



J. Whitney Bunting College of Business

# Annual Report

J. Whitney Bunting  
College of Business



Fiscal Year 2010-2011

Georgia College & State University  
J. Whitney Bunting College of Business

Matthew Liao-Troth, Dean

September 2011

<http://www.gcsu.edu/business/index.htm>

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## 2010 – 2011 Annual Report Dean's Report

The last year has been quite a successful one for the J. Whitney Bunting College of Business; 268 undergraduate and 99 graduate students crossed the stage this year. The quality of our undergraduate business programs has again been recognized in *U.S. News & World Report* as among the best in Georgia, and the Georgia WebMBA® program has been recognized for the second time as a Tier 1 program by *CEO Magazine*. The faculty and staff of the college and the university do a wonderful job developing our students, and I am grateful to be at one of the best universities in the country.



I came to Georgia College in 2010 with a strong desire to build-out our success as a college of business within a public liberal arts university. My personal journey from an undergraduate degree in the humanities to an MBA is one that I think we as a college successfully navigate with our students, and a hallmark of our school that will shower us with greater national distinction.

This fall we go into our second maintenance of accreditation from AACSB International, having been accredited since 1997. For the last several years we have been continually improving the quality of the educational experience our students receive, to the point where the maintenance of our accreditation is something that is a natural outgrowth of what we do in collegiate goal setting and metrics. This year we will be setting our sights higher for what we plan to accomplish in the coming years, to better fulfill our vision of being “among the best business schools in the Southeast by delivering programs of excellence that are built on a liberal arts foundation.” In the recently released 2011 *U.S. News* undergraduate business rankings, we are peers with highly esteemed Southeastern private liberal arts schools such as Elon University and Stetson University, and have surpassed or tied with all of the public and private liberal arts schools in Georgia and most Southeastern states. Our question will be: how high do we want to go?

I look forward to discussing that question with students, alumni, community partners, faculty, and staff in the coming year. Please read on about the accomplishments of our students, faculty, and staff, and congratulate them all.

A handwritten signature in black ink, appearing to read "Matthew Smith-Lewis". The signature is fluid and cursive.

## 2010 – 2011 Highlights: University and College Accolades

### **America’s Best Colleges – “Best Regional Universities”**

In the latest edition of *America’s Best Colleges*, released by *U.S. News & World Report*, Georgia College is tied for 12th among the best public, regional universities in the South – the highest ranking of any Georgia public university in that group. Georgia College tied for 36<sup>th</sup> among 127 regional universities in the South. The regional rankings are for institutions offering a full range of undergraduate degrees and some master’s degree programs in Georgia, Florida, Alabama, North and South Carolina, Virginia, West Virginia, Kentucky, Tennessee, Mississippi, Arkansas, and Louisiana.

### **Colleges of Distinction**

Georgia College is the only public university in Georgia listed among the 200 national *Colleges of Distinction* recognized for their exemplary commitment in four areas of distinction: engaging students, great teaching, vibrant communities, and successful outcomes.

*Colleges of Distinction* rankings are determined by the national organization based on the opinions of guidance counselors, educators, and admissions professionals. Georgia College has made the annual rankings since 2004.



### **Princeton Review – “A Best in the Southeast”**

The Princeton Review named Georgia College “A Best in the Southeast” university in its annual survey of regional college and universities released in August.

### **America’s 100 Best College Buys**

Georgia College was recognized as one of “America’s 100 Best College Buys” for the seventh consecutive year. It is one of only two universities in Georgia recognized for 2011-2012 by Institutional Research & Evaluation Inc., a nonprofit research and consulting company, which annually identifies American colleges and universities “providing students the very highest quality education at the lowest price.”

### **College of Business Ranking**

In the recent *U.S. News* report, The J. Whitney Bunting College of Business was the highest-ranked non-Ph.D., institution in Georgia among the nationally-ranked 382 undergraduate colleges of business.

## 2010 – 2011 Highlights: College of Business

### College-wide Accomplishments

- This summer the College of Business graduated its first cohort of students from the Liberal Arts MBA – a residential, daytime, business master’s degree designed for recent, non-business undergraduates.
- With the support of the Business Advisory Board the college is piloting an executive mentoring program for undergraduates and daytime MBA students.
- Students and staff in the college’s Multi-Media Center produced multiple Web site projects for community organizations in the region.
- Faculty and staff in the College of Business were recognized for the highest rate of participation in giving among personnel in the four colleges at Georgia College.
- In the fall 2010 the College of Business held the second annual *Shades of Green* conference, highlighting sustainable operating practices and “green” career opportunities.
- Faculty and students completed a successful branding study for the Robins Region Chamber of Commerce.
- Recent business graduates have been accepted into Ph.D. programs at institutions such as Emory, Georgia State, and the University of Colorado.
- This year the College of Business conducted several successful business alumni outreach events. The Atlanta alumni event (pictured, right) was held April 21st at the 57th Fighter Group Restaurant offering networking, catching up with old friends and classmates, and door prizes.
- Dean Matthew Liao-Troth and Will Perry, alumnus ('10), hosted an alumni reception in Orlando, Florida on February 21. In addition to area alumni, several Disney College Program students from Georgia College attended.



- Alumni & Student networking events were held in the fall at the Georgia Farm Bureau, Macon (33 students and 17 alumni) and spring, at Georgia Power, Atlanta (25 students and 15 alumni). Hosts were Larry Monroe in Macon and Gordon Dickerson in Atlanta. Both events featured networking between students and alumni, a luncheon, and a round-table discussion covering topics such as job searches, entry-level skill needs, and networking techniques.



- The College of Business hosted the Georgia Association of Marketing Educators Conference at the Digital Bridges facility in downtown Milledgeville.
- College staff and students were active in support of the Rock Hawk nature center - our students and faculty developed marketing plans and a website, and created materials for the history and bird signs that line the trails through the forest.
- For the past academic year, our faculty and students recorded nearly 9,000 service learning hours in various client projects throughout the region.
- We participate in the Georgia WebMBA®, a graduate program delivered by a consortium of Georgia AACSB-accredited business schools. The program was again rated as Tier 1 by *CEO Magazine*.
- Once again our Beta Gamma Sigma business honors chapter, directed by Dr. Moore, was recognized as an *Exemplary Chapter*, which enables the College of Business to participate in the BGS matching funds scholarship program for business majors.



*Atlanta alumni event, April 2011*

## 2010 – 2011 Highlights: College of Business Departments

In the fall 2011, the administrative structure of the College of Business is:

- Matthew Liao-Troth, Dean
- Dale Young, Associate Dean
- Catherine Whelan, Chair, Accounting
- Ken Farr, Chair, Economics & Finance
- Tanya Goette, Interim Chair, Information Systems & Computer Science
- Mike Whitfield, Chair, Management
- Joe Schwartz, Chair, Marketing

The college has recently reorganized to better serve the needs of our students. The Department of Information Technology & Marketing was split into the Department of Information Systems & Computer Science, and the Department of Marketing.

### Significant Department Activities

#### Accounting – Chair, Dr. Catherine Whelan

- Accounting students received scholarships of \$10,000 from public accounting firms, the Georgia Society of CPAs, and the AICPA.
- Over two-thirds of undergraduate Accounting majors entered graduate school upon completion of the BBA in Accounting.
- Approximately half of the graduating class completed an internship, the majority of which resulted in offers for full-time employment.
- Prior to graduation, over 75% of students who had actively looked for employment had received at least one job offer. Within six months of graduation almost all graduates had obtained employment in field.
- The department welcomed two new, tenure-track faculty members to support the growth in the accounting programs.



#### Economics & Finance – Chair, Dr. Ken Farr

- Dr. Conaway was awarded two, \$10,000 Koch Charitable Foundation grants to support joint student-faculty research and external speakers.
- Several department faculty members received a \$35,000 nationally-competitive matching grant (total \$70,000) from the U.S. Department of Education Office of Innovation and Improvement, and the Council on Economic Education Excellence in Economic Education Program, to fund faculty research.
- Dr. Swinton received the National Association of Economic Educators' Rising Star Award for “extraordinary contributions to economic education.”



### **Information Systems & Computer Science – Interim Chair, Dr. Tanya Goette**



- Dr. Phelps directed students who developed smartphone apps for the University Career Center and the Georgia College Department of Public Safety.
- IS and CS students received summer internships with firms such as Intel, Gulfstream, and UPS.
- Dr. Marshall took IS & CS students to the Association of Information Technology Professionals national meeting to compete with 400+ students from over 60 universities.
- Two of the department's students participated in the National Science Foundation-funded research programs: *Research Experiences for Undergraduates* (REUs).

### **Management – Chair, Dr. Mike Whitfield**



- Georgia College was rated by Disney as a Tier 1 institution for the quality of students we regularly provide to their internship and leadership programs in Orlando. Disney evaluates participating schools in four categories: Tier 1, Tier 2, Tier 3, and drop.
- Dr. Duesing was an invited speaker at the *Strategic Management Society Annual International Conference* in Rome, Italy.
- In spring 2011 the capstone simulation team in the senior-level Strategic Management course ranked in the 95<sup>th</sup> percentile out of 1,707 teams competing internationally.

### **Marketing – Chair, Dr. Joe Schwartz**



- Marketing students competed against 100 young entrepreneurs from 30 different countries in an event hosted by the World Bank in Washington, D.C. Emily Scarboro, a senior, placed in the competition to develop ideas for green ventures with a device to power up MP3 players and smartphones while exercising. She was awarded \$1,000 in startup funds.
- Marketing students competed successfully at the *National Collegiate Sales Competition*, making it to the quarterfinals.
- Senior Marketing major Shauna Bassett was awarded the Ken Bernhardt AMA Outstanding Collegiate Marketer Award.
- Marketing classes worked with *Make-a-Wish* and *Habitat for Humanity* in local fund-raising efforts. In addition, Marketing Department faculty members actively engage students in field-based projects in various businesses and non-profits across central Georgia.

Enrollment and graduation data for each department, classified by major, are included in the appendices.

## 2010 – 2011 Highlights: Student Activities

### **Mentoring**

With the support of the Advisory Board of the College of Business, we began a pilot test of a mentoring program this summer. The benefits to the students include individualized help with career planning, resume preparation, interviewing skills, internships, and networking opportunities. Undergraduate business majors will be mentored by current and retired executives: Bob Pettibone, retired general manager from Goodyear Rubber Company; Rob Morton, CEO of Secure Health Plans of Georgia; Angie Gheesling, Executive Director of the Milledgeville-Baldwin County Development Authority; Ed Walker, Superintendent, BASF Catalysts; and Larry Moore, retired AT&T. Also pictured (third from the left) is Gary Strack, executive-in-residence, who led the mentoring training.



### **Applied Projects & Service Activities**

Students in the Strategic Marketing class, taught by Dr. Fontenot, developed marketing plans for numerous clients, including: American Tall Ship Institute of Oxnard, CA; Sparta/Hancock Produce Growers Cooperative, Inc.; Washington County; The Asian Bistro; Francis Kennedy Painting; Metropolis Café; Oconee Regional Symphony; Sandellas; Ultra Force Security; and the Partners for Progress Business Development Committee. They also worked with Georgia College units: Auxiliary Services, Early College, and the Multi-Media lab. In total, 54 students provided 2,400 experiential learning/service hours with an approximate value of \$45,000 in the spring 2011 semester. In the fall 2010, across sixteen projects, 61 students contributed over 2,000 hours in service learning, representing nearly \$40,000 of economic value.



Students in the Entrepreneurial Learning Community used funds earned by selling herbs at the local Farmers' Market to fund two small business owners through Kiva.org, a micro-financing initiative. During Earthfest week the ELC students purchased cotton shirts impregnated with a natural mosquito repellent, to sell with the official 2011 Earthfest t-shirt logo. Profits were donated to the disaster relief efforts in Japan.



Each year the College of Business Dean's Student Advisory Board (DSAB) is involved in a number of service and leadership activities, such as planning our annual honors ceremony and meeting with prospective students at Fallfest. This spring DSAB held a cookout fundraiser on March 14 for the 2011 Relay for Life. The team was assisted by donations from Sodexo Food Services and the Coca-Cola Company. The successful event raised \$256.

### Co-op and Internships

Two College of Business students were selected for the Robins Co-Op program at Robins Air Force Base for spring and summer 2011: Dana Sires, senior General Business and Accounting major from Gray, and David Brodmann, senior Management major from Savannah. For the fall 2011 Natalie Powell, senior Management/Marketing major from Brunswick, and Brad Berg, senior Management major from Lizella received Robins co-op assignments.



Oliver Peat, a Computer Science senior, was a software engineering intern at Intel this past summer. He enjoyed time to connect with recent college graduates at a baseball outing, receiving inside information on what it is like to work at Intel full-time. Intel has several rotational programs for students to diversify their skills and learn more about what the company has to offer. According to Oliver (as posted on the Jobs@Intel blog): "My whole experience was a great one and wouldn't have been

possible without the great support Intel constantly gives to make all of these events possible (and there are tons of them)! I can't wait until the next event!"

Computer Science majors Caila Blanton and Karen Gilmer were awarded summer internships that carried a \$4,500 stipend. The *Research Experience for Undergraduates* (REU) project is a National Science Foundation-funded research program, which is held at the University of Central Arkansas. The objective of REU is to encourage undergraduate students to pursue graduate study and research careers in computer science by providing them a competitive research experience.



Through the Department of Management, Georgia College placed 21 students in the prestigious Disney College Program. This highly competitive program provides students the opportunity to “live, earn, and learn” while in Orlando working with the world-famous Walt Disney World Resorts®. Georgia College student Emma Kuekes is pictured (far right) with co-workers from other universities.

The university’s Office of Internal Audit and Advisory Services partners with the College of Business to offer an internal audit internship for graduate and senior-level accounting students. The internship provides a unique opportunity for students to learn the roles and responsibilities of an internal audit function within an organization. The twelve-week program gives students audit work experience while providing additional resources to the university’s internal audit department.

MBA Erik Olney was the first Georgia College student to complete the Vail Resorts Internship Program. He spent the ski season working in Vail, Colorado learning the hospitality aspects of the winter sports industry.

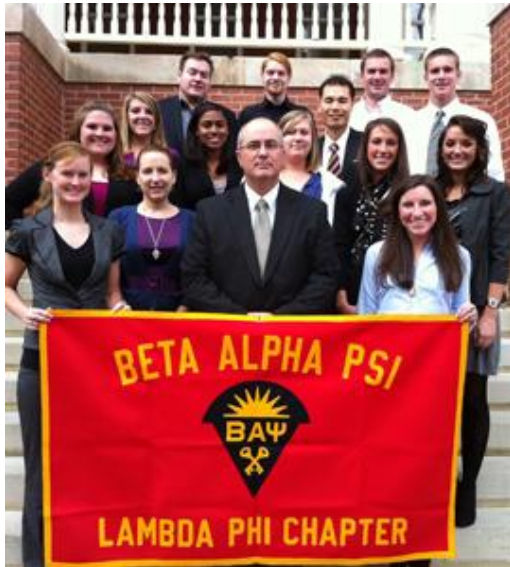
### Student Honors and Awards

The sixth annual Atkinson Honors banquet was held April 14 in the Magnolia Ballroom. Over 200 students, parents, advisory board members, and faculty attended an evening of awards and recognition. Special guests were Provost Sandra Jordan, and scholarship donors such as Whitney B. Pickett. The evening was co-sponsored by BB&T (Rod Theus) and GEICO (Madie Martin, pictured right, in the middle).



Simone Williams, sophomore management major from Greensboro, Georgia, was honored on March 10th as the ODK Emerging Leader for spring semester. Omicron Delta Kappa (ODK) chapter officers, faculty, and Dr. Bruce Harshbarger, Dean of Student Affairs at Georgia College, surprised Simone in class to present the award. ODK recognizes achievement in scholarship, athletics, campus or community service, social and

religious activities, campus government, journalism, speech, mass media, and creative and performing arts. Qualifications include exemplary character, responsible leadership and service in campus life, superior scholarship, fellowship, and commitment to democratic ideals.



The Georgia College chapter of Beta Alpha Psi, a national honor society, initiated thirteen new members in the fall 2010. Also initiated was Ken Neil, CPA, Lipford, Hardison, Parker LLC, Macon, Georgia, as the chapter's first professional member. Beta Alpha Psi is an honors organization of financial information students and professionals. The organization promotes the fields of accounting, finance, and information systems.

### **Mock Interviews**

As part of our student professional development activities, the college conducts mock interview sessions each fall and spring. In the spring, sessions for business students were held February 4 and 11 in Atkinson Hall. The mock interviews are scheduled prior to the alumni and student networking luncheons each semester. Students sign up to interview with members of the College of Business Advisory Board. The board members review interviewing strengths and discuss things students need to work on at the conclusion of the individual interviews.



### **Student Academic Achievement**

Work by Ryan Mickey (BA, Economics, 2008) was published in the fall 2010 issue of *The American Economist*. The article stems from the Frank W. Taussig Article Award he won as a senior in 2008. This competitive, international award is presented annually to the best article submitted by an undergraduate student or recent graduate in economics. The Frank W. Taussig Award consists of a cash prize of \$1,000 and the honor of having the entry article published in this prestigious journal. Ryan is currently pursuing a Ph.D. in Economics at Georgia State University.



## Competitions

The *National Collegiate Sales Competition*, at Kennesaw State University, included universities from around the country (<http://coles.kennesaw.edu/ncsc/>). Georgia College entered a team in the undergraduate division coached by Dr. Amit Poddar; this was the third time GC participated.



The College of Business Information Systems & Computer Science Department sponsored a Computer Science Programming Contest on Saturday, November 6, 2010. Teams wrote Java source code for a set of programming problems and competed to win a cash prize. Students were given eight problems to solve in two and a half hours. There were two separate divisions

for beginning and advanced programmers. Twenty-two students participated in the contest. Zeke Parrish, Evan Whaley and Caila Blanton were the team that won in the beginners division. Scott Zhang and Helni Roblero were the winning team for the advanced division. Faculty support was provided by Dr. Jerry Adkins, Dr. J.F. Yao, and Dr. Gita Phelps (pictured with students).

## Career Fairs

The annual Accounting Fair was held September 22, 2010 in the GCSU Student Center. The event was hosted by Beta Alpha Psi. Ten organizations participated: accounting firms from Atlanta and Central Georgia, the Georgia Department of Audits, the Georgia Forestry Commission, and Becker Professional Education. Accounting students talked with representatives from each firm and submitted resumes.



## Student Professional Development Seminars

The college continued its successful series of seminars that are designed to raise the level of professionalism of our students. These seminars support other professional development initiatives such as mentoring and the networking luncheons. Seminars and presentations during this past year included:

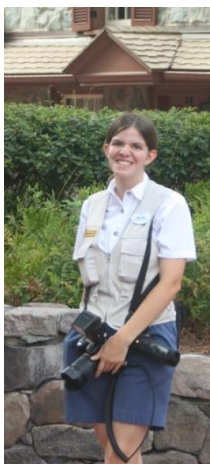
- Resume development and career preparation presentations.
- Modern Woodmen of America area manager, Scott Bennett, discussed career opportunities with students.
- The Joys of Working in a Green Career, discussion with Judah Bradley, Chief Energy Officer at Robins Air Force Base.
- Ken Folmar, project manager for IKON Office Solutions spoke to the students about situations they encounter in their jobs in information systems. Ken Folmar is a three time alumnus receiving his BBA, MBA, and MMIS degrees from GC.
- Jim Taylor, Principal and Managing Partner of Quanxi Group, LLC in Warner Robins, Georgia, spoke to business students in October. Hosted by the Global Business Student Leaders Association, Mr. Taylor talked about career preparation in a challenging economy.
- Making All Things Possible – From Resume to Paycheck, 125 students in attendance; presentation by alumni Guy Caldwell, Matt Cagle, and Mike Madison on resumes, interviewing, and how to brand and sell yourself.
- Careers in Focus Series – Management Information Systems, for students interested in pursuing a degree in MIS or who were currently in the program.
- Careers in Focus Series - Computer Science, 22 students in attendance; Brendan Kelly discussed the benefits of completing an internship.
- Shades of Green Series, approximately 200 students in attendance at a panel discussion with members of the U.S. Green Building Council of Central Georgia chapter on sustainability and eco-friendly careers.
- Sales careers - Brandon West shared tips on a successful career in sales, and career opportunities with Aflac.



## Study Abroad

Twenty College of Business undergraduate and graduate students completed studies abroad in nine different countries between the fall 2010 and the end of the summer 2011. Most students completed a single semester or summer term study abroad. The summer of 2011 was the first term for the international trip by students in our full-time, Liberal Arts MBA (LMBA).

College of Business, Study Abroad, 2010-2011	
Major	Location
Accounting	Greece - Athens Study Abroad
Economics	Germany - Bonn European Council
Info. Systems	Czech Republic
Management	Czech Republic
Management	France - American Business School, Paris; Academic Year
Management	France - Normandie
Management	Bahamas
Management	Italy
Management	China
Marketing	China
Marketing	Italy – Florence - 2 students
Marketing	England - Leicester
Marketing	Spain - Madrid European Council
Marketing	Germany - Bonn European Council
Marketing	Germany - Oldenburg
MBA	Germany - Liberal Arts MBA; Maymester – 4 students



*Amanda Falligan was the first Georgia College student to work as a photographer at Walt Disney World as part of the Disney College Program.*

## 2010 – 2011 Highlights: Outside Speakers

Georgia College alumnus, Alex Gregory (MBA '78, MSA '79), visited the College of Business on March 14 to speak to students in Dr. Jan Flynn's international management class. Alex is the president and CEO of YKK Corporation of America, a Japanese company with its North American headquarters in Marietta, Georgia. Following his class visit, Alex enjoyed lunch with Liberal Arts MBA students. Gregory is one of five CEOs featured in *With Humility: Lessons from America's Quiet CEOs on How to Build Trust and Inspire Followers*. He has served on the Georgia College Foundation Board of Trustees for more than 20 years and as its chair for two terms.



On February 9, GEICO's College Recruiter, Madie Martin, came to campus with one of GEICO's Southeast Claims Department managers, to speak to students about career



opportunities and the company's Achievements Awards. The event was sponsored by the student chapter of the Society for the Advancement of Management (SAM). In 2010, two business majors, Danielle Noel (Accounting) and Madeline Balmes (Marketing) were recipients of GEICO Achievement Awards of \$1,000 each. Two Georgia College business majors, Lauren Buchheit and Leah Kitashima, also received GEICO Awards in 2011.

Clients for class projects, and visitors to Marketing Department classes this past year, included the following individuals:

- Amy Wright, PhD, Executive Director, Georgia's Old Capital Museum
- Liz Harvey, Study Abroad Advisor, GCSU International programs
- Tom Toney, PhD, Milledgeville Players

- Bobbie Thompson, President, Animal Rescue Foundation
- Vic White, Owner & President, Payroll Management Corp.
- Al Harris, New Business Venture, Madison, GA
- Kim Jackson, Archway Professional, Washington County
- Judy McCorkle, City Administrator, Ree Garrett, Chamber President, and Neil Pittman, City Council and DDA Member, from Sandersville/Washington County
- Vic White, Owner & President, Payroll Management Corp.
- Darrell Black, Owner, American Flooring
- Lin and Linda McKnight, owners, Birthflowers
- Jessica Daniels, owner and Sarah Bingham, Manager, Flair for Hair
- Bo Sibilsky, Sibilsky Realty and Allen Freeman, Executive Director, Double Eagle Associates, for Heritage Garden
- Jeff Block, owner, justpaperroses.com

On February 7, alumna Jennifer Wells (BBA, MBA), visited the College of Business to talk to the Delta Sigma Pi chapter and its guests about career opportunities in the not-for-profit sector. Jennifer is a program officer with the Community Foundation of Central Georgia in Macon.



Francesca Aguilar, Manager of Coca-Cola's International FIFA sponsorship, and Elizabeth Griffith Coca-Cola's FIFA Project Coordinator, spoke to the Marketing and Advertising Club, and to Dr. Schwartz's Sports Marketing class. They discussed the way international sports sponsorships are managed within Coca-Cola and gave students



insights into the extremely successful worldwide, Coca-Cola promotion tied to the 2010 FIFA World Cup in South Africa. They gave real world examples of international promotional strategies from a successful global company's execution of its most important sports sponsorship.

## 2010 – 2013 Strategic Plan: Vision, Mission, Goals, and Strategic Priorities

### **Introduction**

This three-year strategic plan is designed to focus the efforts of all College of Business constituencies toward accomplishment of the college's goals. In addition, it identifies priorities for resource allocation.

### **Vision Statement** (approved by College of Business faculty 4/19/10)

The J. Whitney Bunting College of Business will be among the best business schools in the Southeast by delivering programs of excellence that are built on a public liberal arts foundation.

### **Mission Statement**

The mission of the J. Whitney Bunting College of Business is to foster the development of capable business professionals who are responsible citizens grounded in a liberal arts education. The college is dedicated to continuous improvement in business education and professional practice through faculty scholarship.

### **Implications of the Mission**

Faculty members are actively engaged in scholarship. The college values various forms of scholarship. However, given the mission of the university and the college, faculty scholarship in the college emphasizes contributions to practice, and learning and pedagogical scholarship.

We serve many groups, including undergraduate students, graduate students, working adults, and a variety of organizations. Our undergraduate students rank among those at leading universities in the state in terms of entry level SAT scores; most attend school full time. Our graduate programs serve both full-time and part-time students, with degree completion ranging from one to three years.

Capable business professionals possess knowledge and skills within the core business disciplines and have a specialized understanding of their chosen field. Business knowledge and skills are developed through learning both inside and outside the classroom.

Responsible citizenship implies a global perspective, an appreciation of diversity, and an awareness of ethical issues and obligations. Responsible citizens contribute to their community.

A liberal arts education helps develop an inquisitive mind, analytical reasoning, effective communication skills, and community involvement.

## Goals

To support the mission of the university and the college, the faculty and staff of the College of Business at Georgia College, in partnership with constituencies such as our advisory board, alumni, and university advancement, will

- Distinguish our undergraduate and graduate business programs, leveraging the university's liberal arts foundation, by enhancing student understanding of responsible citizenship, emphasizing ethical principles, dilemmas, and professional codes, and by fostering global understanding and cross-cultural awareness.
- Continuously improve the quality of our undergraduate and graduate programs by developing students' analytical skills, communication skills, and core business knowledge.
- Enhance programs for graduate and professional learning by marketing graduate programs, developing workshops for external constituencies, and incorporating appropriate technology into the college's programs and in state-wide consortiums.
- Improve faculty, staff, and student services by enhancing student honor societies, service clubs, and advisory boards, providing exemplary academic advising services, developing initiatives for student professional growth, fostering career placement and networking opportunities, supporting faculty and staff development and faculty scholarship, and increasing external funding and reallocating existing state funds.

## Existing Competencies

The College of Business excels in several areas, including:

External Outreach – Integrated service and experiential learning are distinctive characteristics of several courses and majors. These applied client projects are one way the college gives back to the community.

Internships – Our students complete internships with local and regional businesses. For example, the College has developed a strong relationship with the Disney College Program, one of the premier internship programs in the United States. In addition, business students compete well for the limited number of positions available in the co-op program at Warner Robins AFB.

Academic Programs – the Accounting program has created a distinctive niche with regional accounting firms. Students enter the fifth-year MAcc program, prepare for the CPA exam, and begin a career in public accounting. Placement rates are high.

Centers – The *Economics of Education Policy Center* is one of a small number of Georgia College Pillars of Excellence. The Center supports the Economics Department’s public policy focus. The *Center for Economic Education* serves economics teachers and receives grants to support research and outreach. Both centers generate external funding and regularly publish cross-disciplinary research.

### **Strategic Priorities**

The following focus areas guide resource allocations and program improvement efforts. The College of Business will:

#### Quality Programs

Increase both the rigor and focus of our BBA degrees as a way to improve positioning in the markets where our graduates compete for job placements. Economic development, through business planning and consulting for new and existing businesses, will be one focus area.

Increase the rigor and delivery efficiency of the professional MBA program in Macon and Warner Robins to improve student’s return on investment in that program. In parallel, we will deploy a highly distinctive, market-relevant, full-time MBA program on the main campus.

#### Professional and Applied Experiences

Invest significant efforts into the professional development of business students through programs such as networking events, practice interviews, and mentoring. Likewise, we will review student career preparation, through college and university career counselors and faculty advisors, to maximize use of resources and create an effective support infrastructure.

#### Fundraising, Image Building, and Public Relations

Develop a broad set of external funding sources, including revenue generating programs. We will build the image of the College through enhancement of program quality, the professional development of our students, and timely communications to external constituencies.

#### Management of Resources

Meet program needs by examining and reallocating existing resources to high demand programs and activities of strategic importance to the College.

*Strategic Plan approved by College of Business Faculty, 10/15/2010*



## 2010-2013 Strategic Plan: Situation Analysis

The strategic plan (prior pages) is based in large part on the operating environment of the College of Business. That environment is described in the following situation analysis; a more detailed version of this analysis appears in the report to our AACSB visit team (described in another section).

### Mix of Students

Business students represent over 20% of Georgia College in terms of enrollment and number of graduates. There are just over 40 full-time business faculty numbers who deliver all programs (i.e., BBA, BS/BA, graduate) in the college. Most instructional delivery is face to face, but we have begun to very selectively incorporate Web-based delivery where the faculty members have deemed it to be appropriate. The College of Business has offered a Web-based MBA for ten years.

### State Funding

In recent years state funding has declined in Georgia, but not as critically as in some other states. Georgia College has absorbed cuts in appropriations of approximately 19% since 2008. Careful budgeting and resource allocation has allowed the university to avoid significant layoffs or cuts to the instructional delivery mission. Georgia College receives approximately 25% of its operating funding from the state. Thus, tuition, room and board, grants, and gifts now account for much of our revenue. The university is currently in the public stage of its very first capital campaign, *Pillars for the Future* (<http://pillars.gcsu.edu/>).

### Local Community

The Milledgeville economy has suffered in recent years due to plant closures and state facility cutbacks, but the university and the College of Business have been active in economic development. Foot traffic from the university provides a steady stream of walk-in trade for downtown restaurants and shops. In 2010 the university refurbished a long-shuttered downtown theater, creating a bookstore, performance venue, and home for the theater department. The College of Business is actively involved in *Digital Bridges*, a venture with the Knight Foundation, to provide technology access to individuals and small businesses in the surrounding community. Technology integration across the community has been facilitated by a wireless system that extends around the county. Aided by the university, the local community received a state grant to implement that wireless system. Business faculty and staff are very heavily involved in the community through service agencies and clubs. Recently the university led a joint academic and economic development visit to India to



Campus Theater marquee at dusk

review potential partnerships with other schools and to assist Milledgeville-area development officials in the identification of business opportunities.

The college and university are also involved in Macon and Warner Robins, through chamber activities and economic development activities in both communities. College of Business faculty members have served on the boards of all three chambers (Milledgeville-Baldwin, Greater Macon, and Robins Region) in recent years.

### **Relative Advantages, Disadvantages, & Competitive Forces**

The university enjoys a growing reputation around the state. SAT scores of incoming students approach those of the state's two premier research institutions. We are located in the geographic center of a state that features a nearby major metropolitan area, a major international airport, one of the largest ports in the United States, and a well-designed interstate system.

The university faces a growing dependence on tuition revenue as state support declines. As a result, external revenue sources have become more important. In addition, the endowments for both the university and the College of Business are relatively modest. The College of Business has experience with external revenue generation through the differential tuition of the Georgia WebMBA® program. The university is currently exploring partnerships with schools in India that may be of mutual benefit. The College's Advisory Board provides financial support for several initiatives, including professional development activities for our students.

The university's liberal arts mission argues for level undergraduate enrollments in order to maintain modest section sizes, encourage student/faculty interaction, and allow for out-of-classroom activities. In addition, as a member of COPLAC – the Council of Public Liberal Arts Colleges - we are committed to a modest undergraduate enrollment of approximately 5,000. This mission-driven enrollment size does not allow for the types of increases some universities use to sustain their operations. Growth in enrollment allows fixed costs to be spread across multiple students with a minimal impact.

While maintaining our undergraduate enrollment size, we have strategically focused on growth in graduate and professional programs that meet regional workforce needs, per our state mission. Beyond the growth in graduate programs, especially off the main campus in Macon and Warner Robins, strategies to address revenue enhancement include selective use of Web-based courses and programs, advancement activities, and a push to identify external revenue sources.



Each year Georgia College competes for the best and brightest among Georgia's high school graduates at the undergraduate level. In the central Georgia region we deal with other Georgia-based programs that have expanded their search area for graduate students through branch campuses and/or hybrid programs. We anticipate additional graduate competition due to program expansion in local institutions. As we move forward in the online arena we compete for graduate students with a number of regional and national competitors.

## Execution of the Strategic Plan: FY 2011 Accomplishments

During the 2010-2011 academic year the faculty and staff members in the college completed the follow strategic initiatives in support of college-wide goals:

- Approved the strategic plan revision for 2011 – 2013.
- Updated the P&T document definition of peer-review journal article.
- Updated our Web site and Mission posters.
- Created a development plan (dean and Strategic Management Committee).
- Completed a revision of the part-time MBA (fall 2010).
- Participated in the Comprehensive Program Review (CPR), for all the college's degree programs, which was submitted to a university-wide committee. CPR is a five-year cycle to examine viability, productivity, and quality of each major.
- Reviewed resource allocations arising from faculty member retirements for possible reallocation across disciplines.
- Reviewed the logistics master's program for possible movement into the college.
- Examined international partnerships when our dean traveled to India this past summer. He returns in the fall 2011 for further work with potential partner schools.

### Special Programs

The Minority Youth & Business program prepares minority youths for the world of small business, and allows them to experience campus life during a one-week residential experience. Tutors from the College of Business helped participants work on their business plans. Faculty and staff support was provided by Dr. John Swinton, Director of the Center for Economic Education, a founding member of the Georgia College MYB Program, and Ms. Gerri McCord, career advisor in the college. Funding was provided from multiple sources, including the college's Center for Economic Education. The College of Business continues to support the program as part of our diversity and outreach strategy.



## Execution of the Strategic Plan: Development

### **Financial Strategies**

This year the Strategic Management Committee worked with the dean in the creation of a college-level development plan. The Committee assisted with the generation of a list of potential items from across the college to be considered for that development plan. The dean worked with the university's vice president of development and with a major gifts officer to refine that plan. Key elements of the plan include:

- Identify key prospective donors to cultivate.
- Educate faculty, staff, and partners to support giving efforts – in the 2010 academic year the College of Business faculty and staff were recognized for the highest percentage of participation among the four colleges at Georgia College. Advisory Board members actively solicited other Board members to encourage giving and achieved their highest giving rate (86%) in the 2011 Academic year.
- Establish funding priorities and rank the priorities – the Strategic Management Committee has been active over the past year in helping to develop these priorities, which include student scholarships and endowed faculty lines.
- Communicate with alumni, donors, and friends – the college has effectively expanded efforts over the past five years to improve the quality and frequency of contacts with alumni, who are beginning to give directly to college-level causes.
- Make prospective donor visits.
- Expand the donor contact list – the dean is expanding the geographic reach of the Advisory Board. For example, in addition to mid-day student networking events hosted by major corporations, we have recently initiated evening business alumni outreach events in the Atlanta and Orlando areas.

The College of Business has been an active participant in the Georgia WebMBA®, a Web-based MBA program offered by a consortium of University System of Georgia AACSB-accredited schools. The program is an important regional and state-wide outreach activity; the differential tuition is a source of revenue for the college. Those revenues are reinvested in the college through faculty development and graduate program operations to fund summer research grants for faculty, support graduate student stipends, pay for a portion of an administrative assistant in the College of Business graduate programs office, and cover some of the costs of advertising and promotion of our graduate programs.

## Execution of the Strategic Plan: FY 2011 Donor Support

<p><b>President's Society:</b> <b>Beeson Circle (\$2,500 to \$4,999)</b> Economics &amp; Finance Department Whitney Bunting Pickett</p> <p><b>President's Society:</b> <b>Wells Circle (\$1,000 to \$2,499)</b> Dr. Matthew Liao-Troth John Rawlins Triumph Aerostructures Rhonda Wood '84, '89</p> <p><b>University Club (\$500 to \$999)</b> BASF Corporation Beta Gamma Sigma Exchange Bank GEICO Corporation John Hoffner Lynn Lavery '79 Oconee Regional Medical Center Ray Crumbley '08 Robert E. Lee, Jr. Clay Shomaker '94, '95 Betty Smith '75, '76, '78 James Wall '81 Kimberly Wall '81 Dr. Catherine Whelan Dr. Dale Young</p> <p><b>Blue &amp; Green Club (\$250 to \$499)</b> Dr. Rick Bialac Larry Entrekin Dr. Ken Farr Dr. Renee Fontenot Mike Madison '06, '08 Hodges II Foundation Tim Ligon '87 Pamela McGlasson '64 Larry Moore Rob Morton Dr. Ben Scaffidi State Farm Insurance Getra Thomason '89</p>	<p><b>Century Club (\$100 to \$249)</b> Timothy Anderson '84 Dr. Nicholas A. Beadles, II Lisa Beal '95 Amber Bennett '10 Gregory Chapman '08 Tom Cummings Dr. Ajantha Dahanayake Dr. Elizabeth Fair Dr. Tanya Goette '84 Mr. Oney Hudson Dr. Sally Humphries '05 Dr. Christopher M. Lowery Frances Miller '36, '37 Dr. William Miller Dr. John Sallstrom Dr. Doreen Sams Dr. John Swinton Ron Weigle '93 Dr. J. Michael Whitfield Dr. Zenhui Xu</p> <p><b>\$20.11 Club &amp; Young Alumni (\$50 to \$99)</b> Martin Dowdy '84 Jenny Johnson '11 Rebecca Potts '03</p>
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## Business Advisory Board

The board focused on specific projects through its committee structures this past year. The Alumni Committee, headed by Kim Wall, focused on college alumni events, such as those held in Orlando in February and Atlanta in April of 2011. Our next event will be the 20<sup>th</sup> of October at the *5 Seasons Brewery Westside* in Atlanta.

The Development Committee, headed by John Hoffner, had great successes this past year. Board participation in giving hit an all-time high, and the board-and-friends campaign nearly doubled the funds that were reinvested into the college. Specific projects were alumni events, building the board endowment, and increasing scholarship endowments. The projects for 2011-2012 include building and classroom modernization, and scholarships.

The Student Committee, led by Rick Cogdell, continued its strong support of the mock-interview programs and began an executive mentoring program for our students. This coming year they will review the success of the mentoring program and plan the next steps to take to better serve all the students of the college.

The Advisory Board's executive committee for 2010-2012 is:

- Board Chair, Larry Entrekin, Craig-Massee Real Estate
- Development Chair, John Hoffner, retired CFO, Jack in the Box, Inc. and Board of Directors, Popeyes, Inc.
- Alumni Chair, Kim T. Wall, VP of Marketing, Georgia Federal Credit Union
- Student Development Chair, Rick Cogdell, Reynolds Plantation Property Owners Association

New Board members this year include Will Perry, partner in Romulus Capital, and an alumnus, James Robertson of Turner Broadcasting, and Nitin Shah of Imperial Bank.



*Will Perry (pictured second from left) was host for the Orlando, Florida alumni event February 21, 2011.*

## 2007 – 2012 AACSB Accreditation: 5<sup>th</sup> Year Visit

This fall the College of Business welcomes a site visit from AACSB – The Association to Advance Collegiate Schools of Business, as part of our maintenance of accreditation activities. Fall 2011 begins year five of our review cycle. Peer review team members are:

- Pat Cantrell (Chair), Dean, University of Central Arkansas
- Lawrence S. Clark, Dean, University of North Carolina Wilmington
- William Keep, Dean, The College of New Jersey

### Faculty Qualifications

Faculty qualifications are an important component of accreditation. College of Business faculty members are active in producing intellectual contributions that keep them current in their fields. Regarding faculty sufficiency, more than 80% of student credit hours are delivered by participating faculty members; all disciplines exceed the 60% threshold for AACSB Standard 9. In like manner, all disciplines exceed the 50% AQ and 90% AQ/PQ expectations of AACSB Standard 10 (see the following table).

<b>Calculations Relative to Deployment of Qualified Faculty Summary by Discipline, 2010-2011 Cohort</b>					
<b>TOTAL COLLEGE (FY 2011)</b>	<b>AQ</b>	<b>PQ</b>	<b>Other</b>	<b>AQ/ (AQ+PQ+ O) &gt;= 50%</b>	<b>(AQ+PQ)/ (AQ+PQ+O) &gt;= 90%</b>
ACCOUNTING & LEGAL	6.0	2.75	0.75	63.2%	92.1%
ECONOMICS & FINANCE	10.0	0.0	0.50	95.2%	95.2%
INFORMATION SYSTEMS & BCOM	12.0	2.6	0.00	82.1%	100.0%
MANAGEMENT	10.0	1.5	0.25	85.1%	97.9%
MARKETING	5.0	0.0	0.13	97.6%	97.6%
<b>TOTAL</b>	<b>43.0</b>	<b>6.9</b>	<b>1.63</b>	<b>83.5%</b>	<b>96.8%</b>
<b>Percentage:</b>	<b>83.5</b>	<b>13.8</b>	<b>3.2</b>		

All faculty members across all disciplines in the college regularly make intellectual contributions. Faculty members are especially active in production of peer-reviewed journal articles, peer-reviewed proceedings, and peer-reviewed paper presentations. The total output of peer-reviewed journal articles, proceedings, and presentations (425) is appropriate for a college with our mission and teaching load.

Faculty scholarship in the college is spread across practice, learning and pedagogical, and discipline; the percentages of research outputs are as follows: Contributions to Practice – 56.7%, Learning and Pedagogical Scholarship – 25.2%, and Discipline-based Research – 18.1%. This combination of research outputs across the three categories is consistent with the college’s mission.

## Academic Program Updates: Undergraduate and Graduate Programs

### Curriculum Updates - Undergraduate

Significant undergraduate curriculum or program policy changes during the past academic year, which were driven by the combination of mission accomplishment, assurance of learning efforts, and continuous improvement activities, include:

- Revised the General Business minor to a Business Administration minor, making it available exclusively to non-BBA majors in order to offer a single minor for non-business students to best serve the university.
- Created several new general education courses to enable the college to participate in the revised university core.
- Updated the MIS major and MIS minor based on changes in technology.

One distinct component of the Georgia College experience for first-year students is a segment of the university core that focuses on critical thinking. The College of Business offers several courses in that area of the university core to support the university's mission. We also offer technology and economics courses in the university core.

The Department of Economics introduced a concentration in financial economics within both the B.A. and B.S. in Economics degree, effective fall 2011. This degree concentration will serve as a viable program of study for students interested in the field of finance. It will prepare them for careers in banking and personal financial advising. The median salary for a graduate with a degree in financial economics is \$10,000 a year higher than a graduate with a finance degree. Georgia College has never offered a degree in finance.

### Curriculum Updates - Graduate

Major curriculum revisions during this past year include changes to the MBA. The part-time MBA, delivered in Macon and Warner Robins, is now much more applied, thus it is marketed as the *Applied MBA*. The part-time MBA changes were driven by the need for updates to the curriculum and the desire to better tailor that offering to the needs of working professionals in central Georgia.

The full-time MBA changes were guided by faculty desire to create a differentiated program that has the potential of providing competitive advantage in a crowded market. The full-time MBA was overhauled to become cohort based with its audience being non-business undergraduates. That program is marketed as the *Liberal Arts MBA*.

Other significant graduate curriculum decisions during the past year were:

- Discontinued the MSN/MBA, a joint program with Nursing, because there was very limited demand for the degree.

- Removed the Accounting and Health Sciences concentrations from the part-time MBA because the available electives in the part-time program, which allowed for concentrations, were no longer available with the revision of the part-time MBA.

### **Potential New Programs**

We are currently examining other options regarding degree programs. The university offers, through the Department of Government and Sociology in the College of Arts and Sciences, a logistics master's degree at Robins Air Force Base that focuses on government contracting and procurement. With the assistance of an external consultant, we are reviewing the possibility of moving that program into the College of Business. The move will very likely entail modifications to the logistics program, a broadening of scope beyond Robins AFB to business supply chain management, and a change in program management practices – notably admission standards and faculty qualifications - to conform to other graduate programs in the College of Business. The university has provided two faculty lines that will be filled based on the program direction to be determined this fall as we consult with an industry expert.

This spring members of the Georgia College Academic Affairs team visited India in order to development faculty and student exchange relationships. In addition, the university looked for opportunities to create economic development links there. Following the visit, Georgia College signed agreements with several universities that facilitate discussion of student exchanges and joint or sequential degree offerings. For example, we are in discussions with one school that would serve as a feeder to



our MBA program, perhaps starting as early as fall 2012. We anticipate the agreements will add additional students into existing programs, rather than create new programs. We expect these program enhancements to improve global understanding and cross-cultural awareness within the College of Business.

## Personnel Changes, Awards, and Recognitions

### Retirements

Several College of Business faculty and staff members retired at the end of the year. They were honored at a college-wide ceremony on the front porch of Atkinson Hall. Retiring (pictured left to right) were: Rick Bialac - Professor of Information Systems, Jerry Adkins - Professor of Computer Science, Paula Jefferson - Administrative Assistant in the Management Department, Ken Farr - Professor of Economics, and Glenn Easterly - Robins Center Director. Jerry, Ken, and Paula will remain active in the college, returning in various part-time roles.



### Excellence in University Service, Dr. Ken Farr

Ken Farr was awarded the Excellence in University Service award at the annual, university-wide faculty awards ceremony this past spring. He was commended for his long-running service to the university senate.



### Georgia College Alumni Service Award, Betty Pettigrew Smith

Betty Smith is an instructor in our Accounting Department. She earned a BBA in Accounting (1976) and a MBA (1978) from Georgia College. She has been a longtime supporter of the university. She serves on Georgia College Foundation audit committee and Georgia College Alumni finance committee. During the past five years Betty has served as the Peabody School representative to the Georgia College Alumni Board.

### **Student's Choice Award: Ben Scafidi and Joe Schwartz**

At this year's Atkinson Honors ceremony Dr. Ben Scafidi (Economics) and Dr. Joe Schwartz (Marketing) were recognized by students for their contributions in the classroom.

### **Laurie Hendrickson McMillan Award, Dr. Bryan Marshall**

This university-level award is given to a non-tenured business faculty member who demonstrates an exemplary record of scholarship, teaching, and service. Bryan serves as a faculty advisor to a student organization and was a member of the dean search committee.

### **IIMA Lifetime Service Award, Tanya Goette**

Dr. Tanya Goette, interim chair of Information Systems & Computer Science, and professor of Management Information Systems, received the International Information Management Association lifetime service award.

### **Rising Star Award, Dr. John Swinton, Economics**

This award recognizes someone who has served the Council of Economic Education for seven years or less and "hit the ground running" by making extraordinary contributions to economic education programs or services early in his or her career in economic education.



### **Senior Night**

The Department of Athletics held the 2011 Senior Night on February 10, 2011. Graduating senior athletes each selected the faculty mentor who has meant the most to them in their college career. College of Business faculty and staff members who were selected for this honor were: Dr. Sally Humphries, Dr. Ken Farr, Dr. Dee Sams, Dr. Catherine Whelan, Ms. Susan Whittle, Dr. Cynthia Orms, and Dr. Joe Schwartz.



### **New U.S. Citizen**

Caroline Collier (MMIS '98), an instructor in the Information Systems & Computer Science Department and director of the Multi-Media Center, became a naturalized American citizen March 2, 2011. She came to Georgia College in 1996 from her native France to enter the graduate Management Information Systems program. She has taught in the College of Business since fall 2000.

## Appendix I: FY 2011 Credit Hour Summary

	Number of			Total	Average	Average
	Seats	Sections	FTE	Cr Hrs	Cr Hr Per FTE	Section Size
<b>Undergrad</b>						
Summer '10	1,020	45.0	14.43	3,056	211.78	22.67
Fall '10	4,531	127.6	39.64	13,241	334.03	35.51
Spring '11	4,460	128.0	39.54	13,365	338.01	34.84
<b>Sub:</b>	10,011	300.6		29,662	316.87	33.30
<b>Graduate</b>						
Summer '10	303	17.0	5.65	891	157.70	17.82
Fall '10	390	20.0	6.48	1,170	180.56	19.50
Spring '11	359	21.0	6.55	1,077	164.43	17.10
<b>Sub:</b>	1,052	58.0		3,138	167.99	18.14
<b>FY '11 Total:</b>	11,063	358.6		32,800	292.10	30.85
<b>Percentage</b>						
Undergrad	90.5	83.8	83.36	90.4		
Graduate	9.5	16.2	16.64	9.6		
FY '11 Total:	11,063	358.6		32,800	292.10	30.85
FY '10 Total:	10,718	326.6		31,714	306.39	32.82
FY '09 Total:	10,490	329.3		31,289	304.55	31.86
FY '08 Total:	10,363	333.3		30,660	294.38	31.09
FY '07 Total:	9,998	333.5		29,422	280.20	30.00

FTE: full-time equivalent faculty member, calculated on a per-semester basis

## Appendix II: FY 2011 Enrollment Data

### Enrollment By Program - Fall Term (9/21)

FY:	2009	2010	2011
<b>BBA - Major in:</b>			
Accounting	171	187	185
General Business	269	141	161
Information Systems	63	67	63
International Business*	9	4	
Management	314	389	368
Marketing	277	307	299
<b>BS/BA:</b>			
BS in Computer Science	69	76	80
BA in Economics	22	20	15
BS in Economics	60	72	58
<b>Undergraduate Total</b>	1254	1263	1229
<b>Graduate:</b>			
Liberal Arts MBA		6	15
MBA	133	106	87
MAcc	41	33	38
MMIS	22	16	15
Web MBA	36	43	41
Non-Degree Enrichment	4	6	3
<b>Graduate Total</b>	236	210	199
<b>Total - All Programs</b>	<b>1,490</b>	<b>1,473</b>	<b>1,428</b>

\* Discontinued major

FY (Fiscal Year): summer terms, fall semester, and spring semester

## Appendix III: Degrees Conferred

### Degrees Conferred by Program - Summer, Fall, and Spring

	FY: 2009	2010	2011
<b>BBA - Major in:</b>			
Accounting	45	24	34
General Business	26	25	16
Information Systems	7	18	17
International Business*	7	7	4
Management	82	89	98
Marketing	79	67	70
<b>BS/BA:</b>			
BS in Computer Science	7	7	9
BA in Economics	0	6	2
BS in Economics	6	9	18
<b>Undergraduate Total</b>	259	252	268
<b>Graduate:</b>			
MBA	46	80	74
MAcc	23	33	17
MMIS	6	8	8
<b>Graduate Total</b>	75	121	99
<b>Total - All Programs</b>	<b>334</b>	<b>373</b>	<b>367</b>

\* Discontinued major

FY (Fiscal Year): summer terms, fall semester, and spring semester