

Summer Faculty Luncheon 2015

CONTENT

- 1. WCBA Academic Program Review 2015-16**
- 2. WCBA Budget Update 2015-16**

WCBA ACADEMIC PROGRAM REVIEW
2015-16

Q1: Identify 2-3 important advances/achievements made by your College this year.

- a. Completion of Heavener Hall
- b. Launched Doctor of Business Administration program
- c. High rankings in US News, Businessweek, Financial Times & The Economist

Q2: What is the one thing that you would have done differently in retrospect?

We would have requested more input into the design of the UF Online model. The current structure is producing an insignificant revenue stream and significant costs, particularly the negative impact on brand. We remain committed to expanding the general business BSBA in UF Online but will not be offering any other majors.

Q3: Are there plans to make significant changes in your educational curricula? If so, list the three most important changes.

We are adding four focus areas (Marketing, Finance, Entrepreneurship and Global Experience) to the Internet MBA and Professional Two Year MBA programs.

Q4: What is the projected total amount of research funding (grants and contracts) at your College for FY14-15? What are your goals for total funding in 1 year and 5 years.

Approximately \$600K. We expect this figure, which is the average of our peer group, to continue. Given we have the smallest number of TT faculty this is about all we can expect. However, we still produce the highest ROI within E&G (**attachment 1**) despite the University investing virtually zero permanent budget increases over the last 25 years. The only additional funding over these 25 years is approximately \$900K for jump start.

Q5: List new hires who will begin employment in FY 2015-16. Please append for review the CVs of all hires made under the "Preeminence" hiring program.

Hired three Assistant Professors-one in Finance (Chicago) and two in Marketing (Chicago and Carnegie Mellon) plus one Associate Professor in Management (Columbia). We had no preeminence positions available.

Q6: Identify the major ranking system for your College (e.g., US News & World Report) and indicate your current rank. What is the ranking that you plan to achieve in 1 year and 5 years? What are the main strategies for getting there?

Major rankings include US News & World Report, Financial Times, The Economist and Businessweek.

- **US News & World Report (among publics):** Undergraduates-#16; Graduate-#16; Internet MBA-#4; Weekend MBA-#17; Marketing-#7; Accounting-#7 (undergrad), #8 (grad)
- **Financial Times:** Internet MBA-#1 in the U.S. and #3 worldwide
- **Businessweek (among publics):** MBA-#24
- **The Economist (among publics):** MBA-#19

We strive to be in the top 10 among publics in all rankings. We are partnering with 160/90 to develop and promote our brand. We don't expect significant movement in year 1 but our goal is to move up a few spots within the next 5 years.

Additional rankings can be found here <https://news.warrington.ufl.edu/category/rankings/>

Q7: Identify those programs within your College that are “top ten.” What investments are you making to maintain or enhance the ranking?

- All five academic units are ranked in the top ten among publics in faculty productivity among business schools
- Four of the five academic units are in the top 10 of the University according to Academic Analytics’ 2013-14 measures (**attachment 2**)
- Given that the College has shrunk to 66 academic tenure track faculty (**attachment 3**), expanding the Ph.D. in business to support faculty research productivity in business disciplines is critical. A wide range of Ph.D. disciplines can meet this need. WCBA has the smallest tenure track faculty in peer group (**attachment 4**); however, over the last 5 years we’ve produced more PhD’s in business than any of our peers. Based on Graduate School data, WCBA has the highest verbal and quantitative scores for applicants, admits and enrollees as well as the highest level of selectivity and the highest level of placement (both absolute and percentage) at academic institutions of any PhD program at UF.

Q8: Identify two or three of your College’s programs that are important to the College, but are not yet top ten, and describe your plans to foster their success.

Programs that are important but not yet recognized in the top 10 are Entrepreneurship and International Business. These are themes that cut across the core business disciplines.

We currently offer both a minor and masters in Entrepreneurship. In addition, GatorNest provides an experiential learning environment for students. The Center for Entrepreneurship and Innovation (CEI) is the umbrella organization supporting these programs. The program plays a major role in the Innovation Academy.

In International Business the College offers an undergraduate core course, BABA specialty, masters program (MIB), five undergraduate study abroad programs (London, Paris, Rome, Dublin, and Madrid), and 10 one-week graduate study tours. The College also houses an international center, CIEBS. In addition, the College has exchange agreements with more than fifty international partners.

The primary difficulty is that international business and entrepreneurship are cross department programs. Tenure track faculty must be hired within one of the existing five core business disciplines.

Plans to foster success:

- a. Focus any replacement hiring of tenure track faculty in five core business disciplines: Accounting, Finance, ISOM, Marketing and Management. This strategy is particularly important to the Ph.D. in business, and to increase faculty research publications given the decline in tenure track faculty. The College will continue to meet this need with a wide range of discipline hires with the expectation they will publish in leading business journals.
- b. Expand staff to enhance student experience both at the undergraduate and graduate levels.
- c. Need to expand entrepreneurship and international business offerings and add entrepreneurship and international business faculty (academic areas are yet to be determined) where opportunities may present

themselves (both tenure track and non-tenure track opportunities). We are adding entrepreneurship and global experience focus areas to our Internet and Professional Two Year MBA programs.

- d. Limit the number of undergraduate electives and limit the number of BSBA graduates to 600 or less per year due to significant delivery costs.

Q9: Evaluate the data produced by Academic Analytics. Clarify any findings that you feel are not reflective of your college and indicate areas, based on these data, in which improvement is most needed and achievable.

We believe Academic Analytics accurately reflects the productivity of our business faculty given that we have a high proportion of senior and junior members. We continue to perform well against our peer group (**attachment 5**). We need to continue to invest in faculty research productivity in major business journals.

Q10: Indicate advances in achieving diversity among faculty, staff, and students within your College. What plans do you have for the future?

Staff and student diversity has increased. Representation of women has expanded significantly among faculty, students and staff. Faculty representation has expanded for women but we have had less success on the other dimensions because of low representation in PhD programs. However, our Post-Doctoral Bridge Program has consistently had a 20% minority, 40% female representation. Low doctoral representation is primarily due to preferences by potential minority applicants to enter the MBA versus Ph.D. programs. Given the small size of our faculty (smallest in our peer group), we are often recruiting in a very narrow area. The College will continue to seek quality minorities.

Q11: Indicate notable successes in interdisciplinary collaboration in the past year.

- a. We offer four combined master's degree options for business minors and non-business degree majors: MSM, MSISOM, MSE, and MIB. We also offer minors in business, entrepreneurship, information systems, accounting, real estate, and retailing to all students across campus. GatorNest student projects are open to all students at graduate and undergraduate levels. CEI has worked with engineering, fine arts and pharmacy. The Entrepreneurship Faculty Fellows include fifteen faculty from across campus and the Gator 100 program involved all but one UF college. The Outreach Engineering Management Program is offered jointly by WCBA and the ISE Department. We are collaborating with Medicine on a masters program combining research and entrepreneurship. We are always open to any request for cooperation. Both graduate and undergraduate courses have few entry barriers.
- b. Collaboration with Building Construction and Harn Museum on joint gift endowment.
- c. Major role in Innovation Academy.
- d. The \$19 million subvention subsidy that WCBA provides to the University can be considered another way in which the College collaborates with other disciplines (**attachment 6**).

Q12: What are your unit's top 3 goals in the next one to three years? Aside from budget, are there major impediments to reaching those goals?

As stated in the College's strategic plan:

- Invest in intellectual capital
- Deliver high-quality teaching programs

- Build and sustain financial strength
- Strengthen experiential learning/co-curricular programs

Major impediment is barriers to imagination and the extremely small TT faculty size relative to peers.

Q13: List current and planned projects to develop alternative revenue streams. Discuss any plans to initiate distance or off-book education programs.

Our current portfolio includes various working professional MBA programs, the Doctor of Business Administration, Online MS-Entrepreneurship and Post-Doctoral Bridge program. We have no plans at this time to expand offerings. UF Online is a breakeven proposition (at best) financially and is extremely time consuming (chews up a lot of intellectual capital).

Q14: List future commitments. Commitments include buildings, renovations, infrastructure, major equipment and upgrades, start-up packages, and any other significant items.

- Needed renovations to Bryan Hall
- Additional building to accommodate any faculty expansion beyond the current 66 TT business faculty

Q15: List key financial opportunities and challenges for the coming year.

- \$19 million university subvention-41% of state appropriations & tuition (**attachment 6**)
 - \$0 state appropriations
 - \$1.5 million less than what students pay in tuition
- 17 year obligation to finance unfunded Courtelis matching fund for Hough Hall
 - \$10 million
 - \$600,000/year from 2015-2031
- \$5 million debt balance for Heavener Hall
- Capital campaign goal of \$250 million

Q16: Please explain the process you are using for goal-setting in the College.

A College committee composed of major stakeholders produces a strategic plan every 5 years consistent with our accreditation cycle. We are currently following the goals and strategies identified by the committee for 2013-18.

Return on Investment by College FY 2014-15

	Total State	Total State + Non-State	Subvention	Subtotal	ROI
Medicine	\$88,305,008	\$761,113,022	\$(33,691,612)	\$727,421,410	8.238
CALS	\$46,813,642	\$161,177,172	\$6,218,805	\$167,395,977	3.576
Dentistry	\$26,664,493	\$73,589,227	\$(9,133,669)	\$64,455,558	2.417
BUSINESS	\$39,332,158	\$70,460,267	\$18,762,811	\$89,223,078	2.268
Education	\$28,858,907	\$53,025,179	\$5,769,292	\$58,794,471	2.037
PHHP	\$21,362,628	\$40,375,928	\$1,824,326	\$42,200,254	1.975
Journalism	\$17,124,286	\$24,489,040	\$4,072,337	\$28,561,377	1.668
Vet Medicine	\$30,747,447	\$65,961,550	\$(15,065,749)	\$50,895,801	1.655
Engineering	\$99,927,389	\$179,491,240	\$(16,649,067)	\$162,842,173	1.630
HHP	\$15,280,153	\$19,244,288	\$5,029,727	\$24,274,015	1.589
DCP	\$15,005,707	\$22,044,741	\$1,366,434	\$23,411,175	1.560
Pharmacy	\$24,559,045	\$29,013,489	\$7,657,076	\$36,670,565	1.493
CLAS	\$144,432,014	\$171,716,355	\$28,515,987	\$200,232,342	1.386
Law	\$28,863,140	\$34,120,411	\$1,821,159	\$35,941,570	1.245
Nursing	\$11,401,272	\$14,601,425	\$(2,010,936)	\$12,590,489	1.104
The Arts	\$20,012,538	\$23,243,316	\$(3,168,716)	\$20,074,600	1.003

SUMMARY OF PROGRAM RANKINGS:

Academic Analytics Research Measures

University of Florida Top Performing Programs

Program Name	Discipline	Number of Program Faculty	Avg. Number of program faculty in the Discipline	Program Rank	Program Percentile	Programs In Discipline
Botany	Botany/Plant Biology	6	25	1	100	37
Business Administration - Marketing	Marketing	5	14	2	98.31	58
Nursing Sciences	Nursing	7	25	2	99.12	112
Industrial and Systems Engineering	Industrial Engineering	8	16	3	97.1	68
Industrial and Systems Engineering	Systems Engineering	8	15	3	95.45	43
Zoology	Zoology	24	29	3	90	19
Business Administration - Accounting	Accounting	3	14	4	94.74	56
Food Science and Human Nutrition	Food Science	8	17	4	93.33	44
Horticultural Science	Horticulture	44	29	4	87.5	23
Nutritional Sciences	Nutrition Sciences	5	21	4	95	59
Plant Molecular and Cellular Biology	Plant Sciences	18	23	4	92.68	40
Forest Resources and Conservation	Forest Resources/Forestry	21	25	5	89.47	37
Tourism Recreation and Sport Management	Health, Physical Education, Recreation	10	10	6	84.85	32
Aerospace Engineering	Aerospace Engineering	23	23	7	90.91	65
Research and Evaluation Methodology	Educational Evaluation and Research	3	8	8	82.93	40
Public Health - Rehabilitation Science	Health Promotion, Kinesiology, Exercise Science and Rehab	15	15	8	94.78	133
Soil and Water Science	Soil Science	22	23	8	81.58	37
Clinical Psychology	Clinical Psychology	17	13	9	91.58	94
Business Administration - Finance and Real Estate	Finance	5	19	9	86.44	58

Programs rank in the top 20 in disciplines with more than 100 programs represented in the discipline OR programs in the top quintile with less than 100 programs in the discipline.



SUMMARY OF PROGRAM RANKINGS:

Academic Analytics Research Measures

University of Florida Top Performing Programs

Program Name	Discipline	Number of Program Faculty	Avg. Number of program faculty in the Discipline	Program Rank	Program Percentile	Programs In Discipline
French Literature, Linguistics, and Culture	French Language and Literature	9	10	9	86.21	57
Business Administration - Information Systems and Operations Management	Management Information Systems	9	13	9	82.22	44
Electrical and Computer Engineering	Computer Engineering	39	30	10	92.56	120
Genetics and Genomics	Genetics	8	42	10	87.5	71
Pharmaceutical Sciences - Medicinal Chemistry	Pharmaceutical Sciences	4	18	10	89.77	87
Interdisciplinary Program in Biomedical Sciences - Physiology and Pharmacology	Pharmacology	25	25	10	90.82	97
Special Education	Special Education	16	11	10	85.71	62
Statistics	Statistics	8	17	11	87.95	82
School Counseling and Guidance	Counselor Education	3	9	12	82.26	61
Animal Sciences	Animal Sciences	10	22	13	83.33	71
Religion	Religion/Religious Studies	8	17	13	78.57	55
Applied Physiology and Kinesiology	Health Promotion, Kinesiology, Exercise Science and Rehab	13	15	14	90.3	133
Clinical Psychology	Psychology, various	17	11	14	90.51	136
Interdisciplinary Program in Biomedical Sciences - Physiology and Pharmacology	Physiology, General	25	25	15	86.79	105
Material Science and Engineering	Materials Science and Engineering	29	23	16	85.98	106












Programs rank in the top 20 in disciplines with more than 100 programs represented in the discipline OR programs in the top quintile with less than 100 programs in the discipline.



Faculty Outlook

	Tenure Track	Clinical	Lecturer	Post-Doc
Accounting	14	0	4	1
Finance	15	1	11	1
Management	12	0	3	0
Marketing	12	2	3	0
Information Systems & Operations Mgmt.	13	0	6	0
Communications	1	0	4	0
Administration	3	0	0	0
TOTAL	70	3	31	2

Comparison Across Peer Group

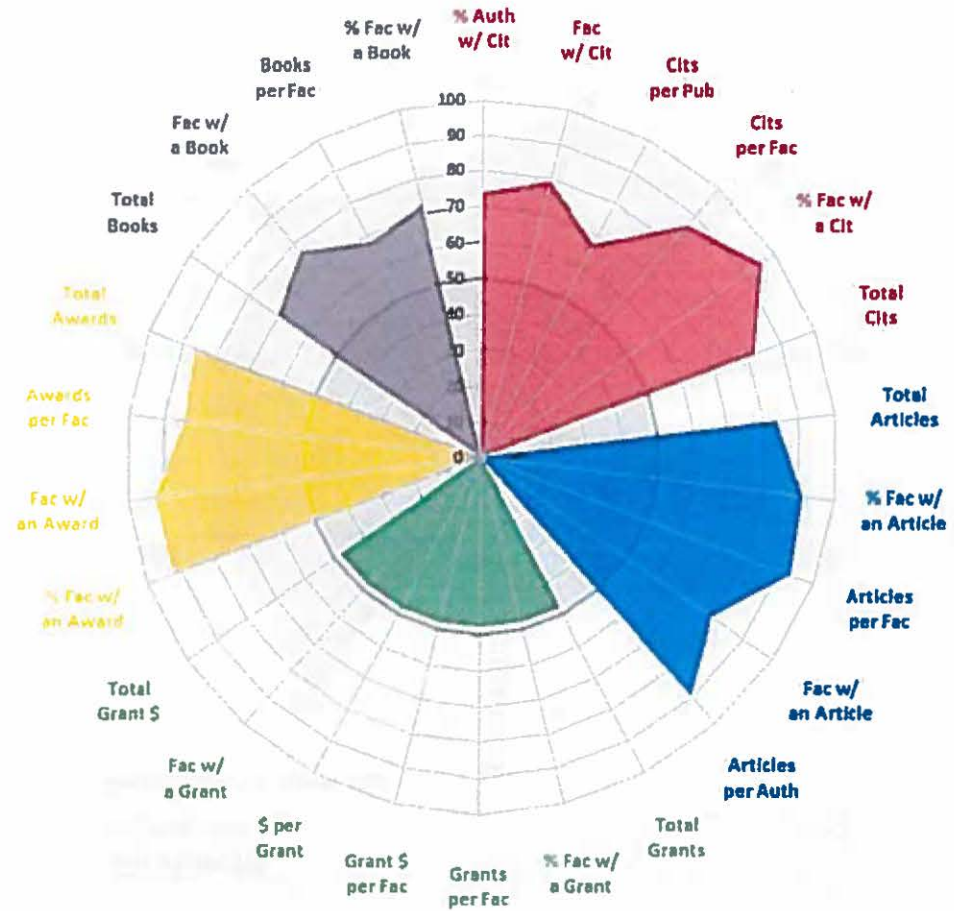
	 FLORIDA	 Illinois	 Indiana	 Michigan	 N. Carolina	 Ohio State	 Penn State	 Texas	 Washington	 Wisconsin	 Minnesota	MEAN	MEDIAN
Faculty	93	135	196	156	114	137	147	160	103	115	137	135.73	137
Undergrad	861	968	1377	394	343	1423	1575	1028	626	644	587	893.27	861
MBA	405	199	668	806	474	279	125	583	272	199	629	421.73	405
Sp. Masters	549	610	462	79	121	269	115	414	25	100	63	255.18	121
Ph.D.	13	13	12	15	9	9	19	19	13	6	10	12.55	13
Endowment	\$159,427,390	\$93,700,000	\$145,305,836	\$375,384,461	\$151,151,000	\$129,780,680	\$87,450,666	\$247,336,489	\$127,580,016	\$164,809,955	\$146,444,678	\$166,215,561	\$146,444,678
Operating Budget	\$59,685,185	\$93,457,335	\$138,625,642	\$123,078,127	\$93,490,760	\$66,863,656	\$47,801,927	\$91,886,550	\$54,282,000	\$61,136,369	\$101,003,620	\$84,664,652	\$91,886,550

Fiscal year 2013-14

Comparative Scholarly Research Productivity



■ Median
 ■ Citations
 ■ Articles
 ■ Grant Funding
 ■ Awards
 ■ Books



Subvention as percentage of unweighted appropriations & Tuition FY 2014-15

	Total State Appropriations			Total Tuition			Grand Total Appropriations & Tuition			
	W/O Weights	W/Weights	Subvention	W/O Weights	W/Weights	Subvention	W/O Weights	W/Weights	Subvention	Percentage
CALS	18,041,011	12,869,914	(5,171,097)	21,580,083	20,532,375	(1,047,708)	39,621,094	33,402,289	(6,218,805)	-16%
ARTS	5,878,799	6,775,872	897,073	7,021,469	9,293,112	2,271,643	12,900,268	16,068,984	3,168,716	25%
WCBA	17,228,833	8,700,370	(8,528,463)	28,023,073	17,788,725	(10,234,348)	45,251,906	26,489,095	(18,762,811)	-41%
DENTISTRY	2,070,268	8,660,440	6,590,172	10,106,374	12,649,871	2,543,497	12,176,642	21,310,311	9,133,669	75%
DCP	4,145,120	3,540,877	(604,243)	6,626,741	5,864,550	(762,191)	10,771,861	9,405,427	(1,366,434)	-13%
EDUCATION	6,843,621	5,351,787	(1,491,834)	13,838,087	9,560,629	(4,277,458)	20,681,708	14,912,416	(5,769,292)	-28%
ENGINEERING	23,167,636	32,395,361	9,227,725	40,171,241	47,592,583	7,421,342	63,338,877	79,987,944	16,649,067	26%
HHP	7,336,708	3,794,708	(3,542,000)	7,985,797	6,498,070	(1,487,727)	15,322,505	10,292,778	(5,029,727)	-33%
JOURNALISM	7,178,935	3,457,806	(3,721,129)	6,716,718	6,365,510	(351,208)	13,895,653	9,823,316	(4,072,337)	-29%
LAW	4,429,653	6,580,547	2,150,894	16,674,152	12,702,099	(3,972,053)	21,103,805	19,282,646	(1,821,159)	-9%
CLAS	62,828,059	41,044,519	(21,783,540)	68,686,778	61,954,331	(6,732,447)	131,514,837	102,998,850	(28,515,987)	-22%
MEDICINE	5,902,883	25,532,274	19,629,391	20,007,219	34,069,440	14,062,221	25,910,102	59,601,714	33,691,612	130%
NURSING	3,168,072	3,840,262	672,190	4,141,434	5,480,180	1,338,746	7,309,506	9,320,442	2,010,936	28%
PHARMACY	6,467,274	5,379,024	(1,088,250)	18,856,613	12,287,787	(6,568,826)	25,323,887	17,666,811	(7,657,076)	-30%
PHHP	6,223,153	5,700,351	(522,802)	11,051,838	9,750,314	(1,301,524)	17,274,991	15,450,665	(1,824,326)	-11%
VET MED	2,249,119	10,869,422	8,620,303	7,639,025	14,084,471	6,445,446	9,888,144	24,953,893	15,065,749	152%

WCBA FY 2014-15 Appropriations & Tuition

UNDERGRADUATE			GRADUATE			TOTAL		
State Appropriations			State Appropriations			State Appropriations		
W/O Weights	W/Weights	Subvention	W/O Weights	W/Weights	Subvention	W/O Weights	W/Weights	Subvention
13,940,023	3,861,169	(10,078,854)	3,288,810	4,839,202	1,550,392	17,228,833	8,700,371	(8,528,462)
Tuition			Tuition			Tuition		
W/O Weights	W/Weights	Subvention	W/O Weights	W/Weights	Subvention	W/O Weights	W/Weights	Subvention
15,044,278	8,256,975	(6,787,303)	12,978,796	9,531,751	(3,447,045)	28,023,074	17,788,726	(10,234,348)

GRAND TOTAL

Appropriations & Tuition

W/O Weights	W/Weights	Subvention	Percentage
45,251,907	26,489,097	(18,762,810)	-41%

TOTAL TUITION 28,023,074

BUDGET BEFORE ADJUSTMENTS 26,489,097

WCBA BUDGET UPDATE
2015-16

We have arrived at a budget situation where our expected normal deficit of between \$1M and \$2M (managed through cost cuts, revenue growth and development funds) has mushroomed to \$4M.

The arrival to this current situation is a combination of cost increases and revenue reductions. We have always dealt with the \$20M+ subvention reduction in our revenue that results in WCBA's state budget of \$28M (about \$500,000 less than what our students pay in tuition). The \$28M is net of about \$13M in taxes on all SCH revenue generated including the subvented revenues.

The source of the current change in costs and revenues is a combination of several events:

- First, the switch from the Online BSBA to the UF Online BSBA led to a \$1.2M reduction in undergraduate revenues.
- Second, although we qualified for state matching funds for Hough Hall, we have not received the \$10M match and must begin paying \$621,000 per year for 16 years.
- Third, Heavener Hall resulted in a debt of \$9.4M rather than an expected \$4M. This was due to a combination of shifting funds between the building and endowment (\$2M) and an increase of \$3.4M in the building costs. This debt will require a payment of \$745,000 per year for ten years.
- Fourth, \$500,000 per year in temporary funding has ended.
- Fifth, interest income (which has averaged about \$250,000 per year over the last 5 years) has been eliminated.

These events total \$3M+ per year in lost revenue or increased costs, which brings us to the present budget situation. We have outlined four options to reduce the annual \$4M shortfall. The key to any of these options is to maintain our competitive position against our peers, to pursue faculty research productivity, to support high quality Ph.D. education, and to sustain the highest quality environment for students, faculty, and staff. Options 1 through 4 below require cost reductions and/or increased

revenues. Our only opportunity for increased revenues is through our graduate programs (see Table 1), increased development effort or a change in the university budget model.

Option 1: We do nothing about the deficit and cover it the best we can with our current revenues. We will run out of money in about 3 years. The plus is we make no hard choices. The negative is that in the next few years we're forced to drastically reduce our on-book programs. This is not a good option for even the medium term.

Option 2: We solve the deficit by not filling faculty vacancies. Based on a minimum of 75% 'SA' faculty (to meet AACSB standards), this would at a minimum result in a reduction of 8 tenure track faculty and 4 lecturers teaching in on-book programs. Such a reduction in faculty size would cause a loss in teaching capacity. In the end, tenure track faculty size would be about 58-60 with a total faculty of about 90. The plus is that this option is the easiest to implement. The negative is tenure track faculty size is reduced.

Option 3: In order to maintain faculty size any faculty hiring is for teaching in off-book programs on a salary buy-out basis. We would supplement this option with other cost cuts. The plus is that faculty size is maintained. The negative is that this option will take time and is difficult to implement.

Option 4: We would maintain the same level of course coverage and teaching areas with a recurring \$4M - \$5M revenue enhancement. The plus is this maintains tenure track faculty size and teaching capacity. The negative is that our prospect of acquiring additional funding is limited.

Options 1, 2, and 3 are completely under our control and implementation can begin immediately. However, any of these options continue to rely heavily on maintaining the current level of off-book revenue to subsidize our operations. This revenue is subject to market forces. Option 4 requires significant revenue enhancement from the University via changes in the budget model. We'll probably focus on a combination of 1, 2 and 3 to cover the recurring \$2-\$3M incremental deficit.

TABLE 1

AVERAGE REVENUE PER SCH BY LEVEL

Undergraduate	Graduate	
<u>On-book</u>	<u>On-book</u>	<u>Off-book</u>
\$137.04	\$638.02	\$1,303.54

EQUIVALENT SECTIONS

<u>DEPARTMENT</u>	<u>Sum 2014, Fall 2014, Spr 2015</u>		<u>Sum 2013, Fall 2013, Spr 2014</u>	
	<u>UG 4 CR HRS*</u>	<u>GRAD 3 CR HRS</u>	<u>UG 4 CR HRS*</u>	<u>GRAD 3 CR HRS</u>
FSOA	23.50	42.67	25.50	36.67
FIRE	35.00	38.67	35.00	41.33
ENT	9.00	16.67	7.50	20.67
ISOM	17.00	48.67	21.00	42.00
MGT	24.00	33.33	26.00	34.00
MAR	29.50	11.33	29.50	15.67
CMC	48.25	23.00	51.25	22.33
TOTALS	186.25	214.33	195.75	212.67

*EP counts as 1 section per semester offered.

7/1/2015

**DEPARTMENT COURSE COVERAGE
BY SECTION**

SELF FUNDED PROGRAMS

	<u>EMBA</u>	<u>P2MBA(F)</u>	<u>P2MBA(S)</u>	<u>P1MBA(S)</u>	<u>SF MBA</u>	<u>O2MBA(F)</u>	<u>O1MBA(F)</u>	<u>O2MBA(S)</u>	<u>O1MBA(S)</u>	<u>OEM</u>	<u>DBA</u>	<u>TOTALS</u>	<u>%</u>
Accounting	1	1	1		1	1		1		1	1	8	0.05
Finance	3	5	3	2	3	6	2	4	3	1	2	34	0.23
Management	3	3	3	1	3.67	4		3	1	1	3	25.67	0.17
Marketing	2.67	1	4	3	2	8	2	1	1	2	4	30.67	0.20
ISOM	3	3	2	2	2.67	4	1	2	1		2	22.67	0.15
Economics	2	1	1		2	1		1			1	9	0.06
CMC	0.67	1	1	1	1	1	2	1	1			9.67	0.06
TBA Floating Electives											1	1	0.01
International Trip		6										6	0.04
Foundations Review	0.67	1			0.67							2.34	0.02
				0.67			0.67		0.67			2.01	0.01
	16	22	15	9.67	16	25	7.67	13	7.67	5	14	151	1.00

7/17/2015

Description: SCH and Enrollment by Term, Department, and Level
Source port: Preliminary SCH and Enrollment
Retrieved: 6/20/2015 8:01:09 AM

		STUDENT CREDIT HOURS					
		SUMMER 2014	FALL 2014	SPRING 2015	TOTAL		REVENUE
DEAN	GRAD	285	676	701	1,662	\$	1,060,392
	UNDERGRAD	1,354	5,371	5,441	12,166	\$	1,667,196
DEAN Total		1,639	6,047	6,142	13,828	\$	2,727,588
FIRE	GRAD	612	2,069	3,018	5,699	\$	3,636,085
	UNDERGRAD	3,643	9,253	9,097	21,993	\$	3,013,862
FIRE Total		4,255	11,322	12,115	27,692	\$	6,649,947
FSOA	GRAD	266	1,958	1,872	4,096	\$	2,613,337
	UNDERGRAD	2,068	6,694	6,318	15,080	\$	2,066,523
FSOA Total		2,334	8,652	8,190	19,176	\$	4,679,859
ISOM	GRAD	328	3,709	2,262	6,299	\$	4,018,898
	UNDERGRAD	632	6,659	7,680	14,971	\$	2,051,586
ISOM Total		960	10,368	9,942	21,270	\$	6,070,484
MGT	GRAD	365	1,343	1,833	3,541	\$	2,259,235
	UNDERGRAD	2,397	7,032	7,446	16,875	\$	2,312,505
MGT Total		2,762	8,375	9,279	20,416	\$	4,571,739
MKG	GRAD	66	917	411	1,394	\$	889,402
	UNDERGRAD	2,784	6,462	5,395	14,641	\$	2,006,363
MKG Total		2,850	7,379	5,806	16,035	\$	2,895,766
Grand Total		14,800	52,143	51,474	118,417	\$	27,595,383

ELECTRONIC PLATFORM SUM 2014 TO SPRING 2015

<u>DEPARTMENT</u>	<u># SECTIONS</u>	<u>FUNDED</u>	<u>EST RCM REVENUE</u>	
		<u>SCH</u>	<u>LOWER DIV</u>	<u>UPPER DIV</u>
FSOA				
ACG 2021	3	6,660	\$ 912,669	
ACG 2071	3	3,800	\$ 520,742	
FIRE				
FIN 3403	3	7,312		\$ 1,002,017
REE 3043	1	700		\$ 95,926
GEB 3373	2	4,356		\$ 596,935
ENT				
ENT 3003	3	5,450		\$ 746,853
ISOM				
MAN 4504	3	4,076		\$ 558,564
QMB 3250	2	4,772		\$ 653,942
ISM 3004	2	980		\$ 134,297
ISM 3013	2	1,340		\$ 183,630
MGT				
MAN 3025	3	7,672		\$ 1,051,350
GEB 3035	2	600		\$ 82,222
BUL 4310	3	5,088		\$ 697,246
MAR				
MAR 3023	3	9,024		\$ 1,236,625
	35	61,830	\$ 1,433,410	\$ 7,039,607
			TOTAL EP REV	\$ 8,473,017

Source: Sections by EP Type, Preliminary SCH & Enrollment

7/7/2015

UNFUNDED BUSINESS SECTIONS 2014-15

Average Revenue per SCH Undergrad	\$	137.04
Credits per elective		4
Class size per elective		50
Revenue per elective	\$	27,407
Average Revenue per SCH Grad	\$	638.02
Credits per equivalent elective		3
Class size per elective		50
Revenue per elective	\$	95,703
Undergrad vs Grad Revenue	\$	(68,296)
EP Sections (non FSOA)		33
Revenue per EP teaching equivalent	\$	3,158,207
EP Revenues (non FSOA)	\$	7,039,607
Amount of EP subsidy available	\$	3,881,400
Breakeven # of UG Sections		57
# of Undergrad Sections Offered		130
# of Unfunded Undergrad Business Sections		(73)

EXPENSES RELATED TO MBA OFFBOOK

Payroll	\$ 1,006,285
Books, orientations, food, etc	\$ 3,662,594
Office supplies, phones, postage, etc	\$ 182,400
Teaching payments	\$ 3,265,861
Marketing & Admissions	\$ 778,103
Alumni Relations	\$ 60,569
Student Svcs budget	\$ 27,000
TOTAL	\$ 8,982,812

EXPENSES RELATED TO MBA ONBOOK-EXCLUDING ONBOOK STAFF PAYROLL

Office supplies, phones, postage, etc	\$ 45,600
Sum Option A faculty payments	\$ 167,797
Marketing & Admissions	\$ 333,473
Scholarships	\$ 1,050,000
Alumni Relations	\$ 60,569
Student Svcs budget	\$ 128,488
TOTAL	\$ 1,785,927

TOTAL MBA EXPENSE (EXCEPT ONBOOK STAFF PAYROLL) \$ 10,768,738

MBA OFFBOOK REVENUE \$ 19,931,893

MBA DOCE AVAILABLE \$ 9,163,155

PDBP, DBA & OTHER AVAILABLE (est) \$ 500,000

AVAILABLE TO OTHER WCBA ACTIVITIES \$ 9,663,155

FSOA	EQUIV SEC	% COMMON POOL	% SUB POOL	SCH	AVG REV per SCH	RCM SCH REVENUE	SCHOOL SPECIFIC PAYROLL	COMMON PAYROLL	SUB COMMON PAYROLL	PHD SUPP (not incl waivers)	POST DOC	OPS	BUILDING DEBT	OE	TOTAL EXPENSE	DEFICIT BY SCHOOL
Undergrad	21.50			4,504	\$ 137.04	\$ 617,216										
EP	2.00			10,460	\$ 137.04	\$ 1,433,410										
Grad	<u>42.67</u>			4,096	\$ 638.02	<u>\$ 2,613,337</u>										
	66.17	16.52%				\$ 4,663,963	\$ 4,221,481	\$ 799,610		\$ 337,000	\$ 93,513	\$ 249,332		\$ 281,397	\$ 5,982,333	\$ (1,318,370)
HEAVENER																
Undergrad	129.75			29,392	\$ 137.04	\$ 4,027,801										
EP	<u>33.00</u>			51,370	\$ 137.04	<u>\$ 7,039,607</u>										
	162.75	40.63%	48.67%			\$ 11,067,408	\$ 2,336,274	\$ 1,966,700	\$ 9,318,347	\$ 602,388	\$ 91,198	\$ 1,210,448	\$ 745,573	\$ 1,096,046	\$ 17,366,975	\$ (6,299,567)
HOUGH																
Grad	171.66	42.85%	51.33%	18,595	\$ 638.02	\$ 11,864,012	\$ 2,931,140	\$ 2,074,370	\$ 9,828,494	\$ 635,367	\$ 96,191	\$ 1,073,907	\$ 620,896	\$ 999,680	\$ 18,260,044	\$ (6,396,032)
COMMON	400.58			118,417		\$ 27,595,383									\$ (41,609,352)	\$ (14,013,969)
SUB	334.41															\$ 412,694
																\$ 9,663,155
																\$ (3,938,120)

RCM Budget Adjustments \$ 412,694
Net Contribution from Off-book \$ 9,663,155
Net Deficit \$ (3,938,120)