapel Hill (Kenan-Flagler)
6. Ohio State University–Columbus (Fisher)
7. University of Virginia (McIntire)
8. University of Illinois–Urbana-Champaign
9. University of Wisconsin–Madison
10. **UNIVERSITY OF FLORIDA (WARRINGTON)**
11. Penn State–University Park (Smeal)
12. University of Maryland–College Park (Smith)
12. University of Washington
13. Purdue University (Krannert)

2004 U.S. News & World Report - Best Public Undergraduate Business Specialties:
Management

1. University of Michigan–Ann Arbor
2. University of California–Berkeley (Haas)
3. Indiana University–Bloomington (Kelley)
3. University of Virginia (McIntire)
4. University of North Carolina–Chapel Hill (Kenan-Flagler)
5. University of Texas–Austin (McCombs)
6. Ohio State University–Columbus (Fisher)
7. Penn State–University Park (Smeal)
8. University of Wisconsin–Madison

Best Undergraduate Business Specialties: Management (continued)

9. University of Illinois–Urbana-Champaign
10. University of Maryland–College Park (Smith)
11. University of Minnesota—Twin Cities (Carlson)
12. **UNIVERSITY OF FLORIDA (WARRINGTON)**
12. Michigan State University (Broad)
12. University of Washington
13. Arizona State University (Carey)
13. Purdue University (Krannert)
13. Texas A&M University—College Station (Mays)

**2004 U.S. News & World Report - Best Public Undergraduate Business Specialties:
Management Information Systems**

1. University of Texas–Austin (McCombs)
2. University of Minnesota—Twin Cities (Carlson)
3. University of Arizona (Eller)
4. University of Maryland–College Park (Smith)
5. University of Michigan–Ann Arbor
6. Georgia State University–Columbus (Robinson)
6. University of California–Berkeley (Haas)
7. Indiana University–Bloomington (Kelley)
8. Purdue University (Krannert)
9. University of Virginia (McIntire)
10. University of Georgia (Terry)
11. Arizona State University (Carey)
12. University of Illinois–Urbana-Champaign
12. Virginia Tech (Pamplin)
13. **UNIVERSITY OF FLORIDA (WARRINGTON)**
13. University of Wisconsin–Madison
13. Georgia Institute of Technology (DuPree)

**2004 U.S. News & World Report - Best Public Undergraduate Business Specialties:
Marketing**

1. University of Michigan–Ann Arbor
2. University of California–Berkeley (Haas)
3. University of Texas–Austin (McCombs)
4. Indiana University–Bloomington (Kelley)
5. University of Virginia (McIntire)
6. University of Wisconsin–Madison
7. **UNIVERSITY OF FLORIDA (WARRINGTON)**
7. University of Illinois–Urbana-Champaign

Best Public Undergraduate Business Specialties: Marketing (continued)

8. Penn State—University Park (Smeal)
9. Ohio State University—Columbus (Fisher)
10. Michigan State University (Broad)
11. Arizona State University (Carey)
12. University of Minnesota—Twin Cities (Carlson)
13. University of Washington

2004 U.S. News & World Report - Best Undergraduate Business Specialties: Real Estate

1. University of Wisconsin—Madison
2. University of California—Berkeley (Haas)
3. University of Georgia (Terry)
4. Ohio State University—Columbus (Fisher)
5. University of Illinois—Urbana-Champaign
6. University of Texas—Austin (McCombs)
7. University of Connecticut
8. **UNIVERSITY OF FLORIDA (WARRINGTON)**
8. Georgia State University (Robinson)
8. Penn State—University Park (Smeal)

2004 U.S. News & World Report Best Public Graduate Business Programs

1. University of California—Berkeley (Haas)
2. University of Virginia (Darden)
3. University of Michigan—Ann Arbor
4. University of California—Los Angeles (Anderson)
5. University of Texas—Austin (McCombs)
6. Ohio State University—Columbus (Fisher)
7. University of South Carolina (Moore)
8. University of North Carolina—Chapel Hill (Kenan-Flagler)
9. Indiana University—Bloomington (Kelley)
10. Purdue University—West Lafayette (Krannert)
11. University of Minnesota—Twin Cities (Carlson)
12. **UNIVERSITY OF FLORIDA (WARRINGTON)**
13. University of Iowa (Tippie)
14. Penn State—University Park (Smeal)
14. University of Illinois—Urbana-Champaign
15. University of California—Davis
15. University of Washington
16. Arizona State University (Carey)
16. Michigan State University (Broad)
17. University of Georgia (Terry)

Best Public Graduate Business Programs (continued)

17. University of Maryland–College Park (Smith)
18. University of California–Irvine
18. University of Wisconsin–Madison
19. University of Arizona (Eller)
20. University of Pittsburgh (Katz)

2004 U.S. News & World Report - Best Public Graduate Business Specialties: Accounting

1. University of Illinois–Urbana-Champaign
2. University of Texas–Austin (McCombs)
3. University of Michigan–Ann Arbor
4. University of North Carolina–Chapel Hill (Kenan-Flagler)
5. Indiana University–Bloomington (Kelley)
6. **UNIVERSITY OF FLORIDA (WARRINGTON)**
7. University of Washington
8. Ohio State University–Columbus (Fisher)
9. University of California–Berkeley (Haas)
10. Arizona State University (Carey)
10. Penn State–University Park (Smeal)
11. University of Arizona (Eller)

2004 U.S. News & World Report - Best Public Graduate Business Specialties: Marketing

1. University of Michigan–Ann Arbor
2. University of California–Berkeley (Haas)
3. University of California–Los Angeles (Anderson)
4. University of Texas–Austin (McCombs)
5. **UNIVERSITY OF FLORIDA (WARRINGTON)**
6. Indiana University–Bloomington (Kelley)
7. University of North Carolina–Chapel Hill (Kenan-Flagler)
8. University of Virginia (Darden)
8. University of Wisconsin–Madison
9. Michigan State University (Broad)
10. University of Illinois–Urbana-Champaign

2003 Wall Street Journal Top 50 Public MBA Programs: Corporate Recruiters Survey

1. University of Michigan–Ann Arbor
2. University of North Carolina–Chapel Hill (Kenan-Flagler)
3. Purdue University–West Lafayette (Krannert)
4. Indiana University–Bloomington (Kelley)

Top 50 MBA Programs: Corporate Recruiters Survey (continued)

5. University of Texas–Austin (McCombs)
6. University of California–Berkeley (Haas)
7. Michigan State University (Broad)
8. Ohio State University–Columbus (Fisher)
9. **UNIVERSITY OF FLORIDA (WARRINGTON)**
10. University of California–Los Angeles (Anderson)
11. University at Buffalo, SUNY
12. University of Denver
13. Texas A & M University (Mays)
14. University of Minnesota–Twin Cities (Carlson)
15. University of Illinois–Urbana-Champaign

2003 The Economist – Which MBA? 100 Top Public MBA Programs Worldwide

1. University of Michigan–Ann Arbor
2. University of Virginia (Darden)
3. University of California–Berkeley (Haas)
4. University of Illinois–Urbana-Champaign
5. Ohio State University–Columbus (Fisher)
6. University of Texas–Austin (McCombs)
7. University of Iowa (Tippie)
8. University of North Carolina–Chapel Hill (Kenan-Flagler)
9. University of Minnesota–Twin Cities (Carlson)
10. Penn State–University Park (Smeal)
11. Purdue University–West Lafayette (Krannert)
12. Indiana University–Bloomington (Kelley)
13. University of Maryland–College Park (Smith)
14. University of Wisconsin–Madison
15. University of Georgia (Terry)
16. **UNIVERSITY OF FLORIDA (WARRINGTON)**
17. University of Arizona (Eller)

2003 The Economist – Which MBA? Top Distance Learning MBA Programs Worldwide

1. Aston Business School
2. Bradford School of Management
3. Brunel Graduate Business School
4. Durham Business School
5. Edinburgh Business School—Heriot-Watt University
6. Henley Management College
7. IE—Instituto de Empresa
8. Open University
9. Royal Holloway School of Management—University of London

Top Distance Learning MBA Programs (continued)

10. University of Strathclyde Graduate School of Business
11. **UNIVERSITY OF FLORIDA (WARRINGTON)**
12. Warwick Business School

2003 Forbes Best MBA Programs: Return on Investment

1. University of North Carolina—Chapel Hill (Kenan-Flagler)
2. University of Virginia (Darden)
3. University of California—Los Angeles (Anderson)
4. University of Texas—Austin (McCombs)
5. University of Michigan—Ann Arbor
6. University of California—Berkeley (Haas)
7. University of Iowa (Tippie)
8. Georgia Tech (DuPree)
9. University of Minnesota—Twin Cities (Carlson)
10. Texas A & M University (Mays)
11. Indiana University—Bloomington (Kelley)
12. Penn State—University Park (Smeal)
13. Purdue University—West Lafayette (Krannert)
14. University of Wisconsin—Madison
15. University of Illinois—Urbana-Champaign
16. Arizona State University (Carey)
17. Michigan State University (Broad)
18. University of South Carolina (Moore)
19. University of Arizona (Eller)
20. University of Alabama (Manderson)
21. University of Washington
22. **UNIVERSITY OF FLORIDA (WARRINGTON)**
23. University of Colorado—Leeds
24. Auburn University
25. University of Oregon—Lundquist
26. University at Buffalo, SUNY
27. Ohio State University—Columbus (Fisher)
28. University of California—Davis
29. University of California—Irvine
30. Temple University (Fox)

Faculty Productivity of Public Business Schools Worldwide, 2003 – Business Research Project, Univ. of Alberta, Univ. of British Columbia and Univ. of Toronto

1. University of Michigan–Ann Arbor
2. University of Illinois–Urbana-Champaign
3. INSEAD
4. University of California–Los Angeles (Anderson)
5. Michigan State University (Broad)
6. University of California–Berkeley (Haas)
7. London Business School
8. University of Maryland (Smith)
9. University of North Carolina–Chapel Hill (Kenan-Flagler)
10. Indiana University–Bloomington (Kelley)
11. University of Southern California (Marshall)
12. University of Texas–Austin (McCombs)
13. University of Wisconsin–Madison
14. University of Minnesota–Twin Cities (Carlson)
15. Ohio State University–Columbus (Fisher)
16. University of Washington
17. Penn State–University Park (Smeal)
18. University of Colorado
19. Arizona State University (Carey)
20. Purdue University (Krannert)
21. Hong Kong University of Science and Technology
22. UNIVERSITY OF FLORIDA (WARRINGTON)

2003 Faculty Productivity in Top 8 Journals for Major Conference Universities – Management Faculty, University of Florida, T. Judge

1. UNIVERSITY OF FLORIDA (WARRINGTON)
2. Michigan State University (Broad)
3. University of Maryland–College Park (Smith)
3. University of Minnesota–Twin Cities (Carlson)
4. Indiana University–Bloomington (Kelley)
4. Ohio State University–Columbus (Fisher)
4. Purdue University–West Lafayette (Krannert)
4. University of Michigan–Ann Arbor
4. University of Texas–Austin (McCombs)
5. University of North Carolina–Chapel Hill (Kenan-Flagler)
6. Florida State University
6. Penn State–University Park (Smeal)
6. University of Illinois–Urbana-Champaign
6. Washington State University (Pullman)

2003 Faculty Productivity in Top 8 Journals (continued)

7. Arizona State University (Carey)
7. University of Arizona (Eller)
7. University of California–Irvine
7. University of California–Los Angeles (Anderson)
7. University of Colorado–Boulder
7. University of Washington
7. University of Wisconsin–Madison

2003 Overall Faculty Productivity Among Public Business Schools – Academic Assessment Services

1. University of California–Berkeley (Haas)
2. University of California–Los Angeles (Anderson)
3. University of North Carolina–Chapel Hill (Kenan-Flagler)
4. University of Michigan–Ann Arbor
5. University of Iowa (Tippie)
6. Indiana University–Bloomington (Kelley)
7. Penn State–University Park (Smeal)
8. University of Minnesota–Twin Cities (Carlson)
9. University of South Carolina (Moore)
10. **UNIVERSITY OF FLORIDA (WARRINGTON)**
11. University of Arizona (Eller)
12. University of Texas–Austin (McCombs)
13. University of Illinois–Urbana-Champaign

2003 Faculty Productivity Among Public Business Schools – Academic Assessment Services, Economics Faculty

1. University of California–Berkeley (Haas)
2. University of California–Los Angeles (Anderson)
3. University of California–Irvine
4. University of Michigan–Ann Arbor
5. Indiana University–Bloomington (Kelley)
6. University of Iowa (Tippie)
7. University of Illinois–Urbana-Champaign
8. University of South Carolina (Moore)
9. University of Arizona (Eller)
10. **UNIVERSITY OF FLORIDA (WARRINGTON)**
11. University of Virginia (Darden)
12. Purdue University–West Lafayette (Krannert)

2003 Faculty Productivity Among Public Business Schools – Academic Assessment
Services, Finance Faculty

1. University of California–Los Angeles (Anderson)
2. University of California–Berkeley (Haas)
3. Ohio State University–Columbus (Fisher)
4. Purdue University–West Lafayette (Krannert)
5. University of Minnesota–Twin Cities (Carlson)
6. **UNIVERSITY OF FLORIDA (WARRINGTON)**
7. University of California—Irvine
8. University of Illinois–Urbana-Champaign
9. University of Michigan–Ann Arbor
10. University of North Carolina–Chapel Hill (Kenan-Flagler)
11. University of Texas–Austin (McCombs)

2003 Faculty Productivity Among Public Business Schools – Academic Assessment
Services, Marketing Faculty

1. **UNIVERSITY OF FLORIDA (WARRINGTON)**
2. University of North Carolina–Chapel Hill (Kenan-Flagler)
3. University of California–Los Angeles (Anderson)
4. University of Michigan–Ann Arbor
5. University of South Carolina (Moore)
6. University of Minnesota–Twin Cities (Carlson)
7. Penn State–University Park (Smeal)
8. University of Iowa (Tippie)
9. University of Illinois–Urbana-Champaign
10. University of Virginia (Darden)
11. University of California—Irvine
12. University of Arizona (Eller)
13. University of Wisconsin–Madison

2003 Faculty Productivity Among Public Business Schools – Academic Assessment
Services, Management Science Faculty

1. University of California–Los Angeles (Anderson)
2. Ohio State University–Columbus (Fisher)
3. University of North Carolina–Chapel Hill (Kenan-Flagler)
4. University of Wisconsin–Madison
5. University of California–Berkeley (Haas)
6. University of Texas–Austin (McCombs)
7. Purdue University–West Lafayette (Krannert)
8. Indiana University–Bloomington (Kelley)
9. University of Iowa (Tippie)
10. University of Arizona (Eller)
11. **UNIVERSITY OF FLORIDA (WARRINGTON)**

**2003 Faculty Productivity Among Public Business Schools – Academic Assessment
Services, Organizational Behavior Faculty**

1. University of California–Berkeley (Haas)
2. University of Michigan–Ann Arbor
3. University of Iowa (Tippie)
4. Indiana University–Bloomington (Kelley)
5. University of North Carolina–Chapel Hill (Kenan-Flagler)
6. University of Texas–Austin (McCombs)
7. University of South Carolina (Moore)
8. Michigan State University (Broad)
9. University of Arizona (Eller)
10. **UNIVERSITY OF FLORIDA (WARRINGTON)**
11. Penn State–University Park (Smeal)
12. University of Illinois–Urbana-Champaign
13. University of Wisconsin–Madison

2003 U.S. News & World Report Best Public Undergraduate Business Programs

1. University of Michigan–Ann Arbor
2. University of California–Berkeley (Haas)
3. University of North Carolina–Chapel Hill (Kenan-Flagler)
3. University of Virginia (McIntire)
4. University of Texas–Austin (McCombs)
5. Indiana University–Bloomington (Kelley)
6. University of Illinois–Urbana-Champaign
6. University of Wisconsin–Madison
7. Ohio State University–Columbus (Fisher)
7. Purdue University–West Lafayette (Krannert)
7. University of Minnesota–Twin Cities (Carlson)
8. Penn State–University Park (Smeal)
8. University of Maryland–College Park (Smith)
8. University of Washington
9. University of Arizona (Eller)
9. **UNIVERSITY OF FLORIDA (WARRINGTON)**
10. Arizona State University (Carey)
10. Michigan State University (Broad)
10. University of Georgia (Terry)
11. Texas A&M University–College Station (Mays)
12. Georgia Institute of Tech. (DuPree)
12. University of Iowa (Tippie)
12. University of Pittsburgh (Katz)

2003 U.S. News & World Report Best Public Undergraduate Business Programs
(continued)

13. University of Colorado–Boulder (Leeds)
13. Virginia Tech (Pamplin)
14. Florida State University
15. University of South Carolina–Columbia (Moore)

2003 U.S. News & World Report - Best Public Undergraduate Business Specialties:
Marketing

1. University of Michigan–Ann Arbor
2. University of California–Berkeley (Haas)
3. University of Texas–Austin (McCombs)
4. University of North Carolina–Chapel Hill (Kenan-Flagler)
5. Indiana University–Bloomington (Kelley)
6. University of Virginia (McIntire)
7. University of Wisconsin–Madison
8. University of Illinois–Urbana-Champaign
9. **UNIVERSITY OF FLORIDA (WARRINGTON)**
10. University of Minnesota–Twin Cities (Carlson)
11. Ohio State University–Columbus (Fisher)
12. Penn State–University Park (Smeal)
13. Michigan State University (Broad)
14. Texas A&M University (Mays)
14. University of Maryland–College Park (Smith)
15. Arizona State University (Carey)

2003 U.S. News & World Report - Best Public Undergraduate Business Specialties:
Accounting

1. University of Illinois–Urbana-Champaign
2. University of Texas–Austin (McCombs)
3. University of Michigan–Ann Arbor
4. Indiana University–Bloomington (Kelley)
5. University of North Carolina–Chapel Hill (Kenan-Flagler)
6. University of California–Berkeley (Haas)
7. **UNIVERSITY OF FLORIDA (WARRINGTON)**
8. University of Virginia (McIntire)
9. Ohio State University–Columbus (Fisher)
10. Arizona State University (Carey)
11. Penn State–University Park (Smeal)
12. University of Minnesota–Twin Cities (Carlson)

2003 U.S. News & World Report - Best Public Undergraduate Business Specialties:
Accounting (continued)

13. University of Washington
14. Michigan State University (Broad)
14. University of Wisconsin–Madison
15. University of Georgia (Terry)
16. Texas A&M University (Mays)
16. University of Arizona (Eller)
16. University of Iowa (Tippie)
17. Georgia State University (Robinson)

2003 U.S. News & World Report - Best Public Undergraduate Business Specialties: Finance

1. University of California–Berkeley (Haas)
1. University of Michigan–Ann Arbor
2. University of Texas–Austin (McCombs)
3. University of North Carolina–Chapel Hill (Kenan-Flagler)
4. Indiana University–Bloomington (Kelley)
5. University of Virginia (McIntire)
6. University of Illinois–Urbana-Champaign
7. Ohio State University–Columbus (Fisher)
8. **UNIVERSITY OF FLORIDA (WARRINGTON)**
9. Penn State–University Park (Smeal)
10. Purdue University (Krannert)
11. University of Minnesota –Twin Cities (Carlson)
12. Michigan State University (Broad)
13. University of Washington
13. University of Wisconsin–Madison

2003 U.S. News & World Report - Best Public Undergraduate Business Specialties:
Management

1. University of Michigan–Ann Arbor
2. University of California–Berkeley (Haas)
3. University of Virginia (McIntire)
4. University of Texas–Austin (McCombs)
5. Indiana University–Bloomington (Kelley)
6. University of North Carolina–Chapel Hill (Kenan-Flagler)
7. University of Illinois–Urbana-Champaign
8. Ohio State University–Columbus (Fisher)
9. Penn State–University Park (Smeal)
9. University of Minnesota–Twin Cities (Carlson)
10. Michigan State University (Broad)
11. Texas A&M University (Mays)

**2003 U.S. News & World Report - Best Public Undergraduate Business Specialties:
Management (continued)**

11. University of Wisconsin–Madison
12. **UNIVERSITY OF FLORIDA (WARRINGTON)**
13. Arizona State University (Carey)
13. Purdue University (Krannert)
13. University of Washington

2003 U.S. News & World Report: Best Public Graduate Business Programs

1. University of California–Berkeley (Haas)
2. University of Michigan–Ann Arbor
3. University of Virginia (Darden)
4. University of California–Los Angeles (Anderson)
5. University of North Carolina–Chapel Hill
6. University of Texas–Austin (McCombs)
7. Indiana University–Bloomington (Kelley)
8. Michigan State University (Broad)
8. Ohio State University (Fisher)
8. University of Minnesota–Twin Cities (Carlson)
9. Purdue University (Krannert)
10. Arizona State University (Carey)
11. University of Arizona (Eller)
11. University of Georgia (Terry)
11. University of Iowa (Tippie)
12. University of California–Davis
13. Penn. State University–University Park (Smeal)
13. **UNIVERSITY OF FLORIDA (WARRINGTON)**
13. University of Maryland–College Park (Smith)
14. University of Illinois–Urbana-Champaign
14. University of Wisconsin–Madison
15. Texas A&M University–College Station (Mays)
15. University of Washington

2003 U.S. News & World Report - Best Public Graduate Business Specialties: Marketing

1. University of Michigan–Ann Arbor
2. University of California–Los Angeles (Anderson)
3. University of California–Berkeley (Haas)
4. University of North Carolina–Chapel Hill
5. Indiana University–Bloomington (Kelley)
5. **UNIVERSITY OF FLORIDA (WARRINGTON)**
5. University of Texas–Austin (McCombs)
6. University of Illinois–Urbana-Champaign
7. Ohio State University (Fisher)

**2003 U.S. News & World Report - Best Public Graduate Business Specialties: Marketing
(continued)**

7. Purdue University (Krannert)
8. Michigan State University (Broad)
8. University of Virginia (Darden)
9. University of Wisconsin-Madison

2003 U.S. News & World Report - Best Public Graduate Business Specialties: Accounting

1. University of Illinois-Urbana-Champaign
2. University of Texas-Austin (McCombs)
3. University of Michigan-Ann Arbor
4. University of North Carolina-Chapel Hill
5. University of California-Berkeley (Haas)
6. **UNIVERSITY OF FLORIDA (WARRINGTON)**
7. Arizona State University (Carey)
7. Indiana University-Bloomington (Kelley)
7. University of Washington
8. Ohio State University (Fisher)
9. Penn State University-University Park (Smeal)
10. University of Georgia (Terry)
10. University of Wisconsin-Madison
11. Purdue University (Krannert)
11. University of California-Los Angeles (Anderson)
11. University of Iowa (Tippie)
12. Michigan State University (Broad)
13. University of Virginia (Darden)

**2003 U.S. News & World Report - Best Public Graduate Business Specialties: General
Management**

1. University of Michigan-Ann Arbor
2. University of Virginia (Darden)
3. University of California-Berkeley (Haas)
4. University of California-Los Angeles (Anderson)
5. University of North Carolina-Chapel Hill
6. University of Texas-Austin (McCombs)
7. Indiana University-Bloomington (Kelley)
8. Purdue University (Krannert)
9. Michigan State University (Broad)
9. University of Maryland-College Park (Smith)
9. University of Minnesota-Twin Cities (Carlson)
10. **UNIVERSITY OF FLORIDA (WARRINGTON)**
10. University of Illinois-Urbana-Champaign

FACULTY

The faculty have garnered evidence of peer and other evaluations not only in the ranking information that is summarized elsewhere but also in the recognitions afforded them.

Grants

The College's mission does not stress production of research and/or teaching units that will attract grants and contracts. While the applied side of research is an important part of the research output, that path is one that is chosen largely by faculty interest rather than funding sources. However, the fact is that the faculty research agenda has attracted an increasing amount of contract work.

The contribution of this source to the funding of the College has doubled over the last five years and now stands at about \$4.5 million. Approximately 10% of the faculty have been grant recipients during this period with amounts averaging over \$400,000.

A College goal is to increase participation rate to 20%+ and funding to \$10 million.

Awards/National Offices

Again the reputational aspect of the faculty's professional activity is reflected, in part, by peer recognition through awards and national offices. The awards and recognitions that have been generated by the faculty over the past five years are many and varied to include:

Seminal Educator in Accounting (J. Demski, Accounting)

Educator of the Year, Marketing (B. Weitz, Marketing)

President's Award for Excellence (S. Berg, Economics)

Isord Award for Distinguished Scholarly Achievement (C. West, Economics)

Best Interdisciplinary Paper, Decision Sciences Institute (A. Vakharia, DIS)

Distinguished Scholar Award, SFA (J. Ritter, Finance)

Ralph Burche Award, Best International Law Paper (V. Maurer, Management)

Best Paper, 2002, Journal of Operations Management, (J. LePine, Management)

Outstanding Tax Educator, American Tax Associate (J. Kramer)

Best Article, 2003, Journal of Consumer Research, (J. Alba, Marketing)

Distinguished Early Career Contributions Award, 2004, Society of Industrial and Organizational Psychologists, (J. Lepine, Management)

This list is representative of the public recognition that the faculty have achieved for their efforts. In fact, over the last five years there have been a total of 35 awards bestowed on the faculty or an average of 1+ per department per year.

In addition, a number of faculty have been asked to serve as officers of their professional associations. In fact, several served as president or chairman of their organizations to include:

AACSB-International, Chairman (J. Kraft)

Association for Consumer Research, President (J. Alba)

American Marketing Association, President (B. Weitz)

Informa, National Conference, Chairman (G. Koehler)

American Real Estate and Urban Economics Association, President (D. Ling)

Financial Management Association, President (M. Flannery)

Academy of Legal Studies in Business, President (G. Maurer)

American Association of Accounting, President (J. Demski)

American Tax Association, President (J. Kramer)

At any point in time, it would appear that about 25% of the faculty are serving their profession in some capacity at the national level.

Publications

Every tenured faculty has some involvement with the professional publications of their discipline. That participation ranges from reviewer to editor and for many faculty the participation is across several publications. In fact the average service of this sort per faculty person is now 2.0+. The Editorship of several publications has also resided in the College to include:

Journal of Public Policy and Marketing (J. Cohen)

Review of Development Economics (E. Dinopoulos)

Southern Economic Journal (J. Hamilton)

Journal of Economics and Management Strategy (D. Sappington)

Journal of Marketing Research (B. Weitz)

Marketing Science (S. Shugan)

Journal of Money, Credit and Banking (M. Flannery)

Journal of Financial Intermediation (C. James)

Real Estate Economics (D. Ling)

Journal of Corporate Finance (M. Ryngaert)

European Journal of Operations Research (S. Erenguc)

American Business Law Journal (V. Maurer)

MBA Programs
Graduate Programs in Business
Warrington College of Business Administration

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Traditional MBA Programs
MBA Rankings: Analysis and Strategy
May 13, 2004

I. Summary

On April 1, 2004, The University of Florida's MBA Program fell from #27 to #53 in the 2005 U.S. News & World Report's annual Traditional MBA Program rankings. These rankings are based upon data compiled from the TMBA graduating class of 2003 and the matriculating class of summer and fall of 2003. Executive and Professional MBA student data is not factored into these rankings. It is important to note that, although we consider our TMBA program a significant component of our enterprise, it represents a small fraction of our enrollment; 2% of the total WCBA enrollment and 12% of the WCBA graduate enrollment. The chart below compares our 2003 results with top 50 MBA programs that appeared in the 2005 US News Rankings.

<i>Assessment</i>	<i>UF Data 2003</i>	<i>UF Rank Top 50 2003</i>	<i>UF Data 2004</i>	<i>UF Rank Top 50 2004</i>
Peer Assessment (25%)	3.4	#36	3.3	#35
GMAT (16.25%)	658	#28	650	#41
GPA (7.5%)	3.3	#32	3.23	#45
Selectivity (1.25%)	23%	#23	44%	#45
Recruiter Assessment (15%)	4.1	#13	3.1	#49
Starting Salary (14%)	\$65,757	#50	\$64,200	#50
Placement @ Graduation (7%)	57%	#41	34%	#50
Placement @ Three Months (14%)	91%	#4	86%	#7

II. Variables Defined

The variables that determine the overall U.S. News and World Report ranking of MBA programs are grouped into three areas:

- Input variables (25%)
- Output variables (50%)
- Overall quality variables (25%)

Input Variables (25%):

The input variables are characterized as student selectivity and include GMAT score of entering students, GPA of entering students, and acceptance rate of the entering class. The relative weights in this domain are:

GMAT (65%)
GPA (30%)
Acceptance Rate (5%).

Our average GMAT for the entering class declined from 658 to 650. This drop caused our overall GMAT rank to decline from #28 to #41. There are several reasons for the decrease:

- 1) Several of the higher GMAT applicants that had been admitted went to other schools because of scholarship or assistantship availability. The number of applications to traditional MBA programs at our peer group is declining nationally which means more competition for the best students.
- 2) We admitted more students in 2003 with the objective of increasing our class size to attract more recruiters. The quantity emphasis moved this quality attribute down slightly.
- 3) Upon request, we admitted some less qualified applicants. With a small class, a few outliers can make a big difference. For example, an applicant with a 550 GMAT in a class of 50 reduces the GMAT average by two points and with two or three of these applicants, you lose six points.

Our average GPA for the entering class fell from 3.3 to 3.23, for reasons similar to the GMAT drop outlined above. This drop caused our overall GPA rank to decline from #32 to #45. While our acceptance rate also declined in 2003, it had little on the final score (acceptance rate $(.05)(.25)=1.25\%$)

Output Variables (50%):

The output variables are characterized as recruiter assessment (30%) and placement success (70%). Recruiter assessment is compiled from a survey completed by a College-selected group. The assessment number for 2004 was 3.1 as compared to 4.1 in 2003. Our ranking in this variable dropped from #13 to #49 as a result of this change. The program size has limited the number of recruiters interested in coming to campus for interviews and that in combination with a low overall response rate (32%) resulted in a small sample for the College and any negative outlier had a disproportional effect on the average.

Placement success is defined as a function of starting salary (40%), placement at graduation (20%), and placement 3 months after graduation (40%).

On two measures, starting salary and placement at graduation, the College continues to be well below top 50. On the other hand, placement after three months is among the best in the group (#7) with only a slight ranking decline (2003-#4) from the previous year. The data suggests that most of our students get jobs but it may not be jobs of first choice and it is likely to be a job in Florida. In fact, 82% of the 2002 placements were in the State, which also undoubtedly contributes to the low starting salaries.

The Florida MBA program is very small compared to the US News top 50. Total MBA enrollment in 2003 was 131 and there is only one program in the top 50 that is smaller (UC-Davis). Average enrollment for the top 15 programs is about 900, and the average for the next 10 and the last 25 programs are 350 and 240, respectively. In addition, of the fifty-one 2003 graduates, only 32 were seeking employment. Representatives from several companies have indicated to the GBCSO staff that our numbers did not provide sufficient justification for their companies to send their recruiters to campus. It appears that our MBA program has limited attractiveness for companies, which recruit MBA's exclusively. However, companies, which are interested in hiring our specialty masters graduates in addition to our MBA's, find UF an attractive place to recruit young talent.

Overall Quality Variables (25%):

The overall quality variable is peer assessment and represents evaluation by Business Deans and MBA Program Directors. The assessment process is by survey to the Deans and Directors of all accredited business schools/colleges.

The College's peer assessment score was #35 among the top 50 and had improved slightly from the previous year's ranking (#36). Reputation beyond the top ten is ill-defined by this metric and many respondents have little understanding of such. They are primarily influenced by University reputation, marketing, and public relations. Better measures of academic impact/reputation focus on research productivity and there we fare very well. In a recent citation analysis (Larry M. Robinson and Roy D. Adler, "Business Research in Eight Disciplines," in Academic Assessments.com). University of Florida's Warrington College of Business was ranked #26, #22, #5, #29 and #22 in Economics, Finance, Marketing, Management Science, and Organizational Behavior, respectively. The rankings for the five disciplines when compared to Public Universities are #11, #8, #1, #12, and #11. An alternative measure might be Ph.D. placements, and again we do well. In the last 8 years our Ph.D. placements included Chicago, Columbia, Harvard, Michigan, NYU, Purdue and Wharton among others.

Summary:

The College's overall ranking was #53 as compared to #27 last year. The variables that had the largest negative impact on the outcome appear to be in the output variables, especially recruiter assessment (25% decrease in value) and employment at graduation (40% decrease in value). These two changes combined with the lowest starting salaries among the top 50 programs swamped the positive peer assessment.

III. Strategy

Over the last several years, the MBA program has been media-ranked in the 45-55 ranges. In the short run, a feasible objective would be top 40 ranking and a top 25 ranking in the long run. With these objectives, the strategies that will be employed and the concomitant resource needs are discussed in the following sections.

Short Run Strategies: Input Variables

Given the applicant pool, some of the input variables are relatively easy to manage. We can determine minimum GMAT scores, GPA's and the major challenge is the class size.

a) **GMAT scores.** We need to improve our understanding of GMAT/employability correlation with increased emphasis on the latter so as to improve output results. In doing this we need to take a holistic view of employability and take into consideration all the factors that improves a candidate's employability. We need additional scholarship/fee waiver funding to be more competitive with our peer schools. We are also willing to accept up to a - 5 point deviation from the 2003 average of 658 to improve employability.

b) **GPA average.** We need to increase our emphasis on our mean GPA score, as an important input variable behind GMAT and employability. We will target a mean GPA of 3.4, but will be willing to accept up to a - .5 point deviation to improve GMAT and/or employability.

c) **Class size.** A larger, more employable class size will improve output results. An improved and increased marketing effort will deepen the applicant pool and additional scholarship funding and tuition waiver resources will improve the yield on the best candidates in the pool. In the short term, our strategy will be to use increased scholarship and tuition waiver funding to bring in an exceptional group of approximately 100 students (75% domestic, 25% international) who will make a positive impact on both input and output variables. Our total traditional MBA enrollment in 2003 was 131, which ranked #48 among the top 50 US News & World Report Business Schools. Moderate annual increases in enrollment are feasible with additional resource funding, improved rankings position, increased assistance derived from new MBA alumni relations program, and improved program marketing. Part of the new marketing strategy will be the creation of a Corporate Partners Scholarship Program for our One-year Option A Program (described in section (d) below).

d) **Corporate Partners Scholarship (CPS) Program.** Market and promote special CPS program through media, targeted Florida companies, and directly to prospective students. Florida MBA Program will award (20) full scholarships plus living expenses stipend to Florida residents employed at target Florida companies. CPS recipients would meet minimum academic and professional requirements established for this scholarship program (650 GMAT, 3.0 GPA, 3+ years of excellent work experience). In most cases, CPS recipients would take a leave of absence from employer with a guarantee to return in a more substantial corporate role. CPS Program benefits would be numerous, including:

- Positive press throughout Florida media (Florida's best MBA Program investing in Florida's best corporations and professionals)

- Scholarship program is a gateway to establishing exceptional corporate relationships with leading Florida companies, which will yield TMBA and Working Professional MBA candidates and permanent/internship job placements.
 - Encourages company partners to hire MBA interns over summer from Traditional Two-Year Program.
 - Increases recruiter assessment variable – significant value to company
- Increases class size with outstanding domestic MBA candidates
- Improves output variables considerably (starting salary and placement %'s)

Short Run Strategies: Output Variables

All aspects of the program activity that impact the output variables must be reexamined for effectiveness and efficacy. Of course, the input variables (student employability) impact output outcomes and it is expected that the increased emphasis on employability will have beneficial consequences in the output domain.

We must take a serious look at our relevant output market and employ a saturation or dominance strategy. Over 80% of our students have, historically, been placed in Florida/Georgia and this is where we must focus our efforts.

a) **Recruiter assessment.** We need to have a personal call on every potential Florida and Atlanta area recruiter. We will know who they are, what they need, and what Florida alumni are currently employed within these target corporations. We will use the latter network more intensely to identify opportunities and to sustain recruiter contact. We will look to drastically increase the number of Florida corporations with which we have an elite recruiting/placement relationship. This will increase the depth and quality of the employer list we produce for US News & World Report, which they directly plug into their Recruiter Assessment model. Additionally, we must find ways to incentivize recruiter participation in the various surveys. The current low participation rate combined with our small class/recruiter number gives too much weight to negative outliers.

b) **Student placement.** Our input strategy and recruiter assessment will emphasize Florida/Atlanta placements. Regional wage differential will continue to result in relatively low starting salaries but these should improve with the increased focus and employability. Two Career Services professionals will be assigned to work exclusively with MBA students, vs. all WCB graduate business students. These professionals will adopt an "executive search" model in which each professional will have a group of students for whom they have primary placement responsibility.

Additionally, a new professional position within the Career Service Office will be created. This professional will be 100% focused on building and developing corporate relationships within Florida and Atlanta. Significant travel will be required to call on all potential Florida/Atlanta employers.

The three MBA focused CSO professionals will work together to maximize the number of times that our MBA's are placed in front of potential employers and maximize their ability for

success with each of these opportunities. Our students have told us that they are willing to travel anywhere in Florida/Georgia to interview for opportunities. Given our students' willingness, our small MBA class size, and the attractiveness and convenience of on-site corporate interviews for the employer, considerable efforts will be placed into arranging these off-campus interviews for individual students. We will also look into putting together job fairs/employer days for our students in South Florida and Atlanta. The increased external focus combined with the individualized executive search services will enhance accountability and provide more focused feedback on placement success and failures.

c) Alumni Relations Program. A large component of our placement strategy will encompass developing corporate relationships via MBA alumni. There are over 4,300 UF MBA alumni, who are currently not given any services or attention, and are not being used strategically to improve input or output variables. A significant investment in the creation of a new Alumni Relations Program will produce results in all program areas, most importantly in placement and recruiter assessment. A well-supported Alumni Relations Program will also yield an Alumni Mentorship Program that will improve MBA student professional development and overall student satisfaction. A Working Professional alumni event for fall 2004 in Gainesville is in the planning stage.

Long Run Strategies

Success in the long run will be consistent with garnering the resources necessary to implement these short run initiatives. Presently we have very limited state funding to support our MBA program. We have very limited assistantship, scholarship, and tuition waiver funding when compared with our peers. The program, except for some personnel salaries, is entirely funded by revenue programs and private giving. Our state dollars per student are the lowest among all of our peers. The impact of these limited resources cripples our ability to reach our input, and consequently our output, variable targets.

In order to attract the best inputs, maintain peer assessment, and improve on the output side we must have additional funding.

Additional Resources needed:

Short Term

1. Waive out-of-state portion of tuition for all first year non-Florida residents (60 projected) - \$1,000,000
2. Graduate assistantships for all 100 second year students \$660,000

At our peer schools, all of which are in the top US News & World Report 50, on the average 43% of MBA students receive full assistantships/fellowships. In 2003 we provided assistantships/fellowships to 10% of our MBA students.

3. Funds for increased marketing and promotion of MBA Program, and MBA alumni/student networking events - \$500,000

In our AAU Affinity Group the number of people employed in the marketing function ranges between 1 and 6 with an average of about 3. Furthermore, some of these schools outsource part of their marketing functions. At the present time we have no personnel employed in the marketing function.

4. Additional MBA professional staff - \$208,000

- (1) – Associate Director of Career Services (external corporate development)
- (1) – Director of Alumni Relations
- (1) – Assistant Director of Admissions- Professional & Executive Programs

Graduate Business Career Services Office services about 600 specialty masters students in addition to the MBA students. To provide a reasonable level of service to our students we need to add at least one position to this office.

In the above paragraphs, the importance of Alumni relations was discussed. At the present time, the College does not have anyone charged with this task.

We have the largest executive/professional MBA (E&PMBA) program in our AAU Affinity Group and we have only one staff member charged with the admissions function for the E&PMBA programs. In the 2003-2004 academic year, the average enrollment in the E&PMBA programs for our Affinity Group was 118, and our enrollment was 357. Our E&PMBA enrollment has grown significantly since then, reaching a total of 575. Furthermore, with the introduction of the South Florida PMBA program in October 2004, this number is expected to be around 650. To be able to effectively handle the applications stream, conduct many information sessions around the State and perform follow-up functions to attain the highest yield possible, we need at least one additional admissions staff.*

** AAU Affinity Group is a set of peer schools consisting of the following: AZ, CA, UCLA, FL, IL, IN, IA, MD, MSU, MN, OSU, PSU, Purdue, TX, WA, and WI*

5. Additional specialty faculty and lecturers to offer a broader curriculum and to accommodate increased class size - \$150,000.

Specialty faculty/lecturers will be used in areas like Entrepreneurship, Communications, and Writing.

6. Funds for renovation of existing classrooms, breakout rooms and other MBA dedicated space - \$100,000

Compared to our peer schools, our MBA dedicated space leaves much to be desired. We are the only school in our Affinity Group without appropriate graduate facilities such as breakout rooms and lounges.

Total of short-term needs: \$2,618,000

Long Term

1. Waive out-of-state portion of tuition for all first year non-Florida residents (100 projected) - \$1,520,000
2. Graduate assistantships for all 160 second year students - \$1,120,000
3. Funds for increased marketing and promotion of MBA Program and MBA alumni/student networking events- \$700,000
4. Additional MBA professional staff - \$412,000
 - (2) – Additional Alumni Relations staff
 - (1) – Student services staff
 - (1) – Director of Marketing
 - (2) – Additional CSO staff for Professional MBA student Career Services

In our AAU Affinity Group, the number of people employed in Alumni Relations, Corporate Relations, Public Relations and Marketing ranges between 2 and 11. At the present time we have no personnel employed in these functions.

5. Additional specialty faculty and lecturers to offer a broader curriculum and to accommodate increased class size - \$350,000

Total of long-term needs: \$4,102,000 (includes the short-term needs)

6. New facility with space for classrooms, breakout rooms and placement functions - \$10,000,000



UNIVERSITY OF
FLORIDA

Graduate Programs in Business
Warrington College of Business Administration
Fisher School of Accounting
John Kraft, Dean

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June 22, 2004

MEMORANDUM

TO: David Colburn

FROM: John Kraft

SUBJECT: 2004-2010 Fund Raising Goals and Objectives

The changes to the fundraising team for the Warrington College of Business this year created opportunities to enlist faculty in fundraising and involve the regional and central UF Foundation staff in coordinated fundraising efforts. The success achieved this year is directly attributable to the stability provided by key volunteers like Al Warrington, Gary Gerson, and Fred Fisher; faculty like Ginny Maurer; and especially the patience of our donors with the arrival of new fundraisers.

Assessing 2003-2004

Through June, we'll raise an estimated \$8.7M (not including state match) from 15 major gifts from individuals and corporate friends towards our target of \$11M. We have raised it in the priority areas of unrestricted funds, graduate fellowships, and operating support for our centers of excellence. In addition to outright gifts and pledges, Richard Ahrens's \$1M bequest and Michael Cook's \$500K life insurance policy are included in the \$8.7M total.

In order of the amount of new pledges and gifts YTD:

- New Undergraduate "Warrington Welcome" program \$80K
- Decision Information Science \$100K for faculty endowment
- Miller Center for Retailing \$450K for operating funds
- Masters in Finance \$500K for program endowment
- Center for Entrepreneurship \$930K for operating funds
- Fisher School of Accounting \$1.385M primarily for unrestricted funds
- Anonymous donor tba next week--\$2.125M for endowment and operating funds

Unrestricted gifts for FSOA, Business, and MBA:

Unrestricted Fund	FY 03	FY 04 ytd
1901 (Business)	\$ 431,511	\$ 216,266
0931 (FSOA)	\$ 105,000	\$ 398,498
3685 (MBA)	\$ 44,389	\$ 28,114
TOTAL	\$ 580,900	\$ 642,879

In terms of productivity, two fundraisers set a strong pace for the number of face-to-face solicitations and specific proposals, with 72 solicitation visits thru May (the same total as last year) and 28 formal major gift proposals anticipated by year end (vs. 30 last year). Over 20 major gifts commitments are anticipated by June 30, 2004 vs. 2 last year. In addition to solicitation, face-to-face stewardship visits (plus the dedication of Gerson Hall) were important to maintaining donor confidence. We logged 66 face-to-face stewardship calls thru May '04.

The Future:

The number of major gift proposals we do will determine whether donors to the Warrington College of Business set an example campus-wide and lead the way in the next campaign. We have enough highly rated prospects (3,000) and compelling cases for support to play a key role in the campaign...Business has either the most prospects or is a close second to CLAS depending on the rating system used.

The challenge is finding salary support to recruit and retain experienced major gift fundraisers. Setting a fundraising goal for the next campaign and outlining the number of solicitations needed to achieve that goal is a straightforward process. The tough question is how many fundraisers will be on the road for WCOB? Without knowing whether salary support is available from UF (state rate) or campaign staff funding from UFF, it is difficult to set campaign goals. The option of spending over half our annual unrestricted gifts on fundraiser's salaries is not feasible over the course of the campaign.

Note: Staffing for development is lower in comparison to our AAU – Affinity Group based on data from a discussion on April 18, 2004. The group discussed the organization of development and marketing:

	Development	Alumni	Corp/Other	Marketing	PR	Design	Total
Florida	3			0			3
Penn State	5	2		1	1	1	10
Wisconsin	3	2		1	1		7
Minnesota	5	3	3	4	2		17
Texas	4		8	3		3	18
Maryland	10	2		4	3		19
Ohio State	5	2	1	2	1		11
Arizona	3			4			7
UCLA	8	6	4	6			24
Washington	4	2	2	3	1	2	14
Iowa	2			1	1		4
Purdue	3	1	2	1	1		8

Optimistic GOAL is to close ~180 major gifts from 360+ proposals by 2010. That requires increasing the number of \$100K+ proposals to 60+ proposals/yr using a strategic focus with prospects likely to commit. That level cannot be done by just a Senior Director and Director. It will require one additional Director and a secretary to join the WCOB team in '04-05 and the intense commitment of volunteers, Dean and faculty to raise the sights of alumni and corporate friends.

# Fundraisers	# Solicitation visits/yr	# M.G. proposals/# com/yr.	Total # comm. '04-10
2*	75	30 proposals/15 "yes"	90
3**	115	45/23	138
4**	150	60/30	180

* one support staff ** two support staff required

June 22, 2004

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We will focus our efforts on the strategic priorities outlined in the "Warrington College of Business – Past and Future Funding Needs" as submitted to you in May 2004.

We propose a goal in '04-05 of \$11M if there are two major gift fundraisers working to maintain productivity at levels similar to '03-04. Addition of a third major gift fundraiser would increase this goal.

We will focus on finding donors to support:

- Professorships, faculty fellowships, and summer research grants for faculty

- Ph.D. student stipends

- MBA student stipends

- Undergraduate Leadership Academy

- Center for Entrepreneurship and Innovation

- Center for Real Estate Studies

- Other units and centers as determined by prospect interest

Campaign focus through 2010 (these are proposed levels pending approval)

<u>Naming Opportunity (not counting state match)</u>	<u>Gift by 2010</u>
Graduate School	\$25,000,000
Graduate Studies Building	\$ 5,000,000
Professorships (34 total @ \$600,000 minimum gift)	\$20,400,000
Faculty Fellowships (30 total @ \$ 250,000)	\$ 7,500,000
PhD Fellows (30 total \$150,000)	\$ 4,500,000
Bryan Hall	\$ 5,000,000
Matherly Hall	\$ 5,000,000
Center for Entrepreneurship and Innovation	\$ 5,000,000
<i>Under CEI's umbrella, priorities total</i>	<i>\$ 8,500,000</i>
i. visiting professor \$1,000,000	
ii. entrepreneur in residence \$1,000,000	
iii. Gatornest \$2,000,000 (operating funds)	
iv. undergrad minor in entrepreneurship \$1,000,000 (operating funds)	
v. graduate fellowship 4@ \$250,000 (term \$20,000/yr x 3 yr)	
vi. Masters in Entrepreneurship \$1,500,000	
vii. Clark Butler Entrepreneur of Year Award \$1,000,000	
Centers \$3,000,000 each	\$ 15,000,000
<i>(Real Estate; International Business Education and Research; Bureau of Economic and Business Research; Public Utility Research Center; Center for Management Communications (writing center)</i>	
Undergraduate Honors Program	\$5,000,000
Undergraduate Leadership Academy Classroom and Bryan 232)	\$1,500,000 + \$500,000 renovations
Executive in Residence Program	\$1,000,000
Masters in International Business Program	\$1,000,000
Masters in Decision and Information Sciences Program	\$1,000,000
Masters in Real Estate Program	\$1,000,000
Masters in Management Program	\$1,000,000
Naming MBA Program	\$5,000,000
<i>under the MBA "umbrella" priorities total</i>	<i>\$12,000,000</i>
1. MBA Fellows \$100,000 each (50 total)	
2. MBA Admissions Center \$1,000,000	
3. MBA Careers Services Center \$1,000,000	
4. MBA Course Concentrations (4 @) \$1,000,000	
5. MBA Student Services Center \$1,000,000	
Real Estate School (planning in response to prospect request)	\$10,000,000
Unrestricted gifts \$700,000/yr x 6	\$ 4,200,000
TOTAL GOAL if 4 fundraisers:	\$144,200,000

In the last campaign, \$72M (including state match \$) was raised by 1.5 fundraisers. Looking ahead to the new campaign, raising \$72M (no state match), is a challenging goal for 2 fundraisers.