BRIEF EXECUTIVE SUMMARY

With over twenty full time faculty and over 1300 majors, minors and concentration students we had an active 2014-2015. Beginning the year with the merging of two departments, the Department of Management and Marketing became the largest in the School of Business and one of the largest on the CofC campus. Our graduates outnumbered all other departments at the spring 2015 commencement.

Academic year 2014-2015 was a year of new programs (entrepreneurship and marketing) and one of new faculty changes and new chairs. Our faculty and the centers in which they are active were quite successful due to our close work with the center and program directors. As one of six departments in the School of Business we produced around one-fourth of the school's student credit hours during the fall and spring semester of AY 2014-2015.

We provided six courses for the MBA program, took over 60 students abroad, hosted around 100 guests (or more), every one of our roster assistant/associate/full professors qualified for AACSB’s SA status, and we were active in our department, our school, our college and our community.

Please also see the annual reports of our Global Trade Initiatives (R Mueller) and Center for Entrepreneurship (D Wyman) to learn more about many other activities involving our departmental faculty and staff.

We are proud of the work that we do and of our students who work hand-in-hand with us.

DEDICATION

We lost a very important and long-standing faculty member in the School of Business in May of 2015. Dr. George G. Spaulding was the first Executive-In-Residence in the School of Business and taught courses in our department for many years in addition to his activity on the School of Business Board. Our students loved his “Introduction to Business” classes as they did his “Real World 101”. George continued his activity in our department by being involved with Dr. Messal’s Leadership Class via the Spaulding Speaker Series that he initiated with Howard Rudd years earlier as a school-wide initiative. George brought so many wonderful professionals to our campus through this series, some of those still work with us today. He was always willing to provide us with advice and a smile and listen to our ideas. He offered so much to our students. We miss George dearly.

“ENTHUSIASM. DON’T LEAVE HOME WITHOUT IT!”
NARRATIVE DESCRIPTION OF THE STATUS OF THE DISCIPLINE

A Department of Education study reported growth from 263,515 business degrees conferred in 2000-2001 to over 360,000 in 2011-2012. According to a recent AACSB report, 53.8% of reporting schools worldwide (668 reporting) offered a “general business” degree, 38.2% offered an International Business Degree, and 66.1% offered a Marketing degree.

The Department of Management and Marketing at the College of Charleston houses multiple programs including majors in Business Administration, International Business, and Marketing. Concentrations/minors in Entrepreneurship, Marketing, Business and Leadership, Change and Social Responsibility are also housed in the department. We also offer minors in several areas. The department accounts for over 60% of the student majors in the School of Business (SB), about a third of its minor students, and almost half of the school’s concentration students. The department accounts for almost a third of the school’s full-time faculty. We also provide multiple courses in the SB’s MBA program and two of our faculty members (R. Mueller and D. Wyman) serve as directors of SB centers.

With respect to growth of our majors at the College of Charleston, the Business Administration Major included almost 900 students in 2015. The major saw its highest enrollment increase in 2013 (over 100 students entered the major that year) at which time the new majors in Finance and Marketing began to slightly cannibalize the major. The International Business major has grown to 257 students and the major in Marketing has seen continuous growth since its inception just two years ago and now has over 200 students.

With respect to students in our minors and concentrations (as of March 23, 2015): BADM concentration (118), Marketing Concentration (99), ENTR concentration (83), Leadership Change and Social Responsibility Concentration (32), ENTR minor (10), Leadership Change and Social Responsibility Minor (19).

PROGRAM

MISSION/GOALS

Given its recent reorganization, the department has yet to establish a formal mission. This topical discussion is on our agenda for the 2015-2016 academic year.

With respect to the CofC Strategic Plan and that of the School of Business, our department values include a strong orientation toward globalization which permeates much of what we do, innovation which is apparent in our course offerings, research and other opportunities we provide to our students, and critical
thinking/problem solving which is again increasingly part of our coursework via live projects and experiential learning. Assessment this year found that our marketing majors, business majors, and international business majors all scored above the national average on ETS Proficiency Profile testing in areas of Critical Thinking, Reading and Writing as well as on Mathematics.

PROGRAM ACCOMPLISHMENTS

Our accomplishments were many and varied over the year only a sampling of which are summarized by section below.

Enrollments and trends- As indicated we represent the large majority of students in the School of Business as well as a large percentage of faculty. We began the year with a relatively new major in marketing and saw some shift from/cannibalization of the Business Administration major from the prior year to marketing as well as to the new finance major. In mid March of 2015, we had 881 business majors (compared to 977 the previous spring), 203 marketing majors compared to 129 the previous spring) and 257 international business majors (compared to 262 the previous spring). We saw growth in our Entrepreneurship program ((10 minors and 83 concentrations) (1 and 76 at the beginning of the academic year)); we did not see the expected drop in marketing concentrations due to the marketing major addition (remained in the high 90s from beginning to end of year and our business administration concentration grew from 92 at year’s beginning to 118 in late March. Our Leadership, Change and Social Responsibility (concentration/minor) program also grew from the beginning of the academic year until late March (19 to 32, 15 to 19). Our Minor in Marketing was approved at the end of the 2014-15 academic year to begin in Fall of 2015.

With respect to Student Credit Hours, our department produced 8755 SCHs during the Fall 2014 and Spring 2015 semesters, 26.4% of the student credit hours produced by the six departments in the School of Business (33,130). We produced 45 internships, 36 independent studies, and 6 bachelors essays during the year. Our faculty took almost 70 students abroad during the year for travel study courses. We offered one freshman seminar in Fall of 2014.

Organizational Structure – The Department of Management and Marketing (M&M) was merged from two areas into one with the beginning of the academic year creating, by far, the largest department in the School of Business and one of the largest on the CofC campus based on number of faculty, number of academic programs in one department, and number of students being serviced.

We welcomed a new faculty member, Dr. Angela Passarelli this year in our management area. Again, we have twenty-one full-time faculty members. This includes one, Lancia Affonso, who is shared across two departments (Computer Science and M&M) and one, Graeme Coetzer, who is on a temporary line allocated to
us in support of the North Campus (He also works closely with Dean Godfrey Gibbison on various North Campus projects in addition to teaching.). We also used a number of adjunct faculty members this year dependent upon departmental needs each semester. We have only one administrative assistant who works with all of our faculty and students.

The new department had a turnover of chairs mid year with Tom Kent returning full time to the faculty and Rhonda Mack assuming the chair's position in January 2015. Julie Blose had chaired the Marketing and Supply Chain Department prior to the academic year (department from which many of our faculty came to form the current department.

One additional major change to the department was the partial assignment of Dr. David Wyman (who is director of the SB Center for Entrepreneurship which reports to the dean's office) as part of ICAT impacting his teaching activities. During the spring semester of 2015, Mary-Kathryn Bowen was designated to help manage the department’s internship activities overall as part of her duties in addition to working with the SB’s Global Trade Initiatives. Dr. Gordon Dehler also left our faculty at the very end of the academic year. We have just initiated a search to fill his position in strategic management and hope to have a new faculty member on board by January 2016 or at the latest at the beginning of the 2016-2017 academic year.

Future Academic Plans

M&M plans to reassess our business major in the upcoming academic year and the marketing major will also be assessed given its rapid growth and professional industry evolution. The marketing faculty will also be reviewing the relatively new marketing major as it has rapidly grown. M&M will especially be looking at our internship requirements and the structure supporting these internships. The department also hopes to be given support for an associate chair for the upcoming year.

Academics (some highlights)

The Management and Marketing Department is one of the most active in the School of Business in the engagement of our students and the professional community. Examples of innovation in student engagement at an early point in their academic career are the offering of freshman seminars via our instructors such as Lancie Affonso and David Desplaces. This past year, the academic development efforts of our entrepreneurship faculty culminated in the offering of ENTR 200: Entrepreneurship Theory and Practice as part of their program restructuring and the introduction of their minor in entrepreneurship. Over 170 students were enrolled in this course.

M&M faculty also participated in the Honors program via the offering of HONS 394: Research Methods (Julie Blose) and our faculty also taught a number of distance education courses including (David Deplaces, Elise Perrault, You, Rene Mueller, Jim Mueller, Trent Salvaggio, Rhonda Mack, Graeme Coetzer, Lancie Affonso, Paul
Stepanovich, and David Wyman). M&M offered over 20 online/hybrid classes during the 2014-15 year and nine (9) North Campus courses.

Our department supervised forty-five (45) internships throughout the year, thirty-six (36) independent studies, and five (5) bachelor’s essays. Other interesting course offerings included Kelly Shaver’s interdisciplinary course, ENTR 451: Health Sciences Entrepreneurship consisting of students from both CofC and MUSC.

Dr. Hansen’s ENTR 407/Ecopreneurship class and POLS 319/Applied Sustainability had several joint sessions, both for speakers and cross-class collaboration. ENTR 407 was cross-listed as EVSS 695 and had six (6) MES students enrolled. These students also had combined final projects and presentations.

Our entrepreneurship program had a major overhaul this year with its curriculum restructuring, including nineteen different change forms. Entrepreneurship faculty met together on various occasions to make the original plan and Dr. Hansen managed the paperwork throughout the approval process. A new ENTR 200 course was added providing a lower-division opportunity for CofC students. The entrepreneurship minor was also launched this year and is open to everyone on campus.

**DIVERSITY**
Diversity of our faculty includes faculty members from China (2), South Africa (1), Tanzania (1), Canada (1), United Kingdom (1), and from France (1). Seven faculty members and three staff members are female.

**OUR STUDENTS**

**Student Awards and Accomplishments**
The following awards were given to acknowledge the excellence of our departmental students across various programs:

Caroline Davis – Seminar in Entrepreneurship Award

Grace Baena – Al Lifton Leadership Award

Benjamin Field
Outstanding Entrepreneurship Student 2015

Jennifer Falcone – Outstanding Marketing Student Award 2015

Chelsea Snipes – Outstanding Business Student Award 2015

Krystyna Rastorguieva – Outstanding International Business Student Award 2015
John Catalano – Wild Pitch Competition spring 2015 Place Winner
Michelle Smith – ENACTUS Legacy Award 2015
Chelsea Snipes – School of Business Outstanding Student Award, 2nd Place
Charlotte Millerick, Maria Monk, and Michelle Smith – Certificate of Achievement
Jake Durham - Project Impact (Social Enterprise Competition) winner
Andrew Tyler Blanton – Seminar in Entrepreneurship Award, Fall 2014

GLIMPSES OF A BRIEF SAMPLING OF STUDENT ACTIVITIES
Students in several of our capstone courses (INTB 409/Jim Mueller and MGMT 408/Tom Kent and Gordon Dehler) continuously performed at the top of their game in the Business Strategy Game simulation on a weekly basis. One group was a Top Global Performer for the week and many other weeks our teams were in the top 100 internationally, etc. This is a competition of hundreds of international universities and thousands of international teams.

Students in Dr. Messal’s MGMT 345 class completed the Meyers Briggs Type Indicator (MBTI) and interacted in a high-intensity workshop to explore their results.

Students in Dr. Blose’s MKTG 329 class completed a project assisting ESPN in its efforts to build attendance at its ESPN Charleston Classic.

Students in Professor Salvaggio’s Project Management Class completed the necessary contact hours and preparation for the Certified Associate in Project Management (CAPM) Certificate offered by the Project Management Institute.

Students in Drs. Pitts and Mack’s MBA courses coordinated on a student project for the U.S. distribution of Rekorderlig Cider, a hard cider from Sweden. The students worked with Mike Mitara, former President and CEO of Carlsberg, USA, and Lucy Nash of Chilli Marketing, in the development of a marketing campaign for Rekorderlig’s roll out in the U.S.

Some of the very impressive companies our students interned with over the year include (a few examples):
   MOSA
   Christie’s Art Auction House
   Naeem Khan
   Hot Wired Audio Video
Student Marketing Association:
Our student marketing association club hosted a guest presentation from Ms. Philicia Baugh, Owner and President of Public Relations, The Baugh Agency.

Global Entrepreneurship Week:
Our Global Entrepreneurship Week in November hosted presentations by:
Stuart Williams, Entrepreneur
Justin R. McLain, Chairman, Endeavor, CofC alum
Mark W. Richards, Serial Entrepreneur
Nate DaPore, CEO PeopleMatter
Cindy May, Rene Reese
Alessandro Moreira, CH Robertson
Burton Callicott, Library, CofC

Project: IMPACT:
Eight students pitched their ideas for social change competing for a $1000 prize in November. (Anna Baginski, Joey Baldwin, Jake Durham, Laura Fuenfstueck, James Lee, Keisha Rainey, Michelle Smith, Mary Frances Zeager)
The Center for Entrepreneurship’s Enactus organization also sponsored the Spring 2015 Wild Pitch Competition, also with a $1000 prize.

OUR FACULTY

DEPARTMENTAL FACULTY/STAFF:
ACCOMPLISHMENTS/AWARDS/OUTREACH/SELECTED ACTIVITIES

We were active in numerous initiatives during the academic year in the department, school, campus and professional community. Some examples of these:

Carrie Messal – winner 2015 School of Business Teaching Award,
Board Member of OBTS. Spoke at inaugural Greek women’s “Take the Lead” event. Advisor, Omicron Delta Kappa Leadership Society. Reviewer for multiple journals and conferences., USC external T&P external reviewer.
David Desplaces – Leader/Trainer/Camp Organizer, Boy Scouts of America
Board member, Possibilities Without Borders. Panelist, Adam Smith Week.
Global Scholar. Faculty Leader CofC Convocation. CGBP Trainer, SB
Technology Committee, Chair of the FETC (Senate Committee), REACH
Program instructor and coordinator of DEMOS initiative.

Angela Passarelli was invited to an elite coaching research conference at Oxford
University (only 15 scholars invited). Spoke at inaugural Greek Women’s
“Take the Lead” event. Reviewer multiple journals and conference.
Submitted NSF grant proposal with Dr. Shaver.

David Hansen – Presented his sabbatical work, “Advancing Research on
Entrepreneurial Opportunity: A Review and Synthesis of Definitions and
Operationalizations in December. Member of the Board of Advisors for the
Global Research Symposium on Marketing and Entrepreneurship. SB
Scholarship Committee, Reviewer for multiple journals, Associate Editor of the
Journal of Research in Marketing and Entrepreneurship.

Lancie Affonso – Freshman Seminar. TLC Mentor.

Ya You – Received a School of Business Faculty Research and Development grant.
Student Marketing Association Club advisor. Reviewer & session chair.
top marketing journal publication this year/Journal of Marketing.

Julie Blose – Completed UGA’s Advanced School of Marketing Research, CofC
Honors Committee, MBA Committee, Reviewer, Advisory Board and Chair
of the Communication and Marketing Committee, MUSC’s Division of
Physical Therapy.

Kelly Shaver – Board, United States Association for Small Business and
Entrepreneurship, Curriculum Committee for the Technology
Entrepreneurship Certificate Program. Federal Demonstration Partnership,
CofC Faculty Representative and Faculty Steering Committee Liaison for
Emerging Research Institutions. Reviewer for multiple journals, submitted
NSF grant proposal with Dr. Passarelli.

Tom Kent – Department Chair Fall 2014, Board Member Faculty House.

Chris Rodgers – Team Captain – Alzheimers Association Annual Walkathon.

Rhonda Mack – Advisory Board, MUSC’s Health Care Administration Programs, CofC
Budget Committee. Faculty Leader CofC Convocation.

Harland Hodges – Board, American Apparel and Footwear Association’s Supply
Chain and Product Innovation Committee.

Robert (Bob) Pitts - Chairs SB Curriculum Committee, Reviewer.

Jim Mueller – Global Scholars Mentor, NASBITE training team, SB Scholarship
Committee Chair, Global Scholar, INTB capstone assessment.

Henry Xie – Board member of MUSC’s Physical Therapy Program; Global Scholars
Mentor. Dr. Xie also was successful in securing three full scholarships to
Lingnam University of Hong Kong for our CofC students for the 2015-16
academic year. Reviewer for multiple journals. Global Scholar. CofC Tenure
and Promotion Alternate member. Drafted Marketing Minor proposal.

David Wyman – ICAT, ENACTUS Faculty Coordinator, Harbor Accelerator,
Dig South, etc., SBDC Board Member, developed honors ENR 205 class
Elise Perrault-Crawford – Director of “Think Differently Forum” with Ellen Gustafson touching over 300 students and hosting Chris Martenson with a Forum titled “Red, White, and Screwed”. M&M Library Liaison, Faculty Technology Committee, Chair of Women 2020, Reviewer.

Glen Riecken – Editorial Review Board multiple journals.

Graeme Coetzer – Course proposal development for North Campus and Dept. of M&M, Reviewer for multiple journals.

Trent Salvaggio – Speaker for Higdon Student Leadership Center fall conference, Outstanding Reviewer Award from Academy of Management, Organizational Behavior division.

Rene Mueller – Co-director of Global Scholar’s program and a Global Scholar, CofC Distance Education Committee, LCWA Dean Search Committee, Board Member-Possibilities without Borders, Faculty Leader CofC Convocation, Reviewer.

Gordon Dehler – SB Assessment Committee, GLOBUS competition.

Study Abroad Classes
David Desplaces and Mary Kathryn Bowen led a group of 20 students (INTB 313 Global Enterprise) in Dubai.
Rene Mueller led a group of 13 students (MKTG 360 Special Topics) to the Management Center of Innsbruck, Austria.
Henry Xie led a group of 13 students (MKTG 360 Doing Business in China) to China in June.
Rene Mueller, Marvin Gonzalez and Sue Frost led a group of 19 students (INTB 390 Social Enterprise and Development) on a service-learning trip to Honduras over spring break.

We also made presentations at global academic conferences (see later report documentation). Just a few examples of these are:

Henry Xie gave a lecture and had CofC undergraduate students attend at Lingnan University.
Rene Mueller participated in the Atlantic Institute’s Turkey Program in June.
Graeme Coatzer designed and developed an Organizational Coaching workshop with the University of British Columbia.
Kelly Shaver presented a paper on International SMEs in Bangalore, India in May.
Angella Passarelli was a discussant at an invited workshop on leadership coaching at the University of Oxford in July.
Rhonda Mack taught in the International MBA program at the University of Worms in November and in their international undergraduate program in May.

FACULTY PRODUCTIVITY IN SUPPORT OF RESEARCH AND PROFESSIONAL DEVELOPMENT (see FAS)
As can be viewed in the Faculty Activity Reporting System, our faculty members were quite active during the 2014-2015 academic year. All of our assistant, associate and full professors held Scholarly Academic (SA) qualifications during the
year and published over 20 journal articles and produced over 25 conference proceedings and presentations. Dr. Hansen presented his sabbatical research report to the faculty, “Advancing Research on Entrepreneurship” and Dr. Shaver presented a workshop for the Ewing Marion Kaufmann foundation. Over half of our faculty served as reviewers for journals/conferences, many of these were for multiple publications. Several served as associate editors/co-editors as well. Several worked on a NSF grant submission as well and others served on professional boards.

DEPARTMENT CHALLENGES

M&M faced some major and ongoing challenges throughout the year.

First, we are financial-resource strapped. As can been seen in our documentation, we are an active faculty in research and development with inadequate funding for our attempts to meet our personal professional goals, departmental goals and our school’s goals. While some relief came this year in the form of summer revenue (from prior summer’s course offerings), this was not announced until February—quite late for any faculty to have planned on this money in time to submit a conference paper or plan a research agenda to utilize the funds responsibly. We plan to assume a percentage of summer funds will be allocated to the department this year as well until otherwise informed for planning purposes.

Our second major challenge is the sheer size and diversity of programming in the department. The “management” area alone includes human resources, leadership, entrepreneurship and general management and strategy. Combining these areas with academic programs in marketing and international business creates a departmental challenge for strategic planning. As evidenced in the introduction of this report, we account for the large percentage of students in the school and a large percentage of its faculty. Remember that our department also includes centers and additional programs. Hopefully, an associate chair can be allocated within the department (resources provided by the School) for the upcoming year.

OUR GUESTS

We are fortunate to have many highly respected professionals in our community as well as others who are happy to travel to Charleston to participate in our programs. These people bring so much to our students. The following professionals visited our classes either as presenters or judges during the academic year: (Incomplete list)

Andrea Smith, Global Head of Human Resources, Bank of America (also recognized as a “Top Women on Wall Street” and “25 Most Powerful Women in Banking” and “Top 25 Women to Watch”
Bronwyn Santos, Charleston County
David Hill, Owner/Founder, Verdi Company
Wayne Koeckeritz, Owner/Founder, Food Waste Disposal
Wayne Smith, HTMT, CoC
Mary Gatch, Owner/Founder, Dewll Smart
Michael Whitfield, Owner/Founder, Green Roof Outfitters
Tom Szaky, Owner/Founder, TerraCycle
Stanfield Gray, Founder and President, DigSouth
Justin McLain, Executive Chairman, Endeavor
Jerry Callahan, Entrepreneur, ISI Technology with Heatworks
Anita Zucker, Chairperson & CEO, The Intertech Group
Bill Finn, Chairman, Asten Johnson
Dan Cappell, former President & CEO, Asten Johnson
Kelly George, VP and Region Leader, Rise Smart
Lorraine Cichowski, recent CIO of Associated Press
Len Brooks, VP and Chairman of Techne, Sub Air, Partner-Arenatech Solutions
Drew Cawood, Owner & Founder of EPI Event Partners, Inc.
Michael Golden, Ex-CEO & Chairman of the Board of Smith and Wesson
Marcus Martin, Founder, Global Oak Capital Markets
Lowell Grosse, CEO, Charleston Coffee Company
Brady Quirk, Garvan, Principle, Natural Investments, LLC
Judy Walker, Veted Solutions
Kristi Brian, Diversity Advocates, CoFC
Cheryl Wingert, Career Center, CoFC
Roberta Scott, Consumer Marketing and Communications Manager, Post & Courier
And and CoFC alumn
Andria Wyman-Clarke, VP of Human Resources NA, Thales Group
Ashleigh Miller, Be the Change Boutique
Vadzim Pineu, BP Amoco
Nicole Santana, Nucor Steel
Meaghan Kelly, Town of Mt. Pleasant
Robbie Marion, Southern Diversified Distributors
Marlene Johnson, SC Workers’ Compensation
Brad Walbeck, Town of Mt. Pleasant
Nate Justiss, Owner, Distil Union, Industrial Designer
John Lansche, Partner and Co-founder, Graybill, Lansche, Vinzani
Keranna Williamson, Founder, VAGA, CoFC alumn
Dan Henderson, Real Estate Developer, Charleston, SC
Michelle Cannon, Intra-preneur at Gildan,
Chris O-Rourke, Cyber Security Tech Entrepreneur, Co-Founder, Soteria
Michael Shemtov, Restaurant Entrepreneur, Founder, Butcher & Bee, CoFC alumn
Tommy Baker, Owner, President & CEO Baker Motor Company
Lois Conklin, qualitative Market Researcher, ZS Associates
Margaret Furniss, Owner, Caviar and Bananas
Randi Brooks, President, Directions Research
Chris O’Rourke, CEO, SOTERIA
Ed Marino, Brand, Actor/Athlete
Michael Shemtov, Restaurant Entrepreneur
John Rizzo, Digital Strategist
Krissa Watry, CEO, Dynepic LLC
John Smith, CEO, Break Equation
Erin Sarofsky, CEO Sarofsky Computer Generated Imagery
LeeAnn Maxwell, CEO, Vixen Enterprises
Scott, Blackwell, CEO High Wire Distilling
Tommy Baker, CEO, Baker Motors
Meghan Cook, CEO, Pink, Dot Beauty Salon
Nate Justiss, CEO, Distilunion
Justin Herp, alum CofC
Mike Tzantz, MWV/Business Development Director, China
Vadzim Piuneau, HR Director, BP Plant
Tommy Baker, Baker Motors
Martin Deputy, Tower
Ernest Andrade, Digital Corridor
Nate Dapore, CEO, People Matter
Gene Hallman, President & CEO, BUNO Event Team, CofC alum
Andy Berlin, Advertising & Marketing executive, BBDO, Omnicom
Will Copenhaver, Director of Marketing Communications, LeCreuset
Randy Brooks, Chairman/President, DIRECTIONS Research
Alex Kreitman, VP, Digital Marketing/Sales, Kaleidoscope
Anne Morgan, Group Director of Client Services, Kaleidoscope
John McNeil, in/PACT, SATCHI & SATCHI
Allison VanDiest, Blackbaud
Amy Kubie, in/PACT
Jake Richard, Blueion
Tom Blazer, President & CEO, ESite
Mike Mitaro, Former President and CEO, Carlsberg, USA
Lucy Nash, Brand Communications, Chilli Marketing
AND MANY OTHERS

THIS IS ONLY A BRIEF SUMMARY OF OUR YEAR. SO MUCH MORE CAN BE VIEWED FROM OUR INDIVIDUAL FACULTY RECORDS.

WE LOOK FORWARD TO AN EVEN MORE FRUITFUL 2015-2016.