

## **Administrative Activities Review Report**

### **College of Business Administration (CBA)**

**Mission and Goals:** The University of Akron College of Business Administration prepares students to become competent responsible business professionals and leaders. Our primary purpose is to bring about student learning and success through academic quality, applied experiential learning, student professional development and engagement. We seek to uniquely serve our stakeholders by achieving the following long-term goals:

- Offering in-demand academic programs at the undergraduate and graduate level.
- Serving business and other disciplines with academic and professional development experiences.
- Recruiting students primarily in northeast Ohio, with national and international reach.
- Developing business connections that enhance student opportunities for experiential learning and career readiness.
- Focusing on deep and comprehensive relationships with northeast Ohio organizations.
- Fostering innovation through research as well as forums for the development and exchange of best practices.

Our vision is to be recognized as a leading provider of high quality, student-focused business education. We will engage, delight and inspire students through trusted academic programs that create life-long value. Our programs will be held in high esteem by the stakeholders and organizations we serve. In order to achieve our vision, our strategic intentions are to:

- Become the public business college of choice in northeast Ohio for students and employers.
- Grow enrollment and build a diverse student body of students with strong academic abilities.
- Improve post graduate outcomes.
- Elevate the brand recognition of our college, students and programs.
- Be responsive to changing industry and economic trends.

**Services:** The unit of reporting for Administrative Activities Review is the CBA Dean's Office. The primary categories of administrative services provided by the CBA Dean's Office staff are:

- Maintenance of faculty qualifications, assurance of learning and other AACSB compliance requirements
- Academic advising, retention and all degree tracking/completion processes and services.
- Student engagement, professional development and career readiness.

- Business and community outreach and engagement.
- Physical facility operations, maintenance, and support of all existing campus space, as well as the new expansion, associated with the college.
- Operations of college-wide processes such as teaching evaluations; assurance of learning; accreditation reporting; and rankings survey reporting.
- Curriculum management.
- Coordination of faculty and staff requests for positions, searches and all personnel actions.
- Student and business engagement event planning.
- Recruiting and outreach to high school students, teachers and organizations.
- Marketing and promotion of the college, in collaboration with University Communications and Marketing.
- Technology services for faculty, students, and classrooms, as well as operation of computer and research labs within the college.
- College website maintenance and development.
- Budget management and reporting.
- Data collection, management and analysis for internal operations and processes.
- Management, including the recruitment, evaluation and awarding, of college scholarships.
- Fundraising to support academic and professional development activities.

There are 26 full-time and 8 part-time positions listed under the CBA Dean's office. Of those 34 positions, 20 are funded by the general fund, 4 are either unpaid or the salary is donated back to the university, 5 are funded by CBA course fees, 4 are funded by gift money and 1 is self-funded via the business internship and career fair fees paid by employers. (See attachment A for position titles, salary and source of funding.)

The CBA Dean's office serves approximately 2300 undergraduate and graduate students in five academic units with 75 full-time and adjunct faculty, approximately 22 fulltime and 5 part time staff members, 4 Executives in residence and 278 advisory board members. A matrix of positions mapped to the services of the CBA Dean's Office listed above is provided in Attachment B.

**Critical Partners:** The CBA has key partnerships with the following university units:

- Office of the President and Office of Academic Affairs
- Development
- Dining services
- University Marketing and Communications
- Registrar

- Center for Career Management (Our career readiness efforts supplement their initiatives.)
- UA Admissions (Our recruiter supplements their initiatives.)
- Graduate School
- Capital Planning and Physical Facilities
- Other academic units – Buchtel College of Arts and Sciences; Engineering
- Talent Development and Human Resources
- Institutional Research
- Budget Office and Office of Controller

The CBA has key partnerships with the following units outside the University:

- AACSB
- Ohio high schools and student organizations
- International business schools and universities
- NEOTEC (pending)
- 278 advisory board members from 200 different businesses on 11 advisory boards

### **End Users, Activity Level and Impact of CBA Dean’s Office services:**

The major groupings of administrative functions of the CBA Dean’s Office are Undergraduate Programs, Graduate Programs, Corporate Outreach and Professional Development, and the Dean’s Office. Attachment C presents the high level organizational chart for the college. The end users, activity level and impact of each group will be described in the following paragraphs with additional detail provided in the annual reports attached.

**Undergraduate Programs:** This department consists of 6 academic advisors, one director, and one administrative assistant. Their end users are approximately 1,360 students admitted to CBA undergraduate majors; 600 pre-business students not yet admitted to a CBA major; and 100 non-CBA students pursuing CBA second majors, minors and certificates. They provide guidance to students on degree requirements for 14 different undergraduate majors as well as study abroad. In 2017-18, they processed 303 changes of majors; 694 ICT’s; 52 late graduation applications; 435 degree clearances to graduate, and 160 petitions for academic exceptions.

In addition, the advisors met with 2,550 students for 30 minute advising appointments; 1,298 walk-in appointments, and responded to 13,492 personalized emails to students. College academic advising protocol includes new student orientation programs for freshmen (192) and their parents (145), transfer student orientation, an entry presentation via Brightspace (required of all student who ICT to the CBA), suggested enrollment in Business Learning Communities for freshmen (158 enrolled in 2017), mandatory first year appointments, and mandatory probation appointments.

Other services provided include study abroad advising with 21 students enrolling in semester abroad programs (8 in 2016), which often requires 4-5 meetings with students to determine location and course equivalencies; communicating information to students and faculty via the electronic undergraduate newsletter and Twitter; conducting the CBA Graduation Survey; CBA Student Appreciation Days; and CBA Study Abroad Open House.

Finally, the director manages the process for awarding of all CBA externally funded scholarships to students from among the 553 applications received, and she assists the faculty undergraduate curriculum committee with curriculum management. Our undergraduate advising unit is highly regarded across campus and students indicate they are satisfied with our advising services via periodic student surveys.

**Graduate Programs:** This department consists of one assistant dean/director; one assistant director, one administrative assistant, one part-time academic advisor, one part-time external programs coordinator, and one part-time recruiter. Their end users are approximately 300 graduate students enrolled in five graduate programs (MBA; MSA; MTax; MSM; MA Economics). Variations of these degrees on which the department advises enrolled students are two accelerated bachelors/graduate programs, the Saturday MBA, MTax Direct, and 10 MBA concentrations. It is also responsible for joint programs on campus (i.e., Law and Engineering) and with other institutions (NEOMED Pharm. D. / UA MBA). All degree programs are fully AACSB accredited with many regularly receiving national and international recognition via external rankings. For example, the MBA program is consistently ranked by US News and World Report, C.E.O. Magazine (International), and the Princeton Review. Other programs are ranked highly by specialized agencies within their respective disciplines. The staff handles everything from recruiting (13 recruiting events to date this year) and admissions to degree completion clearance for business graduate programs. Advising occurs via appointments and email correspondence. The staff tracks academic performance and is responsible for all probation and dismissal processes. Support services for students in the Saturday MBA program are also provided. Approximately 168 graduate degrees were granted during the 2017-18 academic year.

A major focus of this unit is enrollment management in order to provide a continuous stream of new students into our various programs and ultimately graduates from the college. Enrollment management focuses on 1) marketing and recruiting (domestic & international) for each of the college graduate programs, 2) creating an individualized customer relationship with prospective students, 3) aiding students with the application and enrollment processes, 4) monitoring student progress, providing individualized advising, and 5) ultimately guiding the student to graduation. While these services focus primarily on students, they are essential to the continuation and growth of each of the programs within the college and the departments affiliated with them.

The Graduate Programs Office also works closely with a number of college and university functions. At the CBA level, the office works very closely with each department, department chairs, and their graduate faculty. At the university level, the unit regularly interacts closely

with the university's Graduate School, the International Student Center and University Communication and Marketing, as well as other UA academic colleges and departments affiliated with our joint programs involved with ongoing recruiting.

**Corporate Outreach and Professional Development:** The staff in this grouping includes one executive director, two center/institute directors (four centers are directed by faculty on a course release or stipend basis), one professional development coordinator, one internship coordinator (currently vacant), two administrative assistants, one technology director, one business communication practitioner, one part-time technology support specialist and one part-time internship fair specialist.

This group's primary function is to ensure student career readiness through professional development programs. This includes outreach to the business community via advisory boards, centers and institutes. It also includes the major means by which our business connections are leveraged to provide our students with high quality experiential learning and professional development training. Students greatly benefit from this unit through programs and opportunities designed specifically to connect them with business practitioners. The end users of the work of these staff members are all undergraduate and graduate CBA students as well as faculty. Non-CBA students also participate in many of these professional development activities.

Programs provided strongly support the university's Five-Star Friday initiative and include development as well as promotion of internships, company field trips and shadow days, guest speakers, mentoring programs, and other initiatives that facilitate experiential learning via student interactions with our external constituency. Through six centers and institutes, the unit also supports thought leadership and engagement of business professionals via various programming that facilitates engagement of students, faculty and the business community. The staff also leads the CBA specific marketing and technology initiatives of the college working under the guidance of University Communications and Marketing.

Overall, the goal is to facilitate student achievement via professional development to positively impact graduation outcomes. Specific goals and services are designed to develop students' Career Readiness Competencies, as defined by the National Association of Colleges and Employers (NACE), which includes critical thinking/problem solving, oral and written communications, teamwork and collaboration, digital technology, leadership, professionalism/work ethic, career management and global/intercultural fluency. As a result, a multitude of career readiness and thought leadership programs, along with certifications, are offered through various institutes, centers and other programming efforts across the college. Cultivation of student internships, mentoring programs, guest speakers, and other experiential programs are developed and offered to students. Key stakeholders include numerous companies who provide advisory services for curriculum development, student interaction and

networking. Coordination and networking of student organizations is also provided to enrich the student experience and link the organizations with the CBA Dean's Office.

Key indicators of these professional development activities are internships, placement rates and starting salaries of our graduates, which include:

- 74% of students reporting at least 1 internship upon graduation in 2017 (up from 55% in 2015).
- 95% placement rate for 2017-18 EDGE honors graduates.
- Average starting salaries and bonuses in excess of \$50,000 in 2017.

Following is a summary of programs and services offered. We provide extensive detail about this unit because we know it is not common across UA academic programs.

- EDGE (Exploring Degree Goals and Experiences) is a comprehensive professional development program designed to motivate and track progress through a points system based on student participation in career readiness activities. The program is designed for student experience and learning within the NACE framework. Students earn points for internships and other professional development activities and are recognized upon graduation for achieving the required point total. Students logged 1,107 EDGE participation entries in 2017-18, compared to 273 the previous year. The components of the program are academic achievement (3.0 GPA or higher), leadership training, business communication training, relevant work experience, community building, and global experiences.
- Institute for Leadership Advancement/Leadership Certificate Program is a comprehensive academic and co-curricular leadership program. Established within the CBA in 2012 through a gift from The J.M. Smucker Company, the institute develops leadership skills through a certification program, leadership development groups, a personal leadership course, and global leadership initiatives. Lastly, a speaker series entitled "Success Beyond the Major" links students and business professionals in an informal roundtable type setting.
- Taylor Institute for Direct Marketing develops and inspires direct/Interactive marketing business leaders through education, research and service. The institute fosters the development of experiential learning, personal connections and networking of students with marketing and advertising professionals. The institute runs via an agency model and houses assets such as a student run social media group (Kanga Communications), focus group rooms, video production studio, call center, and marketing analytics labs, which all serve as resources for student experiential learning linked to marketing professionals. The Taylor Institute Advisory Board is comprised of CEO level industry executives who consult for and support its mission. The institute also sponsors student experiential projects such as the "Lunch with and Innovator" speaker series, agency and corporate tours, and a multitude of career fair and networking events.

- Center for Information Technology and eBusiness (CITe) was created to promote the principles and practices of business information systems. The center's mission is to identify and promote best practices in the design, development and application of information technology in organizations. The center's services include curriculum development and refinement; fostering the exchange and dissemination of knowledge in northeast Ohio; the creation of local expertise; and the establishment of internships and mentoring connections between students, academia and industry. The center organizes an IT Executive Exchange, which is a forum for exchange of ideas among CIO and senior IT executives. The CITe Advisory Board is composed of 20+ senior IT leaders and executives from northeast Ohio companies. Its primary objective is to develop close working relationships among business leaders, faculty, students, and alumni. The board is sponsoring the first Business Analytics Summit on September 12, 2018 which is anticipated to attract over 150 thought leaders and students to the university.
- Fitzgerald Institute for Entrepreneurial Studies purpose is to promote entrepreneurial spirit and practices essential to the flourishing of free enterprise. It accomplishes this by facilitating students and community interaction with networking, business competitions and relevant research, as well as knowledge and tools for effective entrepreneurial participation. The institute is a member of the Entrepreneurship Education Consortium of multiple northeast Ohio universities and supports student pitch competitions. The institute supports the Entrepreneurship minor and certificate programs in the CBA.
- Institute for Global Business (IGB) was chartered by the State of Ohio in 1996. Its mission is to create opportunity through global partnerships, study abroad and exchange programs, as well as curriculum guidance for globalizing our students to prepare them to develop their overall global fluency competency. The institute accomplishes its mission through faculty led study abroad programs, faculty exchange research programs, relationship development and by supporting the International Business major and student organization. Its advisory board supports student mentoring, global related programming for students and advises on curriculum. There is strong participation by students from the College of Engineering in this program.
- Fisher Institute for Professional Selling was established in 1994. Its mission is to train the next generation of sales professionals and promote the career of sales and business development as a preferred career choice. The institute supports the Sales major in the Department of Marketing with technologies and processes that enhance educational offerings. The institute also supports student competitions and career readiness with a focused partnership with more than 30 corporate partner companies who guide and coach students while providing internship opportunities as well as placement possibilities upon graduation.
- Women in Business Roundtable (WIB) the initiative began in spring 2017 under the leadership of Sandra Pianalto, CBA Executive-in-Residence. The college hosts 3 to 4 roundtables each academic year. These events bring together a select group of women

by invitation, including local business executives, recent alumni, and high achieving CBA students to discuss topics facing women in the workplace. The format is primarily smaller group breakout conversations led by the executives with a focus on a specific topic. Topics have included: Developing a Workplace Presence and Tone; Navigating Workplace Bias; and Self-Awareness. As a result of the interest and momentum gained through the WIB roundtable series, a UA Women in Business student organization was chartered in Spring 2018.

- Coach and Connect is a mentoring program that matches local business leaders with students for informal discussions and coaching. The program is designed for mentors to develop relationships with students while connecting them to their professional network for further professional development and networking. Mentors are comprised primarily of approximately 50 of our college advisory board members and referrals offering services to approximately 100 students who have opted into the program.
- Real People, Real Careers is a series of panel discussions held for students to learn about different careers as they relate to various CBA majors. They are designed to assist students with choosing a major with emphasis on getting freshmen and sophomores to attend. In the past year, 8 sessions were held with 26 different professionals and recent graduates sitting on the panels. In total, 149 current students attended at least one session (103 attended more than one session).
- Suit Up Week/Prepped Polished & Ready focuses on preparing students for professional dress, mock interviews, resume review, elevator speech and other interview preparation skills that students need to help successfully obtain an internship or full time employment offer. Most of the sessions are presented by business professionals. In 2017-18, there were 28 professionals representing 26 companies involved with 293 students participating. The average student evaluation rating for these events is 4.7 out of 5.
- Networking Events corresponding with departments, such as Evening with the Accountants, Supply Chain Networking, and others are hosted to foster interactions between hiring companies and our students.
- Internship Coordination is designed to work closely with both local and national companies to facilitate the growth and placement of companies and internship opportunities. The function works closely with companies to promote opportunities and sponsor tabling events as well as other interactive opportunities with hiring companies and students. Career Services is a key partner in this program. Two annual reports on activities undertaken in the CBA to prepare students for internships, to promote internships to students, and to recruit employers is attached to this report.
- Technology Coordination provides computer lab support for both required classes and project support involving students within the college. In addition, unique computing needs are managed for faculty and staff.

- Business Communications Coaching involves oral and written communication skills services for students via a business practitioner within the college. Working with students in classes that are heavily focused on presentation and written case studies, the practitioner supplements courses offering “best practice” coaching, presentation rehearsal, and critical feedback. In addition, the Student Speaking Association organization receives direction and guidance as an extracurricular offering for students to build their communications capabilities. The practitioner offers a ‘Your Words Matter’ workshop in collaboration with Tony Alexander – CBA Executive in residence.
- Marketing Committee Leadership works with University Communications and Marketing as a cross departmental committee to identify unique college marketing opportunities, such as social media coverage, print collaterals and direct promotion activities. External marketing programs are also developed and implemented via this group.

**Dean’s Office:** The staff in this group includes one Dean, one Associate Dean, one Administrative Services Coordinator, one Operations Coordinator, one Recruiting and Retention Coordinator (currently vacant), and one Senior Budget Analyst. The primary functions of the Dean and the Associate Dean is to provide senior leadership and management of the college. This includes defining the mission, values, vision and strategic plan; acquisition and deployment of resources to best meet the mission of the college; maintenance of AACSB accreditation; management and development of relevant academic curriculum, ensuring the CBA contributes to the mission and sustainability of the university, being the communication link between the college and other academic and support units, and between the college and central administration, and ensuring CBA faculty, staff, and student compliance with all UA rules, policies, and procedures, including all collective bargaining unit agreements. The remaining staff in this unit contribute to the services provided by the Dean’s Office per the attached position and service categories matrix. An annual report for each remaining staff position is attached to this report.

Resources: The current CBA organization chart is provided as an attachment to this report. Please note that the attachment includes our organization chart for 2015 and details summarizing the re-structuring of CBA Dean’s Office resources that occurred in 2016. The goal of the re-structuring was to place added leadership and oversight for the corporate outreach and professional development activities of the college to reflect the high strategic importance of our connections to the business community as well as enhance our ability to provide unique professional development training and experiential learning for our students. The major factor in the re-structuring was to replace an Assistant Dean position with the position of Executive Director of Outreach and Professional Development. The academic leadership of undergraduate programs formerly included in the Assistant Dean position was moved into the Associate Dean position. Our competency and innovation in this area have been highlighted as

a best practice multiple times by AACSB, including during the most recent peer review visit for the maintenance of our accreditation for the next five years.

In addition, please note the allocation of resources per the attached matrix of position and service categories (see Attachment B). It provides a snapshot of how our administrative staff resources are distributed across the categories of services provided by the Dean's Office. The level of service depends on the position and may include varying decision making roles.

A summary of the funds provided by the University for the salaries, fringes, and operating budget of the Dean's Office is provided in Attachment E. Overall, the trend has been declining or stable in funding reflecting the financial conditions and constraints of the University over the past decade. The CBA is considered to be a "cash cow" for the university per our role as an academic unit that generates relatively high credit hours and degrees awarded with relatively low costs. Towards that end, we generate significant tuition and fees as well as SSI funds for the university while not incurring high costs, such as research lab start-up costs for faculty. Attachment D has the SCH, headcount and degrees granted trend for the last five years.

Annual reports of various CBA entities are compiled in a separate attachment.

### **Future Plans:**

- Increase the engagement of our corporate network while leveraging that engagement to expand and continuously improve our professional development activities. The Professional Development Center addition to the CBA will underscore this emphasis.
- Increase the participation of students and faculty in deeply meaningful experiential learning across the undergraduate and graduate curriculum.
- Focus will also be on revenue generation through non-credit programming and fundraising to ensure the sustainability of our centers and institutes as well as the CBA in general.
- Increase efforts in curriculum review and enrollment management. In particular, there will be a significant emphasis on graduate programs to address recent market trends such as: increased desire for shorter flexible programs, decrease in the use of GMAT requirements, and a decline in the number of international students.
- Increase efforts to recruit direct admit students into undergraduate programs – particularly in majors which have high industry demand.
- Increase flexible schedule offerings for graduate and other degree seeking students while developing a degree completion program for the corporate market.

## Attachment A

<i>General Fund Positions</i>				
Job Title	Salary		Full/Part Time	Comments
Dir, Taylor Institute	\$115,000		F	
Academic Adviser II	\$38,000		F	
Academic Adviser II	\$39,520		F	
Academic Adviser II	\$37,500		F	
External Progs Coord	\$29,000		PT	
Coord, Stu Recruit & Retention	VACANT		F	
Coord, Internships	VACANT		F	
Academic Adviser II	\$39,520		F	
Exec Dir, Corp Out & Prof Dev	\$135,000		F	
Budget Administrator Sr	\$50,593		F	
Operations Coord-CBA	\$40,000		F	
Dir, Undergraduate Programs	\$65,000		F	
Academic Adviser II	\$37,500		F	
Asst Dir, Grad Business Adv	\$57,163		F	
Assoc Dean, CBA	\$180,000		F	
Asst Dean & Dir, Grad Prog	\$159,855		F	
Dean, CBA	\$269,585		F	
Coord, Admin Srvs-CBA	\$25.62	\$53,290	F	
Administrative Assistant – UG	\$12.60	\$26,208	F	
Administrative Assistant – Grad	\$14.60	\$30,368	F	
Administrative Assistant – Taylor	\$14.60	\$30,368	F	
Executive in Residence	\$19,868		PT	Salary donated to UA

**Total General Fund positions = 21; Total payroll = \$1,453,338 (fringes not included) less Myers salary = \$1,433,470**

<b>Non-General Fund Positions</b>				
Job Title	Salary		Full/Part Time	Funding Source
Executive in Residence	\$0		PT	
Executive in Residence	\$0		PT	
Executive in Residence	\$0		PT	
Dir, Technology CBA	\$ 75,712.00		F	Course fees
Coord, Professional Dev-CBA	\$40,000.00		F	Course fees
Computer Lab Support Spec	\$17.71	\$33,153	F	Course fees
Academic Adviser I	\$20.50	\$30,914	PT	Course fees
External Progs Coord	\$29,000.00		PT	Course fees
Admin Asst InstLdrshpAdvGrant	\$6,683.00		F	Course fees (split salary)
<b>Total funded by course fees (fringes not included)</b>	<b>\$215,462.00</b>			
Dir, Stu Leadership Init	\$77,000.00		F	Gift
Business Practitioner	\$82,602.00		F	Gift
Graduate Progs Recruiter-CBA	\$1,115.38	\$29,000	PT	Gift
Admin Asst InstLdrshpAdvGrant	\$13.24	\$20,856	F	Gift (split salary)
<b>Total funded by gifts (fringes not included)</b>	<b>\$209,458.00</b>			
Internship Fairs Spec	\$15.86	\$20,618	PT	Self-funding from career fair proceeds

**Total Non-General Fund positions = 13; Total payroll = \$445,538 (fringes not included)**

**Grand total of CBA Dean's office administrative staff payroll \$1,916,508**

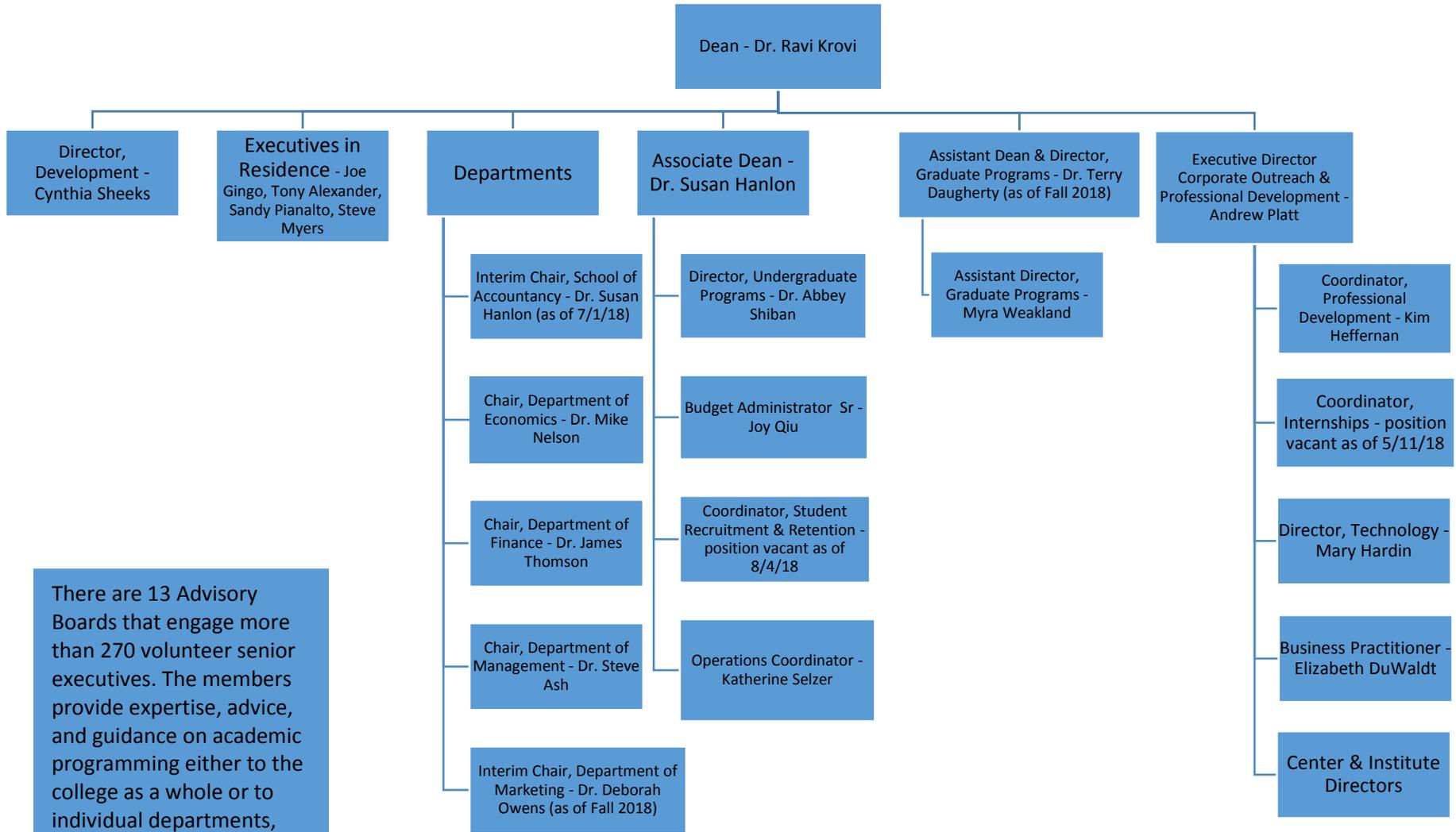
## Attachment B

Service Category	Position Category – Administration					
	Deans (3)	Executive Director (1)	Academic Director/ Assist. Director (2.5)	Institute or Center Director (2)	Technology Director (1)	Analyst (1)
Academic Advising/ Retention and graduation processes	x		x			
Student engagement/ Professional development/ Career readiness	x	x	x	x		
Business & community outreach/Engagement	x	x		x		
Physical facility operation/new building	x				x	
College wide processes: teaching evaluations; rankings surveys and reporting	x	x			x	x
AACSB processes: assurance of learning; accreditation reporting	x	x			x	x
Curriculum management	x		x			
Student and business engagement event planning	x	x	x	x		
Prospective student engagement/outreach to high school business teachers and student organizations	x		x	x		
Marketing and promotion for brand building and enrollment	x	x		x		
Technology services – faculty, students, labs and classrooms					x	
Website maintenance and development		x	x	x	x	
Budget management and reporting	x	x	x		x	x
Data collection, management and analysis	x	x	x			x
Awarding scholarships/managing the process	x		x			x
Fund raising	x	x		x		

Service Category	Position Category – Coordinators					
	Administrative Services (1)	Operations (1)	Professional Development (1)	External Programs (graduate; 1 PT)	Recruiting & Retention (1)	Graduate Recruiter (1 PT)
Academic Advising/ Retention and graduation processes					x	
Student engagement/ Professional development/ Career readiness	x	x	x	x	x	
Business & community outreach/Engagement	x		x			x
Physical facility operation/new building		x				
College wide processes: teaching evaluations; rankings surveys and reporting	x	x				
AACSB processes: assurance of learning; accreditation reporting	x	x				
Curriculum management						
Student and business engagement event planning	x	x	x			
Prospective student engagement/recruiting Outreach to high school business teachers and student organizations				x	x x	x
Marketing and promotion for brand building and enrollment						
Technology services – faculty, students, labs and classrooms						
Website maintenance and development						
Budget management and reporting						
Data collection, management and analysis		x			x	
Awarding scholarships/Managing the process					x	
Fund raising						

Service Category	Position Category – Staff or Other					
	Academic Advisors (6 FT UG; 1 PT Grad)	Administrative Assistants (4)	Comp. Lab Specialist (1)	Career Fair Specialist (1 PT)	Practitioner (1)	Execs.-In-Residence (4 PT)
Academic Advising/ Retention and graduation processes	X	X				
Student engagement/ Professional development/ Career readiness	X			X	X	X
Business & community outreach/Engagement		X		X		X
Physical facility operation/new building		X				
College wide processes: teaching evaluations; rankings surveys and reporting						
AACSB processes: assurance of learning; accreditation reporting						
Curriculum management						
Student and business engagement event planning		X				
Prospective student engagement/outreach to high school business teachers and student organizations						
Marketing and promotion for brand building and enrollment					X	
Technology services – faculty, students, labs and classrooms			X			
Website maintenance and development	X	X	X		X	
Budget management and reporting						
Data collection, management and analysis	X					
Awarding scholarships/managing the process						
Fund raising						

# Attachment C



There are 13 Advisory Boards that engage more than 270 volunteer senior executives. The members provide expertise, advice, and guidance on academic programming either to the college as a whole or to individual departments, institutes, and centers.

## Attachment D

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Total SCH	55,111	55,000	56,486	57,681	55,467	51,642
Degrees	635	677	628	677	758	612
Fall Headcount	2,588	2,523	2,764	2,492	2,250	2,250
Freshmen Direct Admits	108	167	213	259	203	204
<i>Note: Fall 2018 freshman direct admits (est.) = 220</i>						
Source: Institutional Research, EY Dashboards						

## Attachment E

### I. Revenue & Spending – Operating Budget 2- Accounts\*

Fiscal Year	Rev Allocation	Spending
FY12	408,540	443,673
FY13	408,540	350,799
FY14	376,840	324,586
FY15	176,840	287,246
FY16	305,840	258,533
FY17	328,906	272,200
FY18	304,213	242,664
FY19	278,757	N/A

\*2- accounts labeled "Other" are not included here

### II. 2-01400 Salary & Fringe\*\*

Fiscal Year	FT Fac	PT Fac	Sum Fac	FT Fac Stipend	Fac Overload	Admin	FT Staff	PT Staff	GA	Fringe	Total
FY12	415,306		-			206,039	76,051	4,672		209,093	911,161
FY13	587,130		35,250			225,374	79,609	19,495		243,566	1,190,424
FY14	601,613		22,250			249,190	77,662	2,055	1,796	287,685	1,242,251
FY15	593,597	2,000	18,507			211,116	81,064		4,735	280,384	1,191,403
FY16	609,054	3,400	44,018			213,704	80,032	1,500	1,545	311,571	1,264,824
FY17	449,200	4,250	6,194		2,344	291,557	85,294		18,222	311,843	1,168,904
FY18	447,756	6,035	22,100	6,000		326,532	83,862			336,062	1,228,347
FY19	449,585					282,961	78,832				811,378

\*\*FY12-FY18 are year-to-date figures, while FY19 are subject to adjustments.