Warrington College of Business

WCBA Mission

Mission Statement:

The Warrington College of Business Mission is: To strengthen society by creating influential research and fostering an inclusive lifelong learning community that educates and supports tomorrow's business and academic leaders. The College mission supports the University mission to enable our students to lead and influence the next generation and beyond for economic, cultural and societal benefit.

Start: 07/01/2021

End: 06/30/2022

Progress: Ongoing

Unit/College: Warrington College of Business

Responsible Roles: Robert Thomas (rethomas@ufl.edu)

2021-22 Goal 1 Top Public Business Programs

Goal: The College seeks to be ranked among the top public business programs in the nation.

Action Items:

1. Recruit and retain top faculty

2. Produce cutting-edge research

3. Recruit and graduate top students

Measures of Action Items:

1. The College's competitive offers vis-a-vis peers. The College's retention of faculty with matching offers.

2. Publication in A and B level journals

3. Average SAT and GMAT scores, starting salaries, graduation rates

Time Period of Action Items:

May 2021 - April 2022

Resources of Action Items:

1. Budget and Endowments

2. Faculty time dedicated to research vis-á-vis teaching

3. Scholarships

Results and Evaluation:

1. Recruit and Retain Top Faculty

    The College did not lose any top faculty during the year. Four tenure track faculty were added from UF, Texas A&M and University of Texas - Austin (2).

2. Produce Cutting-edge Research

    130 articles '21-22

    124 articles '20-21

    100 articles '19-20

    121 articles '18-19

    96 articles '17-18

77 articles '16-17

115 articles '15-16

93 articles '14-15

78 articles '13-14

99 articles '12-13

3. Recruit and Graduate Top students

'21-22 SAT 1344

'19-20 SAT 1377

'18-'19 SAT 1351

'17-'18 SAT 1300

'16-'17 SAT 1250

'15-'16 SAT 1280

'14-'15 SAT 1260

'13-'14 SAT 1290

'21-'22 GMAT 685

'20-'21 GMAT 680

'19-'20 GMAT 665

'18-'19 GMAT 665

'17-'18 GMAT 682

'16-'17 GMAT 666

'15-'16 GMAT 681

'14-'15 GMAT 687

'13-'14 GMAT 681

'20-21 Undergrad $60105

'19-'20 Undergrad $61,895

'18-'19 Undergrad $53,868

'17-'18 Undergrad $56,004

'16-'17 Undergrad $60,867

'15-'16 Undergrad $56,220

'14-'15 Undergrad $53,973

'13-'14 Undergrad $52,068

'21-'22 MBA $117,826

'20-'21 MBA $106,984

'19-'20 MBA $110,559

'18-'19 MBA $105,689

'17-'18 MBA $100,863

'16-'17 MBA $101,312

'15-'16 MBA $99,241

'14-'15 MBA $94,986

'13-'14 MBA $84,281

ATTACHMENTS:

RELATED ITEM LEVEL 1

Goal 2 An outstanding and accessible education that prepares students for work, citizenship and life.
Goal:

An outstanding and accessible education that prepares students for work, citizenship and life.

Objective:

Four objectives are associated with this goal.

- Objective 1. A high quality, widely recognized, financially accessible undergraduate, graduate and professional education and experience.
- Objective 2. Services that are accessible and available in a timely fashion that support student health, development, and well-being, thereby improving their academic and personal growth and success.
- Objective 3. Academic programs that promote effective and accessible learning through innovation.
- Objective 4. High quality student-faculty interactions in mentored research.

RELATED ITEM LEVEL 1

Goal 3 Faculty recognized as preeminent by their students and peers.
Goal:

Faculty recognized as preeminent by their students and peers.

Objective:

Five objectives are associated with this goal.

- Objective 1. An increased number of faculty recognized by distinguished awards, fellowships, and memberships.
- Objective 2. An increased number of high-impact scholarly publications and creative works.
- Objective 3. An increased professional and public visibility of UF faculty.
- Objective 4. An increased faculty participation in professional service and leadership.
- Objective 5. A nurturing and invigorating academic and professional environment for all faculty across the research, teaching, and service missions of the university.

RELATED ITEM LEVEL 1

Goal 4 Growth in research and scholarship that enhances fundamental knowledge and improves the lives of the world's citizens.
Goal:

Growth in research and scholarship that enhances fundamental knowledge and improves the lives of the world's citizens.

Objective:

Four objectives are associated with this goal.

- Objective 1. Documented advances in productivity and recognition of UF research programs.
- Objective 2. Exceptional graduate and postdoctoral scholars who will contribute to influential research and scholarship.
- Objective 3. Increased extramural and intramural funding that enhance both basic and translational research.
- Objective 4. Processes and systems that facilitate excellence in research and scholarship.

2021-22 Goal 2 Most Productive Colleges

Goal: The College seeks to be among the most productive colleges in its peer group in terms of degree production.

Action Items:

Remain on the cutting edge of effective and efficient course/degree program delivery

Measures of Action Items:

College degrees produced per Faculty

Time Period of Action Items:

May 2021 - April 2022

Resources of Action Items:

Continue to fund the Center for Teaching, Learning, and Assessment and provide the resources for the electronic platform courses

Results and Evaluation:

The College averaged approximately 23 conferred degrees per faculty member as compared to the peer average of 12.

ATTACHMENTS:

RELATED ITEM LEVEL 1

Goal 1 The University of Florida offers an exceptional academic environment for all.
Goal:

An exceptional academic environment that reflects the breadth of thought essential for preeminence, achieved by a community of students, faculty and staff who have diverse experiences and backgrounds

Objective:

Four objectives are associated with this goal.

- Objective 1. UF students, faculty and staff with increasingly diverse demographic and geographic characteristics.
- Objective 2. A university climate that is inclusive, supportive and respectful to all.
- Objective 3. Diverse, robust educational and interdisciplinary areas of excellence.
- Objective 4. Increased globalization to enhance our effectiveness as world citizens.

RELATED ITEM LEVEL 1

Goal 2 An outstanding and accessible education that prepares students for work, citizenship and life.
Goal:

An outstanding and accessible education that prepares students for work, citizenship and life.

Objective:

Four objectives are associated with this goal.

- Objective 1. A high quality, widely recognized, financially accessible undergraduate, graduate and professional education and experience.
- Objective 2. Services that are accessible and available in a timely fashion that support student health, development, and well-being, thereby improving their academic and personal growth and success.
- Objective 3. Academic programs that promote effective and accessible learning through innovation.
- Objective 4. High quality student-faculty interactions in mentored research.

2021-22 Goal 3 Fundraising

Goal:

The college seeks to have a $300 million endowment by 2022 by achieving a six to seven percent compounded growth rate. The college will remain in the top three or four of its peer group for total endowment.

Action Items:

Recruit and retain a robust and talented development team commensurate with peer institutions

Measures of Action Items:

1. Annual endowment Growth

2. Value of endowment vis-à-vis peers

Time Period of Action Items:

May 2021 - April 2022

Resources of Action Items:

1. Development Officers

Results and Evaluation:

12-13 $159.4 M, 5.3% Growth

13-14 $174.9 M, 9.7% Growth

14-15 $177.8 M, 1.7% Growth

15-16 $165.8 M, -6.8% Growth

16-17 $182.0 M, 9.80% Growth

17-18 $207.5 M, 14% Growth

18-19 $227.9 M, 9.83% Growth

19-20 $236.7 M, 3.86% Growth

20-21 $312.4 M, 31.98% Growth

21-22 $300.0 M, -3.97% Growth

Ranked 5 of 11 in peer group

12-13 (4) Development Officers

13-14 (4) Development Officers

14-15 (7) Development Officers

15-16 (7) Development Officers

16-17 (7) Development Officers

17-18 (7) Development Officers

18-19 (7) Development Officers

19-20 (6) Development Officers

20-21 (6) Development Officers

21-22 (4) Development Officers

ATTACHMENTS:

UNIT GOALS CONNECTED TO UNIVERSITY GOALS –

RELATED ITEM LEVEL 1

Goal 5 A strengthened public engagement of the university's programs with local, national, and international communities. Goal:

A strengthened public engagement of the university's programs with local, national, and international communities.

Objective:

Three objectives are associated with this goal.

- Objective 1. Increased engagement and outreach of UF programs leading to positive impacts in such areas as health, the economy, environment and community.
- Objective 2. Improved communication leading to increased public awareness of and value placed on UF programs and their impact on society.
- Objective 3. Increased technology translation and entrepreneurial activities.

WCBA IE Detail

Providing Department: Warrington College of Business

Administrative Support Services:
The college monitors and assesses administrative support services in two ways. First, the college is part of an affinity group that includes some of the top public universities in the nation: Arizona, Illinois, Indiana, Iowa, Maryland, Michigan State, Minnesota, Nebraska, Ohio State, Penn State, Purdue, SMU, UC-Berkeley, UC-Irvine, UCLA, UNC-Chapel Hill, UT-Austin, Washington, and Wisconsin. This group meets two to three times a year. During these meetings, the deans discuss challenges and/or best practices. The following are examples of topics that have been addressed recently by this group: organizational structure and support services (August '12), faculty compensation for new assistant professors, state resources, proposed revision to the AACBS accreditation standards (November '12).

The college's discipline-specific accrediting body, AACSB, has an extensive database base that allows administrators to compare administrative support services vis-à-vis similar institutions (www.aacsb.edu/datadirect). A guide to this database, Data Direct, can be found at the following website:
www.aacsb.edu/DataDirect/tutorials/guide-to-datadirect-survey-and-benchmarking.pdf

These data allow the dean, associate deans, and department chairs to effectively review administrative staffing levels, average salaries, and an extensive "effective practices" report. Beyond these benchmarking data, department chairs and academic program directors are responsible for determining the level of support services necessary to carry out various support functions. The dean holds

monthly meetings with department chairs as well as monthly general faculty meetings. Administrative support services are modified when the dean and department chair and/or program director determine that the costs associated with the proposed services are less that the anticipated benefits.

Academic and Student Support Services:

The responsibility for monitoring academic and student support services rests primarily with department chairs and academic program directors. Each of the program directors has regularly scheduled meetings with one of three associate deans to review staffing levels as well as services provided. It is also common for program directors to meet with counterparts from colleges across campus as well as counterparts at peer institutions. Program directors also attend professional meetings during which best practices and appropriate staffing levels are discussed. When a program director notices that there are opportunities for improvements, s/he sits down with the appropriate associate dean to determine if the benefits of the proposed new service or staff support outweigh the expected costs.

The following are accolades that demonstrate the quality and efficacy of the college's academic and student support services.
• The college has had the University of Florida Academic Advisor of the Year for three of the past six years and four of the past eleven.
• The National Association of Academic Advisors (NACADA) recently named Erica Byrnes, the Director of Academic Advising and Career Coaching for the Heavener School of Business, as one of the top five academic advising administrators in the nation. Only one other UF staff member has been awarded this prestigious designation.
• Student data from the undergraduate BusinessWeek rankings resulted in the college receiving grades of "A" for student services as well as career services for the third consecutive year.
• Warrington's MBA Program was recently ranked #1 in Princeton Review for "best administered." The sample included 296 business schools.
• For two consecutive years, the Director of the Heavener School of Business has won an award for supporting a strong academic and student services climate. Last year he won the Mort Wolfson Award, given annually to a UF faculty member "who exemplifies the values that Professor Wolfson modeled: commitment and service to students through advising and teaching." This year he won the C. Arthur Sandeen Award, an honor conferred annually by the UF Student Government Association to a faculty member "whose efforts and service have made the University of Florida a better place for all students."

Research:

The college's discipline-specific accrediting body, AACSB, has very clear guidance on standards for maintaining faculty research productivity. Specifically, the college is required to have at least 70% of its faculty be "academically" qualified (AQ). In short, meeting the AQ criteria means that a faculty member is research active. Ideally the college seeks to have 75% AQ faculty and 25% PQ faculty (professional qualiflied….in other words practitioners). For specifics on the college's faculty-defined AQ and PQ standards, refer to the first two sections of the appendices.

The college's faculty productivity is monitored in part via the criteria described above. There is significant evidence to support the college's success in this arena.'12-'13 to present, Warrington's faculty produced over 1,000 articles.

With regard to research support services, a college of business does not have the expensive infrastructure and research facilities that are required in other disciplines (e.g., engineering, biological sciences, chemistry, etc.). Accordingly, much of the research support for faculty was addressed well in the administrative support section of this document. However, beyond administrative support, this section seems to be the appropriate area to mention the financial support available to business faculty for research and professional development activities. The Warrington endowment provides each tenured and tenure-track professor with $6,000 to $7,000 in annual research support. Each of lecturers receives between $3,000 and $4,000 for professional development. In addition to this support which every faculty member receives, approximately 40% of tenured faculty received a summer research grant. Additionally, the college has ten endowed eminent scholar chairs and 59 endowed professorship/fellowships. Faculty research is also supported via a robust PhD program. The college has a ratio of PhD students to faculty that is competitive with its peers.

Community and Public Service:

The college encourages and documents public service and outreach via the AQ/PQ criteria mentioned previously. Activities of this nature provide faculty with the chance to contribute to the public good while at the same time partially fulfilling their obligation to maintain AQ/PQ qualification. Each professor is required to document service and outreach activities as part of his/her annual report.

An especially important way that the faculty contribute to community and public service is through the college's many research centers. The following are just a few examples of outreach programs that are led by Warrington's faculty members.

Research Center	Example Outreach Programs	Link
Bergstrom Center Real Estate Studies	Real Estate Trends & Strategies Conference	Commercial and residential real estate investors, real estate brokers, real estate appraisers, attorneys, architects, developers and other real estate industry-related professionals benefit from the education and networking opportunities with faculty members.
Center for Entrepreneurship & Innovation	GatorNest	Faculty work with members of the business community to teach entrepreneurship and innovation.
Poe Center for Business Ethics Education and Research	Ethics and Compliance Officer Conference	This annual conference provides faculty the opportunity to work with ethics and compliance officers from leading corporations.
Public Utility Research Center	PURC/World Bank International Training Program on Utility Regulation and Strategy	The international training program is an intensive, two-week course specifically tailored to the professional requirements of utility regulators and regulatory staff. The course is designed to enhance the economic, technical. and policy skills required for implementing policies and managing sustainable regulatory systems for infrastructure sectors. The program is a collaborate effort with the World Bank.
Public Utility Research Center	PURC Leadership Workshop for Emerging Leaders in Utility Policy	PURC's leadership development programs examine the activities, behaviors, mindsets and skills for a successful leader. Participants learn to identify and build a leadership style that encourages collaboration and team cohesiveness. They also examine the personal practices of successful leaders in the areas of time management, conflict resolution and priority-setting.
Public Utility Research Center	Public Utility Research Conference	For more than 30 years, the annual conference has served as a neutral forum for engaging dialogue about issues facing utility service providers, policymakers and regulatory agencies. The February even in Gainesville brings together key leaders in industry and academia, primarily from Florida and the Southeast.

Effectiveness Oversight:

Oversight and management of the college's institutional effectiveness processes is well organized. It starts at the top. Each year the dean publishes college-level accreditation guidance . These annual documents provide key individuals with appropriate direction. Overall responsibility for monitoring all accreditation issues (e.g., AACSB and SACS) rests with one associate dean. Each of the degree programs has a "faculty lead" and curriculum committee that is responsible for assessing student learning outcomes. Academic program directors are responsible for academic programmatic goals. The college has two support staff who assist the faculty leads and programs directors in the collection and analysis of data. Department chairs have the responsibility to monitor and evaluate the AQ and/or PQ status of his/her faculty.

The main points of contact for the Warrington College of Business Administration are:

Name	Department affiliation	Email	Phone
Robert Thomas	Assistant Dean and Associate Professor	robert.thomas@warrington.ufl.edu	352.392.0136
Mike King	Associate Director	mike.king@warrington.ufl.edu	352.273.4953

Institutional Effectiveness Report Complete: true

XResponsible Roles:

Actions for Improvement Item

Unit/College Actions for Improvement :

The College Committee reviewed the results. The committee advised the following actions.

Goal 1

The committee recommended -

1. Continued support for recruitment of high-potential faculty from top programs

2. Continued support of faculty through summer research funding and graduate assistants along with support for faculty in editorial positions

3. Continued investment in solid career programming like Heavener Career Week and Hough Graduate Career events along with finalization of centralizing career services for all Warrington students.

Goal 2

The committee recommended -

Development of new courses for all UF online students.

Goal 3

The committee recommended -

Continued planning for the next UF Capital campaign and staff appropriately to achieve campaign goals.

XResponsible Roles: