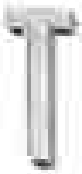
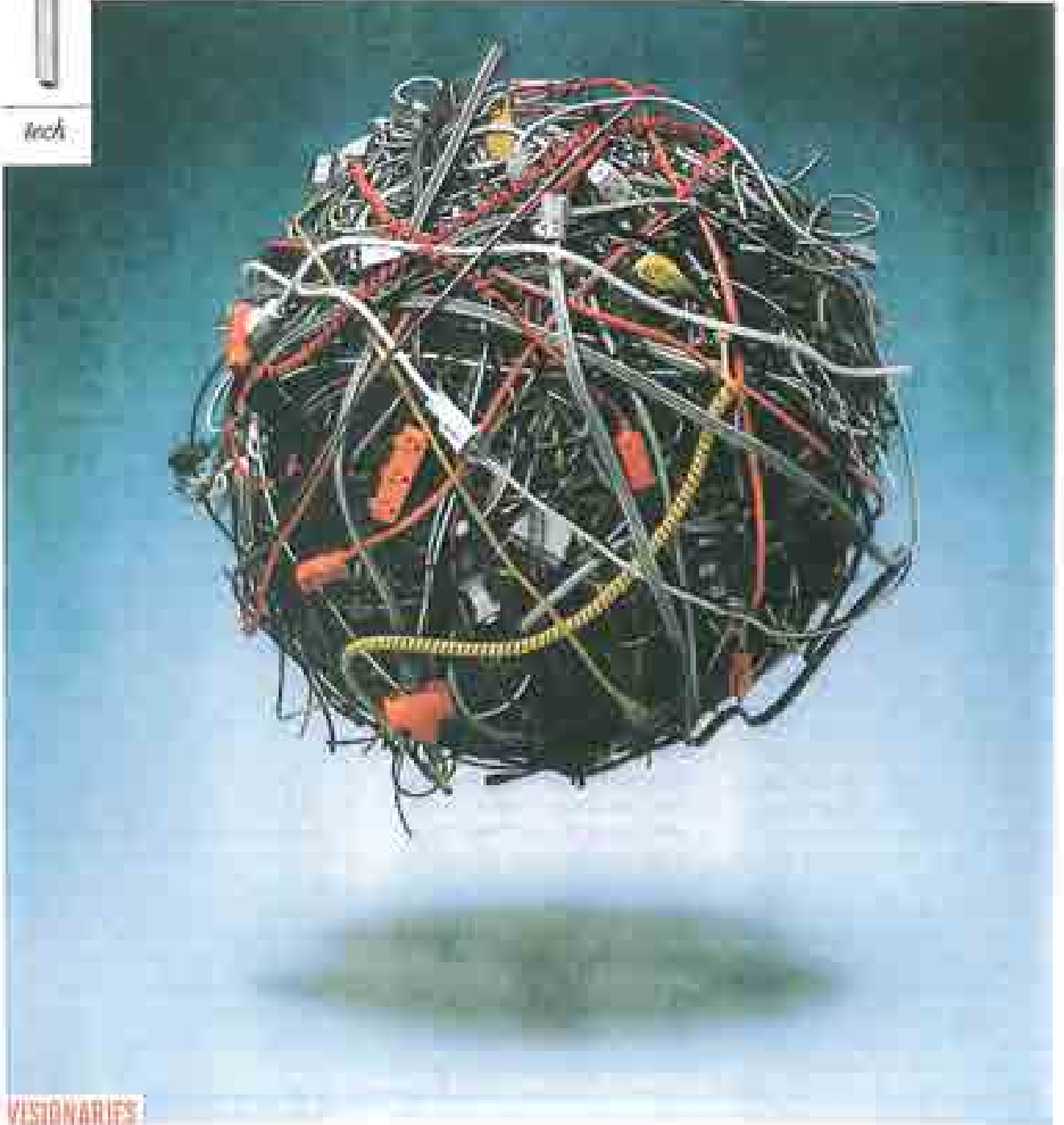


Visual description of RCM Model



tech



VISIONARIES



"We'll find the money for that. My guy is on it right now."

Faculty Luncheon

Summer 2010

- Section 1** WCBA Program Review
- Section 2** College Restructure
- Section 3** Self-Funded Degree Programs Teaching Policy
- Section 4** RCM Model
- Section 5** Financials
- Section 6** Development Update
- Section 7** Accreditation
- Section 8** Graduate Programs
- Section 9** School of Business
- Section 10** Post Doctoral Bridge Program

WCBA Program Review

**Warrington College of Business
Administration
Program Review
2010**

Q1: Identify important advances/achievements made by your unit this year. Please include a list of new hires that will begin employment in FY 2010-11. Please append for review the CV's of any hires made under the "Jump Start" hiring program.

- a. Improved in most program and faculty rankings. Please check www.warrington.ull.edu/rankings.asp for details. Most notable was the number one ranking of the online MBA program by the *Edsurveys* (second year in a row).
- b. William R Hough Hall is expected to be ready for occupancy by the end of May 2010.
- c. Added significant depth in International Business and Entrepreneurship.
- d. Hired 9 tenure track faculty (resumes attached). It is worth mentioning that due to the loss of 10 tenure track faculty, we are still below our target of 90 - 100. (table on faculty composition attached).
- e. Hired 5 clinical faculty, 4 of whom are AQ (Academically Qualified) (resumes attached).
- f. Hired 7 post doctoral researchers (resumes attached).
- g. Increased Ph.D. funding by 30%, primarily through the use of self-funded revenues.
- h. Re-accredited by AACSB.

Attachment #1: Table on faculty composition

Attachment #2: Resumes of New Hires

Q2: Identify those programs within your College that are "top ten" and how their ranking is determined. What strategies are you using to maintain the ranking?

Several well-known publications rank undergraduate and graduate programs in business. Different publications use different sets of criteria to determine their rankings. However, common to most of them are student quality, faculty quality, quality of the experience and placement. Some of the highlights are presented below. Please consult www.warrington.ull.edu/rankings.asp for detailed ranking information.

- a. The following are the programs or factors for which WCBA attained a top ten ranking among public, unless indicated otherwise.

U.S. News or World Report 2010-11

MBA Program

- Finance (7)*
- Marketing (3)*

Undergraduate Program

- Finance (9)*
- Management (10)*
- Marketing (3)*
- Quantitative Analysis (5)*
- Real Estate (6)*

The Economist 2010

Online MBA (1 in the World overall)

Financial Times 2018

Current Programs (5)

Research (4)

Value (2 among publics, 3 overall)

Public Accounting Report 2009

Accounting

Graduate (10)

Graduate - medium size faculty (2 overall)

Undergraduate (7 among publics, 10 overall)

Undergraduate - medium size faculty (1 overall)

- b. For the first time this year our Working Professional MBA program was ranked in US News & World Report (#24 overall and #13 among publics)

The strategies to maintain/enhance the rankings include:

- a. Continue to hire only the most competitive faculty and provide the necessary resources for them to excel.
- b. Provide an improved learning environment in which students are able to leverage the non-classroom experiences through interaction with faculty, their fellow students and business leaders.
- c. Provide the necessary resources to improve the career development experience and placement.

Q1: 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, International Business and ISOM.

Currently, in Entrepreneurship we offer a minor, MSE, MSE for working professionals and an online MSE. In addition, GatorNext provides an experiential learning environment for our students. The Center for Entrepreneurship and Innovation is the umbrella organization supporting these programs.

In International Business the College offers an undergraduate core course, BABA specialty, MAB, 4 undergraduate study abroad programs (London, Paris, Rome, and Madrid), and 9 one-week graduate study tours. The College also houses two international centers, CIBER and CIBES. In addition, the College has exchange agreements with more than fifty international partners.

While the undergraduate ISOM program has achieved a top ten overall ranking in *U.S. News and World Report*, the college needs to allocate additional resources to the ISOM program to improve the national standing of its graduate program. The ISOM department is currently 1 faculty short of their ideal size.

Plan to foster success:

- a. Hire three ISOM tenure track faculty
- b. Expand staff to enhance student experience both at the undergraduate and graduate levels.
- c. Expand entrepreneurship and international business offerings by adding an online doctoral degree program in these areas. This will complete our portfolio of online offerings.

Q4: Indicate advances in achieving diversity among faculty, staff, and students within your unit.

- a. Staff and student diversity has increased slightly, but representation of women has expanded significantly among 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, 34% female representation. Low doctoral representation is primarily due to preferences by potential minority applicants to enter the MBA. The presence of distance learning doctoral programs will likely enhance the opportunities to attract applicants from a large potential pool of minorities. In our case 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.

Q5: Indicate notable successes in interdisciplinary collaboration in the past year.

- a. We offer four combined masters degree options for business minors and non-business degree majors: MSM, MSISOM, MSE, and MAIB. We also offer minors in business, entrepreneurship, information systems, accounting and real estate to all students across campus. Outcast student projects are open to all students at graduate and undergraduate levels. CIBER cooperates with many international area study programs across campus. CEI has worked with engineering, fine arts and pharmacy. The Outreach Engineering Management Program is offered jointly by WCBA and the ISE Department. Faculty from FRE participate in the MSE program for working professionals. WCBA recently introduced online MSM programs in collaboration with the College of Pharmacy and the College of Public Health and Health Professions to offer concentrations in Health Care Risk Management and Geriatric Care Management, respectively. We are always open to any request for cooperation.
- b. The more than \$45M subsidy that WCBA provides to the University can be considered another way in which the college collaborates with other disciplines.

Q6: What are your unit's top 3 goals in the next one to three years? Aside from budget, are there major impediments to reaching these goals?

- a. Continue to expand AQ tenure track/tenured faculty until we reach critical size of 90 - 100. As of fall 2010, we will have 83 tenure track/tenured faculty, 16 of whom are in the Economics Department. We have the smallest faculty size among our peers while granting the highest number of degrees.
- b. As recognized by our peers and popular press WCBA has excelled in delivery of online graduate education. The online doctoral program we would like to offer will leverage the College's expertise in this mode of delivery. Furthermore, starting to offer this doctoral degree as soon as possible will give us the very important first mover advantage.
- c. Facility for undergraduate programs to enhance and consolidate our oldest and largest degree program (we are working with potential prospects). An undergraduate building would help improve undergraduate rankings by enhancing student experience and creating a distinct identity. Along with a new undergraduate facility, enhancing leadership, career development and career counseling will help attain a top ten ranking for our undergraduate program.

In our efforts to attain our objectives, the College would like to see more encouragement from the University in supporting its innovative and entrepreneurial initiatives.

Q7: List any major threats to your graduate or undergraduate programs or to your research programs.

- Major impediment is recruiting and expanding faculty to 90 - 100 AQ faculty. A major difficulty is the lack of potential quality candidates from current doctoral programs, particularly in entrepreneurship and international business relative to the number of openings. In addition, reaching critical mass is threatened by the high number of potential retirees over the next five years and the potential for sacking of our most productive faculty.
- Attempting to reach a critical mass in entrepreneurship and international business is impeded by the lack of quality tenure track hires and the ability of these individuals to achieve significant quality research and be tenured within the disciplined based department structure.
- Space is a major hindrance to expanding faculty much beyond current size.
- The College would like to have more freedom in deciding the compensation levels for self-funded programs and research support. Our current levels in these areas are not keeping pace with our peers. This may add to the difficulty in attracting new high-quality faculty and keeping our current ones.

Q8: The Graduate School recently compiled statistics about PhD program performance. Do you have any plans to address programs that may have landed in the lower quartile of the assessment?

We did very well, particularly on all of the quality dimensions. We need to add resources to expand PhD program size and continue to focus on and reward placements in peer schools or better. We also need to add and expand faculty to support doctoral growth.

Q9: What adjustments are you making to policies and procedures to prepare for the advent of RCM?

- The internal College budget model will attempt to mimic the transparency of the RCM model. Resources will be allocated across the three Schools primarily based on what they generated in revenues. Faculty costs will be assigned based on their total costs and will be tied to teaching units. This approach will identify the cross-school subsidies and allow determination of whether such subsidies are appropriate or can be eliminated or reduced.
- The College will monitor offerings so that each course operates at least at its breakeven level.
- The need to generate revenue and expand quality while reducing delivery cost is key.
- Consider selectively moving self-funded programs on-board if it makes good business sense.

Q10: Discuss current and planned projects to develop alternative revenue streams. Discuss any plans to initiate distance education programs.

- A promising distance learning opportunity is an online doctoral program in entrepreneurship and international business. A key challenge is motivating a sufficient number of faculty to teach in revenue programs, given that we do not allow our junior faculty to participate in these programs. This is difficult when the average compensation, which has not increased in the past six years, is below alternatives for some faculty.
- Increase the number of students in the undergraduate Online Business Program.
- Increase the numbers of students that participate in study abroad programs.

Q11: Discuss future commitments. Commitments include buildings, renovations, infrastructure, major equipment and upgrades, start-up packages, and any other significant items.

- a. We hired 9 junior faculty at an average total cost of \$270,000 including 9 month salary, fringes, expense budgets, and start up research funding. These costs are well beyond State funding and are expected to increase. A key component of the funding is from the revenue generating program and private sources. If we are to compete for the best faculty and remain competitive with our peers, we need the ability to make independent decisions on our resources and their uses.
- b. We have achieved our campaign goals but are seeking major additional gifts.
 - Funding of an undergraduate business building- \$10 million
 - School of Business naming opportunity- \$20 million
 - CEI endowment-\$10 million
 - Doctoral studies endowment-\$10 million
 - Faculty enhancement for assistant professors- \$10 million
 - Masters in Accounting program naming opportunity - \$10 million, and
 - Professorships and chairs

Q12: Discuss funding opportunities and challenges for the coming year:

- a. Major challenges are state funding for Hough Hall, lack of state funding for endowments and buildings, and the uncertainty about RCM implementation.
- b. Following are our concerns about RCM implementation.
 - Potential of double taxation: Pre-RCM, self-funded programs were charged a university overhead at the end of each fiscal year based on revenues. In RCM, overhead will be charged on expenses. Therefore, there is the danger of taxing the 2009-10 self-funded income twice, both at the revenue and expense stages.
 - Treatment of revenues generated by the College's entrepreneurial/international programs.
 - Long-term concern over the weights (for cost of delivery) and inter-college transfers. The vision is that inter-college transfers will be reduced over time but the concern is the expectation that these transfers will be status quo, with the possibility that they will expand and non-performers will be rewarded. A clear example of this is the fact that the increase in our budget has dropped, in an ad-hoc fashion, from \$8m to \$6.8m and then to \$4.8m in the last 3-4 months.

Q13: Please list new degrees and/or programs that you plan to create in the next three years.

Distance learning doctoral degree in entrepreneurship and international business.

TABLE FACULTY - COMPOSITION

2009-10

2010-11

| | Tenure Track | Lecturers | | Tenure Track | Lecturers | Post Doctoral |
|--------------|---------------------|------------------|--|---------------------|------------------|----------------------|
| ACCT | 11 | 2 | | 11 | 3 | |
| ECO | 16 | 0 | | 16 | 0 | |
| FIN | 16 | 3 | | 15 | 5 | 1 |
| MKT | 11 | 2 | | 13 | 2 | 2 |
| MGT | 12 | 1 | | 12 | 2 | 2 |
| ISOM | 12 | 1 | | 10 | 1 | 0 |
| TOTAL | 78 | 9 | | 77 | 13 | 5 |
| DEANS | 3 | 1 | | 3 | 1 | |
| CEL | 1 | 1 | | 0 | 2 | 2 |
| BEBR | 2 | | | 2 | | |
| COMM | 1 | 3 | | 1 | 3 | |
| TOTAL | 85 | 14 | | 83 | 19 | 7 |

Warrington College of Business Administration
 New hires for 2010-2011

Attachment #3
 Resumes follow...

| NAME | TITLE | UFID | |
|--|---------------|----------|------------|
| Gyanti-Yeboah, Frank | Postdoc Asst | 42671955 | |
| Hwang, EYoung | Postdoc Asst | 56750779 | |
| Jang, Yongsook | Postdoc Asst | 21620890 | |
| Nichols, Austin | Postdoc Asst | 08132524 | |
| Tang, Chuanyi | Postdoc Asst | 22874559 | |
| Tsang, Chien-Chi | Postdoc Asst | 87634193 | |
| Williams, Eleanor | Postdoc Asst | 19308149 | |
| Livingood, R. Scott (Entrepreneurship) | Asst Prof | 11759069 | Jump Start |
| Darnell, Michelle | Lecturer | 18941199 | |
| Madsen, Paul | Asst Prof | 89269842 | |
| Rupar, Carynna (ISQA International Business) | Asst Prof | 18249111 | Jump Start |
| Vincent, James | Asst Prof | 82569051 | |
| Dermiroghu, Gen | Vis Asst Prof | 83433240 | |
| Lee, Jongwul (International Business) | Asst Prof | 11110624 | Jump Start |
| Ferrino, James | Lecturer | 55136129 | |
| Tang, Yue | Asst Prof | 18156595 | |
| Sela, Aner (Entrepreneurship) | Asst Prof | 97194998 | Jump Start |
| Shin, Woochoel | Asst Prof | 99947885 | |
| Zilicsek, Peter Pal | Asst Prof | 00366831 | |
| Kim, Steve | Lecturer | 00646001 | |

College Restructure

John Kraft

From: John Kraft
Sent: Sunday, May 09, 2010 9:47 AM
To: Gary A McGill, S. Selcuk Erenguc; Brian D Ray; Robert E Thomas; Jonathan H Hamilton; Gary J Koehler; Mahendranajah Nematendran; Joe
Cc: Andy Naranjo; Richard J Lutz; Sherry A Deist; Dian Studstill; John Kraft
Subject: FW: College Administrative Structure draft

Hi,
With the recent move to the three schools under the Warrington College of Business Administration there was some thought to re-organizing the academic units within the college as well as issues involving the reporting lines for centers. That was put on hold with the move to RCM. However, after recent clinical faculty additions to the college, it became apparent that our current organizational structure needs to be reviewed. First, involves where faculty not associated with an academic unit are to be placed. This is particularly true of individuals in communications, international business, ethics, entrepreneurship, etc. In the current structure we sometimes place them in an academic unit, or a center, or in some instances they report to the Dean's office. Second, is the issue of what makes sense long term within RCM as we become more accountable for resources, costs, and long term faculty development for AQ and PQ faculty. Third, although a lesser issue, is who remains responsible for certain areas of coverage. As we move to RCM and if resources are available, the plan is to add tenure track faculty in the core areas of college. Yet other areas are important we need to determine a structure that best serves meeting our overall mission as a research oriented college.

As we prepare for our next strategic planning initiative, these questions need to be considered. We will be forming a faculty committee to address this issue. Andy Naranjo(Chair of the Faculty Advisory Committee) and Rich Lutz (Chair of the WCBA's Strategic Planning Initiative for AACSB Accreditation) will be members of this committee along with other faculty. The objective is to consider a structure that best fits the long term needs of the college, and best matches our mission as a research oriented business college.

jk

John Kraft
Dean
University of Florida
Warrington College of Business Administration
Hough Graduate School of Business
School of Business
Fisher School of Accounting
PO Box 117150
Gainesville FL 32611-7150

(352) 392-2397 (main)
(352) 392-2398 (direct)
(352) 392-2086 (fax)

Mathis, Renee C

From: Mathis, Renee C
Sent: Wednesday, May 26, 2010 9:57 AM
To: 'Gary A McGill'
Cc: Kraft, John
Subject: College Administrative Structure Committee

Dr. McGill,

Dean Kraft wanted you to know that the following individuals have agreed to serve on the College Administrative Structure Committee that you'll be Chairing.

Rich Lutz
Tim Judge
Jon Hamilton
Gary Koehler
Andy Naranjo
Gary McGill (Chair)

FYI – you may need to know the following as you move forward with scheduling meetings. Jon Hamilton wrote that he will be away May 26-June 24 but after that he'll be here most of the time the rest of the summer.

Renee C. Mathis

*Executive Secretary to John Kraft, Dean
University of Florida
Warrington College of Business Administration
Hough Graduate School of Business
School of Business
Fisher School of Accounting
PO Box 117150
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(352) 273-3217 (direct line)
(352) 392-2086 (fax)*

Self-Funded Degree Programs
Teaching Policy

WCBA Policy on Teaching in Self-funded Degree Programs

Background:

The College currently offers eight self-funded MBA programs and teaches 95 three credit-hour courses in these programs. In addition, in each of these programs there is either a two or a three credit-hour writing/communications course that is taught by writing/communications lecturers or adjunct faculty. There are also several one or two credit-hour professional courses such as personal finance, real estate, leadership and groups and teams in some of the programs. In addition, a two credit-hour rotating elective is taught in the P1MBA and P2MBA programs. Furthermore, the College also offers a one or a two credit-hour global immersion experience.

Teaching in these programs is purely on a voluntary basis and is not a part of the merit reward system, professorship allocation, or summer research funding. These courses are taught once a month on Saturdays and Sundays on a faculty member's personal time. The only exception to the Saturday/Sunday teaching is in the EMBA program where each faculty member teaches three hours on Fridays 4 times during the semester.

Of the 95 three-credit hour courses in the eight self-funded MBA programs, 64 are taught by 32 tenured faculty members and 31 are taught by 15 lecturers or adjunct faculty. Of the 32 tenured faculty, 29 teach nine credit hours or less. The remaining three faculty members teach 18, 15 and 12 credit hours, respectively. This latter situation arises from a faculty shortage in especially the strategy and marketing areas. As assistant professors are promoted and faculty members return from leave, we expect these outlier situations to be reduced.

Self-funded Program Teaching Assignments:

Faculty in-load teaching assignments are independent of whether or not a faculty member teaches in self-funded programs. As seen in the attached *Faculty Assignment* document, a faculty member's teaching load is based on:

- Whether a faculty member is *Academically Qualified, Professionally Qualified or Other*
- Research Productivity
- Whether a faculty member has an administrative assignment such as chairperson or center director

His/her department chair and the College Dean evaluate each faculty member at the end of each academic year against his/her assigned teaching, research and service duties. Teaching in the self-funded programs is *not* a part of the annual faculty evaluation. The College does, however, separately evaluate the faculty members' teaching performance in

the self-funded programs to determine if a faculty member should continue to teach in these programs.

In the allocation of teaching in the self-funded programs, the College will observe the following guidelines:

1. Teaching in the self-funded programs is voluntary. No faculty member will be required to teach out-of-load in a self-funded program.
2. A faculty member's teaching performance in the self-funded programs will be evaluated by his/her chair, the Associate Dean for Graduate Programs, and the College Dean on an annual basis. Unsatisfactory performance may result in discontinuation of the teaching assignment.
3. Assistant professors are not allowed to teach out-of-load in these programs.
4. If a faculty member's performance in fulfilling his or her regular duties is lacking as determined by the annual evaluation, such faculty member's teaching in self-funded programs may be reduced or eliminated.

Compensation Plan for Overload teaching:

In general, we pay \$7,000 per credit hour for the professional and executive MBA courses with the following exceptions:

- South Florida MBA \$8,500/credit hour. This is the only program that involves travel and payment is in line with current industry practice. For example, Kelley School of Business at Indiana pays twice as much if the session is held outside of Bloomington in their executive education programs.
- Internet 1 year (1IMBA) program: \$6,000/credit hour (the same instructor teaches 1IMBA and Internet two-year (I2MBA) students together to a class size of approximately 120 students).
- 1IMBA and P1MBA foundations review: \$1,000/session.

Self-funded MBA programs constitute more than 85 percent of the College's overload teaching. However, the College has other programs where faculty are compensated on an overload basis.

- Professional MS in Entrepreneurship: \$5,000/credit hour (to be terminated in 2011).
- Internet MSM/MSE program: \$3,333/credit hour (the same instructor teaches I2MBA and Internet MSM/MSE students together to a class size of approximately 80 students).
- Additional compensation for on-book programs taught above load: \$2,500-\$5,000 per credit hour. This is in line with our summer compensation policy. Please see the attached "summer pay scale for on book courses."
- Online BSBA: \$60/student.

At the Dean's discretion, increases to overload compensation levels are tied to University raises. For example, if UF issues a 4% raise, the College may increase overload compensation by up to 4%.

Basis for Compensation:

The basis for compensation in the self-funded MBA programs is primarily the industry norm, specifically that of our peer schools. We conducted a survey on overload EMBA compensation of our peer schools within the past two weeks. A summary of the survey is given in the following table.

**Executive MBA Overload Compensation at Peer Schools
June 2010**

| School | Form of EMBA Compensation | EMBA Compensation per credit hour | Compensation for a 3 credit-hour semester course |
|-----------------|-------------------------------|-----------------------------------|--|
| Indiana | Flat rate | | \$30,000 (1) |
| Iowa | 20% of nine-month base | | \$32,000 (2) |
| Maryland | Flat rate | \$6,000 | \$18,000 |
| Minnesota | Flat rate | \$5,333 | \$16,000 |
| Ohio State | Flat Rate | | \$19,000 |
| Penn State | Flat Rate | \$11,000 | \$33,000 |
| Purdue | Flat Rate | \$7,500 | \$22,500 |
| Washington | Flat rate of \$500-\$700/hour | | \$20,400(3) |
| Texas at Austin | Flat rate | | \$25,000 |
| UCLA | 20% of nine-month base | | \$32,000(2) |
| Average | | | \$24,790 |
| Florida | | \$7,000 | \$21,000 |

- (1) Indiana pays \$15,000 up to 40 students. For a cohort size of more than 40, instructor gets credit for two sections and is paid \$30,000. Because our average cohort size is 58, for comparison purposes \$30,000 was used.
- (2) This number was computed on the basis of an average 9-month salary of \$160,000.
- (3) Hourly rate of \$600 and 34 hours of instruction were used to arrive at the per course number.

As seen in the table our compensation rate of \$7,000/credit hour or \$21,000 per course, is about \$4,000 below the peer school average and of the ten participating schools six have a higher compensation rate.

FACULTY ASSIGNMENTS¹

Current as of 10/2009

Assignments are a function of the faculty member's classification as *Academically Qualified (AQ)*, *Professionally Qualified (PQ)*, or *Other*, combined with his or her contributions in research, teaching, and service. Teaching load assignments will be made by academic unit heads with the approval of the Dean. All faculty members are expected to maintain appropriate levels of quality in the instructional and service domains. The following framework sets forth the standard faculty teaching loads. Exceptions may be made with approval of the Dean where circumstances warrant a modified load.

1. Academically Qualified Faculty

- a. The teaching load for faculty with an *extensive* research emphasis/contribution and all untenured, tenure track faculty will be 7 sections biennially (3.5 annual).
- b. The teaching load for faculty with an *active* research emphasis/contribution will be 8 sections biennially (4 annual).
- c. The teaching load for faculty with a *limited* research emphasis/contribution will be 9 sections biennially (4.5 annual).

2. Professionally Qualified Faculty

- a. The teaching load for faculty with an instructional emphasis/contribution with moderate research contributions will be 10 sections biennially (5 annual).
- b. The teaching load for faculty with an instructional emphasis/contribution with limited or no research contributions will be 12 sections biennially (6 annual).

3. Other Faculty

- a. The teaching load for non-AQ/PQ faculty will be at least 12 sections biennially (6 annual).

4. Extraordinary Service Contributions

- a. Faculty engaged in extraordinary service activities (i.e., beyond normal faculty governance) will be granted a reduced teaching load as determined by the academic unit head in consultation with the Dean.

¹ Formerly the Teaching Load Policy (created 11/96, revised 8/20/02, 6/15/04, 11/24/08, 10/7/2009)

5. Special Faculty Assignments

- a. Certain faculty assignments by the College or University are designed to have teaching load implications.
 - i. Faculty designated as Eminent Scholars or Distinguished Professors will have a teaching load of four (4) sections biennially as a result of their assignment. Faculty in this category are expected to maintain an extraordinary research agenda complete with published research. In addition, they are expected to be active mentors to Ph.D. students and junior faculty.
 - ii. Distinguished Service Professors, chair holders, and professorship holders will have a reduction in teaching load of one (1) section biennially from their otherwise assigned teaching loads. Faculty in this category are expected to maintain an active research agenda complete with published research. In addition, they are expected to be active mentors to Ph.D. students and junior faculty.
- b. Administration Emphasis. The teaching load for faculty with an administration emphasis/contribution will have a reduction consistent with the extent of their administrative assignment.
 - i. Faculty who are assigned as graduate coordinators in an academic unit will receive a reduction of one section per academic year.
 - ii. Academic Unit Heads will have a 50% teaching load reduction after consideration of their AQP/PQ status (paragraphs 1 and 2) and paragraph 5a above. For example, a faculty member who comes under paragraph 1a and 5a.ii and is appointed as an AUH will have a biennial teaching load of three sections; an ESC or a Distinguished Professor who is appointed as an AUH will have a biennial teaching load of two sections.

6. Standard Course Load Measures

- a. At the undergraduate level, the standard unit for one section is a four (4)-credit hour course.
- b. At the graduate level, the standard unit for one section is a three (3)-credit hour course.
- c. At the undergraduate level one section of a two (2)-credit hour modular course is equal to one-half (1/2) of a standard unit section. At the graduate level one section of a two (2)-credit hour modular course is equal to two-thirds (2/3) of a standard unit section.

- d. Undergraduate electronic platform courses with total enrollments in excess of 100 students will count double toward the teaching load requirements of the instructor.

WARRINGTON COLLEGE OF BUSINESS ADMINISTRATION

SUMMER PAY SCALE FOR ON BOOK COURSES

1. WCBA 9 month faculty

Undergraduate courses:

4 crds = 12.5% of 9 month rate

3 crds = 8.33% of 9 month rate

2 crds = 6.25% of 9 month rate

1 crd = 3.125% of 9 month rate

EP courses count double the maximum of 16.66% (ex. 4 crds = 33.32% of 9 month rate)

Graduate courses:

3 crds = 12.5% of 9 month rate

2 crds = 8.33% of 9 month rate

1 crd = 4.16% of 9 month rate

2. Adjunct or visiting faculty*

Undergraduate courses:

4 crds = \$10,000*

3 crds = \$7,500

2 crds = \$5,000

1 crd = \$2,500

EP courses count double (ex. 4 crds = \$20,000)

Graduate courses:

2 crds = \$10,000

1 crd = \$5,000

*Rates indicated are the maximum.

Courses that fail to meet the targeted enrollment will be cancelled.

WCBA 9-month faculty will be paid the maximum of the amount under sections (1) and (2) above for the credit hours indicated. For example, a nine-month WCBA faculty with a nine-month rate of \$80,000 will receive \$10,000 for teaching a 2-credit hour graduate course. This is because \$10,000 = Maximum of [8.33% x \$80,000 and \$10,000].

**FACULTY COURSE COVERAGE
BY CREDIT HOUR**

MBA OFFBOOK PROGRAMS

| | EMBA(S) | EMBA(F) | EMBA | EMBA(E) | EMBA(S) | EMBA | EMBA | EMBA | TOTALS | % |
|--------------------|----------------|----------------|-------------|----------------|----------------|-------------|-------------|-------------|---------------|-------------|
| Accounting | 3 | 3 | 3 | | | 3 | 3 | | 15 | 0.04 |
| Finance | 10 | 10 | 0 | 10 | 10 | 12 | 11 | 6 | 50 | 0.24 |
| Management | 9 | 9 | 0 | 6 | 6 | 9 | 13 | 10 | 71 | 0.21 |
| Marketing | 6 | 6 | 0 | 3 | 9 | 6 | 9 | 0 | 34 | 0.16 |
| ISOM | 9 | 0 | 0 | 6 | | 0 | 6 | 3 | 31 | 0.15 |
| Economics | 6 | 6 | 6 | | | 6 | 3 | | 27 | 0.08 |
| Writing/Comm | 3 | 3 | 2 | 3 | 3 | 3 | | 3 | 23 | 0.07 |
| Floating Electives | 2 | 2 | | 2 | 2 | | | | 6 | 0.02 |
| International Trip | | | 1 | | | | | | 1 | 0.00 |
| Foundations Review | | | | 3 | 3 | | | 3 | 6 | 0.02 |
| | 48 | 48 | 48 | 32 | 32 | 48 | 48 | 32 | 306 | 1.00 |

OTHER OFFBOOK PROGRAMS

| | ORSSA | OCM | PMSE | MSE | MOMO | TOTALS | % |
|------------|--------------|------------|-------------|------------|-------------|---------------|-------------|
| Accounting | | 3 | 3 | 3 | 3 | 12 | 0.07 |
| Finance | 12 | 0 | 12 | 21 | 0 | 51 | 0.31 |
| Management | 10 | 0 | 3 | 0 | 0 | 28 | 0.17 |
| Marketing | 0 | 3 | 2 | 3 | 3 | 19 | 0.12 |
| ISOM | 0 | | | | 3 | 11 | 0.07 |
| Economics | 12 | | | 3 | 3 | 18 | 0.11 |
| Other | 4 | | | | | 4 | 0.02 |
| FRS/CM/ICM | | | 10 | | 12 | 22 | 0.13 |
| | 60 | 12 | 30 | 30 | 30 | 160 | 1.00 |

6/24/2010

**SELF-FUNDED GRADUATE PROGRAMS
FACULTY BY DEPARTMENT
STEADY STATE SCHEDULE**

| | EMBA | EDMBA (I) | EDMBA (II) | EDMBA (I) | EDMBA (I) | EDMBA | EDMBA | EDMBA | EDMBA | EDMBA | EDMBA | EDMBA |
|---------------------|------------------------------|-----------------------------------|-------------------------------|-----------------------------|-------------------------|------------------------------------|--|-------------------------|-----------|---|---|---------------------|
| ACCOUNTING | None | Garret | Garret | | | | | | | | | |
| FINANCE | Wynant Houston Mandrew | McConnell Livingston Bellef | Gentree Reed Banks | Chun Shimsharan Budin | Chun Reed Talley | Chun Parsons Candace Rood | Neeraj Naras Houston | Whalen Nikunj | Houston | Arora Reed Candace Budin Wynant Livingston Bellef Koch | None (2 cr) None (4 cr) None (2 cr) None (2 cr) None (2 cr) | None |
| MANAGEMENT | Erin Maura Kurt | Thomas Cassell Kurt | Parvathi Cassell Thomas | Chandler Kurt | Thomas Kurt | Erin Erin Candace | Kurt Erin Candace Candace Kurt | Erin Erin Candace | None | | None (2 cr) | Parvathi Candace |
| MARKETING | Bernie Abe Fong | Coop Abe | Abe Fong | Shivaram | Shivaram Lip Fong | Abe Candace | Shivaram Abe | Lip Shivaram | Abe | Abe | None (2 cr) | Abe |
| ISOM | Apur Thompson Erin | Cheng Sandyapathy Vahata | Vahata Paul Manager | Open ISA | | Erin Vahata Candace | Vahata Thompson | Vahata | Thompson | | | |
| ECONOMICS | Walter Droopman | Walter Walt | Walter Droopman | | | Walter Walt | Walt | | Walt | Walt | | |
| 4 Credit Courses | | 12 | 12 | 1 | 1 | 11 | 11 | 1 | 1 | 11 | 1 | 1 |
| 3 Credit Courses | | | | | | | | | | | | |
| 2 Credit Courses | | | | | | | | | | | | |
| 1 Credit Course | 4 | 4 | 4 | 1 | 1 | 4 | 4 | 1 | 1 | 4 | 1 | 1 |
| OTHER CREDIT | | | | | | | | | | | | |
| Other | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | | | | |
| Continuation | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | | | | |
| Per. Travel | | 1 | 1 | 1 | 1 | 1 | 1 | 1 | | | | |
| Res. Salary | | | | | | | | | | | | |
| Office & Travel | | | | | | | | | | | 1 | |
| Leasing | | | | | | | | | | | | |
| International Trip | 1 | | | | | | | 1 | 1 | | | |
| Printing Office | | 1 | 1 | 1 | 1 | 1 | 1 | 1 | | | | |
| Postgraduate Fee | | | | 1 | 1 | 1 | 1 | 1 | | | | |
| Other Other | | | | | | | | | | | 1 | |
| Travel Expense | | | | | | | | | | | 1 | |
| Per. WCBM Faculty | | | | | | | | | 1 | | | 1 |
| Total Credit | 48 | 48 | 48 | 10 | 10 | 48 | 48 | 10 | 10 | 48 | 10 | 10 |

**SELF-FUNDED MBA PROGRAMS
FACULTY OVERLOAD DISTRIBUTION
2, 3 or 4 CR HR COURSES**

| FACULTY NAME | EXEC. & OP. MBA | INTERNET 2 MBA | INTERNET 1 MBA | EMSE | MEMO | IMSE | GEM | # COURSES PER FACULTY | # FACULTY | TOTAL |
|---|--------------------|-------------------|-------------------|------|------|------|-----|--------------------------|-----------|-----------|
| Alta | 1 | | | | | | | 1 | 1 | 1 |
| Kyle | 1 | 1 | 1 | | | 1 | | 3 | 3 | 3 |
| Ross | 1 | | | 1 | | 1 | | 2 | 2 | 2 |
| Vachara, Boardman | 1 | 1 | 1 | | | | | 3 | 3 | 3 |
| Banks | 1 | | | | | | 1 | 1 | 1 | 1 |
| Houston | 1 | 1 | | | 1 | 1 | | 3 | 3 | 3 |
| Gendreau, Cum, Thomas, Wadd, Fong | 1 | | | | | | | 1 | 1 | 1 |
| Rinalandan, Emerson, Lutz | 1 | 1 | 1 | | | | | 3 | 3 | 3 |
| Kramer, Berg | 1 | 1 | | | 1 | 1 | | 3 | 3 | 3 |
| Thompson | 1 | 1 | | | 1 | | | 3 | 3 | 3 |
| Clarke | 1 | | | 1 | | | 1 | 2 | 2 | 2 |
| Asare | 1 | | | | | | 1 | 1 | 1 | 1 |
| Gavin, Koppert, Elst, Colquh, Cooke, Bremor | 1 | | | | | | | 1 | 1 | 1 |
| Dinopoulos, Bae | 1 | | | | | | | 1 | 1 | 1 |
| Hernandez, Gerry | 1 | 1 | 1 | | | | | 3 | 3 | 3 |
| Tan | 1 | 1 | | | 1 | | | 3 | 3 | 3 |
| Murray | 1 | | | 1 | | | | 2 | 2 | 2 |
| Paruchuri | 1 | | | | | | 1 | 1 | 1 | 1 |
| Vera | 1 | | | 1 | | 1 | | 2 | 2 | 2 |
| Various teaching 1 course | 14 | | | 1 | | 1 | | 16 | 14 | 14 |
| Total | | | | | | | | | 53 | 53 |
| Out-of-load credit hours taught by CMC Faculty: | | | | | | | | | | |
| Lynch | | 10.5 | | | | | | | | |
| McCawley | | 2.5 | | | | | | | | |
| Duggan | | 1 | | | | | | | | |
| *Course taught simultaneously with another MBA | | | | | | | | | | |
| NOTE: Two credit one-week MBA electives taught during fall or spring break and study tours are not included | | | | | | | | | | |
| 5/24/2018 | | | | | | | | | | |

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| MBA/MSE/MSM/OEM SELF FUNDED PROGRAMS | |
|--|------------|
| 2, 3 or 4 CR HR SECTIONS | |
| BY ACADEMIC UNIT | |
| | |
| ACCOUNTING | 9 |
| FINANCE | 38 |
| MANAGEMENT | 27 |
| MARKETING | 22 |
| ISOM | 18 |
| ECONOMICS | 11 |
| TOTAL | 125 |
| Does not include floating 2 credit electives offered in the P1 and P2 MBA programs or study tours. | |
| 6/28/2010 | |

RCM Model



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Review

- Under RCM, Responsibility Centers
 - Receive all Revenue earned from their activities
 - Are responsible for all direct expenses
 - Share costs for support activities
- Support Centers
 - Will be funded via assessments to each Responsibility Center



Terms & Definitions

- Effort Reporting
 - Is the basis for determining what it costs to deliver academic courses
 - Tracks faculty instructional contact hours
 - Monitors performance in each major area of instruction, research, and public service
 - Required to meet state requirements
 - Used to create the Instruction and Research (I&R) Data File

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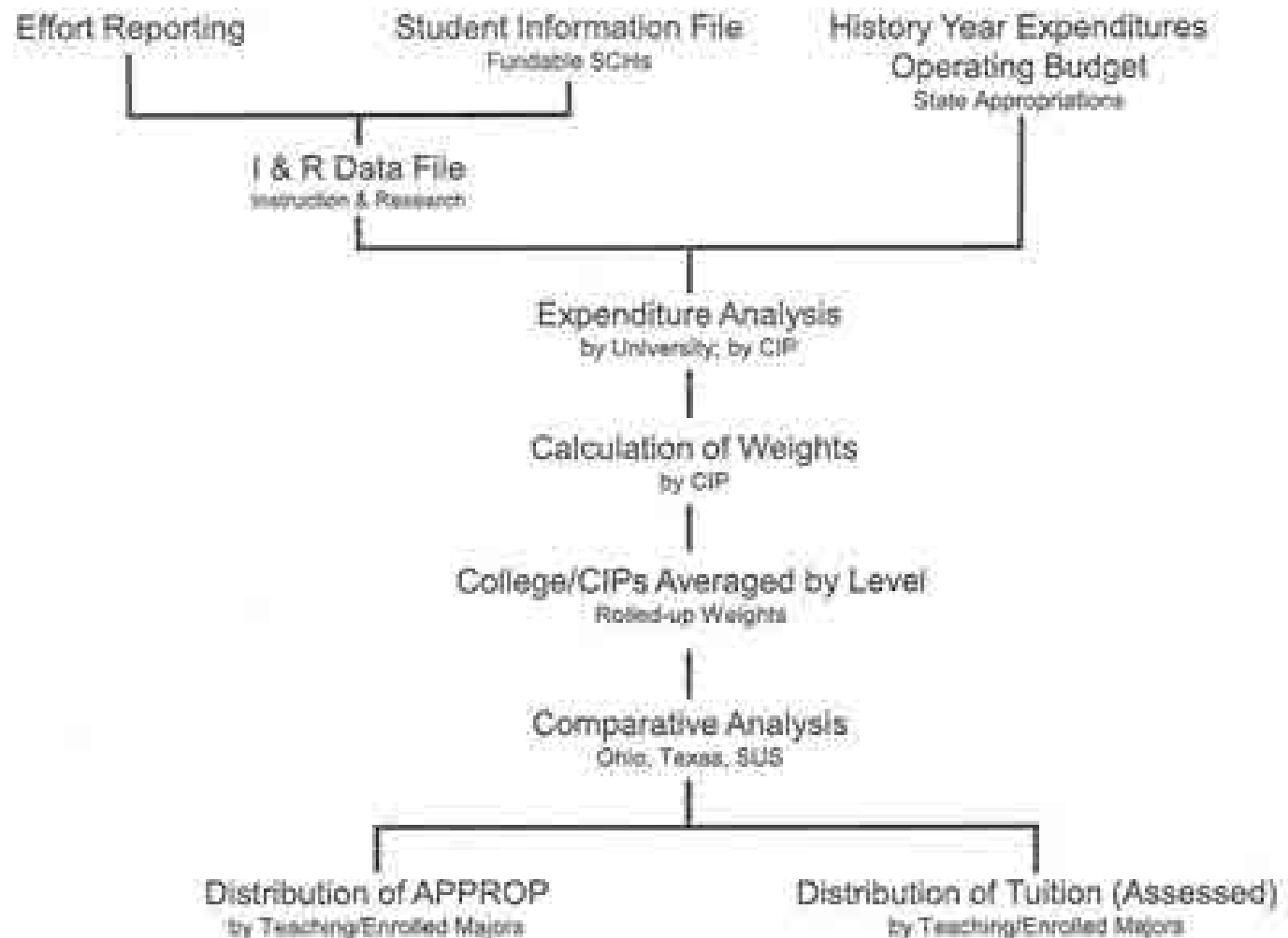


Terms & Definitions

- SCH (Student Credit Hour)
 - One hour (typically 50 minutes during fall or spring) of lecture time for a single student per week over the course of a semester
- Weight
 - A dimensionless value used to compare the relative costs of delivering a one SCH of instruction
- BSA (Base Student Allocation)
 - The value for one student credit hour (SCH) with a weight of 1.00



The Process



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State Appropriations

- General Revenue
- Lottery

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State Appropriations

| | |
|---|--|
| 70 Percent Based on Student Credit Hours (SCH) | 30 Percent Based SCHs of Enrollment |
|---|--|



State-Appropriated Allocation
Per College

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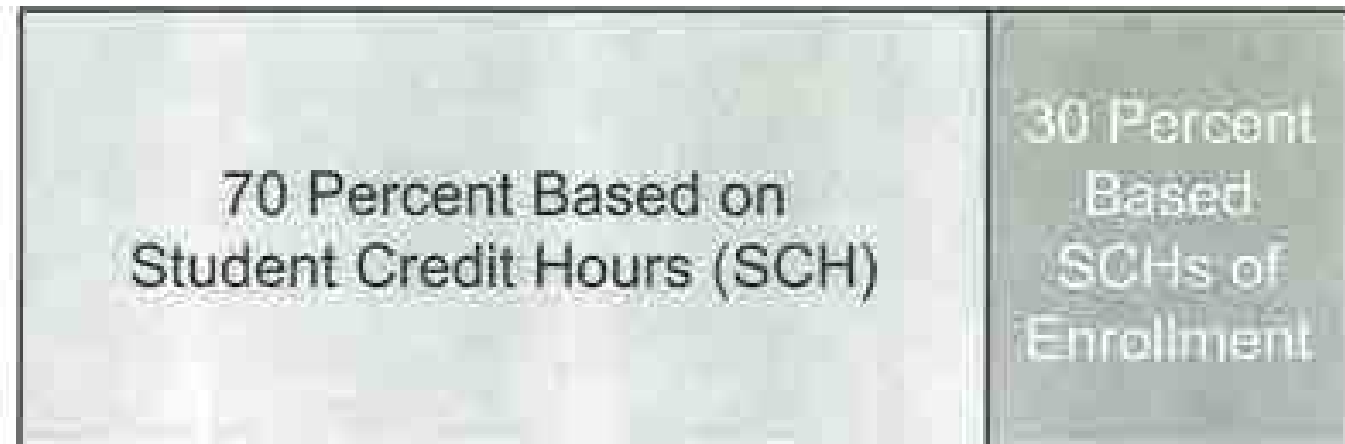
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From two sources:
General revenue and lottery



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| | |
|---|--|
| 70 Percent Based on Student Credit Hours (SCH) | 30 Percent Based SCHs of Enrollment |
|---|--|



Classes are weighted based on cost
of instruction



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| | |
|---|--|
| 70 Percent Based on Student Credit Hours (SCH) | 30 Percent Based SCHs of Enrollment |
|---|--|

Weight varies by college as well as undergraduate (lower vs. upper) and graduate levels





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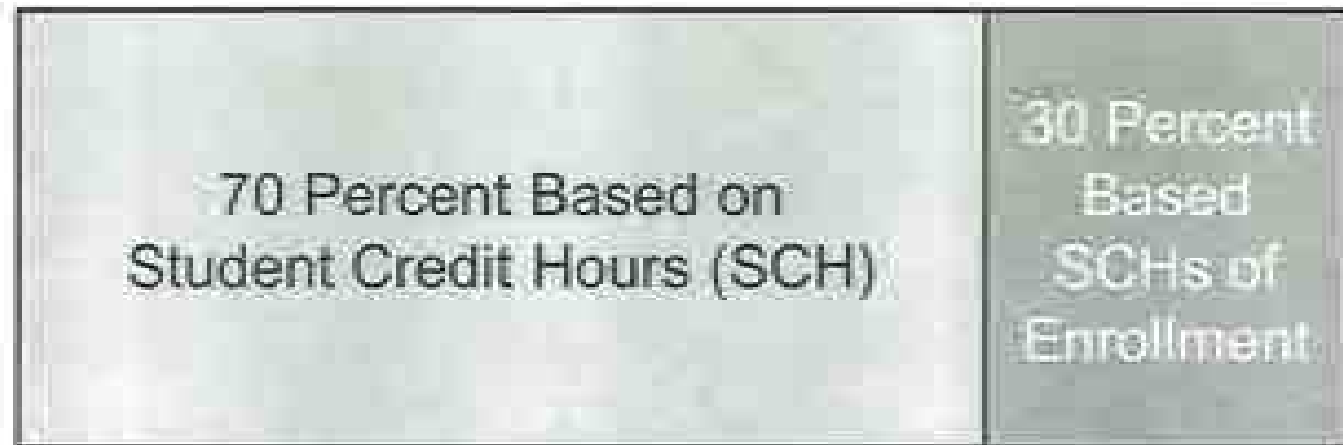
| | |
|---|--|
| 70 Percent Based on Student Credit Hours (SCH) | 30 Percent Based SCHs of Enrollment |
|---|--|



Goes to college teaching the
fundable SCHs of the class



State Appropriations



Based on the fundable SCHs of students with a major in your college

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W



State Appropriations

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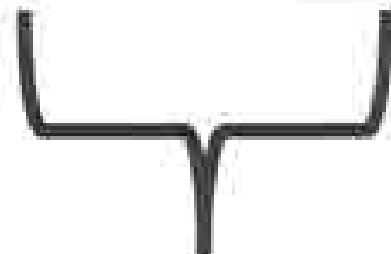
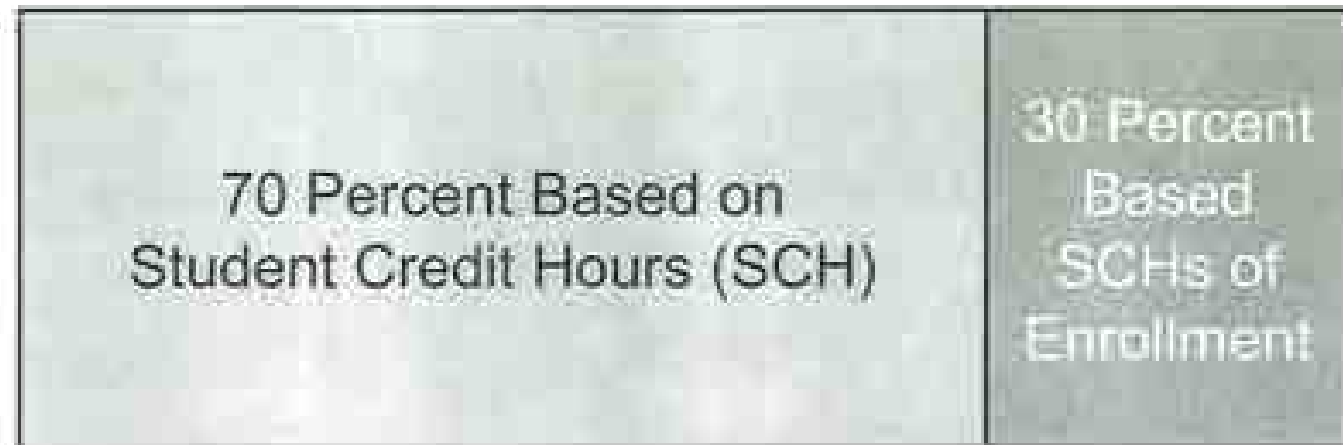
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The portion of funding received from
general revenue and lottery will be
weighted



Tuition Assessed

| | |
|--|--|
| 70 Percent Based on Student Credit Hours (SCH) | 30 Percent Based on SOHs of Enrollment |
|--|--|



Tuition Allocation
Per College

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Tuition Assessed

| | |
|--|--|
| 70 Percent Based on Student Credit Hours (SCH) | 30 Percent Based on SCHs of Enrollment |
|--|--|



Classes are weighted based on cost of instruction

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- Allocations**
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Tuition Assessed

| | |
|--|--|
| 70 Percent Based on Student Credit Hours (SCH) | 30 Percent Based on SCHs of Enrollment |
|--|--|

Weight varies by college as well as undergraduate (lower vs. upper) and graduate levels

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Tuition Assessed

| | |
|--|--|
| 70 Percent Based on Student Credit Hours (SCH) | 30 Percent Based on SCHs of Enrollment |
|--|--|



Goes to college teaching the SCHs of the class

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Tuition Assessed

| | |
|--|--|
| 70 Percent Based on Student Credit Hours (SCH) | 30 Percent Based on SCHs of Enrollment |
|--|--|



Based on the SCHs taken by the students with majors in your college

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Tuition Assessed

| | |
|--|--|
| 70 Percent Based on Student Credit Hours (SCH) | 30 Percent Based on SCHs of Enrollment |
|--|--|



This portion will not be weighted.
Based on calculated tuition assessed

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Waivers

- Statutory Waivers – allocation is pro-rated based on college's percentage of tuition assessed
- University Waivers – allocation is pro-rated based on college's percentage of tuition assessed
- College Waivers – allocation is based on college's decision to waive a student's tuition

INTEROFFICE MEMORANDUM

TO: ALL DEANS
ALL VICE PRESIDENTS

FROM: MATTHEW FAJACK

DATE: JUNE 1, 2010

RE: FY2011 RCM BUDGET

Recall that, during our discussions regarding the July 1st implementation of RCM, we discussed the notion of the beginning RCM budget (FY2010/11) for your respective colleges being relatively equal to your budget for FY2009/10. Changes in your budgets would occur going forward, based on your decisions in relation to the RCM budget model. Based on events of this past year, we have had to account for decreased state support and increased operations and maintenance costs as follows.

If you refer to the attachment labeled "Change in State Funds Available for Colleges," you will see that the prior year deficit of \$12.6 million was primarily covered by the \$8.0 million recall from colleges and units, and the harvesting of \$3.7 million of retirement enhancement programs. There remains an approximate \$884,000 deficit.

While the auxiliaries are now paying overhead of \$12 million per year, this increase in revenue was more than erased by state appropriation cuts and increased costs (primarily plant operating, utilities and maintenance), leaving a deficit of approximately \$478,000.

The Provost allocated undergraduate differential and deans' start up packages from tuition totaling \$4.4 million and the state earmarked \$2.0 million of appropriations to Medicine. The President decided that we should allocate approximately \$5.0 million from the tuition increase money available in the Strategic Fund to lessen the impact on colleges.

The net change in state funds available to the colleges amounts to a decrease of approximately \$2.694M. You will see this reflected in the last column of the "Total" line on the college allocation sheet.

Change in State Funds Available for Colleges

| | |
|---|--------------------|
| Prior Year Deficit | (12,616,000) |
| \$8-million recall | 8,000,000 |
| Harvest from retirement enhancement program | 3,731,923 |
| Remaining deficit | <u>(884,077)</u> |
| Reduction in state appropriations | (6,328,714) |
| Increase support costs | (6,652,091) |
| Auxiliary overhead contribution | 12,301,972 |
| Remaining deficit | <u>(478,833)</u> |
| Provost allocation of differential and start up packages from tuition | (4,446,325) |
| Funds earmarked for Medicine from appropriations | (3,000,000) |
| Tuition increase allocated to RCM pool | <u>5,115,046</u> |
| Net Change in RCM pool | <u>(2,694,189)</u> |

RCM Strategic Funds

Recurring Revenue

| | | |
|---|-----------|------------------|
| Soft Drink | \$ | 1,000,000 |
| Debt Card | \$ | 13,500 |
| Pcard Rebate To Bridges | \$ | 1,000,000 |
| Concession | \$ | 650,000 |
| Book Store | \$ | 1,800,000 |
| Graduate and professional school application fees | \$ | 1,000,000 |
| 2010-11 Dif Tuit Increase | \$ | 6,016,671 |
| 2010-11 Tuition Increase | \$ | 14,664,650 |
| Estimated raises | \$ | (20,860,000) |
| Total Recurring Revenue | \$ | 5,284,821 |

Non-Recurring Revenues

| | | |
|-------------------------------------|-----------|------------------|
| 2010-11 Stimulus Funds | \$ | 2,100,000 |
| Non-recurring appropriations | \$ | 3,091,000 |
| Total Non-Recurring Revenues | \$ | 5,191,000 |

Total Strategic Fund

| | |
|-----------|-------------------|
| \$ | 10,475,821 |
|-----------|-------------------|

| | RCM Allocation of FY10-11 Budget | Actual Budget FY09-10 | Allocated Change in Budget | Allocation of Differential Tuition by Provost | Deans' Start Up Packages | Total Change in Budget |
|----------------|--|--------------------------|----------------------------------|--|-----------------------------|---------------------------|
| Fine Art | 14,736,278 | 14,817,234 | (80,955) | | | (80,955) |
| DCP | 16,234,423 | 16,423,997 | (189,574) | | | (189,574) |
| CLAS | 137,353,194 | 139,312,971 | (1,959,778) | 599,798 | 1,000,000 | (359,980) |
| Business | 48,772,545 | 47,661,496 | 1,111,049 | | | 1,111,049 |
| Education | 29,733,869 | 30,301,294 | (567,425) | | | (567,425) |
| Engineering | 126,674,948 | 127,784,584 | (1,109,636) | 306,000 | | (803,636) |
| Journalism | 16,040,995 | 16,237,012 | (196,017) | 329,737 | 250,000 | 383,720 |
| Law | 23,063,604 | 23,415,292 | (351,687) | | | (351,687) |
| IHP | 15,231,631 | 15,305,833 | (74,202) | 181,000 | | 106,798 |
| Ver Med | 49,150,555 | 49,394,066 | (243,511) | | | (243,511) |
| Medicine | 580,755,044 | 581,539,217 | (784,173) | | | (784,173) |
| Nursing | 11,181,092 | 11,517,451 | (336,359) | 100,000 | | (236,359) |
| Pharmacy | 29,678,112 | 29,727,742 | (49,631) | | | (49,631) |
| PIHP | 32,173,227 | 32,400,840 | (227,613) | 900,000 | | 672,387 |
| Dentistry | 54,334,878 | 54,843,058 | (508,180) | | | (508,180) |
| DOCE | 14,596,691 | 15,376,837 | (980,146) | | | (980,146) |
| Latin American | 3,317,572 | 3,588,007 | (270,435) | | | (270,435) |
| CALS | 129,587,451 | 129,909,690 | (322,239) | | | (322,239) |
| Unallocated | - | - | - | 779,790 | | 779,790 |
| Total | 1,332,616,108 | 1,339,756,621 | (7,140,514) | 3,196,325 | 1,250,000 | (2,694,189) |

Debt,Sherry Ann

From: Debt,Sherry Ann
Sent: Monday, June 14, 2010 11:32 AM
To: Erenguc,S. Selcuk; McGill,Gary A.; Ray,Brian D
Cc: Kraft,John; Jon Carter
Subject: FW: Updated RCM Example
Attachments: RCM WCBA PER CR 101 EXAMPLE REV.xls

On further thought, we've decided that it's more appropriate to use average overhead. In the budget sent Friday night, this computes to 21%. Attached is the revised file.

From: Debt,Sherry Ann
Sent: Monday, June 14, 2010 10:26 AM
To: Erenguc,S. Selcuk; 'Gary McGill'; Ray,Brian D
Cc: Kraft,John
Subject: Updated RCM Example

JK and I updated revenue generation worksheets based on adjusted BSAs, weights and tuition figures. A couple of things to note:

- 1) Revenues from entrepreneurial activities, contracts & grants and endowments were excluded when figuring out overhead rates allocated to on-book courses. This resulted in overhead of 35% vs. 20% used in the previous example.
- 2) We pay taxes of \$13M and our budget is about \$26M.

| EXPECTED REVENUE PER CREDIT HOUR UNDER RCM | | | | |
|--|------------|----------------|--------------|----------------|
| BEFORE UNIVERSITY OVERHEAD CHARGES | | | | |
| | INSTATE | | OUT-OF-STATE | |
| | WCBA Major | Non-WCBA Major | WCBA Major | Non-WCBA Major |
| WCBA COURSE | | | | |
| UG Lower Division | \$94.77 | \$53.95 | \$310.12 | \$53.95 |
| UG Upper Division | \$138.31 | \$89.73 | \$353.65 | \$89.73 |
| Grad I | \$585.16 | \$383.70 | \$795.32 | \$383.70 |
| Grad II | \$1,595.89 | \$1,214.41 | \$1,806.05 | \$1,214.41 |
| Non-WCBA COURSE | | | | |
| UG Lower Division | \$40.82 | N/A | \$256.17 | N/A |
| UG Upper Division | \$48.58 | N/A | \$263.92 | N/A |
| Grad I | \$201.46 | N/A | \$411.63 | N/A |
| Grad II | \$381.48 | N/A | \$591.65 | N/A |
| AFTER UNIVERSITY OVERHEAD CHARGES (21%) | | | | |
| | INSTATE | | OUT-OF-STATE | |
| | WCBA Major | Non-WCBA Major | WCBA Major | Non-WCBA Major |
| WCBA COURSE | | | | |
| UG Lower Division | \$74.87 | \$42.67 | \$244.99 | \$42.67 |
| UG Upper Division | \$109.26 | \$70.89 | \$279.38 | \$70.89 |
| Grad I | \$462.28 | \$303.12 | \$628.30 | \$303.12 |
| Grad II | \$1,260.75 | \$959.38 | \$1,426.78 | \$959.38 |
| Non-WCBA COURSE | | | | |
| UG Lower Division | \$32.25 | N/A | \$202.37 | N/A |
| UG Upper Division | \$38.38 | N/A | \$208.50 | N/A |
| Grad I | \$159.15 | N/A | \$325.19 | N/A |
| Grad II | \$301.37 | N/A | \$467.40 | N/A |
| 6/25/2010 | | | | |

RCM REVENUE GENERATION PER FACULTY LOAD (ON-BOOK)

| | Lower | Upper | | |
|----------------------------------|-----------------|-----------------|---------------|----------------|
| Assumptions: | Division | Division | Grad I | Grad II |
| In-State Student % | 93% | 93% | 70% | 100% |
| Out-State Student % | 7% | 7% | 30% | 0% |
| WCBA Major | 60% | 80% | 95% | 95% |
| Non-WCBA Major | 40% | 20% | 5% | 5% |
| | | | | |
| In-State, WCBA Major | \$ 41.78 | \$ 81.29 | \$ 307.41 | \$ 1,197.72 |
| Out-State, WCBA Major | \$ 10.29 | \$ 15.65 | \$ 179.07 | \$ - |
| In-State, Non-WCBA Major | \$ 15.85 | \$ 13.18 | \$ 10.61 | \$ 47.97 |
| Out-State, Non-WCBA Major | \$ 1.19 | \$ 0.90 | \$ 4.55 | \$ - |
| | | | | |
| Average Revenue per Cr Hr | \$ 69.11 | \$ 111.12 | \$ 501.64 | \$ 1,245.68 |
| | | | | |
| Teaching Load (Elective Course): | | | | |
| Number of Students per Course | 50 | 50 | 50 | 10 |
| Number of Cr Hrs per Course | 4 | 4 | 2 | 2 |
| Number of Courses | 3 | 3 | 4.5 | 4.5 |
| | | | | |
| Total Revenue per Faculty Load : | \$ 41,468.70 | \$ 66,669.54 | \$ 225,736.31 | \$ 112,111.62 |
| | | | | |
| Teaching Load (EP Course): | | | | |
| Number of Students per Course | 1500 | 1500 | | |
| Number of Cr Hrs per Course | 4 | 4 | | |
| Number of Courses | 2 | 2 | | |
| | | | | |
| Total Revenue per Faculty Load | \$ 829,373.92 | \$ 1,333,390.83 | | |
| | | | | |
| 6/25/2010 | | | | |

RCM REVENUE GENERATION PER DEPARTMENT (ON-BOOK)

| | DEPT A | DEPT B | DEPT C | DEPT D | DEPT E |
|-----------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Faculty Assumptions: | | | | | |
| Lower Division EP | 2 | 0 | 0 | 0 | 2 |
| Upper Division EP | 0 | 2 | 2 | 2 | 0 |
| Upper Division Elective | 6 | 5 | 3 | 2 | 2 |
| Grad I | 4 | 5 | 7 | 8 | 9 |
| Grad II | 2 | 2 | 2 | 2 | 1 |
| Lower Division EP | \$ 1,658,747.83 | \$ - | \$ - | \$ - | \$ 1,658,747.83 |
| Upper Division EP | \$ - | \$ 2,666,781.64 | \$ 2,666,781.64 | \$ 2,666,781.64 | \$ - |
| Upper Division Elective | \$ 400,017.25 | \$ 333,347.70 | \$ 200,008.62 | \$ 133,339.08 | \$ 133,339.08 |
| Grad I | \$ 902,945.26 | \$ 1,128,681.57 | \$ 1,580,154.70 | \$ 1,805,890.51 | \$ 2,031,626.83 |
| Grad II | \$ 224,223.24 | \$ 224,223.24 | \$ 224,223.24 | \$ 224,223.24 | \$ 112,111.62 |
| TOTAL | \$ 3,185,933.57 | \$ 4,353,034.15 | \$ 4,671,167.70 | \$ 4,830,234.47 | \$ 3,935,825.36 |
| 6/25/2010 | | | | | |

EQUIVALENT SECTIONS

| DEPARTMENT | UG 4 CR HRS* | GRAD 3 CR HRS |
|--------------------------|--------------|---------------|
| PSOA | 32 | 31.6 |
| GEN | 33.5 | 18.6 |
| ECD | 43 | 13.6 |
| FIRE | 11 | 28.6 |
| ENT | 3 | 8.6 |
| REE | 2 | 9.3 |
| ISOM | 12.6 | 31.9 |
| BLAW | 4.5 | 8 |
| MGT | 20 | 23.6 |
| MAR | 32.3 | 15 |
| TOTAL | 214.9 | 187.8 |
| *EP counts as 1 section. | | |

| ELECTRONIC PLATFORM CALENDAR YR 2009-10 | | | | |
|--|------------|---------------|----------------|----------------|
| DEPARTMENT | R SECTIONS | FUNDED SCH | RCM Revenue | |
| | | | Lower Division | Upper Division |
| PSOA | | | | |
| ACG 2021 | 3 | 5,648 | \$390,333 | |
| ACG 2071 | 3 | 1,587 | \$109,678 | |
| GEB* | | | | |
| ECO | | | | |
| ECO 2013 | 3 | 5,500 | \$380,105 | |
| ECO 2023 | 3 | 11,812 | \$816,327 | |
| DCP 3703** | 2 | 4,420 | | \$491,150 |
| FIRE | | | | |
| FIN 3403 | 3 | 8,248 | | \$916,518 |
| ENT | | | | |
| ENT 3003 | 3 | 5,168 | | \$574,268 |
| REE | | | | |
| REE 3043 | 2 | 708 | | \$85,340 |
| SOM | | | | |
| MAN 4504 | 3 | 4,872 | | \$541,377 |
| GMB 3250 | 2 | 2,570 | | \$285,578 |
| BLAW | | | | |
| BUL 4310 | 3 | 6,152 | | \$683,610 |
| MGT | | | | |
| MAN 3205 | 3 | 10,176 | | \$1,130,757 |
| MAR | | | | |
| MAR 3023 | 3 | 10,424 | | \$1,158,315 |
| Totals | 37 | | \$1,696,443 | \$5,866,914 |
| Grand Total | | \$7,563,357 | | |
| * In 2010-11, International Business will be included in upper division SCH. | | | | |
| ** After summer 2010, this will no longer be offered as EP in core. | | | | |
| Source: Historical Enrollment by Term | | | | |

| DEPARTMENT | FUNDED LP SCH | REV PER LP SCH (\$69,111) | FUNDED NP SCH | REV PER NP SCH (\$111,121) | FUNDED GRAD SCH* | REV PER GRAD SCH (\$501,841) | TOTAL COURSE GENERATED REV |
|---|---------------|---------------------------|---------------|----------------------------|------------------|------------------------------|----------------------------|
| GBB | 44 | \$ 3,041 | 5396 | \$ 599,604 | 1734 | \$ 869,844 | \$ 1,472,488 |
| FSCA | 8095 | \$ 559,445 | 3865 | \$ 429,590 | 4200 | \$ 2,106,888 | \$ 3,095,923 |
| ECO | 17810 | \$ 1,230,848 | 10179 | \$ 1,131,090 | 1572 | \$ 788,578 | \$ 3,150,518 |
| FIRE | 0 | 0 | 20549 | \$ 2,283,405 | 5188 | \$ 2,602,508 | \$ 4,885,913 |
| ISOM | 0 | 0 | 12758 | \$ 1,417,664 | 3478 | \$ 1,744,704 | \$ 3,162,373 |
| MGT | 0 | 0 | 19874 | \$ 2,208,389 | 3744 | \$ 1,875,140 | \$ 4,084,530 |
| MAR | 448 | \$ 30,981 | 14256 | \$ 1,584,127 | 1054 | \$ 528,729 | \$ 1,143,817 |
| TOTAL: | | \$ 1,824,297 | | \$ 8,653,883 | | \$ 10,519,391 | \$ 21,997,571 |
| *Assumes all grad SCH is GRAD I | | | | | | | |
| ** incremental 2010 GRAD II SCH \$1,547,602 | | | | | | | |
| Net State Allocation for 2010-11 (doesn't include jump start) | | | | \$ 26,555,300 | | | |
| Total Revenue Generated by WCBA Courses Taught | | | | \$ 21,897,571 | + \$1,547,602** | | |
| Revenue Generated by WCBA majors taking course in other colleges (est) | | | | \$ 3,010,127 | | | |
| Allocation estimates by School from Fajack's Prior Model on School Shares | | | | | | | |
| School of Business (58.8%) | | | | \$ 1,769,955 | | | |
| Graduate Programs (26.3%) | | | | \$ 791,663 | | | |
| FSCA (14.9%) | | | | \$ 448,509 | | | |
| TOTAL STATE REVENUE BY SCHOOL (est) | | | | | | | |
| School of Business (49.6%) | | | | \$ 12,359,220 | | | |
| Graduate Programs (34.2%) | | | | \$ 10,519,618 | | | |
| FSCA (14.2%) | | | | \$ 3,776,462 | | | |
| | | | | \$ 26,555,300 | | | |
| Source: Final SCH & Enrollment Report. | | | | | | | |
| 7/1/2010 | | | | | | | |

COST OF DELIVERY PER SECTION

| | FSOA | Grad Programs | School of Business |
|--|-----------------|------------------|--------------------|
| Faculty (1) | \$49,231 | \$60,826 | \$60,826 |
| Spec. Fac. & Staff (2) | \$4,092 | \$14,255 | \$6,290 |
| ITS Payroll & Op. Exp. | \$4,825 | \$4,825 | \$4,825 |
| Dean's Office | \$2,007 | \$2,007 | \$2,007 |
| Directors (2) | \$5,450 | \$2,515 | \$1,262 |
| Development (1) | \$1,886 | \$1,430 | \$1,430 |
| Research Grants (1) | \$3,125 | \$2,726 | \$2,726 |
| Faculty Budgets (2) | \$1,641 | \$1,423 | \$1,446 |
| PhD Stipend & Waivers | \$4,437 | \$4,437 | \$4,437 |
| OPS & Op. Exp. (2) | \$1,137 | \$8,082 | \$6,593 |
| Cost per section = | \$77,831 | \$102,525 | \$91,840 |
| # Sections = | 64 | 156 | 183 |
| NOTE: Includes DOCE funds used to support traditional programs. | | | |
| (1) Specific to FSOA. | | | |
| (2) Specific to school. | | | |
| | | | |
| | | | |
| 6/29/2010 | | | |

ESTIMATED COST PER SECTION BY SCHOOL

| | # Equivalent Sections | Total Revenue By School | Revenue Per Section | Fully Loaded Cost Per Section | Total Cost | Shortfall |
|--------------------|----------------------------------|------------------------------------|--------------------------------|--|-----------------------|------------------------|
| School of Business | 183 | \$ 12,259,320 | \$ 67,014 | \$ 91,840 | \$ 16,797,536 | \$ (4,538,316) |
| Graduate Programs | 156 | \$ 10,539,618 | \$ 67,543 | \$ 102,525 | \$ 16,014,405 | \$ (5,494,787) |
| ESDA | 64 | \$ 3,776,467 | \$ 59,190 | \$ 77,831 | \$ 4,959,952 | \$ (1,173,590) |
| Total | 403 | \$ 26,555,300 | | | \$ 37,761,993 | \$ (11,206,693) |

NOTE: Shortfall is made up from revenue generated by entrepreneurial activities associated with specific categories

(i.e., Warrington funds) or school (i.e. DOCE)

6/30/2010

WCBA TOTAL ESTIMATED REVENUE 2010-11

| | School of Business | Graduate Programs | ESOB | Other WCBA | |
|--|-----------------------|----------------------|--------------|---------------|----------------------|
| State | \$ 17,359,210 | \$ 12,512,614 | \$ 4,076,462 | | |
| Self-Funded | \$ 1,220,199 | \$ 17,135,658 | | \$ 371,353 | |
| Auxiliary Foundation | \$ 209,758 | \$ 1,810,645 | \$ 819,138 | \$ 1,761,013 | \$ 3,587,169 |
| Contracts & Grants | | | | \$ 2,157,126 | |
| TOTAL ESTIMATED WCBA REVENUE 2010-11: | | | | | \$ 55,276,857 |
| Source: All Funds Budget 2010-11 | | | | | |
| 7/1/2010 | | | | | |

Financials

Estimated RESOURCE STATEMENT: BUSINESS COMMUNICATIONS
2009-2010

F. FACULTY

F. Brown
J. Douglas
S. Linton
D. McLawley

STAFF

K. Warden

Permanent Faculty: 4
Locum: 1

DISTRIBUTION:

| Rank | | | Ethnicity | |
|--|---------|--|-------------------|-------|
| Associate Professor | 1 | | White | 1 |
| Master Lecturer | 1 | | Asian | |
| Lecturer | 2 | | African American | |
| Total | 4 | | Hispanic | |
| | | | Total | 4 |
| Gender | | | Years Since | |
| Male | 3 | | Entered | 3 |
| Female | 1 | | Transit Track | |
| Total | 4 | | Non-Transit Track | 1 |
| | | | Total | 4 |
| I. FUNDS | | | | |
| STATE SOURCES: | | | | |
| Salary Rate | | | Support Funds | |
| Actual Rate | 0 | | Expenses | 2,000 |
| Contracted Rate | 0 | | | |
| Temporary Rate Available | 0 | | | |
| LLS & Supplemental Funds Available | 0 | | | |
| Temporary Rate Used | 0 | | | |
| Program Rate Pool | 0 | | | |
| Staff (USPS, TEAMS, Spec Paralel) | | | | |
| DOCE Support (1) | 43,485 | | | |
| Total | 43,485 | | | |
| PRIVATE SOURCES: | | | | |
| Donor Endowment (1314) | | | | |
| Faculty Rate | 184,143 | | | |
| Total | 184,143 | | | |
| DOCE | | | | |
| Faculty Rate | 190,000 | | | |
| OPS Support | 0 | | | |
| Total | 190,000 | | | |
| SUMMER RSH GRANTS | | | | |
| Research Grants | 10,000 | | | |
| Travel Grants | 0 | | | |
| Total | 10,000 | | | |
| Warrington Support: | | | | |
| Faculty Support | 15,500 | | | |

| | | | |
|---------------------------|---------|----------------------------------|-------|
| CENTER SUPPORT | 17,842 | | |
| SUMMARY: | | | |
| NON-DISCRETIONARY | | DISCRETIONARY | |
| FACULTY RATE | | FACULTY RATE | |
| Actual Rate | 0 | Equilibrium Rate Available | 0 |
| Private Rate | 284,143 | LDA & Substituted Rate Available | 0 |
| FACULTY SUPPORT | | TEMPORARY RATE | |
| State Support | | Temporary Rate Available | 0 |
| Private Support | 15,500 | Temporary Rate Used | 0 |
| STAFF SUPPORT | | PROGRAM SUPPORT | |
| State Support | | State Support | 1,000 |
| Private and Other Support | | Private Support | |
| STUDENT SUPPORT | | TOTAL DEPARTMENT SUPPORT | |
| State Support | 0 | | 1,000 |
| Private Support | 0 | | |
| DOCE | | | |
| Faculty Support | 289,643 | | |
| Student Support | 0 | | |
| Staff Support | 43,495 | | |
| CENTER SUPPORT | | | |
| Total | 417,495 | | |
| | | | |
| | | | |
| Temporary Available Rate: | | Temporary Rate Used: | |

Warrington Funds

| | |
|--------------|---------------|
| F. Bremer | 3,500 |
| J. Douglas | 3,500 |
| B. Linn | 3,500 |
| D. McClosky | 3,500 |
| Total | 14,000 |

CENTER SUPPORT

Special MGT Communication Prog #110004

| | |
|-------------------|--------|
| Beginning Balance | 42,824 |
| Distribution | 5,216 |
| Program Support | 17,842 |

DOCE PAYMENTS

| <u>Name</u> | <u>\$s</u> | <u>OFS Support</u> | <u>Term Ych</u> | <u>Program</u> |
|-------------|------------|--------------------|-----------------|----------------|
| T Bragg | 4,500 | | Sum 10 | EMBA12 |
| J Crockett | 4,000 | | Sum 10 | MSMA |
| J Douglas | 8,000 | | Spr 11 | P1MBAS12 |
| G Kish | 500 | | Sum 10 | P1MBAF10 |
| G Kish | 500 | | Sum 10 | P1MBAS11 |
| G Kish | 500 | | Sum 10 | P2MBAF11 |
| G Kish | 500 | | Sum 10 | P2MBAS12 |
| G Kish | 4,000 | | Sum 10 | MSMA |
| G Kish | 9,000 | | Fall 10 | BSBA |
| G Kish | 500 | | Fall 10 | P2MBAS12 |
| G Kish | 500 | | Fall 10 | P1MBAS11 |
| G Kish | 500 | | Spr 11 | P1MBAF11 |
| G Kish | 500 | | Spr 11 | P2MBAF12 |
| G Kish | 9,000 | | Spr 11 | BSBA |
| | 26,000 | | | |
| S Limon | 7,000 | | Sum 10 | P1MBAF10 |
| S Limon | 7,000 | | Sum 10 | P1MBAS11 |
| S Limon | 7,000 | | Sum 10 | P2MBAF11 |
| S Limon | 7,000 | | Sum 10 | P2MBAS12 |
| S Limon | 7,000 | | Fall 10 | P1MBAS11 |
| S Limon | 7,000 | | Fall 10 | P2MBAS12 |
| S Limon | 12,750 | | Fall 10 | SFMBAT2 |
| S Limon | 8,000 | | Spr 11 | MSMA |
| S Limon | 7,000 | | Spr 11 | EMBA12 |
| S Limon | 7,000 | | Spr 11 | P1MBAF11 |
| S Limon | 7,000 | | Spr 11 | P2MBAF12 |
| | 83,750 | | | |
| D McCawley | 4,000 | | Sum 10 | OSBA |
| D McCawley | 12,750 | | Fall 10 | SFMBAT2 |
| D McCawley | 7,000 | | Spr 11 | P2MBAS12 |
| | 23,750 | | | |
| K Roberts | 4,000 | | Sum 10 | MSMA |
| C Stetter | 1,000 | | Sum 10 | MSMA |
| S Webster | 4,000 | | Sum 10 | MSMA |
| S Webster | 1,000 | | Sum 10 | MSMA |
| S Webster | 9,000 | | Fall 10 | BSBA |
| S Webster | 4,000 | | Fall 10 | MSMA |
| S Webster | 9,000 | | Spr 11 | BSBA |
| S Webster | 4,000 | | Spr 11 | MSMA |
| S Webster | 1,000 | | Spr 11 | MSMA |
| | 32,000 | | | |
| M Weson | 3,000 | | Sum 10 | MSMA |
| | 190,000 | 0 | | |

SUMMER RESEARCH GRANTS

| | |
|--------------|---------------|
| F. Hunter | 10,000 |
| Total | 80,000 |

Estimated RESOURCE STATEMENT, MANAGEMENT
2003-2010

1. FACULTY

| | | |
|--------------|--------------|---------------|
| T. Judge | J. LePore | G. Lee |
| R. Thomas | V. Maurer | S. Livingston |
| J. Colquhoun | A. Eng | L. Clarke |
| L. D'Amico | J. Kummer | M. Darnell |
| R. Emerson | S. Parschall | M. LePore |
| | | H. Tan (3) |

STAFF

| |
|------------|
| M. Carter |
| H. Myrick |
| J. Bostman |

Permanent Faculty: 12.5

Lecturer: 3

DISTRIBUTION

| Rank | | Eligibility | |
|-----------------|------|----------------------|------|
| Emer Scholar | 1 | White | 12.5 |
| Professor | 6.5 | African-American | 1 |
| Assoc Professor | 1 | Asian | 2 |
| AM Professor | 2 | Total | 15.5 |
| Lecturer | 3 | Tenure Status | |
| Total | 15.5 | Tenured | 10.3 |
| Gender | | Term Track | 2 |
| Male | 11.3 | Non-Tenure Track | 1 |
| Female | 4 | Total | 15.5 |
| Total | 15.5 | | |

2. FUNDS

STATE SOURCES:

| Salary Rate | | Support Funds | |
|--|-----------|----------------------------------|---------|
| Actual Rate | 2,588,996 | Expense | |
| Committed Rate | 2,588,996 | \$200 per faculty | 7,250 |
| LOA & Submittal Rate Available | 109,949 | | |
| Temporary Rate Available | 109,949 | GPS | |
| Temporary Rate Used | 126,691 | Ph.D. Support | 183,000 |
| College Rate Pool | 116,747 | Instrum Office Support | 3,000 |
| | | PostDoc Assoc (Michigan) | 11,414 |
| STAFF (USPS, TEAMS, Spec Faculty) | | Alumni Award | 82,720 |
| State Support (?) | 109,318 | Gender Supplement | 3,000 |
| Grant Support | 0 | NBA 183CT-012007* | 29,000 |
| Center Support | 73,507 | Inst Support (Emerson/Colquhoun) | 50,000 |
| | 181,333 | Total | 405,130 |
| | | Estimated PhD For Waiters | 102,689 |

PRIVATE SOURCES:

| Current Scholars | | Professorships/Faculty Fellowships | |
|---|-----------|--|---------|
| McKibben Mathewy Emer Sch F226 | | McGill Professorship 83758 | |
| Faculty Rate (Judge) | 236,413 | Inst's balance | 17,811 |
| Faculty Support | (184,940) | Faculty Rate (Tan) | 11,753 |
| | | Total | 29,564 |
| Department Support | | Hart Professorship 88018 | |
| WLF Foundation Acad 82532 (1999-2004) | 488 | Faculty Rate (Thomas, Emerson, D'Amico, Colquhoun) | 48,113 |
| Hart Business Law End 82393 | 40,165 | Faculty Support (D'Amico, Emerson, Maurer) | 11,837 |
| Hart Endowment 86356 | 103,254 | Total | 56,881 |
| Hart Professorship 88018 | 111,637 | Hart Endowment 86356 | |
| Total | 130,299 | Fac Rate (Thomas, Eng, Colquhoun, Stenc) | 17,090 |
| | | Faculty Support | 0 |
| Program Support | | Total | 17,090 |
| For Financial Group Bus Ethics Prog 87241 | 13,193 | | |
| Harvard Bus School Series 88644 | 27,746 | For Fin Grp Bus Ethics Prog 87241 | |
| Harvard Ethics Fund 813034 | 8,707 | Faculty Rate (Maurer) | 28,387 |
| Total | 49,646 | Total | 28,387 |
| DOCE | | | 765010 |
| | | | 7701748 |

| | | | | |
|---------------------------|-----------|--|---|-----------|
| Faculty Rate | 781,600 | | | |
| OPC Support | 48,000 | | Darden Post Aligned Professionalism #5678 | |
| Total | 829,600 | | Faculty Rate (Leffler) | 28,743 |
| | | | Faculty Support | 41,994 |
| Summer Research Grants | | | Total | 84,737 |
| Research Grants | 225,000 | | | |
| Travel Grants (Jansgaard) | 25,000 | | Faculty Support | |
| Total | 250,000 | | Warrington Funds | 97,300 |
| | | | | |
| URP Professorship | | | | |
| Faculty Rate (Leffler) | 2,000 | | | |
| Faculty Support (Leffler) | 1,000 | | | |
| | | | | |
| CENTER | | | | |
| Center Support | 11,471 | | | |
| | | | | |
| SUMMARY: | | | | |
| NON-DISCRETIONARY | | | | |
| FACULTY RATE | | | | |
| State Actual Rate | 1,988,996 | | DISCRETIONARY | |
| Private Rate | 289,690 | | FACULTY RATE | |
| FACULTY SUPPORT | | | | |
| State Support | | | Equilibrium Rate Available | 2,988,996 |
| Private Support | 3,883 | | LOA & Sabbatical Funds Available | 109,949 |
| STAFF SUPPORT | | | | |
| State Support | 189,518 | | Temporary Rate Available | 0 |
| Private and Other Support | 71,507 | | Temporary Rate Used | 126,691 |
| PROGRAM SUPPORT | | | | |
| State Support | 0 | | College Rate Pool | (16,742) |
| Private Support | 6,707 | | HELP SUPPORT | |
| STUDENT SUPPORT | | | | |
| State Support | 487,408 | | State Support | 80,258 |
| | | | Private Support | 122,258 |
| INCE | | | | |
| Faculty Rate | 1,886,600 | | Total Department Support | 172,568 |
| Student Support | 48,000 | | | |
| CENTER SUPPORT | 11,471 | | | |
| Total | 4,944,070 | | Total | 295,194 |
| | | | | (16,742) |

Temporary available rate:

A. Base

109,949

109,949

Temporary Rate Used:

H. Total

96,995

S. Rates

30,489

F. Callahan

9,216

126,691

WARRINGTON FUNDS

| | |
|-----------|--------|
| Colquhoun | 7,000 |
| Dawson | 7,000 |
| De Matteo | 7,000 |
| Emerson | 7,000 |
| Eves | 7,000 |
| Fudge | 7,000 |
| Kennedy | 7,000 |
| Lee | 7,000 |
| LoPine | 7,000 |
| McLain | 7,000 |
| Overgood | 7,000 |
| Moore | 7,000 |
| Nichols | 7,000 |
| Peschardt | 7,000 |
| Thomas | 7,000 |
| Total | 67,500 |

McBarnham-Matherly Ems Scholar #2126 (Judge)

| | |
|--------------------|-----------|
| Beginning Balance | 173 |
| Distribution | 76,080 |
| Total | 76,253 |
| Faculty Rate | 156,403 |
| Department Support | 103,000 |
| Total | (184,949) |

For Fin Grp Ben Eilers Prog #7141

| | |
|----------------------|--------|
| Beginning Balance | 13,378 |
| Gift | 21,000 |
| Total | 34,378 |
| Faculty Rate (Moore) | 28,383 |
| Department Support | 15,072 |
| Total | 43,455 |

H Hirst Bus Law End #2391

| | |
|--------------------|--------|
| Beginning Balance | 18,250 |
| Distribution | 21,637 |
| Total | 39,887 |
| Department Support | 44,185 |

Darden Rest Mgmt Professorship (LoPine) #8678

| | |
|-------------------|--------|
| Beginning Balance | 36,623 |
| Distribution | 27,234 |
| Total | 63,857 |
| Faculty Rate | 28,383 |
| Faculty Support | 23,964 |
| Total | 52,347 |

McGill Professorship #3758

| | |
|-------------------|--------|
| Beginning Balance | 17,811 |
| Faculty Rate | 11,323 |
| Total | 29,134 |

Franklin Eilers Fund #12858

| | |
|--------------------|-------|
| Beginning Balance | 1,604 |
| Distribution | 5,023 |
| Department Support | 6,707 |
| Total | 6,707 |

Hirst Professorship #8819*

| | |
|--------------------|--|
| Beginning Balance | 20,798 |
| Distribution | 33,663 |
| Total | 54,461 |
| Faculty Rate | 68,518 (Moore, Emerson, DeMatteo, Colquhoun) |
| Department Support | (11,637) (Moore, Emerson, DeMatteo from Hirst Endowment) |
| Total | (11,637) |

H Hirst Endowment #6250*

| | |
|--------------------|-----------------------|
| Beginning Balance | 63,249 |
| Distribution | 56,539 |
| Total | 119,788 |
| Faculty Rate | 17,030 (Thomas, Eves) |
| Department Support | 103,234 |
| Total | 120,264 |

Darden Rest Speaker Series #8668

| | |
|-------------------|--------|
| Beginning Balance | 22,091 |
| Distribution | 5,695 |
| Equipment Support | 27,786 |
| Total | 55,572 |

CENTERS

Phi Kappa Phi Research Center 41782

| | |
|--------------------------|---------|
| Beginning Balance | 2,078 |
| Distribution | 89,900 |
| Total | 91,978 |
| Faculty Support (Direct) | 42,493 |
| Staff Support | 21,507 |
| Course Support | 11,471 |
| Total | 125,471 |

MANAGEMENT

| Name | Es | GRS Support | Term/Year | Program |
|--------------|---------|-------------|-----------|-----------|
| L. Clarke | 25,500 | 2,000 | Sum 10 | SMBA10 |
| L. Clarke | 8,000 | | Sum 10 | FODP10 |
| L. Clarke | 25,000 | 2,000 | Fall 10 | ORMA12 |
| L. Clarke | 15,000 | | Sp 11 | MSCE11 |
| L. Clarke | 10,000 | | Sp 11 | EDCE |
| L. Clarke | 21,000 | 2,000 | Sp 11 | ORMA11 |
| | 194,500 | | | |
| J. Colquhoun | 9,000 | | Sum 10 | FODP10 |
| J. Colquhoun | 21,000 | 2,000 | Fall 10 | PMBA11 |
| J. Colquhoun | 21,000 | 2,000 | Sp 11 | PMBA12 |
| | 51,000 | | | |
| B. Crawford | 3,000 | | Fall 10 | PMBA11 |
| | | | | |
| L. DeMunoy | 21,000 | 10A | Fall 10 | PMBA11 |
| B. Jamieson | 21,000 | 2,000 | Sum 10 | EMBA11 |
| B. Jamieson | 18,000 | 2,000 | Sum 10 | EMBA11 |
| B. Jamieson | 21,000 | 2,000 | Sum 10 | EMBA11 |
| | 60,000 | | | |
| A. Egan | 24,500 | 2,000 | Fall 10 | SMBA11 |
| A. Egan | 21,000 | 10A | Sp 11 | EMBA12 |
| | 45,500 | | | |
| B. Gentry | 21,000 | 2,000 | Fall 10 | EMBA11 |
| B. Gentry | 18,000 | 2,000 | Fall 10 | EMBA11 |
| | 39,000 | | | |
| P. Kahle | 5,400 | | Sum 10 | OSSTIA* |
| P. Kahle | 600 | | Fall 10 | OSSTIA* |
| P. Kahle | 12,000 | | Sp 11 | OSSTIA* |
| | 18,000 | | | |
| J. Kraft | 28,000 | | Sum 10 | FODP10 |
| J. Kraft | 3,500 | | Sum 10 | EMBA11 |
| J. Kraft | 7,000 | | Fall 10 | STUDY ABR |
| J. Kraft | 3,000 | | Fall 10 | EMBA11** |
| J. Kraft | 3,000 | | Fall 10 | PMSC11 |
| J. Kraft | 21,000 | 2,000 | Fall 10 | PMBA10 |
| J. Kraft | 21,000 | 2,000 | Fall 10 | PMBA10 |
| J. Kraft | 7,000 | | Sp 11 | STUDY ABR |
| J. Kraft | 15,000 | | Sp 11 | MSCE11 |
| J. Kraft | 21,000 | 2,000 | Sp 11 | EMBA11 |
| J. Kraft | 21,000 | 2,000 | Sp 11 | PMBA11 |
| J. Kraft | 21,000 | 2,000 | Sp 11 | EMBA11 |
| J. Kraft | 18,000 | 2,000 | Sp 11 | EMBA11 |
| | 191,500 | | | |
| J. Lapsis | 1,000 | | Sum 10 | FODP10 |
| J. Lapsis | 1,000 | | Sum 10 | PMSE11 |
| J. Lapsis | 3,000 | | Fall 10 | SMBA12 |

| | | | | |
|------------|---------|--------|---------|----------|
| J Lapin | 3,000 | | Fall 10 | EMBA12 |
| J Lapin | 3,000 | | Fall 10 | PSMBA12 |
| J Lapin | 3,000 | | Spr 11 | EMBA13 |
| J Lapin | 3,000 | | Spr 11 | EMBA12 |
| J Lapin | 3,000 | | Spr 11 | PSMBA12 |
| J Lapin | 3,000 | | Spr 11 | PSMBA11 |
| | 27,000 | | | |
| M Lapin | 13,340 | | Fall 10 | ORSH1A* |
| M Lapin | 1,800 | | Spr 11 | ORSH1A* |
| | 15,140 | | | |
| V Mauer | 3,000 | | Sum 10 | FLSP10 |
| V Mauer | 10,000 | | Sum 10 | PSM10 |
| V Mauer | 22,500 | 2,000 | Fall 10 | SESH11 |
| | 37,500 | | | |
| K Paschall | 21,000 | 2,000 | Spr 11 | PSMBA11 |
| B Park | 8,240 | | Sum 10 | ORSH1A* |
| A Thomas | 21,000 | 2,000 | Sum 10 | PSMBA10 |
| B Thomas | 3,000 | | Sum 10 | FLSP10 |
| B Thomas | 14,000 | | Fall 10 | PSMBA10 |
| B Thomas | 21,000 | 2,000 | Fall 10 | PSMBA11 |
| B Thomas | 14,000 | | Spr 11 | PSMBA11 |
| B Thomas | 21,000 | 2,000 | Spr 11 | PSMBA12 |
| | 92,000 | | | |
| H Tui | 21,000 | 2,000 | Sum 10 | EMBA11 |
| H Tui | 10,000 | | Sum 10 | MSMG11 |
| H Tui | 3,000 | | Fall 10 | EMBA11** |
| H Tui | 3,000 | | Spr 11 | EMBA11 |
| H Tui | 6,000 | | Spr 11 | EMBA12 |
| | 49,000 | | | |
| | 783,699 | 68,000 | | |

*Lump sum is extended (based on number of enrolled students). May include payment for study abroad enrollment.

**Course redevelopment.

SUMMER RESEARCH GRANTS

| | |
|---------------|----------------|
| J. Colquh | 25,000 |
| L. DiMatteo | 25,000 |
| R. Emerson | 25,000 |
| A. Erzi | 25,000 |
| J. Kammeyer | 25,000 |
| J. LePine | 25,000 |
| B. Livingston | 25,000 |
| S. Paschall | 25,000 |
| R. Thomas | 25,000 |
| Total | 225,000 |

Estimated RESOURCE STATEMENT: FISHER SCHOOL OF ACCOUNTING
2009-2010

I. FACULTY

| | | |
|------------|-----------------|------------|
| J. Daniels | J. Tucker | D. Garvin |
| G. McGill | M. Kyle | J. Goolsby |
| B. Koehn | P. Mathern | C. McQuinn |
| S. Auman | D. Nippelberger | D. Sarrago |
| J. Boyles | C. Roper | R. Tucker |
| S. Kramer | J. Viscon | |

STAFF

| |
|-------------|
| H. Anderson |
| J. Bryant |
| E. Schach |
| T. Thompson |

Permanent Faculty: 12
Leavers: 1

DISTRIBUTION

| Rank | | Ethnicity | |
|---------------------|----|----------------------|----|
| Line Scholar | 1 | White | 14 |
| Professor | 2 | Asian | 1 |
| Associate Professor | 3 | African American | 1 |
| Assistant Professor | 6 | Hispanic | 1 |
| Lecturer | 3 | Total | 17 |
| Total | 17 | Tenure Status | |
| Gender | | Tenured | 8 |
| Male | 12 | Tenure Track | 8 |
| Female | 5 | Non-Tenure Track | 5 |
| Total | 17 | Total | 17 |

II. FUNDS

STATE SOURCES:

| Salary Rate | | Support Funds | |
|--|-----------|----------------------------|---------|
| Actual Rate | 1,131,181 | Expense | 22,424 |
| Committed Rate | 1,260,812 | | |
| Temporary Rate Available | 70,766 | Ph.D. Budget | 100,000 |
| LQA & Sabbatical Funds Available | 0 | Alumni Awards | 84,932 |
| Temporary Rate Used | 70,766 | Utility Supplement | 9,000 |
| Program Rate Pool | 0 | MBA DOCE/PODP * | 13,000 |
| | | Total | 206,932 |
| Staff (USPS, TEAMS, Spec Faculty) | | Estimated Ph.D. Fee Waiver | 81,291 |
| State Support (S) | 261,879 | | |
| Total | 261,879 | | |

PRIVATE SOURCES:

| EMIN SCH/Fisher | | Professorships | |
|----------------------------------|---------|--|---------|
| Faculty Rate (Direct) | 75,118 | Ernst & Young #1764 | |
| Faculty Support | 140,886 | Faculty Rate (Coach) | 17,000 |
| Total | 216,004 | Faculty Support | 17,100 |
| | | Total | 34,100 |
| Fellows | | Pratt/Arthur Andersen/Coopers & Lybrand | |
| Buggan (2) #6168 | | Faculty Rate (Ind. Ad) | 17,000 |
| J. Kenneth Ajikoya | | Faculty Support | 22,675 |
| Faculty Rate | 17,000 | Total | 39,675 |
| Total | 17,000 | | |
| D & T Home Roll #5289 | | Cook/D&T #1342 | |
| Faculty Rate | 8,115 | Faculty Rate | 17,000 |
| Faculty Support | 26,275 | Faculty Support | 11,433 |
| Total | 34,390 | Total | 28,433 |
| DOCT | | KPMG #1371 | |
| Faculty Rate (Off-book teaching) | 177,300 | Faculty Rate/Rate | 17,000 |
| Student Support | 0 | Faculty Support | 34,187 |
| Total | 177,300 | Total | 51,187 |
| | | PROGRAM SUPPORT | |
| | | Conferences | 191,292 |
| | | Fisher Endowments | 607,278 |
| | | Perk Fund | 173,432 |

| | | | | |
|---------------------------|-----------|----------------------------------|-----------|---|
| | | Grant/Young Scholar Series #9245 | 0 | |
| | | #9911 FY04 Foundation Grant-uml | 134,083 | |
| | | Total | 1,473,095 | |
| SUMMARY: | | | | |
| NON-DISCRETIONARY | | | | |
| FACULTY RATE | | DISCRETIONARY | | |
| Actual Rate | 3,311,181 | FACULTY RATE | | |
| Private Rate | 281,051 | Equilibrium Rate Available | | |
| FACULTY SUPPORT | | LOA & Substantial Rate Available | 0 | |
| State Support | | Temporary Rate Available | 78,744 | |
| Private Support | 312,559 | Temporary Rate Used | 78,744 | 0 |
| STAFF SUPPORT | | | | |
| State Support | 241,870 | FISH TEACHING FACULTY | | |
| Private and Other Support | | | | |
| STUDENT SUPPORT | | | | |
| State Support | 245,755 | PROGRAM SUPPORT | | |
| Private Support | 0 | State Support | 0 | |
| BOCE | | Private Support | 1,473,095 | |
| Faculty Support | 117,500 | Total Department Support | 1,473,095 | |
| Student Support | 117,500 | | | |
| CENTER SUPPORT | | | | |
| | Total | | | |
| | 4,879,616 | | | |

Temporary Available Rate:

Temporary Rate Used:
0 Ticket

98,987

| | | |
|----------------------------------|--|---------|
| F Fisher Tam Scholz #1864 | | |
| Beginning Balance | | 139,976 |
| Distribution | | 37,228 |
| Total | | 216,204 |
| Faculty Rate | | 75,318 |
| Faculty Support | | 140,886 |
| Total | | 216,204 |

| | | |
|---------------------------------|--|--------|
| Ingvar End Fellows #4166 | | |
| Beginning Balance | | 9,407 |
| Distribution | | 11,629 |
| Total | | 21,036 |
| Faculty Rate | | 17,036 |
| Balance | | 4,000 |
| Total | | 21,036 |

| | | |
|---------------------------|--|--------|
| IMT Home Res #1289 | | |
| Beginning Balance | | 32,545 |
| Distribution | | 6,240 |
| Total | | 38,785 |
| Faculty Rate | | 8,513 |
| Balance | | 30,272 |
| Total | | 38,789 |

| | | |
|-----------------------------------|--|--------|
| Proctor/Boone/Cooper #5679 | | |
| Beginning Balance | | 64,311 |
| Distribution | | 6,810 |
| Total | | 57,521 |

| | | |
|-------------------------------|--|--------|
| East & Young #1764 | | |
| Beginning Balance | | 19,163 |
| Distribution | | 14,973 |
| Total | | 34,135 |
| Faculty Rate | | 17,036 |
| Faculty Support | | 17,100 |
| Total | | 34,135 |

| | | |
|-----------------------------------|--|--------|
| Proctor/Boone/Cooper #2429 | | |
| Beginning Balance | | 21,700 |
| Distribution | | 17,997 |
| Total | | 39,700 |
| Faculty Rate | | 17,036 |
| Faculty Support | | 22,673 |
| Total | | 39,700 |

| | | |
|-----------------------|--|--------|
| Coak/DMT #1111 | | |
| Beginning Balance | | 71,565 |
| Distribution | | 16,478 |
| Total | | 88,043 |
| Faculty Rate | | 17,036 |
| Faculty Support | | 71,007 |
| Total | | 88,043 |

| | | |
|-------------------|--|--------|
| CPM#42573 | | |
| Beginning Balance | | 22,354 |
| Distribution | | 18,863 |

PROGRAM SUPPORT

| | | |
|------------------------|--|---------|
| Cyberbase #8334 | | |
| Beginning Balance | | 199,758 |
| Distribution | | 111,534 |
| Total | | 293,292 |
| Program Support | | 293,292 |

| | | |
|---------------------------|--|---------|
| F Fisher End #2386 | | |
| Beginning Balance | | 226,880 |
| Distribution | | 140,418 |
| Total | | 367,298 |
| Program Support | | 367,298 |

| | | |
|--------------------|--|---------|
| Fuchs #6076 | | |
| Beginning Balance | | 175,149 |
| Distribution | | 103,040 |
| Total | | 278,189 |
| Program Support | | 278,189 |

East & Young Speakers #4246 Funds received last FY

CENTER SUPPORT
CARPE #1821 @ assigned to PRISM

| | |
|-----------------|--------|
| Total | 51,217 |
| Faculty Base | 17,000 |
| Faculty Support | 34,187 |
| Total | 51,217 |

(Microscholarship Clergy Faculty Fellow 567)

| | |
|-------------------|--------|
| Beginning Balance | 44,511 |
| Distributions | 8,411 |
| Total | 50,222 |

DOCE PAYMENTS

| <u>Name</u> | <u>\$s</u> | <u>OPS Support</u> | <u>Term</u> | <u>Tch</u> | <u>Program</u> | <u>Replacement</u> |
|--------------|------------|--------------------|-------------|------------|----------------|--------------------|
| S. Aisare | 8,000 | | Sum 10 | | PDBP10 | |
| S. Aisare | 25,500 | | Fall 10 | | SFMBA12 | |
| S. Aisare | 23,000 | | Spr 11 | | CEM12 | |
| S. Aisare | 21,000 | | Spr 11 | | EMBA12 | |
| | 77,500 | | | | | |
| V. Dickinson | 2,000 | | Sum 10 | | PDBP10 | J. Tucker |
| V. Dickinson | 14,000 | | Sum 10 | | TIMBA11 | S. Kramer |
| V. Dickinson | 21,000 | | Fall 10 | | P2MBAF12 | D. Garvin |
| V. Dickinson | 3,000 | | Fall 10 | | P1MBAF11 | D. Garvin |
| V. Dickinson | 21,000 | | Spr 11 | | P2MBAS13 | D. Garvin |
| V. Dickinson | 3,000 | | Spr 11 | | 11MBA12 | D. Garvin |
| V. Dickinson | 3,000 | | Spr 11 | | P1MBAS12 | D. Garvin |
| | 67,000 | | | | | |
| S. Kramer | 14,000 | | Sum 10 | | TIMBA11 | |
| S. Kramer | 18,000 | | Spr 10 | | QPSM11 | |
| S. Kramer | 10,000 | | Spr 11 | | MSM12 | |
| S. Kramer | 21,000 | | Spr 11 | | 12MBA13 | |
| | 63,000 | | | | | |
| C. McDonald | 10,000 | | Sum 10 | | PMSE11 | |
| | 217,500 | | | | | |

Estimated Revenue Statement - ECONOMICS
2009-2010

I. FACULTY

| | | |
|---------------|-------------|---------------|
| D. Nappington | J. Hamilton | C. West |
| E. Berg | L. Kenny | W. Thibierge |
| D. Dredow | K. Roman | E. Madala |
| B. Hill | M. Smith | D. Clark |
| C. Ai | E. Hasty | S. Himmelfarb |
| E. Disopoulos | B. Smith | |

| | | |
|-----------|------------|-----------------|
| STAFF | PHDC | |
| B. Lee | A. Camacho | B. Frazier |
| M. Shan | L. Hill | J. Staff |
| CHUB | M. Jamison | C. Soffness |
| J. Wooten | T. Kerr | J. Wetherington |

Note: Equivalents # is 14

16.5 FTEs/Equivalents

DISTRIBUTION

0 Account

| Rank | | | | | |
|---------------|------------------|------|-----------------|--------------|------|
| | Time Scholar | 1 | Adjunct | Winn | 12.5 |
| | Dist. Inv. Prof. | 2 | | Arms | 1 |
| | Professor | 10 | | Total | 16.5 |
| | Asst. Professor | 3 | Tennessee State | | |
| | Asst. Professor | 1.5 | | Tennnet | 1.5 |
| | Total | 16.5 | | Tennnet Fund | 1.5 |
| | | | | Total | 18.5 |
| Gender | | | | | |
| | Male | 16.5 | | | |
| | Female | 2 | | | |
| | Total | 18.5 | | | |

II. FUNDS

STATE SOURCES

Support Funds

| Salary Rank | | | Expense | |
|---------------------------------------|---------------------------------|-----------|--------------------|---------------------------------|
| | Faculties Rate | 2,795,147 | \$300 per faculty | 8,250 ** |
| | Actual Rate | 2,941,644 | | EMBA |
| | LEA & Subsidial Funds Available | 55,503 | Assess/Transp/Spec | 6,730 |
| | Temporary Rate Available | 55,503 | | UPS |
| | Temporary Rate Used | 55,503 | | Student Office Support |
| | College Rate Pool | (10,000) | | St. & 1st Yr GA meeting support |
| | | | | Ph D Support |
| Staff/UPS, TEAMS, Spec Faculty | | | | ADA DOCE/PHIP P |
| | Spec Support (2) | 112,181 | | Alumni Awards |
| | DOCE Support | | | Grants Supplement |
| | Comm Support (PHDC - 1) | 397,910 | | |
| | Program Support | | | |
| | Total | 3,102,091 | | Estimated PhD Fee Waivers |
| | | | | 132,840 |

PRIVATE SOURCES

Emergent Scholars

Laura McArthur #2174

| | |
|------------------------|---------|
| Faculty Rate (Support) | 71,857 |
| Faculty Support | 37,832 |
| Total | 117,221 |

Abelley Professorship #8812

| | |
|---------------------------|--------|
| Faculty Rate (Other) | 12,000 |
| Faculty Support | 2,400 |
| Faculty Support (S/ST/ST) | 11,698 |
| Total | 26,108 |

Franklin Prof #1842

| | |
|-------------------------|--------|
| Faculty Rate (Honorary) | 17,032 |
| Faculty Support | 144 |

CENTER SUPPORT

Faculty Support

| | |
|----------|---------|
| Winnipeg | 110,000 |
|----------|---------|

Guest Professor #498

| | |
|------------------------|--------|
| Faculty Rate (Revenue) | 17,032 |
| Faculty Support | 22,013 |

DOCE

| | |
|-----------------|---------|
| Faculty Rate | 223,000 |
| Student Support | 0 |
| Total | 223,000 |

PHDC Professorship Fund #1475

| | |
|---------------------|--------|
| Faculty Rate (Berg) | 10,000 |
|---------------------|--------|

STAMER BSH GRANTS

| | |
|-----------------|---------|
| Research Grants | 100,000 |
| Hiring Grants | 0 |

Dist. Inv. Professor

| | |
|------------------------------|--------|
| Faculty Rate (Dredow & Berg) | 11,300 |
|------------------------------|--------|

| Total | 100,000 | Department Support | | |
|---------------------------|------------------|-----------------------------------|---------------|-----------------|
| | | Exp. Fund Account #0149 (non-aid) | 20,902 | |
| | | | | |
| | | | | |
| SUMMARY | | | | |
| NON-DISCRETIONARY | | DISCRETIONARY | | |
| FACULTY RATE | | FACULTY RATE | | |
| State Equilibrium Rate | 1,943,644 | Equilibrium Rate Available | 2,999,147 | |
| Current Rate Excess | 0 | LEA & Sabbatical Funds Available | 55,581 | |
| Private Rate | 196,348 | Temporary Rate Available | 55,581 | |
| FACULTY SUPPORT | | Temporary Rate Used | | |
| State Support | | College Rate Pool | | (10,000) |
| Private Support | 77,331 | | | |
| STAFF SUPPORT | | | | |
| State Support | 112,191 | | | |
| Private and Other Support | 957,318 | | | |
| STUDENT SUPPORT | | DEPT SUPPORT | | |
| State Support | 264,855 | State Support | 11,250 | |
| Private Support | 0 | Private Support | 0 | |
| UNICE | | Total Department Support | | |
| Faculty Support | 352,000 | | 11,250 | |
| Staff Support | | | | |
| Student Support | 0 | | | |
| CENTER SUPPORT | | | | |
| | 0 | | | |
| Total | 4,784,559 | Total | 76,783 | (10,000) |

*Temporary Rate Available

**Temporary Rate Used

 H. Clark 55,361

 GA teaching support 65,581

 Carryforward from S. Singh for 2007 budget 10,000

 65,361

**The support dollars awarded for Smith and nothing for Clark on LEA.

Warrington Funds

| | |
|--------------|----------------|
| Al | 7,000 |
| Berg | 7,000 |
| Blair | 7,000 |
| Bombardier | 7,000 |
| Clark | - 0 |
| Dunbar | 7,000 |
| Disposition | 7,000 |
| Fisher | 7,000 |
| Hammann | 7,000 |
| Hamilton | 7,000 |
| Kenny | 7,000 |
| Kosman | 7,000 |
| Rush | 7,000 |
| Sappington | 7,000 |
| Shelby | 7,000 |
| Smith | 7,000 |
| Wade | 7,000 |
| Wynn | 7,000 |
| Total | 117,000 |

Laura McKelton Eric Scholar #2274 (Sappington)

| | |
|-------------------|----------------|
| Beginning Balance | 39,947 |
| Distribution | 77,774 |
| Total | 117,721 |
| Faculty Rate | 79,809 |
| Faculty Support | 37,912 |
| Total | 117,721 |

Center Prof #4390 (Blair)

| | |
|-------------------|---------------|
| Beginning Balance | 22,600 |
| Distribution | 15,177 |
| Total | 37,777 |
| Faculty Rate | 17,000 |
| Faculty Support | 22,012 |
| Total | 39,012 |

Franklin #0842 (Hamilton)

| | |
|-------------------|---------------|
| Beginning Balance | 3,054 |
| Distribution | 11,261 |
| Total | 14,315 |
| Faculty Rate | 11,010 |
| Faculty Support | 191 |
| Total | 11,201 |

Maturity Professorship #8892 (Blair)

| | |
|-------------------|---------------|
| Beginning Balance | 11,000 |
| Distribution | 9,555 |
| Total | 20,555 |
| Faculty Rate | 17,010 |
| Faculty Support | 3,488 |
| Total | 20,498 |

PLRC Professorship Fund #4400 (Berg)

| | |
|-------------------|---------------|
| Beginning Balance | 11,142 |
| Total | 11,142 |
| Faculty Rate | 14,059 |
| Total | 25,201 |

CENTERS

| | |
|--------------|----------------|
| PLRC #1587 | 19,077 |
| PLRC #8811 | 65,728 |
| PLRC #4000 | 146,500 |
| CHSR | 148,148 |
| Total | 480,319 |

DOCE PAYMENTS

| <u>Name</u> | <u>\$y</u> | <u>OPS Support</u> | <u>Term/Tch</u> | <u>Program</u> |
|---------------|------------|--------------------|-----------------|----------------|
| C Ai | 7,000 | | Fall 10 | STUDY ARR |
| S Berg | 10,000 | | Sum 10 | PDOP10 |
| S Berg | 10,000 | | Spr 11 | MSMO12 |
| S Berg | 21,000 | | Spr 11 | EMBA13 |
| | 41,000 | | | |
| R Blair | 21,000 | | Fall 10 | P2MBAP12 |
| R Blair | 21,000 | | Spr 11 | P2MBAS11 |
| | 42,000 | | | |
| E Dinosopolos | 21,000 | | Fall 10 | EMBA12 |
| E Dinosopolos | 21,000 | | Spr 11 | P2MBAS11 |
| | 42,000 | | | |
| J Hamilton | 7,000 | | Fall 10 | STUDY ARR |
| R Romano | 14,000 | | Sum 10 | TIMBA11 |
| R Romano | 2,000 | | Fall 10 | P1MBAP11 |
| R Romano | 25,500 | | Fall 10 | SFMBAP12 |
| R Romano | 2,000 | | Spr 11 | 11MBA12 |
| R Romano | 2,000 | | Spr 11 | P1MBAS12 |
| | 45,500 | | | |
| S Smith | 1,000 | | Sum 10 | PDOP10 |
| D Waldo | 21,000 | | Sum 10 | P2MBAP10 |
| D Waldo | 21,000 | | Fall 10 | EMBA11 |
| D Waldo | 25,500 | | Spr 11 | SFMBAP11 |
| | 67,500 | | | |
| | 253,000 | 0 | | |

*Lump sum is estimated (based on number of enrolled students)

SUMMER RESEARCH GRANTS

| | |
|--------------|----------------|
| C Ai | 25,000 |
| S Hamersma | 25,000 |
| J Hamilton | 25,000 |
| R Roman | 25,000 |
| Total | 100,000 |

| Faculty Support | 427,418 | Faculty Support | 7,963 |
|------------------------------|---------|--|--------|
| Program Support | | Warkentin Faculty Fellowship # 4528 | |
| Graduate Fellow #5110 | 73,639 | Faculty Rate (Overse) | 8,515 |
| Brough #7910 | 123,531 | | |
| Diagrams #7548 | 24,179 | BM&T Visa Visa Exp #1367 | |
| Finance #633 Support #11100 | 42,827 | Faculty Rate (Overse) | 23,181 |
| Collier Master Program | 18,383 | | |
| BM&T Visa Visa Exp #1367 | 132,675 | Collier Master Program 12616 | |
| BM&T Prof in Prog Exp # 1367 | 11,449 | Faculty Rate (Leop) | 23,383 |

| | | | | |
|--|-----------|---|---------|-----------|
| Total | 147,949 | | | |
| Department Support | | Wells Endowment #4898 | | |
| Department Foundation #0331 | 10,246 | Faculty Support | 30,000 | |
| Richardson #2243 | 28,013 | | | |
| Wickham #4520 | 9,883 | Holloway Professorship #5253 | | |
| Wells #4488 | 18,073 | Faculty Rate | 0 | |
| Wickham #4510 | 65,218 | Faculty Support | 51,611 | |
| | 180,271 | Total | 51,611 | |
| | | | | |
| Bank of America #7206 (50% MBA) | | Graham-Bailey #6318 | | |
| Total | 58,891 | Faculty Rate (Request, Radcliffe, Humanities) | 51,000 | |
| | | Faculty Support (Request) | 128,710 | |
| Washington Support | 110,000 | Total | 179,710 | |
| | | | | |
| Center Support | 201,657 | Bank of America #6976 | | |
| | | Faculty Rate (Humanities) | 17,000 | |
| DOCE | | Faculty Support | 10,124 | |
| Faculty Rate (Off-School Teaching) | 919,920 | Total | 27,124 | |
| Student Support | 45,000 | | | |
| Total | 964,920 | Bank of America #7206 | | |
| Summer Research Grants | | Faculty Rate (Livingston) | 8,712 | |
| Research Grants | 117,403 | Faculty Support | 0 | |
| Living Grants (Darby and Ray) | 50,000 | Total | 8,712 | |
| Total | 167,403 | | | |
| | | Bergstrom #7540 | | |
| | | Faculty Rate (Archae) | 28,000 | |
| | | Faculty Support | 0 | |
| | | Total | 28,000 | |
| | | | | |
| | | Hugh #7810 | | |
| | | Faculty Rate (Humanities) | 96,298 | |
| | | Faculty Support | 125,511 | |
| | | Total | 221,809 | |
| | | | | |
| SUMMARY: | | | | |
| NON-DISCRETIONARY | | DISCRETIONARY | | |
| FACULTY RATE | | FACULTY RATE | | |
| State Rate | 4,385,919 | Rate Available | 0 | |
| Private Rate | 1,086,513 | LOA & Substantial Funds Available | 0 | |
| FACULTY SUPPORT | | Temporary Rate Available | 0 | |
| State Support | | Temporary Rate Used | 448,950 | |
| Private Support | 554,468 | College Rate Paid | | (448,950) |
| STAFF SUPPORT | | | | |
| State Support | 132,852 | | | |
| Private and Other Support | 6,246 | | | |
| PROGRAM SUPPORT | | DEPT SUPPORT | | |
| State Support | | State Support | 14,586 | |
| Private Support | 547,848 | Private Support | 156,373 | |
| STUDENT SUPPORT | | Total Department Support | 184,773 | |
| State Support | 358,185 | | | |
| Private Support | 0 | | | |
| DOCE | | | | |
| Faculty Rate | 939,920 | | | |
| Staff Support | | | | |
| Student Support | 45,000 | | | |
| OTHER | | | | |
| OFFICE Faculty Rate | | | | |
| CENTERS | | | | |
| Center Support | 201,657 | | | |
| | | | | |
| Total | 8,471,829 | Total | 485,753 | (448,950) |

Temporary rate available:

Temporary rate used:

F. Nicholas 602,400
 B. Cross 80,000
 C. Deming 192,450
 B. Graham 64,150
 1440,000

Warrington Funds

| | |
|--------------|----------------|
| Archer | 3,000 |
| Baker | 3,500 |
| Baker | 2,000 |
| Cover | 3,500 |
| Dudley | 2,000 |
| Fleming | 2,000 |
| Gyants-Yemah | 3,000 |
| Hunter | 2,000 |
| Hwang | 3,000 |
| Isaac | 2,000 |
| Jing | 3,000 |
| Lee | 2,000 |
| Lee | 2,000 |
| Lynnwood | 2,000 |
| Nawoo | 2,000 |
| Neubauer | 2,000 |
| Roberts | 2,000 |
| Say | 2,000 |
| Suter | 2,000 |
| Wain | 3,500 |
| Wagner | 2,000 |
| Yang | 2,000 |
| Yip | 3,500 |
| Yung | 2,000 |
| Total | 131,000 |

Bank of America Trust Svc #21469/Henney

| | |
|-------------------|-----------------|
| Beginning Balance | 11 |
| Distributions | 54,824 |
| Total | 54,835 |
| Faculty Rate | 21,822 |
| Faculty Support | (17,997) |
| Total | (17,997) |

Richardson #2242

| | |
|--------------------|---------------|
| Beginning Balance | 15,378 |
| Distributions | (2,255) |
| Total | 13,123 |
| Department Support | 28,613 |

Sandbank Trust Svc #1620/Chase

| | |
|-------------------|----------------|
| Beginning Balance | 2,818 |
| Distributions | 56,789 |
| Total | 59,607 |
| Faculty Rate | 67,285 |
| Faculty Support | (7,938) |
| Total | (7,938) |

McClain #13226/Leg

| | |
|-------------------|---------------|
| Beginning Balance | 13,064 |
| Distributions | 29,749 |
| Total | 42,813 |
| Faculty Rate | 28,183 |

Holloway Professor #1232

| | |
|-------------------|---------------|
| Beginning Balance | 11,591 |
| Distributions | 16,319 |
| Total | 27,910 |
| Faculty Rate | 0 |
| Faculty Support | 11,611 |
| Total | 11,611 |

Orlham Budget Trust End #61000/quest

| | |
|-------------------|----------------|
| Beginning Balance | 88,671 |
| Distributions | 66,048 |
| Total | 154,719 |
| Faculty Rate | 51,089 |
| Program Support | 73,630 |
| Total | 124,719 |

Wadsworth End #6100

| | |
|--------------------|---------------|
| Beginning Balance | 19,514 |
| Distributions | 64,724 |
| Total | 84,238 |
| Department Support | 64,238 |
| Total | 64,238 |

Bank of America Prof #6976/Chase/Johnson

| | |
|-------------------|---------------|
| Beginning Balance | 19,562 |
| Distributions | 16,794 |
| Total | 36,356 |
| Faculty Rate | 17,088 |

Faculty Support 16,427
Total 44,840

Faculty Support 19,326
Total 36,356

Emerson/Maryell Lynch #3318/Maryell

Beginning Balance 7,123
Distributions 16,961
Total 24,084
Faculty Rate 17,030
Faculty Support 7,054
Total 24,084

Bank of America Bro End #7200/Livingston/MBA

Beginning Balance 47,892
Distributions 21,520
Total 69,412
Faculty Fellow 8,515
Department Support 38,897
Total 67,412

Bank of America Prof #79101/Smith

Beginning Balance 7,473
Distributions 17,517
Total 24,990
Faculty Rate 17,030
Faculty Support 7,960
Total 24,990

Regatta Real Estate End #7548/Noelke

Beginning Balance 1,654
Distributions 60,960
Total 62,614
Faculty Rate 28,788
Program Support 34,470
Total 63,258

Cardinal Press Sub #4772/Rice

Beginning Balance 132
Distributions 68,420
Total 68,552
Faculty Rate 55,981
Faculty Support 127,439
Total 127,439

Joseph Masters Prog #7916/Hansen

Beginning Balance 183,061
Distributions 237,068
Total 420,129
Faculty Rate 96,298
Program Support 323,531
Total 422,129

Wachovia Fac Fel #4520/Noelke

Beginning Balance 10,637
Distributions 7,261
Total 18,198
Faculty Rate 8,515
Department Support 9,683
Total 18,198

Finance Ph.D. Support #11300

Beginning Balance 42,627
Program Support 42,627
Total 42,627

With End #8833

Beginning Balance 34,539
Distributions 23,534
Total 58,073
Faculty Support 20,000
Department Support 38,073
Total 58,073

HR&T Film Fee End #13667

Beginning Balance 101,038
Distributions 80,000
Faculty Rate 28,353
Program Support 122,675
Total 181,298

HR&T Prof in Fees End # 13670

Beginning Balance 3,694
Distributions 7,796
Total 11,490

CENTERS

Real Estate Res #8335 5,936
Int Dev & Res Studies #4447 11,223

Collat Masters Program #13416/Lang

Beginning Balance 3,207
Distributions 64,371
Total 67,578
Faculty Rate 28,788
Program Support 38,593
Total 67,381

Center for Entre
Beginning Balance 184,408
Committed Fac Salary 186,011 (Kraft, Ashford)
Committed Staff Salary 188,264 (Barta, Rodriguez, Bonaganti)
Program Support 109,577
Total 468,260

DOCE

| Name | Ex | OPS Number | Term/Ch | Program |
|---------------|--------|------------|---------|-----------|
| W Archer | 7,000 | | Sum 10 | EMBA11 |
| W Archer | 8,000 | | Sum 10 | EMBA11 |
| | 15,000 | | | |
| J Banks | 4,440 | | Sum 10 | ONSDA* |
| J Banks | 21,000 | 2,000 | Sum 10 | PMBAS10 |
| J Banks | 21,000 | 2,000 | Sum 10 | GEN11 |
| J Banks (TBA) | 21,000 | TBA | Fall 10 | PMBAS11 |
| J Banks (TBA) | 2,000 | | Fall 10 | PMBAS11 |
| J Banks | 2,000 | | Sp 11 | EMBA12 |
| J Banks | 21,000 | 2,000 | Sp 11 | PMBAS11 |
| | 94,440 | | | |
| B Boshart | 7,500 | | Sum 10 | MSMA |
| D Brown | 25,000 | 2,000 | Sum 10 | SPMBA10 |
| R Cunn | 25,500 | 2,000 | Sum 10 | SPMBA11 |
| R Cunn | 4,000 | | Fall 10 | ONSDA* |
| R Cunn | 14,000 | | Fall 10 | STUDY ABR |
| R Cunn | 27,000 | 2,000 | Fall 10 | PMBAS10 |
| R Cunn | 21,000 | 2,000 | Fall 10 | PMBAS11 |
| R Cunn | 8,200 | | Sp 11 | ONSDA* |
| | 94,200 | | | |
| B Goodson | 14,000 | | Sum 10 | EMBA11 |
| B Goodson | 22,000 | 2,000 | Fall 10 | PMBAS11 |
| B Goodson | 22,000 | 2,000 | Sp 11 | EMBA11 |
| | 58,000 | | | |
| C Hobbs | 10,000 | | Sp 11 | PMSE11 |
| J Houston | 21,000 | 2,000 | Sum 10 | EMBA11 |
| J Houston | 8,000 | | Sum 10 | PERP10 |
| J Houston | 10,000 | | Fall 10 | MSM011 |
| J Houston | 22,000 | 2,000 | Fall 10 | EMBA12 |
| | 60,000 | | | |
| D Ling | 1,000 | | Sum 10 | PERP10 |
| D Ling | 14,000 | | Fall 10 | PMBAS11 |
| | 15,000 | | | |
| M Livingston | 22,000 | 2,000 | Fall 10 | PMBAS10 |
| K Mahon | 5,000 | | Sum 10 | EC01 |
| K Mahon | 5,000 | | Fall 10 | EC02 |
| K Mahon | 6,540 | | Fall 10 | ONSDA* |
| K Mahon | 2,000 | | Sp 11 | EC01 |
| | 24,540 | | | |
| A McCullough | 22,000 | 2,000 | Sum 10 | PMBAS11 |
| A Stamps | 8,000 | | Sum 10 | PERP10 |
| A Stamps | 10,000 | TBA | Sp 11 | EMBA12 |

| | | | | |
|---------------|---------|-------|---------|----------|
| A Narsing | 21,000 | 2,000 | Spr 11 | EMBA12 |
| | 47,500 | | | |
| M Hamsabhadra | 21,000 | 2,000 | Sum 10 | EMBA11 |
| M Hamsabhadra | 21,000 | 2,000 | Sum 10 | PIMBAF10 |
| M Hamsabhadra | 9,000 | | Sum 10 | PDRP10 |
| M Hamsabhadra | 18,000 | 2,000 | Sum 10 | EMBA11 |
| | 69,000 | | | |
| D Nya | 2,000 | | Sum 10 | PIMBAF10 |
| D Nya | 5,000 | | Sum 10 | EMBA11** |
| D Nya | 7,000 | | Fall 10 | PIMBAF10 |
| D Nya | 6,000 | | Fall 10 | EMBA11 |
| D Nya | 7,000 | | Fall 10 | EMBA11 |
| D Nya | 7,000 | | Spr 11 | PIMBAS12 |
| D Nya | 2,000 | | Spr 11 | PIMBAS11 |
| | 46,000 | | | |
| W Rani | 21,000 | 2,000 | Sum 10 | PIMBAS11 |
| W Rani | 2,000 | | Sum 10 | PDRP10 |
| W Rani | 3,000 | | Sum 10 | TMS11 |
| W Rani | 1,000 | | Sum 10 | OSMA* |
| W Rani | 7,500 | | Sum 10 | YELC10 |
| W Rani | 10,000 | | Sum 10 | PAISE11 |
| W Rani | 21,000 | 2,000 | Fall 10 | PIMBAS11 |
| W Rani | 600 | | Fall 10 | OSMA* |
| W Rani | 21,500 | 2,000 | Spr 11 | EMBA11 |
| W Rani | 14,000 | | Spr 11 | PIMBAS11 |
| W Rani | 19,000 | | Spr 11 | OSMA* |
| | 173,600 | | | |
| M Ryagant | 21,000 | 2,000 | Sum 10 | EMBA11 |
| M Ryagant | 14,000 | | Sum 10 | TMS11 |
| M Ryagant | 21,000 | 2,000 | Fall 10 | EMBA11 |
| M Ryagant | 14,000 | | Spr 11 | PIMBAS12 |
| | 70,000 | | | |
| C Taply | 1,000 | | Sum 10 | PDRP10 |
| C Taply | 4,400 | | Sum 10 | OSMA* |
| C Taply | 6,100 | | Fall 10 | OSMA* |
| C Taply | 7,000 | | Spr 11 | PIMBAS12 |
| C Taply | 21,000 | 2,000 | Spr 11 | PIMBAS12 |
| | 39,500 | | | |
| W Yaa | 20,000 | | Sum 10 | PAISE10 |
| W Yaa | 3,000 | | Spr 11 | PAISE11 |
| | 23,000 | | | |
| M Quadrona | 7,500 | | Fall 10 | PAISE11 |
| | | | | |
| K Aon | 21,500 | | Sum 10 | YELC10 |
| K Aon | 10,000 | | Sum 10 | PAISE10 |
| K Aon | 3,000 | | Fall 10 | YELC11 |
| K Aon | 7,000 | | Spr 11 | YELC11 |
| | 42,500 | | | |
| T Taylor | 7,000 | | Fall 10 | PAISE11 |

| | | | |
|------------|---------------|--------|---------------|
| K. Weldon | 7,500 | Feb 10 | PS02011 |
| A. Wysocki | 7,500 | Feb 11 | PS02011 |
| | 15,000 | | 45,000 |

*Lump sum is estimated based on number of enrolled students. May include payment for study abroad enrollment.

†*Course redevelopment.

SUMMER RESEARCH GRANTS

| | |
|----------------|----------------|
| E. Dudley | 25,000 |
| M. Flannery | 10,000 |
| J. Houston | 25,000 |
| D. Ling | 25,000 |
| A. Narasjo | 25,000 |
| M. Nimslerdram | 25,000 |
| B. Rey | 25,000 |
| J. Ritter | 7,000 |
| | 167,000 |

Estimated BUDGET STATEMENTS: 2009
2009-2010

3. FACULTY

| | | |
|--------------|----------------|-------------|
| 1. Nathan | H. Osting | A. Pothol |
| 2. Thomas | A. Hardscastle | A. Phe |
| 3. Tommasini | J. Camp | A. McKeown |
| 4. Vignone | J. Chong | P. Thompson |

STAFF

| | |
|-----------|-----------|
| 1. Lowman | C. Harb |
| 2. Bellan | A. Garver |

\$ Expense of Faculty

2,000,000

DISTRIBUTION

| Rank | | Librality | |
|--|-----------|---------------------------------|---------|
| Assistant Professor | | Salary | 4 |
| Assistant Professor | 5 | Salary | 5 |
| Assistant Professor | 2 | Salary | 12 |
| Assistant Professor | | | |
| Assistant Professor | 3 | | |
| Assistant Professor | 12 | Faculty Salary | |
| | | Travel | 14 |
| Teacher | | Travel Taxes | |
| Master | 12 | Non-Faculty Taxes | 2 |
| Teacher | 2 | | |
| Teacher | 12 | | |
| | | | |
| STUDENT FEES | | | |
| STUDENT FEES | | Support Funds | |
| Activity Fees | 2,196,200 | Expense | |
| Student Fees | 2,112,941 | \$500 per Faculty | 5000 |
| Computer Fee Available | | | |
| Computer Fee Available | | Gifts | |
| Outgoing Mail Fees | 555,792 | Gift Support | 2779 |
| Outgoing Mail Fees | 1,000,000 | Journal Support | 10,000 |
| | | Staff Support | 17,000 |
| | | Awards Awards | 125,000 |
| STUDENT FEES, UNIV. Spec. Faculty (Holds) | | Univ. Support | 4,000 |
| State Support | 15,000 | Univ. Dept. Support | 25,000 |
| Univ. Support (Faculty Holders) | 50,000 | | 25,000 |
| Total | 250,000 | Estimated 2009 Expense | 122,000 |
| | | | |
| PRIVATE SOURCES: | | | |
| FUND 54 H. H. H. 01290 | | Book Professor (Holds) | |
| Faculty Salary Support | 70,000 | Faculty Salary Support | 20,000 |
| Faculty Support | 100 | Faculty Support | 10,000 |
| Total | 70,100 | Total | 30,000 |
| | | | |
| AMERICAN EDUCATION FUND | | Supply Comp Mgt. (Holds) | |
| Faculty Salary Support (Holds, Univ.) | 10,000 | Faculty Salary Support | 1,000 |
| Total | 10,000 | Support Support | 2,000 |
| | | Total | 3,000 |
| TOTAL | | | |
| Faculty Salary Support (Holds, Univ.) | 155,000 | Department Support | |
| Student Support | 25,000 | Amortization (Holds, Univ.) | 155,000 |
| Total | 180,000 | Univ. Support | 1,000 |
| | | Total (Holds) | 156,000 |

| | | | | | |
|--------------------------|---------------------------|------------------|------------------------|-----------------------------------|----------------|
| SUMMER RSH GRANTS | | | | | |
| | | | | Total | 306,192 |
| | Research Grants | 250,000 | | | |
| | Travel Grants | 0 | | Faculty Support | |
| | Total | 250,000 | | Warrington Funds | 76,192 |
| SUMMARY: | | | | | |
| NON-DISCRETIONARY | | | DISCRETIONARY | | |
| FACULTY RATE | | | FACULTY RATE | | |
| | State Equilibrium Rate | 2,199,983 | | Equilibrium Rate Available | |
| | Private Rate | 142,499 | | LDA & Substantial Funds Available | 0 |
| | | | | Temporary Rate Available | 0 |
| | | | | Temporary Rate Used | 285,768 |
| | | | | College Rate Pool | (138,768) |
| FACULTY SUPPORT | | | DEPT SUPPORT | | |
| | State Support | | | State Support | 28,599 |
| | Private Support | (2,179) | | Private Support | 306,192 |
| STAFF SUPPORT | | | PROGRAM SUPPORT | | |
| | State Support | 180,673 | | State Support | |
| | Private and Other Support | 69,382 | | Private Support | 5,233 |
| STUDENT SUPPORT | | | | | |
| | State Support | 619,837 | | | 111,692 |
| | Private Support | | | | |
| DOLE | | | | | |
| | Faculty Rate | 488,658 | | | |
| | Student Support | 21,000 | | | |
| | | | | Total | 106,165 |
| Total | | 3,519,554 | | Total | 106,165 |

* Temporary Rate Available

** Temporary Rate Used:

| | |
|---------------------------------|----------------|
| Mulheiser, Adam | 102,640 |
| A. Minson | 80,940 |
| S. Handegardby | 20,480 |
| MS Program support (72 credits) | 71,100 |
| Total | 285,768 |

Washington Funds

| | |
|-----------------|---------------|
| Adult | 2,000 |
| Band/Instrument | 2,000 |
| Budget | 2,000 |
| Cart Gls | 2,000 |
| Chang | 2,000 |
| Knobler | 2,000 |
| Paluh | 2,000 |
| Paul | 2,000 |
| Pinnick | 2,000 |
| Thompson | 2,500 |
| Valhera | 10,000 |
| Total | 76,500 |

Hydon Elm Scholar #1290/Karlin

| | |
|-------------------|---------------|
| Beginning Balance | 16,254 |
| Distribution | 40,192 |
| Total | 76,446 |
| Faculty Rate | 17,219 |
| Faculty Support | (773) |
| Total | 76,446 |

Carter Professorship #1402/TBA

| | |
|-------------------|---------------|
| Beginning Balance | 11,282 |
| Distribution | 2,908 |
| Total | 15,190 |

American Liv Institute #264/Pinnick, Benson, Chang, Paul, Paluh

| | |
|--------------------|----------------|
| Beginning Balance | 126,148 |
| Distribution | 89,518 |
| Total | 215,666 |
| Faculty Rate | 26,899 |
| Department Support | 128,769 |
| Total | 215,666 |

Heal Prof #6538/Valhera

| | |
|-------------------|---------------|
| Beginning Balance | 3,188 |
| Distribution | 10,440 |
| Total | 13,628 |
| Faculty Rate | 17,000 |
| Faculty Support | (1,400) |
| Total | 13,628 |

Supply Chain Mgt Cr. #13195

| | |
|-------------------|---------------|
| Beginning Balance | 8,910 |
| Distribution | 11,678 |
| Total | 20,588 |
| Faculty Rate | 11,155 |
| Program Support | 9,233 |
| Total | 20,588 |

Centers

| | |
|------------------|---------|
| ISIS Forum #1417 | 170,975 |
|------------------|---------|

DOCK PAYMENTS

| State | Ex | DCS/Student | Term, Yr | Program |
|-----------------|---------|-------------|----------|-----------|
| H Ayson | 21,000 | 2,000 | Spr 11 | EMBA11 |
| S Bandyopadhyay | 21,000 | 2,000 | Sum 10 | PIMBA11 |
| H Boman | 2,000 | | Fall 10 | ORSDA* |
| H Boman | 2,000 | | Spr 11 | ORSDA* |
| | 5,000 | | | |
| J Corliss | 25,000 | 2,000 | Sum 10 | SEMBA11 |
| H Chang | 21,000 | TBA | Spr 11 | PIMBA12 |
| S Dzung | 20,000 | | Sum 10 | PDSP10 |
| S Dzung | 7,000 | | Sum 10 | EMBA11 |
| S Dzung | 21,000 | 2,000 | Sum 10 | EMBA11 |
| S Dzung | 14,000 | | Spr 11 | STUDY ABR |
| S Dzung | 25,500 | TBA | Spr 11 | SEMBA12 |
| | 87,500 | | | |
| G Burke | 1,000 | | Sum 10 | ORSDA* |
| C Keller | 14,000 | | Sum 10 | TEMBA11 |
| A Shuman | 14,000 | | Sum 10 | TEMBA11 |
| | | | | |
| F Ogan | 21,000 | 2,000 | Sum 10 | PIMBA10 |
| F Ogan | 21,000 | 2,000 | Sum 10 | PIMBA11 |
| F Ogan | 21,000 | TBA | Spr 11 | PIMBA11 |
| | 63,000 | | | |
| F Parnis | 25,500 | TBA | Fall 10 | SEMBA12 |
| A Paul | 21,000 | 2,000 | Fall 10 | PIMBA12 |
| | | | | |
| F Thompson | 21,000 | 2,000 | Sum 10 | EMBA12 |
| F Thompson | 10,000 | | Sum 10 | MSMCO11 |
| F Thompson | 14,000 | | Sum 10 | TEMBA11 |
| F Thompson | 10,000 | | Fall 10 | ORSDA* |
| F Thompson | 21,000 | TBA | Spr 11 | EMBA12 |
| F Thompson | 7,000 | | Spr 11 | ORSDA* |
| | 83,000 | | | |
| | | | | |
| A Vahoris | 21,000 | 2,000 | Sum 10 | PIMBA11 |
| A Vahoris | 21,000 | 2,000 | Fall 10 | PIMBA11 |
| A Vahoris | 1,000 | | Fall 10 | PIMBA10 |
| A Vahoris | 1,000 | | Spr 11 | TEMBA12 |
| A Vahoris | 1,000 | | Spr 11 | PIMBA12 |
| A Vahoris | 21,000 | 2,000 | Spr 11 | EMBA12 |
| A Vahoris | 18,000 | TBA | Spr 11 | TEMBA12 |
| | 84,000 | | | |
| | 288,400 | 22,000 | | |

*Lump sum is assumed (based on number of credited students). May include payment for study abroad enrollment.

SUMMER RESEARCH GRANTS

| | |
|------------------|----------------|
| H. Aylug | 25,000 |
| S. Bandyopadhyay | 25,000 |
| H. Benson | 25,000 |
| J. Castillo | 25,000 |
| K. Cheng | 25,000 |
| G. Kohler | 25,000 |
| P. Padua | 25,000 |
| A. Patel | 25,000 |
| S. Prasad | 25,000 |
| A. Vaharia | 25,000 |
| Total | 250,000 |

Approved RESOURCE STATEMENT
 9/10/2011

MARKETING

FACULTY

| | | |
|-------------|------------|------------|
| B. Stegman | J. Xie | A. Sohn |
| F. Wertz | L. Brannen | W. Olson |
| F. Allen | A. Cooke | P. Zubcosh |
| C. Jamieson | R. Laffoon | E. Laffoon |
| T. Lutz | D. Mize | K. Florig |

STAFF

| | |
|-------------|-------------|
| F. Mitchell | M. Jones |
| J. Smith | C. Schultz |
| B. Kim | B. Turlough |
| C. Keating | |

Current Faculty: 12
 Tenure: 1
 Adj. Res. Sch: 1

DISTRIBUTION

| Race | | Ethnicity | |
|---------------|------|------------------|------|
| White Scholar | 2.2 | White | 11.2 |
| Dist. Prof. | 1.0 | Asian | 1.0 |
| Postdoc | 2.0 | Total | 12.2 |
| Adj. Postdoc | 4.0 | | |
| Ad. Postdoc | 1.0 | | |
| Leaves | 1.6 | | |
| Adj. Res. Sch | 0.3 | | |
| Total | 12.1 | | |
| | | Tepper | 10.0 |
| | | Tepper Track | 1.8 |
| | | Non-Tepper Track | 1.3 |
| | | Total | 12.1 |

2. FUNDING

STATE SOURCES:

| Salary Rate | Support Funds |
|------------------------------------|---------------------------------|
| Actual Rate | Expans |
| Committed Rate | \$500 per faculty |
| Temporary Rate Available | 0% |
| LDA & Supplemental Funds Available | Student office support |
| Temporary Rate Used | Postdoc Assoc (Tang & Williams) |
| College Staff Pool | Ph.D. Support |
| | MBA, DGS/PTDP * |
| | Alumni Awards |
| | College Support |
| Staff (UNPS, TEAMS, Spec Faculty) | Estimated PIAT Fee Waiver |
| State Support (T) | |
| Churn | |
| Total | |

PRIVATE SOURCES:

| EMINENT SCHOLARS | PROFESSORSHIPS |
|----------------------------------|------------------------------|
| J.C. Peavy (2008) | J.C. Peavy (2008) |
| Faculty Rate (Wertz) | Faculty Rate (Xie) |
| Faculty Support | Faculty Support |
| Ben Brock (2007) | J.C. Peavy (2007) |
| Faculty Rate (Stegman) | Faculty Rate (Lutz) |
| Faculty Support | Faculty Support |
| DOE | Fellow (2001) |
| Faculty Rate (CHI-book teaching) | Faculty Rate (Jamieson) |
| Dist. Prof. Rate (Allen) | Faculty Support |
| Student Support | |
| Total | |
| | Brady Faculty Payback (2010) |
| | Faculty Rate |

USDA

| | |
|------------------------------|--------------------------------|
| Faculty Rate (Jamieson/2007) | |
| | Department Support |
| Research Grants | Dept. Fair Act #0125 (non-adj) |
| Living Grants | Total |
| Total | |

| | | | | | | |
|--------------------------|---------------------------|-----------|----------------------------------|----------------|--|---|
| CENTERS | | | Warrington Funds | 105,000 | | |
| | Cont. Support | 684,794 | | | | |
| SUMMARY: | | | | | | |
| NON-DISCRETIONARY | | | DISCRETIONARY | | | |
| FACULTY RATE | | | FACULTY RATE | | | |
| | State Rate | 1,512,423 | Rate Available | 0 | | |
| | Private Rate | 131,384 | LOA & Subsequent Funds Available | 0 | | |
| FACULTY SUPPORT | | | TEMPORARY RATE AVAILABLE | | | |
| | State Support | | Temporary Rate Used | 0 | | |
| | Private Support | 44,480 | College Rate Pool | 0 | | 0 |
| STAFF SUPPORT | | | | | | |
| | State Support | 113,311 | | | | |
| | Private and Other Support | 484,887 | | | | |
| STUDENT SUPPORT | | | DEPT SUPPORT | | | |
| | State Support | 1,034,473 | State Support | 14,250 | | |
| | Private Support | | Private Support | 0 | | |
| MPG | | | Total Department Support | | | |
| | Faculty Rate | 745,143 | | 14,250 | | |
| | Staff Support | 484,887 | | | | |
| | Student Support | 591,143 | | | | |
| OTHER | | | | | | |
| | TEMP Faculty Rate | 0,000 | | | | |
| ENTER SUPPORT | | | | | | |
| | Total | 7,927,453 | | | | |

Temporary rate available:

Temporary rate used:

**Washington Funds
Funds**

| | |
|--------------|----------------|
| Alba | 10,000 |
| Brown | 7,000 |
| Coche | 7,000 |
| Florig | 3,500 |
| Janczewski | 10,000 |
| Lafaber | 3,500 |
| Lefebvre | 7,000 |
| Loh | 7,000 |
| Miles | 7,000 |
| Shagan | 20,000 |
| Tang | 3,000 |
| Weiss | 7,000 |
| Xie | 10,000 |
| Williams | 3,000 |
| Total | 165,000 |

Professorships

| | |
|-------------------------------|---------------|
| J.C. Pacey #1/Nid#1150 | |
| Beginning Balance | 19,328 |
| Distribution | 19,328 |
| Total | 38,656 |
| Faculty Rate | 17,030 |
| Faculty Support | 12,498 |
| Total | 29,528 |

| | |
|----------------------------------|---------------|
| J.C. Pacey #2/R Linn#5162 | |
| Beginning Balance | 19,741 |
| Distribution | 19,328 |
| Total | 38,991 |
| Faculty Rate | 17,030 |
| Faculty Support | 21,961 |
| Total | 38,991 |

| | |
|--|---------------|
| Pacey Professor/ C Janczewski #7532 | |
| Beginning Balance | 5,311 |
| Distribution | 12,133 |
| Total | 17,444 |
| Faculty Rate | 17,030 |
| Faculty Support | 988 |
| Total | 17,444 |

| | |
|-----------------------------------|---------------|
| Heath Faculty Fellow #4219 | |
| Beginning Balance | 16,914 |
| Distribution | 7,843 |
| Total | 24,757 |

CENTERS

| | |
|------------------------------|---------------|
| Common Research #0901 | 11,679 |
|------------------------------|---------------|

| | |
|---------------------------------|----------------|
| Revolving Research #1007 | 902,311 |
|---------------------------------|----------------|

| | |
|----------------------------------|-------|
| J.C. Pacey Pavilion #3168 | |
| Beginning Balance | 2,504 |
| Net Distribution | 9,625 |

Assistant Scholars

| | |
|--|---------------|
| J.C. Pacey Elm Sch./Werner#1782 | |
| Beginning Balance | 9,084 |
| Distribution | 61,662 |
| Total | 70,746 |
| Faculty Rate | 66,692 |
| Faculty Support | 4,056 |
| Total | 70,748 |

| | |
|---------------------------------------|---------------|
| Pace Heine Elm Sch/Shagan#7070 | |
| Beginning Balance | 19,750 |
| Distribution | 66,238 |
| Total | 86,988 |
| Faculty Rate | 79,795 |
| Faculty Support | 7,194 |
| Total | 86,989 |

| | | |
|---|-------|----------------|
| | Total | 12,124 |
| Miles Report #7558 | | |
| Beginning Balance | | 1,915 |
| Est. Distribution | | 33,428 |
| | Total | 35,343 |
| Scan Report Scan Series #7823 | | |
| Beginning Balance | | 1,447 |
| Est. Distribution | | 33,196 |
| | Total | 34,643 |
| Office Depot Retail Systemman #11128 | | |
| Beginning Balance | | 9,258 |
| Est. Distribution | | 68,274 |
| | Total | 77,532 |
| Total Credit Support | | 684,291 |

DOCK

| Name | Ex | OPS Support | Term Yr | Program |
|--------------|---------|-------------|---------|-----------|
| J Alba | 21,000 | 2,000 | Sum 10 | P2MBAS12 |
| J Alba | 8,000 | | Sum 10 | PDDP10 |
| J Alba | 10,000 | | Sum 10 | PMSE11 |
| J Alba | 21,000 | TBA | Fall 10 | EMBA12 |
| J Alba | 23,000 | 3,000 | Fall 10 | OEM11 |
| J Alba | 21,000 | 2,000 | Fall 10 | EMBA12 |
| J Alba | 10,000 | | Fall 10 | MSMO11 |
| J Alba | 21,000 | TBA | Spr 11 | P2MBIAF12 |
| J Alba | 25,500 | TBA | Spr 11 | SFMBIA12 |
| | 160,500 | | | |
| L Bremer | 21,000 | 2,000 | Fall 10 | EMBA11 |
| A Cooke | 25,500 | 2,000 | Sum 10 | SFMBIA11 |
| A Cooke | 21,000 | 2,000 | Spr 11 | P2MBIAF11 |
| | 46,500 | | | |
| K Florig | 21,000 | 2,000 | Sum 10 | P2MBAS11 |
| K Florig | 21,000 | TBA | Spr 11 | EMBA12 |
| | 42,000 | | | |
| R LeBoeuf | 2,000 | | Sum 10 | PDDP10 |
| R Lutz | 12,540 | | Sum 10 | OBSBA* |
| R Lutz | 9,240 | | Fall 10 | OBSBA* |
| R Lutz | 1,740 | | Spr 11 | OBSBA* |
| R Lutz | 5,000 | | Fall 10 | EMBA11** |
| R Lutz | 21,000 | TBA | Spr 11 | P1MBAS12 |
| R Lutz | 21,000 | 2,000 | Spr 11 | EMBA11 |
| R Lutz | 18,000 | 2,000 | Spr 11 | EMBA11 |
| | 88,520 | | | |
| J Mahajan | 2,000 | | Fall 10 | P1MBIAF11 |
| J Mahajan | 2,000 | | Spr 11 | P1MBAS11 |
| J Mahajan | 2,000 | | Spr 11 | EMBA12 |
| | 6,000 | | | |
| F Sturdivant | 10,000 | | Sum 10 | PDDP10 |
| F Sturdivant | 5,000 | | Sum 10 | EMBA11** |
| F Sturdivant | 21,000 | 2,000 | Fall 10 | EMBA11 |
| F Sturdivant | 18,000 | 2,000 | Fall 10 | EMBA11 |
| F Sturdivant | 21,000 | TBA | Spr 11 | P1MBIAF11 |
| F Sturdivant | 21,000 | 2,000 | Spr 11 | P1MBAS11 |
| | 96,000 | | | |
| B Triobangh | 9,780 | | Sum 10 | OBSBA* |
| B Triobangh | 10,000 | | Sum 10 | BSBA |
| | 19,780 | | | |
| | 482,300 | 25,000 | | |

*Lump sum is estimated (based on number of enrolled students). May include payment for study abroad enrollment.

**Course redevelopment.

SUMMER RESEARCH GRANTS

| | |
|-----------|----------------|
| L. Blum | 25,000 |
| A. Cooke | 25,000 |
| C. Jarosz | 25,000 |
| R. LeBeau | 25,000 |
| D. Mitra | 25,000 |
| J. Xu | 25,000 |
| | 150,000 |

2010-11 RESOURCE STATEMENT - FLORIDA MBA PROGRAMS

| DIRECTOR/ASST. DIRECTOR | ADMISSIONS | STUDENT SVCS. | ADMIN/FINANCIAL | ALUMNI RELATIONS |
|--|---|---|---|-------------------------|
| Asst. Sec/Asst. Dir. & Director Kathy Grant-Asst. Director Cristina Wilson-Sr. Secretary | Michelle Palmer Andy Lord Kathy Harper Nichole Clayton Ruth Valdez Candy Alvarez | Kara Cupell Ange Holland John Greaney Tawana Brouser Janet Mendoceno Helaine Rowlett Jan Sisk | Sherry Deist Renea Young Devona Ferguson Danyel Townsend (at Madison College) | Marissa Harby |
| Endowed MBA Scholarships | | | State Sources: NOT UPDATED | |
| Unrestricted: | | | Current Rate withings | \$33,340 |
| #1844 McNulty | 3,306 | | Vacant Rate | 0 |
| #1702 Hampton Harris | 4,994 | | GE, OPS | 0 |
| #1904 Fry | 3,690 | | Total State | \$33,340 |
| #0060 Beata | 8,331 | | | |
| #2070 Bank of America | 3,038 | | MBA DOCE Projections, FY 2010-11 | |
| #3440 Insson | 11,404 | | Expenses | |
| #2450 Wassberg | 30,160 | | MBA Program Expenses: | |
| #2514 Johnson | 14,841 | | Teaching Payments | 3,410,170 |
| #2540 McNulty | 3,549 | | Opport A Faculty Payments | 114,688 |
| #0716 Evans | 12,178 | | MBA Staff Payroll | 1,156,481 |
| #7208 Bank of America | 50,840 | | Working Prof Program GE | 2,840,521 |
| #7560 Heathrow | 31,011 | | MBA Office GE | 300,000 |
| #7700 MBA Scholarships | 10,858 | | Mailing & Admission | 830,200 |
| #8180 McKeel | 518 | | Alumni Relations | 65,000 |
| Unrestricted Total | 210,744 | | Student Services | 120,150 |
| Restricted: | | | Total MBA Program | 8,201,610 |
| #1214 Hess | 6,880 | | College Support | |
| #1540 Fisher | 3,300 | | Scholarships | |
| #2218 First Bankers | 3,000 | | Faculty/Staff Payroll | 1,180,940 |
| #2508 Hochmeyer | 41,128 | | Professional Support | 91,700 |
| #7022 Steinbrenner | 8,000 | | Budget Cutbacks | 3,422,380 |
| #7208 Matthews | 8,200 | | Total Scholarships | 3,298,410 |
| #7323 O'Brien | 1,870 | | Summer Research Grants | 66,240 |
| #7508 Epstein | 3,304 | | Graduate Bus Career Svcs Exp | 80,000 |
| #7550 Mecon | 8,200 | | MBA/Spec MS Scholarships | 677,000 |
| Restricted Total | 86,913 | | Other Expenses (College) | 2,497,045 |
| Total Endowed Scholarships | 300,657 | | Total College Support | 3,378,700 |
| Non-Endowed Schol. | | | GE Transfers (Orlando Pol. Inst.) | 1,044,000 |
| #7123 Farris Mae Term | 16,318 | | TOTAL OUTFLOWS | 16,423,091 |
| Total Non-Endowed Schol. | 16,318 | | Resources | |
| Other Endowed Funds | | | Prog Rev (11/10-02/011) | 15,730,054 |
| #0530 Wilson | 30,388 | | Carry Forward | 8,800,000 |
| #0715 Koenig | 21,500 | | TOTAL RESOURCES | 24,530,054 |
| Total Other Endowed | 44,888 | | Prog. DOCE Cash @ 8/30/11 | 7,799,999 |
| Other Non-Endowed Funds | | | | |
| #3285 Excellence | 42,172 | | | |
| #5191 Speakers Series | 1,012 | | | |
| #7315 Standard | 23,028 | | | |
| Total Other Non-Endowed | 57,458 | | | |
| Total Private Source Revenue 10-11 | 422,291 | | | |

8/26/2010

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2014

| | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | 2006 |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| ASSETS | | | | | | | | | |
| Current assets | | | | | | | | | |
| Trade receivables | 1,234,567 | 1,123,456 | 1,012,345 | 901,234 | 890,123 | 789,012 | 678,901 | 567,890 | 456,789 |
| Trade payables | (234,567) | (245,678) | (256,789) | (267,890) | (278,901) | (289,012) | (300,123) | (311,234) | (322,345) |
| Other receivables | 123,456 | 134,567 | 145,678 | 156,789 | 167,890 | 178,901 | 189,012 | 190,123 | 201,234 |
| Other payables | (456,789) | (467,890) | (478,901) | (489,012) | (500,123) | (511,234) | (522,345) | (533,456) | (544,567) |
| Prepaid expenses | 567,890 | 578,901 | 589,012 | 600,123 | 611,234 | 622,345 | 633,456 | 644,567 | 655,678 |
| Income tax receivable | 789,012 | 800,123 | 811,234 | 822,345 | 833,456 | 844,567 | 855,678 | 866,789 | 877,890 |
| Income tax payable | (123,456) | (134,567) | (145,678) | (156,789) | (167,890) | (178,901) | (189,012) | (200,123) | (211,234) |
| Other current assets | 234,567 | 245,678 | 256,789 | 267,890 | 278,901 | 289,012 | 300,123 | 311,234 | 322,345 |
| Non-current assets | | | | | | | | | |
| Property, plant and equipment | 1,567,890 | 1,456,789 | 1,345,678 | 1,234,567 | 1,123,456 | 1,012,345 | 901,234 | 890,123 | 789,012 |
| Intangible assets | 345,678 | 356,789 | 367,890 | 378,901 | 389,012 | 400,123 | 411,234 | 422,345 | 433,456 |
| Investments | 456,789 | 467,890 | 478,901 | 489,012 | 500,123 | 511,234 | 522,345 | 533,456 | 544,567 |
| Other non-current assets | 567,890 | 578,901 | 589,012 | 600,123 | 611,234 | 622,345 | 633,456 | 644,567 | 655,678 |
| LIABILITIES | | | | | | | | | |
| Current liabilities | | | | | | | | | |
| Trade payables | 234,567 | 245,678 | 256,789 | 267,890 | 278,901 | 289,012 | 300,123 | 311,234 | 322,345 |
| Trade receivables | (123,456) | (134,567) | (145,678) | (156,789) | (167,890) | (178,901) | (189,012) | (200,123) | (211,234) |
| Other current liabilities | 345,678 | 356,789 | 367,890 | 378,901 | 389,012 | 400,123 | 411,234 | 422,345 | 433,456 |
| Income tax payable | (456,789) | (467,890) | (478,901) | (489,012) | (500,123) | (511,234) | (522,345) | (533,456) | (544,567) |
| Income tax receivable | 567,890 | 578,901 | 589,012 | 600,123 | 611,234 | 622,345 | 633,456 | 644,567 | 655,678 |
| Other current liabilities | (678,901) | (689,012) | (700,123) | (711,234) | (722,345) | (733,456) | (744,567) | (755,678) | (766,789) |
| Non-current liabilities | | | | | | | | | |
| Long-term debt | 789,012 | 800,123 | 811,234 | 822,345 | 833,456 | 844,567 | 855,678 | 866,789 | 877,890 |
| Other non-current liabilities | 901,234 | 912,345 | 923,456 | 934,567 | 945,678 | 956,789 | 967,890 | 978,901 | 989,012 |
| EQUITY | | | | | | | | | |
| Share capital | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Reserves | 2,345,678 | 2,234,567 | 2,123,456 | 2,012,345 | 1,901,234 | 1,890,123 | 1,789,012 | 1,678,901 | 1,567,890 |
| Retained earnings | 1,234,567 | 1,123,456 | 1,012,345 | 901,234 | 890,123 | 789,012 | 678,901 | 567,890 | 456,789 |
| Other reserves | 876,543 | 865,432 | 854,321 | 843,210 | 832,109 | 821,098 | 810,987 | 800,876 | 789,765 |

NOTES:

- 1) Includes payroll taxes of 2.4%.
 - 2) Includes OPS payments and salaries of MBA staff salary attributable to external MBA programs. If such programs dissolved, these payments/salaries could be eliminated.
 - 3) Information & Technology Services staff salary support.
 - 14) Assumes \$12,000 assessed to Working Prof MBA program for server access and software licenses plus 50% of \$78,507 annually (initial DOCE outlay of \$166,181 amortized over 3 yrs plus \$22,200 per yr maintenance) for Talents. (former programs also include \$2,550 per student for laptops)
 - 15) Assumes 3 people (2 faculty, 1 staff) travel to Miami 32 times at \$1,050 per person per trip.
 - 16) Assumes 80% of operating costs are attributable to Executive, Working Prof & Internal MBA programs.
 - 18) Assumes 70% of marketing, admissions, and alumni relations costs are attributable to Executive, Working Prof & Internal MBA programs.
 - 19) UF administrative fee charged on all DOCE expenditures.
 - 20) A weighted average is used for tuition:

| | |
|--------|----------|
| EMBA | \$42,637 |
| P2MBAJ | \$37,800 |
| P2MBAE | \$37,800 |
| P1MBAJ | \$25,981 |
| P1MBAE | \$25,981 |
| SMBA | \$50,174 |
| QMBA | \$43,109 |
| HMBA | \$38,679 |
 - 21) DOCE is required to return annual interest income to auxiliary accounts. The percentage varies, but for these purposes is estimated at 1% of revenues.
 - 24) Assumes 5 commitment at \$25,000 each, 30 competitive grants at \$25,000 each and 1 doctorship at \$10,000 plus payroll taxes.
 - 25) 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 and other MS/MA programs) of \$2,374,055 paid from DOCE and the item #2 (MBA staff salaries & OPS directly attributable to external MBA programs) of \$908,818.
 - 26) Assistantships/scholarships awarded to Traditional MBA students using DOCE funds.
 - 27) OPS payments/scholarships awarded to MS/MA students using DOCE funds.
 - 28) Operating costs attributable to Traditional MBA program (estimated at 20% of total)
 - 29) Marketing, admissions and alumni relations costs attributable to Traditional MBA program. Estimated at 30% of total.
 - 30) Traditional MBA student services budget.
 - 31) Career services budget for Traditional MBA, MS and MA programs.
 - 32) Includes support for courses in the Trad One Option A, MS/COM, Retailing, CEI & MSRI programs.
 - 33) OPS & fringes for 7 Post Doc hires.
 - 34) College Talents expense (50% of initial outlay of \$166,181 amortized over 3 years plus 50% of annual maintenance)
 - 35) College expense commitments supported out of DOCE including PMS budget.
- 6/21/2011

Estimated RESOURCE STATEMENT: BUSINESS INFORMATION TECHNOLOGY SUPPORT
2009-2010

I. FACULTY

E. Olson

STAFF

A. Benson

C. Osgan

M. Marmionich

A. Perry

A. Dixon

E. Hines

J. Marvin

B. Sanna

B. Bryant

B. Hoad

W. McCurtie

C. Smith

M. Clark

J. Holman

T. Stent

B. Thomas

T. DeWey

M. Huswick

A. Nelson

M. Viola

B. Simpson

S. Rosenblum

T. Parker

J. Williams

TBA

TBA

TBA

Specialty Faculty: 4

Staff: 27

DISTRIBUTION

| Rank | | Ethnicity | |
|---------------------------|-----------|--------------------------|---------|
| Specialty Faculty | 4 | White | 1 |
| Total | 4 | Asian | |
| | | African American | |
| Gender | | Hispanic | |
| Male | 1 | Total | 1 |
| Female | | | |
| Total | 1 | | |
| I. FUNDS | | | |
| STATE SOURCES: | | | |
| Salary Rate | | Support Funds | |
| Faculty Rate | 136,171 | Expenses | 90,000 |
| | | GPS | 80,000 |
| SGR (USPS, TEAMS) | | Material and Supply Fees | 65,000 |
| State Support (U) | 1,216,549 | Total | 235,000 |
| DOCE Support | 553,398 | | |
| Total | 1,769,947 | | |
| PRIVATE SOURCES: | | | |
| PROGRAM SUPPORT | | | |
| IT Services (9015) | 3,091 | | |
| DOCE | 195,203 | | |
| | 208,493 | | |
| CENTER SUPPORT | | | |
| INTEC (84894) | 10,000 | | |
| SUMMARY: | | | |
| NON-DISCRETIONARY | | DISCRETIONARY | |
| FACULTY RATE | | State Support | 235,000 |
| State Actual Rate | 136,171 | Private Support | |
| Private Rate | | Total Department Support | 235,000 |
| FACULTY SUPPORT: | | | |
| State Support | | | |
| Private Support | | | |
| STAFF SUPPORT: | | | |
| State Support | 1,216,549 | | |
| Private and Other Support | 553,398 | | |
| PROGRAM SUPPORT: | | | |
| State Support | | | |
| Private Support | 208,493 | | |
| STUDENT SUPPORT: | | | |
| State Support | | | |
| CENTER SUPPORT: | | | |
| Total | 1,769,947 | | |

Development Update

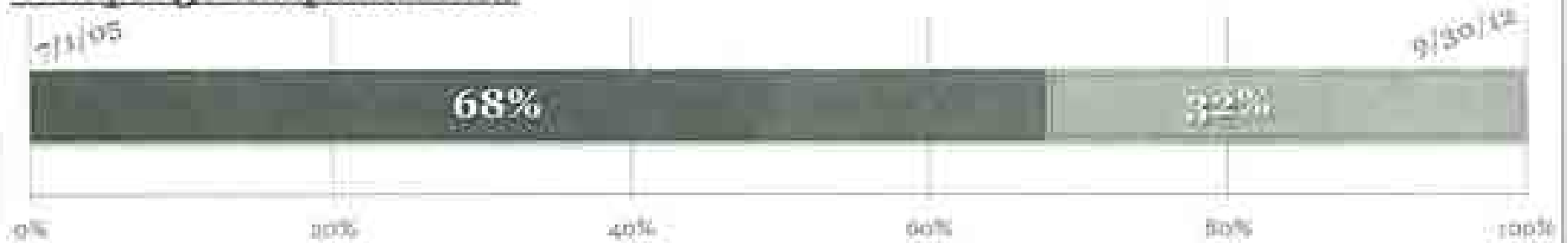
WCBA Development Update



Florida Tomorrow Campaign Timeline as of 5/31/10

2

Campaign Elapsed Time



UF Goal



WCBA Goal



Selected Campaign Accomplishments

3

- **Faculty Support = \$45.5M**
 - 15 Professorships, 1 Chair, 1 Faculty Excellence Fund, and 1 Program Director
- **Hough Graduate School = \$25M**
 - Primarily supporting clinical faculty
- **Hough Hall = \$10.7M**
- **Entrepreneurship = \$11.1M**
- **Specialized Master's Programs = \$3M**
 - Entrepreneurship, Real Estate

Ongoing Campaign Priorities

4

- School of Business = **\$20M**
- School of Business Building = **\$10M**
- Faculty Support = **\$9M**
 - 15 additional professorships
- Doctoral Program = **\$10-15M**
- Centers and Programs = **\$5-10M**
 - CEI, MS-ISOM, Center for Management Communication

State Matching Gift Programs

5

- State of Florida University Major Gifts Program
 - WCBA pending \$15+ million (*\$500,000+/year spendable revenue*)
 - UF pending \$90+ million
 - State system pending over \$150 million
 - Last match received April 2008 on requests submitted through February 2007
- Alec P. Courtelis University Facility Enhancement Challenge Grant Program
 - WCBA pending \$10,692,817

Accreditation

Information Technology Support Programs

Warrington College of Business Administration
University of Florida

COLLEGE HOME

STEP HOME

TECHNICAL SERVICES

WEB, DATA &
COMMUNICATIONS SERVICES

TEACHING ASSISTANCE AND
SUPPORT

TEACHING EXCELLENCE
Instructional Development
Technology Integration in
Instructional Practice

ASSESSMENT
Assessment of Learning
Measurement and Evaluation
Center for Regional Success

DATA CENTER

CONTACT INFORMATION

HELP

SEARCH

LEARN MORE ABOUT
TECHNICAL SERVICES
TECHNICAL SERVICES
TECHNICAL SERVICES

TECHNICAL SERVICES

Assurance of Learning

The AACSB standards for assurance of learning have two foundational goals: accountability and continuous improvement. The specific language of the standard is as follows:

"The school uses a well-documented, systematic process to develop, monitor, evaluate, and raise the substance and delivery of the curricula of degree programs and assess the impact of the curricula on learning."

The ALO standards also state that "Faculty should have ownership of, and a direct involvement in, assurance of learning." As such, our faculty members have been assigned as "All Faculty Leads" to cover the College's degree programs.

School of Business

Bachelor of Science in Business Administration

Program Lead & Classroom Director
Chuck Hogg
Trenton



Program Lead
Chuck Hogg, Trenton

Fisher School of Accounting

Master of Accounting

Program Lead & Classroom Director
Christi Hogg
Trenton

Bachelor of Science in Accounting

Program Lead & Classroom Director
Chuck Hogg
Trenton



Program Lead
Christi Hogg
Program Lead & Classroom
Director Christi Hogg

Hough Graduate Business School

MBA

Program Goals & Objectives Overview
Course Map Core Courses | Elective Courses
Timeline

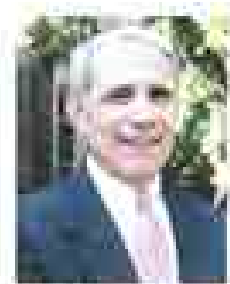


Faculty Lead
Joel Houston
William S. Murray Professor
of Business Administration

Master of Science in Information Systems and Operations Management

Faculty Contact: [David Kozlowski](#)

Program Goals & Objectives Overview
Course Map
Timeline



Faculty Lead
David Kozlowski
Associate Professor

Master of Science in Entrepreneurship (The Thomas S. Johnson Program)

Faculty Contact: [Bill Bantz](#)

Program Goals & Objectives Overview
Course Map
Timeline

Master of Arts in International Business

Faculty Contact: [John Kasperbauer-Stuebing](#)

Program Goals & Objectives Overview
Course Map
Timeline

Master of Science in Management

Faculty Contact: [John Kasperbauer-Stuebing](#)

Program Goals & Objectives Overview
Course Map
Timeline

Master of Science in Finance (The William R. Hough Program)

Faculty Contact: [Michael Bitenski](#)

Program Goals & Objectives Overview
Course Map
Timeline

Master of Science in Real Estate (The Nathan S. Collier Program)

Faculty Contact: [David Lutz](#)

(Documents will be posted when they become available)

- Program Goals & Objectives Overview
- Course Map
- Timeline

BSBA/BABA Assurance of Learning Review Process

| GOALS & OBJECTIVES | F '07 | Sp '08 | Su '08 | F '08 | Sp '09 | Su '09 | F '09 | Sp '10 | Su '10 | F '10 | Sp '11 | Su '11 | F '11 | Sp '12 | Su '12 | F '12 | Sp '13 | Su '13 | F '13 | Sp '14 |
|--|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|
| Undergraduate Committee Review of Learning Goals & Objectives (at least every three years) | X | X | | | | | X | | | | | | | | | X | | | | |

| DATA COLLECTION | F '07 | Sp '08 | Su '08 | F '08 | Sp '09 | Su '09 | F '09 | Sp '10 | Su '10 | F '10 | Sp '11 | Su '11 | F '11 | Sp '12 | Su '12 | F '12 | Sp '13 | Su '13 | F '13 | Sp '14 |
|------------------------------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|
| ETS-B (every term) | | | X | X | X | X | X | X | X | X | X | X | X | X | X | X | X | X | X | X |
| CEMs (at least every spring) | | | | | X | | | | | O | X | | O | X | | O | X | | O | X |
| FDOs (if necessary) | | | | | | | | | | | | | | | | | | | | |

| DATA ANALYSIS | F '07 | Sp '08 | Su '08 | F '08 | Sp '09 | Su '09 | F '09 | Sp '10 | Su '10 | F '10 | Sp '11 | Su '11 | F '11 | Sp '12 | Su '12 | F '12 | Sp '13 | Su '13 | F '13 | Sp '14 |
|--|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|
| Undergraduate Committee Analyzes and Discusses ETS-B, FDO, and CEM Data for Fall, Spring and Summer (beginning of fall term) | | | | X | | | X | | | X | | | X | | | X | | | X | |

| CURRICULUM ADJUSTMENTS | F '07 | Sp '08 | Su '08 | F '08 | Sp '09 | Su '09 | F '09 | Sp '10 | Su '10 | F '10 | Sp '11 | Su '11 | F '11 | Sp '12 | Su '12 | F '12 | Sp '13 | Su '13 | F '13 | Sp '14 |
|---|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|
| Curriculum and/or Course Adjustments Submitted for Upcoming Catalog Year (end of fall term) | | | | X | | | X | | | X | | | X | | | X | | | X | |

| ADJUSTMENTS IMPLEMENTED | F '07 | Sp '08 | Su '08 | F '08 | Sp '09 | Su '09 | F '09 | Sp '10 | Su '10 | F '10 | Sp '11 | Su '11 | F '11 | Sp '12 | Su '12 | F '12 | Sp '13 | Su '13 | F '13 | Sp '14 |
|---|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|--------|
| Curriculum and/or Course Adjustments Implemented (usually one year post approval) | | | | | | | X | | | X | | | X | | | X | | | X | |

Gray denotes accreditation visit.

| BSBA / BABA Assessment Matrix | | | | | | | | | | | | | | | | | | | | | | |
|--|---|------------------------------------|------|------|------|------|------|---------|---------|-----|------------|------------|------------|----|------------|------------|----|------------|------------|----|------------------------|--------------|
| Learning Goal | Learning Objective | Assessment | ECO | ECO | COM | ACC | ACC | WR | IT/ | MAN | MAN | FIN | QMS | HR | HR | HR | HR | HR | HR | HR | Crosscutting Issues | ETS Grade |
| | | | 3313 | 3313 | 3313 | 3313 | 3313 | WR | IT/ | MAN | MAN | FIN | QMS | HR | HR | HR | HR | HR | HR | HR | | |
| Demonstrate competency in and across business disciplines | Demonstrate knowledge and understanding of elements of economics, finance, accounting, marketing, operations management, organizational behavior, business law, information technology, business ethics, and social responsibility. | ETS Exam | 1 | 1 | 1 | 1 | 1 | | | | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | | A |
| | Demonstrate proficiency in the use of business-relevant software applications. | QMS 3150, ETS Exam | | | 1 | 1 | 1 | | | | | | 1, 2, 3, 4 | | | | | | | | | A |
| Apply appropriate problem solving and decision-making skills | Locate and implement a framework for identifying a business problem and develop alternative solutions and a set of evaluation criteria. | QMS 3150, MAN 4504, ETS Exam | 1 | 1 | | 1 | 1 | | | | 1 | | 1, 2, 3, 4 | 1 | | 1, 2, 3, 4 | | | | | 1 | A |
| | Assess the outcomes of a course of action and make appropriate adjustments. | QMS 3150, MAN 4504 | 1 | 1 | | 1 | 1 | | | | 1 | | 1, 2, 3, 4 | 1 | | 1, 2, 3, 4 | | | | | 1 | C |
| Revise effective communication skills | Write business documents clearly, concisely, and analytically. | FIN 3403, HR 3113 | | | | | | 1, 2, 3 | | | | | 1, 2, 3, 4 | | | | | 1, 2, 3, 4 | | | 1 | |
| | Speak in groups and in public clearly, concisely, and analytically, with emphasis on oral and visual aids. | HR 3113 | | | | | | | | | | | | | | | | | 1, 2, 3, 4 | | 1 | |
| Appreciate the ethical aspects of business | Define the ethical responsibilities of business organizations and identify relevant ethical issues. | MAN 3013, HR 3113, ETS Exam | | | | | | | | | 1 | 1, 2, 3, 4 | 1 | | | 1, 2, 3, 4 | | | | | | A |
| Possess a global perspective on business | Describe the key components of the business environment that vary across countries and understand how these differences present challenges and opportunities for the conduct of business. | MAN 3013, HR 3173, ETS Exam | 1 | 1 | | | | | 1, 2, 3 | 1 | 1, 2, 3, 4 | | | | 1, 2, 3, 4 | | | | | | | A |
| | Possess awareness of cultural differences and how these differences affect business decisions. | HR 3173, ETS Exam | | | | | | | 1, 2, 3 | 1 | 1 | | | | 1, 2, 3, 4 | | | | | | | A |
| Understand the principles of groups, teams, managers and leaders | Identify characteristics and roles of groups and teams. | MAN 3013 | | | | | | | | | 1, 2, 3, 4 | | | | | | | | | | | |
| | Identify characteristics and roles of managers and leaders. | MAN 3013 | | | | | | | | | 1, 2, 3, 4 | 1 | | | | | | | | | | |

Assurance of Learning Assessment Measure Guidance – BSBA/BABA

Program Overview

The Bachelor of Science in Business Administration curriculum combines a business major with upper-division non-business courses and/or foreign languages. In addition to taking core business courses, BSBA students choose one of six majors: general business, economics, finance, information systems and operations management, management, or marketing.

The Bachelor of Arts in Business Administration curriculum combines business fundamentals with an outside area of interest. In addition to taking core business courses, general studies majors choose an area of specialization from over 70 disciplines, including foreign language, mass communications, international studies, travel and tourism, criminology, and exercise and sports sciences.

Program Goals and Objectives

- 1) Demonstrate competency in and across business disciplines.
 - a. Demonstrate knowledge and understanding of elements of economics, finance, accounting, marketing, operations management, organizational behavior, business law, information technology, business statistics, and social responsibility.
 - b. Demonstrate proficiency in the use of business-related software applications.

Assessment Method: Stand-alone exam (ETS-8)/Course-embedded measure (QMB3250)

- 2) Apply appropriate problem solving and decision-making skills.
 - a. Specify and implement a framework for identifying a business problem and develop alternative solutions and a set of evaluation criteria.
 - b. Assess the outcomes of a course of action and make appropriate adjustments.

Assessment Method: Stand-alone exam (ETS-8)/Course-embedded measure (QMB3250/MAN4504)

- 3) Possess effective communication skills.
 - a. Write business documents clearly, concisely, and analytically.
 - b. Speak in groups and in public clearly, concisely, and analytically, with appropriate use of visual aids.
 - c. Demonstrate ability in languages other than English.

Assessment Method: Course-embedded measure (FIN3403/GEB 3213/GEB 3218)

- 4) Appreciate the ethical aspects of business.
 - a. Define the ethical responsibilities of business organizations and identify relevant ethical issues.

Assessment Method: Stand-alone exam (ETS-8)/Course-embedded measure (MAR3023/BU14310)

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5) Possess a global perspective on business.

- a. Describe the key components of the business environment that vary across countries and understand how these differences present challenges and opportunities for the conduct of business.
- b. Possess awareness of cultural differences and how these differences affect business decisions.

Assessment Method: Stand-alone exam (ETS-8)/Course-embedded measure (MAR3023/ GEB3373)

6) Understand the principles of groups, teams, managers and leaders.

- a. Identify characteristics and roles of groups and teams.
- b. Identify characteristics and roles of managers and leaders.

Assessment Method: Course-embedded measure (MAN3025)

Assessment Measures

Two types of assessment measures will be used to assess the Assurance of Learning program goals and objectives:

- 1) Stand-alone testing (ETS-8) every term.
- 2) Course-embedded measures that include a writing assignment from GEB 3213, a speaking assignment from GEB 3218, selected exam or quiz questions from QMB 3250, MAN 4504, BUL 4310, MAR 3023, and MAN 3025, discussion board writings from FIN 3403, and selected exam questions and case analysis from GEB 3373.

The following information outlines the methods used for each measure.

Stand-alone Testing

All students in the BSBA and BABA programs are required to take the ETS Major Field Test in Business (ETS-8) as part of their final core course in business. The ETS-8 is a two-hour exam consisting of 120 multiple-choice questions. The questions are designed to measure a student's knowledge and ability to apply significant facts, concepts, theories, and analytical methods. The questions represent a wide range of difficulty and attempt to cover both depth and breadth of knowledge. Subjects covered (with the approximate percentage of each in parentheses) include accounting (15%), economics (13%), finance (13%), management (15%), marketing (13%), quantitative business analysis (11%), information systems (10%), legal and social environment (10%), and international issues (overlapping and drawn from previous topics).

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The ETS-B is intended to:

- Measure a student's academic achievement in the multidisciplinary subject matter representative of undergraduate business education.
- Provide information to students regarding their level of achievement.
- Provide information to faculty members that can be used to assess performance relative to mission and objectives.
- Provide information to facilitate development of appropriate goals and educational programs, and to enhance the accountability of undergraduate business education.

The use of the ETS-B in higher education is significant. From August 2006 to June 2009 132,647 students at 618 institutions took the ETS-B.

Course-embedded Measures

GEB3213

The persuasive writing assignment in GEB3213 assesses students' abilities to respond persuasively to a set context and audience, making the case for a specific goal. The students need to address the reader's need or problem strategically, establish the desired relationship with the reader, project a professional ethos, and motivate for the desired outcome using logical, persuasive reasoning and intelligent support for all claims. In addition, the assignment should be written clearly, concisely, and coherently, and in correct and appropriate document format.

The Communications faculty will score these presentations using the attached document GEB3213-Persuasive Memo Grading Sheet.pdf.

GEB3218

The persuasive presentation assignment in GEB3218 requires students to deliver and structure an internal business presentation that persuades the audience to adopt the presenter's proposal or recommendation. Students must determine the purposes for presenting, analyze the audience, and use appropriate and compelling information that is logically structured. They need to use well constructed PowerPoint slides and demonstrate a number of delivery skills. The assignment tests their ability to design compelling and persuasive presentations and deliver them dynamically.

The Communications faculty will score these presentations using the attached document GEB3218-Persuasive Assessment-Rubric.pdf.

QM83250

In Fall 2010, the instructor will begin using the MyStatLab assignment and quiz manager that is offered with Pearson Learning textbooks. Several of the assignments deployed through MSL will involve multiple-version computer assignments using Excel. These assignments will be graded on three quizzes

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worth approximately 2% of the course grade per quiz. On each quiz there will be 5 questions related to the assignment, and the responses to these questions will form the basis for assessing Goal 1.

There will be nine of these quizzes over the semester. On the other 6 quizzes (the ones that do not require Excel work), many of the questions will involve a choice of statistical technique and a conclusion about what action to take. If there are two such questions per quiz, there will be 10-12 over the entire semester. The responses to these questions will form the basis for assessing Goal 2.

Student scores on the quiz questions will be collected and the data will be provided to the Undergraduate Committee for review by the faculty.

MAN4504

In MAN 4504, students learn how to appropriately identify and frame problems in Operations and Supply Chain Management, to use or create criteria for evaluating decision alternatives available for these problems, and to identify the courses of action available for solving these problems. The problems covered in the course are some of the basic problems involved in effectively designing and managing production systems and managing supply chains. Students learn to solve these problems by utilizing one or more of the qualitative and/or quantitative techniques that are regularly used by operations and supply chain managers. Finally, students are taught to evaluate and adjust as necessary the solutions found to these problems by using post-solution evaluation procedures used by operations and supply chain managers.

There are four exams in the course. Students are allowed to miss one exam. Each exam will have questions seeking to assess how well students are progressing towards achieving the Assurance of Learning goals mapped to this course. On each of the four exams there will be a minimum of eight questions that will be collected for Assurance of Learning purposes. The professor will map the questions to either goal 2(a) or goal 2(b), and the results will be stored and summarized at the end of the course.

FIN3403

In FIN 3403 students will get practice in writing business documents clearly, concisely, and analytically (effective communication skills) through two graded discussion board assignments. The assignments will consist of the instructor posting a topic/question/assignment that students will respond to by researching and summarizing current articles in the field, and also writing a cogent statement detailing their own thoughts on the subject. In addition to learning how to write more effectively, these assignments will help students understand how financial concepts are related to events in the real world, as well as expose them to current questions or concerns relevant to the course, their lives, and their future careers.

Students will be graded in five areas: (1) complete, correct summaries, (2) clear analysis and well-supported views, (3) logical organization and development of ideas, (4) clear, concise, readable style, and (5) correct grammar, punctuation, and spelling.

Grading Rubric:

| Category for Grading | Possible Points |
|---|-----------------|
| Complete, correct summaries | 0.0 - 1.0 |
| Clear analysis and well-supported views | 0.0 - 1.0 |
| Logical organization and development of ideas | 0.0 - 1.0 |
| Concise, clear, readable style | 0.0 - 1.0 |
| Correct grammar, punctuation, and spelling | 0.0 - 1.0 |

Student scores on the grading rubric will be collected and the data will be provided to the Undergraduate Committee for review by the faculty.

MAR3023

The ethical aspects of business requirement states that students be able to define and recognize ethical responsibilities of business organizations. The embedded assessment of this requirement comprises 8-10 multiple-choice exam questions on issues of ethics and corporate social responsibility, topics that are discussed in both the text and lectures. The pertinent questions are a portion of a larger 60-item exam and emphasize application of ethical concepts.

The global perspective requirement states that students understand how the business environment, including culture, differs across countries. The embedded assessment of this requirement comprises 8-10 multiple choice exam questions on global issues that relate to lecture and text material on international marketing. The pertinent questions are a portion of a larger 60-item exam and emphasize application of global and cross-cultural concepts.

Student scores on the exam questions will be collected and the data will be provided to the Undergraduate Committee for review by the faculty.

BUL4310

In BUL 4310 (Legal Environment of Business), students learn about numerous areas of business law and the legal environment of business. This course is intended to help students develop an understanding of the law, particularly insofar as the law responds to or affects business. The course evaluates numerous business law situations as well as the role of attorneys and businesspersons. A basic grasp of legal reasoning and the legal approach to problem solving is useful in many aspects of life; numerous subjects are covered, including contracts, torts, agency, employment, and business organizations (e.g.,

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corporations and partnerships). The course offers a global perspective on the business environment, including laws and culture differing across countries. The course incorporates, throughout its coverage, ethical concerns about law and business. There will be 15-20 multiple-choice questions from exams used to assess Goal 4(a), which is to appreciate the ethical aspects of business and thereby do as follows: Define the ethical responsibilities of business organizations and identify relevant ethical issues. Student scores on the exam questions will be collected and the data will be provided to the Undergraduate Committee for review by the faculty.

GE83373

In GE8 3373 students learn about the challenges and necessary adaptations required to succeed in business in host countries with differing cultural, political, legal, and economic systems. Issues focusing on the importance of the level of development and the chosen path for improvement will also be featured. Assessment of the success in attaining the targeted expertise includes 15-25 multiple choice exam questions distributed over multiple exams on each topic. Case analyses where the student must recognize issues and make appropriate recommendations for resolving problems are also required and the students will be asked to review and comment appropriately on issues raised in selected videos.

MAN3025

MAN3025 is an Electronic Platform course (approximately 1,200 students a semester) that covers all areas of Management (17 topics). The topics of Groups/Teams and Power/Influence/Leadership are each discussed in 1 to 2 lectures. During Spring Semester, approximately ten multiple choice questions will be written to assess Goal 6(a): Identify characteristics and roles of groups and teams. Similarly, during Spring Semester, approximately ten multiple choice questions will be written to assess Goal 6(b): Identify characteristics and roles of managers and leaders. Student scores on the exam questions will be collected and the data will be provided to the Undergraduate Committee for review by the faculty.

All data from the course-embedded measures will be stored in a secure location and used for making decisions about future changes or adaptations to the undergraduate program.

The Undergraduate Committee will meet in the Fall term to discuss the data collected and to make recommendations for changes. The data will be stored in a secure location and used for making decisions about future changes or adaptations to the Undergraduate program.

Standards

The Undergraduate Committee adopted the following standard for assessing individual students:

- Less than 75% of items answered correctly (does not meet standards)
- 75-89% of items answered correctly (meets standards)
- 90-100% of items answered correctly (exceeds standards)

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The faculty goal for CEMs is to have 80% of students across various courses meet or exceed standards for a particular learning objective.

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Metrics and Definitions for Maintaining Academic Qualifications

Metrics:

To Maintain Academic Qualification Status: Determined by an appropriate amount and mix of intellectual contributions and validations:

1. Average 2.0 points per year
2. Total 10.0 points on rolling 5 year basis
3. All PhD students within six years of start date
4. All Assistant Professors within five years of PhD degree award date

Definitions:

Intellectual Contributions:

| | | |
|-----------------------|--|----------|
| Journal Article | Peer Reviewed – Classification (A,B,C) – Established by Department | (5,3,1) |
| Books/Manuals | Non Peer Reviewed: Professional & Educational | (.50) |
| | Textbook, new | (2.0) |
| | Textbook, 2 nd & subsequent editions | (1.0) |
| | Other Book, Research Monograph | (1.0) |
| | Book Chapter | (.50) |
| | Book Review | (.50) |
| | Professional, Pedagogical Manuals | (.50) |
| Other Research Venues | Study Guide/Cases (publicly available) | (.50) |
| | Book Editor | (.50)/yr |
| | Referred Conference Proceedings* | (.50) |
| | Ph.D. Committee Chair (.50 per different student) | (.50) |

Validation:

| | | |
|-------------------------------------|---|----------|
| Peer Journal Officer | Editor | (1.0)/yr |
| | Associate Editor | (1.0)/yr |
| | Editorial Board /extensive refereeing | (.50)/yr |
| National Conferences, Organizations | Presentations* | (1.0) |
| | Panel | (.50) |
| | Officer/Leadership | (1.0)/yr |
| University Presentations | Top Tier | (1.0) |
| | Other | (0.5) |
| Funded Research & Consultation | PI, Funded Research (New) | (1.0) |
| | PI, Funded Research (Continued) | (0.5) |
| | Government Agency/National Organization | (1.0) |
| | Visiting Scholar/Faculty Peer Institution | (1.0) |
| | Other Institution | (.50) |
| Impact | Recognition of Article/Research Impact by citation, Assessed by Dept Chair: High | (1.0) |
| | Medium | (0.5) |
| | Awards: Best Paper Award, Other Meritorious Award Assessed by Dept Chair: High | (1.0) |
| | Medium | (0.5) |
| | Lifetime Scholarship Award. (1 pt. per year in perpetuity) | (1.0) |

*Credit is given for only one of these for the same meeting.

Metrics and Definitions for Maintaining Professional Qualifications

To Maintain Professional Qualifications Status: Determined by an appropriate amount and mix of professional activity and intellectual contributions/validations.

1. Average 2.0 points per year
2. Total 10.0 points on rolling 5 year basis
3. Initial Qualifications when hired are valid for 5 years.

Note: All metrics and definitions for Maintaining Academic Qualifications apply for maintaining Professional Qualifications, plus the following:

Definitions:

Professional Activity and Certification (relevant to Teaching assignment)

| | | |
|--|---|-------|
| Non UF Empl'ment/ | Substantial (≥ 10 hours/month) | (1.0) |
| Consulting | Moderate | (.50) |
| Board of Directors / Board of Advisors | | (.50) |
| Professional Certification | Subject to renewal | (1.0) |
| | No renewal required | (.50) |
| Executive Education | Extensive Participation in Exec. Educ (≥ 2 courses per year) | (1.0) |
| | Moderate Participation | (.50) |
| Developmental Activities | Service on/Presentation to City/County/State/US Committee | (.50) |
| | Completion of relevant Coursework (at UF or elsewhere) | (1.0) |
| | Attend professional or academic conference/ workshop/seminar/webinar | (.50) |

Intellectual Contributions and Validation:

| | | |
|------------------------------|--|----------|
| Professional Journal Officer | Editor | (1.0)/yr |
| | Associate Editor | (1.0)/yr |
| | Editorial Board | (.50)/yr |
| | Review textbook | (.50) |
| Faculty Internship | Internship ≥ 3 months | (2.0) |
| Visiting Scholar /Faculty | Peer Institution | (1.0) |
| | Other Institution | (.50) |
| Impact | Recognition of Teaching Innovation by Award | (1.0) |
| | Presentation of Teaching Innovation in Seminar | (0.5) |

Academically Qualified Spreadsheet #2

Maintaining Academic Qualifications 2009-10 Intellectual Contributions

| Faculty | Peer-Reviewed Journals | | | Non-Peer Reviewed Journals Prof & Edu | Textbooks | | Scholarly Books and Manuals | | | | Professional, Pedagogical Manuals | Refereed Conference Proceedings* | |
|---|------------------------|------|-------|---------------------------------------|-----------|---------|----------------------------------|---------------|--------------|----------------------|-----------------------------------|----------------------------------|------------------------|
| | A | B | Other | | New | Revised | Research Monographs/ other books | Book Chapters | Book Reviews | Study Guides/Cas. et | | | Book E-Prof (per year) |
| | 3.00 | 3.00 | 1.00 | 0.50 | 3.00 | 1.00 | 1.00 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
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| * Credit is given for only one of these for the same meeting. | | | | | | | | | | | | | |

Average 2.0 points per year
 Total 10.0 points on rolling 5 years
 All PhD students within six years of start date
 All Assistant Professors within five years of PhD degree award date

Academically Qualified Spreadsheet #2

| Validations | | | | | | | | | | | | | | | | |
|-------------|-----------------------|---------------------------|---|----------------------------------|-------|------------------|--------------------------|-------|-----------------------|----------------------|--------------------|-------------------|-----------------------|------|--------------------------------|---------------------------------|
| Faculty | Peer Journal Officers | | | National Conference/Organization | | | University Presentations | | | Chair, PhD Committee | Funded Research PI | | Consultation | | Scholar (visiting) Peer Instt. | Scholar (visiting) Other Instt. |
| | Editor per year | Associate Editor per year | Editorial Board/invite referee per year | Presentation | Panel | Officer per year | Top Tier | Other | Per different student | New | Continued | Government Agency | National Organization | | | |
| | 1.00 | 1.00 | 0.50 | 1.00 | 0.50 | 1.00 | 1.00 | 0.50 | 0.50 | 1.00 | 0.50 | 1.00 | 1.00 | 1.00 | 0.50 | |
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Average 2.0 points per year
 Total 10.0 points on rolling 5 years
 All PhD students within six years of start date
 All Assistant Professors within five years of PhD degree award date

Professionally Qualified Spreadsheet #2

| Maintaining Professional Qualifications 2009-2010 | | | | | | | | | | | | | |
|--|------------------------|------|-------|---------------------------------------|-----------|---------|-----------------------------------|---------------|--------------|--------------------|----------------------|----------------------------------|----------------------------------|
| Intellectual Contributions | | | | | | | | | | | | | |
| Faculty | Peer Reviewed Journals | | | Non Peer Reviewed Journals Prof & Edu | Textbooks | | Scholarly Books and Manuals | | | | | Professional Pedagogical Manuals | Referred Conference Proceedings* |
| | A | B | Other | | New | Revised | Research Monographs / other books | Book Chapters | Book Reviews | Study Guide/Cas es | Book Editor per year | | |
| | 5.00 | 3.00 | 1.00 | 0.00 | 2.00 | 1.00 | 1.00 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
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| * Credit is given for only one of these for the same meeting | | | | | | | | | | | | | |

- Average 2.0 points per year
- Total 10.0 points on rolling 5 years
- Initial Qualifications when hired are valid for 5 years

Professionally Qualified Spreadsheet #2

| Faculty | Validations | | | | | | | | | | | | | | | |
|---------|--------------------|-----------------------|---------------------------|---|----------------------------------|-------|------------------|--------------------------|-------|----------------------|---------------------|------|--------------|-------------------|-------------------------------|-----------------------|
| | Faculty Internship | Peer Journal Officers | | | National Conference/Organization | | | University Presentations | | Chair; PhD Committee | Funded Research PI | | Consultation | | Scholar (visiting) Peer Inst. | |
| | | Editor per year | Associate Editor per year | Editorial Boards/invite refereeing per year | Presentation | Panel | Officer per year | Top Tier | Other | | Per offered student | New | Continued | Government Agency | | National Organization |
| | 2.00 | 1.00 | 1.00 | 0.50 | 1.00 | 0.50 | 1.00 | 1.00 | 0.50 | 0.10 | 1.00 | 0.50 | 1.00 | 1.00 | 1.00 | |
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Average 2.0 points per year
 Total 10.0 points on rolling 5 years
 Initial Qualifications when hired are valid for 5 years

Professionally Qualified Spreadsheet #2

| Faculty | Scholar (visiting) Other Instit. | Recognition of Articles/Research Impact by citation | | | Awards: Best Paper Award, Other Meritorious Award (assessed by Dept Chair) | | | | Professional Activity and Certification (relevant to teaching assignment) | | | | | | | | |
|---------|---|---|--------|-----|---|--------|-----|---|--|---|--|--|-------------------------------------|--|---|------|-----|
| | | High | Medium | Low | High | Medium | Low | Lifetime Scholarship Award (per year in perpetuity) | Recognition of Teaching Innovation by Award | Presentation of Teaching Innovation at Seminar | Non UF employment/ consulting substantial | Non UF employment/ consulting/ moderate | Board of Directors / Advisors | Professional Certification subject to renewal | Professional Certification no renewal required | | |
| | | | | | | | | | | | | | | | | 0.50 | 1.0 |
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Average 2.0 points per year
 Total 10.0 points on rolling 5 years
 Initial Qualifications when hired are valid for 5 years

Professionally Qualified Spreadsheet #2

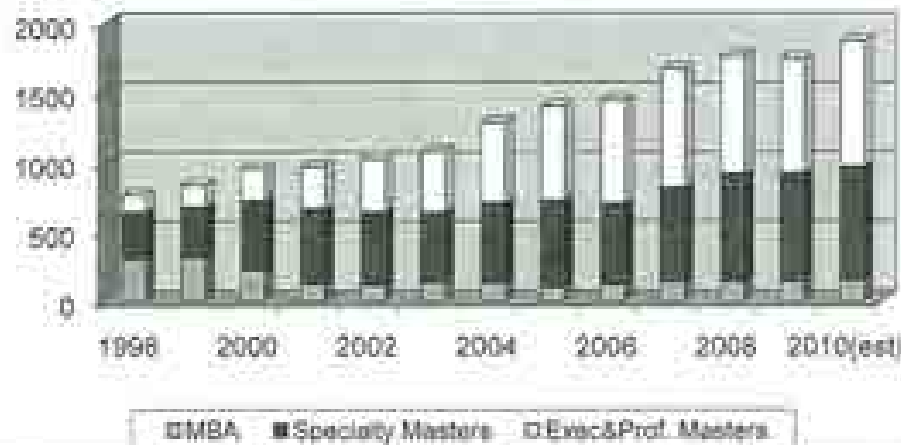
| Faculty | Executive Education | | Developmental Activities | | | Total |
|---------|---|--|--|--|---|-------|
| | Extensive participation in Executive programs | Moderate participation in Executive programs | Service on to City/County/State/US committee | Completion of required coursework (at UF or elsewhere) | Attend professional or academic conf/workshop/symposium | |
| | 1.00 | 0.50 | 0.50 | 1.00 | 0.50 | 3.50 |
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Average 2.0 points per year
 Total 10.0 points on rolling 5 years
 Initial Qualifications when hired are valid for 5 years

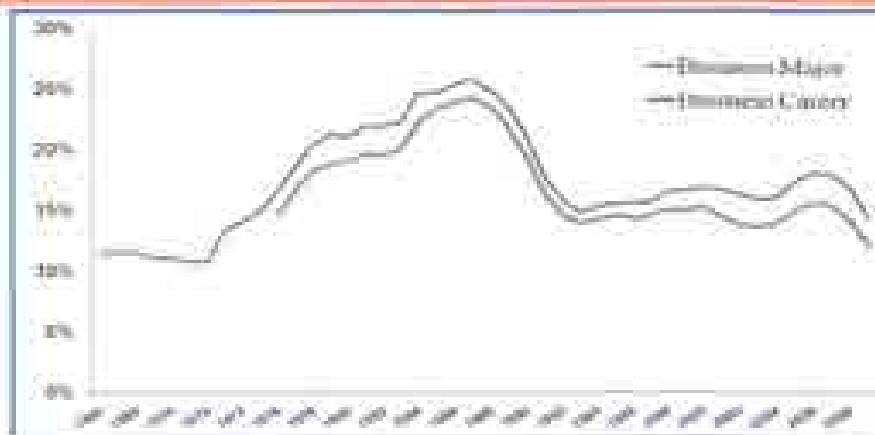
Graduate Programs

| In-Residence Masters Program | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010(est) |
|---|------------|------------|------------|------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| MBA | 299 | 313 | 224 | 121 | 110 | 134 | 131 | 100 | 118 | 140 | 158 | 140 | 148 |
| MAcc | 248 | 202 | 179 | 203 | 221 | 198 | 242 | 239 | 181 | 184 | 211 | 229 | 220 |
| MS-ISOM | 84 | 142 | 153 | 180 | 143 | 141 | 108 | 120 | 151 | 148 | 140 | 147 | 209 |
| MS-Man | 0 | 0 | 88 | 82 | 85 | 74 | 97 | 112 | 92 | 144 | 181 | 159 | 151 |
| MA-Int Bus | 0 | 0 | 51 | 63 | 55 | 58 | 74 | 93 | 89 | 117 | 103 | 141 | 126 |
| MS-Fin | 0 | 0 | 0 | 22 | 25 | 18 | 32 | 25 | 30 | 38 | 41 | 48 | 55 |
| MS-Real Est | 15 | 24 | 28 | 27 | 27 | 22 | 28 | 38 | 29 | 32 | 30 | 30 | 30 |
| MS-Ent | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 21 | 20 | 38 | 34 | 43 |
| Total Spec. Masters | 347 | 368 | 499 | 547 | 536 | 507 | 578 | 626 | 693 | 680 | 782 | 788 | 824 |
| Total In-residence | 648 | 681 | 723 | 868 | 846 | 841 | 709 | 726 | 708 | 820 | 918 | 938 | 972 |
| Exec& Professional Masters | | | | | | | | | | | | | |
| MBA | 118 | 108 | 231 | 304 | 381 | 438 | 538 | 600 | 708 | 829 | 817 | 800 | 888 |
| PMSE | | | | | | | 41 | 18 | 30 | 22 | 30 | 18 | 15 |
| Total Exec & Professional MA | 118 | 108 | 231 | 304 | 381 | 438 | 579 | 618 | 738 | 851 | 847 | 818 | 903 |
| Total Masters | 766 | 837 | 954 | 972 | 1027 | 1079 | 1288 | 1404 | 1446 | 1671 | 1765 | 1746 | 1975 |

Enrollment in Masters Programs

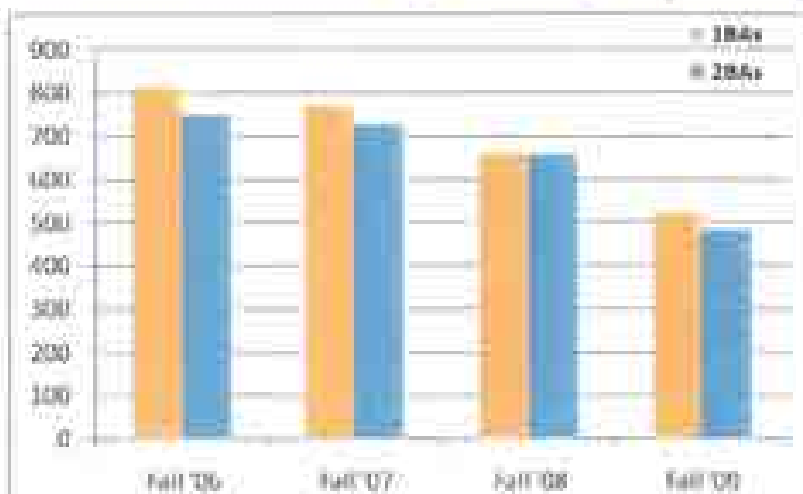


School of Business



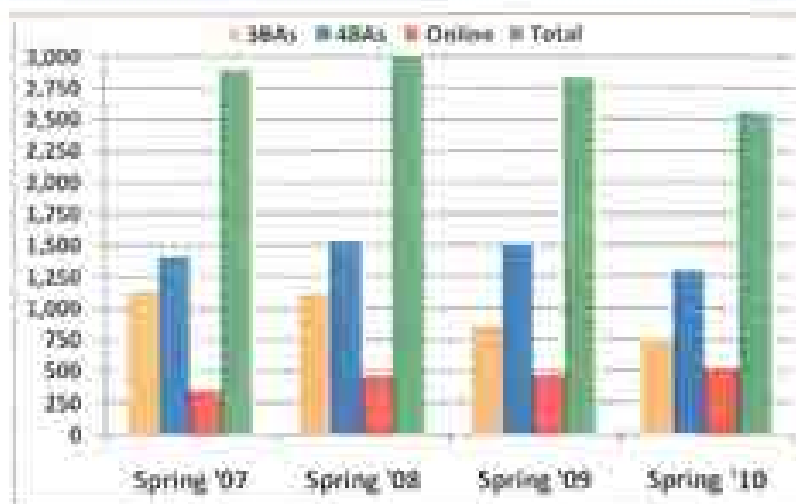
- In 2009, the percentage of freshmen planning to major in business was 14.4%
- 14.4% is the lowest percentage in 25 years
- The percentage of freshmen listing business as their intended career was 12.1%
- 12.1% is an all-time low for the survey
- Source: Higher Education Research Institute

1&2 BA Headcount: 1,562 to 1,006 (-35.6%)



Upper-division Headcounts

3BA (-34.2%), 4BA (-8.3%), Online (+48.3%), Overall (-11.7%)



U.S. News Rankings

- Ranked Among Top 25 Programs
- *Best Overall Ranking in Five Years*
- Ranked Among Top 15 Publics
- *Best Public Ranking in Seven Years*

2010 BusinessWeek Undergraduate Rankings

| Rank | Institution | Teaching | Facilities & Service | Career Services |
|------|--------------|----------|----------------------|-----------------|
| 1 | Indiana | A | A | A+ |
| 2 | Illinois | C | A | A+ |
| 3 | Penn State | B | A | A |
| 4 | Washington | B | A | A |
| 5 | Maryland | A | A | A |
| 6 | Wisconsin | B | A | A+ |
| 7 | Michigan St. | B | B | A |
| 8 | Florida | C | A | A |
| 9 | Purdue | C | B | B |
| 10 | Ohio State | B | A+ | A |
| 11 | Minnesota | C | B | A |
| 12 | Arizona | B | B | B |
| 13 | Iowa | C | B | B |

Warrington's BusinessWeek Undergraduate Rankings

| | Teaching | Facilities & Services | Career Services |
|------|----------|-----------------------|-----------------|
| 2006 | B | B | B |
| 2007 | B | A | B |
| 2008 | C | B | B |
| 2009 | B | B | B |
| 2010 | C | A | A |

School of Business Curriculum Enhancements

- Juniors: Business Writing or Public Speaking
- Sophomores: Internship or Study Abroad
- Freshmen: International Business (core)
- Major Requirements: from 12 to 16 credits
 - Finance, Management, Marketing
- Major Requirements: from 16 to 20 credits
 - Economics

Curriculum Enhancements

- New Minor in Accounting
- Additional Minors: Entrepreneurship, Real Estate, Information Systems
- New Courses
 - International Business (core)
 - Business Ethics (11 mods)
 - International Entrepreneurship (4 mods)
 - Leadership (4 mods)
 - New Venture Planning (2 mods)
 - Real Estate Valuation (2 sections)
 - Venture Capital & Private Equity (2 mods)

Career Coaching Teams

- Finance & Info Systems: 3 Career Coaches
- Marketing & Economics: 2 Career Coaches
- Management & BABA: 2 Career Coaches
- Peer Mentors (1 to 2 per career coach)



ETS Major Field Test

- Business and accounting majors scored among the Top 5% out of 618 institutions across the country.
- Online Program Cohort: Top 10%
- Top 5% in Seven Content Areas
 - Economics, Management, Quantitative Business Analysis, Finance, Marketing, Legal and Social Environment
- Scored Top 10% in Accounting

Facilities

- > Alcorn Undergraduate Student Ctr.
 - > Bryan Hall, Room 232
- > Inheriting Bryan Hall Space
 - > Bryan 134 and All Space Above
 - > 3rd & 4th Stacks (EP TAs/study area)
- > 5 New Classrooms Fall 2010
- > Stuzin & Matherly (50 sections)

Fall Scheduling (Tuesday & Thursday)

| 120 000 10 (20 000) | 120 000 10 (20 000) | 120 000 10 (20 000) | 120 000 10 (20 000) | 120 000 10 (20 000) | 120 000 10 (20 000) | 120 000 10 (20 000) | 120 000 10 (20 000) |
|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| OPEN | OPEN | OPEN | 120 000 10 (20 000) | OPEN | OPEN | OPEN | |
| 120 000 10 (20 000) | 120 000 10 (20 000) | 120 000 10 (20 000) | 120 000 10 (20 000) | 120 000 10 (20 000) | 120 000 10 (20 000) | 120 000 10 (20 000) | 120 000 10 (20 000) |
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Post Doctoral Bridge Program

2008 - 21 Admitted

| Accounting and Finance | |
|--|--|
| Background | Placement |
| PhD in Human Resource Management from the University of Alabama | Fort Valley State University |
| JD specializing in Tax and Estate from Michigan State University | Michigan Tech School of Business & Economics |
| Executive Doctor of Management from Case Western Reserve University | Looking for a job |
| PhD in Material Science and Engineering from Georgia Tech | Quinnipiac University |
| PhD in Geography from SUNY Buffalo | SUNY Fredonia School of Business |
| PhD in Physics from Kansas State University | The University of Texas at El Paso |
| PhD in Economics from Kansas State University | University of Arkansas |
| LLM specializing in Tax Law from Georgetown University | Lebanon Valley College |
| PhD in Economics from the University of Notre Dame | University of the District of Columbia |
| International Business and Entrepreneurship | |
| ED in Curriculum and Instruction from the University of South Carolina | Looking for a job |
| EdD in Higher Education Administration from Nova Southeastern University | Shenandoah University |
| Executive Doctor of Management from Case Western Reserve University | Kutztown University |
| Doctor of Strategic Leadership from Regent University | Regent University |
| EdD in Organizational Leadership from Pepperdine University | University of Southern Nevada |
| PhD in International Affairs from Clark-Atlanta University | Tallapoosa College |
| Marketing and Management | |
| PhD in Philosophy from Purdue University | Fayetteville State University |
| PhD in Instructional Systems Technology from Indiana University | Regent University |
| PhD in Journalism from University of Texas, Austin | Huston-Tillotson University in Austin, Texas |
| PhD in Cognitive Psychology from University at Buffalo | University of South Dakota |
| PhD in Education Leadership from Mississippi State University | University of Montevallo |
| PhD in Adult Education, Training and Workforce Development from LSU | Looking for a job |

2009 - 16 Admitted

| Accounting and Finance | |
|--|--|
| Background | Placement |
| EdD Education from University of Hawaii | Looking for a job |
| PhD in Economics from University of Memphis | Missouri State University |
| PhD in Economics from Southern Illinois University | Looking for a job |
| PhD in Instructional Technology Wayne State University | Western Governors University |
| PhD in Economics from University of Warwick, UK | Looking for a job |
| International Business and Entrepreneurship | |
| PhD in Hotel Administration from University of Las Vegas | PhD in Hotel Administration |
| PhD in Sports & Exercise Management from Ohio State University | PhD in Sports & Exercise Management |
| PhD in Higher Education from University of Georgia | PhD in Higher Education |
| M.D. from University of Colorado | M.D. |
| PhD in Economics from Jackson State University | PhD in Economics |
| PhD in Geography from University of Wisconsin-Milwaukee | PhD in Geography |
| Marketing and Management | |
| J.D. from Mississippi College | Fayetteville State University |
| PhD in Political Sciences from Arizona State University | Regent University |
| J.D. from University of South Dakota | Huston-Tillotson University in Austin, Texas |
| PhD in German Studies from Georgetown University | University of South Dakota |
| Ph.D. in Psychology from University of Leeds, UK | University of Montevallo |

2010 - 20 admitted

| Accounting and Finance | |
|---|------------------|
| Background | Placement |
| PhD in Education from University of Nebraska - Lincoln | |
| PhD in Political Science from Stanford University | |
| PhD in Environmental Economics from Oklahoma State University | |
| PhD in Economics from Oklahoma State University | |
| PhD in Finance from Agra University, India | |
| PhD in Agricultural Education from Michigan State University | |
| PhD in Economics from Ohio State University | |
| PhD in Industrial Engineering from University of Central Florida | |
| PhD in Education from University of Idaho | |
| PhD in Agricultural Economics from Michigan State University | |
| PhD in Agricultural Economics from Case Western Reserve University | |
| International Business and Entrepreneurship | |
| Fielding Graduate University | |
| PhD in Public Finance from American University | |
| PhD in Industrial Engineering from Virginia Tech University | |
| PhD in Spanish from Arizona State University | |
| PhD in Chemistry from Louisiana State University | |
| Marketing and Management | |
| PhD in Reading, Semiotics, Bilingualism from University of Indiana | |
| PhD in Organization and Leadership from University of San Francisco | |
| JD from University of Tulsa (JD) and PhD in Sports Management/Marketing from Southern Illinois University at Carbondale (PhD) | |
| PhD in Human Resources and Organizational Development from University of Georgia | |