<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXECUTIVE SUMMARY</td>
<td>1</td>
</tr>
<tr>
<td>The School of Business</td>
<td>4</td>
</tr>
<tr>
<td>SCHOOL OF BUSINESS PROGRAM</td>
<td>6</td>
</tr>
<tr>
<td>Program Accomplishments</td>
<td>10</td>
</tr>
<tr>
<td>SUPPORTING DATA</td>
<td>26</td>
</tr>
<tr>
<td>Contact Information</td>
<td>28</td>
</tr>
<tr>
<td>School of Business</td>
<td>28</td>
</tr>
</tbody>
</table>
EXECUTIVE SUMMARY

STRATEGIC HIGHLIGHTS

- Our majors are as popular as ever. The number of business and pre-business majors swelled to exceed 1,850 and graduated approximately 600 undergraduates.
- Our suite of majors is almost complete. We obtained approvals to add two new undergraduate majors (Finance and Marketing) and one minor (Global Trade). We are currently working on majors in Management, Supply Chain Management and Real Estate.
- We had another record year in fundraising, exceeding $2.3 million in total gifts and commitments to support our students, faculty and programs (during FY2012-2013).
- We are surrounded by phenomenal business leaders. We added the following Board of Governors members:
  - Luther Cochrane, former chair and CEO, BE&K Building Group
  - Andy Berlin, co-founder, BPG Spirits Investment Group, and associate of Perseus LLC (former chair and CEO, United Creative Agencies, former president of Doyle Dane Bernbach)
  - Gary DiCamillo, managing partner, Eaglepoint Advisors. He was past chairman and CEO of Polaroid and other companies, and past president of Black & Decker. He currently serves on the Board of Directors for Whirlpool Corporation and is a trustee at Babson College and Rensselaer Polytechnic Institute.
  - Stephen Kerrigan, private investor and consultant. He is the former chair and CEO of Coinmach Service Corporation. He is also a member of the College of Charleston Foundation Board.
  - Chris Price, founding principal and broker-in-charge for PrimeSouth Group. Price, a 1991 College of Charleston business alumnus, is actively involved in Upper King St. renovations through the City of Charleston’s Revitalization Commission.
  - Ken Seeger, senior vice president and president, MeadWestvaco (MWV) Community Development and Land Management Group. Seeger has more than 30 years of real estate experience including his role at MWV. He was also founder and president of the Presidio Group (San Francisco).
  - Marco Wirtz, president and CEO, Daimler Vans Manufacturing in Ladson. Wirtz has been with Mercedes Benz since 1998.
  - Jonathan Zucker, president, The Intertech Group. Zucker is also founder and chairman of the South Carolina-Israel Collaboration.
- We surrounded our students with world renowned speakers, including Neville Isdell, former chair and CEO, Coca-Cola; John Allison, former CEO and President of BB&T; Linda Duesel, SVP Federated Investors; Richard Chilton, founder, chair and CEO of Chilton Investment Company; Mark Buono, managing director, Goldman Sachs; Marc Chardon, CEO Blackbaud.
- Our graduate programs continue to raise the bar. Record admission scores in both MBA and MSA programs.
- Our graduate programs continue to grow. We added another focus area to our MBA program (in Hospitality Revenue Management) and obtained approval to add an international track to our MSA program.
- Solid faculty credentials. 95% of our full-time faculty are terminally qualified. We also hired a few more outstanding faculty.
- We’re among the leaders in global business education. SB houses one of the US’s largest...
undergraduate International Business degree programs

• We have a renewed commitment to global logistics. SB houses one of the few undergraduate Global Logistics programs in the nation
• We continue to expand abroad. New MOUs were signed with three institutions: Xiamen University (China), Foreign Trade University (Vietnam), and EDHEC Business School (France)
• We set another mark in study abroad. SB sent 256 students abroad; another 20 CoC students participated in business overseas courses or international service learning projects
• Experiential learning is one of the keys to our "ready to work" graduates. 115 business students were given academic credit for internships
• We've outgrown our current home. We made progress toward a new business building
• Another focus area was added to our MBA program (in Hospitality Revenue Management)
• Completed our 2020 Vision to provide strategic direction for all business school stakeholders
• Had over 90 students participate in SB First-Year Experience program
• Significant collaboration on degree programs with schools/departments across campus
• SB is committed to enhancing diversity in both faculty and student profiles

FUND RAISING HIGHLIGHTS
(Fund raising is reported by fiscal year, July 1, 2012 - June 30, 2013)

• Total new commitments (gifts and pledges): $2,310,475 (best result in more than 10 years; 2011-2012 was $1,460,203)
• $218,852 is cash receipts raised for Dean's Excellence Fund (A record 185 donors made a gift to this fund)

Gifts of note:
  o $540,000: Steve and Maureen Kerrigan to establish School of Business Financial Investment Program
  o $444,095: Gift of software from ARGUS Inc.
  o $250,000: Ben and Trish Carter to create 35 scholarships and two merit awards for students studying real estate
  o Two gifts of $125,000: Anita Zucker and Justin McLain to create the Howard F. Rudd Distinguished Faculty Award for Service Leadership
  o $100,000: BMW, creation of BMW Logistics Advantage Program
  o $100,000: Guy and Betty Beatty to provide support for the Beatty Scholarship Fund

OPERATING HIGHLIGHTS

• Dr. Rene Dentiste Mueller was appointed Associate Dean of Undergraduate Business Programs
• Dr. Jocelyn Evans was appointed Chair of the Department of Economics and Finance after serving as Interim Chair and Associate Dean of Undergraduate Programs
• Dr. Rhonda Mack stepped down as Interim Chair of the Department of Management and Entrepreneurship Department and Dr. Thomas Kent was appointed in her place
• Dr. Roxanne Delaurell stepped down as Chair of the Department of Accounting and Legal Studies Department and Dr. Roger Daniels was appointed in her place
• Dr. Elaine Worzala (new hire) was hired to run the Carter Real Estate Center
• Dr. David Desplaces stepped down as director of the Center for Entrepreneurship and Dr. David Wyman (new hire) was appointed in his place

LOOKING AHEAD

Please see Vision 2020 statements in Strategic Priorities section, starting on page 8.
The School of Business

THE BUSINESS DISCIPLINE FROM A NATIONAL PERSPECTIVE

Business education involves teaching students the fundamentals, theories, and processes of business. Most business schools offer a curriculum that helps prepare students to operate effectively in an ever-increasing competitive market; increasingly, there is emphasis on meeting the challenges of globalization. In the US, the curriculum is centered on a standardized core foundation of courses (Economics, Accounting, Marketing, Management, Finance, Information Systems, and Operations Management). Elective study allows students to focus on particular aspects of business.

The business major has always been a popular major and recent data shows that the largest number of US undergraduate degrees conferred is the business degree. Studies predict that enrollments in business programs will continue to grow as a sluggish economy (and fears about job prospects) send students to practical courses that better prepare them for the world outside academia. At the MBA level, enrollments also continue to increase; likewise, foreign student enrollment in US business programs is predicted to continue to grow.

In 2012, the School of Business had 1,850 declared and pre-declared majors and it graduated 600 undergraduates. In addition to adjunct and executives-in-residence, the faculty is comprised of 59 full-time faculty members, 95 percent of which are terminally qualified. The SB offers seven undergraduate majors, five minors and seven concentrations in addition to a Master of Accountancy and an MBA. The SB also offers three interdisciplinary minors and houses four Centers of Excellence. Approximately 20 staff members support the SB (see Appendix for the SB Organization Chart).

DEPARTMENTS

- Accounting and Legal Studies (ACLS)
- Economics and Finance (ECFN)
- Hospitality and Tourism Management (HTMT)
- Management and Entrepreneurship (MGMT)
- Marketing and Supply Chain Management (MSC)

ACADEMIC DEGREE PROGRAMS

Undergraduate Majors

- BS in Accounting
- BS in Business Administration
- BS in Economics
- BS in Finance (new)
THE SCHOOL OF BUSINESS

- BS in Hospitality and Tourism Management
- BS in International Business (IB)
- BS in Marketing (new)

**Master’s Degrees**
- MSc in Accounting
- Masters in Business Administration (MBA)

**Minors**
- Business Administration
- Economics
- Global Trade (new)
- Hospitality and Tourism Management
- Leadership, Change and Social Responsibility

**Concentrations**
- Finance
- Real Estate
- Entrepreneurship
- Leadership, Change and Social Responsibility
- Marketing
- Global Logistics and Transportation (GLT)
- Hospitality and Tourism

**INTERDISCIPLINARY PROGRAMS**
- Arts Management and Administration
- Languages and International Business
- Pre-actuarial Studies

**CENTERS OF EXCELLENCE**
- Carter Real Estate Center
- Global Business Resource Center
- Office of Economic Analysis
- Office of Tourism Analysis
- Center for Entrepreneurship
MISSION STATEMENT

In Spring 2013, the School of Business faculty voted to approve a new Mission Statement. The new Mission Statement was developed after significant discussions with students, faculty, chairs, and Board of Governor members. The new Mission Statement is as follows:

The School of Business serves our state, region, and the global business world by educating socially responsible graduates through practical undergraduate, graduate and professional programs and by advancing the development of our community of scholars in their intellectual pursuits.

We fulfill this Mission by:

Engaging diverse students in personal educational experiences that encourage a global mindset, inspire creativity and innovation, and develop leadership skills in preparation for business challenges and opportunities.

Building a globally oriented faculty whose teaching, research, and service influence students, the business community, and other constituents.

SCHOOL GOALS

The SB's learning goals are centered around four areas:

• COMMUNICATION SKILLS: Students will demonstrate the ability, via both the written and spoken word, to effectively present, critique, and defend ideas in a cogent, persuasive manner.

• QUANTITATIVE FLUENCY: Students will demonstrate development of relevant computational skills.

• GLOBAL CIVIC RESPONSIBILITY: Students will be able to integrate knowledge and skills in applications that facilitate student articulation and response to social, ethical, environmental and economic challenges at local, national and international levels.

• INTELLECTUAL INNOVATION AND CREATIVITY: Students will be able to demonstrate their resourcefulness and originality in addressing unscripted problems by applying and building upon knowledge and life experience.

STRATEGIC PRIORITIES AS THEY RELATED TO THE COLLEGE’S STRATEGIC PLAN

One of the top goals for the SB’s programs which supports the College’s Strategic Goals 1, 2, and 3 is to align our academic strengths with the most salient needs of the community and prepare “ready to work” graduates. The school is working on adding three new undergraduate
majors (Supply Chain, Real Estate and Management). The school enhanced study abroad opportunities for students and faculty through philanthropic scholarships.

Below is our Vision for 2020, along with strategies to achieve each objective:

Objectives

- 100 percent of undergraduate and graduate students will have a global learning experience.
- 100 percent of undergraduate students will be supported by a Student Success Center that aids them with their academic challenges, and career/professional development.
- 50 percent of fulltime business faculty will lead an academic program, conduct research or teach overseas during an academic year.
- 25 percent of all courses will be taught or team-taught by “professionally qualified” faculty (PQ are business practitioners as defined by AACSB International).
- 20 percent of undergraduate and graduate students enrolled in the School of Business will be from countries abroad.

Strategies to Achieve Objectives

1. Build an environment and facility to excel.

- Create an all-encompassing business epicenter where undergraduate and graduate students, faculty, academic partners and business community leaders converge to create shared learning experiences.
- Construct a building to house our graduate programs and Centers of Excellence and be seamlessly integrated with the Beatty and Tate Centers.
- Incorporate advanced, enabling technology that supports virtual meetings and “access” to faculty, students, academic partners, Board members and business community around the globe.
- Design distinctive space that accommodates large academic and business community presentation events and fosters professional development.
- Incorporate other distinctive capabilities to create synergies and leverage shared resources.

2. Expand high-quality graduate programs.

- Attract highly qualified, talented, and diverse students to our existing graduate programs through scholarships.
- Grow MBA focus areas (global logistics/supply chain management, MBA/J.D.).
- Expand high quality, revenue generating master degree programs
- Develop self-supporting professional doctoral degree in business administration (Ph.D.) in Charleston and Hong Kong.
3. Prepare “workforce-ready” graduates. Align our academic strengths with the most salient needs of the Charleston business community.

- Offer the following portfolio of undergraduate majors: accounting, economics, international business, hospitality and tourism management, marketing, management and finance. (Replace current major in business administration with management.)
- Add three new majors: management, supply chain management and real estate.
- Add two new minors: marketing and entrepreneurship.
- Invest in and encourage study abroad experiences through scholarship.
- Increase the proportion of courses taught or team-taught by “professionally qualified” instructors (i.e., executives-in-residence and adjunct professors).
- Acquire tools and technology necessary for skill development and job placement such as Bloomberg for Education, SAP, Harvard Case Studies, and others.
- Continue to invest in the Student Success Center capabilities that support personalized academic, enrichment and professional development needs including internships, clubs/associations, advising, mentoring and other career services. Hire additional staff professionals for the Center.
- Invest in the Center of Entrepreneurship to foster student innovation, promote creative collaboration across all academic disciplines, and inspire entrepreneurial activity in our region.
- Strengthen the Carter Real Estate Center to help prepare students for opportunities in commercial real estate.
- Offer professional certificates such as the Certified Global Business Professional, the Certified Commercial Investment Member and others that provide useful knowledge and valuable credentials for our graduates when seeking employment.

4. Strengthen and invest in our faculty and staff.

- Increase rewards and amplify recognition of faculty for excellence in their scholarship, teaching, service, distance learning and global impact.
- Recognize and reward staff members for their professional contributions. Invest in professional development and training for administrative assistants and staff directors.
- Establish distinguished professorship in global logistics/supply chain management.
- Establish Dean-directed distinguished professorships in other distinct areas to reward, attract, and/or retain accomplished faculty.
- Incentivize faculty to teach abroad at foreign universities and CofC degree programs established in foreign markets.
- Establish a visiting scholar program to enhance program curriculum. Invite a scholar from a different discipline each semester.
- Encourage and support faculty who are teaching in graduate programs to expand their knowledge through training seminars, conference participation, and other intellectual venues.
- Increase investment in faculty conducting international research.
5. Establish executive education programs.

- Expand and create awareness of the global logistics and supply chain management program with Michelin, BMW, Boeing, SC Port Authority, and other partners.
- Create executive certificate program in hospitality revenue management.
- Promote Certified Global Business Professional and offer other certificate programs to expand global business knowledge in South Carolina.

6. Differentiate the School of Business as a premier global business school.

- Obtain EQUIS accreditation from the European Foundation for Management Development (EFMD) to validate our global education. Expand Office of Tourism Analysis by establishing the Office of Smart Tourism, a world-renowned hospitality and tourism research center.

**PRIORITIES**

*Strategies and tactics in the College’s strategic plan your school would place as highest priorities (please consider this a preliminary and tentative list that would collectively provide a starting point for a workshop on strategic priorities this fall)*

Please see Vision 2020 in the previous section.
Program Accomplishments

The School of Business has been highly engaged in offering new and unusual curriculum and has actively supported both the Honors program and First Year Experience. The following is a summary of SB offerings:

**UNUSUAL CURRICULAR OFFERINGS**

- **ECON 360 The Economics of Gambling**
- **ENTR 451 Biomedical Commercialization** is a course taught to business and science majors and is offered in conjunction with the Medical University of SC
- **FINC 360 An Economic Analysis of Microfinance** is based on a service project conducted in the Dominican Republic
- **FINC 360 An Economic Analysis of Microfinance**
- **HTMT 360 Venue Management**
- **HTMT 360 Contracts in Hospitality and Tourism Management**
- **HTMT 360 Advanced Catering Management** (taught by Kiawah Management)
- **HTMT 360 (one credit) Luxury Hotels Market**
- **HTMT 360 (one credit) Essentials of Wine for the HTM Industry**
- **HTMT (360 (one credit) Public Relations and Events**
- **MBAM 520 Global Commerce** is a course based on the Certified Global Business Professional™ exam. The class had a 100 percent pass rate on the CGBP™ exam.
- **MGMT 445 Seminar in Entrepreneurship** taught by Dr. David Desplaces and Tommy Baker. The course makes heavy use of local entrepreneurs as guest lecturers
- **MGMT 360 – SIFE Presentation Team** (this course prepares students to participate in the Students in Free Enterprise national competition)
- **MGMT 360 Ecompreneurship** is a course focused on Corporate Social Responsibility
- **MKTG 360 The Business of Television** is taught by television executive and Emmy award-winner David Morgan, and has guest speakers from the industry
- **MKTG 360 Advertising Campaign** is a course that is structured and operates as a traditional advertising agency

**HONORS PROGRAM**

The Business Honors program was launched in 2006 and now enrolls approximately 20 students annually. During the academic term, the SB provided eight courses and SB faculty members supervised nine Honors theses. Of particular note is the University of Strasbourg SB partnerships which sent students to the University of Strasbourg and the University of Groningen for a semester study abroad. At present the program receives approximately $60,000 in private funding. The SB offers the following Honors courses:
PROGRAM ACCOMPLISHMENTS

- HONS 180 Business Ethics
- HONS 280 Managerial Accounting
- HONS 200 Economics I
- HONS 210 Business Law
- HONS 394 Research Methods
- HONS 211 Economics II
- HONS 280 Financial Accounting
- HONS 214 Business Statistics

Honors Theses/Bachelor’s Essay

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<th>Student Name</th>
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<td>Ball, S</td>
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<td>Ruffle, C</td>
<td>Evans</td>
<td>Identifying and Predicting Factors of Successful Acquisitions</td>
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<td>Blackwell</td>
<td>Power Laws, CEO Compensation, and Inequality</td>
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<td>Von der Lieth, Neesham</td>
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<td>Historical Analysis of (Dis)Economics of Scope in Financial Institutions</td>
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<tr>
<td>Wofford, E</td>
<td>Litvin</td>
<td>Charleston’s Growing Entertainment District</td>
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FIRST-YEAR EXPERIENCE AND REACH

Given AACSB accreditation requirements for PhD course coverage, relatively few faculty members are able to offer First-year experiences or freshman seminars; nevertheless, the SB contributions to these programs are growing (more than 90 students participated in these courses). Particularly noteworthy is that one of the FYSM courses was offered as a Learning Community last year in Paris, France:

- FYSM 117 Emerging Technologies
- FYSM 119 Become A Millionaire
- FYSM 146 Business and Culture (Paris)
- FYSM 148 Technology and the Modern Enterprises
- REACH Program (ECFN, MGMT, and ENTR participated)

INSTRUCTIONAL CONTRIBUTIONS TO OTHER (NON-SB) UNITS

The SB has partnered, to some extent, with almost all of the schools across campus. At present, the SB offers three interdisciplinary minors (Arts Management and Administration, Languages and International Business, and Pre-actuarial Studies). In addition, it is a partner in several other
academic programs and offers several dual credit courses. The ECFN Department, for example, has partnered with *Environmental Studies* in offering a Masters level course EVSS 501 Economic Theory for Policy and Analysis.

The MGMT department partners undergraduate CofC School of Business and the School of Math and Sciences students with graduate Medical University of South Carolina students via the Biomedical Commercialization (ENTR 451) course taught by the MGMT department. The department also cross-lists its Ecopreneurship course (MGMT 360/EVSS 695) with Environmental Studies. The department also offered the MGMT 200 Business and Culture course (in Paris) together with the Theater department (THTR 176).

The MSC department’s marketing courses (MKTG 302, 320) are used by both the Communications and Arts Management Administration degrees. The department also taught CSIS 636 (Information Policy and Strategy) for the MSC in Information Systems program. In addition, the department’s International Business major requires a Language, Cultures, and World Affairs minor and is a significant contributor to LCWA enrollments. In addition, LCWA offers Languages and International Business Minor (being revised to be a minor in Global Trade for LCWA majors.)

The HTMT department has also worked with the Arts Management program and offers students in both programs an Events Management and Venue and Event Management for students in both programs.

SB faculty members routinely collaborate with faculty in other schools when offering overseas travel programs. This year the SB worked with International Studies in offering the Honduras Micro-finance program.

The SB has provided leadership in several other cross-disciplinary extra-curricular activities. In addition to developing the College-wide Global Scholars program, it also co-hosts the World Cultures Fair.

**DISTANCE EDUCATION OFFERINGS**

The School of Business has become active in on-line education and is steadily increasing its offerings:
ON-LINE COURSES
- DSCI 232 Business Statistics
- DSCI 304 Production and Operations Management
- ECON 200 Principles of Microeconomics
- ECON 201 Principles of Macroeconomics
- FINC 303 Business Finance
- HTMT 210 Principles and Practices
- INTB 409 Global Strategic Management
- INTB 322 International Business
- MGMT 325 International Management
- MGMT 301 Organizational Behavior
- MGMT 105 Introduction to Business
- MKTG 302 Marketing Concepts

ON-LINE PROFESSIONAL DEVELOPMENT PROGRAMS
In addition to academic courses, the Global Logistics and Supply Chain program also put the Intermodal Transportation Professional Development class on-line for Michelin. In Spring 2012, the Global Business Resource Center began developing an online version of its Certified Global Business Professional™ exam training program; its training materials were used (fee based) by US officials in Spring 2013

- Intermodal Transportation Professional Development Program
- Certified Global Business Professional™ Training course

INTERDISCIPLINARY COURSES (SEE INSTRUCTIONAL CONTRIBUTIONS TO OTHER (NON-SB) UNITS)

INTERNATIONALIZATION/GLOBALIZATION
A key priority of the SB is the ‘globalization’ of its academic and professional development programs. Foundation funding (Knox family gifts) and Grant funding (Title VI) continued to provide significant financial support for overseas travel for the development of overseas programs and for the presentation of internationally focused research.

Academic: The SB is a leader in global business education housing one of the US’s largest undergraduate International Business degree programs. In addition, the SB houses one of the few undergraduate Global Logistics programs. IB students continue to score well nationally on the IB section of the ETS exam. Each department has a number of international courses including:
PROGRAM ACCOMPLISHMENTS

- BLAW 382 International Legal Environment
- ECON 310 International Economics
- FINC 360 Microfinance
- FINC 382 International Finance
- INTB 314 Global Operations
- INTB 322 International Business
- INTB 360 International Issues in Sustainability
- INTB 390 Social Enterprise and Development (Overseas Service Learning Course)
- INTB 409 Global Strategic Management
- MBAD 518 Global Economy
- MBA 515 International Financial Markets and Global Risk Management
- MBA 520 Global Enterprise
- MGMT 325 International Management
- MKTG 326 International Marketing

Fulbright Scholars Program Participation: Over the last five years, the SB has hosted three Fulbright scholars (from Macedonia, Austria, and El Salvador) and this year Dr. Bill Kaprowski (ACLS) was selected as a Fulbright to the University of Science and Technology in Krakow, Poland. Several faculty have applied for Fulbright Fellowships next year.

Memorandums of Understanding (MOU): In an attempt to increase the international diversity of our students, the SB has initiated and maintained active MOUs with the following universities:

- Applied University of Worms –Sister-state agreement and faculty exchange
- Applied University of Ludwigshaven – Sister state agreement and faculty exchange
- Foreign Trade University, Vietnam- Bi-lateral and 2+2 agreements
- EDHEC, Nice, France – Bi-lateral agreement
- Management Center Innsbruck Bi-lateral and faculty exchange
- University of Caterina of the South (UNISUL) Brazil- Bi-lateral exchange
- University Juan Carlos (Bi-lateral, Madrid)- Bi-lateral
- University of Nottingham (Tri-lateral, England and China campuses)
- University of Hertfordshire (Bi-lateral, England, new)
- Ecole de Strasbourg -Bi-lateral and faculty exchange
- Xiamen University, China- Bi-lateral and 2+2 agreements

Study Abroad: In 2012-2013, 256 SB students studied abroad (another 20 CofC students studied on SB faculty-led programs) representing approximately one-third of the CofC total. A key factor of success is faculty engagement. Not only have faculty been responsible for setting up and promoting bi-lateral exchanges (73 CofC students participated in these bi-lateral programs), they have been extremely active in offering overseas courses (these efforts have enrolled 126 CofC students in the AY). The success of the SB’s international efforts is directly attributable to the SB faculty and their active participation in the development and support of overseas programs. In
addition to sending students abroad, the SB hosted 66 incoming foreign exchange students in addition to matriculating students from Brazil, Chile, China, France, Russia, UK and Ukraine.

Faculty Led Study Abroad
- ECON 360 European Economics (Strasbourg, France)
- FYSM 146 Business of Culture (Paris)
- TRAN Global Logistics (Netherlands)
- HTMT 360 Destination Management, Iceland
- HTMT 360 German Wine Tourism: From Grape to Table
- MKTG 360 Sustainability Issues in Costa Rica
- MKTG 326 International Marketing (Management Center Innsbruck, Austria)
- MGMT 360 Destination Management, Dubai
- TRANS 360 Doing Business in Costa Rica
- MBA Study in Dubai Program

International Service Learning Abroad and Overseas Internships: This past year, SB faculty have been actively engaged in developing and supervising overseas international service learning projects (most for academic credit) and overseas internships. During the 2012-2013 year, faculty took student groups to:

International Service Learning
- Spring Break in Cameroon (4 students) associated with Possibilities without Borders (MGMT)
- Spring Break in Honduras (25 students) associated with Global Brigades (MSC)
- Winter in Dominican Republic (6 students) associate with Feed to Poor (ECFN)

Overseas Internships:
- Argentina (INTB)
- Brazil (INTB)
- France (HTMT)
- Netherlands (HTMT)
- London (HTMT)
- Nicaragua (INTB)

Teaching Abroad
In addition to CofC programs overseas, SB faculty members taught at bi-lateral or foreign institutions. The majority of these assignments were short-term teaching (one week or less);
faculty also gave individual lectures. Several faculty members also spent part or all of their sabbaticals working with foreign institutions. Faculty participation in these types of exercises is crucial to building research networks and study abroad opportunities:

**Austria**
- Management Center Innsbruck (HTMT, ECFN and MSC short-term teaching programs and joint research projects)
- MODULE University (Vienna) (1 HTMT faculty member short-term teaching)

**China**
- Chengdu University (MSC visiting lecture)
- Hong Kong Polytechnic University (HTMT faculty member, visiting scholar (sabbatical) and joint research)
- Jinan University Shenzhen (HTMT short-course)
- Linguan University Hong Kong (MSC lecture)
- Sichuan University (MSC short term summer teaching)
- Hong Kong Polytechnic University (B Pan, visiting scholar (sabbatical) and W Smith (guest lecture on Sponsorship Trends)

**France**
- University of Strasbourg (1 ECFN faculty member short-term teaching)

**Germany**
- Applied University of Worms (HTMT and MSC short-term teaching, co-teaching summer course in Germany and Charleston, joint research projects)
- Applied University of Ludwigshafen (MSC short-course, joint teaching, and research)

**Poland**
- University of Science and Technology, Krakow (ACLS Fulbright)

**GLOBAL SCHOLARS**
The Global Scholars programs is a College-wide program which recognizes students who have completed 18 hours of multidisciplinary international study, passed a national foreign language proficiency test, and have had a study abroad experience. This year 17 SB students completed the Global Scholars requirement. Likewise, faculty who have completed similar requirements and who also serve as mentors for students in the GS program can become Global Scholars. The following faculty members are Global Scholars:

Beatriz Maldonado Bird (ECFN, new)  Chen Huei Chou (MSC)
Roxane Delaurel (ACLS)  David E Desplaces (MGEN)
Jose V, Gavidia, (MSC)  Marvin E, Gonzalez (MSC)
Frank Hefner (ECFN)  Hao-Chen Liu (ECFN)
Jim Mueller (MSC)  Rene Dentiste Mueller (MSC)
OTHER SIGNIFICANT INTERNATIONAL WORK

Dean Shao made several trips abroad in order to expand global operations. In Fall 2012, he and a group of administrators traveled to China to visit several universities to recruit MBA students. In addition, discussions on starting a doctoral program for US and Chinese students were initiated. In Winter 2013, a small group also traveled to Europe in order to attend the EQUIS accreditation conference and visit the European University campus in Switzerland. EQUIS is the AACSB equivalent of Europe and being EQUIS accredited would raise the status and standing of the SB (which is especially important because the term “college” is understood typically to mean an institution of further education, not higher education). In Fall 2013, the Dean’s office also traveled to Brazil to speak with universities about the expansion of undergraduate programs, recruitment for the CofC MBA, and the development of a 2013 MBA study abroad program. The SB also met with faculty and staff from the University of Tatar to discuss participation in this College-wide initiative.

PERSONALIZED EDUCATION

In addition to the student involvement outlined above, SB faculty members provide the following academic instruction/supervision:

- Bachelor’s essays (8 students)
- Internships for Academic Credit (115 students)
- Independent Study projects (50 students)

OTHER HIGH IMPACT STUDENT EXPERIENCES

The SB believes strongly that its programs work best when learning can continue outside the classroom; consequently, the SB continually seeks out new ways to more actively engage students in experiential learning, extra- and co-curricular activities.

SB INTERNSHIPS AND PROFESSIONAL DEVELOPMENT

The Student Success Center (SSC) enrolled 67 students in for-credit academic internships; another 48 HTMT students were also enrolled in internship programs. The SSC also held 6 resume sessions and registered 194 student resumes into the Simplicity program.

STUDENT GROUPS

The SB and its faculty actively engage students in a myriad of intra- and extra-curricular activities including C.U.B.E., a student-run enterprise that raises more than $15,000 annually. The list of SB faculty-led student clubs include:
In addition to clubs, SB departments offer well over a hundred events each year in an effort to engage students outside the class. The following is a list of the major programs (each runs multiple times throughout the academic year):

- BB&T Initiative for Public Choice and Market Process (ECFN)
- Entrepreneurship Night (monthly (MGMT)
- Leadership (in Practice) Speakers (MGMT)
- Mentor Program (IB and MBA)
- Meet the Firm Speaker Series (ACCT, MBA, FINC, GLT, and IB programs with invited speakers who discuss their jobs, how they got their jobs and what their firms are looking for in job applicants)
- Spaulding Speaker Series (MGMT)
- Shadow Program (GLT Think Differently forum (MGMT)
- Young Guns Panel (HTMT alums talk about their careers)

DEPARTMENTAL ENROLLMENTS
The School continues to excel in meeting the student demand for business courses. Enrollment continued to be high in several departments, as was the number of student credit hours. Undergraduate class sizes across the School averaged approximately 30 students, (especially in Accounting, Economics and Finance) in addition to the lower level undergraduate classes in Hospitality and Marketing.
PROGRAM ACCOMPLISHMENTS

There continues to be significant differences across specific disciplines with smaller programs such as Entrepreneurship, Real Estate and Global Logistics having smaller class enrollments. In contrast, Economics professors teach larger sections (80-115 students), in part, to meet the general education requirements of non-SB students. The large class sizes in some of the Economics courses are accompanied by other classes that have enrollments of 35-40 students. As a result, Economics is a priority for additional faculty lines. In addition, it is anticipated that the new Finance major will increase enrollment in many classes, both at the undergraduate and graduate levels.

WORKLOAD PRODUCTIVITY

In general, SB faculty teach three courses and have a one-course release for teaching. Administrators may receive additional release time. (Detailed enrollment data can be found in the Supporting Data section). More than ninety percent of the faculty are meeting their teaching, research and service requirements. Faculty members not meeting their research requirements are given a four course teaching load per semester.

INSTRUCTIONAL COSTS

Direct instructional expenditures, both per student credit hour and per student FTE are virtually the same as they were last year (and are presented in Table 3 in the Supporting Data Section of this report). While both figures are on average above the College as a whole, they seem very consistent with the Delaware Peers data for the same period. Due to growth in programs, faculty departures for higher salaries and tenure denials, the School of Business will have some faculty searches going on in Fall 2013, and while the SB is mindful of conserving scarce financial resources, it needs to offer competitive salaries that will attract high quality faculty.
ASSESSMENT (SEE COMPLIANCEASSIST FOR MORE DETAIL)

Plans for Change
During AY 2012-2013, the SB's Assessment Committee, comprised of core course coordinators, met (monthly) to discuss assessment needs and assessment methods. This is part of the continuous improvement process. The committee has assisted department chairs in the ongoing development of the assessment plan for the upcoming academic year.
DIVERSITY

The SB is committed to hiring and maintaining diversity. Of the 59 full-time faculty members, 16 (27 percent) are females and 19 percent are non-white (2 are African American, 3 are Hispanic and 5 are East Asian). Of the Caucasian faculty members, one is from France and one from is Canada. Hiring ethnic minorities, however, continues to be a challenge. It should be noted that this challenge is shared by all US business schools. Latest figures show that just 3.5 percent of US Business faculty members are classified as minorities and there are just 400 in the PhD pipeline. Efforts to recruit more ethnic minorities are stymied by the lack of minority Business Professors.

<table>
<thead>
<tr>
<th>Department</th>
<th>Female/Male</th>
<th>African-American</th>
<th>Hispanic</th>
<th>Asian</th>
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<tbody>
<tr>
<td>ACLS</td>
<td>3/7</td>
<td></td>
<td></td>
<td></td>
<td>1.00</td>
</tr>
<tr>
<td>ECFN</td>
<td>6/11</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>.65</td>
</tr>
<tr>
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<td></td>
<td></td>
<td>1</td>
<td>.83</td>
</tr>
<tr>
<td>MGMT</td>
<td>2/8</td>
<td></td>
<td></td>
<td></td>
<td>1.0</td>
</tr>
<tr>
<td>MSC</td>
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<td></td>
<td></td>
<td>2</td>
<td>.64</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>16/43</strong></td>
<td><strong>2/59</strong></td>
<td><strong>3/59</strong></td>
<td><strong>6/59</strong></td>
<td><strong>81</strong></td>
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</table>

PLANS FOR IMPROVEMENT

The SB is striving to improve its minority hiring. In addition to following CofC guidelines in identifying and interviewing qualified minority candidates, Dr. Jocelyn Evans represents the CofC at the KPMG PhD Project in order to introduce minority candidates to the CofC. The ACLS department also supports the National Association of Black Accountants (NABA). The SB is presently seeking to recruit more students from abroad. The SB will continue with all of these efforts and will seek to identify new ways in which it can recruit minority candidates.

RESEARCH AND PROFESSIONAL DEVELOPMENT PRODUCTIVITY

Because of AACSB accreditation, the SB’s minimum research and professional development requirements are incorporated into the SB’s requirements. According to AACSB requirements, to remain academically or professionally qualified, faculty have to have one refereed journal publication in three years. The SB standards further require a minimum of one intellectual contribution each year and two refereed journals in five years; departmental standards are being revised and are generally more stringent. Promotion and tenure candidates must exceed the minimum standards. An approximate summary of scholarship output is provided below.
## PROGRAM ACCOMPLISHMENTS

<table>
<thead>
<tr>
<th></th>
<th>Journals</th>
<th>Proceedings</th>
<th>Other Intellectual Contributions</th>
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<tr>
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<td>9</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>MSC</td>
<td>5</td>
<td>12</td>
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</table>

## GRANTS

The Global Logistics and Transportation (GLT) Program has received significant external funding and submitted several grant applications. The program has continued support from BMW ($50,000 annually in support of the undergraduate program) and Michelin ($100,000 for work on a professional development program). In addition, the director is part of a team that has been awarded a $200,000 grant (with the Foreign Trade University - Vietnam) to compute national logistics costs for Vietnam. Dr. Kent Gourdin also received the Federal Motor Carrier Safety Administration grant ($295,000).

The MGMT faculty have secured two major grants (a $40,000 Kauffman grant and a $599,996 National Science Foundation grant entitled "Lowcountry Partnership for Biomedical Innovation"). The NSF grant is the largest SB grant to-date.

The ECFN department has received $500,000 from BB&T for its Initiative for Public Choice and Market Process grant. This is a multi-year renewable grant.

The MSC department closed out (Fall 2012) a US Department of Education grant Title VI-B International Business and Education (approximately $180,000) focused on international entrepreneurship and outreach to the global trade community.

## FUND RAISING

The SB had an outstanding year of fundraising with over $2.3 million in new commitments (gifts and pledges) being made. Significantly, the SB was able to motivate all of its Board of Governors to give. The Board of Governors contributed more than $200,000 to the Dean's Excellence Fund. The largest gifts were from Steve and Maureen Kerrigan ($540,000) to establish financial investment courses, as well as more than $440,000 in-kind in Argus software, and $250,000 from Ben and Trish Carter to create 35 scholarships and two merit awards for students studying real estate.

## SERVICE CONTRIBUTIONS

### College

As part of their service requirement, all SB faculty members are required to serve on one of nine SB school committees; SB faculty also have departmental service requirements (core course committee leadership, curriculum development committees, and recruitment committees). In
addition to providing departmental representation for the Faculty Senate, SB faculty serve on a number College committees (see departmental reports) and community boards and service organizations. SB also participated in the College Convocation Ceremony and 12 serve as mentors in the Global Scholars Mentor program.

Profession (Academic Education)
SB faculty members serve the profession in numerous ways primarily in serving as editors/co-editors or reviewers for an impressive number of academic journals (see departmental reports for a detailed list).

OUTREACH
Several departments and Centers reach out to the local and regional business communities. In particular, the Centers are active in their respective areas. The following are some of the major outreach activities of the Centers/Departments:

- **HTMT and the Office of Tourism Analysis**
  o Conducted Tourism Analysis for the:
    ▪ BB&T Wine and Food Festival 2013
    ▪ Charleston Area Hospitality Association
    ▪ Antique Show 2013 (Historic Charleston Foundation)
    ▪ Festival of Houses and Gardens
    ▪ Convention Visitors Bureau Tourism (Gold Vacation survey)
    ▪ Economic Impact of Patrick Properties
  o Organized the HTMT Industry Advisory Board
  o Actively participated on the Charleston Travel Council

- **Global Business Resource Center**
  o Provided trade research reports for SC importers
  o Offered 3 Certified Global Business Professional training programs (2 in Charleston and 1 in Washington) which drew out-of-state attendees from Small Business Development Centers and other trade education offices
  o Remained one of only six accredited training centers for the national CGBB™ exam
  o Maintained its status as a US EX-IM Bank City State Partner offering US export services and trade finance information (one of only 4 US universities)
  o Hosted several workshops and training programs (with the SC Department of Commerce and US Commercial Service)
  o Maintained its MOU with the US Department of Commerce making the GBRC a Preferred Export partner (one of only 3 US universities selected)

...
PROGRAM ACCOMPLISHMENTS

- **Global Logistics and Transportation**
  - Held the first SC Supply Chain Summit
  - Installed ECHO 360 and modified TCFE 207 (with grant support) with the latest technology in order to offer professional development programs
  - Is undertaking a major study of moving hazardous cargo through the SC supply chain
  - Offers professional development program for students and BMW employees

- **Office of Economic Analysis**
  - Presented public presentations on the region’s economy
  - Served on Regional Advisory Board of the SC Board of Economic Advisors

- **Center for Entrepreneurship**
  - Hosted the Perfect Pitch business plan competition
  - Held the Go Speaker Series, operated the Go Help Desk and Go Team consulting for local entrepreneurs
  - Held the IGo competition (adding a “Green” category this year)
  - Raised $38,000 funding and sent students and a container to Cameroon Africa in the Kick it Forward project
  - Supervised the SIFE (Enactus) team, which went to both the regional and national competitions

PROFESSIONAL DEVELOPMENT PROGRAMS

The School of Business offered several professional development programs and will continue to explore new opportunities in the coming years. This past year, the following professional development programs were offered:

- Intermodal Transportation Professional Development Program
- Certified Global Business Professional (CGBP)™ Training course
- Webmarketing for Export Training Workshop (with US Commercial Services)
- International Traffic in Arms Regulations (ITAR) Compliance Training (with US Commercial Services)
- Export University 101 (with US Commercial Services, and Small Business Development Centers)
STRENGTHS AND WEAKNESSES

Strengths

• Departmental/Programs leadership
• Significant job placement/employment opportunities
• Faculty research quality and productivity
• Teaching excellence
• High quality classroom guest speakers
• Strong fundraising efforts
• Active/Engaged Board of Governors
• Community “friends” of the SB
• Global efforts
• Newly hired faculty
• Student enrollment continues to increase
• High quality graduate programs (as judged via admission standards)

Weaknesses

• Space limitations
• Below market salaries for several existing faculty
• Dated technology
• Lack of state budget support
• Shortage of scholarships to recruit high quality students
• Minimal travel support for faculty
• Shortage of faculty and staff lines
• Relatively low admissions standards into the SB
• SB is not a named School so lacks brand recognition

CURRICULAR DEVELOPMENTS AND CHANGES FOR NEXT THREE YEARS

There is considerable interest in the field of Supply Chain management. The SB is looking toward offering a major in Management and Supply Chain Management; at the same time, it will expand the Global Logistics and Transportation curriculum offerings. In addition, there is considerable interest in developing majors in Management and in Real Estate.
SUPPORTNG DATA

SUPPORTNG DATA

STUDENT ACCOMPLISHMENTS

The SB’s programs continue to attract high quality, high achieving students as evidenced by the number of students who have received distinguished scholarships and awards. Below are lists of their accomplishments.

DISTINGUISHED SCHOLARSHIPS AWARDED TO SB STUDENTS

- Fancho Marrow Condon Memorial Award (Econ)
- Greater Charleston Restaurant Association (HTMT)
- Wild Dunes Resort (HTMT)
- Charleston Bed and Breakfast Association (HTMT)
- Kiawah Island Golf Resort (HTMT)
- Wine and Food Festival (3 awards)
- Patrick Ringwald Restaurant Association Scholarship (HTMT)
- SC International Trade Conference (IB)
- Charleston Women in International Trade (IB)

AWARDS AND DISTINCTIONS (EXTERNAL TO COFC)

- The CresCom Bank HTM Business Plan Contest (10 HTMT students won this award)
- The SC Governor's Award (HTMT)
- Charleston Place Merit Award (6 HTMT students)
- The Beta Alpha Psi
- The SIFE team won the SIFE regional competition

FACULTY AWARDS (EXTERNAL TO CofC)

- Calgagno, P Templeton Freedom Award for Special Achievement
- Crotts, J, Outstanding Reviewer Award for Managing Service Quality an International Journal
- Dehler, G David L Bradford Outstanding Educator Award
- Hansen, D Outstanding Reviewer Award
- Pan, B CVB Golden Pineapple Award
- Litvin, S Ranked 7th world-wide in terms of Research, by the Journal of Hospitality and Tourism Research
• Moldonado, B Outstanding Graduate Student Award, University of Oklahoma
• Worzola, E Counselors in Real Estate Chair’s Award
• Worzola, E American Real Estate Society’s Distinguished Research Award
• Worzola, E Crew Upstate’s Outstanding Leader Organization Award
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