

Faculty Luncheons
Summer 2005

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In reviewing the materials attached a picture emerges which is consistent with our objective of maintaining a high quality business faculty through continuing emphasis on acquisition and utilization of the requisite resources necessary to support this objective.

The composition of the resource portfolio has continued to evolve in the direction of state-assisted. Less than 60% of the College's expenditures for 04-05 were funded by state monies. Our state budget has been hit by budget cuts (\$1.4 million in 2003) and increasing costs to maintain. In fact, our state budget is now less than the tuition dollars generated by the College. In addition, the growth in the private funding sector slowed considerably over the past three years with the market induced shrinkage in endowment values and a 20% reduction in the payout ratio. The most dramatic change in the resource portfolio has been the rapid increase in the contributions from revenue programs. The \$8+ million in 04-05 was 100% greater than the figure in 02-03 and it kept the total budget increasing at the rate necessary to maintain a high quality faculty in spite of no/slow growth in the state and private sector.

In 2004 the College reached an agreement with the University that budget increases subsequent to FY 2004-05 would depend on performance as measured by changes in weighted student credit hours and the revenues (tuition and fees) associated with those changes. Application of the model to the 04-05 data would result in a \$962,000 budget increase plus the funded salary increases. This outcome would enable us to begin to repair our operating funds and allow the replaced revenue funds to migrate to the enhancement function. This, of course, assumes the University will /can fund the budget model as agreed (not likely, at this point).

In the absence of these funds, we will not be able to rebuild our operating budget, expand our PhD program, or fill vacant faculty lines. All of these needs call for permanent funding and funds generated by external programs or gifts and awards are not appropriate substitutes. These funds are to be used for enhancements.

We will continue to reduce undergraduate major headcount. We need to recognize that non-electronic platform courses in the undergraduate program do not generate sufficient revenue to cover the cost of the faculty to teach the course. Freed-up resources will focus on expanding initiatives to enhance the undergraduate experience and add resources to support the electronic platform. In addition, we will continue to emphasize graduate education as stressed by the University's Strategic Plan. The budgetary possibilities of this emphasis are also positive as a "normal" size graduate class (32) generates more than twice the revenues of a "normal" undergraduate class (42).

At the graduate level we will expand support for Ph.D. students (stipends, fifth year support, and expand numbers if the quality and faculty are available). The MBA program will be small and selective. We will attempt to grow the external MBA headcount to capacity and expand revenue. The specialized masters will not expand but attempt to maintain graduate SCH, and focus on increased quality.

Our portfolio mix of programs and SCH must continue to be focused on maximizing revenue generation while attaining the greatest value added possible.

Our faculty numbers are low for the number of SCHs and FTEs we generate. Our first priority is to fill positions that have recently been vacated. Beyond that, we would expand our faculty numbers with an appropriate mix of tenure track and clinical faculty to properly service our student demand and maintain the research productivity for which we are noted.

Our immediate resource need, prior to adding faculty, is to re-build the operating budget. The operating budget covers expenses, technology, staff, and research and teaching assistants. In addition, these resources are needed to support the upcoming capital campaign and the requisite marketing effort necessary for success.

Another priority relates to facilities. The previously mentioned agreement with the University included a series of reduced taxes on our external programs. The funds retained due to tax reductions are to be used to build a graduate studies building. The building size will be comparable to Gerson Hall and would provide a location for all graduate teaching, graduate programs, and graduate students. The building could then be named by a donor and the endowment income could be used to support graduate programs. There are currently two issues with the building. One, the University has been unable to give the go ahead on a location and, two, they would like us to consider constructing a larger building (we would need to find the resources).

We also need to take the opportunity to enhance our current physical environment. The Stuzin endowment is complete and we have received the state match. The full funding capability should be available in 2006-2007. The revenue is to be used for physical improvements in Stuzin and over the next several years we should be able to enhance that part of our plant.

The Capital Campaign will begin in its quiet phase in July of 2005. The College's target is \$112 million and is focused on faculty support and program enhancement. The goal is achievable if we add the appropriate development staff. We ran the last two campaigns with a reduced staff, often with only one development person. To be successful in the next campaign, we will need at least four staff on board (currently, we have two).

Under the new Provost, we hope the University will move to responsibility centered budgets. This will provide a clear and understandable link between productivity and our state budget and it will generate appropriate funding for our core activities. The endowment income and external program resources can then be used to provide enhancements. At present, we generate about \$60 million in state revenue (tuition, fees, and FTE funding) and only 38% remains in the College. Our peers retain, on the average, 60% of their generated revenues. As a result we are last among our peers in state support dollars per student, class size per faculty and MBA rankings. In spite of this resource drag, we have done quite well on several dimensions. We are in the top 20% in research productivity, graduate enrollments, PhD quality, external program revenues, and endowment. Over the last decade, the College has responded to the challenges and used its limited resources effectively. If we are to eventually grow and add faculty we need the resources and environment to support them. We will not add faculty and dilute the support for current faculty, programs, and staff.

We have been a leader in innovation and new approaches to management education. Many of these involve technology, curriculum development, internet education, expanded programs (in globalization, entrepreneurship, business ethics), expanded support to PhD programs, and increased faculty support. We need to continue to focus on the things that make us better and continue to innovate and invest in new ideas. We cannot let the lack of support from the University dampen our enthusiasm for innovation. The market and business of management education has changed dramatically in the last decade, and will continue to evolve. We need to take advantage of the opportunity.

Warrington College of Business Administration

Program Review

April 2005

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- III. How many faculty searches are being conducted in the college this year and what progress has occurred to date in filling those positions? In particular, please indicate how authorized lines are being filled this year and how many authorized lines will not be filled this year. ----- 14

The Budget/Program Review for 2005 is a continuation of the Program Review submitted April 9, 2004 and subsequently supplemented by the Transition Report submitted December 14, 2004. The information that is presented in this report should be viewed as a continuation of the two aforementioned reports and a full appreciation of the issues to be addressed or discussed would include the prior submissions. Only the changes or additions to the earlier reports are included here.

Issues to Address in Report:

- I. **Please identify College progress in the past year to advance the University's strategic plan. In particular, identify hiring done in the past year and the ways these faculty hires have strengthened the College.**

The goal of the University's strategic plan is to place the University among the top ten public research universities. This objective maps precisely with the College's measures of success as articulated in its most recent AACSB Reaccreditation Report (2003):

Programs and faculty of the College will consistently rank among the top ten public research institutions.

The College has tracked this objective for a number of years and has realized this goal in the majority of its academic units and programs. The actions of the College this past year, as in previous years, has been driven by that objective. The metric for individual decisions, is and has been, the contribution to this objective.

1. The Strategic Plan states that "UF must continue to strengthen and enhance its Undergraduate Programs" (SP, page 3)

One of the few comments in the Strategic Plan directly related to the College of Business suggested that the College should "trim and consolidate at the undergraduate level to the benefit of the MBA, PhD, and the Fisher School of Accounting". In fact that process is well underway as the undergraduate headcount has decreased by 20% over the last two years through active enrollment management. The quality attributes of undergraduate programs that are emphasized in the University Strategic Plan document are one of the priorities of the College and substantial progress has been made, especially in the following areas:

- A. **Maintain access/decrease headcount:** In the face of a static set of resources, the College continues with a two-fold enrollment management plan for the Undergraduate Program.

-Maintain access to business education for the community at large through the Electronic Platform courses;

-Enhance the educational experience of the business major by limited total headcount and reducing head count per section.

The data reported in Attachment 1 suggest the strategy has been successful and SCH have been relatively constant and the number of majors has declined by over 10% the past year.

B. Increase Research/Face Time with Faculty

-University Scholars: Continuing emphasis and participation in the University Scholars Programs. The 3:1 application to acceptance ratio continues and the College has funded several beyond the nine allocated by the University.

-Scholars in Action program: The College is developing an intensive scholars program which now has 50 students per term and will eventually number 200. These students act as Scholar Assistants for Electronic Platform classes and simultaneously enroll in a two credit enrichment class (max. 25 enrollees) taught by the EP faculty. The students meet each week with the faculty (or visiting faculty) and on a scheduled basis with assigned EP students. Extremely positive feedback in the first year of the initiative.

C. Enriched Electronic Platform Courses

The College has launched a multi-year EP Course Enrichment Program at a total cost of \$500,000. The first course to pass through this transition is now online using the Vista CT platform and extensive electronic interaction. We have an intensive review and evaluation scheduled for the end of Spring term and then we will begin the transition work on the next course.

D. Leadership Development

The Florida Leadership Academy (FLA) was founded to provide professional development programs for outstanding sophomore students in the College. Selection is competitive with requirements of academic excellence, extracurricular involvement and leadership potential. The first class consisted of 40 of the best undergraduates in the College. Subsequent classes will enroll the top 100 sophomores in Business.

E. Program Outreach and Enrichment

-Warrington Welcome. The College initiated a credit course for freshman in Fall, 2004. The intent of this course is captured by its themes: Personal Attention, Great Friendships, and a Foundation for Success. Class size is limited to 20 and is facilitated by a professional staff member and a senior business student. The class is intended to provide personal, peer, and professional connections in a community of scholars. During 2004-05, the College has offered 36 sections of the course, enough to accommodate 80% of our first year students.

-On-Line BSBA. The College committed to a major outreach project with the delivery of an on-line BSBA beginning in Fall, 03. The program has now graduated 27 students and

currently has 212 enrolled in the program. All assessment materials have rated the program successful and average student evaluations have been in the 4/5 range (excellent).

-Skills Development. Alumni feedback and student assessment have indicated insufficient development of critical skills that have been outside the curriculum mission of the College. The College has taken a pro-active remedial position and has begun to staff and deliver the following critical skills courses within the College:

1) Management Communication Skills. The College has hired four communications faculty who are delivering 30+ sections of oral and written communication classes for business students. A new class for undergraduates, Professional Business Writing, was introduced this year and 8 sections (250 students) were taught in the Fall and Spring.

2) Career Development and Computing Skills. The College began to offer two new critical skills courses in Fall, 04. These courses, Computing in the Business Environment and Effective Career Management in Business are web-based and have generated significant student interest with enrollments of 100+ each term.

F. Internationalization

The College's continuing emphasis on internationalizing the undergraduate experience has received an additional boost with the establishment of dedicated overseas programs and sites for our students. There are now four dedicated locations to choose from - Paris, Rouen, London, and Madrid. The College delivers half of the curriculum at each site in combination with courses taught onsite by guest lecturers. This year we have had 65 participants and we expect that number to increase to 100 next year. Ultimately through these sites, exchanges and transfer programs, we expect at least 25% (currently 17%) of our students to have had a study abroad experience.

2. The Strategic Plan also declares, "Success in the strategic plan depends critically on balancing the following considerations in each unit." (SP, page 14). The College has engaged these challenges as follows:

A. Hiring, Developing, and Retaining Top Quality, Productive Faculty

1) Hires

The College has hired 24 new tenure-track faculty in the last five years. All but one were at the Assistant Professor level and all graduated from peer schools or better. The degree granting institutions included Chicago (2), Northwestern (2), Maryland (2), Princeton, Berkeley, Duke, Carnegie Mellon, and several others. Faculty hiring in the last two years has been limited to replacement only. In fact, the College has received no funding for new hires in several years.

2) Promotions

In the last five years, the College has nominated seventeen faculty for promotion and/or tenure and the Academic Personnel Board has approved all of them (10 to Associate with Tenure; 7 to Full). Included in this group were three Assistants who were promoted early.

3) Retention

a) Matching Offers

The College has had sixteen instances of external offers over the past five years and has successfully countered in fifteen of those cases. It should be noted that the \$510,000 needed to fund those counteroffers came from the College's unused rate. The external offers came from peer schools such as University of South California (2), Duke (2), Maryland (2), Michigan State, Vanderbilt, and others.

b) Performance

The College has had 16 departures since 2000 for various reasons: Performance – insufficient progress (8); Retirement (2); Left Profession (1); Another school (5). In reference to the first reason, the College has a mandatory third year review for all untenured, tenure-track faculty. The College intends to hire faculty who will be professionally successful. However, lack of progress at any point before tenure or as revealed by sustained performance analysis are grounds for termination. It should be noted the College countered in only one of the five "another school" cases.

4) Salary

The objective of the College's salary policy is to remain competitive with our peer group. Reference to the AACSB salary survey (2004-05) indicates that in the 25 comparative cells, the College mean exceeded peer mean in 80% of the comparisons. The College's objective is salary equal to or greater than peer mean in all cells.

The results of this proactive faculty centered strategy have already been laid out. The College has nationally renown and world class scholars throughout its academic units and collectively they are generally ranked among the top ten publics in the nation and top twenty in the world.

There is, of course, a major caveat associated with this good news. Maintaining a competitive environment for good faculty is a dynamic and difficult process, especially in times of fiscal restraint. This past year, we had three of our faculty receive offers that averaged 60% increases over current salaries from Stanford, Georgetown, and CEIBS

(Shanghai). The College and/or the University needs sufficient flexibility to be responsive to such market movements.

B. Enhancing the Graduate Programs in Scope and Quality

As is well known, the College has greatly expanded the scope of its graduate programs, especially at the Masters level, over the last seven years. The specialty masters portfolio contains seven different programs with the following headcount (Fall; 2004)

MSDIS	109
MENT	41
MSFIN	32
MAIB	74
MSM	97
MARE	28
MACC	<u>242</u>
Total	*623

*This total was 220 in 1997.

This increased portfolio has allowed the College to reach out beyond the MBA to the need for more focused training in the graduate program of interest. This rapid increase in scope has given the College a competitive advantage in the market and also positioned the curriculum to accommodate and emphasize 4/1 programs. It should be noted that no state funding has been made available for student support and scholarships.

Further evidence of the graduate coverage of the College programs can be found in the external MBA portfolio. In 1997, there were none active and there are now six different programs, some with multiple cohorts, enrolling almost 550 students. These programs have provided access to quality graduate education to an important clientele - the upward mobile business decision-maker and this has provided critical revenues for the operation of the College's programs and activities.

The quality variable of the graduate programs has likewise been enhanced as evidenced by the increase in the average GMAT scores for new admits (MBA:1999 - 615, 2004 - 667; PhD:1999-686, 2004 - 714). The placement records of all of the graduate programs continue to improve and recently the Marketing Department was judged to have the best PhD placement record in the discipline.

The stipend/scholarships support for the graduate programs has increased substantially through a judicious mix of state, private and revenue generated funds. The average stipend for our PhD students has increased almost 50% over the last five years (\$12,000 to \$17,000) and the total monies dedicated to support the MBA students has risen by more than 70% (\$568,881 to \$986,880) during this period. The funding required to sustain the College's competitive position in the PhD market absorbs 80% of the College's operating budget. All of the student funding required for the other graduate programs must by necessity, come from private or revenue sources.

C. Ensuring Infrastructure and Facility Needs are Met

The technology infrastructure of the College has been largely developed internally and now stands among the best of business schools without major new construction in the last five years. All offices and student workspaces have LAN access. About 75% of the College space has wireless coverage and we plan to take that to 100% over the next two years. The College requirement is that every student have a laptop and much computing work takes place in the courtyard which has excellent wireless coverage.

The College has acquired and supports 750 personal computers which is a 50% increase over the last five years. Each faculty person has at least two computers, one of which is a laptop for work at his/her home location. The College follows a 3 year replacement model such that the average age of these machines is approximately 1.5 years. In addition the College has equipped and maintains eight multi-media classrooms that have a total capacity of 650 students.

In order to service this equipment and provide other technological support and advice, the College has a significant investment in appropriate staff. The Information and Technology staff now consists of eighteen people including instructional designers, webmasters, systems technologists and computer technicians. The salary budget associated with this group exceeds \$1,000,000.

The facilities piece of the puzzle is somewhat more problematic in as much as change is much slower and decisions are not exclusively local. However, the College has added a new building recently which increased our total space by 33% and significant space configuration changes in Stuzin Hall have occurred. In both cases, private money played a significant/dominant role. The College is actively pursuing private support for a new building dedicated to graduate programs. This additional facility should satisfy our space needs for the foreseeable future. This space is critical to the College's competitive positioning, especially the MBA.

D. Strategies to Achieve Maximum Impact and Efficiencies

The College has a longstanding commitment to maximizing impact and achieving efficiencies. This commitment is articulated in many ways but perhaps the most important is the full integration of the electronic platform in the delivery of business programs and information. The numbers support the impact story:

Electronic platform	
On-Campus	10,000 students per term,
Internet MBA	250 students enrolled,
On-line BSBA	212 students in program.

Access to information about the world of business has been a touchstone of our expanding use of the electronic platform. Almost half of the on-campus students enrolled are not business majors and yet this format gives them access. Of course, it is hard to measure the impact of providing

teaching to 25,000 students a year, but there is certainly an a priori case for significant. The entry into the internet market with the Internet and Online programs may likewise open doors to quality business education to those who do not have access otherwise.

The College has launched several inter-disciplinary programs to increase the impact of our resident knowledge base and skills. The newly developing entrepreneurship program has joined with agriculture and engineering in fashioning programs that will be more impactful because they cross disciplinary lines. Similar efforts through the College's Center for International Business and Economic Research have also resulted in programs that have greater impact because of their diverse perspectives.

An important extension of the influence or impact of the College's activity is the "storefront" efforts that have recently been allowed and launched. The College now offers an MBA program on-site in South Florida and will soon offer one in China. The impact of bringing the College's expertise and programs to these locations could be significant and the outcomes will be closely monitored.

Finally, the College is moving its support assets around to increase efficiency and productivity. Department staff are being reduced by 1/3 by attrition and the resources are being shifted to the Undergraduate Program Office and the Information and Technology Support area. Faculty support needs have shifted and student support needs have intensified with the use of the electronic platform. Further, net revenues from the on-line BSBA have been dedicated to the support of the resident program.

3. The Strategic Plan emphasizes throughout, "... UF must foster interdisciplinary research and instructional programs on an institutional level." (page 3, SP)

This strategic focus, in the first instance, is directed to several critical areas which are primarily in the sciences or social sciences field. However, the College has developed an interdisciplinary niche that can facilitate the fields noted and further the interdisciplinary effort in general.

A. Center for Entrepreneurship (CEI)

The College has created a Center for Entrepreneurship and Innovation which has begun to articulate its interdisciplinary mission through:

1) Degrees

The College launched an external degree program this past year with a Master of Science in Business Administration, and a concentration in Entrepreneurship. The first cohort of 40 students is now engaged and a new cohort of similar size is expected this summer.

2) Courses

The College now offers two courses and a minor in Entrepreneurship with an average course enrollment of 500 students per term. In addition, the College delivers courses for interested students (Pharmacy, Engineering, and Law) over "the Learning Network" each term with enrollments currently totaling 75 and increasing.

B. Economics Department

The College has sought to reinforce and expand the expertise of the Economics Department to those knowledge and application areas needing such expertise. The vehicle for this interdisciplinary initiative has been joint appointments of faculty connecting the research and/or teaching across disciplines. There is currently a search for an occupant of the joint CBA/ICARE appointment and a second possibility is in the planning stages for a joint CLAS/CBA appointment.

4. Identify hiring done in the past year and the ways these faculty hires have strengthened the College.

1. Gwendolyn Lee	University of California, Berkeley	Assistant Professor, Management
2. Srikanth Paruchuri	Columbia University	Assistant Professor, Management
3. Aydin Alptekinoglu	UCLA	Assistant Professor, DIS
4. Sarah Hamersma	University of Wisconsin	Assistant Professor, Economics
5. Jenny Tucker	New York University	Assistant Professor, Accounting
6. Haijin Lin	Carnegie Mellon	Assistant Professor, Accounting

In each case, the new hire was intended to replace a faculty who had departed due to retirement, performance, or another school. These six faculty additions move the College back toward the equilibrium number achieved in 2003. We continue to be short of the faculty number needed to effectively maintain and improve our standing. The personnel funding request includes rate needs of \$1.3 million, 85% of which is needed to reclaim and maintain equilibrium.

It should be noted that it takes 150% of the rate for a new hire five years ago to make a comparable hire today. Obviously, the College has been forced to cannibalize its lines in the absence of new rate which has resulted in decreased size as we tried to maintain.

II. Last year we discussed your strongest departments/programs and an outline of a plan to place them in the top 10 among publics. What steps have you taken in the intervening year to facilitate their advancement?

1. Achieve

A current summary of the departments/programs of the College is presented in the following table.*

Research Units

Department	03-04 Ranking	04-05 Ranking	Trend	Strength	Weakness	Action
Accounting	#30	#25	↗	Programmatic Reputation	Research Productivity	Research Focus/New Hires
Decision and Information Sciences	#12	#11	→	Programmatic Reputation, Research Productivity	Field Coverage	New Hires/Directed Emphasis
Economics	#10	#10	→	Research Productivity; Focus	Faculty Size, Demographics	Engage Faculty in University & College Initiatives
Finance	#6	#8	→	Research Productivity	Faculty Vulnerable to Market; No Assistants	Attain Financial Flexibility/Enrich Research Environment; New Hire
Management	#10	#8	↗	Research Productivity	Faculty Vulnerable to Market	Attain Financial Flexibility/Macro Faculty Focus
Marketing	#1	#1	→	Research Productivity	Faculty Vulnerable to Market	Attain Financial Flexibility to Retain Faculty

Instructional Units

Programs	03-04 Ranking	04-05 Ranking	Trend	Strength	Weakness	Action
Undergraduate	#15	#13	→	Accessibility, Innovation	Headcount, Too Large, Impersonal	Restrict Growth; More Support Services
MACC	#5	#5	→	CPA Pass Rate, Faculty Commitment	Limited Systems Focus	Hire where possible in Systems Area
MBA	#24	#21	→	Student Credentials, Executive Degree Programs	Funding, Facilities, Placement	Increased Funding, Focused Placement
Specialty Masters	N/A					
PhD	#14	#12	→	Marketing, Finance, Placements	Funding Inconsistent; Placement especially in Economics	Increased funding/increased stipends

*The ranking information is compiled from several sources. The primary source for research productivity is Business Research in Eight Disciplines, Robinson and Adler, 2003. This study examines the publication record in terms of quantity, quality, and citation for fifty-one schools – all of which have been listed by the media as in the top 30 business schools in some publication. The primary source for programmatic quality is the analysis presented annually by US News and World Report. PhD programs are not ranked by the media and so this ranking reflects a composite of information with an emphasis on placement records.

The College has a total of ten Research/Instructional Units and six of these ten are in the top ten among public Colleges of Business

The challenge is to maintain the standings of the units who have attained "top ten" designation while moving the remainder in the right direction.

2. Maintain

The primary difficulties for the Research Units which have attained the desired standing is faculty size (Economics) and faculty vulnerability to the market for excellence.

A. Size

Size is a problem for the Economics Department because it is one of the smallest in our peer set and this size restricts field coverage which puts them at a productivity disadvantage. However, they have developed a niche strategy which has enabled them to attain the current ranking and the joint appointment opportunities will enable them to diversity their research base.

B. Market Vulnerability

More importantly and more generally, the faculty of the College's leading Departments are in demand in the market and the College has increased vulnerability to external offers

because of limited financial flexibility at the College and University level. Over the last five years the College has successfully countered fifteen of the sixteen offers received by its faculty at a cost of \$510,000. However there is no rate left in the College and apparently there is no rate available at the University level. This past Spring, one of our rising stars in Economics, David Figlio, who is a major player nationally in the burgeoning field of Education and Economics, received an offer from the Stanford Business School that would give him an increase of \$70,000. The College, having no rate available, requested assistance from the University, which also apparently has little or no rate and as a consequence could provide only \$20,000 toward a counteroffer. The College managed to cobble together a package with private money that will keep David here – in the short term. However, the availability of these kinds of solutions is very limited and for the next one of these offers, there will be no viable counter.

There appears to be three possible solutions to this problem:

- a) Acquisition of new resources;
- b) Reduce faculty size to free up rate;
- c) Admit that excellence is not possible in the face of limited budgets and increasing demand for instructional units.

The College has tried to keep the market "at bay" through the revenue programs cash flow. However, these off-book dollars have upside limits and generate research productivity tension.

3. Improve Research Output

There are two units among our research units that cannot claim the appropriate standing.

A. Accounting

The research productivity of this unit has degenerated to the point that it is the only unit in the College that was not ranked in a recent major citation analysis. The programmatic aspects of the School continue to receive excellent rating but the research domain has atrophied. In fact, no one has been promoted to full in the last ten years. This is true in spite of the presence of an eminent scholar who is nationally recognized for the quality and quantity of his research. The College has taken the following steps to improve this situation.

- 1) A new Director has been appointed (Joel Demski). As an Eminent Scholar, the School's Director has a very clear research orientation which will be infused into the School.
- 2) The University provided some immediate funds for new research-oriented hires and to date there have been two hires, one from Carnegie Mellon and one from New York University.
- 3) The College will exercise more timely quality control through further integration of the PhD program and specific accountability metrics.

It is the expectation that the School's research program should be in the top fifteen in three years and top ten in five.

B. Decision and Information Sciences

This unit has made substantial reputational gains over the past few years and should be among the top ten in the next three years. This is a department whose research output measurement is a problem because of multiple fields with their own clientele and journals.

Much of the energy for this improvement has come from the new hires (seven since 2000) all of whom come from Research I programs. However, a limiter to rapid improvement has been the small number of "mentoring" senior faculty present (one Eminent Scholar and the Chair). Other departments have been highly productive with this "bottom-heavy" structure (Management Department) but it requires cross-discipline/cross-university collaboration which can slow the process down.

There are no strategic changes planned for the Department. They will bring in one new hire this year to replace a retirement. If funds are sufficient, the new hire could be a senior assistant who would provide more research leadership/maturity than the newly credentialed hire.

4. Improve Instructional Output

There are also two programs among our instructional units that cannot yet claim the desired standing.

A. MBA Program

The MBA Program is the most intensely examined activity of the College. The program was most recently ranked 21st among publics which was an improvement from the previous year's ranking (25th). The size of the resident program has been reduced by 50% (240 to 120) over the last five years in part by design (increased GMAT, GPA, work experience) and in part by competition. Size seems to matter in MBA rankings and to break into the top decile, the program probably needs at least 150 students. This cannot be attained in today's competitive market without increased funding for students.

In order to attain the size and ranking desired, the College has put the following in place.

- 1) Appointed a new Director with responsibility for all the college-wide masters programs.
- 2) Divided the support staff into residential and external with an Associate Director in charge of each.
- 3) Increased and enhanced activity by career service officers and marketing personnel to overcome reputational and locational handicap. Funding flows from external programs.

The College has an active and expanding portfolio of seven different external programs and an enrollment of over 600 students. Limited ranking information is available for these programs

which tend to be idiosyncratic. However, demand is a fair measure of perceived value and the growing enrollments is a market indicator of quality and value added.

B. PhD Program

This Program has grown slowly over the last few years from a low of 74 headcount in 1998 to a forecasted 95 in 2005. There is no general external ranking of PhD programs in Business and a paucity of such information as related to the disciplines.

The assessment process generally focuses on placement and certainly within the College placement at peer schools or better is an important variable when evaluating departmental outcomes. Since 1994, 60% of the PhD placements (excluding international students who returned to their native country) have been at peer schools and most recently the placement record has been even better with placements at Wharton (Marketing), Michigan (DIS), Duke (Economics), Carnegie Mellon (Accounting), Michigan State (Management), and Pittsburg (Finance).

The 2nd decile standing for the overall program is largely built on the standing of the programs in Marketing and Finance. Specific ranking information for disciplines indicate that the Marketing PhD program has had the #1 placement record in the discipline over the past eight years with placements at MIT, Harvard, Chicago, Wharton, NYU, Columbia, etc. These students have won or placed in dissertation competitions in five of the last six years. Finance PhD student placement results rank in the top five of the public peer group for the period 1990-1998. The other disciplines (Economics, Accounting, DIS and Management) have little or no discipline specific information. I believe that none of these would be top ten although all are improving and could reach that level in the next three to five years.

The major limiters to general improvement is sufficiency of funding. The College has increased minimum stipends from \$10,000 to \$15,000 in the last three years but we are still below the national mean of \$19,000 and the best students - those we recruit - are being offered a minimum of \$25,000. Funding competition is intense not only in terms of stipend but also in terms of tuition waivers and years of support. The former is a necessary part of a competitive support package and if we lose this state funding the College will be forced to cut the program by 50% in order to fund tuition from its own budget. The current college support package provides four (4) years of support but the national norm is moving to five (5) years and we will have to meet that condition within the next three years. We have increased our PhD budget from \$500,000 to \$850,000 (excluding tuition waivers and Alumni Fellowships). However, we'll have to increase the College's budget to \$1,000,000 in the short run and \$1,500,000 in five years to get the numbers and quality consistent with 1st decile ranking across the board.

In one more ranking note, a recent analysis by three Canadian schools came up with a comprehensive ranking of some 500 business schools world-wide. The ranking is based on research productivity as measured through citation analysis utilizing a selected set of journals. The Warrington College of Business ranked 34th in the world and 18th among publics. As is often the case (i.e., University of Florida), the whole is less than the sum of the parts. The

discipline and program specific evaluations change more rapidly than the sum of such as embodied by the College. We believe that if we continue on the current improvement trajectory, the College will achieve the same standing as the individual research and instructional units of the College within three years.

III. How many faculty searches are being conducted in the college this year and what progress has occurred to date in filling these positions? In particular, please indicate how authorized lines are being filled this year and how many authorized lines will not be filled this year.

A. The College authorized three faculty searches this year.

Department	Position	Status	New Hire
Economics/ICARE	Assistant Professor	Completed; Offer made; Response pending	
Accounting	Assistant Professor	Completed; Offer made; Response pending	
	Assistant Professor	Completed; Offer made; Response pending	

B. The College will have three vacant lines at the beginning of the 05-06 FY that are to be filled by lecturers. None of these lines have sufficient rate to support hiring tenure-track faculty and as a consequence the College has been forced to either downsize its faculty further or hire lower cost personnel for teaching purposes on a limited time basis.

Budget

First Priority:

Identify/Commit building site for graduate studies program building (no funding required)

Second Priority:

Restore the College's operating budget to 2001-02 level

Continuing Needs:

Personnel funding referenced in following text and table

The first priority for the College is to secure a building site for the proposed graduate studies building. The continuing success and future improvement in our graduate programs will depend on appropriate funding and facilities. All of our peers have acquired new facilities with appropriate technology in the last five years. We must move soon on this or lose our competitive position.

The second priority for the College is restoration of its operating funds. As a result of the 50% reduction in these funds over the last three years, sustaining the PhD program alone now absorbs 90% of the \$1.5 million budget. There is literally not enough funding left "to keep the lights on" and without private sources and revenue programs, the College would be forced to place severe restraints on its programs and activities.

The personnel funding needs of the College should be understood in the context of no available rate. All uncommitted rate in the College has been used to sustain the College's operations. However, we can no longer maintain the operations of the College and provide the appropriate staffing by covering all needs with one limited source of funds. And further, the fund demands placed on the revenue programs have become so large that the reinvestment needed for maintaining and refreshing the revenue program has been compromised.

The personnel funding needs reported in the attached spreadsheet are of four different types. It should be noted that the first two categories represent replacement events in which the rate made available was absorbed either in underfunded new hires or matching offers.

1. Critical Needs

The College has identified the number of faculty needed to sustain appropriate quality and quantity dimensions after the effects of the current enrollment management strategies are fully realized. The College is now several faculty below this number and the rate specified in the critical category is needed to replace departing or retiring faculty whose work product must be recaptured or the College's programs and output must be down-sized.

2. Important Needs

The two lines identified as important funding needs have unique and central roles to play in the College. The Eminent Scholar line (Jim Walter Eminent Scholar Chair) has been vacant for several years and the rate required has escalated. The College's "unfilled" response to the annual state audit will eventually raise questions by the donor if not the State about the University's commitment to the Eminent Scholar program.

The FSOA Director position has been (will be) vacated by retirement and the School needs new leadership to move it back to the forefront of peer schools. The interim Director has made major strides in recruiting and reassessment of priorities. This very positive momentum will be lost without the funding necessary for a new Director.

3. New Initiatives

-In College: There are two new and important fields of study in business education – ethics and entrepreneurship. While both disciplines have been part of business management from its inception, it is only recently that they have become critical management and social issues. The College has captured this rising interest with relevant centers and private funding. Student interest has outpaced resources available, and this in-college initiative would provide a teaching faculty person in each field.

-In University: As noted, the College has responded to an increasing need across the University for expertise in Economics by exploring and instigating joint appointments. The first two manifestations of this initiative is the ECO/ICARE appointment and the proposed ECO/CLA-CSS appointment. This initiative tracks the interdisciplinary nature of the field and provides leverage for the funds available.

College/Unit: Warrington College of Business Administration

Building Site: **First Priority**

Other Funding (Top Funding Needs):

Department/Focus Area <i>If interdisciplinary, note College/Department Connection</i>	Description of Funding Needs	Funding Amount	Funding Justification <i>Page location of narrative</i>
College: Research & Teaching	Expense and OPS	\$1,700,000	
	This would restore our operating budget which has been cut by 50% with a \$1.3 million budget reduction in 01-02 and a \$350,000 reduction this year.		

Personnel Funding (Continuing Needs):

Department/Focus Area <i>If interdisciplinary, note College/Department Connection</i>	Salary Plan <i>Faculty TEAMS GRA OPS</i>	Title	Months Appointed 9, 12	FTE	Salary <i>Includes fringe benefits</i>	Additional Resources Required <i>start-up, office/lab renovation, equipment, etc.</i>	Support Funding <i>computer, office support, travel, staff support should be noted on a separate line</i>	Funding Justification <i>Page location of narrative</i>	Office and/or Lab Space Availability <i>yes/no</i>
Critical Needs									
Management	Faculty	Assistant Professor	9	1.00	\$ 162,500	\$ -	\$10,000		yes
Marketing	Faculty	Lecturer	9	1.00	\$ 100,000		\$7,500		yes
Decision Information Sciences	Faculty	Assistant Professor	9	1.00	\$ 170,000		\$10,000		yes
Finance	Faculty	Assistant Professor	9	1.00	\$ 170,000		\$10,000		yes
Important Needs									
Economics	Faculty	Eminent Scholar	9	1.00	\$ 250,000		\$20,000		yes
Accounting	Faculty	Director, FSOA	9	1.00	\$ 200,000		\$15,000		yes
New Initiatives-In College									
Management	Faculty	Lecturer	9	1.00	\$ 87,500		\$5,000		yes
Finance/CEI	Faculty	Lecturer	9	1.00	\$ 105,000		\$5,000		yes
New Initiatives-In University									
Economics/Education	Faculty	Assistant Professor	9	0.50	\$ 55,000		\$5,000		yes
Economics/LAS	Faculty	Assistant Professor	9	0.50	\$ 55,000		\$5,000		yes

Warrington College of Business Administration

Items for Discussion

April 2005

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Attachments:

1. PhD Placement Results
2. Program Review, 2004
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1., 2. What are your goals for undergraduate and graduate education in the next 3 to 5 years?

The enrollment goals for the College in the time period of interest are:

Undergraduate programs-
Reduce headcount and maintain SCH,

Graduate Programs-
Increase headcount and SCH,

External Programs-
Increase headcount.

The quality assessment goals are to achieve top ten public standing in ranked activity and significant demand for activities outside of ranking metrics.

A. Undergraduate Programs (Headcount)

	<u>Fall 04</u>	<u>Fall 07</u>	<u>% Change</u>
BABA	1,134	775	-32%
BSBA	3,242	3,125	-4%
BSBA (DCE, on-book)	211	385	+82%
BAcc	<u>709</u>	<u>720</u>	<u>+2%</u>
Total	5,296	5,005	-5.5%

The changes in undergraduate headcount are driven by the objective of reducing senior class sizes. The College has put in place enrollment management strategies which should maintain the desired equilibrium number of 5000, given the current resource base. These strategies include increased preprofessional requirements and capacity constraints in terms of transfers.

The external undergraduate program should experience a significant headcount increase over this period going from 212, Fall 04 to 385, Fall 07. Under the current revenue sharing agreement, these headcount move to the on-book count and have reduced the impact of the declining headcount in the BABA program.

B. Undergraduate Programs (Student Credit Hours)

	<u>SCH 04-05</u>	<u>SCH, 06-07</u>	<u>% Change</u>
BABA	13,365	9,200	-31%
BSBA	54,807	52,000	-5%
BSBA (DCE, on-book)	4,018	13,500	+336%
BAcc	12,293	12,500	+2%
Other	<u>42,289</u>	<u>45,000</u>	<u>+6%</u>
Total	126,772	132,200	+4%

The small increase in SCH forecasted in spite of the relatively large decrease in headcount is consistent with the objective of maintaining SCH. The several strategies used include:

1. BABA and BSBA curriculum now require more business hours so the business SCH per headcount will go up and cushion the impact of the headcount decrease.
2. Increase seats available in service courses (new & old) that are attractive to out-of-college students. The forecasted increase in "others" SCH reflects the impact of this strategy.
3. New SCH captured by BSBA (DCE, on-book).

C. Graduate Programs (Headcount)

	<u>Fall 04</u>	<u>Fall 07</u>	<u>% Change</u>
MBA	131	140	+6.8%
MBA (DCE, on book)	39	375	+960%
MAC	242	240	0%
Masters (spec)	341	385	+12.9%
PhD	<u>90</u>	<u>100</u>	<u>+11%</u>
Total	843	1,240	+47%

All graduate programs are expected to increase in headcount over the relevant period. The primary source of the forecasted increase in total is the inclusion of MBA (DCE) headcount in the on-book numbers. New revenue sharing programs have facilitated moving certain DCE courses on-book (Internet MBA) and provided a vehicle for including certain off campus programs (South Florida, China) in the on-book count. Increases in the MBA and Specialized Masters program numbers are also forecasted. In all cases, except the MBA program, the program will have reached capacity. In some cases, MSRE and MSF, it appears to be "demand" capacity and in others it is more "supply" capacity. In the latter case, there appears to be unsatisfied demand for the MAIB, MSM, MSDIS, and PhD programs. However, the resources needed for expansion in these programs are fully utilized and any additional growth would require additional resources.

D. Graduate Programs (Student Credit Hours)

	<u>04-05</u>	<u>06-07</u>	<u>% Change</u>
MBA	3,274	3,400	+4%
MBA (DCE, on book)	1,596	6,262	+400%
MAC	4,233	4,300	+1.5%
Masters (spec)	7,502	8,366	+11.5%
PhD	1,901	2,050	+8%
Other	<u>3,278</u>	<u>3,400</u>	<u>+3.7%</u>
Total	21,784	27,778	+27.5%

The growth in graduate student credit hours tracks the forecasted growth in headcount. It reflects the new revenue sharing agreement which has brought the internet MBA program and the South Florida and China programs on-book. As noted, any further increase in graduate student credit hours (except for the MBA program) will require increased demand (MSRE, MSF) or increased resources (MSM, MAIB, MSDIS, PhD).

5. Graduate Programs (DCE-off book)

	Fall 04	Fall 07
Headcount	491	375
	06-07	05-06
SCH	12,920	9,250

The decrease in headcount and student credit hours reflects a reclassification of two major programs (Internet 1MBA and Internet 2MBA) from off-book to on-book. In fact the total headcount and SCH attributable to external graduate programs are expected to increase from 491 (F, 04) to 750 (F, 07) and from 12,290 (04-05) to 15,512 (06-07).

3. **What Distance/Continuing/Executive Education programs do you have in place and what new ones are you considering? Will you request on-book or off-book status?**

The College currently has ten different programs in some form of the DCE format. There are twenty-one sections of these programs currently offered with a total during year enrollment of 935. In the past year, five of these programs have begun or been moved to on-book status with specified revenue sharing agreements.

The College has moved two undergraduate courses, Principles of Entrepreneurship and Principles of Real Estate to the electronic platform locally. The College is considering the delivery of these courses in a DCE format statewide as stand alone, general interest courses servicing the business community with an on-book/revenue sharing arrangement. In addition, the College planned to deliver in a local DCE format two undergraduate courses, GEB3035, ISM3004, off-book. The continuing "book" status of these courses is currently under discussion.

<u>PROGRAM TITLE</u>	<u>NUMBER OF CREDIT HOURS</u>	<u>FORMAT</u>	<u>LOCATION</u>	<u>LENGTH</u>	<u>CURRENT ENROLLMENT</u>	<u>NUMBER OF GRADUATES THRU FALL 2004</u>
Executive MBA	48	Live sessions one weekend (Fri/Sat/Sun) per month.	Gainesville, FL	20 months	55 (2 sections)	289
MBA For Engineers & Scientists	48	Live sessions one weekend (Sat/Sun) per month.	Gainesville, FL	27 months	77 (2 sections)	37
Professional Two Year MBA	48	Live sessions one weekend (Sat/Sun) per month.	Gainesville, FL	27 months	157 (3 sections)	173
Professional MBA in South Florida	48	Live sessions one weekend (Sat/Sun) every 3 weeks.	Weston, FL	24 months	39 (1 section)	N/A
Professional MBA in Tianjin	48	Live sessions in a modular format meeting twice per module (Fri through Mon).	Tianjin, P.R. China	22 months	Anticipated to begin Fall 2005	N/A
Professional One Year MBA	32	Live sessions one weekend (Sat/Sun) per month.	Gainesville, FL	16 months	52 (1 section)	259
Internet Two Year MBA	48	Live sessions at beginning (Sun) and end of term (Sat). Majority of work done via internet.	Gainesville, FL & Distance Learning	27 months	152 (3 sections)	132
Internet One Year MBA	32	Live sessions at beginning (Sun) and end of term (Sat). Majority of work done via internet.	Gainesville, FL & Distance Learning	16 months	95 (2 sections)	71
Online BS in Business Administration	60	All courses offered via internet. Exams proctored at various locations in Florida.	Student's Location	24 months	241 (5 sections)	21
MSBA Entrepreneurship	30	Live sessions one weekend (Sat/Sun) per month.	Gainesville, FL	15 months	42 (1 section)	N/A

4. How have you gone about diversifying the faculty and staff in the past 12 months?

The College has continued its pro-active policies in terms of ethnic and gender diversification. While it has had limited success in the former, it has made some substantial progress in the latter.

In the past twelve months, we have hired six new faculty

Ethnicity	Gender	
	Male	Female
White-Caucasian		1
African-American		
Asian-American	2	3
Hispanic-American		

Four of the hires are female and five of the hires are minority. However, we continue to have limited success in hiring African-American faculty. There have been opportunities, i.e., trailing spouse, lecturer relocation, that the College could not take advantage of due to lack of resources. In each case, the College requested resource assistance from the University but apparently the lack thereof persists at all levels and complicates efforts to diversify. We currently have two African-American faculty and hope to double that number in three years, but it will be difficult. We are a supporting member of the PhD Project whose purpose is to increase the numbers of African-Americans in the profession. The problem is too few candidates and too great a demand. We continue to search and incentivize success but the going is slow.

On the staff side of the ledger, gender diversification is not a problem or if it is, it is in the male population. However, ethnic diversity seems to be almost as intractable as in the faculty population. The record of staff hires for the last twelve months is:

Ethnicity	Gender	
	Male	Female
White-Caucasian	3	7
African-American	1	1
Asian-American		1
Hispanic-American		
American-Indian	1	

Over half of the recent hires are female, although the male population represents an increase over the existing proportion (18%). Only four of the new employees were minority, two of whom are African-American. Currently about 17% of our staff are minority and we will take every feasible hiring opportunity to increase that proportion to 20%.

5. How well do your departments track PhD students post-graduation?

Our metrics for success in the PhD program are placement and research productivity.

-Placement. The goal is to place graduates in positions at peer schools or better. This objective is tracked throughout the graduates' career as the placement issue is not just the initial position. Several of our recent graduates have moved in their second position to peer schools or better.

-Productivity. The goal is to prepare graduates for successful academic careers in research intensive institutions. Timely promotions, tenure awards, and various recognitions are evidence of success in this aspect/result of our PhD training.

The Dean/Senior Associate Dean meet with the Academic Unit Heads annually to review the success of the Departments' PhD programs in terms of the outcome metrics noted above. Of course that review requires the Departments to track their PhD students post-graduation and the results have been a fairly complete data set for all of our graduates since 1992 (Attached, pre-1992 information is limited). The centrality of this information to program evaluation requires appropriate attention to this data.

Information on UF Ph.D. grads: Last data input: 12/04						
Name	Department	GradDat	First Job	Present Position, if known	Award/Honor	
Cynthia Copp	Accounting	92	Louisiana State University	No Affiliation		
Robin Radke	Accounting	92	University of Houston	University of Texas, San Antonio		
Pornisiri Poonakasem	Accounting	92	Chulalongkorn University			
Devaun Kite	Accounting	92	University of Houston	No Affiliation		
Ronald G. Worsham	Accounting	May-94	Brigham Young University	Brigham Young University		
Carolyn Takeda-Brown	Accounting	Dec-94	University of Florida	No Affiliation		
Marilyn Zareski	Accounting	Dec-94	University of Central Florida	University of Mississippi		
Louise E. Single	Accounting	May-95	Boston College	University of Texas - Austin		
Sean Robb	Accounting	May-95	Wilfrid Laurier Univ. (Canada)	University of Toronto		
Jeffrey Payne	Accounting	Aug-95	Pittsburgh State University	University of Oklahoma		
Mark Anderson	Accounting	Dec-95	University of Texas-Dallas	University of Texas - Dallas		
Partha Sengupta	Accounting	Dec-95	University of California-Irvine	University of Hawaii - Manoa		
Antonello Callimaci	Accounting	May-97	University of Quebec-Montreal	University of Quebec-Montreal		
Donna D. Bobek	Accounting	Dec-97	University of Central Florida	University of Central Florida		
Lizabeth Anne Austen	Accounting	Dec-97	University of Arkansas	Eastern Carolina University		
Jinghong Liang	Accounting	May-98	Carnegie Mellon	Carnegie Mellon University		
Richard C. Hatfield	Accounting	May-98	Drexel University	University of Texas - San Antonio		
Deborah Pendarvis	Accounting	Aug-98	Flagler College	Saint Leo University		
Vincent Owoso	Accounting	Aug-98	Bentley College	Bentley College		
Suzanne Landry	Accounting	May-99	Universite du Quebec a Montreal	Universite du Quebec a Montreal		
Kevan Lee Jensen	Accounting	May-00	Univ of Oklahoma (Asst. Prof.)	University of Oklahoma		
Sanjeev Bhojraj	Accounting	May-00	Cornell University (Asst. Prof.)	Cornell University		
Allen Blay	Accounting	Aug-00	University of California- Riverside	University of California- Riverside		
Lin Nan	Accounting	Aug-04	Carnegie Mellon	Carnegie Mellon University		
George Drymiotes	Accounting	Aug-04	University of Houston.	University of Houston		
Oya Icmele	DIS	Dec-92	Cleveland State University	same		
Serpil Sayin	DIS	Dec-92	Bilkent University, Turkey	Koc University, Turkey		
Meltem Denizel-Sivri	DIS	May-93	Middle East Tech Univ, Turkey	Sabanci University, Turkey		
Chrysanthus Dealmeida	DIS	Aug-93	St. Francis Xavier, Nova Scotia	same		
Haldun Aytug	DIS	Aug-93	Michigan Tech	University of Florida		
Kiran Garimella	DIS	Aug-93	Central State-Wilberforce	Chief Architect, GE-Healthcare		
Siddharth Bhattacharya	DIS	Aug-93	Southern Illinois Univ.-Carbondale	University of Illinois - Chicago		

Name	Department	GradDat	First Job	Present Position, if known	Award/Honor
Natalie Simpson	DIS	Aug-94	University of Buffalo	same	Winner - Teaching Innovations Award, DSI Annual Meeting, 2004
Raymond L. Major	DIS	Aug-94	VPI	same	
Taeho Ahn	DIS	Dec-94	Soongsil University, Korea	same	
Jeffrey Schaller	DIS	May-96	Eastern CT State University	same	Winner - Best Theoretical Paper, DSI Annual Meeting, 2004
Robert C. Norris Jr.	DIS	Dec-97	University of North Florida	Government Consultant	
Jackie Rees	DIS	Aug-98	Purdue University	same	
Joni Jones	DIS	Aug-99	U. of Michigan-Bus. Sch.	University of South Florida	
Lawrence Nicholson	DIS	Aug-00	U. of West Indies, Jamaica	same	
Bulent Catay	DIS	Aug-01	Sabanci University, Turkey	same	
Erjiang Sun	DIS	Aug-01	Bus. Mgmt. Consulting	Nexant, Inc., San Francisco	
George Boger	DIS	Aug-01	Murray University-Kentucky	same	
Pauline Chin	DIS	Aug-01	Florida Atlantic University	same	
Cheryl Aasheim	DIS	Aug-02	Georgia Southern University	same	
Haluk Demirkan	DIS	Aug-02	Arizona State University	same	
Kutsal Dogan	DIS	Aug-02	University of Texas-Dallas	same	
Yi Sun	DIS	Aug-03	California State Univ - San Marcos	same	
Qian Tang	DIS	Aug-04	National University of Singapore	same	
Nihat Kasap	DIS	Aug-04	Sabanci University, Turkey	same	
Jonathan Smith	DIS	ABD	University of West Indies, Jamaica	same	
Benjamin Blair	Economics	Dec-92	University of Nevada, Las Vegas	Mississippi State	
Dennis Weisman	Economics	May-93	Southwestern Bell	Kansas State	
Gulnaz Abdulkadir	Economics	May-93	World Bank - Washington D.C.		
Laixun Zhao	Economics	Aug-93	Otaru Univ of Commerce (Japan)	Hokkaido U (Japan)	
Scott Makar	Economics	Aug-93	Holland and Knight Law Firm		
Daniel Leclair	Economics	Dec-93	University of Tampa	AACSB	
Jinyong Chen	Economics	Dec-93	W.F. Corron (Consulting)		
Jill Boylston	Economics	May-94	Hamline University	Univ of Fl, Inst Child & Health Policy	
Jongmin Lee	Economics	Aug-94	Kangweon National Univ. (Korea)		
Srabana Gupta	Economics	Aug-94	Florida Atlantic University	Penn-State - Erie	
R. Dean Foreman	Economics	May-95	AT&T	Exxon Mobil	
Richard Hoffman	Economics	May-95	Public Defender's Office		

Name	Department	GradDat	First Job	Present Position, if known	Award/Honor
William Encinosa	Economics	May-95	Univ. of Michigan (postdoctoral)	Agency for Healthcare Research and Quality	
Cindy Houser	Economics	Aug-95	Texas A&M International-Laredo	Asian Development Bank	
Li Zhu	Economics	Aug-95	Kansas State, Kansas Health Inst.	American Century Investment	
Yikang Li	Economics	Aug-95	AT&T		
Jennifer Cobb	Economics	May-96	University of Florida	Disney	
Min Zhu	Economics	Aug-96	AT&T	JP Morgan Chase	
Thomas Fullerton	Economics	Aug-96	University of Texas-El Paso		
Margaret Byrne	Economics	Dec-96	Baylor Medical University	Pittsburgh Dept. of Medicine	
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	Florida Atlantic University	
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	DePauw University	
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	UF, Bureau of Econ & Bus. Res		
Luis Gutierrez	Economics	May-00	Universidad del Rosario, Colombia		
Mark Jamison	Economics	May-01	University of Florida, PURC		
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.		

Name	Department	GradDat	First Job	Present Position, if known	Award/Honor
Chifeng Dai	Economics	Aug-03	UF, Bureau of Eco & Bus. Res.		
Mary Davis	Economics	Aug-03	Univ of Massachusetts, Boston		
Deborah Fletcher	Economics	Aug-03	Miami University (Ohio)		
BongHoon Kim	Economics	May-04	POSCO Res Inst (Seoul, Korea)		
Salvador Martinez	Economics	Aug-04	Weber State		
Kornivica Pimukmanaskit	Economics	May-05	Isuzu in Thailand		
Mark Scanlan	Economics	Aug-05	Stephen f. Austin - Texas		
Kok-Chew Lim	FIRE	Aug-92	City Polytech, Hong Kong		
Edward O'Neal	FIRE	Aug-93	University of New Hampshire	Wake Forest University	
Ivy Locke	FIRE	Aug-93	Florida State University	Southeast Missouri State Univ (admin)	
Steven R. Cox	FIRE	Aug-93	University of Indiana		
Matthew T. Billett	FIRE	Dec-93	FDIC (DC)	Univ of Iowa (tenured)	
Charles Mann	FIRE	May-94			
Craig Collins	FIRE	May-94	Florida A&M University		
Vinay Datar	FIRE	May-94	Seattle University	same (tenured)	
J.A. Garfinkel	FIRE	Aug-94	Loyola University	Univ of Iowa	
Richard Borgman	FIRE	Dec-94	Univ of Maine	same (tenured)	
Karin Roland	FIRE	Dec-95	Office of the Comptroller of the Currency (DC)	Valdosta State University (GA)	
David Marcus	FIRE	Aug-96	Cornerstone Research-Boston	same	
Sorin Sorescu	FIRE	Aug-96	University of Houston	Texas A&M (tenured)	
Jeffrey Jewell	FIRE	Aug-97	David Lipscomb University		
Wei-Lin Liu	FIRE	Aug-97	Pace University	Michigan State Univ (Asst Prof)	
David Harrison	FIRE	Aug-98	University of Vermont	same (tenured)	
Richard Warr	FIRE	Dec-98	Kansas State Univ (Asst. Prof.)	NC State Univ	
Bartley Danielson	FIRE	May-99	DePaul University (Chicago)	same	
D. Edward Fee	FIRE	May-99	Michigan State U. (Asst. Prof.)	same	
Hsuan-Chi Chen	FIRE	Aug-99	Fujen University-Taiwan	same	
Shawn Thomas	FIRE	Aug-99	U. of Pittsburgh (Asst Prof of Fin)	same	
Hui Yang	FIRE	Aug-00	Kansas State Univ (Asst. Prof.)	same	
Larry Fauver	FIRE	Aug-00	Univ of Miami (Asst Prof of Fin)	same	
Kasturi Rangan	FIRE	Aug-01	Case Western Univ (Asst. Prof)	same	
D. H. Zhang	FIRE	May-02	University of South Carolina	same	
Lei Zhou	FIRE	Aug-02	Miami University	same	

Name	Department	GradDat	First Job	Present Position, if known	Award/Honor
John Banko	FIRE	May-03	Northern Illinois University	same	
Elvan Aktas	FIRE	May-04	Florida Atlantic Univ (Asst. Prof.)	same	
Rick Borghesi	FIRE	Aug-04	Texas State University	same	
Rongbing Huang	FIRE	May-04	Kennesaw State University	same	
Ralph Scholten	FIRE	May-04	Cornerstone Research	same	
Glenn Williams	FIRE	Aug-04	Florida Atlantic University	same	
Stanislav Nikolova	FIRE	Aug-04	George Mason University	same	
Qing (Grace) Hao	FIRE	Aug-05	Univ of Missouri at Columbia	same	
Jannifer Burnett	Management	Aug-93	Univ of Alabama, Birmingham	Consultant	
Jeff Katz	Management	Aug-93	Kansas State University	same	James Van Eggerly Chair
Steve Werner	Management	Aug-93	University of -Houston	same	
Neal P. Mero	Management	May-94	Air Force Academy	University of Central Florida	
James R. Vanscatter	Management	Aug-94	USAF Institute of Technology	Louisiana State University	
Randall Harris	Management	Dec-95	California State Univ-Stanislaus	same	
Kevin Banning	Management	Aug-96	Auburn University-Montgomery	same	
Mary Jo Vaughn	Management	Dec-96	Mercer University	same	
David Scott Kiker	Management	Dec-97	Univ South Carolina, Beaufort	Auburn University-Birmingham	
Timothy Gerald Degroot	Management	Dec-97	Univ of Western Ontario (Canada)	Oklahoma State University	
Mary Bretek	Management	Aug-98	Auburn University-Birmingham	same	
Paula Silva	Management	Aug-98	University of New Mexico	Cal - State Northridge	
Amy Brownlee	Management	Aug-99	Southern Methodist Univ, Dallas	Business owner - Consultant	
Vilmos Misangyi	Management	May-02	University of Delaware	same	Outstanding paper award from the Organizational Theory Division of the Academy of Management, 2004

Name	Department	GradDat	First Job	Present Position, if known.	Award/Honor
Remus Ilies	Management	May-03	Michigan State University	same	Meredith P. Crawford Fellowship, Human Resources Research Organization, 2003-04; John C. Flanagan Award for Outstanding Student Contribution, Society for Industrial and Organizational Psychology National Conference, Toronto, ON, 2002
Angelo Fanelli	Management	Aug-03	HEC Paris	same	Outstanding paper award from the Organizational Theory Division of the Academy of Management, 2004
Misty Loughry	Management	Aug-01	Clemson University	same	
Eric Fong	Management	Aug-04	University of Alabama, Huntsville	same	
Frances Goeddeke	Management	Dec-04	United Auto Workers Int'l Headquarters	same	
Robert E. Wild	Management	Dec-04	Alligator Properties, LLP		
John Shaw	Management	Aug-04	Mississippi State University	same	
Christine Jackson	Management	Aug-04	Purdue University	same	
Greckhamer, Thomas	Management	Aug-05	Louisiana State University		
Piccolo, Ronald	Management	Aug-05	University of Central Florida		
Seshan Ramaswami	Marketing	Dec-92	Hong Kong University	Singapore Management University	
Stephen Holden	Marketing	Dec-92	Groupe Essec (France)	Bond University	
Michelle DeMoss	Marketing	May-93	Stetson		
A.V.Muthukrishnan	Marketing	May-93	Fairleigh Dickinson University	HKUST (tenured)	
Robert W. Veryzer	Marketing	Aug-93	Rensselaer Polytech	same (tenured)	
Manuel C. Pontes	Marketing	Dec-93	Fairleigh Dickinson University	same (tenured)	
Elizabeth Moore-Shay	Marketing	May-94	Boston College	Notre Dame (tenured)	Honorable Mention in the 2001 Ferber Award for the best Journal of Consumer Research article based on a dissertation.

Name	Department	GradDat	First Job	Present Position, if known	Award/Honor
Amitabh R. Mungale	Marketing	Aug-94	Rutgers University	Georgetown	
Susan M. Fournier	Marketing	Dec-94	Harvard University	Dartmouth	
Tuan Pham	Marketing	Dec-94	Columbia University	same (tenured)	
Corinne Faure	Marketing	May-95	Virginia Polytechnic Institute	European Business School	
Luk Warlop	Marketing	May-95	Catholic Univ. Leuven (France)	same (tenured)	
Sandy Jap	Marketing	Aug-95	MIT	Emory (tenured)	
Prasad Naik	Marketing	May-96	Univ. of California-Davis	same (tenured)	Winner, 1999 Frank M. Bass Award for the best Marketing Science paper based on a dissertation
Sonja Radas	Marketing	Dec-96	Washington University St. Louis	University of Zagreb	
Rita Clay McMillan	Marketing	May-97	Texas A&M University	Davidson	
Frances G. Hollman	Marketing	Dec-97	Pennsylvania State University	same	
Hyongjae Rhee	Marketing	Dec-97	Kookmin University (Korea)	same	
Andre Carlos Menck	Marketing	May-98	Universidade Federal De Uberlandia (Brazil)	same (tenured)	
Anne Stringfellow	Marketing	May-98	Thunderbird University	same	
Stacy Lynn Wood	Marketing	May-98	University of South Carolina	same	
John Walter Pracejus	Marketing	Aug-98	University of Alberta (Canada)	same (tenured)	
Michael Guiry	Marketing	Aug-98	SUNY-New Paltz	same	
Stijn M.J. Van Osseler	Marketing	Aug-98	University of Chicago	Erazmus (Chaired Full Professor)	Honorable Mention in the 1999 American Marketing Association Doctoral Dissertation Award competition; Winner, 2001 Ferber Award for the best Journal of Consumer Research article based on a dissertation.
Kevin Bradford	Marketing	May-99	Notre Dame	same	
Norma Mendoza	Marketing	Dec-99	University of Arkansas	same	
Americaus Reed II	Marketing	May-00	University of PA, Wharton	same	
Lisa Bolton	Marketing	May-00	University of PA, Wharton	same	Winner, 2000 American Marketing Association Doctoral Dissertation Award competition

Name	Department	GradDat	First Job	Present Position, if known	Award/Honor
Amitav Chakravarti	Marketing	Aug-02	New York University	same	
Hayden Noel	Marketing	Dec-02	Baruch College	same	
Marcus daCunha	Marketing	Aug-03	University of Washington	same	
B. Kaltchevia	Marketing	May-04	University of Miami	same	
Tom Meyvis	Marketing	May-01	New York University	same	Winner, 2002 American Marketing Association Doctoral Dissertation Award competition.
Eduardo Andrade	Marketing	May-04	UC-Berkeley		
Tim Silk	Marketing	May-04	University South Carolina		
YuBo Chen	Marketing	Aug-04	University of Arizona		
Vanhouche, Wouter	Marketing	Aug-05	University of South Florida		
Wang, Qi	Marketing	Aug-05	SUNY - Binghamton		
Els deWilde	Marketing	ABD	HEC Montreal	same	
Suzanne Nasco	Marketing	ABD	Southern Illinois	same	

Warrington College of Business Administration

Program Review

April 9, 2004

Report Available Upon Request

Warrington College of Business Administration

Transition Report

December, 2004

An Introduction to the
Warrington College of Business Administration
December, 2004

I. Major achievements and particular strengths in the College during the past three years.

To provide the appropriate context for the observations and claims that follow, one should refer to the College's Strategic Framework (attached) which sets the stage with a mission statement as well as a statement of shared purposes and values and measures of success.

Strengths of the College

1. *Faculty*

Research Productivity: Top ten in the country.

Teaching Skills: Disproportionate number of teaching awardees.

2. *Students*

Qualifications: Among best in country.

Activism: National awards; University recognition.

Value Added: National leader in placement success in PhD program and specialty Masters programs.

3. *Programs*

Design: Nationally recognized for innovativeness.

Demand: Program reputation has driven demand beyond capacity in undergraduate program and has rapidly increased the headcount in external graduate programs.

4. *Productivity*

Campus and national cohort leader in measures of productivity such as student credit hours/faculty, state funds/student credit hour, etc.

5. *Management*

Innovative and Goal Oriented: Programmatic and budgetary changes are national leaders; Effective operation under several different central models.

All of these observations/claims can be substantiated by relevant sources and/or data.

Achievements in the last few years

1. *External evaluations (attached)*

In the top twenty US public business colleges across all programs.

In the top ten US public business colleges across all faculty in terms of research productivity.

Among the leading business schools internationally (depends on source, ranking varies from #4 in the world in faculty quality [The Economist] to #37, MBA program among all US program [Financial Times]).

Numerous national research recognitions for individual faculty.

2. *Faculty*

Quality. Has been enhanced witness the various productivity measures. Twenty-one tenure track faculty hires in last five years and all but one graduated from peer school or better.

Retention. An important achievement associated with continuing our quality improvement with productive (and moveable) faculty. The College faculty had sixteen external offers in the past five years and it successfully countered in all but one case. Most of the funding required for these counters (\$510,000) came from the College's available rate.

3. *Programs*

Online BSBA Program. Initiated the State's first internet based undergraduate program to provide access throughout the State. Currently have 300 students in the program.

South Florida MBA. Opened the State's first public off campus "store front" activity with the program initial class of 40 at a Ft. Lauderdale site this Fall.

Specialized Masters. The College has established "niche" graduate programs over the last several years and has grown from one program (MAC) with 225 headcount to seven programs with over 500 headcount.

Undergraduate Program. Several new initiatives underway including three sponsored overseas sites, writing classes (2 new faculty), leadership academy, and Warrington Welcome course (15 sections per term).

4. *Management*

Enrollment management. In the face of increasing demand in the undergraduate program and static State resources, the College developed an undergraduate enrollment management plan which has reduced College major headcount from 6500 to 5000.

Budget model. The College developed an output based budget model to take the place of the "historical" model previously imposed. The model was proposed to and accepted by central administration as basis for 05-06 budget. This could be the most important recent achievement.

5. *Development*

New building. The College successfully blended private and public funds to build a new 35,000 square foot building which now houses the Fisher School of Accounting.

Endowment. Continued growth in spite of market conditions. Now one of the best endowed public schools in the relevant peer set.

II. Indicate the goals of the College/Center in the next few years.

Short-term (unordered)

1. *Retain High Quality Faculty*

The College is committed to competing for, attracting and retaining the best faculty, and we are prepared to accept a smaller faculty size in order to have enough rate to retain such faculty. While the College would prefer to provide sufficient compensation to keep faculty out of the market, this is apparently not possible within the current state budget environment. High quality research oriented senior faculty are in high demand and short supply. It is generally recognized that the state provides inadequate annual adjustments and we are constantly under pressure from schools who are attempting to attract our faculty. If adequate rate is not available, the College will become smaller with fewer faculty and as a result there would be fewer undergraduate electives.

2. *Expand Graduate Enrollments*

The College is committed to expanding graduate enrollments toward 2000 graduate students. To facilitate this growth (assuming quality remains the same or increases), the College will expand the specialized masters, grow the traditional MBA programs, and continue to expand external MBA opportunities, including the internet MBA options. The traditional MBA has excess capacity but this is the most expensive growth option since competing for the best students with significant work experience and high GMAT scores is very expensive. However, we need to expand our traditional MBA program to

graduate between 150 and 250 students per year (currently, 130) in order to compete in the top ten.

A new graduate studies building is a priority in order to provide quality classrooms, breakout rooms, and adequate space for career resources and student services for our graduate students.

3. *Maintain PhD Program*

Our PhD program is facing severe difficulty in two areas: adequate tuition waivers, and funds for stipends. While the College has continued to attract the best students and we have outstanding placements, we are facing severe resource pressures. We may not have sufficient funds to maintain program quality and size. We may have to cut faculty size to obtain these funds. The College has supported the PhD program by reducing faculty summer teaching opportunities and has assigned these activities to PhD students. We have exhausted this source and now must obtain additional resources or shrink the PhD program or reduce quality, or maintain quality and size but accept a smaller faculty.

4. *Improve faculty resources*

Given the double edged drop in endowment performance and the unrestored budget cuts, the resources to support faculty have declined. The College needs to expand funds to support faculty research budgets, doctoral students, expand technology support and to maintain a research environment. This is critical to attracting and retaining a high quality research faculty. The College will either seek to expand funds or slow faculty recruitment to maintain an adequate balance.

Long Run (unordered)

1. *Recover from Budget Cuts*

Recover \$1.5 million budget cut. In the long run this is necessary if the College is to be in a position to generate resources to support College and University programs. The College currently has return on investment of about 120%. This means the \$1.5 million cut to the College budget resulted in a loss to the University of Florida in excess of \$1.8 million, (every \$1 increase in the College's budget produces an additional \$1.20 for the University above the budget cost).

2. *Capital Campaign*

The College's budget target for the campaign is \$100 million. This money will be used to fund forty new endowed professors, adding a graduate studies building, seeking funds to renovate Matherly Hall, funding opportunities for our honors undergraduate program, and endowing several centers. With an adequate development staff and based on performance in prior campaigns, the College should exceed its goal by about 30% and raise between \$125 and \$135 million.

3. *Increase Faculty Size*

The College needs to increase faculty size and this will be accomplished only by having adequate state budget to fund the faculty size increase from 90 faculty to 100 faculty. Salary fringes and support dollars to attract 10 new junior faculty would be about \$2.5 million. This increase to 100 will still place us in the bottom (sixteenth position) when compared to our peer group of fifteen best public university business schools. This growth is key to expanding research productivity (which is at the top of our peer group on a per faculty basis) and properly servicing our expanding graduate programs.

4. *Fund a Graduate Studies Building*

The Graduate Studies Building is essential if we are to expand graduate enrollments and provide space for technology, breakout rooms, classrooms, space for a graduate career resource center, and student services for our MBA and specialized masters. At present, our graduate student classrooms and space are utilized seven days a week and with a utilization rate of 100% between 8 a.m. and 6 p.m. We would need to raise funds for a 35,000 gross square foot building.

5. *Expand PhD Program*

The College at present has a significant competitive advantage in attracting, and placing our PhD graduates. This competitive advantage is based on having a high quality research oriented faculty, and having recognized faculty discipline leaders. By expanding our PhD funding to \$2 million we could attract additional high quality PhD students, and expand our placements. We need to move from our current rate of PhD's for faculty of about .9 to a ratio of one to one or preferably 1.2 to 1.0. The sources of funding are expanding the state funding, expanding endowment funds through endowing a Graduate School of Business, or developing a DBA program and use the resources generated to fund the PhD programs.

III. Indicate the major challenges facing the College and the major achievements in the College for the past two years.

1. Acquire the State funding to fill the gap between current support and the funding necessary to maintain the quality attributes of the College and the student demand for business education.
2. Attain a rational budget model such that the College's performance and output impact directly and in an understandable manner on the fund allocation process.
3. Plan and implement physical plant expansion and improvement. The technology and setting for the research and teaching tasks have become more central to the outcomes and the College must keep its plant current or lose faculty and students to peers.

4. Develop and implement a comprehensive pedagogical model that integrates the diverse programs and platforms of the College into a strategic plan that is fundable and consistent with the objectives of the University.
 5. Development of and participate in an outcome/assessment process that encourages and accommodates improvement while insisting on high quality at a minimum.
- IV. Indicate the major foci of developments for which you would request resources from this office in the next year or two.**

The major foci of developments are articulated in the goals of the College (responses to question II). These foci complement the strengths of the College and meet the challenges to the College's aspiration to be one of the ten best public business schools in the country.

Attachments (available upon request):

Warrington College of Business Faculty/Program Rankings & Awards

Warrington College of Business Administration 2003 Strategic Framework

Tuition Dollars

00-01		<u>Out of State</u>	<u>In State</u>
	Grad	48.4%	51.6%
	Ugrad	20.5%	79.5%
	Total	29.1%	70.9%

04-05			
	Grad	59.4%	40.6%
	Ugrad	29.5%	70.5%
	Total	39.8%	60.2%

Changes in funding sources 00-01 to 04-05

FTE (Grad)	-6.8%	FTE (Total)	-3.8%
FTE Funding (Grad)	-16.9%	FTE (Funding Total)	-16.6%
FTE (Ugrad)	-3.2%		
FTE Funding (Ugrad)	-16.5%		
Tuition Funding (Grad)	+64.5%		
Tuition Funding (Ugrad)	+40.7%		
Tuition Funding (Total)	+48.1%		

**WARRINGTON COLLEGE OF BUSINESS ADMINISTRATION
REVENUE GENERATION BY DEGREE LEVEL**

	UNDERGRADUATE (Upper Division)	GRADUATE (Grad 1)	
TUITION REVENUE			
Number of Students per Class	32	50	32
Credits	<u>4</u>	<u>4</u>	<u>2</u>
SCH	128	200	64
Tuition & Fees per Credit (2005-06 est.)	101.91	101.91	257.27
Revenue per Class (assumes all in-state students)	13,044.48	20,382.00	16,465.28
Load per Faculty per Year	3.5	3.5	5.0
Tuition Revenue Per Faculty Load	45,655.68	71,337.00	82,326.40
FTE REVENUE			
SCH per Class	128	200	64
Load per Faculty Per Year	<u>3.5</u>	<u>3.5</u>	<u>5.0</u>
Total SCH	448	700	320
FTE per SCH	40	40	32
FTE per Faculty	11.2	17.5	10.0
Dollars per FTE	8,454	8,454	14,162
FTE Revenue per Faculty Load	94,684.80	147,945.00	141,620.00
TOTAL REVENUE			
Tuition Revenue Per Faculty Load	45,655.68	71,337.00	82,326.40
FTE Revenue per Faculty Load	<u>94,684.80</u>	<u>147,945.00</u>	<u>141,620.00</u>
TOTAL REVENUE PER FACULTY LOAD	140,340.48	219,282.00	223,946.40

July 12, 2005

**TUITION GENERATED BY COURSE TYPE AND DEPARTMENT
FISCAL YEAR 2004-05**

	<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	1,440,962	23,314		2,673,826			40,900	4,179,002
Upper Division	940,296	132,305	1,650,221	2,519,503	5,197,731	5,052,322	4,671,258	20,163,635
Graduate	1,884,431	736,424	1,235,635	539,926	1,902,134	1,490,551	718,722	8,507,822
Graduate II	122,528	17,080	153,717	398,030	337,880	170,797	250,997	1,451,028
Total	4,388,217	909,123	3,039,572	6,131,286	7,437,744	6,713,669	5,681,876	34,301,487
Percentages	12.79%	2.65%	8.86%	17.87%	21.68%	19.57%	16.56%	100.00%
<u>Tuition Funding</u>								
Lower Division	1,402,211	22,687		2,601,920			39,800	4,066,618
Upper Division	576,778	81,156	1,012,247	1,545,465	3,188,292	3,099,098	2,865,353	12,368,389
Graduate	1,741,964	680,749	1,142,218	499,107	1,758,328	1,377,861	664,384	7,864,610
Graduate II	67,502	9,409	84,684	219,280	186,142	94,094	138,277	799,389
Total	3,788,455	794,001	2,239,149	4,865,771	5,132,762	4,571,053	3,707,815	25,099,006
Percentages	15.09%	3.16%	8.92%	19.39%	20.45%	18.21%	14.77%	100.00%
GRAND TOTALS	8,176,672	1,703,125	5,278,721	10,997,057	12,570,506	11,284,722	9,389,691	59,400,493
PERCENTAGES	13.77%	2.87%	8.89%	18.51%	21.16%	19.00%	15.81%	100.00%

NOTE: Tuition includes all fees in addition to matriculation.

6/20/2005

Undergraduate: Headcount, Fall Terms

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
BABA	1,193	1,392	1,798	2,188	2,289	1,582	1,134	795	775	775
BSBA	3,468	3,644	3,807	3,674	3,517	3,529	3,242	3,255	3,125	3,125
BSBA (DCE, on-book)							211	300	345	385
BSAC	611	649	597	608	659	719	709	700	710	720
BSBA (DCE, off-book)					39	126				
Ugrad Total	5,272	5,685	6,202	6,470	6,504	5,956	5,296	5,050	4,955	5,005

Graduate Programs: Headcount, Fall Terms

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
MBA	299	313	224	121	110	134	131	107	125	140
MBA (DCE, on-book)							39	192	370	375
MAcc	248	202	179	203	221	196	242	230	235	240
MS-Dis	84	142	153	150	143	141	105	120	125	130
MS-Man	0	0	88	82	65	74	97	110	110	110
MA-Int Bus	0	0	51	63	55	56	74	77	80	80
MS-Fin	0	0	0	22	25	18	32	25	27	30
MS-Real Est	15	24	28	27	27	22	28	30	30	30
Subtotal	99	166	320	344	315	311	336	362	372	380
PhD	74	84	80	92	94	96	90	95	100	100
Other	1	44	2	9	1	6	5	5	5	5
Grad Total	721	809	805	769	741	743	843	991	1207	1240
MBA (DCE off-book)	135	141	188	271	354	491	491	341	350	375

Undergraduate: Student Credit Hours, Summer, Fall, Spring

	97-98	98-99	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07
BABA	16,356	17,091	19,629	24,277	29,337	28,218	19,828	13,365	9,500	9,200
BSBA	55,701	56,428	57,502	57,741	55,464	52,483	54,826	54,807	55,026	52,000
BSBA (DCE, on-book)								4,018	11,000	13,500
BSAC	13,587	10,970	10,954	10,232	10,952	11,392	12,657	12,293	12,200	12,500
Other	42,348	41,669	37,158	38,709	40,701	38,962	40,768	42,289	44,000	45,000
Ugrad Total	127,992	126,158	125,243	130,959	136,454	131,055	128,079	126,772	131,726	132,200
BSBA (DCE off-book)	444	869	1,146	1,233	1,229	3,903	7,087	5,570		

Graduate Programs: Student Credit Hours, Summer, Fall, Spring

	97-98	98-99	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07
MBA	8,579	9,374	9,777	6,676	3,262	2,859	3,329	3,274	2,848	3,400
MBA (DCE, on-book)								1,596	4,076	6262
MAcc	3,776	4,096	4,364	3,547	4,623	4,340	4,167	4,233	4,200	4,300
MS-Dis	910	2,004	2,608	2,957	2,913	2,605	2,414	1,929	2,220	2,313
MS-Man	0	0	0	2,210	2,322	1,947	2,614	2,645	3,080	3,080
MA-Int Bus	0	0	1,245	1,546	1,710	1,160	1,118	1,439	1,502	1,560
MS-Fin	0	0	0	0	580	787	572	900	725	783
MS-RealEst	271	386	471	544	523	567	587	589	630	630
Subtotal	1,181	2,390	4,324	7,257	8,048	7,066	7,305	7,502	8,157	8,366
PhD	1,707	1,324	1,576	1,611	1,635	1,803	1,987	1,901	2,000	2,050
Other	1,548	1,361	3,593	3,634	3,322	3,051	3,475	3,278	3,300	3,400
Grad Total	16,791	18,545	23,634	22,725	20,890	19,119	20,263	21,784	24,581	27,778
MBA (DCE, off-book)	511	666	1,234	3,809	7,436	9,590	11,832	12,920	9,000	9,250

Warrington College of Business
Faculty/Program Rankings and Awards
June 23, 2005

The following report contains rankings information on the faculty and programs of the Warrington College of Business collected during 2004. These rankings are taken from the most widely recognized media sources (domestic and international), as well as academic sources, whether they be individual or institutional research studies. They evaluate the quality of the College and its programmatic components, as well as faculty research productivity, strength in functional areas of business.

Some of these rankings use ratings assigned by educators at peer schools, deans, program heads, alumni and corporate recruiters. Others use quantitative comparable measures, such as citation analysis, GMAT scores, starting salaries, etc. Several use a combination of both. The basis for each ranking assigned is noted in the individual survey.

The set of peer schools with which we identify is included in these tables to gauge our effectiveness and strength in comparison with those schools.

This report also contains information on awards and recognitions the faculty received in 2004, as well as a sample of our doctoral placements (since 1998) that reflect our program and faculty strength.

Highlights of the *U.S. News & World Report* 2006 MBA Rankings

- All AACSB International-accredited schools were surveyed. Of those, 318 responded, of which 189 provided the needed data. Rankings are based on a weighted average of these quality indicators:
 - Quality assessment: Business school deans, directors of accredited programs, and corporate recruiters were asked to rate programs.
 - Specialty rankings: These rankings are based solely on ratings by educators at peer schools. The schools receiving the most votes appear on the list.
 - Placement success
 - Student selectivity
- UF's overall ranking:
 - Overall: #42
 - Among Publics: #22

The Florida MBA is also one of only a few select programs that were ranked among the Top 30 in four or more of the more specialty categories, based on the peer assessment of our world-class faculty:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Specialty Rankings Overall: <ul style="list-style-type: none"> • #12 in Marketing • #19 in Accounting • #21 in Finance • #28 in Management | <p style="text-align: center;">Among Publics:</p> <ul style="list-style-type: none"> • #4 in Marketing • #8 in Accounting • #5 in Finance • #13 in Management |
|---|---|

How UF did in comparison to its peers:

**Tie
*Not Ranked

U.S. News Best Graduate Programs Overall	Accounting	Finance	Marketing	Management
UC Berkeley 6	Texas 3	UC Berkeley 10	Michigan 3	Michigan 3
Michigan 10	Illinois 4	Michigan 11	UC Berkeley 8	UC Berkeley 9
Texas** 18	Michigan 5	Ohio State 16	Texas 9	Indiana 16
Washington** 18				
North Carolina** 21	North Carolina 9	Texas 18	FLORIDA** 12	North Carolina 18
Ohio State** 21	Indiana 13	Indiana 19	North Carolina** 12	Texas 19
Minnesota** 23	Ohio State 15**	FLORIDA** 21	Indiana** 18	Purdue 21
Purdue** 23	UC Berkeley 15**	Wisconsin** 21	Wisconsin** 18	
Indiana** 27	FLORIDA 19	Illinois 24	Minnesota 23	Minnesota 22
Illinois** 27				
Michigan St. 32	Washington 22	Arizona*	Illinois 24	Illinois 25
	Wisconsin 23	Iowa*		Ohio State 25**
Wisconsin** 37	Arizona** 27	Michigan St.*	Purdue 25	
Iowa **37	Iowa** 27	Minnesota*		
Penn State** 37		North Carolina*	Arizona*	FLORIDA 28
Arizona 40	Michigan St. 30	Penn State*	Iowa*	Arizona*
		Purdue*	Michigan St.*	Iowa*
FLORIDA 42		Washington*	Penn State*	Michigan St.*
			Purdue*	Penn State*
			Washington*	Washington*

Highlights of the *Financial Times* 2004 EMBA Rankings

- *Financial Times* (widely considered *The Wall Street Journal* of Europe and the UK), selected 88 business schools worldwide as candidates to be included in their 2004 top 75 EMBA ranking. Of the 88 schools, 81 had sufficient response rate (20 percent of alumni and a minimum of 20 responses in total) to be considered for the ranking of the top 75 programs. Ph.D. rankings are based on placements at *FT*'s Top 50 business schools.
- The rank of a school is based on its performance in three areas:
 - Career progress of the alumni (both in terms of salary and rank)
 - School's diversity and international experience it offers
 - School's intellectual output and research
- UF's overall ranking:
 - Worldwide: #69
 - In the U.S.
 - Overall: #37
 - Among Publics: #15
 - Only ranked school in Florida
- Research ranking:
 - Worldwide: #16
 - In the U.S.
 - Overall: #14
 - Among Publics: #5
- PHD ranking:
 - Worldwide: #21
 - In the U.S.
 - Overall: #11
 - Among Publics: #6
- How UF did in comparison to its peers:

<i>Financial Times</i> 2004 EMBA Rankings		
Overall Rank	Research Rank	PHD ranking
Purdue 11	North Carolina 6	Illinois 4
Illinois 26	Michigan State 13	Purdue 5
Texas 34	FLORIDA 16	Texas 7
Wisconsin 41	Illinois 17	Michigan State 15
North Carolina 44	Minnesota 21	FLORIDA 21
Michigan State 53	Purdue 25	Minnesota 27
Minnesota 55	Wisconsin 30	North Carolina 32
FLORIDA** 69	Iowa 37	Iowa 37
Iowa** 69	Texas 38	Wisconsin 41
Arizona*	Arizona*	Arizona*
UC Berkeley*	UC Berkeley*	UC Berkeley*
Indiana*	Indiana*	Indiana*
Michigan*	Michigan *	Michigan
Ohio State *	Ohio State*	Ohio State*
Penn State*	Penn State*	Penn State*
Washington*	Washington*	Washington*

ot Ranked
tie

Highlights of the U.S. News & World Report 2004 MBA Rankings

- All AACSB International-accredited schools were surveyed. Of those, 293 responded, of which 185 provided the needed data. Rankings are based on a weighted average of these quality indicators:
 - Quality assessment: Business school deans, directors of accredited programs, and corporate recruiters were asked to rate programs.
 - Specialty rankings: These rankings are based solely on ratings by educators at peer schools. The schools receiving the most votes appear on the list.
 - Placement success
 - Student selectivity
- UF's overall ranking:
 - Overall: #53
 - Among Publics: #27
- UF is one of only 23 schools that were ranked among the Top 25 in three of the core departmental categories (accounting, finance, and marketing).
- Specialty Rankings Overall:
 - #14 in Marketing
 - #18 in Accounting
 - #24 in Finance
- Among Publics:
 - #5 in Marketing
 - #7 in Accounting
 - #9 in Finance
- How UF did in comparison to its peers:

U.S. News Best Graduate Programs Overall			
Overall	Accounting	Finance	Marketing
UC Berkeley 8	Texas 2	UC Berkeley 9	Michigan 7
Michigan 10	Illinois 4	Michigan 12	UC Berkeley 8
Ohio State 20	Michigan 5	Texas 16	Texas 12
Minnesota** 21	North Carolina 10	Indiana 19	FLORIDA 14
North Carolina** 21			
Indiana** 23	Indiana 12	Ohio State 22	Wisconsin 16
Illinois** 23			
Texas** 23			
Purdue** 27	Ohio State 15	Illinois 23	Indiana 18
Washington** 27			
Michigan St. 30	FLORIDA** 18	FLORIDA 24	North Carolina 19
	Washington** 18		
Arizona 35	UC Berkeley 21	Arizona* Iowa*	Minnesota 22
Wisconsin 36	Wisconsin 24	Michigan St.* Minnesota*	Illinois** 25 Ohio State** 25
Penn State 45	Iowa** 28 Michigan St.** 28	North Carolina* Penn State*	Arizona* Iowa*
FLORIDA 53	Arizona* Minnesota*	Purdue* Washington*	Michigan St.* Penn State*
Iowa 55	Penn State* Purdue*	Wisconsin*	Purdue* Washington*

* Not Ranked
** Tie

Highlights of the *USNews & World Report* 2004 Undergraduate Rankings

- *U.S. News* surveyed deans and senior faculty at AACSB International-accredited undergraduate business programs. The rankings are based solely on this survey. Schools offering any courses in a specialty are eligible to be ranked; the schools receiving the most mentions in each appear.
- UF's ranking:
 - Overall: #27
 - Among Publics: #17
- Specialty rankings:
 - Overall:
 - #7 in Accounting
 - #8 in Marketing
 - #8 in Real Estate
 - #13 in Finance
 - #16 in Management Information Systems (DIS)
 - #21 in Management
 - Among Publics:
 - #4 in Accounting
 - #6 in Marketing
 - #7 in Real Estate
 - #8 in Finance
 - #12 in Management Information Systems (DIS)
 - #15 in Management
- How UF did in comparison to its peers:

Undergraduate Programs	Accounting	Finance	Management	Management Information Systems	Marketing	Real Estate
UC Berkeley 3	Texas 1	Michigan 3	Michigan 2	Arizona** 3 Texas** 3	Michigan 2	Wisconsin 2
North Carolina** 6 Texas** 6	Illinois 2	UC Berkeley 4	UC Berkeley 3	Minnesota 5	Texas 3	UC Berkeley 3
Indiana** 11 Illinois** 11	Michigan 4	Texas 6	Indiana 5	Michigan 8	UC Berkeley 4	Illinois 5
Minnesota** 14 Wisconsin** 14	FLORIDA 7	Indiana** 7 Ohio State** 7	North Carolina 6	Indiana 9	North Carolina 5	Ohio State 7
Ohio State** 17 Purdue** 17	Indiana 8		Texas 7	UC Berkeley 11	Indiana 7	FLORIDA 8
Michigan St** 20 Penn State** 20 Arizona** 20	UC Berkeley 9	North Carolina 9	Wisconsin 9	Purdue 13	FLORIDA 8	Penn State** 10 Michigan** 10
FLORIDA** 25	North Carolina 12	FLORIDA** 13 Wisconsin** 13	Ohio State 11	FLORIDA 16	Wisconsin 9	Indiana 12
Washington** 25	Ohio State 13	Washington 15	Michigan St** 15 Penn State** 15 Illinois** 15	Illinois* Iowa* North Carolina* Ohio State* Penn State* Michigan St* Washington* Wisconsin*	Penn State 10	Arizona* Iowa* North Carolina* Michigan St* Minnesota* Purdue* Texas* Washington*
Iowa 34	Iowa 15	Illinois 16	Minnesota 19		Illinois 12	
	Michigan St** 17 Washington** 17	Penn State** 21 Purdue** 21 Minnesota** 21	FLORIDA** 21 Iowa** 21 Washington** 21*		Ohio State 15	
	Wisconsin 20	Iowa* Michigan St*	Arizona* Purdue*		Minnesota 16	
	Arizona 21				Michigan St** 18 Arizona** 18	
	Penn State 24					
	Minnesota 25				Iowa* Purdue* Washington*	
	Purdue*					

Not Ranked
Tie

Highlights of the 2003 Academic Assessment Services Faculty Productivity Ranking

- Academic Assessment Services performed a citation study of almost 5,000 full-time faculty members with doctoral degrees at 51 leading U.S. schools across eight disciplines (accounting, economics, finance, information systems, marketing, management science, organizational behavior, and strategy). Full results were presented at the International Business and Economic Research Conference.
- Specialty rankings:
 - Overall:
 - #5 in Marketing
 - #22 Finance
 - #22 in Organizational Behavior
 - #26 in Economics
 - #29 in Management Science
 - Among Publics:
 - #1 in Marketing
 - #6 in Finance
 - #10 in Economics
 - #10 in Organizational Behavior
 - #11 in Management Science
- How UF did in comparison to its peers:

2003 Academic Assessment Services Faculty Productivity Ranking

Accounting	Economics	Finance	Info Systems	Marketing	Management Science	OB	Strategy
Michigan 9	Berkeley 2	Berkeley 12	Berkeley 2	FLORIDA 5	Ohio State 8	Berkeley 1	Berkeley 1
Berkeley 12	Michigan 15	Ohio State 15	Arizona 14	North Carolina 11	North Carolina 12	Michigan 6	Ohio State 2
North Carolina 14	Arizona 25	Purdue 17	North Carolina 15	Michigan 14	Wisconsin 15	Iowa 8	Penn 3
Iowa 15	Indiana 20	Minnesota 21	Indiana 16	Minnesota 17	Berkeley 17	Indiana 11	North Carolina 8
Penn 20	Iowa 21	FLORIDA 22	Texas 17	Penn 19	Texas 19	North Carolina A 12	Purdue 15
Minnesota 21	Illinois 23	Illinois 24	Minnesota 21	Iowa 20	Purdue 20	Texas 15	Minnesota 17
Arizona 24	FLORIDA 26	Michigan 26	Michigan 22	Illinois 23	Indiana 21	Michigan State 17	Michigan 18
Texas 26	Purdue 30	North Carolina 27	Illinois 23	Texas 27	Iowa 24	Arizona 21	Indiana 22
FLORIDA*	Michigan State*	Texas 28	Michigan State 28	Arizona 28	Arizona 25	FLORIDA 22	Texas 30
Illinois*	Minnesota*	Arizona*	Penn 30	Wisconsin 30	FLORIDA 29	Penn 23	Arizona*
Indiana*	North Carolina*	Indiana*	FLORIDA*	Berkeley*	Michigan State 44	Illinois 24	FLORIDA*
Michigan State*	Ohio State*	Iowa*	Iowa*	Indiana*	Illinois*	Wisconsin 25	Illinois*
Ohio State*	Penn*	Michigan State*	Ohio State*	Michigan State*	Michigan*	Ohio State*	Iowa*
Purdue*	Texas*	Penn*	Purdue*	Ohio State*	Minnesota*	Purdue*	Michigan State*
Wisconsin*	Wisconsin*	Wisconsin*	Wisconsin*	Purdue*	Penn*	Minnesota*	Wisconsin*

Washington not included in survey

not ranked
file

Highlights of the *Which MBA? (The Economist)* 2004 MBA Rankings

The Economist (UK) is the premier source for the analysis of world business and current affairs, providing authoritative insight and opinion on international news, politics, business, finance, science and technology, as well as interviews of cultural trends and industry, business and country surveys. The Economist Intelligence Unit provides continuously updated, comprehensive analysis for senior global executives, including *Which MBA?*, an extensive directory of the best MBA courses worldwide.

- The rankings for the Economist Intelligence Unit rankings are based on:
 - Data provided by business schools with full-time MBA programs
 - Opinions of students and alumni who graduated within the last three years
- UF's overall ranking:
 - Worldwide: #89
 - In the U.S.
 - Overall: #47
 - Among Publics: #22
 - Only ranked school in Florida
- Faculty quality:
 - Worldwide: #4
 - In the U.S.
 - Overall: #1
 - Among Publics: #1
- How UF did in comparison to its peers:

<i>Which MBA? 2004</i>	
Overall Rank	Faculty Rank
Michigan 10	FLORIDA 1
UC Berkeley 17	Iowa 5
Ohio State 19	Arizona 8
Illinois 23	Michigan 14
North Carolina 24	Illinois 16
Iowa 25	UC Berkeley 18
Texas 28	Wisconsin 22
Minnesota 29	North Carolina 25
Penn State 32	Ohio State 26
Purdue 33	Penn State 27
Indiana 34	Minnesota 30
Wisconsin 40	Purdue 31
Arizona 46	Indiana 36
FLORIDA 47	Texas 46
Michigan State*	Michigan State*
Washington*	Washington*

Not Ranked

Highlights of *The Wall Street Journal* 2004 MBA Recruiters Rankings

The Wall Street Journal/Harris Interactive Business School Year 4 Survey is based on the opinions of 2,849 MBA recruiters who hire full-time business-school graduates. For the first time, WSJ published two separate rankings for U.S. schools, in an attempt to group the 63 North American schools according to where recruiters tend to recruit, which yielded a "national" and a "regional" ranking.

- UF's ranking:
 - Overall Regional: #21
 - Among U.S. Regional: #19
 - Among U.S. Regional Publics: #9
- How UF did in comparison to its peers:

<i>The Wall Street Journal</i> MBA Recruiters Rankings 2004	
National Rank	Regional Rank
Michigan 1	Purdue 1
North Carolina 11	Ohio State 2
UC Berkeley 15	Michigan State 8
Texas 16	Indiana 13
	Penn State 14
	FLORIDA 21
	Washington 29
	Minnesota 32
	Wisconsin 33
	Illinois 40

Arizona*
Washington*

Not Ranked

ighlights of the University of Texas-Dallas 2004 Top 100 B-Schools Research Productivity Rankings

- The rank of a school is based on publications in 22 leading journals in major business disciplines between 2000-2004
- UF's overall ranking:
 - Worldwide: #30
 - In the U.S.
 - Overall: #30
 - Among Publics: #16
 - Only school in Florida ranked in Top 50
- How UF did in comparison to its peers:

UT 2004 Top 100 B-Schools	
Michigan	10
Texas	11
North Carolina	15
Washington	17
Penn State	18
Illinois	19
Ohio State	20
Indiana	21
Purdue	24
Minnesota	25
UC Berkeley	27
Wisconsin	29
FLORIDA	30
Michigan State	31
Arizona	51
Iowa	60

Faculty Awards

The faculty have garnered evidence of performance not only in the rankings information that is summarized elsewhere but also in the recognitions afforded them. The awards and recognitions below have been earned by faculty in the past year.

2004

Name(s)	Discipline	Award/Sponsor
Joseph Alba	Marketing	Distinguished Scientific Contribution Award – Society of Consumer Research
Harold Benson	DIS	George Cantor Award for Distinguished Career Achievements – International Society on Multiple Criteria Decision Making
Jason Colquitt	Management	Ernest J. McCormick Award for Early Career Achievement – Society for Industrial and Organizational Psychology (SIOP)
Virginia Maurer	Management	Blue Key
Rich Romano	Economics	University of Florida Research Foundation Professorship
Henry L. Tosi, Jr.	Management	Organization Management Theory Best Paper Award – Organization Theory Division, Academy of Management

Doctoral placements

Air Force Academy – 1994; 1997
Arizona State – 2002
Carnegie Mellon – 1998; 2004
Case Western – 2001
Cornell – 2000
Duke – 2000
Kansas State – 1998; 2000
Michigan – 1999
Michigan State – 1999, 2003
New York University – 2001; 2002
Notre Dame – 1994; 1999
Purdue – 1998, 2004
Rochester Institute of Technology – 2002
Sabanci (Turkey) – 2001; 2004
Southern Methodist University – 1999
Thunderbird – 1998
UC Berkeley – 2004
University of Chicago – 1998
Washington – 2003
Wharton – 2000 (2)

COLLEGE OF BUSINESS ADMINISTRATION
FINANCIAL INFORMATION
FY 1994/1995- 2005-06

	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	(*)Totals estimated) 2004-05	(All totals estimated) 2005-06
STATE FUNDING												
CBA faculty salaries	7,353,092	7,135,831	7,094,582	8,396,159	8,819,264	9,748,707	10,674,478	12,302,357	13,139,267	12,990,526	12,546,231	13,913,183
Summer Reh/Miscel	568,187	592,893	628,428	558,905	129,148	302,866	85,881	141,790	0	53,644	170,425 *	0
FSOA faculty salaries	1,466,194	1,704,898	1,655,986	1,564,078	1,781,185	1,848,209	1,794,209	1,979,858	1,970,783	1,988,661	2,159,423	1,890,546
USFS/A&P Salaries	1,322,714	1,331,618	1,384,418	1,442,710	1,811,650	2,111,757	2,395,995	2,511,859	2,521,629	2,540,648	2,935,279	2,607,496
Summer Teaching Budget	400,092	445,596	484,636	498,111	511,958	733,913	743,098	752,263	709,040	766,428	788,802	817,199
Fringes on Salary (26%)	2,784,649	2,914,817	2,924,493	3,239,590	3,393,833	3,833,818	4,080,352	4,598,913	4,683,502	4,754,428	4,437,264	4,999,390
Total Salaries	13,894,928	14,125,653	14,172,543	15,699,553	16,447,039	18,579,270	19,774,013	22,287,040	23,024,221	23,094,335	23,037,424	24,227,814
CBA operating expenses	1,332,296	1,488,668	1,831,564	1,873,307	2,091,882	2,659,203	2,354,598	2,281,228	1,854,569	2,167,055	2,476,375	1,397,239
FSOA operating expenses	288,652	254,339	306,967	300,028	268,900	278,966	387,269	215,265	291,109	204,305	182,703	137,434
Tuition Waivers			380,712	434,622	588,873	728,833	868,920	868,920	898,873	827,517	262,660 **	262,660
Budget Recall/Reduction								(1,345,897)				
Total	15,515,876	15,868,660	16,691,786	18,307,510	19,396,694	22,246,272	23,384,800	24,306,556	26,068,772	26,293,212	25,959,162	26,025,147
Ranked Faculty	101	93	84	85	87	87	87	91	94	92	93	90
Lecturers	7	6	4	4	4	4	5	6	6	6	9	9
SPONSORED RESEARCH												
CBA Salaries	693,184	640,000	731,074	628,743	647,882	1,017,448	1,226,412	1,360,599	1,360,567	1,254,249	1,291,876	1,338,384
CBA Other Expenses	622,171	625,000	1,096,572	1,507,058	1,511,723	2,450,056	2,861,629	2,979,323	2,155,817	2,526,583	2,602,380	2,680,451
Total	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	3,780,832	3,894,256	4,018,835
DOCE												
Salaries & Overloads	248,376	345,468	454,567	600,567	812,000	933,786	1,254,285	1,486,460	2,059,053	2,679,409	3,057,551	4,080,591
Summer Research Grants					400,000	525,000	575,000	850,000	917,842	1,075,000	1,125,000	1,125,000
Other expenses	222,957	329,267	577,608	990,690	1,423,097	1,550,787	1,578,919	1,230,391	1,769,783	2,974,273	4,667,464	3,972,165
Total	471,333	674,735	1,032,175	1,591,257	2,635,097	3,009,573	3,408,204	3,566,851	4,746,678	6,728,682	8,850,015	9,177,756
PRIVATE FUNDING												
CBA Salaries	1,204,846	982,464	1,189,410	1,251,177	1,234,417	772,635	956,234	1,200,219	1,143,346	1,105,236	1,138,393 *	1,179,375
CBA other expenses	1,390,932	1,520,526	1,092,411	1,311,630	1,544,203	2,173,768	2,372,832	2,791,321	3,976,842	4,811,980	4,956,339 *	5,105,029
Total	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	5,917,216	6,094,732	6,284,404
GRAND TOTAL	19,898,341	20,311,385	21,833,428	24,597,375	26,970,016	31,669,752	34,210,111	36,204,869	39,452,022	42,719,942	44,798,165	45,506,142
FDN END MARKET VALUES	25,171,011	29,079,654	46,205,098	55,000,000	72,372,198	84,204,955	91,024,615	93,376,487	73,004,526	74,518,905	84,309,585 *	85,152,681

* December bonuses.

** Rules for residency requirements changed Fall 04 for students supported on state funded assistantships and fellowships.

2005 – 2006

Cost of Assistant Professors:

9 Month Salary	\$141,000
Fringes (33%)	47,000
Summer Research	25,000
Budget	7,000
Overhead (25% Salary & Fringes)	<u>47,000</u>
	\$267,000

The 9 month salary and fringes are direct costs in the state budget. The other variable items are covered by a combination of state and other sources.

Beginning of Fiscal Year Budget
04-05 and 05-06

	<u>04-05</u>	<u>05-06</u>
<u>Operating Budget</u>	\$1,507,090	\$1,557,480
Alumni Fellows Stipends (change) + GA increases	<u>50,390</u>	<u>(22,807)</u>
Total	\$1,557,480	\$1,534,673
 <u>Salary Budget</u>		
Salaries (Prev)	\$21,011,607	\$21,511,446
Raises (Prev)	197,441	664,387
Lapse Redistr.	(342,970)	0
Health Ins.	76,429	129,626
Misc. Sal Inc.	327,790	0
New Allocation Transfers	241,149	185,000
Total	<u>\$21,511,446</u>	<u>\$22,490,459</u>
Grand Total	\$23,068,926	\$24,025,132

Estimated RESOURCE STATEMENT: DIS
2005-06

1. FACULTY

G Koehler	H Cheng	Bandyopadhyay	A Paul	STAFF	
H Benson	S Piramuthu	J Carrillo	P Thompson	P. Brawner	S. Lee
A Vakharia	A Agarwal	J Feng		C. Hardy	C. Nantz
A Aytug	A Alptekinoglu	P Pathak			

13 Permanent Faculty

1 Lecturer

DISTRIBUTION

Rank		Ethnicity	
Emn Scholar	1	White	5
Professor	2	Asian	9
Associate Professor	3	Total	14
Assistant Professor	7		
Lecturer	1		
Total	14	Tenure Status	
		Tenured	6
Gender		Tenure Track	7
Male	12	Non-Tenure Track	1
Female	2	Total	14
Total	14		

1. FUNDS	
STATE SOURCES:	
Salary Rate	Support Funds
Equilibrium Rate	Expense
Actual Rate	\$500 per faculty
Temporary Equilibrium Rate	6,500
LOA & Sabbatical Funds Available	OPS
Temporary Rate Available	PhD Support
Temporary Rate Used	Estimated PhD Fee Waivers
College Rate Pool	Total
	325,102
Staff (USPS, TEAMS, Spec Faculty)	
State Support (4)	132,374
DOCE Support	
Grant Support	
Center Support	
Program Support	
Total	132,374
PRIVATE SOURCES:	
EMN SCH/Hlgdon #3290	PricewaterhouseCoopers Prof #5438
Faculty Rate	Faculty Rate
Faculty Support	Faculty Support
Total	Total
	15,000
	0
	15,000
American Eco Institute #6264	
Faculty Fellows (2)	15,000
UFRF Professor	Beall Professorship(6538)
Faculty Rate (Koehler)	Faculty Rate
	Faculty Support
	Total
	(2,338)
DOCE	
Faculty Rate	Department Support
OPS Support	American Eco Institute#6264
Total	220,432
	DIS #2841
	Forum #3457
	142,821
	Total
	369,722
SUMMER RSH GRANTS	
Research Grants	250,000
Hiring Grants	50,000
Total	300,000
	Faculty Support
	Warrington Funds
	79,200
SUMMARY:	
NON-DISCRETIONARY	DISCRETIONARY
FACULTY RATE	FACULTY RATE
State Equilibrium Rate	Equilibrium Rate Available
Private Rate	135,000
FACULTY SUPPORT	LOA & Sabbatical Funds Available
State Support	0
Private Support	Temporary Rate Available
	135,000
	Temporary Rate Used
	45,000
STAFF SUPPORT	
State Support	
Private and Other Support	
STUDENT SUPPORT	College Rate Pool
State Support	
Private Support	90,000
DOCE	DEPT SUPPORT
Faculty Rate	State Support
Student Support	6,500
	Private Support
	369,722
Total	
3,216,086	Total
	421,222
	90,000

* Temporary Rate Available

**Temporary Rate Used

TBA 135,000

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	
Feng	6,300
Koehler	
Pathak	6,300
Paul	6,300
Piramuthu	6,300
Thompson	3,600
Vakharia	6,300
Total	79,200

DOCE PAYMENTS

Name	\$'s	Term Tch	OPS Support Paid	Program
J. Bander/Pathak	28,000	Sum 05		T1MBA06
J Carrillo	25,500	Sum 05	2,000	SFMBA06
K. Cheng	21,000	Spr 06	TBA	P2MBA07
M. Denizel	14,000	Sum 05		T1MBA06
S. Erenguc	25,500	Sum 05	2,000	SFMBA06
	21,000	Spr 06		EMBA06
Ogan	21,000	Sum 05	2,000	P1MBA05
Pathak	21,000	Sum 05	2,000	P2MBA06
G. Koehler	21,000	Spr 06		EMBA07
P. Thompson	21,000	Sum 05	2,000	I2MBA07
	21,000	Fall 05		EMBA07
	25,500	Spr 2006		SFMBA07
A. Vakharia	20,000	Sum 05	2,000	ESMBA06
	21,000	Sum 05	2,000	P2MBA06
Aytug/Vakharia	21,000	Fall 05		EMBA06
	21,000	Spr 06	2,000	I2MBA07
	15,000	Spr 06	2,000	I1MBA07
Total	289,000		18,000	

Hidgon Emn Scholar #3290/Koehler

Beginning Balance	45,124
Distribution	54,741
Total	99,865
Faculty Rate	78,134
Faculty Support	6,300
Reserve	15,431
Total	99,865

American Eco Institute #6264/Cheng-Piramuthu

Beginning Balance	172,210
Distribution	63,222
Total	235,432
Faculty Rate	15,000
Department Support	220,432
Total	235,432

Pricewaterhouse Prof #5438/Erenguc

Beginning Balance	5,054
Distribution	10,751
Total	15,805
Faculty Rate	15,000
Faculty Support	0
Reserve	805
Total	15,805

Beall Prof #6538/Vakharia

Beginning Balance	3,167
Distribution	9,495
Total	12,662
Faculty Rate	15,000
Faculty Support	0
Total	(2,338)

Estimated Resource Statement: ECONOMICS

2004-05

1. FACULTY

J Hamilton D Figlio C West
D Sappington L Kenny C Al
S Berg R Roman W Bomberger
D Denslow M Rush D Waldo
R Blair S Skutsky D Clark
E Dinopoulos S Smith S Hamersma

STAFF

L Braden M Jamison
M Shaw P Sotkiewicz
A Castaneda
P Mason
E Myrick
R Passanli
C Stehouwer

Note: Equilibrium # is 14

18 Perm Faculty

DISTRIBUTION

0 Lecturer

Rank			Ethnicity	White	16	
Emn Scholar	1		Asian	1		
Dist Svr Prof	2		Total	17		
Professor	10					
Asst Professor	3		Tenure Status			
Asst Professor	2		Tenured	18		
Total	18		Tenure Track	2		
Gender			Total	18		
Male	16					
Female	2					
Total	18					
2. FUNDS						
STATE SOURCES:						
Salary Rate			Support Funds			
Equilibrium Rate	1,750,000		Expense			
Actual Rate	2,241,266		\$500 per faculty	8,250	***	
LOA & Sabbatical Funds Available			Other			
Temporary Rate Available	(491,266)		Journal/Dinopoulos	6,750		
Temporary Rate Used	38,500	**	OPS			
College Rate Pool	(529,766)		Student Office Support	3,000		
			Ph D. Support	180,000		
			5th year support	130,000		
Staff (USPS, TEAMS, Spec Faculty)			Estimated PhD Fee Waivers	95,616		
State Support (2)	70,199		Total	405,616		
DOCE Support						
Center Support (PURC - 7)	389,514					
Program Support						
Total	459,713					
PRIVATE SOURCES:						
Eminent Scholars			Hust Professorship #4018			
J Walter #1892			Faculty Rate	15,000		
Faculty Rate (Figlio)	63,666		Faculty Support	2,500		
Faculty Support	0		Faculty Support 06/30/00	16,020		
Total	63,666		Total	33,520		
Lanz McKethan #2374			Franklin Prof #4842			
Faculty Rate (Sappington)	92,837		Faculty Rate	15,000		
Faculty Support	123,189		Faculty Support	(2,090)		
Total	215,806		Total	12,920		
CENTER SUPPORT	820,723		Gunter Professor #4830			
UFRF PROFESSORSHIP			Faculty Rate	15,000		
Faculty Rate (Romano)	5,000		Faculty Support	36,734		
DOCE			Total	51,734		
Faculty Rate	206,500		Knight-Ridder #4078			
OPS Support	8,000		Faculty Rate	15,000		
Total	214,500		Faculty Support	6,300		
SUMMER RSH GRANTS			Total	21,300		
Research Grants	100,000		PURC Professorship Fund #3485			
Hiring Grants	25,000		Faculty Rate	30,000		
Total	125,000		Total	(13,000)		
Dis Svr Professor						
Faculty Rate (Denslow & Berg)						
Department Support						
Matherly Professorship (Dept Seminars)						
Eco Fnd Account #0149 (non-end)						
Total						
Faculty Support						
Warrington						
SUMMARY:						
NON-DISCRETIONARY			DISCRETIONARY			
FACULTY RATE			FACULTY RATE			
State Equilibrium Rate	2,241,266		Equilibrium Rate Available	1,750,000		
Current Rate Excess	(491,266)		LOA & Sabbatical Funds Available	0		
Private Rate	281,303		Temporary Rate Available	(491,266)		
FACULTY SUPPORT			Temporary Rate Used	38,500		
State Support			College Rate Pool			(529,766)
Private Support	168,823					
STAFF SUPPORT						
State Support	70,199					
Private and Other Support	389,514					
STUDENT SUPPORT			DEPT SUPPORT			
State Support	405,616		State Support	15,000		
Private Support	0		Private Support	14,568		
DOCE			Total Department Support	29,568		
Faculty Support	331,500					
Staff Support						
Student Support	8,000					
CENTER SUPPORT	0					
Total	3,402,755		Total	68,068		(529,766)

*Temporary Rate Available:

**Temporary Rate Used:

Granderson 35,000
D. Mahar 3,500
38,500

***No support dollars awarded for Smith and only half an allocation for Clark.

DOCE PAYMENTS

Warrington Funds		Name	\$'s	Term	OPS Support	Program
		S Berg	21,000	Spr 06	2,000	I2MBA08
Al	6,300	R Blair	21,000	Fall 05	TBA	P2MBA07
Berg	6,300	E Dinopoulos	21,000	Fall 05		P2MBAS08
Blair	4,000		21,000	Spr 06	TBA	P2MBAS08
Bomberger	6,300	Figlio/Romano	25,500	Fall 05	TBA	SFMBAS07
Clark	6,300	Figlio/Romano	14,000	Sum 05		T1MBA 08
Denslow	6,300	Hamilton/Romano	20,000	Spr 06	2,000	ESMBA06
Dinopoulos	6,300	D Waldo	21,000	Sum 05		EMBA06
Figlio			21,000	Spr 06	2,000	P2MBA08
Hamersma	6,300	C West	21,000	Fall 05	2,000	P1MBA05
Hamilton	6,300					
Kenny	6,300	Total	206,500		8,000	
Romano						
Rush	6,300					
Sappington						
Slutsky	6,300					
Smith	6,300					
Waldo	6,300					
West	6,300					
Total	92,200					
J Walter Emn Scholar #1892		Franklin #4842				
Beginning Balance	148,202	Beginning Balance	2,677			
Distribution	70,703	Distribution	10,243			
Total	218,905	Total	12,920			
Faculty Rate	63,666	Faculty Rate	15,000			
Faculty Support	0	Faculty Support	(2,080)			
Total	63,666	Total	12,920			
Lanz-McKethan Emn Scholar #2374		Matherly Professorship #0892				
Beginning Balance	145,078	Beginning Balance	15,394			
Distribution	70,730	Distribution	8,667			
Total	215,806	Total	24,061			
Faculty Rate	92,637	Dept Seminar Serie	7,500			
Faculty Support	123,169	Total	16,561			
Total	215,806					
Knight-Ridder #4076/Figlio		PURC Professorship Fund #3495				
Beginning Balance	14,909	Beginning Balance	17,000			
Distribution	16,732	Total	17,000			
Total	31,641	Faculty Rate	30,000			
Faculty Rate	15,000	Total	(13,000)			
Faculty Support	6,300					
Reserve	10,341					
Total	31,641					
H Hurst #4018 (MGT)						
Faculty Rate	15,000					
Faculty Support	2,500					
Total	17,500					
Gunter Prof #4390						
Beginning Balance	37,931					
Distribution	13,803					
Total	51,734					
Faculty Rate	15,000					
Faculty Support	36,734					
Total	51,734					
CENTERS						
PURC #1587	83,091					
PURC #8811	51,514					
PPRC #4808	110,009					
CIBER	472,641					
Total	820,723					

Estimated RESOURCE STATEMENT: FIRE
2005-06

1. FACULTY

M. Flannery	J. Houston	D. Brown	STAFF
C. James	D. Ling	J. Karceski	P. DeMichele
J. Ritter	M. Livingston	A. Naranjo	S. Bullivant
W. Archer	M. Nimalendran	R. Radcliffe	D. Himes
R. Crum	D. Nye	C. Tapley	P. Kenney
A. Heggestad	M. Ryngaert	W. Rossi	K. Burks
		M. Monroe	I. McCray

17 Perm Faculty
3 Lecturers

DISTRIBUTION

Rank		Ethnicity	
Emn Scholar	3	White	18
Professor	9	Asian	1
Asst Professor	4	American Indian	1
Asst Professor	0	Hispanic	1
Lecturer	3		
Total	19	Total	19
Gender		Tenure Status	
Male	19	Tenured	18
Female	0	Tenure Track	0
Total	19	Non-tenure track	3
		Total	19
2. FUNDS			
STATE SOURCES:			
Salary Rate		Support Funds	
Equilibrium Rate	2,628,663	Expense	
Actual Rate	2,493,663	\$500 per faculty	8,000
Temporary Equilibrium Rate Available	135,000	Other	
LOA & Sabbatical Funds Available	87,837	OPS	
Temporary Rate Used	23,000	Ph.D. Support	180,000
College Rate Pool	199,837	Estimated PhD Fee Waivers	55,872
		5th yr support	50,000
			285,872
Staff (USPS, TEAMS, Spec Faculty)			
State Support (4)	127,223		
DOCE Support (DeMichele)	10,141		
Grant Support	0		
Center (CEI - 1)	0		
Total	137,364		
PRIVATE SOURCES:			
Eminent Scholars		Professorships/Faculty Fellowships	
Bank of America Eminent Sch #2144		Hussey #3040	
Faculty Rate (Flannery)	80,571	Faculty Rate (Ling)	15,000
Faculty Support	0	Faculty Support	6,249
Total	(352)	Total	21,249
Dial Sunbank #2520		Emerson/Merrill #3318	
Faculty Rate (James)	80,571	Faculty Rate (Naranjo)	15,000
Faculty Support	6,300	Faculty Support	6,300
Total	3,818	Total	21,300
J Cordell #4172		Bank of America Professorship #3910	
Faculty Rate (Ritter)	0	Faculty Rate (Houston)	15,000
Faculty Support	0	Faculty Support	6,300
Total	67,222	Total	21,300
Program Support		Wachovia Faculty Fellowship # 4520	
Graham-Butter #6310	0	Faculty Rate (Archer)	7,500
Hough #7910	52,458	Total	7,500
Total	52,458		
Department Support		Wells Endowment #4888	
Department Foundation #0151	3,234	Faculty Support (James & Flannery)	20,000
Richardson #2242	12,742		
Wachovia #4520	0		
Wells #4888	0		
Rushing #8590	102,570	Holloway Professorship #5252	
Total	118,546	Faculty Rate (Heggestad)	15,000
		Faculty Support	17,765
		Total	32,765
Faculty Support			
Warrington Support	46,700	Graham-Butter #6310	
		Faculty Rate (Ryngaert, Radcliffe, Nimalendran)	47,500
Center Support	422,978	Faculty Support (Ryngaert, Radcliffe)	7,500
		Total	55,000
		Bank of America #6876	
		Faculty Rate (Nimalendran)	15,000
		Faculty Support	6,300
		Total	21,300
DOCE			
Faculty Rate	532,332	Bank of America #7206	
Student Support	33,000	Faculty Rate (Brown, Livingston)	27,071
Total	565,332		
Summer Research Grants			
Research Grants	125,000	Bergstrom #7548	
Hiring Grants	0	Faculty Rate	15,000
Total	125,000	Faculty Support	23,472
		Total	38,472
		Hough #7910	
		Faculty Rate (Brown)	25,000
		Faculty Support	6,300
		Total	31,300

SUMMARY:					
NON-DISCRETIONARY			DISCRETIONARY		
FACULTY RATE			FACULTY RATE		
State Equilibrium Rate	2,628,663		Equilibrium Rate Available	135,000	
Private Rate	358,213		LOA & Sabbatical Funds Available	87,837	
FACULTY SUPPORT			Temporary Rate Available	222,837	
State Support			Temporary Rate Used	23,000	
Private Support	153,186		College Rate Pool		199,837
STAFF SUPPORT					
State Support	127,223				
Private and Other Support	0				
PROGRAM SUPPORT					
State Support	0		DEPT SUPPORT		
Private Support	52,458		State Support	8,000	
STUDENT SUPPORT			Private Support	118,546	
State Support	285,872		Total Department Support	126,546	
Private Support	0				
DOCE					
Faculty Rate	657,332				
Staff Support	10,141				
Student Support	33,000				
CENTERS					
Center Support	422,978				
Total	4,729,066		Total	149,546	199,837

*Temporary rate available:
Nimalendran 87,837

**Temporary rate used:
Reinertson 23,000

***Portion of P. DeMichele's salary

Warrington Funds

Archer	6,300
Brown	
Crum	6,300
Flannery	6,300
Heggestad	
Houston	
James	
Karceski	6,300
Ling	
Livingston	6,300
Naranjo	
Nimalendran	
Nye	6,300
Radcliffe	1,300
Ritter	
Ryngaert	4,000
Tapley	3,600
Total	46,700

Bank of America Emn Sch #2146/Flannery	
Beginning Balance	30,374
Distribution	46,845
Total	60,219
Faculty Rate	80,571
Faculty Support	0
Total	(352)

Richardson #2242	
Beginning Balance	2,518
Distribution	10,224
Total	12,742
Department Support	12,742

Sunbank Emn Sch #2620/James	
Beginning Balance	39,044
Distribution	51,845
Total	90,889
Faculty Rate	80,571
Faculty Support	6,300
Reserve	3,818
Total	90,689

Rushing End #6590	
Beginning Balance	71,040
Distribution	31,530
Total	102,570
Department Support	102,570

Bank of America Prof #6976/Nimalendran	
Beginning Balance	7,895
Distribution	15,273
Total	22,968
Faculty Rate	15,000
Faculty Support	6,300
Reserve	1,668
Total	22,968

Bank of America Bus End #7206/Brown/MBA	
Beginning Balance	7,500
Distribution	19,571
Total	27,071
Prof/Fac Fellow	7,500
MBA	19,571

Name	\$'S	Term Tch	OPS Support	Program
D. Brown	21,000	Fall 05		EMBA06
R. Crum	28,000	Sum 05		T1MBA06
	21,000	Fall 05	2,000	P2MBAN06*
L. Gapenski	21,000	Sum 05		ESMBA07
A. Heggestad	19,500	Sum 05	2,000	I2MBA06
	15,000	Sum 05	2,000	I1MBA06
	21,000	Spr 06	2,000	ESMBA06
J. Houston	21,000	Fall 05	2,000	I2MBA07
	21,000	Sum 05		EMBA06
M. Livingston	21,000	Sum 05		P1MBA05
	20,000	Fall05	2,000	P2MBAN05
A. Naranjo	21,000	Spr 06	2,000	I2MBA07
	15,000	Spr 06	2,000	I1MBA07
M. Nimalendran	15,000	Fall05	2,000	I1MBA06
	19,500	Fall 05	2,000	I2MBA06
	21,000	Spr 06		EMBA06
D. Nye	5,000	Spr 06		ESMBA07
	5,000	Sum 0		P2MBAN05
	5,000	Fall 05		P1MBA05
	5,000	Spr 06		EMBA06
	7,000	Fall06		I1MBA07
R. Radcliffe	20,000	Sum 05	2,000	P2MBAN05
W. Rossi	15,000	Fall05		MSE06
	21,000	Fall05	2,000	ESMBA06
M. Ryngaert	25,500	Spr 06	2,000	SFMBAN06
C. Tapley	23,000	Sum 05	3,000	OEM06
	25,500	Sum 05	2,000	SFMBAN06
	21,000	Fall 05	2,000	P1MBA06
J. Champagne	10,000	Spr 06		MSE06
C. Vara	10,000	Spr 06		MSE06
	13,332	Sum 05		MSE05
	532,332		33,000	

* Crum may do course in load.

Hussey Prof #3040/Ling	
Beginning Balance	4,931
Distribution	16,318
Total	21,249
Faculty Rate	15,000
Faculty Support	6,249
Total	21,249

Bergstrom Real Estate End #7548/Ling	
Beginning Balance	9,350
Distribution	29,122
Total	38,472
Faculty Rate	15,000
Faculty Support	23,472
Total	38,472

Ling has not received 03-04 supplement.

Emerson/Merrill Lynch #3318/Naranjo	
Beginning Balance	8,913
Distribution	15,425
Total	22,338
Faculty Rate	15,000
Faculty Support	6,300
Reserve	1,038
Total	22,338

Hough Masters Prog #7910/Brown	
Beginning Balance	(721)
03-04 Distribution	84,479
Total	83,758
Faculty Rate	25,000
Faculty Support	6,300
Program Support	52,458
Total	83,758

Brown has not received \$15000 of 04-05 supplement.

Bank of America Prof #3910/Houston	
Beginning Balance	8,474
Distribution	15,930
Total	24,404
Faculty Rate	15,000
Faculty Support	6,300
Reserve	3,104
Total	24,404

Holloway Professor #5252/Heggstad	
Beginning Balance	32,932
Distribution	14,833
Total	47,765
Faculty Rate	15,000
Reserve	15,000
Faculty Support	17,765
Total	47,765

Cordell Emn Sch #4172/Ritter	
Beginning Balance	67,222
Distribution	62,232
Total	129,454
Faculty Rate	121,234
Faculty Support	6,300
Reserve	1,920
Total	129,454

Graham Buffett Teach End #6310/Ryngaert	
Beginning Balance	35,191
Distribution	60,066
Total	95,257
Faculty Rate	47,500
Faculty Support	7,500
Reserve	40,257
Program Support	0
Total	95,257

Wachovia Fac Fel #4520/Archer	
Beginning Balance	10,242
Distribution	6,878
Total	17,118
Faculty Rate	7,500
Reserve	7,500
Department Support	2,118
Total	17,118

Wells End #4888/James	
Beginning Balance	31,415
Distribution	21,403
Total	52,818
Faculty Support	20,000
Reserve	20,000
Department Support	12,818
Total	52,818

CENTERS

Real Estate Research #0535	29,297
Int Eco & Bus Studies #4467	4,649
Insurance Research #0863	2,660

Heggstad's summer
J Kraft

Center for Entre/Inn #2197	
Beginning Balance	554,586
Committed Faculty Salary Rate	49,968
Committed Staff Salaries	81,820
Program Support	422,978
Total	554,586

Center Support Total	591,192
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Estimated RESOURCE STATEMENT: MANAGEMENT
2005-06

1. FACULTY

T. Judge A. Erez S. Paruchuri
R. Emerson J. LePine J. Hall
L. DiMatteo R. Thomas
V. Maurer W. Shen
H. Tosi J. Kammeyer
J. Colquitt G. Lee

STAFF

M. Calvert
W. Sherouse

13 Perm Faculty
1 Lecturer

Note: Equilibrium # is 14 + 1 Lecturer

DISTRIBUTION

Rank		Ethnicity	
Emn Scholar	1	White	10
Professor	3	African-American	1
Assoc Professor	6	Asian	3
Asst Professor	3	Total	14
Lecturer	1		
Total	14	Tenure Status	
		Tenured	10
Gender		Tenure Track	3
Male	12	Non Tenure Track	1
Female	2	Total	14
Total	14		
2. FUNDS			
STATE SOURCES:			
Salary Rate		Support Funds	
Equilibrium Rate	2,283,330	Expense	
Actual Rate	2,128,330	\$500 per faculty	7,000
LOA & Sabbatical Rate Available			
Temporary Rate Available	135,000	OPS	
Temporary Rate Used	60,000	Ph.D. Support	147,000
College Rate Pool	75,000	5th Yr Teaching Support	40,000
		Student Office Support	3,000
		Estimated PhD Fee Waivers	52,982
		Total	242,982
Staff (USPS, TEAMS, Spec Faculty)			
State Support (2.0)	71,382		
Grant Support	0		
Center Support	0		
	71,382		
PRIVATE SOURCES:			
Eminent Scholars		Professorships/Faculty Fellowships	
McKethan-Mathelroy Emn Sch #2238		McGriff Professorship #3758	
Faculty Rate (Judge)	82,849	Tosi's balance	15,849
Faculty Support	276,789		
Total	359,638		
Department Support			
MGT Foundation Acct #0533 (non-end)	1,476	Hurst Professorship #4018	
Hurst Business Law End #2392	47,081	Faculty Rate (Maurer, Emerson, Blair, Tosi, DiMatteo)	75,000
Hurst Endowment #8356	140,173	Faculty Support	12,500
Hurst Professorship #4018	(24,027)	Total	87,500
Total	164,703		
		Hurst Endowment #8356	
		Fac Rate (Thomas, Erez, Colquitt, Shen)	30,000
Program Support			
Poe Financial Group Bus Ethics Prog #7241	94,939	Poe Fin Grp Bus Ethics Prog #7241	
Darden Res Speaker Series #8688	7,535	Faculty Rate (Maurer)	10,000
Total	102,474		
		Darden Res Mgmt Professorship #8670	69,207
		Faculty Rate (LePine)	15,000
DOCE		Faculty support	6,300
Faculty Rate	506,501	Total	21,300
OPS Support	34,001		
Total	540,502	Faculty Support	
		Warrington Funds	53,400
Summer Research Grants			
Research Grants	175,000		
Hiring Grants	50,000		
Total	225,000		
SUMMARY:			
NON-DISCRETIONARY			
FACULTY RATE		DISCRETIONARY	
State Actual Rate	2,128,330	FACULTY RATE	
Private Rate	228,688	Equilibrium Rate Available	135,000
FACULTY SUPPORT		LOA & Sabbatical Funds Available	0
State Support		Temporary Rate Available	135,000
Private Support	295,589	Temporary Rate Used	60,000
STAFF SUPPORT		College Rate Pool	75,000
State Support	71,382		
Private and Other Support			
PROGRAM SUPPORT		DEPT SUPPORT	
State Support	0	State Support	3,000
Private Support	102,474	Private Support	164,703
STUDENT SUPPORT		Total Department Support	167,703
State Support	187,000		
DOCE			
Faculty Rate	731,501		
Staff Support	0		
Student Support	34,001		
Total	3,778,975	Total	227,703
			75,000

Temporary available rate:

Temporary Rate Used:
Hoch

60,000

7/12/2005
8:35 AM

WARRINGTON FUNDS

Colquitt	6,300
Di Matteo	4,000
Emerson	4,000
Erez	6,300
Hall	3,600
Judge	
Kammeyer	6,300
Lee	6,300
LePine	
Maurer	4,000
Paruchuri	6,300
Shen	6,300
Thomas	6,300
Tosi	
Total	53,400

McKethan-Matherly Emn Scholar #2236 (Judge)

Beginning Balance	290,443
Distribution	69,195
Total	359,638
Faculty Rate	82,849
Faculty Support	276,789
Total	359,638

H Hurst Bus Law End #2392

Beginning Balance	27,424
Distribution	19,657
Total	47,081
Department Support	47,081

McGriff Professorship #3758

Tosi's balance	15,849
Total	15,849

Hurst Professorship #4018*

Beginning Balance	31,022
Distribution	32,451
Total	63,473
Faculty Rate	75,000 (Maurer, Tosi, Emerson, Blair, DiMatteo)
Faculty Support	12,500 (Maurer, Tosi, Emerson, Blair, DiMatteo)
Department Support	0
Total	(24,027)

H Hurst Endowment #6356*

Beginning Balance	118,754
Distribution	51,419
Total	170,173
Faculty Rate	30,000 (Thomas, Erez, Colquitt, Shen)
Department Support	140,173
Total	170,173

Poe Fin Grp Bus Ethics Prog #7241

Beginning Balance	44,939
Gift	60,000
Total	104,939
Faculty Rate (Maurer)	10,000 (Maurer)
Program Support	94,939
Total	104,939

DOCE PAYMENTS

Name	\$'s	Term Tch	OPS Support	Program
J. Colquitt	21,000	Fall 05	2,000	P2MBAN06
L Di Matteo	25,500	Fall 05	2,000	P2MBAN06
R Emerson	21,000	Spr 06	TBA	P1MBA06
	19,500	Sum 05	2,000	I2MBA06
	15,000	Sum 05	2,000	I1MBA06
A. Erez	21,000	Spr 06		EMBA07
G. Lee	6,667	Fall 05	667	ESMBA06
	6,667	Spr 06	667	ESMBA06
J. LePine	7,000	Sum 05		T1MBA06
	25,500	Fall 05	2,000	SFMBAN06
	21,000	Spr 06		ESMBA07
	5,000	Fall 05	TBA	P2MBA07
V Maurer	21,000	Sum05		EMBA06
	10,000	Sum 05		MSED6
	25,500	Spr06	2,000	SFMBAN06
R Thomas	21,000	Spr06		ESMBA06
	20,000	Sum 05	2,000	P2MBAN05
H Tosi	7,000	Sum 05		P1MBA05
	21,000	Sum 05	2,000	I2MBA07
	14,000	Sum 05		T1MBA06
	7,000	Fall 05	667	P1MBA06
	7,000	Fall 05	TBA	P1MBA06
	23,000	Fall 05	3,000	OEM07
	5,000	Fall 05		P2MBAN05
	5,000	Spr 06		I2MBA06
		Spr 06		I1MBA06
J Kraft	6,667	Sum 05	2,000	ESMBA06
	20,000	Fall 05	2,000	P1MBA05
	20,000	Fall 05	2,000	P2MBAN05
	21,000	Spr 06		EMBA06
	23,000	Spr 06	3,000	OEM06
	19,500	Spr 06	2,000	I2MBA06
	15,000	Spr 06	2,000	I1MBA06
Total	508,501		34,001	

CENTERS

Human Resource Rach Center #4855**

**Account #4855 was closed and funds were moved to #6356.

MARKETING

1. FACULTY

S. Shugan	R. Lutz	S. Fay
B. Weltz	A. Sawyer	R. LeBoeuf
J. Cohen	J. Xia	M. Lewis
J. Alba	A. Cooke	D. Mitra
C. Janiszewski	L. Brenner	E. Gordon

STAFF

J. Smith
J. Maynard
C. Koenig
M. Jones
C. Schulz
B. Trobaugh

14 Permanent Faculty
1 Lecturer

DISTRIBUTION

Rank			Ethnicity		
	Emn Scholar	2	White	13	
	Dist Prof	1	Asian	2	
	Dist Svr Prof	1	Total	15	
	Professor	3			
	Asso Professor	2			
	Asst Professor	5			
	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:			Support Funds		
Salary Rate			Expense		
Equilibrium Rate	2,426,398		\$500 per faculty	7,500	
Actual Rate	2,338,223		Journal	21,300	
Temporary Equilibrium Rate Available	88,175				
LOA & Sabbatical Funds Available	15,000		OPS		
Temporary Rate Used			Journal support	7,500	
College Rate Pool	103,175		Student office support	3,000	
			5th Yr support	30,000	
Staff (USPS, TEAMS, Spec Faculty)			Ph.D. Support	147,000	
State Support (2)	71,027		Estimated PhD Fee Waivers	52,892	
DOCE Support				269,292	
Grant Support					
Center (Miller Ret Ctr - 4)	209,400				
Total	280,427				
PRIVATE SOURCES:			PROFESSORSHIPS		
Eminent Scholars			J C Penney (2)		
J C Penney #1780			Faculty Rate (Sawyer and Lutz)	30,000	
Faculty Rate (Weitz)	86,798		Faculty Support	12,600	
Faculty Support	6,300		Total	42,600	
Total	93,098				
Russ Berrie #2970			Farley Faculty Fellow (7532)		
Faculty Rate (Shugan)	86,798		Faculty Rate (Janiszewski)	15,000	
Faculty Support	6,300		Faculty Support	0	
Total	93,098		Total	15,000	
UFRF PROFESSORSHIP			Bealls Faculty Fellow (4210)		
Faculty Rate (Alba)	5,000		Faculty Rate (Xde)	7,500	
Faculty Support	3,000				
DOCE			Distinguished Service Professor		
Faculty Rate	298,500		Faculty Rate (Cohen)	15,000	
Dist Prof Rate	82,923				
Student Support	17,000				
Total	398,423				
SUMMER RSH GRANTS			Department Support		
Research Grants	250,000		Bealls #4210	386	
Hiring Grants	50,000		Dept Fdn Act #0155 (non-end)	72,091	
Total	300,000		Total	72,477	
CENTERS			Faculty Support		
Center Support	451,278		Warrington	78,300	
SUMMARY:					
NON-DISCRETIONARY			DISCRETIONARY		
FACULTY RATE			FACULTY RATE		
State Equilibrium Rate	2,426,398		Equilibrium Rate Available	88,175	
Private Rate	246,096		LOA & Sabbatical Funds Available	15,000	
FACULTY SUPPORT			Temporary Rate Available	103,175	
State Support	7,500		Temporary Rate Used		
Private Support	28,200		College Rate Pool		103,175
STAFF SUPPORT					
State Support	71,027				
Private and Other Support	209,400				
STUDENT SUPPORT			DEPT SUPPORT		
State Support	269,292		State Support	39,300	
Private Support	17,000		Private Support	72,477	
DOCE			Total Department Support	111,777	
Faculty Rate	681,423				
Staff Support					
Student Support	82,923				
CENTER SUPPORT	84,295				
Total	4,123,554		Total	111,777	103,175

7/12/2005 8:33 AM

		DOCE		Term	OPS	Program
		Name	\$'s	Tch	Support	
Warrington Funds		J Alba	21,000	Fall 05		EMBA07
			21,000	Fall 05	2,000	I2MBA0
S. Shugan	6,300		10,000	Fall 05		MSE0
B. Weitz	6,300		21,000	Sum 05		ESMBA07
J. Cohen	6,300		25,500	Spr 06		SFMBA07
J. Alba	9,000	Alba/Cooke	20,000	Sum 05		ESMBA06
C. Janiszewski	6,300	Gordon	21,000	Fall 05	2,000	ESMBA06
R. Lutz		M. Lewis	Buyout	Fall 05		P1MBA06
A. Sawyer		R. Lutz	14,000	Sum 05		T1MBA06
A. Cooke	6,300		19,500	Spr 06	2,000	I2MBA06
J. Xie	6,300		15,000	Spr 06	2,000	I1MBA06
L. Brenner	6,300	Lutz/Sawyer	21,000	Fall 05		EMBA06
S. Fay	6,300	Mahajan	21,000	Fall 05		ESMBA07
R. LeBoeuf	6,300	A. Sawyer	23,000	Fall 05	3,000	OEM06
M. Lewis	6,300		21,000	Spr 06	TBA	P2MBA07
D. Mitra	6,300	Sawyer/Shugan	21,000	Fall 05	2,000	P2MBA06
			21,000	Spr 06	2,000	P2MBAN06
Total	78,300	F. Sturdivant	21,000	Spr 06	TBA	P1MBA06
			19,500	Fall 05	2,000	I2MBA06
			15,000	Fall 05	2,000	I1MBA06
		Total	298,500		17,000	

Professorships

J C Penney #1/A Sawyer/#3160

Beginning Balance	14,200
Distribution	17,507
Total	31,707
Faculty Rate	15,000
Faculty Support	6,300
Reserve	10,407
Total	31,707

J C Penney #2/R Lutz/#3162

Beginning Balance	5,085
Distribution*	17,507
Total	22,592
Faculty Rate	15,000
Faculty Support	6,300
Reserve	1,292
Total	22,592

Jack Faricy/C Janisz #7532

Beginning Balance	5,089
Distribution*	11,036
Total	16,125
Faculty Rate	15,000
Faculty Support	0
Reserve	1,125
Total	16,125

Bealls Faculty Fellow #4210

Beginning Balance	8,192
Distribution	7,194
Total	15,386
Faculty Rate	7,500
Reserve	7,500
Balance	386
Total	15,386

CENTERS

Consumer Research #0903 12,130

Retailing Research #2337 231,979

J C Penny Purchase #3164

Beginning Balance	34,785
Est Distribution 03-04	8,753
Total	43,538

Miller Retail #7388

Beginning Balance	18,589
Est Distribution	44,542
Total	63,131

Sears Retail Sem Series #7628

Beginning Balance	6,495
Est Distribution	9,710
Total	16,205

Office Depot Retail Symposium #11228

Eminent Scholars

J C Penny Emn Sch #1780

Beginning Balance	77,580
Distribution*	56,077
Total	133,657
Faculty Rate	86,798
Faculty Support	6,300
Reserve	40,559
Total	133,657

Russ Berrie Emn Sch #2970

Beginning Balance	37,084
Distribution*	60,239
Total	97,323
Faculty Rate	86,798
Faculty Support	6,300
Reserve	4,225
Total	97,323

Estimated RESOURCE STATEMENT: FISHER SCHOOL OF ACCOUNTING

2004-05

1. FACULTY

J Damski H Schaefer S Kramer D DeSantiago
S Ajinkya D Snowball G McGill D Garvin
R Knechel S Asare H Lin C McDonald
J Kramer J Boyles J Tucker

Permanent Faculty: 12
Lecturers: 3

STAFF

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

DISTRIBUTION

Rank		Ethnicity		
Emn Scholar	1	White	10	
Professor	5	Asian	3	
Associate Professor	4	African American	1	
Assistant Professor	2	Hispanic	1	
Lecturer	3	Total	15	
Total	15	Tenure Status		
Gender		Tenured	10	
Male	11	Tenure Track	2	
Female	4	Non-Tenure Track	3	
Total	15	Total	15	
1. FUNDS				
STATE SOURCES:				
Salary Rate		Support Funds		
Actual Rate	2,169,213	Expense	45,300	
Committed Rate	1,899,213			
Temporary Rate Available	270,000	OPS	88,934	
LOA & Sabbatical Funds Available	122,996	Estimated PhD Fee Waivers	31,488	
Temporary Rate Used	0	OCO	5,200	
Program Rate Pool	392,996			
Staff (USPS, TEAMS, Spec Faculty)				
State Support (5)	201,345			
DOCE Support				
Grant Support				
Center Support				
Program Support				
Total	201,345			
PRIVATE SOURCES:				
EMN SCH/Fisher		Professorships		
Faculty Rate (Damski)	93,415	Ernst & Young #1764		
Faculty Support	184,220	R Knechel		
Total	257,635	Faculty Rate	15,000	
		Faculty Support	12,904	
		Total	27,904	
Fellows		PricewaterhouseCoopers #3476		
Duggan (2) #6180		G McGill		
S Kramer/B Ajinkya		Faculty Rate	15,000	
Faculty Rate	15,000	Faculty Support	18,458	
Total	15,000	Total	33,458	
		Cook/D&T #3312		
D & T Honor Roll #5280		D Snowball		
S Asare		Faculty Rate	15,000	
Faculty Rate	7,500	Faculty Support	35,862	
Total	7,500	Total	50,862	
		A Andersen #2159 (Non-end)		
		J Kramer		
		Faculty Rate	10,000	
		KPMG #2372		
		Faculty Rate	15,000	
		Faculty Support	27,656	
		Total	42,656	
DOCE		PROGRAM SUPPORT		
Faculty Rate	175,500	Culverhouse	161,200	
OPS Support	5,000	Fisher Endowment	209,155	
Total	180,500	Parks Estate	150,301	
		#0831 FSQA Foundation (non-end)	104,483	
		Total	625,139	
CENTER SUPPORT	21,934			
SUMMARY:				
NON-DISCRETIONARY				
FACULTY RATE		DISCRETIONARY		
Actual Rate	1,899,213	FACULTY RATE		
Private Rate	198,571	Equilibrium Rate Available	270,000	
FACULTY SUPPORT		LOA & Sabbatical Rate Available	122,996	
State Support		Temporary Rate Available	392,996	
Private Support	289,100	Temporary Rate Used	0	
STAFF SUPPORT				
State Support	201,345			
Private and Other Support				
STUDENT SUPPORT		FOR TEACHING FACULTY		392,996
State Support	118,422			
Private Support	0	PROGRAM SUPPORT		
DOCE		State Support	60,500	
Faculty Support	175,500	Private Support	625,139	
Student Support	5,000	Total Department Support	675,639	
CENTER SUPPORT	21,934			
Total	2,707,740	Total	675,639	392,996

Temporary Available Rate:

Knechel 122,996

DOCE PAYMENTS			Term	OPS Support	Program
Name	\$'s		Tch	Paid	
C McDonald	14,000		Sum 05		T1MBA06
	15,000		Sum 05		MSE06
S Kramer	14,000		Sum 05		T1MBA06
	21,000		Spr 06	2,000	I2MBA08
H Schaefer	21,000		Fall 05	TBA	P2MBA07
	21,000		Spr 06	TBA	P2MBAS08
D Snowball	21,000		Spr 06		EMBA07
	23,000		Spr 06	3,000	OEM07
	25,500		Fall 05	TBA	SFMBA07
Total	175,500			5,000	
F Fisher Emn Scholar #1864					
Beginning Balance	187,488				
Distribution	70,147				
Total	257,635				
Faculty Rate	93,415				
Faculty Support	164,220				
Total	257,635				
FACULTY FELLOWS					
Duggan Fac Fellows #6160					
Beginning Balance	23,647				
Distribution	10,562				
Total	34,209				
Faculty Rate	15,000				
Balance	19,209				
Total	34,209				
D&T Honor Roll #5280					
Beginning Balance	14,793				
Distribution	5,668				
Total	20,461				
Faculty Rate	7,500				
Balance	12,961				
Total	20,461				
PricewaterhouseCoopers #5670					
Beginning Balance	16,875				
Distribution	5,823				
Total	22,698				
PROFESSORSHIPS					
Ernst & Young #1764					
Beginning Balance	14,310				
Distribution	13,594				
Total	27,904				
Faculty Rate	15,000				
Faculty Support	12,904				
Total	27,904				
PricewaterhouseCoopers #3476					
Beginning Balance	17,112				
Distribution	16,346				
Total	33,458				
Faculty Rate	15,000				
Faculty Support	18,458				
Total	33,458				
Cooke/D&T #3312					
Beginning Balance	35,895				
Distribution	14,967				
Total	50,862				
Faculty Rate	15,000				
Faculty Support	35,862				
Total	50,862				
KPMG #2372					
Beginning Balance	27,836				
Distribution	14,820				
Total	42,656				
Faculty Rate	15,000				
Faculty Support	27,656				
Total	42,656				
PROGRAM SUPPORT					
Culverhouse #6334					
Beginning Balance	30,827				
Distribution	130,373				
Total	161,200				
Program Support	161,200				
F Fisher End #2306					
Beginning Balance	81,642				
Distribution	127,513				
Total	209,155				
Program Support	209,155				
Parks #6076					
Beginning Balance	56,670				
Distribution	93,631				
Total	150,301				
Program Support	150,301				
Ernst & Young Speakers #4246					
Beginning Balance	50,423				
Distribution	7,692				
Total	58,115				
Program Support	58,115				
CENTER SUPPORT					
CARPE #1875					
	21,934				

Warrington College of Business
Cash Flows
2000-01/2004-05

	<u>Receipts</u>		<u>Expenditures</u>	
	<u>2000-01</u>	<u>2004-05</u>	<u>2000-01</u>	<u>2004-05</u>
Tuition	\$16,943,604	\$25,099,005	Salaries	\$20,349,013 \$24,407,885
FTE Funding	41,134,112	34,294,586	Operating Expenses	2,741,867 1,557,480
Sponsored Research	4,339,922	3,894,256	Other Salary Expenditures	3,436,931 5,988,347
DOCE	3,566,851	8,722,558	Other Expenses	7,682,300 11,910,859
Private Funding	<u>3,991,540</u>	<u>6,094,732</u>		
Total Receipts	\$69,976,029	\$78,105,137	Total Expenditures*	\$34,210,111 \$43,864,571

00-01 \$35,765,928 "profit" captured by the University
04-05 \$34,240,566 "profit" captured by the University

*Funding Sources:

00-01
\$21,740,935 - State Budget (67.5%)
\$12,469,175 - Private funds, contracts and grants, off-book receipts (32.5%)

04-05
\$25,965,365 - State Budget (59.2%)
\$17,859,206 Private funds, contracts and grants, off book receipts (40.8%)

Warrington College of Business
On Book Revenues
2000-01 and 2004-05: Summer, Fall, Spring

	SCH/FTE		Funding per SCH/FTE		Total	
	2000-01	2004-05	2001-01	2004-05	2000-01	2004-05
<u>Undergraduate</u>						
Total SCH	130,959	126,772	\$94.63	\$129.65	\$11,676,652	\$16,435,007
Lower FTE	846.63	784.20	6,551	5,329	5,546,240	4,179,001
Upper FTE	2,427.35	2,385.10	9,727	8,454	23,610,833	20,163,635
<u>Graduate</u>					\$40,833,725	\$40,777,643
Total SCH	22,725	21,178	\$254.09	\$409.12	\$5,266,952	\$8,663,998
Grad I	660.91	601.47	16,255	14,162	10,743,031	8,518,000
Grad II	49.25	60.34	25,056	23,765	1,234,008	1,433,948
				Total Graduate	\$17,243,991	\$18,615,946
<u>Tuition</u>						
U/G	\$11,676,652	\$16,435,007	FTE U/G	\$29,157,073	04-05	Change
Grad	5,266,952	8,663,998	Grad	11,979,039	24,342,636	\$-4,814,437
	\$16,943,604	\$25,099,005		\$41,136,112	9,951,948	-2,027,091
					\$34,294,584	\$-6,841,528

Total Contribution to UF Funding (04-05):

Tuition	\$25,099,005
FTE	<u>34,294,584</u>
	\$59,393,589

Total

UF Contribution to WCBA:

\$24,025,132

Conclusions:

- A. Only 40% of the state support and/or revenues generated by the SCH/FTE serviced by this College are allocated to this College.
- B. The College generates tuition from the courses offered that exceeds the state funding allocated to the College by about \$1,000,000.

AACSB Custom Key Data Report, Data from 2003-04 BSQ

School	Operating Budget	Ra nk	Endowment	Ra nk	Full Time Faculty	Ra nk	U/C Students	Ra nk	Grad Students	Ra nk	Total Students	Ra nk	BA/BS Degree	Ra nk	NBA Degree	Ra nk	MA, MS Degree	Ra nk	PhD Degree	Ra nk	Total Degree	Ra nk	OP Budget/ Faculty	Ra nk	OP Budget/ Student	Ra nk	Degree/ Faculty	Ra nk
Univ Florida	39,541,233	11	73,004,526	8	102	12	5,815	1	1,191	8	7006	1	1,801	1	295	10	403	1	11	10	2,510	1	387,659	9	5,644	17	24.6	1
Univ of Arizona	31,151,167	15	40,500,000	17	107	9	4,811	4	623	16	5434	4	1,038	7	135	17	119	6	18	2	1,310	9	291,132	14	5,733	16	12.2	7
CA, Berkeley	41,006,089	9	112,076,154	4	71	18	596	17	1,265	6	1861	17	295	17	340	8	60	14	10	13	705	17	577,551	3	22,034	4	9.9	11
UCLA	54,379,457	5	53,733,554	10	90	17	0	18	1,455	5	1455	18	0	18	591	2	0	18	8	16	599	18	604,216	2	37,374	1	6.7	18
Univ of Illinois	39,137,480	12	47,358,007	11	128	6	3,031	9	808	13	3839	11	1,008	8	219	15	370	2	14	8	1,611	5	305,762	13	10,195	9	12.6	6
Indiana Univ	85,552,052	2	41,669,277	15	201	1	3,658	7	716	15	4374	9	1,253	3	276	13	79	10	15	5	1,623	4	425,632	7	19,559	5	8.1	16
Univ of Iowa	29,109,538	16	40,646,878	16	100	14	3,603	8	1,218	7	4821	7	791	10	328	9	34	17	9	15	1,162	12	291,095	15	6,038	15	11.6	8
Univ of Maryland	38,363,762	13	27,959,459	18	137	5	2,890	10	1,500	4	4390	8	1,005	9	406	5	51	15	12	9	1,474	7	280,027	17	8,739	11	10.8	10
Univ of Michigan	99,732,200	1	216,027,109	1	144	3	681	16	2,084	2	2765	13	341	15	762	1	64	13	15	6	1,182	10	692,585	1	36,070	2	8.2	14
Michigan St	28,334,790	17	45,305,712	13	98	15	4,610	5	772	14	5382	6	1,079	6	263	14	88	9	11	11	1,441	8	289,131	16	5,265	18	14.7	4
Univ of Minn	60,833,000	3	127,680,810	3	138	4	1,653	12	2,483	1	4136	10	447	14	458	4	144	4	10	14	1,059	13	440,819	4	14,708	7	7.7	17
Univ of NC	41,000,000	10	79,000,000	7	94	16	1,638	13	967	9	2605	14	317	16	392	6	107	8	11	12	827	16	436,170	5	15,739	6	8.8	13
Ohio State	43,676,393	7	100,768,789	5	102	13	5,305	2	826	12	6131	2	1,169	4	293	11	117	7	15	7	1,594	6	428,200	6	7,124	14	15.6	3
Penn State	42,483,690	8	42,162,256	14	118	7	5,046	3	369	18	5415	5	1,746	2	102	18	37	16	16	4	1,901	3	360,031	11	7,846	12	16.1	2
Purdue Univ	26,377,509	18	46,674,006	12	106	10	2,534	11	859	10	3393	12	597	13	281	12	75	11	20	1	973	14	248,844	18	7,774	13	9.2	12
Univ of Texas	58,659,253	4	138,159,718	2	151	2	4,408	6	1,687	3	6095	3	1,110	5	584	3	244	3	16	3	1,954	2	388,472	8	9,624	10	12.9	5
Univ of Washington	32,992,000	14	62,900,000	9	106	11	1,605	14	836	11	2441	15	744	11	345	7	69	12	6	17	1,164	11	311,245	12	13,516	8	11.0	9
Univ of Wisconsin	44,768,502	6	83,337,850	6	117	8	1,306	15	569	17	1875	16	612	12	200	16	136	5	6	18	954	15	382,637	10	23,877	3	8.2	15
Averages	46,915,111		76,821,152		118		2,787		1,120		3,907		797		351		106		12		1,267		397,268		14,777		11	

**FACULTY COURSE COVERAGE
BY CREDIT HOUR**

MBA EXTERNAL PROGRAMS

	<u>ESMBA</u>	<u>P2MBA</u>	<u>EMBA</u>	<u>P1MBA</u>	<u>SFMBA</u>	<u>I2MBA</u>	<u>I1MBA</u>	<u>TOTALS</u>	<u>%</u>
Accounting	3	3	3		3	3		15	0.05
Finance	10	10	10	7	9	13	10	69	0.23
Management	9	11	9	9	12	11	8	69	0.23
Marketing	9	6	6	6	6	9	6	48	0.16
DIS	9	9	12	3	9	6	3	51	0.17
Economics	6	6	6	3	6	3		30	0.10
Writing/Comm	2	3	2	2	3	3	3	18	0.06
Foundations Review				2			2	4	0.01
	48	48	48	32	48	48	32	304	1.00

OTHER EXTERNAL PROGRAMS

	<u>OBSBA</u>	<u>OEM</u>	<u>MSE</u>	<u>TOTALS</u>	<u>%</u>
Accounting		3	3	6	0.06
Finance	16	3	11	30	0.29
Management	12	6	2	20	0.19
Marketing	8	3	2	13	0.12
DIS	8			8	0.08
Economics	8			8	0.08
Other	8			8	0.08
FRE			12	12	0.11
	60	15	30	105	1.00

6/9/2005

TRADITIONAL MBA PROGRAM

	2002	2003	2004	2005
Enrollment	57	83	84	60-70*
GMAT	658	650	666	670+*
GPA	3.3	3.23	3.3	3.3-3.4*
International %	33	42	25	22*
Placement at Graduation	56.5%	34.4%	65.2%	73.1%
Placement 3 months out	91.3%	87.5%	80.4%	90%+ *

3.3-3.4

*Estimate

WPMBA ENROLLMENT

Program	2002 – 2003	2003 – 2004	2004 – 2005	2005 – 2006*
EMBA	24	25	35	35
ESMBA	20	45	36	50 (P2)
IIMBA	27	45	52	50
I2MBA	51	52	57	55
P1MBA	33	41	53	55
P2MBA	55	49	61	55
SFMBA	NA	NA	40	45
TOTALS	210	259	334	345
Mean per cohort	35	43.2	47.8	49.3

*Estimate

REVENUES FROM EXTERNAL PROGRAMS

97 -98	98 – 99	99 -00	00-01	01 –02	02 -03	03 - 04	04 -05#	05-06*
\$2.04M	\$2.58M	\$3.12M	\$3.85M	\$4.85M	\$5.46M	\$6.35M	\$7.9M	\$9.4M

*Estimate

We raised our prices in Fall 2004. Next price increase will take place in Fall 2006

WARRINGTON COLLEGE OF BUSINESS								
EXTERNAL MBA PROGRAMS								
DIRECT COSTS PLUS COLLEGE SUPPORT (AVERAGE/ACTUAL)								
	EMBA	PROF. 2 YR S	PROF. 2 YR F	PROF. 1 YR	PROF. S FL	INTERNET 2 YR	INTERNET 1 YR	TOTAL
FACULTY & STAFF PAYROLL								
1) \$7K OIL per credit hour (\$5K for IT, \$25.5K per course for SFMBA, \$10K F.R.)	338,000.00	338,000.00	338,000.00	220,000.00	408,000.00	338,000.00	166,000.00	2,138,000.00
2) Teaching Assistant support	2,000.00	30,000.00	30,000.00	20,000.00	32,000.00	30,000.00	18,000.00	182,000.00
3) External MBA staff salaries & OPS	84,752.43	84,752.43	84,752.43	84,752.43	84,752.43	84,752.43	84,752.43	593,267.00
4) BITS support	20,317.43	20,317.43	20,317.43	20,317.43	20,317.43	20,317.43	20,317.43	142,222.00
5) Staff Miami travel compensation					17,500.00			17,500.00
PROGRAM LUNCHEES/REFRESHMENTS/RENTAL/ETC.								
6) assumes \$700 per student EMBA	21,000.00							21,000.00
7) assumes \$810 per student P2MBA		36,450.00	24,700.00					61,150.00
8) assumes \$480 per student P1MBA				22,080.00				22,080.00
9) assumes \$5,360 per student SFMBA					214,400.00			214,400.00
10) assumes \$240 per student I2MBA						12,000.00		12,000.00
11) assumes \$150 per student I1MBA							7,200.00	7,200.00
ORIENTATION & GRADUATION								
12) assumes \$400 per student	12,000.00	18,000.00	20,800.00	18,400.00	18,000.00	20,000.00	19,200.00	124,400.00
BOOKS, SUPPLIES, COPIES, ETC.								
13) assumes \$45 per credit hour	84,800.00	97,200.00	112,320.00	88,240.00	88,400.00	108,000.00	89,120.00	804,080.00
HARDWARE/SOFTWARE/LICENSES								
14)	2,785.71	2,785.71	2,785.71	2,785.71	2,785.71	117,785.71	113,185.71	244,900.00
FACULTY/STAFF TRAVEL TO SOUTH FLORIDA								
15)					105,000.00			105,000.00
CREDIT CARD EXPENSE								
16) assumes 1% of revenues	9,600.00	12,150.00	14,040.00	10,580.00	17,960.00	18,500.00	15,360.00	98,190.00
PROGRAM SUPPORT								
17) Admin. overhead (postage, phone, supplies, insurance, etc.)	43,200.00	43,200.00	43,200.00	43,200.00	43,200.00	43,200.00	43,200.00	302,400.00
18) Marketing/Admissions/Alumni Relations/Conference Travel/Director Misc	75,880.00	75,880.00	75,880.00	75,880.00	75,880.00	75,880.00	75,880.00	531,160.00
FEES ON DIRECT EXPENSE (3%)	20,170.07	22,702.07	22,943.87	17,527.07	33,725.87	25,993.07	18,968.47	162,028.47
19)								
PROVOST TAX (14% of revenue less fees on direct expense less building res.)								
20)	14,324.31	47,482.31	73,710.51	30,887.31	117,806.51	133,101.31	98,167.91	513,282.14
TOTAL EXPENSE	708,829.84	828,829.84	861,449.94	632,449.94	1,275,729.84	1,025,529.84	747,349.84	6,078,289.81
TUITION REVENUE								
21)	960,000.00	1,215,000.00	1,404,000.00	1,058,000.00	1,796,000.00	1,850,000.00	1,536,000.00	9,819,000.00
INTEREST INCOME (estimated @ 1% of revenue)								
22)	9,600.00	12,150.00	14,040.00	10,580.00	17,960.00	18,500.00	15,360.00	98,190.00
NET PROFIT/(LOSS)	262,770.08	400,220.08	556,550.08	436,130.08	538,230.08	842,970.08	804,918.08	3,840,820.39
COLLEGE SUPPORT								
23) Eminent Scholar & Distinguished Professor Support	80,158.86	80,158.86	80,158.86	80,158.86	80,158.86	80,158.86	80,158.86	421,112.00
24) Assoc. Dean Buyout	26,550.00	26,550.00	26,550.00	26,550.00	26,550.00	26,550.00	26,550.00	185,850.00
25) Summer Research Grants	160,714.29	160,714.29	160,714.29	160,714.29	160,714.29	160,714.29	160,714.29	1,125,000.00
26) MBA/MS/MA/Other Salaries & OPS	44,583.00	44,583.00	44,583.00	44,583.00	44,583.00	44,583.00	44,583.00	312,081.00
27) CWOC Salaries	18,990.00	18,990.00	18,990.00	18,990.00	18,990.00	18,990.00	18,990.00	132,930.00
28) 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	378,000.00
29) OPS Assistants/Tuition Waivers/Scholarships (MS/MA)	23,285.71	23,285.71	23,285.71	23,285.71	23,285.71	23,285.71	23,285.71	163,000.00
30) Overhead (postage, phone, supplies, insurance, etc)	10,800.00	10,800.00	10,800.00	10,800.00	10,800.00	10,800.00	10,800.00	75,800.00
31) Marketing/Admissions	32,520.00	32,520.00	32,520.00	32,520.00	32,520.00	32,520.00	32,520.00	227,840.00
32) Student Services TRAD MBA	9,857.14	9,857.14	9,857.14	9,857.14	9,857.14	9,857.14	9,857.14	67,600.00
33) Career Services	11,735.71	11,735.71	11,735.71	11,735.71	11,735.71	11,735.71	11,735.71	82,150.00
34) Traditional One Year MBA Summer Overloads	19,407.14	19,407.14	19,407.14	19,407.14	19,407.14	19,407.14	19,407.14	135,850.00
35) Marketing Retreat Commitment	1,071.43	1,071.43	1,071.43	1,071.43	1,071.43	1,071.43	1,071.43	7,500.00
FEES ON COLLEGE SUPPORT EXPENSE (3%)	14,191.34	14,191.34	14,191.34	14,191.34	14,191.34	14,191.34	14,191.34	99,339.39
BUILDING RESERVE								
	85,714.29	85,714.29	85,714.29	85,714.29	85,714.29	85,714.29	85,714.29	600,000.00
TOTAL COLLEGE SUPPORT	572,950.34	572,950.34	572,950.34	572,950.34	572,950.34	572,950.34	572,950.34	4,010,952.39
TOTAL DIRECT EXPENSE PLUS COLLEGE SUPPORT	1,279,780.29	1,399,880.29	1,434,400.29	1,205,400.29	1,848,680.29	1,598,480.29	1,320,300.29	10,089,242.00
NET PROFIT/(LOSS)	(310,180.29)	(172,730.29)	(18,360.29)	(138,620.29)	(34,720.29)	270,019.71	231,058.71	(169,732.00)
AVG/ACTUAL # OF STUDENTS PER SECTION W/COLLEGE SUPPORT								
	30	45	82	46	40	50	48	311
BREAK-EVEN # OF STUDENTS PER SECTION W/ COLLEGE SUPPORT								
	43	54	83	54	42	40	38	325
BREAK-EVEN # OF STUDENTS PER SECTION W/O COLLEGE SUPPORT								
	21	26	26	24	23	29	18	156
June 28, 2005								

NOTES:

- 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.
- 20) Provost tax assessed on off-book programs equal to 14% of revenue less fees on direct expense (3%) less a \$600,000 building reserve.
- 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 auxiliary accounts. The percentage varies, but for these purposes is estimated at 1% of revenues.
- 25) Assumes 45 summer research grants are awarded at \$25,000 each.
- 26) This is the amount of DOCE funds used to support state salaries. It is the difference between the actual amount of staff salary (including Traditional MBA, MS/MA and other staff) of \$905,348 paid from DOCE and line item #3 (MBA staff salaries & OPS directly attributable to external MBA programs) of \$593,267.
- 27) Salaries/OPS for lecturers teaching writing and speaking courses in Traditional MBA & MS/MA programs.
- 28) Assistantships/scholarships awarded to Traditional MBA students using DOCE funds.
- 29) OPS payments/scholarships awarded to MS/MA students using DOCE funds.
- 30) Overhead costs attributable to Traditional MBA program (estimated at 20% of total) plus College insurance costs.
- 31) Marketing, admissions and alumni relations costs attributable to Traditional MBA program. Estimated at 30% of total.
- 32) Traditional MBA student services budget.
- 33) Career services budget for Traditional MBA, MS and MA programs.
- 30-Jun-05

EXTERNAL MBA PROGRAMS			
FACULTY DISTRIBUTION			
DOES NOT INCLUDE CHINA MBA			
# COURSES TAUGHT	# FACULTY	TOTAL	FACULTY NAME
5.5	1	5.5	Alba
5.3	1	5.3	Kraft
3.5	1	3.5	Vakharia
3	8	24	Tosi, Erenguc, Tapley, Maurer, Sawyer, Sturdivant, Thompson, Snowball
2	14	28	Schaefer, Lepine, Heggstad, Rossi, Nimalendran, Houston, Livingston, Thomas, Dinopoulos, Waldo, Brown, Vara, Emerson, West
1.5	2	3	Lutz, Figlio
1	22	22	Various
0.7	1	0.7	Lee
0.5	4	2	Hamilton, Aytug, Shugan, Cooke
	54	94	

**EXTERNAL PROGRAMS
COURSES BY ACADEMIC UNIT
DOES NOT INCLUDE CHINA MBA**

ACCOUNTING	7
FINANCE	23
MANAGEMENT	22
MARKETING	17
DIS	15
ECONOMICS	10
TOTAL	94

EXTERNAL PROGRAMS FACULTY BY DEPARTMENT									
	ESMBA	EMBA	P2MBA	P1MBA	SFMBA	RMBA	CHINA MBA (Start TBA)	MSE	OEM
ACCOUNTING									
Overload	Schaefer	Snowball	Schaefer		Snowball	Kramer		McDonald	Snowball
FINANCE									
Overload	Heggestad Rossi Gapenski	Nimalendran Houston Brown	Livingston Radcliffe Crum	Livingston Tapley	Tapley Ryngaert Brown	Nimalendran* Naranjo* Houston Heggestad*	Crum Ritter Heggestad	Rossi Champagne Vara Vara	Tapley
MANAGEMENT									
Overload	Kraft (1 term) LePine Thomas	Erez Maurer Kraft	Thomas Colquitt Shen	Emerson Tosi (3 terms) Kraft	LePine DiMatteo Maurer Kraft	Kraft* Emerson* Tosi	Tosi Kraft Shen	Maurer	Kraft Tosi
Buyout	Lee (2 terms)								
MARKETING									
Overload	Gordon Alba Alba/Cooke	Lutz/Sawyer Alba	Sawyer Sawyer/Shugan	Sturdivant Lewis	Alba Sturdivant	Lutz* Sturdivant* Alba		Alba	Sawyer
Buyout									
DIS									
Overload	Vakharia Erenguc Mahajan	Koehler Aytug/Vakharia Thompson Erenguc	Cheng Pathak Vakharia	Ogan	Erenguc Thompson Carrillo	Vakharia* Thompson	Erenguc/Vakharia		
ECONOMICS									
Overload	Hamilton/Romano Dinopoulos	Waldo Dinopoulos	Waldo Figlio	West	Romano/Figlio West	Berg	Figlio		
4 Credit Courses								1	
3 Credit Courses	15	15	14	9	15	14	8	2	5
2 Credit Courses								4	
Subtotal Credits	45	45	42	27	45	42	24	18	15
OTHER CREDITS									
Writing	1	1	1	1	3	3			
Communications	1	1	2	1					
Pers. Finance	1	1	1	1		1			
Groups/Teams			1			1			
Leadership			1			1			
Non WCBA Faculty							24	12	17
Total Credits	48	48	48	32	48	48	48	30	32
*Course also taught in Internet One Year Program.									

2005-06 RESOURCE STATEMENT: FLORIDA MBA PROGRAMS

<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 Pat Foran Andy Lord Conor Mitchell Ruth Frank Michael Rothman	Kara Cupoli John Laibson Angie Holland Tameray Brazeal Raina Carter Tyhesha Holmes	Renee Young Erica Daughtry Sherry Deist (80%) Erica Beard (57%)	Melissa Baxley	Steve LaBarbera Michael King John Ryder Ed Smallman Charli Francis Kristy Smith

Private Sources:

Endowed MBA Scholarships

Unrestricted:

#1644 McNulty	3,409
#1792 Herndon Hiron	3,199
#1904 Fry	3,049
#2066 Bealls	4,180
#2070 Bank of America	3,196
#3466 Brinson	11,579
#3486 Weyenberg	25,291
#3514 Johnston	12,577
#3540 McNulty	2,005
#6216 Evans	9,353
#7206 Bank of America	30,871
#7590 Wachovia	30,848
#7790 MBA Scholarships	10,228
#8160 McKeel	<u>4,010</u>
Unrestricted Total	153,794

Restricted:

#1224 Hess	3,971
#1646 Fisher	3,405
#2156 Lesueur	2,600
#2318 First Bankers	2,969
#6588 Hockmeyer	53,109
#7032 Steinbrenner	23,237
#7208 Matthews	7,195
#7328 O'Brien	6,999
#7356 Epstein	14,404
#7550 Maroon	<u>7,254</u>
Restricted Total	125,141

Total Endowed Scholarships 278,935

Non-Endowed Schol.

#3659 MBA Scholarship	72
#4991 Tyree Memorial	0
#7193 Fannie Mae Term	16,318
#7557 Rosenblum	10
#11571 Progress Energy	<u>0</u>
Total Non-Endowed Schol.	16,401

Other Endowed Funds

#6530 Wilson	26,172
#6970 Koenig	<u>16,321</u>
Total Other Endowed	42,493

Other Non-Endowed Funds

#1399 Program	77,081
#3685 Excellence	53,861
#5791 Speakers Series	1,812
#7315 Stembler	<u>20,937</u>
Total Other Non-Endowed	153,490

Total Private Sources 491,319

State Sources:

Current Rate w/fringes	889,952
Vacant Rate	0
OE, OPS	<u>0</u>
Total State	889,952

DOCE:

Expenses

Proj. 7/1/05-6/30/06	
Salary	1,670,106
Teaching OPS & Buyouts	2,091,991
Faculty Research	1,125,000
Other OPS (incl. TA's)	318,494
Scholarships	538,000
OE	2,795,549
Building Reserve	600,000
Transfers	<u>637,539</u>
Total Expenses	9,776,679

Revenues

Proj. 7/1/05-6/30/06	9,416,541
Carry Forward	<u>1,275,624</u>
Total Revenues	10,692,165

Proj. Cash @ 6/30/06 915,486

*Warrington College of Business
Private Gift Fundraising Goals and Objectives 2006- 2012*

Our private gift fundraising priorities reflect the College's shift to larger graduate enrollment and the ongoing challenge to recruit and retain quality faculty. Private gifts are an enhancement (not replacement) for state funding. Our \$112M goal is a challenging one since it's nearly double what we raised in the last campaign (\$56M plus \$18M in state matching funds). Raising \$16M/yr for the next seven years is a challenging goal in comparison to the \$9-10M/year in gifts and pledges WCOB typically receives. We know additional fundraising staff will be required to reach our goal. The average raised by a UF fundraiser is \$2.1M/year.

We will focus on gifts of \$1 million or more at the outset of the campaign and continue to work closely with the faculty to engage current and potential donors in meaningful ways. We will build the case for support around our faculty, centers, and successful graduate programs and look to the 300+ volunteers on our various boards for leadership gifts.

The campaign will get a name in December 2005. We are in a leadership gift phase leading up to the public announcement and kickoff in October 2007.

What counts? Beginning 7/1/2005, every dollar in new gifts to any WCOB fund (endowed or spendable) and also any gifts-in-kind, real estate, bequest provisions (where donor estimates the value "if I died tomorrow, UF would get \$ x), or other planned gifts count at face value. The only gifts that won't count toward the \$112M goal are old pledge payments.

This table shows a likely combination of gifts in order to reach a \$112M goal and also how leadership gifts have the most impact. The naming levels listed have been approved by the President. Additional naming opportunities will be developed based on donor interest. The levels are minimum gifts to endowment required for naming in perpetuity. Naming for a shorter period can be negotiated.

Gift	# naming options	# required to reach goal	Total
<i>Leadership level</i>			
\$25M	1 (Graduate School)	1	\$25,000,000
\$15M	1 (Undergraduate School)	1	\$15,000,000
\$10M	1 (CEI)	1	\$10,000,000
\$ 5 M	4 (Grad Studies Bldg, -Matherly, -Bryan Or Undergrad Honors)	1	\$ 5,000,000
\$ 3M	5 (CRES,BEBR,PURC,Comm,SCM)	3	\$ 9,000,000
\$ 1.5M	1 Leadership Academy	1	\$ 1,500,000
\$ 1.5M	~11 Chairs or Center Directors	5	\$ 7,500,000
\$ 1M	9 Degree programs (MAIB,MSDIS,MRE,MSM,ME, & MBA concentrations in...)	3	\$ 3,000,000
\$ 1M	3 (MBA Adm., Student, Career Services)	1	\$ 1,000,000
Leadership gift total		16	\$77,000,000

(in UF's last campaign, WCOB raised 17 leadership gifts totaling \$28M including state match: one \$10M gift, two \$5M, and fourteen \$1M+ gifts).

Major gift level

\$600K+	30 Professorships	20	\$12,000,000
\$500K	1 Student Center (Bryan 232)	1	\$ 500,000
\$350K+	30 Grad Student Fellows	20	\$ 7,000,000
\$300K+	15 Term Professorships (for Asst Prof)	10	\$ 3,000,000
\$250K+	5 Lectureships, Seminar series, etc	4	\$ 1,000,000
\$100K+	5+ Research Funds	5	\$ 500,000
	Major gift total	60	\$24,000,000
	(In UF's last campaign, WCOB raised thirteen \$500K+ gifts and 49 \$100K gifts including state match)		

Gifts under \$100,000 (includes annual gifts to unrestricted funds) **\$11,000,000**

Campaign Total **\$112,000,000**

UF has established the following minimum naming levels for gifts to endowment—we expect to raise donors' sights above these levels

Chairs

Formerly called an "eminent scholar chair," a minimum gift of \$1.5 million will support a distinguished professor with an outstanding research record. The Warrington College of Business has a history of a rich research culture, having been the home of the state's first eminent scholar chair, the Matherly-McKethan, since 1979. Since then, 11 additional chairs have been established at the College. Chairs are a critical part of our mission; they allow us to recruit outstanding senior faculty. Centers and departments are built around these faculty. Currently, nine business faculty hold chairs, each a prominent researcher with a renowned research and publishing record.

Professorships

A minimum gift of \$600,000 endows a professorship for faculty engaged full-time in research, teaching, and clinical activities. We currently have 25 endowed professorships, but many more junior and adjunct faculty are in need of support.

U.S. News & World Report's 2005 rankings reflect the quality of our faculty: 27th overall and 16th among public schools. Among publics, accounting (#4), marketing (#6), real estate (#7), finance, (#8), management information systems (#12), and management (#16) ranked very well.

Graduate Student Fellowships

A minimum gift of \$350,000 will name a fellowship that will support graduate students working toward an advanced degree in any of our programs. This award may include a research or teaching assignment, experiential learning opportunities that are invaluable. We currently have 33 named, endowed funds supporting graduate students.

Term Professorship (Faculty Fellowship)

A minimum gift of \$300,000 will endow a term professorship/faculty fellowship to encourage developing scholars. For example, the top priority in the Fisher School of Accounting is supporting new faculty, and the goal of the endowment is to provide summer research support. We currently have 12 endowed term professorships.

Lectureships

To establish an endowed lectureship, a minimum of \$250,000 is required. Research seminars bring new ideas to our faculty and students. The income from these endowments pay for honoraria, publicity, and the expense involved in bringing a visiting professor or lecturer from another institution or organization. These are vital opportunities for our students to discuss current trends with practitioners and make professional contacts. Currently, ten funds support visiting faculty and industry professionals at the Warrington College of Business.

Research and Program Support

To establish an endowed research fund, a minimum gift of \$100,000 is required. Research programs are the foundation of our College and the lifeblood of our faculty. These gifts support faculty directly, provide computer and databases enhancements, graduate assistants and research seminars. We currently have seven endowed funds of \$2 million or more, and 21 funds valued at \$300,000 to \$2 million.

Centers

Centers at the Warrington College of Business serve businesses, related organizations, and individuals in the state and nation by developing outstanding business people and providing solutions to business problems. They provide an intersection for the academic and the business worlds to interact. Our 13 Centers generate research with market applications and impart knowledge to our students, the academic and business communities, and policy makers. Quality research, facilitated by Center activities, has garnered national recognition for our faculty and the Warrington College of Business, particularly in the areas of real estate, public utilities, and retailing. Finding donors like the Poe Family (Business Ethics) and David F. Miller/J.C. Penney (Retailing) to name our active Centers is the stepping stone to having all of our academic departments and programs rated in the top decile among public institutions. Each center will be named with a gift of \$3 million with the exception of CEI which will be named with a gift of \$5 million to \$10 million.

Graduate Studies Building

Planning is underway for a new Graduate Studies Building as part of our strategic plan to emphasize graduate programs. Top public business schools from Georgia to Oregon are spending millions on new facilities and technologies to attract the best students. This new Graduate Studies Building will help us compete with the facilities and services offered by our peers and free up additional space for our undergraduate programs as well. As with Gerson Hall, the Graduate Programs Building will be designed to simulate a corporate environment, where students and faculty interact in a way that reflects the “teams” approach of the modern workplace. We are seeking a gift of \$5 million to name this building.

Specialized Masters Programs

MBA course concentrations and specialized masters programs can be endowed and named with a \$1 million gift. The possibilities include the MS in Real Estate, MS in Entrepreneurship, MS in Decision and Information Systems, the MS in Management or the MA in International Business. These gifts are crucial because they help support faculty in the program and student recruiting. The Hough Program in Finance, supporting the Masters in Finance, is an example.

Naming the Undergraduate School

A significant portion of the endowment created by a \$15 million gift naming the undergraduate program would enhance instruction, faculty and programs for students. After naming, a BA/BS graduate’s degree would read:

Bachelor of ... in Business Administration
[Donor name] School of Business Administration
Warrington College of Business

Naming the Graduate School

The Graduate School of Business can be endowed and named with a \$25 million gift. The annual funding generated by a Graduate School Endowment would be used to attract the best graduate students to work with our highly-rated faculty.

Following a naming gift of \$25 million, a graduate’s degree would read:
Master of
[Donor name] Graduate School
Warrington College of Business

University of Florida Campaign Goal Summary

	FACULTY SUPPORT	GRADUATE SUPPORT	UNDERGRAD SUPPORT	CAMPUS ENHANCEMENT	PROGRAM SUPPORT & RESEARCH	TOTAL
Athletics			\$ 24,000,000	\$ 6,000,000	\$	\$ 30,000,000
Warrington College of Business	\$ 31,000,000	\$ 40,500,000	\$ 4,000,000		\$ 36,500,000	\$ 112,000,000
Design, Construction and Planning	\$ 6,000,000	\$ 7,000,000	\$ 6,000,000	\$ 2,000,000	\$ 17,500,000	\$ 38,500,000
Dentistry	\$ 3,000,000	\$ 2,000,000		\$ 5,000,000	\$ 5,000,000	\$ 15,000,000
Education	\$ 2,100,000	\$ 410,000		\$ 5,000,000	\$ 1,490,000	\$ 9,000,000
Engineering	\$ 34,500,000	\$ 7,000,000		\$ 15,000,000	\$ 8,500,000	\$ 65,000,000
Fine Arts	\$ 2,000,000	\$ 1,000,000		\$ 6,000,000	\$ 3,000,000	\$ 12,000,000
FL Museum of Natural History	\$ 3,000,000	\$ 2,450,000		\$ 2,765,000	\$ 8,500,000	\$ 16,715,000
Harn	\$ 3,500,000			\$ 3,000,000	\$ 17,005,000	\$ 23,505,000
Health and Human Performance	\$ 2,400,000	\$ 750,000	\$ 80,000		\$ 1,770,000	\$ 5,000,000
IFAS	\$ 32,500,000	\$ 9,000,000	\$ 8,000,000	\$ 11,000,000	\$ 22,000,000	\$ 82,500,000
International Center	\$ 2,650,000	\$ 700,000	\$ 1,400,000		\$ 630,000	\$ 5,380,000
Journalism	\$ 2,400,000	\$ 800,000		\$ 10,500,000	\$ 14,148,000	\$ 27,848,000
Latin American Studies Center	\$ 5,000,000	\$ 650,000			\$ 3,500,000	\$ 9,150,000
Levin College of Law	\$ 25,000,000	\$ 12,000,000		\$ 4,000,000	\$ 19,000,000	\$ 60,000,000
Liberal Arts and Sciences	\$ 16,800,000	\$ 3,600,000	\$ 600,000	\$ 10,750,000	\$ 37,770,000	\$ 69,520,000
Smathers Libraries	\$ 2,500,000			\$ 1,000,000	\$ 6,550,000	\$ 10,050,000
Medicine	\$ 90,000,000	\$ 15,000,000		\$ 100,000,000	\$ 125,000,000	\$ 330,000,000
Nursing	\$ 13,250,000	\$ 1,500,000			\$ 2,000,000	\$ 16,750,000
Performing Arts				\$ 1,000,000	\$ 10,000,000	\$ 11,000,000
Pharmacy	\$ 6,000,000	\$ 3,750,000	\$ 1,000,000	\$ 6,000,000	\$ 1,750,000	\$ 18,500,000
Public Health & Health Professions	\$ 10,000,000	\$ 2,000,000			\$ 5,000,000	\$ 17,000,000
UF&Shands				\$ 50,000,000	\$ 5,000,000	\$ 55,000,000
Student Affairs			\$ 8,000,000		\$ 8,900,000	\$ 16,900,000
UF Initiatives		\$ 101,882,000				\$ 101,882,000
Veterinary Medicine	\$ 15,000,000	\$ 3,000,000		\$ 3,000,000	\$ 11,000,000	\$ 32,000,000
Whitney Lab	\$ 3,200,000	\$ 350,000		\$ 5,750,000	\$ 500,000	\$ 9,800,000
LIST TOTALS	\$ 311,800,000	\$ 215,342,000	\$ 53,080,000	\$ 247,765,000	\$ 372,013,000	\$ 1,200,000,000

**University of Florida
Future Capital Campaign**

	Gift Level	Number of Gifts Needed	Total
Leadership	\$75,000,000+	1	\$75,000,000
	\$50,000,000+	2	\$110,000,000
	\$25,000,000+	3	\$90,000,000
	\$10,000,000+	12	\$140,000,000
	\$ 5,000,000+	20	\$110,000,000
	\$ 1,000,000+	180	\$250,000,000
Major	\$ 500,000+	160	\$110,000,000
	\$ 100,000+	750	\$125,000,000
Special	\$ 10,000+	4,000	\$105,000,000
All others	up to \$10,000		\$85,000,000
Total			\$1,200,000,000