The State of the School: A Year in Review and Preview

Volume XXI
2016-2017 Academic Year

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Dean
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2016-2017 Academic Year

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INTRODUCTION

Established in 1918, the Fox School of Business and Management at Temple University has a distinguished tradition of preparing business leaders, professionals, and entrepreneurs for successful careers in business. Today, it is the largest, most comprehensive business school in the greater Philadelphia region, and among the largest in the world with more than 9,000 students, nearly 210 full-time faculty, over 200 adjuncts and more than 65,000 alumni. The School of Sport, Tourism and Hospitality Management (STHM) also continues to grow with over 1,000 students and 26 full-time faculty.

The Fox School was first accredited by AACSB International — Association to Advance Collegiate Schools of Business — in 1934. The Fox School offers BBA, Global MBA, Executive MBA, Online MBA, MBA/MS, MS, MAcc, PhD and Executive Doctor of Business Administration (EDBA) Programs on campuses throughout the region and around the world. These Programs continue to be ranked nationally and internationally by leading business publications, such as the Financial Times, The Economist, US News & World Report, Forbes and The Princeton Review/Entrepreneur magazine.

Once again, it has been a banner year of rankings, which include US News & World Report for a third consecutive year ranking Fox School’s Online MBA No. 1 in the nation – the highest-ranked program in university history. Our Online BBA and Part-Time MBA reached unprecedented heights, with US News ranking them No. 2 and No. 7 in the nation, respectively. And in August, STHM’s Master of Science program in Sport Business earned a No. 7 North American ranking from SportBusiness International.

In addition to the above, here are a few other highlights:

ENROLLMENT

We welcomed one of the largest and most-academically distinguished Fox freshman classes ever. We have more than 1,700 deposited freshmen and transfer students who have joined us with a record-high GPA of 3.57 and an SAT average of 1250, a significant increase from last year’s average of 1208. These freshmen are incredibly diverse, representing 29 states and the District of Columbia, as well as 40 countries on five continents.
The incoming freshman class for the Fox Honors Program boasts 54 students with an average SAT score of 1490, the highest in the school's history. In addition, 22 Fox students with an average SAT of 1377 who were admitted to University Honors will be considered for Fox Honors in spring 2018, if they attain a 3.7 GPA by the end of the fall 2017 semester.

At the graduate level, we saw a 10-percent increase in applications, while overall enrollment increased by more than 15 percent in 2017, with nearly 1,100 new graduate students. With such great interest in our graduate programs, we have become significantly more selective in our admission process.

Interest in Fox’s expanding portfolio of Specialized Master’s programs continues to see growth, with the addition of two new online programs in STHM – an Executive MS in Sport Business and a Master’s in Travel and Tourism. Both begin this semester with a total intake of more than 35 new students. Also, our full-time Global MBA program enrolled 45 new students with an average 3.62 undergraduate GPA and an average GMAT score of 645.

The students in our other MBA programs – Online, Part-Time, and Executive – are equally impressive. For example, the Online MBA enrolled 325 new students (100 more than last year) from 41 states, and boasted an average of 12 years of professional experience and a 3.3 GPA. The Part-Time MBA enrolled 200 new students from January to August, boasting an impressive average of nine years of professional experience and a 3.3 GPA. The Executive MBA began accepting students in the spring and fall semesters, attracting 85 executives with 15 years of experience on average and originating from areas throughout the Northeast region.

One-third of our incoming PhD students, a record for Fox, received the Temple Presidential Fellowship – the highest, most-prestigious award the university confers upon incoming students. Amongst all schools, Fox holds the highest percentage of presidential fellows at Temple University within its incoming class. Incoming students scored in the 90th percentile in the GMAT and GRE, with incoming students joining our program from institutions like Yale, Columbia, and the University of Pennsylvania. Last December, the Fox PhD Program hosted its first PhD Colloquium, attended by deans or faculty directors of PhD programs from 11 peer and aspirant institutions such as University of Pennsylvania, Ohio State University, Virginia Tech, Emory University, and Rice University, for presentations from our key PhD faculty and students. The feedback provided by our distinguished guests serve as a comprehensive peer evaluation of our PhD Program with recommendations to both capitalize on our strong momentum and continue steps to take the Fox PhD program to greater successes.

Lastly, our Executive DBA Program welcomed another impressive cohort that boasts more than 20 years of management experience. The inaugural cohort from this program graduated in May. Our newly admitted students originate from 14 states and two countries, including the Republic of Korea and Oman. As another cohort enters its dissertation year, four students will attend the Engaged Management Scholarship (EMS) Conference Doctoral Consortium in Tampa to present their research. Moreover, the collaboration with Tsinghua University, People’s Bank of China School of Finance is continuing to grow, and 50 Executive DBA students from this collaborative program in China visited us for a residency in Philadelphia in June.

Thanks to the Undergraduate Admissions, Graduate Admissions, Doctoral Office, and the Communications and Marketing Teams for their tireless work to recruit these students and promote our Programs.
SERVICES AND RESOURCES
Thanks to our stellar Center for Student Professional Development (CSPD), our Global MBA students have earned a 100 percent summer-internship placement rate since 2012, and our MBA job-placement rate for 2016 was 100 percent as of three months from graduation, both of which rank as best in the country. Among 2016 undergraduates, 95 percent of those actively seeking employment or planning to start a business accomplished those objectives within six months of graduation, and the Center has seen a record-breaking number of employers registered for CSPD Connection events: 108 in fall 2016 (a 21-percent increase) and 83 in spring 2017 (a six-percent jump).

Last academic year, 112 undergraduates from the Fox School studied abroad during semester or summer programs in seven countries, and 12 students participated in short-term study-abroad programs to London and Rome. Additionally, 167 Fox graduate students engaged in short-term Global Immersion Programs during the academic year, traveling to China, Chile, Colombia, India, Israel, Morocco, South Africa, and Sweden. Fox also sent students to Israel for projects related to the Fox Management Consulting Practice.

Temple CIBER hosted and sponsored more than 35 programs and events drawing nearly 2,500 participants for the benefit of the higher education and professional community. Highlights include: a joint research conference for the Academy of International Business-Northeast Chapter and iBEGIN project; African Ambassadors Capacity Building Academy; and several export-oriented training workshops in partnership with the Department of Commerce and Temple's Small Business Development Center (SBDC). Additionally, CIBER hosted and contributed to six K-12 programs in partnership with the World Affairs Council of Philadelphia, with more than 1,300 students participating. SBDC, for the 2016-17 academic year, consulted with 639 entrepreneurs, with clients reporting 241 jobs created. The SBDC assisted pre-venture clients in starting 50 new businesses in the Philadelphia area, with 60 percent of the clients served originating in Philadelphia.

RESEARCH AND ENTREPRENEURSHIP
In the last academic year, faculty published 27 A level journal publications and secured nearly $5 million in grant funding. The Fox School climbed to No. 25 in SSRN rankings, in terms of new downloads of faculty research, marking a three-spot improvement upon last year’s ranking. Faculty from a variety of our academic departments also received numerous national and international awards and recognitions for their research.

Fox MBA alumnus Nick Delmonico (pictured) won the 2017 Be Your Own Boss for his Strados Labs, which aims to produce an asthma-management wearable device.

Entrepreneurship remains an important pillar across the university and especially at Fox, as one of four US business schools to offer two top-10 nationally ranked Entrepreneurship programs. The Innovation and Entrepreneurship Institute (IEI) continues to foster startups among entrepreneurs university-wide. In conjunction with the Entrepreneurial Student Association, IEI invited young CEOs to campus in March for a first-of-its-kind 3 Under 30 speaker event. Fox undergraduate, Neha Raman, who has developed and brought to market a custom nail-polish system, appeared on TLC’s Girl Starter series. And IEI welcomed Fox MBA alumna Lori Bush as the keynote at the 17th Annual League for Entrepreneurial Women Conference, addressing the growing challenges and interests of entrepreneurial women in the region.
FACULTY AND STAFF
Twenty-seven faculty join eight of Fox’s nine academic departments, and five accomplished faculty join STHM. Of these, eleven are Tenure-Track appointments and two faculty received tenure upon appointment: Dr. Joydeep Srivastava, Robert L. Johnson Professor of Marketing and Supply Chain Management, and Dr. Martin Grace, Harry A. Cochran Professor of Risk, Insurance and Healthcare Management. Additionally, two faculty have been awarded named professorships: Dr. In-Sue Oh, Charles Ezra Beury Professorship in Human Resource Management, and Dr. Charles Dhanaraj, H.F. "Gerry" Lenfest Professorship in Strategy.

Please join us in recognizing and congratulating the achievements of existing and new faculty and staff:

Tenured and Promoted to Associate Professor
- Jeffrey Boles, PhD/JD, Legal Studies in Business
- Oleg Rytchkov, PhD, Finance

Promotions
- Charles Allen, MEd, Assistant Dean of Undergraduate Programs
- Debbie Campbell, MBA, Senior Vice Dean
- Steven Casper, PhD, Associate Professor of Instruction, Finance
- Martin Doyle, MS, Associate Professor of Practice, Management Information Systems
- Eric Eisenstein, PhD, Research Associate Professor, Marketing & Supply Chain Management
- Darin Kapanjie, PhD, Associate Professor of Instruction, Statistical Science
- Aubrey Kent, PhD, Senior Associate Dean
- Neha Mittal, PhD, Associate Professor of Instruction, Marketing & Supply Chain Management
- Susan Mudambi, PhD, Research Professor, Marketing & Supply Chain Management
- Rick Ridall, MEd, Associate Professor of Instruction, Sport and Recreation Management
- Julian White, MA, Senior Director, Center for Academic Advising and Fox Honors
- Michael Zuckerman, JD, Associate Professor of Instruction, RIHM

New Department Chair
- David Schuff, PhD, Management Information Systems

New Center Directors
- Charles Dhanaraj, PhD, Executive Director, Center for Translational Research
- Daniel Funk, PhD, Director, Sport Industry Research Center
- Michelle Histand, BS, Associate Director, The Flinders Project
- Subodha Kumar, PhD, Director, Center for Data Analytics

New Academic Directors
- John Allgood, MS, Director, Executive MS Program in Sport Business
- Benjamin Altschuler, PhD, Director, MS Program in Travel and Tourism
- Jeffrey Boles, PhD/JD, Academic Director of Experiential Learning
- R.B. Drennan, PhD, Academic Director, Undergraduate Programs
- Kevin Fandl, PhD/JD, Director, Global Immersion Programs
- Daniel Isaacs, JD, Assistant Director, Global MBA Program
- Barbara Manaka, PhD, Director, Healthcare Management Program
- Susan Mudambi, PhD, Academic Director, Executive DBA Program
- Anthony Seeetan, MBA, Academic Director, Temple University Management Consulting Program
- Michael Smith, DBA, Senior Managing Director, MBA/MS Programs
SCHOOL OF SPORT, TOURISM AND HOSPITALITY MANAGEMENT
At STHM, there are plenty of developments to share – including the recent appointment of Dr. Jeremy Jordan as the Associate Dean of the School of Sport, Tourism and Hospitality Management. Jeremy provides an impressive strategic vision for the school. He is a great fit to usher STHM into the future. STHM’s upward movement extends to its enrollment across all programs, which now exceeds 1,000 students for the first time in the school’s history.

Also, the school recently introduced two new graduate programs, which will be offered exclusively online. This fall, the school welcomes inaugural cohorts for its Executive Master of Science in Sport Business and Master of Travel and Tourism programs.

GLANCE TOWARD THE FUTURE
Philanthropy is increasingly important to the successful fulfillment of our mission. To that end, Fox is at the forefront of the university in launching a comprehensive campaign. Our Centennial Campaign, which commenced July 1, 2016, will run for seven to eight years, and has a working challenge goal of $100 million. In the lead-up to this campaign, I am pleased to report we achieved our second-best fundraising year last year, raising in excess of $7.7 million, with scholarships being the largest designation of gifts.

Now, I will ask you – those closest to the school – for support. We have a 100-percent commitment from Dean’s Council members, and I ask faculty and staff to join this effort to support our students and the growth of our school, regardless of the size of your gift. Please consider supporting in some capacity both the Fox Faculty and Staff Centennial Giving Campaign, and the STHM 20th Anniversary Faculty and Staff Giving Campaign.

The next event to celebrate Fox’s 100-Year Anniversary will coincide with Homecoming Weekend in October. Lastly, and in conjunction with our Centennial, we recently announced plans for the space at 1810 Liacouras Walk.

Temple’s upward trajectory has never been stronger, and Fox and STHM are at the tip of this spear. We all share in the strong commitment – and the resulting successes – of moving Temple forward.
VISION, VALUES AND MISSION STATEMENT
(Updated in Fall 2014)

VISION

Rooted in nearly 100 years of history, our vision is to be the top public urban business school in the country, and among the leading business schools in the world, by creating and disseminating knowledge to transform students to face local, national and global challenges.

MISSION STATEMENT

Transform Lives Through Knowledge Creation & Sharing. We follow university founder Russell Conwell’s mission to provide an affordable gateway to advanced knowledge for a diverse group of talented and determined students and other stakeholders by:

- Providing competency-driven education, a core component of our growth and success.
- Leveraging our knowledge and resources to provide experiential learning and other collaboration opportunities with our programs across the university and our partners around the world.
- Offering the best professional development and career management opportunities for our students through the Center for Student Professional Development.
- Committing to continuous improvement through stakeholder engagement, industry relations, and assurance of learning across all programs to ensure our curricula provide the best possible return on students’ educational investment.
- Engaging in pioneering research to advance knowledge and to develop scholars through rigorous academic and practice-oriented doctoral education.
- Linking our education, research and outreach efforts to the driving forces of our economy – information technology, healthcare, globalization, innovation, entrepreneurship, and ethics – and to provide high-quality education and student services in traditional and digital learning environments.
- Fostering the growth of faculty and staff through professional development plans and programs.

VALUES

Our vision, mission and values guide our teaching, research, service and administration. We value:

- Excellence in teaching, research and school management.
- Innovation and creative thinking.
- Entrepreneurial implementation of ideas.
- Ethical practices and respect for diversity and inclusion.
- Building partnerships with the communities that we serve.
FOX INTEGRATED STRATEGY MODEL

Fox’s strategic management planning can best be understood through the seven interrelated components outlined below. The model provides the framework for the enunciation of strategic goals by areas that help the Fox School realize its vision and mission. These components convey the desired outcomes that allow the Fox School to realize its ultimate vision – to be the top public, urban business school in the country. Further, this model helps us clearly articulate our broad goals by focus areas and the measures by which we gauge success as a business school.

1. **Effective marketing and enrollment management** focused on enrolling high-potential students at the undergraduate, masters and doctoral levels as gauged by input factors such as SAT/GMAT/GRE/GPA scores, leadership traits and other considerations.

2. **Cutting-edge curriculum** with a focus on innovation and programs that meet market needs. Benchmarking the best programs is vital to ensuring they are cutting edge. Incorporation of experiential learning opportunities and support of preparation toward professional examinations (CPA, CFA, CISA, SHRM, CPCU, FSA, etc.).

3. **Effective teaching** with different modes of delivery, including adoption of advances in pedagogy such as hybrid and online programs that are based on student-centered learning using such methods as the flipped classroom. Student and peer-to-peer evaluations are integral to measuring success. We also host a massive video vault with over 2,500 videos.

4. **High-quality faculty recruitment**, their development and excellence in research and grants so that our research reputation continues to grow and become more impactful. Faculty are rewarded for their publications in top-tier journals.

5. **Enhanced opportunities for internships and placement** through effective student professional development and career services that takes into account employer feedback on the impact of Fox graduates on their employers. Placement rates are important measures of success.

6. **Successful fundraising and alumni relations**.

7. **Effective communications and stakeholder engagement**.

Overall, we engage in a complex and multi-faceted set of strategic management processes filtering down to the program level through the active engagement of the Collegial Assembly, curriculum committees, faculty, and staff with charges to plan for the continuous improvement of our programs and strategic development of new programs.
SUMMARY OF ACCOMPLISHMENTS IN 2016-17

1. **Effective marketing and enrollment management.**
   
   - Continued a new branding effort with an outside consulting group, A&G, which further enhances the University’s branding efforts but focuses on the strong sub-brand of the Fox School.
   
   - Increased our marketing campaigns throughout the northeast corridor for all programs, and expanded our reach nationally for programs with an online format.
   
   - Aggressively used social media, such as LinkedIn, Facebook, and Twitter, to target and connect with current and prospective students; increase engagement; and share content.
   
   - Supported and promoted new programs, such as the MS in Business Analytics and Online Human Resource Management.
   
   - Again recruited one of the largest, most academically talented freshman undergraduate classes in the School’s history, with average SAT score of 1250, and GPA of 3.57.
   
   - Recruited 74 new students into the Pre-Business Admission Program, designed to give freshmen who have traditionally had academic issues more access to additional resources, as well as a more personalized approach to their freshman year experience.
   
   - Increased attendance in the Undergraduate Immersion Program by 437 unique participants and increased events offered by 77.5.
   
   - Established another record high in its recruitment of high-achieving students into the Fox Honors Program, adding 64 students with the program’s highest class SAT average ever of 1490, including four test-optional students. Added 23 students from University Honors in spring 2017.
   
   - Continued to be a Military Friendly Designated School, participating in the Yellow Ribbon Program to help veterans cover tuition expenses and related costs for housing, textbooks and supplies.
   
   - Developed and executed marketing strategy to double both EMBA and OMBA enrollment.
   
   - Increased the geographic reach of our Online MBA students by nearly 75% in the past two years.
   
   - Collaborated with the graduate recruitment team on more than 150 graduate recruitment events, through communications, presentations, collateral, and promotional support.
   
   - Processed over 3,000 graduate level applications from both domestic and international candidates – a 15% increase, and increased overall enrollment by 18%.
   
   - Recruited one of the strongest Global MBA classes to date, with an undergraduate GPA of 3.63, GMAT of 645, and 5.5 years of professional experience.
   
   - Doubled Online MBA enrollment and added another in-take of Executive MBA.
   
   - School enrolled over 200 new PMBA students in 2017, which is an increase from around 170 in 2016, and 150 in 2015.
   
   - Added two Specialized Masters Programs in STHM – the Executive MS in Sport Business and MS/Travel and Tourism.
   
   - Maintained the quality of incoming PhD students by raising the admission standards. This academic year saw more than 340 applications. Outstanding results were achieved with the 2017 incoming students into the Business Administration Program comprising an average GMAT score of 90th percentile). Our incoming students have also previously attended several prestigious institutions including: Yale University, Columbia University, and the University of Pennsylvania.
   
   - Received a total of 18 Presidential fellowships for PhD applicants; nine new PhD students accepted these prestigious five-year fellowships.
   
   - Four highly qualified PhD students in the Statistics Program are joining the Program in the fall 2017 semester, with an average GRE score in the 94th percentile.
2. **Cutting-edge curriculum.**

- Launched the new Undergraduate major in Statistical Science and Data Analytics in the Statistical Science Department in fall 2016.
- Continued the redesign of the BBA curriculum, with teams of faculty, staff, and employers, finalizing the curriculum changes that will be implemented in fall 2017.
- Reconvened the Employer Council to apprise them of the progress of the BBA Redesign, solicit input on rubrics, and outline the next steps in the process in spring 2017. Employers continue to be receptive to the principles of the BBA Redesign, and have engaged with Fox to discuss providing real-world data for quantitative reasoning in the core courses.
- Analyzed the potential for growth of the Online BBA Program, and decided to lower the price to $595 per credit hour and waive the deposit for online students starting spring 2018.
- Rolled out the Fox Leadership Development Program (FLDP), a new mandatory engagement program for incoming freshmen, using Suitable software.
- Launched the specialized multidisciplinary Master of Science in Business Analytics (Statistics, MIS and Marketing) and Online MS Program in HRM in fall 2016.
- Refined baseline assessment and moved much of it into MBA Essentials and the period between the students’ deposit and the start of Essentials, where the exercises serve as a tool to keep students engaged and focused on the start of the program.
- Continued to align course schedules of the Global Executive MBA Programs around the world, including joint Global Immersion Experience and EMBA Live Integration Workshops.
- Further integrated global immersion into the GMBA program by experimenting with projects in Colombia and South Africa for the second-year students.
- Offered students the option of taking electives in the OMBA program to expand course offerings.
- Launched Facebook Workplace as a community building and communication tool in August 2017.
- Continued the rollout of the two-year PMBA Program and hybrid courses.
- Received top marks for the Online MBA Program again this year and was ranked **No. 1 for the third year** in a row by US News & World Report.
- Welcomed 43 new EMBA students in January 2017, and successfully launched a July cohort of 42 students as well.
- Facilitated two 10-day long international immersion trips for the EMBA Class of 2017 to Israel and India in April 2017, providing transformative insights from corporate visits and excursions in both countries, led by Professor Amir Shoham (Israel) and Professor Robert Hamilton (India).
- Developed plans to offer a MS Program in Marketing with a Strategic Advertising and Marketing concentration, jointly with the Klein College of Media and Communication.
- Sourced and completed 36 capstone consulting projects across Global, Professional and OMBA Programs, through Fox Management Consulting; thus, providing high-level professional experience to about 200 MBA students, a dozen MS Analytics students, and 10 Law students.
- Developed a new-and-improved version of RoadMap™, in conjunction with Temple IT and TekSouth, a third-party contractor. This new version of RoadMap™ was rolled out to the GMBA 2016, GMBA 2017, GMBA 2018, EMBA 2017, and EMBA 2018.
- Continued to monitor our Learning Goals in all of our programs, via our Assessment and Curriculum Management Team, to ensure that the learning goals are being accomplished, and the results are being used to further improve the curriculum.
3. **Effective teaching.**
   - Continued to enhance the program and workshop offerings of the Center for Innovation in Teaching and Learning (CITL) to improve face-to-face and online teaching for all Fox and STHM Programs.
   - Continued to ensure that Fox undergraduates and graduates enter the working world with the level of excellence in communications that employers require and expect of Fox graduates, under the Fox Business Communications Center.
   - Delivered the Online Teaching Certificate to 124 Fox faculty and PhD students to inform them about the pedagogical and technical approaches to teaching online at Fox.
   - Analyzed data and metrics of student persistence within the Video Vault, which currently houses 2,500+ videos.
   - Continued to organize numerous technology upgrades throughout the building and through School-wide databases, including a major upgrade in wireless access, by the Fox Information Technology Department.

4. **High-quality faculty recruitment, faculty development and excellence in research and grants.**
   - Recruited 28 new Tenured, Tenure-Track, and Non-Tenure Track Faculty into eight of Fox’s nine departments between the January and fall intakes.
   - Again ranked No. 1 in research publications in the two top MIS journals (Information Systems Research and MIS Quarterly) during 2013 - 2015.
   - Implemented the new Elements – Faculty Profile Builder software, and continued to analyze and update data.
   - Continued to grow the amount of research being published by the Fox School’s faculty, especially as measured by the best top-tier journals in the field of business. Specifically, faculty published nearly 40 articles in A journals, nearly 50 articles in A-* journals, and 170 refereed publications, have won numerous awards and honors for their research, and have helped their departments climb the rankings for their research productivity.
   - Received a total of over $4.3 million in sponsored projects during the 2016-2017 academic year.
   - Continued to host the New Faculty Orientation to brief new faculty on our high expectations for teaching, research and service; we are in the process of assigning mentors, both in and outside of their departments.
   - Continued to assign teaching loads according to research performance, across the entire School.

5. **Effective student professional development and career services.**
   - Continued to maintain high placement rates, including:
     - 100% placement rate for GMBA 2016 securing employment within three months of graduation.
     - 100% MBA internship placement rate in the summer of 2017.
     - 95% of 2016 BBA graduates who were seeking employment were placed or started a business within six months of graduation. Class size = 1537/Number of students seeking = 1155. Of the above, 2.7% of 2016 BBA grads started their own business.
   - Created and implemented the Career Ambassador Program, who were tasked with outreach and branding of the CSPD with the use of classroom engagement, placement data collection, marketing initiatives, and educational workshops.
   - Collaborated with Alumni Development to promote virtual career networking events and alumni panel events.
• Increased by 40% over 2015-16 the GMBA and PMBA students’ attendance and participation in national MBA recruiting activities, including NBMBAA, PROSPANICA, Asian MBA, NAWMBA and ROMBA (LGBTQ) annual career conferences and invitational events.

• Increased employer participation in professional development programming by approximately 15% in CSPD and department-specific career and networking events, including: Fall & Spring Connections, CSPD Mock Interviews, Resume Critique, Recruiter-in-Residence Programs, Fox New Student Networking Night, Fox Immersion Program Luncheon, and the Supply Chain Expos, in addition to classroom visits and the SPO Speaker Series. Hosted a record 105 companies for the Fox Fall Connection.

• Placed fifteen PhD graduates in both academic and industry positions, including Arizona State University, Texas Tech University, University of Massachusetts – Lowell, Florida State University, and Coastal Carolina University, among others.

6. Successful fundraising and alumni relations.
• Raised more than $7.7 million in gifts and pledges, the second best year in the School’s history.
• Added $1.57 million to the scholarship endowment, including Fox matches, with 18 new scholarships created.
• Endowed and named the Finance Department’s Wall Street Day.
• Established one endowed chair, and strengthened one professorship.
• Received a major $200,000 anonymous gift from a faculty member, which will be used as a challenge for the faculty/staff campaign in fall 2017.
• Had a banner year in the annual fund, with 3,918 Fox alumni giving to the University.
• Received record giving from current students through the efforts of the Fox Student Philanthropic Society, a student volunteer group committed to educating and engaging their classmates.
• Continued to maintain the activity level of the Fox School of Business Alumni Association (FSBAA), with various events locally and in NYC and Chicago.
• Hosted the Dean’s Council on the subject of “The Future of Work.” The group requested a second annual meeting, which occur for the first time in October 2017.

7. Effective communications and stakeholder engagement.
• Developed strategic plan for the Centennial, and began kickoff of celebration.
• Hosted the inaugural 25 Year Club event, which is part of the pre-events to kick-off our Fox Centennial Celebration, which officially begins in 2018 and STHM’s 20th Anniversary also in 2018.
• Increased the School’s social media presence on Facebook, Twitter, and LinkedIn over the past academic year, including launching Facebook Live series and working with faculty on content to reach their own networks and engage peers.
• Unveiled phase one of the new Fox website, which features a new user experience and new content.
• Continued to refine the design program for the 1810 Building and Speakman Hall Renovation project, with an anticipated completion of December 2018, which will add 77,000 square feet to the complex, including a new atrium and pedestrian bridge between the buildings.
• Hosted a successful Be Your Own Boss Bowl in 2016 with participation by schools and colleges across Temple University. The competition is open to Temple students, faculty, alumni, and staff, under the leadership of the Innovation and Entrepreneurship Institute. Awarded $180,000 in cash and $75,000 in in-kind prizes.
• Won national recognition for several of the student Professional Organizations, especially in Marketing, MIS and the Risk and Insurance Management SPO – Gamma Iota Sigma – which conducted exceptional fundraising events to memorialize two departed students.
2016-2017 FOX SCHOOL OF BUSINESS AND MANAGEMENT RANKINGS

In its most-recent rankings, *US News & World Report* again ranked the Fox School's Online MBA Program #1 in the nation – the university's highest-ranked program ever. *US News* also ranked the Online BBA Program #2, the Global MBA Program #32, and its Part-time MBA Program #7 in the US and #1 in the Philadelphia region. In addition, the Fox School’s Undergraduate Program is ranked #45, while the undergraduate Risk Management and Insurance Program is ranked #8 by *US News*, and the International Business Administration and Management Information Systems Programs are ranked in the top 15 in the US.

*The Financial Times* ranked the Executive MBA Program among the top 20 programs nationally, and in the top 75 globally. *The Economist* ranked the EMBA in the top 30 nationally and top 45 globally. For 2017, *US News & World Report* ranked the GMBA as #32 in the US. The Global MBA Program continued to climb in *The Economist*’s annual “Which MBA?” rankings to the No. 44 slot nationally. The GMBA was lauded for its 100-percent job-placement rate as among the best in the country” by *US News & World Report*. The Fox School is also ranked by *Entrepreneur* Magazine and *The Princeton Review* in the top ten for undergraduate and graduate programs for entrepreneurship.

UNDERGRADUATE PROGRAM
- Top 50 Undergraduate Business Programs 2018 *US News & World Report* (#45)
- Top 5 Online BBA 2016 *US News* (#2)
- Top 10 Human Resource Management 2015 HumanResourcesMBA.net (#7)
- Top 15 International Business 2018 *US News & World Report* (#14)
- Top 30 Accounting Program 2016 *Public Accounting Report* (#30)
  - Top 25 undergraduate Accounting Program with 16-21 full-time faculty (#9)
- Top 30 in the nation 2017 *Times Higher Ed World University Rankings* (#28)

ONLINE MBA PROGRAM
- Ranked No. 1 2017 *US News & World Report* Best Online Graduate Business Programs
- Ranked No. 1 for military veterans *US News & World Report*
- Top 5 globally 2015 *The Princeton Review* (#5)
- Top 10 nationally 2014 *Modern Healthcare* Graduate Schools for Physician-Executives (#7)
- Top 10 globally 2016 *CEOs Magazine* (#8)

EXECUTIVE MBA PROGRAM
- Top 20 nationally 2016 *Financial Times* (#18)
  - Top 5 nationally for international course experience (#2)
  - Top 5 nationally for research (#2)
  - Top 10 nationally for career progress (#7)
  - Top 15 nationally for percentage of women on the board (#12)
  - Top 15 nationally for work experience (#14)
  - Top 20 nationally for percentage of women students (#20)
  - Top 25 nationally for 3-year salary increase (#22)
- Top 30 nationally 2015 *The Economist* survey Executive MBA (#28)
  - Only regional school to be ranked
  - Top 45 globally
- Top 10 Tier One Globally 2017 *CEO Magazine* (#8)

### GLOBAL MBA PROGRAM
- Top 25 Best MBA Programs in the nation 2016 EdSmart (#25)
- *Forbes* lauded the 95-percent job-placement rate for Fox MBA graduates as among the best in the country
  - Top 65 2015 *Forbes* for return on investment (#64)
- Ranked No. 5 for largest cash awards for business plan competitions
- Top 35 in North America 2015/2016 Eduniversal Best Masters Ranking in North America (#32)
  - Top 35 in in Business and Commercial Law (#35)
  - Top 40 in the world MBA Health sector (#37)
- Top 35 2018 *US News & World Report* (#32)
  - Top 20 for Public Universities (#20)
  - Top 15 for Information Systems (#14)
- Top 40 nationally (#33) and #53 in the world 2015 *The Economist* Ranking
  - Top 35 public schools (#33)
- Top 45 by *The Financial Engineer* (#44)
- Top 55 in North America in The 2014/15 QS Global Top 200 business schools (#51)

### HEALTHCARE MANAGEMENT MBA PROGRAM
- Top 10 nationally 2014 *Modern Healthcare* Graduate Schools for Physician-Executives (#7)
- Top 30 Healthcare Management *US News & World Report* (#27)
- Top 35 Globally Health Sector Management 2013/2014 *Eduniversal* Best Masters Ranking (#33)

### PART-TIME MBA PROGRAM
- Top 10 2018 *US News & World Report* Best Business Schools (#7)
- Top 10 nationally 2014 *Modern Healthcare* Graduate Schools for Physician-Executives (#7)
- Top 40 MBA *Health Sector Magazine* (#37)
FOX STRATEGIC GOALS FOR 2017-18

1. Begin the renovations of 1810 Liacouras Walk, across from Alter Hall.
2. Implement a strong strategic plan and start implementation for the 100 Year Anniversary Celebration of Fox in 2018 within the scope of the Capital Campaign for the Fox Centennial.
3. Hire at least 12-15 TT faculty, including 2-3 stars or upcoming stars, with a special focus on Statistics and Data Analytics.
4. Launch collaborative programs in Colombia, China, Peru, and Australia:
   a. Finalized contracts for the EMBA Program with École des Ponts Business School in Casablanca, Morocco; Pontificia Universidad Javeriana in Bogotá, Colombia; University of Science and Technology of China in Shanghai, China; Xi’an Jiaotong University in Xi’an, China (Online Program); and Universidad Peruana de Ciencias Aplicadas (UPC) in Lima, Peru.
   b. Strategic collaboration in Innovation and Entrepreneurship with Flinders University in Adelaide implementation.
5. Continue to facilitate and enhance the collaboration agreement for Temple/Fox EDBA with Tsinghua/PBCSF (People’s Bank of China School of Finance).
7. Raise at least $8 million through fundraising.
8. Implement the new agreement with BNAI (China) for the MS Program in ITACS to be delivered in Beijing, and continue to work BNAI (China) for the MS in Accounting in Philadelphia for additional cohorts.
9. Finalize a new branding effort with an outside consulting group, A&G, which further enhances the University’s branding efforts but focuses on the strong sub-brand of the Fox School.
10. Provide “new energy” to the Real Estate Center and to the Temple University Entrepreneurship Academy.
11. Start a new cohorted Hybrid MBA Program in the Western Suburbs of Philadelphia.

FOX CONTINUING GOALS FOR 2017-18

1. Commence the implementation of the redesigned Undergraduate BBA Curriculum, focusing on critical thinking, business analytics, and communications.
2. Enhance the University-wide Innovation and Entrepreneurship Program in collaboration with Engineering, CST, Tyler, Boyer, CPH, SCM, and Education, including the selection of Conwell Entrepreneurial Fellows.
3. Enhance our research visibility through top publications (such as in the UT Dallas ranking), citations (such as ISI rankings), and prestigious symposia.
4. Increase new grant funding with appropriate incentives for faculty and collaborations with other schools.
5. Enhance the role in the University’s “Decision Neuroscience” initiative through research collaborations with psychology and neuroscience, particularly given the recent $2.4M funding for an MRI scanner on the Main Campus.
7. Approve new changes in Fox and STHM School Bylaws.
8. Enhance the Big Data Institute at Fox and, via the Provost Strategic Initiative funding, hopefully enable the thriving of University-wide initiatives.
9. Increase the number of faculty members delivering online and hybrid courses with the help of our Online and Digital Learning division by at least 20-30 new engaged faculty.
10. Continue to focus on 95 percent or better placement metrics in the BBA (6 months) amongst students who use CSPD, MBA (3 months) and PhD graduates in the Top 50 US Institutions or Top 100 Globally.

11. Continue to monitor RCM budgeting within the School and across the University for equity and fairness, using the Collegial Assembly Budget Review Advisory Committee.

12. Oversee departmental review/accreditation processes, and prepare for the site visit for the independent AACSB accreditation of the Accounting Program. The initial accreditation report has been submitted. Also, began work on the School’s AACSB review in spring of 2020.

DETAILED GOALS FOR 2017-18

Effective marketing and enrollment management.
- Continue to strengthen the Fox brand, particularly among students, counselors, recruiters, and parents. Continue to enhance the usage of social media to target future and current students.
- Expand the geographic reach of our advertising across the US, particularly online, and consider national advertising for our Online BBA Program.
- Recruit excellent students at the undergraduate level, maintaining the average SAT score of at least 1200 and the average GPA score of 3.5, and Honors students with SAT/GPA scores of at least 1470.
- Continue improving graduate-level recruiting through the use of the Enrollment Rx Recruitment Software, and increase enrollments in order to meet Fox and University Graduate Program enrollment targets.
- Assess and redesign the Global MBA Program, and recruit students with GPA and GMAT averages of at least 3.5 and 650, respectively, and about a class of 55-60.
- Increase new enrollments in the PMBA to 175-200 per year, in the OMBA to 250, and in the EMBA Program in Philadelphia to 80 with 40 students in each cohort.
- Increase enrollments in all Specialized Masters Programs.
- Continue to recruit top-notch doctoral students in all Programs, and into the Executive DBA Program.
- Improve mentoring of doctoral students, particularly in terms of publishing in a top tier, A level journal and placing them in institutions ranked similarly or better than us.
- Coordinate and improve financial aid disbursement function at Undergraduate and Graduate levels with the University's Student Financial Services office.
- Work closely with the University’s Institutional Advancement Office to ensure stewardship on all of our scholarships, and work on increasing the number of new scholarships.
- Continue to improve student, advising, and faculty engagement with students at all levels.
- Strengthen the advisory and student professional development function.

Cutting-edge curriculum.
- Continue to expand experiential learning within the Undergraduate Program, especially with Business Honors students.
- Improve critical thinking capability among Undergraduate and Graduate students through immersion labs.
- Continued to expand the use or Performance Analytics, facilitating data-driven decision making on operational projects and individual student performance.
- Continue to enhance the RoadMap™, in conjunction with Temple IT and Teksouth, a third-party contractor.
• Continue to enhance the role of sustainability within the curriculum at all levels.
• Enhance Masters’ curricula with leadership and professional development opportunities.
• Assess the re-engineered Full-Time MBA curriculum, and make improvements or modifications where needed. Refocus the Graduate Student Services.
• Continue to increase enrollments in the Specialized Masters Programs with professional certifications.
• Boost our continuous improvement through more effective curriculum management and assessment of student attainment of learning goals, skills and competencies in the Undergraduate and Graduate Programs, and ensure that we are appropriately assessing our Global Graduate Partner Programs.

Effective teaching.
• Enhance the curricula across our global network of EMBA Programs with extracurricular and interactive components.
• Continue to produce high quality videos to support the Online BBA, Online MBA, and Executive MBA Programs, and utilize the videos in our face-to-face courses, promoting the flipped classroom. Videos are uploaded into the Video Vault for use across all Programs.
• Enhance our cross-university Entrepreneurship Academy, under the leadership of Director Alan Kerzner, Assistant Professor of Practice. This initiative is a critical foundation of the initiative to enhance the education and practice of entrepreneurship throughout the university. Enhance the online teaching capabilities of all faculty members in the Fox School through the Fox Teaching Academy, various workshops offered by the Center for Innovation in Teaching and Learning, and the expanded online education staff.
• Implement the new Online Teaching Certificate for faculty.

High-quality faculty recruitment, faculty development and excellence in research and grants.
• Continue the recruitment of 10-12 new high quality, Tenure-Track scholars, who will accomplish the research mission of the School.
• Hire two to three top notch endowed professors in the departments of Accounting, Management Information Systems, Risk Management and Insurance, and Strategic Management.
• Continue to recruit excellent Non-Tenure Track faculty members.
• Improve the mentorship and professional development of new faculty.
• Assess and refine definitions and metrics for the new Faculty Qualification categories, as defined by AACSB, throughout the School in preparation for the next Continuous Improvement Review.
• Continue to increase the number of publications in refereed journals.
• Increase the overall number of publications in high quality research outlets, such as books, book chapters, monographs and national and international conference proceedings.
• Continue to enhance multidisciplinary and interdisciplinary research through the various centers and the Young Research Scholars Forum.
• Increase the number of proposals submitted to external funding agencies.
• Continue to explore the big data space, including data analytics and data visualization in business, science, and other areas.
• Explore hosting new journals within the School.
• Enhance the collaboration of Center for Statistical Analysis with other schools in the University, especially with the College of Engineering and the College of Science and Technology.
• Continue to work with University Computer Services staff to enhance the Symplectic Elements software, particularly the linkage of teaching and SFF information from Banner.
**Effective student professional development and career services.**
- Continue to coordinate the internships and job placement of Undergraduate and MBA students through the Center for Student Professional Development.
- Seek at least 95 percent placement for Undergraduate students who use the CSPD, and maintain at least 98 percent placement for Full-Time Global MBA students.

**Successful fundraising and alumni relations.**
- Secure at least $8 million in gifts and commitments to fulfill the School’s priorities, particularly student scholarships and endowed chairs/professorships, as part of the University’s capital campaign.
- Increase alumni participation in the School’s activities.
- Further increase the number of Conwell Society Members, and continue to host a recognition event within Fox.
- Improve contacts with Alumni and Businesses, and develop plans to further engage them in the School.

**Effective communications and stakeholder engagement.**
- Assess the strategic planning cycle, and ensure correlation with the Fox Integrated Strategy Model.
- Continue to host an annual meeting of the Dean's Council of high value givers.
- Continue to work with the Employers’ Council in fully implementing the redesigned competency-based GMBA and PMBA Program.
- Continue to work with the Employer Council for the BBA Redesign process, and engage them to provide real world data for the quantitative reasoning in the core courses.
- Organize and host the Business Leadership Forum.
- Continue to host the Musser Awards for Excellence in Leadership Dinner and the Frederic Fox Lecture Series.
- Encourage all departments to host effective outreach meetings and conferences.

**Administration.**
- Organize professional development activities for staff, including the development of managerial and leadership skills.
- Facilitate the growth of the Administrative Program Council.
- Organize strategic retreats for faculty and administrators.
- Establish mentoring program for staff.

**Technology and Facilities.**
- Undertake new technology initiatives with the Information Technology Group.
- Develop innovative concepts and programs for the “virtual” learning space.
- Gain approval for a UG laptop mandate.
- Supervise renovation and construction of the building program for the 1810 Liacouras Walk building with the selected Design Firm, Jacobs and Associates.
- Continue to work with the University to improve the facilities at TUCC.
- Consider converting additional classrooms in Alter Hall and Speakman Hall into flat classrooms with flexible seating.
- Continue to work with software vendors on verifying the ADA compliance.
Enrollment Management
The Fox Undergraduate Enrollment team expanded this year, adding Laura Broomell and Claudia Bereshnyi as assistant directors. Laura and Claudia will work with David Kaiser and Kate Markowitz on expanding outreach to prospective students in order to provide a more personalized enrollment process for students.

The Fox School Undergraduate Program once again recruited one of the largest, most academically talented freshman classes in its history. Freshman applications increased 1.4 percent, admitted freshmen increased 17.2 percent, deposits increased by 1.2 percent, and the final registered total for new freshmen is up 2.6%. Overall, the average SAT score for new registered freshmen is 1250. The average GPA for the new freshman is 3.57.

Fox continued the Pre-Business Admission Program, designed to give freshmen who have traditionally had academic issues more access to additional resources, as well as a more personalized approach to their freshman year experience. This year’s Pre-Business cohort include 97 deposited students and the final registered Pre-Business student count is 74 students.

The Enrollment Management staff utilized the following activities to meet the recruitment and retention goals for the Undergraduate Program:

- Held seven Open Houses/Experience Temple Days, including one specifically for transfer students, to highlight the programs and services of the Fox School and Temple University.
- Continued to run a formalized daily visit program in which approximately 180 students and their families participated during the academic year. The visit includes an information session with a member of the Enrollment Management Office and is followed by a tour of Alter Hall, conducted by a Fox Student Ambassador.
- Utilized predictive modelling software to increase the yield in a targeted group of admitted students who had previously been identified as an area of weakness. The model was also used to strategically offer scholarships to a select population of freshman admits.

Undergraduate Immersion Program
The 2016-2017 academic year saw a total participation rate of 2,665 unique participants and an average of 301.5 events advertised through the Program. In comparison to last year, the program was up 437 unique participants and up by 77.5 events offered. The forms were again active in allowing students to tell us what types of events in which they were participating, both inside and outside of the Fox. These events were outside those advertised in the weekly newsletter. We had 422 unique participants request points for 1,067 events. This was down by 27 student participants and down by 372 point requests from the prior year. The reason for this is that offices such as CSPD, IEI, and the Student Professional Organizations increased advertising through the weekly newsletter so students did not have to self-report that they participated in such activities this year.

New this year, the Immersion Program created a dedicated email address, FoxImmersion@temple.edu, for students to ask point-related questions and where SPOs and organizations could send their electronic sign-ins. As of March 15th, all sign-ins had to be submitted within 72 hours of the event electronically.

New this year, the Immersion Program created a dedicated email address, FoxImmersion@temple.edu, for students to ask point-related questions and where SPOs and organizations could send their electronic sign-ins. As of March 15th, all sign-ins had to be submitted within 72 hours of the event electronically. The most engaged freshman had a luncheon with the Deans in the 3rd floor Boardroom on Wednesday, April 26th. The most engaged sophomores were invited to a private lunch with recruiters from Sherwin-
Williams on Friday, April 21st. The most engaged juniors were invited to a private lunch with representatives from Back On My Feet on Friday, April 7th. The most engaged seniors were invited to the Fox Board of Visitors lunch on Friday, April 21st.

Looking forward to the 2017-2018 academic year, the Immersion Program will be folded into the Fox Leadership Development Program (FLDP). Freshmen students will be required to earn 250 participation points by attending activities in the areas of Global and Cultural Awareness, Financial Literacy, Community Engagement, and Personal and Professional Development. Points will be tracked through an app based portal, called Suitable. Sophomores, juniors and seniors will also be added to the platform to track their Immersion points.

**Fox Honors Program**

The Fox Honors Program established another record high in its recruitment of high-achieving students. Again, the 2017 freshman class features the most academically talented group to enter the program. This fall, 64 students entered with the program’s highest class SAT average ever of 1490, including four test-optional students. In addition, 22 Fox students with an average SAT of 1377 who were admitted to University Honors will be considered for Fox Honors in spring 2018, if they reach a 3.7 GPA by the end of the fall 2017 semester. We admitted 23 of 43 students in that category in spring 2017.

Next year, our goals include further engaging our Honors Faculty, implementing a program-wide assessment and resulting strategic goals, and connecting our students with the new Fox Leadership Development Program. We will continue to work with the Fox Enrollment Management Office, as well as the University Honors Office, on all recruitment/retention initiatives.

The Fox Honors Program achieved the following this year:
- Graduated a total of 83 students with distinction from the Fox Honors Program during the 2016-2017 academic year.
- Welcomed 25 transfer students to the program.
- Increased our freshman class retention rate to 97%.
- Facilitated a 48% increase in membership acceptance for Beta Gamma Sigma, the international business honors society.

**Undergraduate Research Activity of Fox Honors Students**

Senior Joseph Regina successfully defended and graduated in May 2017 from the Alter Research Scholars Program. His Faculty Mentor was Dr. Crystal Harold, Human Resource Management.

Two students presented their research at 2017 Temple Undergraduate Research Forum:
- Eric Koeck, “Tweets, Retweets and the Brand Positioning of the 2016 US Presidential Candidates,” Faculty Mentor: Dr. David Schuff, Management Information Systems
- Joseph Regina, “Who Cares If I’m Late? The study of the relationship between Leadership Styles and Employee Lateness,” Faculty Mentor: Dr. Crystal Harold, Human Resource Management

The Creative Arts, Research, and Scholarship (CARAS) Program awarded a Research/Creative Project Grant to Rebecca Jackson in support of her travel to the spring 2017 American Conference on Information Systems. There she co-presented her work with Faculty Mentor Professor Mart Doyle entitled, “Inroads to Engaging iGeneration Students in Innovative IS Education: Lessons Learned in the Trenches.”
Ongoing efforts are to expand outreach to recruit honors students and research-active faculty mentors to promote participation in all undergraduate research & conference opportunities, including: Alter Research Scholar Program, Temple University Merit Stipend Scholarships for Research, Diamond Research Scholar Program, Creative Arts, Research, and Scholarship (CARAS) Program, and the Temple Undergraduate Research Forum (TURF-Crews).

MBA/MS Programs

Graduate Marketing and Recruitment
- Provided creative support and executions for the entire school – nearly 1,000 individual pieces of creative in 2016-2017.
- Executed communications strategy beyond the graduate population (both prospective and post-admit through current) – also supported OBBA, Peer Audience, and Special Initiatives – more than 85,000 emails, this year alone.
- Refined the quality of leads gained and the ways in which we communicate with them.
- Developed and executed marketing strategy to double both EMBA and OMBA enrollment.
- Made strategic recommendations for graduate marketing and recruitment through the analysis of performance metrics.
- Identified and tested new ways of penetrating the market – direct-response campaign, site-specific buys, enhanced targeting capabilities, social strategy.
- Increased the geographic reach of our Online MBA student base by nearly 75% in the past two years.
- Collaborated with the graduate recruitment team on more than 150 graduate recruitment events, through communications, presentations, collateral, and promotional support.
- Website Redesign – re-wrote and strategized content for graduate programs and delivered creative executions for the entire school.

Graduate Enrollment Management
During this academic year, the Fox Graduate Admissions Team once again increased graduate enrollment, which has now nearly tripled since 2013. The Team processed over 3,000 applications from both domestic and international candidates – a 15% increase. Despite facing headwinds internationally, the overall enrollment in Fox Graduate Programs increased by 18%.

The continued growth in applications and enrollments have been generated by the Specialized Masters portfolio, and the Online, Part-Time/Professional, and Executive MBA Programs (OMBA, PMBA, and EMBA, respectively). This year, we looked to double Online MBA enrollment and added another in-take of Executive MBA – both of which are on schedule.

The incoming Global MBA cohort is one of the strongest classes to date, with an undergraduate GPA of 3.63, GMAT of 645, and 5.5 years of professional experience. This is the most internationally diverse student body whom we have seen in the program, with candidates joining from Israel, Canada, Ghana, Vietnam, Brazil, China, India, Nigeria, Turkey, and Ukraine.

Additionally, the Fox School enrolled over 200 new PMBA students in 2017, which is an increase from around 170 in 2016, and 150 in 2015. The unique hybrid nature of the Program has attracted students throughout the Delaware Valley and beyond, with students joining from Harrisburg, Allentown, Central NJ, Delaware, and Eastern Maryland. Incoming PMBA students have an average of nine years of professional experience – one of (if not the) highest in the country.
The OMBA experienced the largest intake in the Program’s seven-year history with 145 students matriculating in the fall 2017 semester. Overall, the Program enrolled 310 new students, which was up from 216 in 2016, and 160 in 2015. This growth will continue in 2017-2018 as our team continues to invest in out-bound calling campaigns and a strategic communications plan. Incoming OMBA students have an average GPA of 3.3 and 12 years of professional experience, hailing from 44 different states throughout the US.

The EMBA Program’s Philadelphia location enrolled its largest total number of students this academic year as we began welcoming students in both the spring and fall semesters. With 85 total students split between the two intakes, the Philadelphia Executive MBA has grown substantially since its 32 students in 2015.

Two Specialized Masters Programs in STHM – the Executive MS in Sport Business and MS/Travel and Tourism – were added to the portfolio of Specialized Masters Programs, bringing the total to 17 Programs for which our team is responsible. Together, these two programs welcomed 35 students this fall (21 – Sport, 14 – Tourism). These programs add rich diversity to the Fox/STHM portfolio.

The Fox Graduate Admissions Team had the opportunity to once again present some of their recent successes at the Graduate Management Admission Council (GMAC) Conference in San Francisco, CA in June 2017. The session, which focused on how admissions offices can Innovate, Automate, and Elevate their Prospective Student’s Experience was the highest rated presentation at the conference and led to many follow-up conversations with peer schools.

**PhD Program in Business Administration**

**Recruitment of Students in the PhD Program in Business Administration**

Some of the major accomplishments during the 2016-2017 academic year are noted below:

- Placed a stronger emphasis on recruitment efforts to bring outstanding students into the PhD Program for fall 2017. Recruiting energies were focused on the ability of the business school to offer rigorous training and personalized PhD education, and the commitment by faculty to mentor PhD students, with the ultimate goal of placing graduating PhD students in prestigious research universities around the world. To achieve this goal, we actively targeted top students with standardized-test scores from the highest percentiles. Our most promising applicants among the fall 2017 applicant pool were invited to our yield-focused invitation-only Open House for networking and campus interviews.

- Developed a recruiting strategy to promote the PhD Program nationally and internationally, in cooperation with the Fox School’s Marketing group and individual departments. Specific initiatives included collecting the mailing information of all administrators and faculty in the Top 150 national and international business schools.

- Participated in recruiting events hosted by DocNet, a recruiting consortium of AACSB business schools, and The PhD Project, a nonprofit organization that seeks to increase the diversity of business school faculty by providing financial and mentorship support to minority students as they apply to and complete PhD Programs. Partly through our efforts at these fairs, domestic students now make up over 25% of our cohort, the highest percentage of domestic students in an incoming class in recent years.

- Collaborated with academic departments to update the PhD Program information on individual departmental websites to promote program recruiting and marketing efforts. The revised pages include information about the program overview, alumni highlights and curriculum requirements.
• Created a comprehensive and concise brochure that provides academic, research focus, and placement information for all concentrations in addition to information about the structure and curriculum of the PhD Program, in collaboration with the Fox School’s marketing and communications group and academic departments.

• Continued to offer competitive financial support for PhD students, working closely with individual departments in order to admit and fund only highly qualified PhD students.

• Maintained the quality of incoming PhD students by raising the admission standards. This academic year saw more than 340 applications. Outstanding results were achieved with the 2017 incoming students into the Business Administration Program comprising an average GMAT score of 71 (91st percentile). Our incoming students have also previously attended several prestigious institutions including: Yale University, Columbia University, and the University of Pennsylvania.

• Received a total of 18 Presidential fellowships for PhD applicants from the Fox School for the 2017 cohort; nine new PhD students accepted these prestigious five-year fellowships. With these nine fellowships, a full third of our PhD students are recipients and supported by the Presidential Fellowship.

MS AND PHD PROGRAMS IN STATISTICS

The Graduate Programs in Statistics, under the leadership of Dr. Chen Yong Tang, had an energetic recruiting season during the 2016-2017 academic year, including the winter Open House for prospective PhD students, group Skype interviews for outstanding foreign applicants, and multiple onsite visits. A Presidential Fellowship was awarded to one of the incoming PhD students.

Four highly qualified PhD students are joining the Program in the fall 2017 semester, with an average GRE score in the 94th percentile. Our new PhD students have previously attended, or have had past training at, notable institutions such as: the George Washington University, University of International Business and Economics, Nankai University, and Michigan State University.

The MS Program in Statistics will have 12 new MS students joining the Program in fall 2017.
CUSING-EDGE CURRICULUM

UNDERGRADUATE PROGRAMS


Overall, the Fox Undergraduate Business Program is ranked No. 45 in the nation – which is a three spot jump from last year. These rankings are based on a peer assessment of deans and senior faculty at every AACSB-accredited Undergraduate Business Program in the country. *US News* also considers retention, graduation rates, and placement rates, as well as the SAT scores of incoming students.

The entire Fox student services staff – Undergraduate Enrollment, Honors, Advising, CSPD and many others – deserve our gratitude, as do our outstanding faculty for teaching, mentoring, and preparing our students for successful lives and careers.

Bachelor of Business Administration Curriculum

During the 2016-2017 academic year, the Undergraduate Programs staff focused on three big initiatives for the BBA Program:

- **The Online BBA Program** was a focus this year to determine how to grow the program without losing quality. Based on research done by staff and a Fox Management Consultant team, it was determined that the price of the courses was too high and that the university admissions office is too slow for applicants, causing us to lose students. For fall 2017, the price of online courses was dropped to $595 per credit hour and the admissions office has agreed to waive deposits for online students beginning in spring 2018. Fox will also be hiring an additional staff member to help with OBBA admissions. The goal is the reach 1,000 students by 2021.

- **The redesign of the BBA curriculum** continued, with teams of faculty, staff, and employers, finalizing the curriculum changes that will be implemented in fall 2017. This includes the redesign of the three required Statistics courses, which we infused with excel and business applications. The change included a 1-credit hour increase to the Statistics 1102 course.

- **The Fox Leadership Development Program (FLDP)**, a new mandatory engagement program for incoming freshmen, is being rolled out. Students will be required to earn 250 participation points by attending activities in the areas of Global and Cultural Awareness, Financial Literacy, Community Engagement, and Personal and Professional Development. Points are tracked in Suitable, a system that gamifies the activities and allows students to earn badges. The HRM, Accounting, Marketing, and Risk Management departments are also rolling out the program this fall. STHM and the OMB/PMB/A are also using the system.

Student engagement outside of the classroom once again played a key role with over 2,665 students participating in immersion events, mentoring programs, and the New Student Engagement Reception. These events will now be part of the new FLDP. The Center for Undergraduate Advising further developed the retention programs for at-risk students. These programs led to 91.1-percent retention of fall 2016 admitted freshmen and a 95-percent retention of the at-risk student population.

As a way to continue to increase the quality standards of Fox students and keep enrollments at a manageable level, the Pre-Business curriculum option was once again offered and added 85 new students to the School of Sport, Tourism and Hospitality Management.
The Undergraduate Programs Committee (UPC) focused heavily on the BBA curriculum redesign. Three faculty subcommittees continued to meet: Communications, Critical Thinking, and Analytics. All three worked throughout the year, met frequently with the Assessment team and the UPC, and reported back to the Core Coordinators. The new curriculum, which has three redesigned Statistics courses, rolls out in fall 2017.

The Business Communication Center encompasses the BA 2196: Business Communication course, the Business Writing Center, and the Accounting 5203 course, which is the Professional Skills Development Seminar for Master of Accountancy students. Various workshops were also delivered to the EMBA, MBA, and MS Students. The School offered 117 small sections of BA 2196: Business Communications to 2,267 students this year. Professor Christina Owings taught five sections dedicated to culturally and linguistically diverse students. She continued her work with students across all levels of the Fox School with regards to grammar, pronunciation, and presentation skills. Additional hours were added to accommodate one-on-one work with PhD and MS Students.

The Business Writing Center filled 3,358 appointments with another 484 students who came for walk-in appointments. Analysis indicates that approximately 60% of all tutoring appointments were made by non-native English speakers. To support demand for services for non-native English speakers, the Center expanded tutoring resources explicitly for CDL (Culturally Diverse Learners), including adding an adjunct-assistant who specializes in English language support for this student population.

The School once again sponsored the Target Case Competition in spring 2017 with teams competing over a two-week period, with five finalists competing in front of Target Executives for $4,000 in prize money. Other competitions included the PWC Tax Competition in fall 2016 and the Deloitte Consulting Case Competition in spring 2017.

Sustainability
This past academic year saw a continuation of the sustainability initiatives throughout the School.

- **Speakers and Workshops**
  - Fox participated in the University Sustainability Week, as well as Earth Day events.
  - The Graduate and Undergraduate Net Impact Chapters brought in speakers throughout the year.
  - Fox and STHM hosted the 8th Annual Green by Design Week. During this week, various events centered on keynote speakers, guest lecturers, case competitions and a variety of other programs that explored the impact of design on sustainable business.

- **Recycling/Reuse Programs**
  - Continued the Fox/STHM plastic bag recycling program
  - Continued collecting books and textbooks for Better World Books.
  - Continued to promote the Bike to Work Initiative, and had several Fox faculty and staff members participate.
  - Continued to participate in the University Sustainability and Waste Minimization Committees.
  - Continued to work with the Computer Recycling Center on the collection and ongoing redistribution of free surplus office supplies to faculty, staff and students.
  - Continued Shoebox Recycling to collect used sneakers and shoes for Back on my Feet.

- **Several Student Professional Organizations** also contributed to the School’s sustainability efforts, including:
  - SPOs organized clothing drives for various organizations in the Philadelphia region.
  - College Council and the CSPD hosted Sneaker Week with donations going to Back On My Feet.
MBA/MS Programs

Fox Full-Time Global MBA Program

The Full-Time Global MBA (GMBA) Program Team continued to expand programming and activities to ensure student satisfaction and program quality. This year brought exciting opportunities to enhance services and support, develop alumni connections and enrich co-curricular activities through collaboration across programs.

The Full-Time GMBA Program is ranked No. 32 in the United States by US News & World Report, its highest ranking in the program’s history. Additionally, Fox’s Global MBA ranks No. 1 in the US for job placement, with a 91.9% job-placement rate at graduation and a 100% job-placement rate within three months of graduation.

Highlights of the GMBA Program include:

- Offered a shorter, more concise pre-term experience for the August 2016 incoming class. Prior to attending orientation, students completed baseline assessments, including Excel readiness, quantitative analysis, resume review, and academic case coaching.
- Added Project Management and Business Writing Workshops to MBA Essentials.
- Refined baseline assessment and moved much of it into MBA Essentials and the period between the students’ deposit and the start of Essentials, where the exercises serve as a tool to keep students engaged and focused on the start of the program.
- Developed a new-and-improved version of RoadMap™, in conjunction with Temple IT and TekSouth, a third-party contractor. This new version of RoadMap™ was rolled out to the GMBA 2016, GMBA 2017, GMBA 2018, EMBA 2017, and EMBA 2018.
- Involved 83 industry executives and professionals (70% Fox School alumni) in a series of facilitated discussions with GMBA students centered on career options, competency development, and establishment of RoadMap™ baseline scores.
- Continued Industry Advisory Council and MBA Round Table Talks for the cohorts.
- Hosted Quality Circles and Town Hall Meetings to foster communication between administration and students and gain valuable feedback on student satisfaction and areas needing improvement.
- Piloted How the World Works in anticipation of a curricular adjustment to include the addition of a SocioEconomic Systems class, an increase in quantitative course material, and an increase in attention to global business and professional development. Students were provided a fall semester subscription to The Economist.
- Further integrated global immersion into the GMBA program by experimenting with projects in Colombia and South Africa for the second-year students.
- Offered students the option of taking electives in the OMBA program to expand course offerings.
- Launched Facebook Workplace as a community building and communication tool in August 2017.
- Emphasized increasing experience and diversifying the backgrounds of incoming students while maintaining the high standards of GPA and test scores during the 2016-2017 programmatic and recruiting cycle.
Professional (Part-Time) MBA Program

Over the past year, the Professional MBA (PMBA) Program Team continued the rollout of the two-year PMBA Program and hybrid courses. Additionally, the Program climbed nine spots to earn the No. 7 ranking in the nation and continues to hold the No. 1 ranking in the Philadelphia region, according to *US News & World Report*.

Highlights of the PMBA Program include:

- Students were prepped for the fall 2017 rollout of a new curriculum for the PMBA Program. Students were guided through the retirement of the 1.5 credit courses and given a transition plan/curriculum bridge to ensure that they are on track with the new three-credit core courses.
- PMBA students were given the opportunity to enroll in OMBA courses in an effort to meet the course needs and time constraints of the part-time population.
- Dual degrees in the following four areas are available to the PMBA population: MBA/MS-MKG, MBA/MS-IME, MBA/MS-Business Analytics, MBA/MS-HRM.
- Enterprise Risk Management and Business Analytics concentrations are now available for PMBA, bringing the total number of available concentrations to 10. Additional concentrations in Supply Chain, Corporate Compliance, Sport, and Tourism are in process.
- Professional development sessions were offered to the PMBA students during the 2016-2017 academic year; *Revitalizing Your Brand, Salary Negotiations* and *Data Visualization* have been extremely popular sessions.
- The PMBA Program launched a new Mid-Program advising initiative that encouraged students in the 18-24 credit range to meet with their academic advisor and a member of CSPD to ensure they are on track with concentrations, goal setting and discussing Dual Degree opportunities.
- Common Breaks and Welcome/Welcome Back events at TUCC facilitated a blending of the student populations and a greater sense of community. Approximately 150 students across all Programs attended each Common Break to network with each other. Students heard from The Financial Management Association, the SGM department on Consulting, Innovation Management and Entrepreneurship, and International Programs on Global Immersion opportunities.
- Morning and evening feedback sessions in both fall 2016 and spring 2017 with Darin Kapanjie, Valerie Henry, and Paul Ballentine gave students an additional outlet for feedback and allowed staff an opportunity to communicate program changes.
- Facebook Workplace launched as a community building and communication tool in August 2017.
- Suitable is being implemented in fall 2017. Suitable is an online system for program advisors to track student completion of co-curricular professional development requirements.
- Darin Kapanjie and Valerie Henry presented the Hybrid PMBA Program at the annual Working Professionals MBA Program conference at UCLA in October 2016.

Online MBA Program

The Fox Online MBA Program (OMBA) received top marks again this year and was ranked **No. 1 for the third year** in a row by *US News & World Report*.

Highlights of the OMBA include:

- Recruiting team and program staff geared up over the summer to begin offering two residencies in fall 2017. The Online MBA will now offer five residencies per year, including: two in fall (August and September), two in spring (January and February), and one in summer (May).
- Kim Sakil joined the programs team as the new Assistant Director for Online MBA.
- The Online MBA calendar has been adjusted to more closely coincide with the University’s calendar/semesters.
• Fox-specific Parts of Term (POT) were launched in summer 2017, allowing the automation of add/drop/withdraw dates and grading deadlines. These POTs will begin for other master’s programs in fall 2017.
• New concentrations for OMBA students have been approved and implemented. As of spring 2017, OMBA students are able to complete seven concentrations (fully online) in Marketing, Strategic Management, Entrepreneurship, Innovation Management, Finance, Human Resource Management, and Corporate Compliance.
• The MD/OMBA Program is increasing in popularity. As of August 2017, there are 23 MD students pursuing an MD/OMBA.
• OMBA classes started migrating to Canvas this fall 2017. Canvas is the new Learning Management System (LMS) at Temple, replacing Blackboard.
• Facebook Workplace launched as a community building and communication tool in August 2017.
• Suitable is being implemented for fall 2017. Suitable is an online system for program advisors to track student completion of co-curricular professional development requirements.
• Quality Circles/Town Hall Meetings fostered communication between administration and students and allowed staff to gain valuable feedback on student satisfaction and areas needing improvement.
• Fully online dual degrees are available to OMBA students in the following three areas: MBA/MS-MKG, MBA/MS-IME, and MBA/MS-HRM.
• The third annual meeting of the Online MBA Consortium (OMBAC) was held at The Pennsylvania State University. The meeting focused on planning the first annual OMBA Conference, which is being hosted at Fox in October 2017.

Executive MBA Program – Philadelphia
Under the leadership of Managing Director Dr. Michael Rivera, the Executive MBA Program is continuing to grow at the domestic and international level. This year, the Program welcomed 43 new students in January 2017, and successfully launched a July cohort of 42 students as well.

In addition to managing the EMBA Programs in Philadelphia and with international partners in Cali, Colombia; Paris, France; and Tokyo, Japan at the TUJ campus, the Program is also actively seeking global partners. The Program has finalized contracts with École des Ponts Business School in Casablanca, Morocco; Pontificia Universidad Javeriana in Bogotá, Colombia; University of Science and Technology of China in Shanghai, China; and Universidad Peruana de Ciencias Aplicadas (UPC) in Lima, Peru.

During the 2016-2017 academic year, the Program accomplished the following:
• Hired seven full-time employees to support our growth in our Philadelphia and Global Executive MBA Programs.
• Created a strategic plan that aligns unit goals with department level goals for the year, and charted progress on a quarterly basis to ensure progress.
• Created a comprehensive AACSB report and assessment plan that charts out our assurance of learning activities across all of our programs.
• Facilitated two 10-day long international immersion trips for the EMBA Class of 2017 to Israel and India in April 2017, providing transformative insights from corporate visits and excursions in both countries, led by Professor Amir Shoham (Israel) and Professor Robert Hamilton (India).
• Hosted the ICIC’s annual Philadelphia Kickoff Conference on May 17, 2017.
• Planned and executed 21 events: 11 current student events, seven alumni driven or alumni inclusive events, and three globally driven events.
Hosted seven guest speakers during Class Weekend sessions, and coordinated four C-Suite workshops, facilitated by industry experts as supplemental academic content outside of class.

Celebrated with 32 EMBA students from the Class of 2016 during their September 2016 graduation.

Supported the successful program completion of 52 students in May 2017.

In spring 2017, 54 Executive MBA students participated in the Program’s signature week-long Global Immersion. The EMBA cohort was split into two traveling groups.

Dr. Amir Shoham, Dr. Michael Rivera, and Jeffrey Conradi and Julie Wilkins led 29 EMBA students to Tel Aviv and Jerusalem on a nine-day Immersion Trip. Corporate visits included meetings with executives at Taglit Innovation Center, Trendlines and WaterGen, among others. In addition to corporate visits, the group also had lectures at Tel-Aviv University and Hebrew University.

The other half of the cohort (25 students) traveled to Mumbai, Bangalore and Delhi led by Dr. Robert Hamilton, Tanu Sarkar, Allyce Barron, and Barry Griffiths. Corporate visits included meetings with executives at SBI Capital Markets, Big Basket, Fidelity Investments and Acumen Venture Fund.

**Executive MBA Programs – International**

- Launched three global Executive MBA cohorts, including Tokyo in January, Bogotá in April, and Paris in May. Julie Wilkins, Associate Director of Global EMBA Programs, travelled to these locations to host the orientation sessions.
- In 2016-2017, 15 Executive MBA students participated in the EMBA Global Exchange Program with Fox and its partners. This brings the total to 84 students who will have participated in the exchange since its inception in 2012.
- Hosted the EMBA Paris cohort in Philadelphia for their annual International Study Trip, which was geared towards innovation, entrepreneurship, and transformational leadership in Philadelphia. The team organized corporate visits to Independence Blue Cross, SEI, WeWork, and Benjamin’s Desk. The cohort also attended a Statistics course with Dr. Pallavi Chitturi at Alter Hall.
- Hosted a week-long executive immersion for 34 Executive MBA students from the University of Jyväskylä in Finland in April 2017 for two days of corporate visits, a networking event at Sky Philadelphia with current Fox EMBA students and alumni, and two days of workshops on Marketing, led by Professor Dennis Paris and Professor Rebecca Zinn. Corporate visits included Temple Hospital, Union Packaging, Five Below, Di Bruno Brothers, and Independence Blue Cross.
- Hosted a group of 18 MBA students from Stellenbosch University in South Africa for a week-long international immersion trip in Philadelphia, which was geared towards innovation and entrepreneurship in the Greater Philadelphia region. The team organized corporate visits to Philabundance, Independence Blue Cross, SEPTA, Innovation Culture Alliance, Philadelphia City Council, and Union Packaging. The group also attended innovation and entrepreneurship-themed workshops by Dr. Joan Allatta, Dr. Michael Rivera, and Dr. Rob McNamee.

**Specialized Master’s Programs**

The portfolio of Specialized Master’s Programs continued to see significant growth, both in terms of enrolled students and credit-hours generated. Highlights across the Specialized Master’s Programs include:

- During the 2016-2017 academic year, the Marketing and Supply Chain Management department worked with the Klein College of Media and Communications to launch a new initiative in fall 2017. The MS Program in Marketing will now offer a Strategic Advertising and Marketing concentration jointly with the Klein College of Media and Communication.
• Existing concentrations in the MS Program in Marketing – Marketing Research and Insights and Enterprise Marketing Management – were tailored to better align with industry expectations and to become off-load auxiliary programs.

• The MS Program in IT Auditing & Cyber Security and MS Program in Innovation Management and Entrepreneurship are expecting to offer students the ability to complete these programs in a fully online format within the next academic year. Expansion of online course opportunities in these programs continues.

• New leadership was announced for the MS in Actuarial Science and the Master of Health Administration Programs. Dr. Thorsten Moenig and Dr. Tianxiang Shi will serve as Academic Directors for the MS in Actuarial Science and Dr. Barbara Manaka returns to leadership of the Master of Health Administration Program where a curriculum revision is underway.

• Growth in enrollment continues across most programs, even in the current political environment where international enrollment is lagging from previous years.

• Facebook Workplace launched as a community building and communication tool in August 2017.

Master of Science Program in Accounting with Beijing National Accounting Institute (BNAI)

• In its fifth year, the Office of International Programs and the Department of Accounting continued to partner with Beijing National Accounting Institute (BNAI) to offer the joint Master of Science in Accounting (MSA) Program.
  o Phyllis Tutora visited with BNAI in May to meet with university officials and interview potential candidates for Cohort 5.
  o The MIS department and the International Programs’ team is working with BNAI to partner on another MS Program in Information Technology Auditing and Cyber Security that is scheduled to launch in January 2018.

Global Immersion Experiences (GIE)

In the 2016-2017 academic year, 84 Global MBA Students across two cohorts participated in the Program’s signature Global Immersion Experience (GIE).

• Building on their learning during GIE 1 to China or India in May 2016, half of the GMBA Class of 2017 traveled to Latin America and the other half traveled to Africa for GIE 2 in March 2017.
  o 20 students traveled to Chile and Colombia, under the direction of Dr. Kevin Fandl and Phyllis Tutora. Meetings included stops at Invest in Bogotá, Avianca Airlines, Alpina, the Port of Cartagena, AMCham Chile, and Viña Veramonte, among others.
  o The other half of the cohort (21 students) traveled to South Africa and Morocco, led by Dr. Kosie de Villiers (University of Stellenbosch), Rebecca Geffner (Al Akhawayn University), and Lauren Letko. Company visits included: PwC Johannesburg, Investec, Willis Towers Watson, Hubble Studios, GSK Casablanca, and Nextwi.
  o Other highlights of GIE 2 included in-country mini consulting projects in both Colombia and South Africa and a lecture at the University of Stellenbosch’s Business School in South Africa.

• Class of 2018 GMBA Students traveled either to China or India for GIE 1.
  o Dr. TL Hill, along with Lauren Letko, led 20 students to Mumbai, Pune, Bangalore and Delhi to attend meetings with senior level executives at Acumen Venture Fund, Uni Klinger, WIPRO and Philips Innovation Center, among many others.
  o Professor Omario Kanji, Esq. and Phyllis Tutora led 23 students to Beijing, Suzhou and Shanghai with visits including Junhe Law Firm, IPSOS, Baxter Asia Research Center, Black and Decker, Control Risks, 3M and Ford Asia, among others.
**Graduate Short-Term Study Abroad**
During the 2016-2017 academic year, the International Programs Team continued to implement new program initiatives and increased services and support for Fox’s Graduate Students. Dr. Kevin Fandl and Amy Kumpf, Associate Director, led 25 Online and Part-time MBA students to Stockholm, Sweden from July 2nd - 8th as part of the summer online Corporate Compliance course. This graduate immersion provided students an opportunity to experience global business first hand, meeting with business executives from a variety of companies, including Ernst & Young. Fox MBA students returned from Stockholm with a new perspective on business, innovation and the global marketplace.

**Fox Management Consulting**
Fox Management Consulting organizes project-based, experiential learning opportunities for MBA students and, at the same time, provides commercial-grade, evidence-based business solutions for partner organizations. FMC also provides engaging volunteer opportunities for business executives, including many Fox alumni.

**Projects**
- Sourced and completed 36 capstone consulting projects across Global, Professional and OMBA Programs; thus, providing high-level professional experience to about 200 MBA students, a dozen MS Analytics students, and ten Law students.
- Secured 24 placements at 21 nonprofit organizations for Fox Board Fellows drawn from the Online, Professional, and GMBA cohorts. Fox Board Fellows learn about nonprofit governance while contributing board service and projects to the nonprofits.
- Involved 144 executives, 35 as project executives/adjunct clinical instructors, and 109 as advisors. Fox MC also recruited 83 industry executives and professionals (70% Fox School alumni) to help with a series of facilitated discussions with GMBA students centered on career options, competency development, and establishment of RoadMap™ baselines.
- Provided consistently strong results from the projects for clients and students, including the single largest outcome to date, a $490M sale of a company to Travelers Insurance, using Fox MC materials as part of the pitch; the company also hired one of the students who worked on the project.

**Revenues & Special Projects**
- Recorded $541M in project-related revenues.
- Completed a $34,000 engagement (FY 16-17 portion of $58K engagement) with The Enterprise Center to design and implement a curriculum of competency-led workshops for helping small, minority-owned businesses grow rapidly.
- Launched a three-year, $550,000 contract with Flinders University in Adelaide, Australia to develop an innovation and entrepreneurship curriculum for the entire university.

**Outreach**
- Expanded outreach to the business community by designing and managing three executive panels attended by a total of 200 business leaders, facilitating a year-long young leaders series for the Chamber of Commerce, and publishing dozens of blog posts and other items, which garnered thousands of views.
**Performance Analytics**

As data is at the heart of strategic decision making, the needs for analytics-based insights at the Fox School have grown. The Performance Analytics Unit continued to expand its reach over the past academic year, facilitating data-driven decision making on operational projects and individual student performance. Data is increasingly being used to support multiple operating units (like marketing, admissions, programs, assessment, scheduling, alumni outreach, etc.) and to add value throughout the value chain (the student experience).

Highlights of the Performance Analytics Unit include:

- Received matching funds of $22,800 from Temple’s Office of Technology Commercialization and Business Development to advance the development of Fox’s RoadMap™ - a detailed, interactive, academic progress report that enables students to visualize their development on competencies and skills across courses and throughout the curriculum. This level of sophisticated reporting is not possible through legacy Learning Management Systems such as Blackboard, and information of this nature cannot be gleaned from tradition methods of grade reporting like the transcript.

- Developed a new-and-improved version of RoadMap™, in conjunction with Temple IT and Teksouth, a third-party contractor. This new version of RoadMap™ was rolled out to the GMBA 2016, GMBA 2017, GMBA 2018, EMBA 2017, and EMBA 2018. Additionally, using the RoadMap™ engine, data that originates in Blackboard can be easily aggregated across courses. While students can review their own competency data from course to course, administrators can aggregate data across courses, programs and departments, making RoadMap™ an invaluable tool for advising and for curriculum management and assurance of learning in demonstrating effectiveness to accreditation and government entities. The same technology used to create dashboards for students can also be used for faculty and administrators to aggregate data on competency-based outcomes with unprecedented ease.

- Entered into a new Associate Director of Performance Analytics, Mary Garcia Charumilind, in April 2017. Mary brings extensive analytics and project management skills to Fox to support the growing analytics demands across the School.

- Licensed RoadMap™ to Flinders University in Adelaide, Australia as part of a contract in collaboration with the Strategy Department and the Dean’s Office. This required customizing RoadMap™ to track the development of individual innovation and entrepreneurship behaviors that have been identified by business and society as valuable in the Australian context.

- Created a course enrollments dashboard that synthesizes, in one comprehensive view, course enrollment data since 2011 to present. Now, administrators and department chairs can review insightful information about enrollment trends associated with their departments, programs, and courses. Additionally, the dashboard now projects enrollments, enabling staff to more effectively plan course enrollments for future terms.

- Completed significant upgrades to the student satisfaction database, with additional plans to continue advancing it. These updates involved the entire value chain – from assisting Student Affairs and Alumni Relations with survey design, to synthesizing data across all Qualtrics surveys, to helping compile the new executive reports with RISE scores and insights. Additionally, the student satisfaction dashboard has a new-and-improved look, with additional fields and metrics by which to segment the data (such as a new “Term” field and “Response Rate”). Program-specific dashboards were created to support data-driven decision making across GMBA, EMBA, OMBA and PMBA.

- Completed a series of ad-hoc reports, analyses, and dashboards for Marketing and Graduate Enrollment Management (overall enrollment analyses and projections, program-specific analyses, etc.), Programs (flipped and hybrid survey, competency expressions, etc.), and CSPD (Meridian), among others.
**Student Experience and Alumni Engagement**

To build on an already strong culture of customer service, the MBA/MS Office created a new unit – Student Experience and Alumni Engagement Office – in February 2017 to assist students in navigating the complexities of a large institution and create a more personalized, responsive and engaging student experience. This unit is responsible for cultivating a student-success philosophy that begins at the time of inquiry and is focused on providing outstanding support, systematic outreach, increased student satisfaction, retention, and alumni engagement.

Under the leadership of the Director Stephanie Nissen, the Student Experience and Alumni Engagement Office serves as the intermediary in solving complex student issues involving campus and university services. As such, an important part of this office is working closely with various university offices, including Student Financial Services (SFS), International Student Services and Scholars (ISSS), Veterans Affairs, Third Party Billing, Housing, and the Office of Development and Alumni Affairs. In addition, this Office creates opportunities and outreach initiatives that engage current students and alumni, fostering a stronger network and community at Fox.

The following are highlights of the 2016-2017 academic year:

- Redesigned the process for collecting, discussing, and utilizing student feedback to drive changes and improvements to the student experience in the following ways:
  - Revised and updated all current program surveys (intake, mid and exit) to provide consistency in questions and organization/flow of survey (all MBA, MS, and STHM programs included).
  - Created universal metric (RISE score) for all student satisfaction surveys to allow for feedback and data that is representative of student’s opinions regarding their program’s performance in four key areas: Responsiveness, Interactions/Engagement, Skillset, and Expectations.
  - Modified delivery of surveys to increase response rate to average of 87%.
  - Established a collaborative and comprehensive process for the review of all student feedback that involves the creation and documentation of action items agreed upon by programs team, academic directors, and recruitment/admissions.
  - Created executive report to enable sharing of top level feedback and survey results with Dean’s Office on a consistent basis.
  - Worked with assessment team to identify feedback and data that can be used for assessment and accreditation purposes.

- Created a case management system inside of the CRM to expedite and track communications with applicants and students who are having issues requiring intervention from various external offices at Temple, including SFS, VA, Bursar, Third Party, and ISSS. Since heavy volume can often delay response time, this system issues a notification to Student Experience that there is a new case and provides a reminder to the individual who created the case to follow-up with the student. The system provides data about issues logged and is used to determine common problems, response team, etc. in order to provide more strategic outreach and resources.

- Working alongside Temple University Student Financial Services Office, created a shared role for Fox Financial Aid coordinator. This role services only Fox MBA/MS students but shares reporting lines with SFS and Fox Student Experience. The coordinator provides one on one counseling, resources, education and serves as a liaison between SFS and Fox.

- Managed the I-20 process with the Office of International Students and Scholars for roughly 450 new international graduate students. Developed process for weekly download of scholarship reports.
in addition to creating inputs in CRM for recruitment team to use in tracking international student progress in requesting and submitting documentation.

- Developed and implemented process for identifying and engaging alumni as recruitment ambassadors. Under the guidance of the recruiter, Alumni Ambassadors serve as resources for incoming students who request to be connected with an alum of a similar program, regional location, and/or industry.

- Designed resource webpage for international students that provides information useful to international Fox graduate students. This webpage contains links to useful sites, as well as video segments created in partnership with the University’s ISSS staff.

- Working with SFS and the Fox Communications Team, created a comprehensive financial aid FAQ document that serves to assist inquiries and current students with basic financial aid questions. Document will become part of a communication plan.

- Worked with the Graduate Student Association (GSA) Board to improve the peer-to-peer mentoring program that helps put newly admitted/confirmed Global MBA students in touch with current GMBA students for the first 30 days of their Program. Used the website to post profiles of mentors and helped to develop process around matching mentees with preferred mentors.

- Managed all program rankings initiatives and created communications and outreach strategy that was used to prepare and deploy over eight unique ranking surveys to graduate and undergraduate current students and alumni populations. Strategy involves a call to update information, an invitation to participate in Fox engagement initiatives, and a direct outreach regarding ranking. Communications were sent through Watson in order to provide analytics around open rate and engagement on part of the recipient.

- Worked with the CRM Manager to develop and implement a plan to expand use of CRM by creating current student and alumni records. Student record allows for tracking of student engagement, advising information, communications, and goals assessment from satisfaction surveys. Alumni record is used to track employment and contact information and will provide information useful to rankings, placement, alumni engagement, etc.

- Assisted with the upload of all current students into Workplace and the development of a plan to manage communications and engagement within the collaborative workspace. Provide support and resources to program administrators and CSPD to be able to manage communications within groups.

- Implemented revised communication strategy for current students in order to reduce number of general listserv emails. Developed bi-weekly newsletter that will be posted in Workplace and will contain all information previously sent through listserv emails.

- Created opportunities and outreach initiatives that engaged current students and alumni, including:
  - Increased alumni presence at yield events for incoming students.
  - Facilitated the alumni outreach for the Fox@100 Ranking Celebration.
  - Implemented a plan for hosting quarterly GMBA student and alumni networking events.
  - Assisted the Graduate Student Association with the planning of an alumni networking panel in May 2017, which was open to all Fox graduate students and hosted in person and via WebEx.
  - Planned a GMBA alumni ranking celebration at Volver Restaurant in June of 2017. Over 65 alumni, guests, corporate partners, faculty, and staff were in attendance to celebrate the GMBA Program’s Rise in the Rankings. Event served as an opportunity to connect with GMBA alumni, discuss future engagement opportunities and to create a stronger community with one another.
MBA/MS Faculty of the Year Awards
The students in each of the programs named the following awardees. Congratulations to:

January 2017
- Prof. James Lammendola, Legal Studies: MS Program in Accounting/BNAI
- Dr. Munir Mandviwalla: MS Program in Digital Innovation in Marketing
- Dr. Arvind Parkhe: Part-Time MBA Program

May 2017
- Dr. MB Sarkar, Global MBA Program
- Prof. M. Michael Zuckerman, MS Program in Actuarial Science
- Dr. Cheng Jiang, MS Program in Financial Analysis & Risk Management
- Dr. Satyajit Karnik, MS Program in Financial Engineering
- Dr. Eric Brunner, MS Program in Human Resources Management
- Dr. Michael Rivera, MS Program in Innovation Management and Entrepreneurship
- Dr. John Soss, MS Program in Investment Management
- Prof. Mary Conran, MS Program in Marketing

August 2017
- Dr. John McClendon, EMBA Program – Paris, France
- Dr. Michael Leeds, EMBA Program – Tokyo, Japan
- Dr. Philip English, EMBA Program – Cali, Colombia
- Dr. Amir Shoham, EMBA Program – Philadelphia
- Dr. Anthony Di Benedetto, OMBA
- Prof. Liang Yao, MS Program in IT Auditing & Cyber Security
- Prof. Marco Malandra, Master of Accountancy Program

PHD PROGRAMS IN BUSINESS ADMINISTRATION AND DECISION NEUROSCIENCE

Curriculum Review and Continuous Improvement
During the 2016-2017 academic year, the PhD Program continued efforts to raise the quality of the Business Administration Program, including the standards for training, and retention of PhD students. The Office applied rigorous criteria for faculty to chair or serve on PhD dissertation committees, while encouraging the engagement of Fox faculty with the PhD Program through multiple School-wide events, such as the annual school-wide Research Competition for PhD students and the Young Scholars Research Forum. In support of student scholarly research, the PhD Program offers resources, support, and incentives for PhD students to publish in top journals. Additionally, the Office expanded its offerings by adding a new interdisciplinary PhD Program in Decision Neuroscience in the 2016-2017 academic year.

In addition, both short-term and long-term strategic goals for the PhD Program were created. These include:
- Review and improve the PhD curriculum and annual assessment tools.
- Increase resources and tools to help students engage in cutting-edge research and develop their teaching skills.
- Provide a superb experience to the PhD students through a strong mentorship program.
- Increase the PhD alumni engagement in the life of the Fox School.
Some of the major accomplishments during the 2016-2017 academic year are noted below:

- In December 2016, the Fox PhD Program hosted its first PhD Colloquium. Eleven Deans or Academic Directors of PhD Programs from peer aspirant institutions attended, with representation from notable universities, such as the University of Pennsylvania, University of Texas at Dallas, Ohio State, Virginia Tech, and Emory. Attendees came to the Fox School to listen to presentations from key Fox PhD faculty and students and then provide feedback, which served as a comprehensive peer evaluation of our Program. Recommendations were given which, when incorporated, will help the Program to capitalize on current strong momentum and to make improvements that will guide the Fox PhD Program to greater successes.

- Enhanced the support for placement of PhD students in peer and aspirant universities by offering guidance and providing incentives for faculty to support the placement of PhD students. Notable placements include: Johnny Graham (Marketing) at Howard University; Ni Huang (Marketing) at Arizona State University; James Du (Tourism and Sport) at Florida State University; Ezgi Ottolegi (Finance) at Texas Tech University; Chi Zhang (Finance) at University of Massachusetts – Lowell; and Jason Steinmetz (Tourism and Sport) at University of Surrey.

- Continued to offer monetary awards for PhD students who publish in JVC A and A- journals, including the Dean's Outstanding Publication Award for $1,000 for A journals and other rewards for A- journals. Two PhD students published in a JVC A journal (Ni Huang and Soojung Han), while several PhD students had papers accepted in A- journals.

- Increased the engagement of Fox faculty in the PhD Program through several School-wide events, emphasizing the importance of mentorship of PhD students and offering incentives and recognition to Fox faculty who mentor successful PhD Students, such as faculty whose students won the School-wide competitions and published in top journals.

- Continued the successful practice of a formal annual evaluation of all PhD students.

- Continued to host a variety of professional and communications skills workshops to foster the success of the PhD students in the Program as future world-class research active faculty members. These workshops included discussions on academic CV's, written and oral communication, and business language skills.

- Initiated a copy-editing service to assist students and faculty in the editing and revision of scholarly work prior to submission for publication in academic journals.

**MS and PhD Programs in Statistics**

Scott Bruce, a fourth year PhD student, was awarded the Distinguished Student Paper Award of the International Biometric Society Eastern North American Region’s (ENAR) 2017 Spring Conference. Lauren Spirko, a fifth year PhD student, won the Student Paper Competition of the Statistical Learning and Data Science Section of the American Statistical Association (ASA), and presented her paper at the JSM Conference in August 2017.

Scott Bruce also had part of his dissertation work accepted for publication at the *Biometrics*, a JVC A-* journal. There are also papers of the PhD students and some other earlier PhD students have paper published or accepted for publication during this academic year in peer-reviewed statistics journals. Besides the two students, there are multiple PhD students participated and presented their research at conferences, including the ICSA 2017 Applied Statistics Symposium, and the 2017 JSM.

At the School level, four of the PhD students in statistics won awards at the Fox School's 6th Annual PhD Program Competition held in fall 2016. Zeda Li, a fourth year PhD student won the first place in the Third/Fourth Year Winners.
The Executive Doctorate in Business Administration (DBA) Program is designed for reflective executives who desire to advance their careers in management or consulting through high-quality applied, practice-focused research. Graduates of the Executive DBA Program are at the forefront of knowledge generation and evidence-based management, enabling them to make contributions to the advancement of management practice. The three-year Executive DBA Program offers a combination of both theoretical and applied research methodology courses, providing students with a rigorous, research-focused curriculum that emphasizes research addressing the problems most relevant to managers. Students attend face-to-face lectures; utilize web-conferencing tools to collaborate with faculty and peers; and develop their program of research through applied research projects, including a dissertation under the supervision of faculty experts in their fields.

Program personnel include: Steven Casper (Managing Director), Susan Mudambi (Academic Director), Hua Chen (Associate Academic Director – Beijing Program), Pallavi Chitturi (Associate Academic Director), Deborah Haak (Senior Associate Director), and Felix Flores (Coordinator).

The current status of the Program is as follows:
- The Program graduated its first class in spring 2017.
- Students of the incoming cohort stem from thirteen states: California, Connecticut, Florida, Georgia, Illinois, Maryland, New Jersey, New York, Ohio, Pennsylvania, South Carolina, Texas and Virginia, Puerto Rico and two countries: Oman and South Korea.
- Incoming students are from various industries, including insurance, healthcare, finance, management consulting, manufacturing, and the public sector.
- Incoming students have an average of 18 years executive management experience in large organizations, such as Johnson & Johnson, GRE Aviation, US Department of the Treasury, and Cooper University Hospital. Additionally, several students own businesses or have military backgrounds.
- Recruiting for fall 2018 began in June 2017. Other recruiting highlights:
  - Received 700 prospect inquiries during the 2016-2017 academic year.
  - Held six virtual information sessions during the 2017-2017 academic year, with an average attendance of 20 prospects.
- Convene Commerce Square in Center City Philadelphia continues to be the residency site for the Program.
- An active Executive DBA Faculty Steering Committee provides ongoing curricular recommendations and input into admissions decisions.
- TL Hill designed the DBA Research Workshop for the second year students. The workshops occur during each residency and provide an innovative, experiential learning environment for students to develop their work in an interactive setting.

**FOX ONLINE AND DIGITAL LEARNING**

The Fox Online and Digital Learning team, under the direction of Dr. Darin Kapanjie, Managing Director, supports faculty, staff, and students in the online, hybrid, and digital arena. Fox Online continues to grow, while maintaining top level support, instruction and androgogical standards for Fox faculty and students.
Specifically, the team has accomplished the following during the last academic year:

- **Ranked #1 for the third consecutive year by US News & World Report as the best Online MBA Program in the nation.**
- Ranked #1 for the Online MBA Program for veterans for the second consecutive year by US News & World Report.
- Ranked #2 for our Online Bachelors of Business Administration by US News & World Report.
- Ranked #7 for our Part-Time MBA in the nation, and #1 in the Philly region by US News & World Report.
- Participated in the third annual meeting of the Online MBA Consortium, which included leaders from the Top 10 Online MBA Programs.
- Hired an Instructional Designers for a total of seven; a Video Production and Editing Assistant; and a Technical Support Specialist.
- Continued to pilot and help implement Canvas as an updated and modern successor to the Blackboard Learning Management System. This included:
  - Three instructional designers, the managing director, and the manager of Instructional Technology attended the annual Canvas Conference to learn more about the tools and features of the system.
  - Instructional designers designed: 50+ training guides for Canvas; a robust Canvas Training course to guide faculty through key features within the system; and designed and delivered four all-day Canvas Workshops for 70+ faculty.
- Delivered the Online Teaching Certificate to 124 Fox faculty and PhD students to inform them about the pedagogical and technical approaches to teaching online at Fox.
- Analyzed data and metrics of student persistence within the Video Vault, which currently houses 2,500+ videos.
- Supported all OBBA, OMBA, EDBA, PMBA, and STHM online and hybrid courses.
  - Assisted with the development of six courses for Flinders University.
  - Developed three courses for Boyer College of Music and Dance’s Online Music Education Program.
- Developed a robust presentation of the Online & Digital Learning processes of course development and delivery. This was presented at three conferences.
- Gave 13 presentations, provided by members of the Fox Online Staff, at industry leading, national conferences.
  - Laura Gremmel (4)
  - Kathleen Deegan (4)
  - Keith Gutiérrez (1)
  - Darin Kapanjie (4)
- Implemented Examity online proctoring services for 102 online and hybrid courses.
- Researched, piloted, and implemented a student community portal, Workspace. Currently, this includes a total of 827 students with more being added to the system weekly.
**SCHOOL-WIDE CURRICULUM MANAGEMENT AND ASSURANCE OF LEARNING**

Under the leadership of Director Barbara Manaka, Curriculum Management and Assessment (CMA) continues to grow as an organic component of Fox’s mission and strategy for teaching and program/course design improvement and innovation. The ongoing success and innovation of Fox’s CMA derives from the continuously developing internal and external working alliances and assessment strategies. The new assessment strategies are made possible by the evolving working relationships with the Fox stakeholders in the Center for Innovation in Teaching and Learning (CITL), Instructional Design, and Performance Analytics. In addition, CMA continues to widen its 360-degree engagement with other stakeholders, including students, faculty, employers, and administration.

CMA continues to provide triangulated data, prepare benchmarking reports, and assemble evidence to support the evaluation and redesign of the Fox BBA Core Curriculum. CMA continues to provide direct and indirect evidence to support decisions in the new competency-driven MBA curricula, as well as work with the Specialized Masters’ and Doctoral Programs to evaluate and update their curricula.

This year, CMA initiated implementation of the Fox BBA Core Curriculum redesign. The primary focus of the BBA Redesign is to ensure the teaching and measurement of three reimagined BBA goals across the BBA Core Curriculum: critical thinking, communication, and quantitative reasoning. Faculty committees, one responsible for each goal, refined rubrics and created and vetted implementation plans through each committee, the BBA Core Course Coordinators, and the Undergraduate Programs Committee. The Department of Statistical Science, in conjunction with the quantitative reasoning committee, redesigned its three undergraduate BBA Core Courses to integrate Excel skills with content knowledge in order to best align with industry expectations.

To ensure employer engagement, CMA added a fourth committee, comprised of CSPD administrators and employers. In spring 2017, CMA reconvened the Employer Council to apprise them of our progress, solicit input on rubrics, and outline the next steps in the process. Employers continue to be receptive to the principles of the BBA Redesign, and have engaged with Fox to discuss providing real world data for quantitative reasoning in the core courses.

To ensure student engagement, CMA hosted multiple design workshops to align student perceptions of critical thinking with the faculty-developed critical thinking framework and traits.

CMA has strategically built assessment into the BBA Redesign. While BBA Redesign officially begins in fall 2017, BBA Core Courses are already testing rubrics for assessment, which is ahead of schedule in some cases.

BBA Redesign is currently in the implementation phase and is proceeding ahead of schedule. During the 2017-18 academic year, the committees will:
1. Fully implement the BBA Redesign in the first-year core courses in fall 2017.
2. Coordinate with second-year core courses to beta test rubrics in fall 2017.
3. Monitor and review assessment results in the first-year courses and beta test results in the second-year courses.
4. Increase the role of the student-led committee in developing plans for student engagement with the BBA Redesign.
5. Partner with Fox’s Marketing and Communications Team to develop strategies for promoting the BBA Redesign to both internal and external stakeholders.
Under the leadership of Senior Vice Dean Diana Breslin-Knudsen and Executive Director of IT Vikram Singh, a summary of the major technology initiatives and projects for the 2016-2017 academic year are captured below:

**Fox Technology Upgrades**

- **New Laptop Teaching Classroom 607**: 70 high-end laptops with 17-inch displays were installed to assist with hands-on teaching of course-related software.
- **Smart classroom upgrades AT602 and AT 607**: Two prototype smart classrooms were installed to make them digital signal compatible with all new AV hardware for the latest industry trend of AV over IP. These rooms have a new instructor table with dual display and extended display, an Annotation Wacom monitor with a digital Pen, two HD Cameras (one facing the students and one facing the instructor) for Web conferencing, live video streaming and Class Capture. Integrated ceiling mics with amplification to pick up student questions and room audio. Also have wireless projection capability. Alter Hall Room 602 will be used by the MS Program in ITACS for a hybrid class, where there will be both in class and online students at the same time.
- **VOIP Phone System**: All analog phones in Fox and STHM were migrated over a period of four months to the new VOIP phone system, in conjunction with the University’s Telecommunications Office. This has reduced the overall cost of phone and data charges as the data port is now shared and has the option of getting voice mail as an email audio file.
- **Conference Room Upgrades**: All conference rooms that had projectors were replaced with new HD laser projectors. Those with displays were upgraded with 75-inch LCD displays. Digital adapters were installed in all conference rooms for laptop connectivity.
- **MediaSite Class Capture System Upgrade**: The MediaSite Class Capture System was upgraded to the latest 7.0.30 version over the summer sessions. The Server OS was upgrade to Windows 2012 R2 and the Database to MS SQL 2014. A new streaming server was setup for Canvas integration. Hosted solution with Mediasite was tested for one semester for some classes and worked well and is an option to move to a hosted solution.
- **Qualtrics Online Survey Feature updates**: Qualtrics has been updated to collaborate across brands, meaning students can share surveys with other Temple University schools and external enterprises. Additionally, the upgrade account feature has been disabled to allow faculty, students, and staff, instant access to all Qualtrics features through the Username and Accessnet. The url is Fox.qualtrics.com
- **Equipment Upgrades**: Overall, 230 laptops and 185 desktops were upgraded for faculty, administrators, and staff users.
- **Faculty and Student Database Software**: The following databases and software were renewed: Thompson Reuters, Dealscan, SDC Platinum, WRDS, CompuStat, SSRN, Incentive Lab Data, BoardEx, Eventus, CRSP, Governance Metric, Gallup, Mergent Bond, IB Research, IBES Academic Global, Ives Group Audit Analytical, Target X, Bloomberg, BMC, StockTrak, FactSet, @RISK, STATA15, SAP, SPSS24, AMOS, MSDN, Microsoft Imagine and VM Ware Academic Alliance. SAS 6.4 with Enterprise Miner module, Foxnet, UniWorld, LansSchool

**Backend Infrastructure System Upgrades**

- Setup New Web Server for the new Fox website on Linux RHEL 7.5.
- Tested new storage on TU NAS for low cost storage for large data files and archiving.
- Setup new file server for PPI data storage was setup on TUCloud.
- Upgraded the Veeam Backup System to 9.0 for Virtual Infrastructure
• Installed a New vCenter Virtualization Control System and upgraded VMWare Virtual Servers to 6.0.
• Rebuilt the SQL Servers and upgrade database from SQL 2012 to SQL 2014.
• Reconfigured the backup for SQL Servers and re-script archiving.
• Upgraded all DCs to 2012 R2 and extended Active Directory to support new Windows 10 and Office GPO’s.
• Scripted TU to Fox AD password expiration synchronizing and reset.
• Developed new scripting of Labs for computer renaming and domain joining.
• Upgraded and rebuilt the system management KACE server to new VM image.
• Upgraded Mediasite Virtual Servers and Streaming servers.
• Optimized the Apache web server and WordPress MySQL database for server security and stability.
• Programed the new web service and site for lab swipe and attendance feature.
• Updated the new multi-boot for Labs, PC, and laptop Imaging.
• Fixed the lab deployment issues with Group Policy, vbscript, and powershell.
• Upgraded the main VM servers and resources on TU Cloud.
• Patched and updated the STHM webserver.
• Tested the new Windows 10 Ent and Pro additions for 2016, the MAC OSX Sierra, and the Apple IOS for compatibility and stability.
• Updated the Imaging Servers.
• Performed testing on the Windows Server 2016.
• Conducted security patching and tightening of all Servers based on security scans.
• Upgraded digital signage system to the latest software version.

Fox Database Development
• Upgraded the Fox Advising, STHM Advising, Fox Tutoring, MIS Advising, and the STHM CSPD Appointment Systems, including a new grid style user interface to make it easier to build and manage appointment schedules. Also, added the ability to interface the appointment calendars with a user’s Google calendar.
• Upgraded the Event Scheduling System, adding the ability to warn users of class scheduling conflicts. Also, developed daily and weekly event scheduling grids.
• Upgraded the Cascading Style Sheets (CSS) for all web-based applications, standardizing the user interface design for the users of all of the applications.
• Upgraded the Visual Studio.NET w/ Crystal Reports development platform from 2013 to 2017, and started planning the upgrade of the Microsoft SQL Server platform from 2014 to 2018.
• Implemented and maintained a system to convert WebEx ARF files to MP4 for those wishing such a conversion. Maintained a workstation used in conjunction with a web application to convert WebEx ARF files to MP4 files.
• Maintained a workstation used to perform a weekly download of the Graduate Recruiting Salesforce database for use in generating reports. This workstation also doubles as the Kiosk maintenance workstation.
• Maintained registered student data each semester for information retrieved from the Banner.
• Developed the specification for a new Kiosk next to the security desk in Alter Hall.
• Performed routine maintenance of the Class Schedule and Registered Student data retrieved from Banner.
• Maintained and generated reports upon user request.
1810 Building/Speakman Hall Project

The 1810 Building and Speakman renovation project began in earnest during the 2016-17 academic year. An architectural and design firm, Jacobs and Associates, was selected for the project and a Project Delivery team from Facilities was assigned to the project. Diana Breslin Knudsen and Nancy Korotkin headed up the team for the Fox School.

The year was spent further refining the design program for the 1810 Building. Through the analysis, it was determined that additional space would be needed to meet the needs of the Fox School. The decision was made to add an additional floor to the 1810 Building in addition to adding an atrium to the north side of the building. In addition, a pedestrian bridge connecting 1810 to Speakman Hall was also determined to be essential to the project in order to ensure the connectivity between the functions between all of the buildings and to provide a safe way to transport equipment. The bridge will also ensure that all physically challenged students, faculty, and staff have easy access to all the functions in the new building. Because of the historical nature of the façade of 1810, the Philadelphia Historical Commission had to approve the 6th floor addition, the atrium, and the bridge. Although it was a tough fight, all three were ultimately approved by the Commission and the designs were finalized.

The 77,000 new square feet in the 1810 Building will accommodate:

- The first floor will be dedicated to Entrepreneurship, which includes collaboration spaces, a maker space, and an accelerator.
- The second floor will house the Business Communication Center, including faculty offices and tutoring spaces, as well as the Marketing and Communications suite. This floor will also include a new home for the real estate center and a collaborative classroom.
- The third floor will be the new home of the Statistics Department, and will also house two additional collaborative classrooms.
- The fourth floor will house the Office of PhD, Research, and Strategic Initiatives, as well as the School’s research centers in addition to a PhD seminar room and labs for the PhD students. The bridge from Speakman Hall will connect at this floor with a large student lounge.
- The fifth floor will be the new home of the Fox Executive Education Center, which in addition to staff offices, will also have a full kitchen, event space, board room, and collaborative classroom. A highlight of this floor will be the outside terrace with green space that will accommodate 150 people for outdoor events.
- The sixth floor will house the Online and Digital Learning Team, including two new video studios. It will also house the Chancellor’s Office.
- All floors include kitchen facilities, huddle rooms, and phone rooms, as well as much needed conference rooms.

As part of this project, Speakman Hall will also undergo a major transformation. The outside of Speakman will be clad with a terracotta material that will tie into the façade of 1810 and Alter Hall, and will include new windows on all floors. In addition, a colonnade with outside seating on Liacouras Walk will be added. The most dramatic part of the Speakman renovation will be upgrading the entrance on the 13th Street side of the building which will be the new identity for the School of Sport, Tourism and Hospitality Management, who will own this entrance. It is being designed to reflect the entrance of a boutique upscale hotel, including a concierge desk in the main hallway that will greet all visitors.

The Liacouras entrance of Speakman Hall will also be opened and redesigned to reflect a more modern entrance and will provide easy access to the new student-run Saxby’s Coffee Shop, which is replacing the former Jazzman’s Café. It is going to be one of the most unique coffee shops and promises to provide a much more upscale experience for the customers. There will also be a new event space on the 3rd floor.
overlooking the atrium of Alter Hall that will provide 2,000 square feet of desperately needed event space. It promises to be quite spectacular and will be located right off the bridge to 1810. In addition, the 203 and 204 suites of Speakman Hall will be combined to create a new home for the Legal Studies department.

The 1810 Building is scheduled to open in August 2018, and the renovations in Speakman should be completed by December 2018.
Quality teaching is a key to attracting and retaining outstanding students and is, thus, a cornerstone of the Fox School. Fox is extremely fortunate to have outstanding faculty, recognized nationally and internationally for excellence in teaching and research.

This past year, the following faculty members received special recognition for teaching:

**2016 Dean’s Teaching Fellows of the Center for Innovation in Teaching and Learning**
- Prof. Dwight Carey, *Strategic Management*
- Dr. Cheng (Jason) Jiang, *Finance*
- Dr. Neha Mittal, *Marketing and Supply Chain Management*
- Dr. Lalitha Naveen, *Finance*

**2016 Fox Crystal Apple Awardees**
- Dr. Ron Anderson, Finance: Financial Management Association Outstanding Professor Award
- Dr. Jeffrey Boles, Legal Studies: Temple University Lindback Award
- Dr. Pallavi Chitturi, Statistical Science: Executive DBA Teaching Award
- Dr. Angelika Dimoka, Marketing and Supply Chain Management: MS Program in Marketing Faculty of the Year Award
- Dr. Richard Flanagan, Management Information Systems: MS Program in ITACS Professor of the Year Award
- Prof. Judith Flaxman, Accounting: MS in Accounting - BNAI Faculty of the Year Award
- Dr. Cheng Jiang, Finance: MS Program in Investment Management Faculty of the Year Award
- Dr. David Jones, Accounting: MAcc Program Faculty of the Year Award
- Prof. James Lammendola, Legal Studies: Fox Business Honors Teacher of the Year Award
- Prof. Wade Mackey, Management Information Systems: MIS Part-Time Faculty Teaching Award
- Dr. John McClendon, Human Resource Management: MS HRM Faculty of the Year Award
- Prof. Christopher Moore, Risk, Insurance and Healthcare Management: Gamma Iota Sigma's Outstanding Professor Award and Risk Management Outstanding Teacher Award
- Prof. Dennis Paris, Marketing and Supply Chain Management: Professional MBA Professor of the Year Award
- Dr. Robert Pred, Statistical Science: Andrisani-Frank Undergraduate Teaching Award
- Dr. Michael Rivera, Strategic Management: Executive MBA-TU Japan Professor of the Year Award
- Dr. Mitribarun Sarkar, Strategic Management: Executive MBA-Philadelphia Professor of the Year Award; Online MBA Faculty of the Year; and Executive DBA Teaching Award
- Dr. David Schuff, Management Information Systems: MIS Full-Time Faculty Teaching Award
- Dr. John Soss, Finance: MS Program in Financial Analysis and Risk Management Faculty of the Year Award and MS Program in Financial Engineering Faculty of the Year Award
- Dr. Krupa Viswanathan, Risk, Insurance and Healthcare Management: Risk Management Outstanding Teacher Award and MS Program in Actuarial Science Faculty of the Year Award
• **Prof. Robert Weber**, Strategic Management: MS Program in Innovation Management and Entrepreneurship Faculty of the Year Award

• **Prof. Rebecca Zinn**, Marketing and Supply Chain Management: GMBA Program Faculty of the Year Award

• **Dr. Richard Ridall**, School of Sport, Tourism and Hospitality Management: STHM Outstanding Teaching Award

**2016 Departmental Adjunct Teaching Award for Excellence in the Classroom (alphabetical order)**

*Fox School of Business and Management*

  - Prof. Harper Dimmerman, Legal Studies
  - Prof. Denise Donaghue, Marketing and Supply Chain Management
  - Prof. Judith Flaxman, Accounting
  - Prof. Daniel Goldberg, Human Resource Management
  - Prof. Araceli Guenther, Strategic Management
  - Prof. Farah Khan, Risk, Insurance and Healthcare Management
  - Prof. David McGettigan, Management Information Systems
  - Dr. Jaipal Rathi, Statistical Science
  - Prof. Robert Weber, Strategic Management

**CENTER FOR INNOVATION IN TEACHING AND LEARNING**

In the 2016-17 academic year, the Center for Innovation in Teaching and Learning (CITL) delivered the 3rd Annual New Faculty Fox Teaching Academy, which included a cohort of 14 new Fox and Tourism faculty members. The Fox Teaching Academy creates an environment for new faculty to learn the theory and psychology of learning by exploring student motivation, active and experiential learning, collaborative learning, teaching culturally and linguistically diverse students, classroom management, and teaching effectiveness, through activities designed to engage faculty in continuous improvement of course design, delivery, and assessment.

In summer 2017, the CITL delivered the 3rd Annual PhD Student Fox Teaching Academy, which included a cohort of 26 new Fox and Tourism PhD students preparing to begin the teaching phase of their academic careers. This Teaching Academy, now a required component of the PhD curriculum, was designed for students to master the following goals of the PhD Program:

4. **Build effective teaching skills through organization and delivery of courses**
   - Modules included: teaching culturally and linguistically diverse students, setting student expectations, interpreting student feedback, and student motivation

5. **Build effective presentation skills to deliver effective academic presentations**
   - Modules included: classroom management techniques, markers of confident speaking, and self, peer, and industry-expert feedback

For the third consecutive year, the PhD Student Fox Teaching Academy was well-received, as measured by attendee feedback.

The CITL conducted over 20 Classroom Evaluations that provided confidential peer and/or student classroom feedback; these evaluations are performed at the request of Fox and STHM faculty and PhD candidates.
HIGH-QUALITY FACULTY RECRUITMENT, FACULTY DEVELOPMENT AND EXCELLENCE IN RESEARCH AND GRANTS

NEW FACULTY

During the 2016-2017 academic year, the Fox School of Business actively sought Tenure-Track and Non-Tenure Track faculty candidates for several open positions. Leading candidates in their respective fields visited the School and gave excellent presentations throughout the academic year. As a result of these extensive searches, new faculty have joined eight of Fox’s nine departments.

- Dr. Barbara Su, Assistant Professor, Accounting
- Dr. Wei Wang, Assistant Professor, Accounting
- Dr. Yue Qui, Assistant Professor, Finance
- Dr. Tilan Tang, Research Assistant Professor, Finance
- Dr. Justin Vitanza, Research Assistant Professor, Finance
- Prof. Rudy Yaksick, Assistant Professor of Instruction, Finance
- Prof. John Katkish, Assistant Professor of Practice, Finance
- Dr. Ryan Vogel, Assistant Professor, Human Resource Management
- Dr. Sezgin Ayabakan, Assistant Professor, Management Information Systems
- Dr. Jaehwuen Jung, Assistant Professor, Management Information Systems
- Prof. Marie-Christine Martin, Assistant Professor of Practice, Management Information Systems
- Prof. Steve Sclarow, Assistant Professor of Practice, Management Information Systems
- Dr. Konstantin Bauman, Research Assistant Professor, Management Information Systems
- Dr. Subodha Kumar, Professor, Marketing and Supply Chain Management
- Dr. Joydeep Srivastava, Robert L. Johnson Professor, Marketing and Supply Chain Management
- Dr. Cameron Ellis, Research Assistant Professor, Risk, Insurance and Healthcare Management
- Prof. Carla Sampson, Research Assistant Professor, Risk, Insurance and Healthcare Management
- Dr. Randy Dumm, Research Professor, Risk, Insurance and Healthcare Management
- Martin Grace, Harry Cochran Professor, Risk, Insurance and Healthcare Management
- Dr. Kuang-Yao Lee, Assistant Professor, Statistical Science
- Dr. Gary Witt, Associate Professor of Instruction, Statistical Science
- Prof. Reza Vafa, Instructor of Practice, Statistical Science
- Dr. Charles Dhanaraj, H.F. "Gerry" Lenfest Professor, Strategic Management
- Prof. Michelle Histand, Assistant Professor of Practice, Strategic Management
- Dr. Todd Schifeling, Assistant Professor, Strategic Management
- Dr. Tedi Skiti, Research Assistant Professor, Strategic Management
- Dr. Vivek Tandon, Assistant Professor, Strategic Management

FACULTY PROMOTION AND TENURE

The Fox School congratulates the following faculty on their achievements:

Tenured and Promoted to Associate Professor
- Jeffrey Boles, PhD/JD, Legal Studies in Business
- Oleg Rytchkov, PhD, Finance
Non-Tenure Track Faculty Promotions

- Steven Casper, PhD, Associate Professor of Instruction, Finance
- Martin Doyle, MS, Associate Professor of Practice, Management Information Systems
- Eric Eisenstein, PhD, Research Associate Professor, Marketing & Supply Chain Management
- Darin Kapanjie, PhD, Associate Professor of Instruction, Statistical Science
- Neha Mittal, PhD, Associate Professor of Instruction, Marketing & Supply Chain Management
- Susan Mudambi, PhD, Research Professor, Marketing & Supply Chain Management
- M. Michael Zuckerman, JD, Associate Professor of Instruction, Risk, Insurance & Healthcare Management

Faculty and Departmental Highlights

Fox faculty members continue to be actively engaged in research, teaching and service. Some of the highlights are given below by department.

Accounting – Eric Press, PhD, C.P.A., Department Chair

Research Highlights

- Faculty served as Editors or Associate Editors at Accounting, Economics & Law—A Convivium; Accounting Horizons; Auditing: A Journal of Practice & Theory; Data Envelopment Analysis Journal; History of Accounting (Social Science Research Network); Journal of Law, Finance & Accounting
- Faculty served on Editorial Boards at The Accounting Review; Accounting Horizons; Auditing: A Journal of Practice & Theory; Contemporary Accounting Research; Current Issues in Auditing; Data Envelopment Analysis Journal; Journal of Accounting, Auditing & Finance; Journal of Business Finance & Accounting; and Pennsylvania CPA Journal.
- Rajiv Banker received the 2017 Lifetime Contribution to Management Accounting Award of the American Accounting Association. Dr. Banker was also ranked among the most influential scholars in Business and Economics by the Institution for Scientific Information (ISI).
- Elizabeth Gordon received the 2016 Best Paper Award from the Journal of International Accounting Research.
- Joanne Sopt defended her dissertation, titled “Plurality of Worldviews and Ideologies: Implications for Fraud and Accounting,” at ESSEC (Cergy, France) in May 2017.

Conferences, Meetings & Seminars

- Elizabeth Gordon chaired the American Accounting Association’s International Accounting Section Doctoral/New Faculty Consortium, January 2017.
- Jayanthi Krishnan and Jagan Krishnan served as breakout session leaders at the AAA Midyear Auditing Conference Doctoral Consortium, January 2017.
Presentations
• Faculty presented at 15th International Conference on Data Envelopment Analysis, June 2017; AAA Annual Meeting, August 2017 (Four papers); AAA Financial Accounting & Reporting Section Mid-year meeting, January 2017; AAA Management Accounting Section, Mid-Meeting, January 2017 (Eight Papers); AAA Mid-Atlantic Doctoral Consortium, May 2017; Conference on the Convergence of Financial & Managerial Accounting Research, June 2017 (Ten Papers).
• Panelists at the AAA International Accounting & Management Accounting Sections, January 2017; Southern African Accounting Association Biennial Meeting, June 2017.
• Faculty were workshop presenters at Workshop on Health IT & Economics, October 2016; Workshop on Information systems & Economics, December 2016.
• Invited presenters at Duke University, November 2016; Fordham University, April 2017; London School of Economics, October 2016; National University of Singapore, November 2016; PCAOB Academic Conference, April 2017; Stony Brook University, April 2017; Syracuse University, November 2016; Villanova University, May 2017; and York University, September 2016.

Grants
• Hilal Atasoy received support from PwC and Temple in 2016 for Accounting Information Systems Curriculum Development and Fox School Young Scholars Seed Funding.
• Rajiv Banker received research support from Statistics Canada, CPA Canada & Canadian Academic Accountants Association, and Chartered Institute of Management Accountants.

Ph.D. Student Activities
• Placements in research universities: Tom Adams (University of Connecticut); So Yean Kwack (City University of Hong Kong), Sophie Liang (Binghamton University SUNY), and Han-Up Park (University of Saskatchewan).
• Joshua Khavis and Soojin Lee were awarded the Institute of Management Accountants’ Doctoral Dissertation Research Award.
• Caroline Lee (transfer student from Yale University), Steven Maex (ADS Scholar and Temple University Presidential Fellow), Ehi Rajsky (ADS Scholar and Temple University Presidential Fellow), and Zhongnan Xiang joined the program in fall 2017.

Recruiting
• Two new faculty were recruited: Barbara Su from the University of Toronto and Wei Wang from the University of Missouri-Columbia.

Outreach and Service Activities
• David Jones, Eric Press, Sheri Risler, Jim Tutelman, and Deann Willsey organized the First Annual Accounting Achievement Awards Banquet. Over 200 guests attended the April 2017 event held at the Bellevue Hotel. Nearly $200,000 was raised towards accounting scholarships.
• Steve Balsam ran the Volunteers in Tax Assistance (VITA) Program at Temple-Ambler. Approximately 500 clients were served, for whom over $500,000 of refunds were requested. Judy Flaxman, Sheri Risler and David Ryan were recognized along with Dr. Balsam, when VITA won the Fox School of Business Impact Award for service to the community.
• Elizabeth Gordon was selected to participate in Temple University’s Student-Oriented Active Redesign (SOAR) Program. Additionally, Gordon served on the American Accounting Association’s Distinguished Contribution to Accounting Literature Award Selection Committee, and their Accounting Horizons Steering Committee, 2016 - present.
• Elizabeth Gordon serves as Vice-President of Finance and Administration of the International Association for Accounting Education and Research.
• Jagan Krishnan served as a member of the AAA Competitive Manuscript Award Committee, 2016-2017.
• Jayanthi Krishnan served on the Notable Contributions to the Auditing Literature Committee, 2016-2017.

Finance – Ronald Anderson, PhD, Department Chair
The Finance Department maintains a goal to be highly recognized and well regarded for our transformative educational programs and scholarly activity. In line with our goals, during the 2016-2017 academic year, the Department undertook major curriculum, research, and hiring initiatives.

Curriculum
• Redesigned the undergraduate curriculum with the goal of offering concentrations in corporate finance or investment finance. The separation into a corporate track and an investment track permits students to take a ‘deeper dive’ into course material that they deem more relevant to the career goals.
• Continues to grow the undergraduate concentration in Financial Planning in conjunction with the Department of Risk, Insurance, and Healthcare Management and the Department of Legal Studies. The concentration prepares students for careers in financial planning at major banks, wealth management firms, insurance and pension fund companies, and brokerage houses. We graduated our first class of FP majors in the spring of 2017 with a 100% placement rate at top-tier financial firms.
• Revised the undergraduate real estate concentration during 2016-2017 academic year. The new curriculum kicks-off in fall 2017 with the goal of establishing a larger footprint in the Philadelphia and regional real estate market. In conjunction with the revised undergraduate concentration, the Department now offers a minor in Real Estate.
• Constituted a Real Estate Advisory Board that provides advice and guidance on the real estate curriculum assists with development efforts and networks on the behalf of students for internships and full-time employment in the real estate sector.
• Continued to attract widespread attention and draw strong enrollments from domestic and global students into our MS-Suite, comprising three Master of Science degrees (Investment Management, Financial Analysis and Risk Management, and Financial Engineering). For the 2016-2017 academic year, the MS-Suite’s total enrollments stood at 150-students, making our program one of the largest in the country.

Hiring
• With the growth of undergraduate and graduate enrollments in the Finance Department, we had a particularly busy year in hiring new faculty. Starting in fall 2017, we hired four new faculty members to the Department. These new hires are;
  o Dr. Yue Qiu from the University of Minnesota as a tenure-track assistant professor.
  o Dr. Justin Vitanza from the FDIC and previously from the University of Rochester as a non-tenure track research assistant professor.
  o Dr. Tilan Tang from Clemson University (Ph.D. – Michigan State) as a non-tenure track research assistant professor.
  o Professor Rudy Yaksick from Keane University and also as founder of Concord Capital as a non-tenure track professor.
  o Professor John Katkish from American University as a non-tenure track professor.
Outreach and Student Development

- The Owl Fund, our student managed investment fund, continued to gain prominence and prestige within the University and external environment. The students earn superior returns on their stock and portfolio decisions; gain an invaluable learning experience from managing funds, and receive tremendous full-time offers from top-tier finance employers. The University granted the Owl Fund an additional $250,000 to manage in recognition of their great success.

- Temple University Investment Association/Owl Fund, fall 2016/spring 2017: The TUIA and the Owl Fund hosted over 80 investment professionals during the academic year, offering our undergraduate and graduate students the chance to enhance their knowledge of equity, bond and international markets, derivatives, portfolio management, investor relations, and importantly, financial literacy. We continue to build upon the strong relationships of the Fox School of Business and develop new connections, all of which serve to benefit alumni, current and future students.

- Fox School of Business Wall Street Day, fall 2016: 60 undergraduate and graduate students attended the Fox School of Business Wall Street Day, an investment symposium in New York City. Our distinguished alumni panelists included several executives in money management, fixed income, mezzanine financing, compliance, and hedge fund investing. Fox students had the opportunity to meet, speak, and network with Temple Alumni, and gained valuable perspective on the financial markets and career advice.

- Power in Finance, fall 2016: The Finance Department and CSPD hosted a conference on campus with many well-known Philadelphia investment and financial risk management professionals. Our speakers included key executives from PNC, Swarthmore Group, The Haverford Trust Company, Carey Investment Solutions, Lincoln Financial, PPL Energy Plus, and Vanguard. Our speakers and students discussed the key issues facing the financial markets, data analysis and modeling, and risk project management.

- Future in Finance, spring 2017: The Finance Department hosted various thought leaders from the financial planning community. Topics of discussion included investing in the equity and bond markets, intergenerational wealth transfer, and client relations.

Notable Faculty Awards and Achievements

- Dr. John Soss was selected for the Faculty Member of the Year Award by the Master of Science in Investment Management Program. Dr. Jeet Karnik was recognized as Faculty Member of the Year by Students in the Master of Science in Financial Engineering. Dr. Jason Jiang received the award from the Students in the Master of Science Program in Financial Analysis and Risk Management

- Dr. Ronald Anderson was awarded the Faculty Member of the Year by the Financial Management Association.

- Dr. Pavel Savor and his co-author were recognized with the prestigious Amundi-Smith-Breeden Prize for 2016 for one of the top three papers in the *Journal of Finance*.

- The faculty of the Finance Department had a productive year in scholarly output. Our faculty published or had papers accepted for publication as follows:
  o Dr. J. Jay Choi
    - Flexibility as firm value driver: Evidence from offshore outsourcing, *Global Strategy Journal*, (forthcoming)
    - Market socialism with ‘Chinese characteristics’, *International Finance Review*
  o Dr. Oleg Rytchkov: Aggregation of Information about the Cross Section of Stock Returns: A Latent Variable Approach, *Journal of Financial Studies*
Dr. Pavel Savor: Earnings Announcements and Systematic Risk, Journal of Finance

Dr. Elyas Elyasiani

Dr. Lalitha Naveen: Managerial Incentives and Risk-Taking, Recent Developments in the Economics of Executive Compensation

Dr. Amir Shoham
- Cross-national cultural values and nascent entrepreneurship: Factual versus normative values, International Journal of Cross Cultural Management
- Strategic agility explanations for managing franchising expansion during economic cycles, Competitiveness Review
- Push and Pull Factors in International Franchising, International Marketing Review
- Linguistic gender marking gap and female staffing at MNC’s, International Journal of Human Resource Management

Dr. Kose John
- Employee Rights and Acquisitions, Journal of Finance Economics
- Governance and Payout Pre-commitment, Journal of Corporate Finance
- Financing Activities after Accounting Restatements: An Examination of SEOs and PIPEs, Eurasian Economic Review
- Corporate Governance in Banks, Corporate Governance: An International Review
- Does Corporate Governance Matter More for High Financial Slack Firms, Management Science
- The Ex-Dividend Day Behavior of REITs: Tax or Market Microstructure Effects, European Financial Management
- Advances in Financial Economics, Emerald Group Publishing Limited
- Managerial Ability and Success: Evidence from the Career Paths of Film Directors, Journal of Corporate Finance

Other Notable Events
- Accepted three new PhD students: Jack (Yinge) Zhang from Purdue University, Dan Luo from Case Western University, and Yuqi Han from the University of Connecticut. The Department had a strong recruiting year for doctoral students.
- Placed two doctoral students at quality institutions during the academic year. Dr. Ezgi Ottolenghi went to Texas Tech University. Chi Zhang accepted a position at University of Massachusetts – Lowell Campus.
- Faculty presented their research at many prestigious conferences, including: Financial Management Association, Journal of Banking and Finance Conference, Paris Spring Finance Conference, International Finance

- Continued to house the Journal of Economics and Business, which averaged over 100 submissions and 50,000 downloads per year. Dr. Ken Kopecky, Professor Emeritus, continues to serve as the journal’s editor.
- Conducted an active and vibrant seminar series with speakers from the Cornell University, NYU’s Stern School of Business, Harvard, University of Chicago, and other top-tier research schools.

**Human Resource Management – John McClendon, PhD, Department Chair**

*Highlights of New Key Programs Initiatives:*

- Implemented a new Online MS in HR Program. This program represented a conversion of the traditional MS HR Program and included a new curriculum as well as a new form of delivery. This key auxiliary program had a tremendously successful first year under the leadership of Kathleen Voss with enrollments exceeding expectations.
- Designed and implemented the Online BA Program in HRM. This represented converting all HRM major courses to the online BA degree program and transition to the seven-week format.
- Launched a Distinguished Speaker Series, under the leadership of Dr. Crystal Harold, in the fall 2016. In its first year, the series featured almost weekly seminars and included distinguished speakers from University of Pennsylvania, University of North Carolina-Charlotte, Rutgers University, George Mason University, University of Maryland, The National University of Singapore, among others. Examples of esteemed speakers included Dr. Steven Rogelberg (Chancellor Professor and Professor of Management and Psychology, University of North Carolina-Charlotte), and Dr. Gilad Chen (Robert H. Smith Chair in Organizational Behavior at the University of Maryland’s Robert H. Smith School of Business).
- In fall 2016, Mike Gugliemo was charged with serving as the department’s first Director of External Relations. This new role included managing all facets of the HRM Department’s external relationships, including the advisory board and Chair of the HR Analytic Center.
- Established a senior-level HR manager advisor board – Senior Human Resources Advisory Group (SHRAG). This 17 member group is comprised of the highest-level HR Executives from the Philadelphia area corporate community. This senior-level group functions as an advisory body with respect to all department initiatives and programs.
- Established the Human Resources Connect” (HRC), previously the HR Roundtable. This group of external stakeholders is comprised of middle-level HR professionals (mostly alumni). This group functions to provide hands-on professional development support and networking opportunities to our undergraduate HR majors.
- Established the HR Analytics Center or HRAC (done in partnership with Executive Education Department). The center is designed to facilitate external outreach with special emphasis on designing and conducting non-credit course workshops on HR metrics and advanced HR analytics.
- Designed SHRM Professional Certification Training Program – (fall 2017 implementation). This non-credit program is sponsored by SHRM and is designed for professionals who are preparing for SHRM certification testing. Program conducted at TUCC and for employer on-site delivery.
- Under the leadership of Kate Nelson, redesigned and implemented HRM 1101 as a key part of the new undergraduate curriculum and the BBA Competencies Initiative. The underpinning of the new curriculum are defined competencies that will be tracked from freshman through senior years to assure learning and provide an excellent educational experience for our students. Also, under the leadership of John Deckop, began work to develop the critical thinking skills competencies across the core curriculum.
• Undertook strategy to expand the number of students who pursue a Minor in Leadership. This effort included developing on-line courses, expanded course offerings, more extensive schedule design, and recruitment.

• Developed proposal for Masters in Human Capital Development & Instructional Technology Design (MPC approved 5/17). This (work in progress) proposal is designed to provide students with both the technical skills needed to develop contemporary organization-based training as well as the basic understanding of strategic human capital management that will help graduates align that training with the goals and vision of their organizations.

• Implemented a new annual Senior Send-Off Event, attended by all faculty and graduating seniors in April 2016. Key alumni and external stakeholders invited.

• Recruited Dr. Ryan Vogel as an Assistant Professor. Dr. Vogel earned his Ph.D. from the University of Georgia.

Continuing Implementation of Key Initiatives:

• Ph.D. Program Expansion: Admitted three students as part of our strategy to expand the Ph.D. program. (Program expanded to 7 students.)

• Undergraduate Professional Development: A central focus of our educational mission included student professional development program. A summary of the many efforts associated with this effort included:
  1. Continued to host HR Week, which is a series of events focused on undergraduate professional development, ranging from “Employer Meet and Greet” to employer sponsored workshops to attendance at CSPD events, etc.
  2. Facilitated internship placement for students, with a large percentage of majors completing a career-related practical work experience.
  3. Completed three year roll-out of our undergraduate Professional Points Program. Program designed to ensure professional development of HRM majors. Students are required to accumulate points and achieve certain levels of points before they progress to more senior-level courses. Students can earn points by attending workshops, obtaining internships, being active in SHRM, and more.
  4. Completed a several year roll-out implementation of the Student E-Portfolios Program designed to facilitate job search and exposure of students to employers. HR professionals from our two advisory groups have review the portfolios.
  5. Created a team of SHRM students and coached them to take part in the annual SHRM Case Competition. The team, which won first prize the first year we participated in 2015, competed with distinction in 2017.
  6. Hosted two additional SPOs (Net Impact and the Professional Sales Organization) that were open to all majors, in addition to the student chapter SHRM for HRM majors.

Faculty Publications
Awards
There were a number of awards received by faculty, including:

- Arthur Hochner acknowledged by the American Federation of Teachers (AFT) Pennsylvania for his service as an educator, his work for the Temple Association of University Professionals (TAUP), and his advocacy for human rights, civil rights, and social justice.
- In-Sue Oh was appointed Charles E. Beury Professorship of HRM; was recognized as the 3rd most published author in the *Journal of Applied Psychology* during the 2009-2015 period; was awarded the Scholarly Achievement Award for an article, which was published in the *Journal of Applied Psychology*; and received the William A. Owens Scholarly Achievement Award, given to the author(s) of the article in a refereed journal judged to have the highest potential to significantly impact the field of IO psychology (broadly defined as the field of study including HRM and OB).
- Crystal Harold was named as an Honors Faculty Fellow.
- TU SHRM (student SPO) was awarded with the Superior designation by National SHRM.
- The department received corporate sponsored Undergraduate Scholarship Awards from Exude Corp. and Neil Corp.

Legal Studies – Michael Valenza, JD, Department Chair

- The Legal Studies Department continues to develop and offer new undergraduate and graduate courses that provide students with a deeper understanding of corporate governance and compliance, public policy, and law-making generally. This included the creation of a concentration in compliance and regulatory policy in the OMBA Program.
- The Department’s Law Scholar-in-Residence was retired Pennsylvania Superior Court Judge Richard B. Klein, who participated in the department’s Law Week activities. Once again the Legal Studies Department and the Fox School hosted the US Citizenship Induction Ceremony.
- The Legal Studies Department faculty have secured publications in some of the top legal journals in the country, on topics including white collar business crimes, business bribery, medico-legal topics, commercial law, global trade, employment law, and real estate. Department faculty have also authored new books or completed book revisions during the academic year. A full ninety percent of the faculty, including NTT as well as Tenured and TT faculty, have published this year.
- Legal Studies Department faculty have made presentations at prestigious conferences throughout the US and abroad, achieving a greater recognition of the department, the Fox School, and Temple University in academic and professional law-related organizations.
- Continuing an upward trend during the past several years, the faculty have placed articles in A and A-* journals, among the many publications of the past year.
- The department has expanded the internship program, which was created during the preceding year. The program and expansion have been coordinated with department efforts to identify and train legal studies majors for career opportunities in government service, non-profit organizations, corporate compliance departments, business start-ups and family businesses, and domestic and international corporate businesses, as well as offering students pre-law school training. Legal Studies majors will have a BBA degree but with a specialized skill-set developed through legal studies courses that offer critical thinking and effective communication skills, along with substantive knowledge bases.

A summary of the faculty members’ accomplishments can be found below:

*Michael Valenza, JD, Associate Professor and Department Chair*

- **Department Highlight:** The department continued to develop new undergraduate and graduate courses, in keeping not only with the department’s expansion covering corporate governance and compliance, public policy, and employment, but also as the department adds to its real estate offerings.
• **Publications:** Authored three digests in the *Real Estate Law Journal*, covering topics including Eminent Domain and Sports Stadiums, Taxation of Real Property, and Commercial Drones, as well as a full-length article (co-authored with Daniel Isaacs), entitled A Market Approach to Billboard Light in the *Real Estate Law Journal*.

• **Service:** Editor-in-Chief of the *Real Estate Law Journal*; Board President of a 112-unit condominium community; pro-bono counselor to families with disabled children and other family members.

**Samuel Hodge, JD, Professor**

• **Publications:** Authored numerous articles on forensic medicine, including: external defibrillators in the *University of Miami Law Review*; brain trauma in the *Cleveland State Law Review*; inhalants in *The Practical Lawyer*; breast augmentation surgery (co-authored with J. Pancinio) in *The Pennsylvania Bar Quarterly*; and instructional materials on spinal cord injuries, shoulder anatomy, and the forensic autopsy. Authored the 2nd edition of *Law and American Society*, published by McGraw Hill, USA.

• **Service:** Co-Chair of the Fox School of Business 100-year Anniversary Celebration; Director of the Center for Teaching and Learning; presenter at numerous programs nationwide for continuing legal education; recognized by Beasley School of Law with a Certificate of Appreciation for his many years of teaching in the Beasley School of Law.

**Jeffrey Boles, JD/PhD, Associate Professor**


• **Service:** President of the Western Academy of Legal Studies in Business; Article Reviewer, the *American Business Law Journal*.

**Leora Eisenstadt, JD, Assistant Professor**


• **Service:** President, National Employment Section of the Academy of Legal Studies in Business; Staff Editor, *Atlantic Law Journal*; Journal Article Reviewer, the *American Business Law Journal*; Director, Law Scholars Program for the Fox School of Business.

**Kevin Fandl, JD/PhD, Assistant Professor**


• **Service:** Fox School Academic Director of Global Immersions; Staff Editor, *American Business Law Journal*; Staff Editor, the *Atlantic Law Journal*; Staff Editor, *Chilean Journal of Law and Political Science*.

**Terry Halbert, JD, Professor**

• **Publications:** Co-author of article Correlates of graduating with a full-time job versus a full-time job consistent with major in *College Student Journal*; co-author of article on Testing the relationship of gender and business major to professional development behaviors and expected employment in the *Journal of Education for Business*.

• **Service:** Faculty sponsor of Phi Alpha Delta, and PAD mock trial team.
Daniel Isaacs, JD, Assistant Professor of Instruction

- **Service:** Journal Article Reviewer, *American Business Law Journal*; Journal Article Reviewer, *Business Ethics Education*; Chair, Dean’s Computer Information Technology Committee; Chair, Legal Studies Department Committee on Graduate Education.

James Lammendola, JD, Assistant Professor of Practice

- **Publications:** Authored four practice-oriented articles on real estate law topics published in the *Legal Intelligencer*; authored a digest article in *The Real Estate Law Journal* on the topic of Public Financing of Professional Sports Stadiums.
- **Service:** Committee Chair of the Master’s Program Committee; new course development, Residential Property Management.

Vanessa Lawrence, JD, Associate Professor

- **Service:** Local school board membership.

Management Information Systems – Munir Mandviwalla, PhD, Department Chair

- The BBA Program in MIS was (again) ranked in the top 15 (14th) by *US News and World Report*. There are about 1,100 MIS Programs in the US. Further, the program continues to perform well in industry, achieving a 7-year run of 100% placement.
- The Fox Graduate Programs in Management Information Systems, including the MS in Information Technology Audit and Cyber-Security and the MS Digital Innovation in Marketing were (again) ranked in the top 20 (16th) in the nation by *US News and World Report* rankings of top Information Systems Programs for 2018.
- Two MIS student teams won big at the Eighth Annual Association for Information Systems (AIS), Student Chapter Leaders Conference and Competition, Brigham Young University, Provo, UT, April 13-15, 2017. Zoe Weiner, Rebecca Jackson, and Run Zhu achieved 1st place in the AmerisourceBergen Analytics Challenge while Sean Dougherty, Marlea Tremper, Noah Gottlieb, and Xiaozhou “Hana” Yu achieved 2nd Place – Security Case Study.
- ITACS Students advanced to the finals of the 2016 National Cyber Analyst Challenge. Yanni Haviaras and Paul Linkchorst (both MS ITACS students) won 1st and 2nd place in ISACA Philadelphia Chapter’s 2017 Scholarship Competition.
- Atish Banerjea, Chief Information Officer, Facebook, and Fox School ’91 alum, was honored with the inaugural Association for Information Systems Leadership Excellence Award at the 37th Annual International Conference on Information Systems (ICIS). Banerjea also delivered the keynote address.
- MIS faculty received external awards and recognitions, including:
  - Dr. Detmar Straub was ranked 12th worldwide among and Dr. Paul Pavlou 22nd, according to a new cumulative (‘lifetime’) research citation ranking termed the ‘h-index’ that measures both productivity and impact. The study, published by the University of Arizona, analyzed the research of about 400 information systems scholars worldwide.
  - Dr. Min-Seok Pang received the 2016 MIS Quarterly Outstanding Reviewer of the Year Award.
Dr. Paul Pavlou received the Emerald Citations of Excellence for 2017 for one of his papers published in MISQ in 2014, and continues as Senior Editor of Information Systems Research.

Dr. Sunil Wattal continues as Associate Editor at MISQ.

Doctoral student Zhi Cheng and Dr. Paul Pavlou received a Best Track Paper Award at the annual International Conference on Information Systems (ICIS) Human-Computer Interaction track and was nominated for Most Innovative Research-in-progress paper.

MIS faculty have accounted for 74 of 391 Fox/STHM media mentions, or roughly 18 percent in outlets, such as WSJ, NYT, WP, CBS 3, PBJ, Philadelphia Inquirer, and KYW.

Dr. Munir Mandviwalla received the 2016 Association for Information Systems Award for Outstanding Contribution to Information Systems Education.

Several MIS faculty members, staff, and doctoral students were honored by the Fox School:

- Dr. Sunil Wattal and Dr. Brad Greenwood received prestigious named research fellowships at the Fox School’s Eighteenth Annual Research Roundtable and Teaching Awards on November 9th, 2016.
- Dr. David Schuff and Prof. Laurel Miller received the Fox School IMPACT Award for the Temple Analytics Challenge in April 2017.
- Prof. Martin Doyle received the 2016 Fox School Musser Excellence in Leadership Award for Faculty Service.
- Dean’s Research Honor Roll: Dr. Paul Pavlou
- Top 10 “Highly Cited” Faculty Members: Dr. Paul Pavlou and Dr. Detmar Straub
- High Achievements in Sponsored Projects: Dr. Paul Pavlou
- Doctoral research competition: First year – Xue Guo, Second Year – First Place: Aaron Cheng, Dissertation Winners – First Place: Kartik Ganju and Honorable Mention: Sungyong Um.
- Joseph Allegra received the Fox School’s 2016-17 Administrative Customer Service Award for Outstanding Service to Students.
- Dr. Munir Mandviwalla received the 2016 Faculty of the Program Award as selected by the students of the Master of Science Program in Digital Innovation in Marketing.

Kapish Vanvaria, Manager at EY, was appointed as the Chair of the IT Audit and Cyber-Security Advisory Council in spring 2017. The council includes 14 industry experts from top firms, such as TD Bank, Wells Fargo, Vanguard, JPMorgan, FMC Corporation, Comcast, Johnson and Johnson, Walmart, and others.

Joseph Allegra organized a session of Philly Tech Week at Temple University in spring 2017, including a visit by Governor Tom Wolf.

Enrollment in the MS Program in Digital Innovation in Marketing continued to perform well with the inaugural 2015 class at 31 (91% retention) and 2016 37 (97% retention). Similarly, the MS Program in IT Audit and Cyber-Security enrollment performed well, with total enrollment at 91 compared to 82 last year.

Prof. Jeremy Shafer successfully started a new assessment process focused on rigor; the GRR – Grade Rigor Ratio – is now regularly assessed and distributed to faculty.

As part of the distinguished speaker series, MIS brought in 13 external speakers from Harvard, NYU, University of Georgia, and University of Virginia.

The Association for Information Systems Student Chapter at Temple received the Outstanding Chapter award from AIS for 2016-17.

Dr. David Lanter, Assistant Professor of Practice joined the MIS Department as the new Director of the MS Program in IT Audit and Cyber-Security in fall 2016. Dr. Lanter has extensive industry experience in managing and leading complex technical projects. He also has significant academic experience in geographic information processing including 16 articles and book chapters, and one patent.
Assistant Professor of Practice Marie-Christine Martin and Assistant Professor of Practice Steven E. Sclarow joined the MIS department in January 2017. Previously, Martin was a Technology and Services executive with 20+ years of experience working at three of the largest global IT providers, while Sclarow has 20+ years of experience in the Architectural Design and Construction Industry.

Emily Repshas joined the MIS department as Department Coordinator in spring 2017.

Martin Doyle was promoted to Associate Professor of Practice and Deputy Chair of MIS.

Munir Mandviwalla, outgoing MIS Chair, endowed a $50,000 scholarship (with $25,000 Fox match) in memory of his father Yusuf G. Mandviwalla for MIS students. In addition, an anonymous donor funded a $60,000 (including the Fox School match) for MIS scholarships.

Dr. David Schuff was appointed the new Chair of the Department of Management Information Systems on July 1, 2017.

Marketing and Supply Chain Management – Michael Smith, DBA, Department Chair

Undergraduate Programs and Undergraduate Students

- Featured a healthy SCM cohort as well as our traditionally robust number of Marketing students.
  - Maintained a substantial number of students in the Marketing Major, now totaling over 966 students. Marketing continues to be one of the most popular majors in the Fox School, and is the 3rd largest major in the University.
  - Additionally, over 65 students minored in Marketing and 15 students participated in the Digital Marketing Minor, which is a joint offering between Marketing and MIS. Over 58 Marketing Majors are MIS minors.

- Continued the expansion of the MSCM Student Citizenship Program to reward student engagement with AMA and the Department. This citizenship program/initiative was useful in the department’s implementation of the new Fox Leadership Development Program (fall 2017).
  - In the 2016-2017 academic year, Marketing enrolled 260 students in the Program (27% of majors), with more than 21% of participants earning Silver status or greater, and another 16% achieving Bronze status.
  - TU-SCA will launch a similar program in fall 2017.

- Sponsored a Fall 2016 Consumer Insights Expo and Panel Discussion; this allowed over 100 students an opportunity to network with senior Marketing executives from Ipsos, GfK, IRI, IMS Health, ORC International, Centris, and SRSS.

- Continued the development and expansion of the Supply Chain Major and minor (launched in fall 2015) – there are now over 102 students majoring in SCM, 10 students completing an SCM concentration in International Business, and 16 students are minoring in SCM.
  - Offered the SCM program completely online as part of the Fox OBBA Program in addition to the traditional BBA delivery. This investment positions the program for growth given the new OBBA initiatives of Fox.
  - Developed and launched the SCM capstone course, Sourcing and Procurement, in fall 2016. Industry partners view final presentations and provide valuable feedback and networking opportunities to seniors.
  - Organized the 5th Annual SCM Career Expo (October 2016) which had over 25 companies participating and engaging with over 100 students.
  - Won scholarships from ISM, Storeroom Solutions, Inc., and WTA for students.
Continued to increase impact and experience of BA 2196: Business Communications, based on AoL data. Under the leadership of Business Communication Center’s Director, Teresa Cirillo, the course continues to improve Fox students’ skills in Business Communication, as demonstrated through results from the Assurance of Learning measures. The Business Communication Center’s highlights include:

- Offered 118 sections of BA2196/BA2996 during the 2016-2017 academic year; this included five Honors sections. This level of activity represents a 12% increase in sections from 2015-2016. We will expand offerings of BA 2996 (Honors) to accommodate increased Honors cohort, from five to six sections annually.
- Coordinated intensive tutoring through the business communication center. In 2016-2017, there were 3,358 filled 30-minute appointments with over 847 students making multiple appointments throughout the year. Additionally 484 students participated in 15-minute walk-in appointments.
  - Analysis of center data indicates that approximately 60% of all tutoring appointments are for Non-Native English speakers—this is a rate 20% higher than 2015-2016.
  - To support this demand for services for Non-Native English Speaker, the Center expanded tutoring resources explicitly for CLD (Culturally and Linguistically Diverse) students and hired an adjunct assistant specializing in English language support.
- Continued the expansion of the “presentation” lab to coach students in the finer points of oral presentations, with MSCM Department Support.
- Coordinated career competencies modules in BA2196 with CSPD to assure consistency and continuity.
- Expanded support of faculty teaching and student learning experience through use of peer teachers, tutors, and Adjunct Assistants.
  - In both the fall 2016 and spring 2017 semesters, the MSCM department used the University Peer Teachers and Diamond Peer Teachers to assist in large section course delivery in MKTG 2101 and MSOM 3101 and facilitate student collaboration.
  - Hired ten students to provide peer-tutoring opportunities for MKTG 3509 and MSOM 3101.
  - Utilized a variety of Adjunct Assistants to support faculty teaching across programs.
- Continued to increase the number of sections offered online across the major to facilitate student-scheduling demands. Notably, the department coordinates with the SGM department in offering BA 3103 in a compressed 7-week format to complement BA 4101 for students, since BA3103 is a prerequisite to BA 4101.
  - In 2016-2017, the department experimented with a variety courses using the 7A and 7B formats to allow OBBA and traditional students accomplish their academic careers in an expedited manner. This program (especially for the MKTG 3596/3511 and SCM 3515/16 pairings) was well received and will continue in 2017-2018.
  - Almost all summer sections were offered online to accommodate student work schedules and preferences.
- Continued to be a top major requested by employers recruiting at the Fox School in the 2016-2017 academic year. Additionally, based on department communication efforts, the number and proportion of Marketing Majors reporting their job offers through CSPD increased, and Supply Chain Management Majors reported for the first time as our first graduation class.
  - Of those students who reported, over 69% reported a starting salary above $45,000; 18% of those reported salaries above $55,000.
    - Fully 53% MSCM graduates who reported accepted a position in key areas in Marketing: Marketing, Sales, Brand Management, Account Management, Business Development, and Advertising.
    - Another 15% accepted positions in Business/Administrative Services.
    - About 8% accepted positions in Supply Chain Management, Logistics and Operations.
Another 8% reported positions in Finance, Accounting and Consulting Services.

- Maintained the level of engagement of marketing students with the American Marketing Association (AMA). Approximately 27% of Undergraduate Marketing Majors are members of TU-AMA.
  - TU’s Chapter of AMA received international recognition for excellent chapter performance at the AMA National Convention. The chapter was awarded Third Place in a national case competition with over 90 competing schools. Further, TU AMA was recognized and rated as one of Top Five Chapters Globally.
  - AMA students hosted the organization’s fourth regional conference in fall 2016.
    - Speakers included representatives from the Philadelphia 76ers, FameHouse, Aflac, Lyft, Career Profiles, Oracle, Forbes, and the Huffington Post.
    - Over 100 non-TU students attended from University of Pittsburgh, Penn State University, St. John Fischer College, Drexel University, Shippensburg University, Towson University, University of Delaware, Delaware State University, Rider University and Washington College.
    - The conference sponsors included: Red Bull, Saxby’s, Trader Joe’s, Sonestar, KIND Snacks, Broad Street Caterers, The Cheesecake Factory, Temple University Athletic Association, the Philadelphia Eagles, Pita Chip, Delaware Valley Industrial Resource Company (DVIRC), and Master’s Bar & Restaurant.
  - TU-AMA, through “Cherry Consulting,” continues to provide an opportunity for TU-AMA members to gain hands-on, real-world experience working with clients.
    - Cherry Consulting specializes in services for: competitive and business analysis, social media marketing, advertising and promotions.
    - Clients this year included Temple University Department of Student Affairs, Diamond Cutz, Cocktail Culture Co., Temple University Office of Institutional Diversity, Equity, Advocacy and Leadership, Temple University Office of Disability Resources and Services, and Temple University Fox School of Business & College of Engineering.

- Expanded membership of the SPO for SCM students, Temple University Supply Chain Association (TU-SCA), which has already achieved high profile regionally.
  - Current membership tops 35, and TU-SCA actively recruits members as the major grows.
  - In 2016-2017, TU-SCA hosted 15 speakers, organized six facility tours, and several professional events with ISM Philadelphia, including ISM’s Philadelphia November Dinner Meeting.
  - TU-SCA collaborates with a variety of professional organizations, including: Traffic Club of Philadelphia (TCP), American Production and Inventory Control Society (APICS), and the Institute for Supply Management (ISM).
    - One student was elected to take the certification exam and was successful.
- We will continue to expand our partnership in 2017-2018.
  - Fox accepted TUSCA’s nomination as the only SPO eligible for consideration for the 2017 Fox IMPACT Awards—this year was the inaugural reception.
- Updated direct and digital marketing materials and databases across all MSCM programs and offerings.
- Initiated work with Fox to implement the Fox Leadership Development Points program to incorporate the MSCM Student Citizenship Program and digital badging for our career-focused course sequences in Consumer Insights, Supply Chain Management, and Sales Force Effectiveness.

**Graduate Programs and Executive Education Initiatives**

- **MS Program**
  - Based on Assurance of Learning, alumni feedback and employer data, MSCM developed, proposed, and changed the curriculum array for the MS Program in Marketing. This updated program offers courses and experience to students that reflects market needs, and provides students with skills and competencies based on employer and alumni feedback.
    - The total number of current MS in Marketing students across concentrations is currently 40.
    - The concentration in Marketing Communication has become a joint program with Klein College of Media and Communication to offer an MS Marketing: Strategic Advertising and Marketing. This new concentration will become its own separate MS Program in fall 2018, the first joint program of its kind offered at Temple.
    - The concentration in Consumer Insights has become Market Research and Insights, effective fall 2017.
    - The concentration in Enterprise Marketing Management was established for launch in fall 2017 to be offered as a dual MBA/MS option for MBA students concentrating in Marketing Management.
    - The new MS Program drew 23 new students for fall 2017, with 13 in Strategic Advertising, eight in Market Research and Insights, and two in Enterprise Marketing Management.
  - The MS Program in Digital Innovation in Marketing, a joint program with the MIS department, has 36 new students enrolled for fall 2017.
- **PhD Program**
  - The Marketing PhD Program continues to build on its strengths through expanded implementation for evaluating and mentoring students, applying AoL measures and program guidelines to assure that all students not only have high levels of academic achievement but research potential. The revised and expanded curriculum, with new PhD seminars, provides enhanced research networking opportunities for students.
  - Continued to review and enhance the recruiting and screening process for potential doctoral students to enhance the quality of the Program. The past three PhD cohorts all received Scholarships or Fellowships.
    - Admitted two highly qualified PhD Marketing students for fall 2017 and one transfer student from Texas A&M University.
    - Two students received a University Fellowship and the transfer student received a fully funded Assistantship.
  - After years of successful leadership as the PhD in Marketing Concentration Advisor, Susan Mudambi has taken over as the Academic Director of the Executive Doctorate in Business Administration Program. New-hire Joydeep Srivastava has transitioned as the new PhD in
Marketing Concentration Advisor. Both Susan and Joydeep work closely to coordinate doctoral faculty, curricular and programming strategy and execution.

- This year, four students successfully defended their dissertation; three graduates secured faculty positions:
  - Assistant Professor at Arizona State University (Carnegie R1 Highest Research Activity University)
  - Assistant Professor at Howard University (Carnegie R2 Higher Research Activity University)
  - Assistant Professor at Franklin and Marshall University (top regional university).
- One PhD student defended their dissertation in June 2017 and currently practices as a Marketing Consultant.
- PhD students continue high profile research activity and publishing:
  - Conference Papers & Presentations: 13 Conference Papers and Presentations
  - Grants: Three students received more than $15,000 in grants

**Faculty**
- Recruited one full professor in Supply Chain Management for a fall 2017 start.
- Dr. Xueming Luo was ranked 11th among all authors in the world for the 2007-2016 period for the top two premier American Marketing Association Journals (the *Journal of Marketing Research* and the *Journal of Marketing*). Dr. Luo has also been ranked 28th among all authors in the world for the same period for publications in the top four marketing discipline journals (Journal of Consumer Research, *Marketing Science*, *Journal of Marketing Research*, and the *Journal of Marketing*).
- Dr. Crystal Reeck received a grant from the Environmental Defense Fund for $107,000.
- Dr. Mimi Morrin received a $30,000 grant by the Center for Sensory Sciences and Innovation at Rutgers University.

**Department and Centers/Institutes**
- Under the leadership of Dr. Xueming Luo, the Guest Speaker Series and the Global Center for Big Data in Mobile Analytics hosted over 25 top scholars in the 2016-2017 academic year, further expanding and deepening Fox School’s reputation.
- In December 2016, the Global Center for Big Data in Mobile Analytics co-organized the Stanford 2016 Conference on Digital Marketing at the Stanford Graduate School of Business at Stanford University.
- In June 2017, INFORMS announced that Temple University, Fox School of Business will be the host of the 40th Annual ISMS Marketing Science Conference. Dr. Xueming Luo will lead this effort as the 2017 conference organizer.
The Center for Neural Decision Making, under the leadership of Dr. Angelika Dimoka and Dr. Vinod Venkatraman, co-organized the 7th Annual Interdisciplinary Symposium on Decision Making at Stanford University in June 2017, hosted 100 scholars from over 30 universities.

The Center for Neural Decision Making received a grant for $26,000 to investigate the non-conscious drivers of advertising.

Risk, Insurance and Healthcare Management – R.B. Drennan, PhD, Department Chair

- Ranked by Online Accounting as the #1 Undergraduate Risk Management and Insurance Program.
- Received renewal of designation as a Center for Actuarial Excellence (CAE) from the Society of Actuaries for the Actuarial Science Program. Temple’s Actuarial Science Program is one of 17 CAE Programs in the US, and one of 31 CAE Programs in the US, Canada and Hong Kong.
- Hosted the 8th Annual OWLympiad Math Competition in May 2017 for the Actuarial Science Program. About 220 students from 32 high schools participated.
- Received the designation of the RMI Program as one of the inaugural Global Centers of Insurance Excellence [GCIE] by the International Insurance Society. There were a total of 20 RMI programs world-wide designated as a GCIE.
- Awarded scholarships to eighteen undergraduate students in Risk Management and Actuarial Science from the Spencer Educational Foundation. Overall, Temple students once again received more scholarships from Spencer than any other school.
- A record number of students in Risk Management & Insurance and Actuarial Science passed the professional exams.
- Placed over 180 students in summer internship programs in Risk Management and Actuarial Science. The placement program for graduating seniors in Risk Management and Actuarial Science boasts a placement rate of nearly 100%.
- Placed a high percentage of candidates in the summer residency program for MBA students in Healthcare Management.
- Gamma Iota Sigma, the Professional Risk Management and Insurance Fraternity, received one of five Superior Chapter Awards for the 2015-2016 academic year, given by the Grand Chapter of Gamma Iota Sigma. The Sigma Chapter also received 11 other awards at the Gamma Iota Sigma Annual Management Conference.
- Raised and awarded over $75,000 in scholarships to students studying Risk Management, Insurance, and Actuarial Science.
- A team of RIMH Seniors placed among the top eight teams in the 2017 Spencer/RIMS Case Competition, held at the Risk and Insurance Management Society Meeting in Philadelphia. This was the sixth year in a row for Temple to have a winning team.
- Held the 29th Annual Awards for Excellence Dinner and Alumni Reunion in April 2017. Our Keynote Speaker was John Haley, Chairman and CEO of Willis Towers Watson.
Various faculty presented several topics and papers to the top academic associations in risk management and insurance, actuarial science and healthcare management.

RIHM faculty served and assisted with various organizations, such as the American Risk and Insurance Association and the Society of Actuaries.

We hired six tenured, tenure track and non-tenure track full-time faculty in RMI and Actuarial Science: Dr. Benjamin Collier, Dr. Randy Dumm, Dr. Martin Grace, Professor Mike Hubbel, Dr. Thorsten Moenig, Dr. Tim Shi

Summary of Accomplishments
A summary of the faculty members’ accomplishments is provided below:

Dr. Hua Chen
- Delivered a few invited talks and conference presentations. He joined the Research Roundtable in the Fox School of Business.
- Served as the Associate Editor for the *Journal of Insurance Issues* and *Journal of Insurance and Finance*, and an Editorial Board Member of *Risks* and the *Journal of Risk and Control*. He served on the Program Committee for the 2017 ARIA and APRIA Annual Meetings.
- Continued to serve as the concentration advisor for the Ph.D. Program in Risk Management and Insurance.

Dr. Benjamin Collier
- Referred journal publications:
- Served on the Hagen Family Foundation Travel Award Committee for the American Risk and Insurance Association.

Dr. J. David Cummins
- Referred journal publications:


**Dr. Randy Dumm**
- Published three papers- one in the *Geneva Risk and Insurance Review* and the other two in the *Journal of Real Estate Research*.
- Inducted into membership of the European Academy of Sciences and Art.
- Served on the ARIA Program Branding/Web Site committees and as reviewer for the *Journal of Risk and Insurance* and the *Geneva Papers on Risk and Insurance: Issues and Practice*.
- Visited (lectures and seminars) Hannover Leibnitz University (Germany), Ludwig Maximillian’s University, and Krems University of Applied Science (Austria).
- Presentations at several academic conferences including the German Insurance Science Association and the China International Conference on Insurance and Risk Management.
- Presented as part of the Fox School’s Robert A. Hedges Research Seminar Series.
- Served as Board Member of the Asian Pacific Risk and Insurance Association.

**Dr. Martin Grace**
- Elected as the Vice President of the American Risk and Insurance Society after serving on the Board of Directors for three years.
- Served as Associate Editor of the *Journal of Risk and Insurance* and reviewer for *Geneva Papers on Risk and Insurance Theory*.
- Directed student projects for the Starr Companies and the American Red Cross.
- Presented work at various universities and to the Society of Actuaries.

**Professor Michael Hubbell**
- Designed and conducted seminars for the catastrophe modeler RMS (Risk Management Solutions) at their headquarters in Silicon Valley, and their offices in Hoboken, NJ. The seminars covered the operations of the property-casualty insurance business and insurance company processes, and how they interface with RMS.
- Designed and conducted a seminar on the property-casualty insurance market cycle and its impact on underwriting for the Arch Insurance Group.
- Assisted Professor Michael Zuckerman as a reviewer of his successful application for a $10,000 grant from the Spencer Educational Foundation to establish the Center for Enterprise Risk Management at Temple University.
• Identified RIHM faculty interested in developing customized educational programs for business professionals presenting on topics in risk management/insurance, for the Fox School of Business Center for Executive Education.
• Inducted into the Michigan Insurance Hall of Fame on August 9, 2016.

Professor Diane Luedtke
• Created, proposed and received approval for a new capstone writing intensive course for Actuarial Science majors (AS 3597 – Actuarial Practice: Group and Health Benefits). The course was approved for an initial offering in fall 2017.
• Led the Actuarial Science Intern and Full-Time Career Reception. Provided four industry to campus information sessions and hosted a recruiter’s dinner. Substantially increased number of companies recruiting from 30 in 2015 to 38 in 2016. Placed over 100 students in intern and full-time positions.
• Taught two RMI writing-intensive capstone courses which participated in our on-campus case competition. Recruited 14 group project industry sponsors and 12 industry judges
• Taught RMI masters course in employee benefits. This class participated in our on-campus case competition. Engaged an actuarial consulting company to create and mentor a long-term care insurance pricing project. This provided a unique real-life project opportunity for our actuarial science students. Recruited 4 industry judges
• Served as Faculty Advisor for Gamma Iota Sigma Actuarial Science Career Development Committee: Bonnie Averbach Distinguished Guest Speaker Series for Actuarial Leaders to present to our Actuarial Science community. Speakers included: the President of each of the main actuarial professional organizations (Society of Actuaries, Casualty Actuarial Society and American Academy of Actuaries). Worked with Gamma officers to plan and identify high quality speakers for ten Monday Committee Meetings (five per semester). Worked with Gamma officers to plan 20 robust Friday Workshop offerings (10 per semester).
• Mentored 2017 SOA (Society of Actuaries) Student Case Study Challenge Team.
• Served as liaison with IFEPB for CEBS program: Manage Temple registration and study materials discounts. Annual Award for Excellence in Employee Benefits
• Served as Assistant Faculty Advisor to Gamma Iota Sigma, participating in planning retreats in Atlantic City and Philadelphia.

Dr. Barbara Blundi Manaka
• Named as Academic Program Director of the HCM Program, and she will continue her work as the Director of Curriculum Management and Assessment.

Professor Michael McCloskey
• Served as the Director of the Internship and Full-Time Placement for Risk Management and Insurance majors, with over 100 interns placed and over 90% placement of full-time graduates.
• In his role handling alumni relations, partnered with alums in the alumni golf outing, which raised over $50,000 in funds for our department.
• Led a field trip of 12 students to visit firms in Rome and London.
• Taught RMI 2101 in Rome Summer 2017
• Completed filming online videos for RMI 2501
• Filmed online videos for student engagement financial literacy component
• Assisted with Gamma Iota Sigma fundraising efforts, while partnering with Temple Police for the Broad Street Run, raising $5,400 for Gamma Iota Sigma's Charity of Choice. Appeared on Fox 29 to promote those efforts
Dr. Thorsten Moenig

- Had the following papers accepted at peer-reviewed academic journals:
- Helped organize the 51st *Actuarial Research Conference* in July 2016 as member of the organizing committee and chair of the scientific committee.
- Delivered an invited talk at the University of Montreal and had research papers accepted for presentation at five peer-reviewed conferences:
  - Insurance Risk and Finance Research Center Annual Conference (June 2017, Singapore)
  - 52nd Actuarial Research Conference (July 2017, Georgia State University)
  - American Risk and Insurance Association Annual Meeting (August 2017, Toronto)
  - 2017 ASTIN/AFIR Colloquium (August 2017, Panama City)
  - 2017 European Group of Risk and Insurance Economists conference (September 2017, London)

Dr. Tim Shi

- Co-authored two papers that were published in *Journal of Risk and Insurance* and *North American Actuarial Journal*, respectively. One paper was accepted in *Insurance: Mathematics and Economics*.
- Delivered an invited seminar at the University of Science and Technology of China. Presented research (by myself or coauthors) in conferences such as ARIA annual meeting, International Congress on Insurance: Mathematics and Economics. Also served as ad hoc referee for multiple actuarial and insurance journals.
- As one of the primary faculties, organized and prepared the OWLympiad math competition 2017 for local high school students.

Dr. Krupa Viswanathan

- As the Director of the Actuarial Science Program, successfully led the Program to be renewed for its Center of Actuarial Excellence (CAE) designation, by the Society of Actuaries. The professional actuarial exam success rates for students who graduated in 2017 were among the highest rates in the program's history.
- Organized the 8th Annual OWLympiad, a math competition for local high school juniors, to introduce them to Actuarial Science in a fun and challenging competition. There were about 220 students from 32 area high schools at this year's competition, held in May 2017.
- Continued to serve as an Associate Editor of the *Journal of Insurance Issues*
- Chaired the Hickman Scholars Committee of the Society of Actuaries, which awards grants to Ph.D. students
- Served on the Society of Actuaries Center of Actuarial Excellence Research and Education Grants Committee
- Served on several ARIA committees, including the 2017 Program Committee

Dr. Mary Weiss

- Served as a Senior Fellow for the Networks Financial Institute, Indiana State University; and a Member of the Program Committees for the American Risk and Insurance Association in 2016-2017.
- Served on the Board of Trustees and Chair, Educational Policy Committee for The American College, Bryn Mawr, PA.
- Three of Dr. Weiss' papers either were invited or accepted for presentation at conferences or universities. Presentations of her research were made at a research seminar at Ludwig Maximilian University, the Bowles Symposium at Georgia State University, the American Risk and Insurance Association Annual Meeting, the Asia-Pacific Risk and Insurance Association annual meeting, and the plenary session at the 2016 China International Conference in Insurance and Risk Management.

Professor Storm Wilkins
- Presented a concurrent session, *Teaching Insurance Coverage Analysis to Millennial Professionals*, at the annual conference for the Society of Insurance Trainers and Educators in San Antonio, Texas in June 2017. An abstract of her remarks were included in the Society’s on-line publication.
- Was re-appointed to a second three-year term as a member of the Board of Directors for the Insurance Society of Philadelphia.
- Chairs the Education Committee for Philly I-Day 2018.
- Also, served as a member of the Communications Committee of the Fox School of Business BBA Redesign Committee.
- Assisted with the Department of Risk, Insurance and Healthcare Management’s robust scholarship program.
- Serves as the Core Course Coordinator for RMI 2101.

Dr. Jacqueline Volkman Wise
- In spring 2017, had a paper accepted to *Geneva Risk and Insurance Review*, a top journal in the field. She has other publications in final rounds at top journals.
- Presented research papers at the American Risk & Insurance Association Conference and served as a discussant for one paper at the conference as well.
- Was nominated and served as a Fox Honors Faculty Fellow, through 2018.
- As the Program Chair/Vice President of the Western Risk and Association, organized and planned the Association's Annual Meeting, which took place in January 2017 in Santa Barbara, CA.
- Continued her role as a Board Member for the Western Risk and Insurance Association, and will continue her role as President Elect for the upcoming Annual Meeting in January 2018.
- Continued to serve on the Editorial Board for the *Journal of Business and Financial Affairs*, and has been an ad-hoc referee for various journals during the past year.
- Served as the Chair of the Hagan Family Foundation Travel Award Committee for the ARIA annual Conference.
- Chaired a conference session at the WRIA Annual Conference in January 2017 and the ARIA Annual Conference in August 2016.
- Served as a Mentor for the ARIA 1st Time Attendee reception at the ARIA Annual Meeting.

Dr. Jacqueline Zinn
- Continued to serve as the co-editor in chief for the journal *Health Services Research*.
- Continued as a member of the Pennsylvania Task Force on Nursing Home Quality and Regulation.
- Served as a co-investigator on an NIA funded project, "The Cost of Quality Home Care," and a consultant on two additional projects, "Heroes at Home" with the Veteran's Agency and "Changing Long Term Care in America," at Brown University.
Professor Michael Zuckerman

- Continued as the Academic Director, for the Department’s Strategic and Enterprise Risk Management (ERM) Initiative. The MBA ERM Concentration was approved by the MPC.
- Successfully made significant industry in-roads with the formation of the Greater Philadelphia Risk Network (GPRN), a group of about 55 organizations that actively practice ERM.
- Won a grant from the Spencer Educational Foundation to develop an ERM Executive Education at the Fox School.
- Continued to serve on the Board of the International Center for Captive Insurance Education (ICCIE), and as the Chair for the Curriculum Committee.
- Collaborated on several articles, and also published two practice articles in 2016/17:
- Won two teaching awards: 2017 “Faculty of the Year” Award for teaching in the Temple University Fox School of Business Master of Science Program in Actuarial Science. 2016-17 Gamma Iota Sigma, Sigma Chapter Outstanding Teacher Award

Statistical Science – Sanat Sarkar, PhD, Department Chair

- The Department recruited Dr. Kuang Yao Lee, Assistant Professor, Dr. Gary Witt, Associate Professor of Instruction, and Mr. Reza Vafa, Assistant Professor of Instruction. Dr. Lee received his PhD in Statistics from Pennsylvania State University in 2015, and spent five years at Yale’s Center for Statistical Genomics and Proteomics first as Postdoctoral Associate and then as Associate Research Scientist before joining Temple. Dr. Witt worked in New York and London in derivatives, structured finance, and investment management for 20 years following his PhD in Statistics from Wharton in 1987. He was Assistant Professor of Instruction in the Department during 2008-15 and Professor of Practice, Department of Finance, Syracuse University, during 2015-17 before re-joining Temple. Mr. Vafa received his MS in Applied Statistics from West Chester University in 2014.
- The faculty continued to be active in research, often collaboratively with their doctoral students and/or researchers in other universities, with their research published or accepted for publication in the following list of journals, including some of the very top, and conference proceedings: *Annals of Statistics* (Dong); *Journal of the Royal Statistical Society, B* (Han); *Journal of the American Statistical Association* (Dong); *Journal of Multivariate Analysis* (Dong); *Journal of Statistical Planning and Inference* (Sarkar, Zhao); *Statistica Sinica* (Dong, Tang); *Journal of Statistical Computation and Simulation* (Dong); *Journal of Product Innovation Management* (Dong); *Electronic Journal of Statistics* (Mukhopadhyay); *Communications in Statistics-Theory and Methods* (Sobel, Wei); *Journal of Biopharmaceutical Statistics* (Zhao); *Machine Learning* (Mukhopadhyay); *Biostatistics and Biometrics Open Access Journal* (Mukhopadhyay); *Journal of Systems Science and Complexity* (Dong); *Journal of Education for Business* (Kapanjie, Pred); *JSM Conference Proceedings* (Carides), and *Proceedings of Asia Pacific Bioinformatics Conference* (Zhao).
- The department had a number of continuing research grants from federal agencies [NSF: Sarkar, Tang, and Zhao; NIH (Sub-Award): Tang].
- The faculty served as Editor (Izenman: Stemforums, an online Q&A website for technical issues in Statistics), Executive Editor (Izenman: Statistical Analysis and Data Mining), Editorial Board Member
(Izenman: *Law, Probability and Risk*; Wei: *Journal of Applied Statistical Science and Journal of Forecasting*), Associate Editor (Sarkar: *Sankhya, Ser. B*; Zhao: *Statistical Analysis and Data Mining*), and Special Co-Editor (Sarkar: *Biometrical Journal*, handled invited papers presented at MCP 2015) of peer-reviewed journals; reviewed grant proposals for different agencies (Sarkar: US-Israel Binational Science Foundation) and refereed articles for several journals, including most of the top statistics journals.

- The faculty served or still serving (i) on committees of professional societies (Sarkar: Member, Noether Award Committee of ASA; Zhao: Member, Membership Committee of International Chinese Statistical Association); (ii) on organizing / program committees of international conferences (Sarkar: International Conference on Multiple Comparison Procedures, Riverside, CA; Tang: International Chinese Statistical Association Applied Statistics Symposium); and (iii) as office holder of academic society (Sarkar: Vice-President, Calcutta Statistical Association); and (iv) as an outsider reviewer in the evaluations of P&T cases for faculty from other institution/university (Sarkar).

- Faculty Awards:
  - Dr. William Wei received the Musser Award for Excellence in Research.
  - Dr. Pallavi Chitturi was awarded the Musser Award for Excellence in Teaching, and the DBA Faculty of the Year Award.

- Faculty presented several invited talks (Dong, Gottlieb, Kapanjie, Mukhopadhyay, Sarkar, Tang, and Wei), including two named/memorial lectures (Mukhopadhyay) at major international conferences and other academic institutions, and participated in panels for teachings/undergraduate research forums at Temple (Chitturi, Pred).

- The Department’s Friday seminars featured speakers from Harvard University, Princeton University, University of Pennsylvania, Johns Hopkins University, Columbia University, Rutgers University, New York University, University of Connecticut, Miami University, University of Turin (Italy), in addition to some internal speakers.

- The Department launched its Distinguished Speaker Series by featuring Dr. Jim Berger, Arts and Sciences Professor of Statistics at Duke University, as its first speaker.

- The Department admitted four full-time students to its PhD Program and twelve students to its MS Program.

- Three doctoral students graduated, one secured job in university (Lauren Spirko: Temple University), and two were placed industry (Yongxu Zhang: JP Morgan & Chase Co.; Qi Xia: Boeringer Ingelheim). Thirteen MS students graduated; most of them found placements in companies, including: Synergy Comp, DuPont Stine Haskell Research Center, FMD K&L, and Eisai Inc.

- Doctoral Student Accomplishments:
  - Terry Hyslop, Statistics PhD ’01, Professor, Department of Biostatistics and Bioinformatics, Duke University Director, Duke Cancer Institute Biostatistics, has been honored as a Fellow of ASA at JSM 2016 in Chicago during July 30 - August 4, 2016.
  - Scott Bruce, a fourth year PhD student was awarded the Distinguished Student Paper Award of the International Biometric Society Eastern North American Region’s (ENAR) 2017 Spring Conference.
  - Shinjini Nandi received internship under the 2017 Mathematical Science Summer Internship Program sponsored by NSF. She participated in a project hosted by the Mathematics and Computing Facility Division of Argonne National Laboratory, Argonne, IL.
  - Four students won awards at the Fox School’s 6th Annual PhD Program Competition, with Zeda Li winning the first place among the third/fourth year winners.

- Department held its (i) Annual Get-Together Party in the fall, welcoming new faculty and graduate students, which was attended by many of the Department’s distinguished alumni, and (ii) Alumni and Student Reception at the 2017 Joint Statistical Meetings, in Baltimore, Maryland, with partial financial support provided though a generous donation from an alumni.
Department held its Annual Award Ceremony in May 2017. The awards presented were:

- **2017 Iglewicz Publication Award:** Scott Bruce [Fourth-year PhD Student, who had demonstrated excellence in research through publication of a paper based on doctoral research in one of the top most statistics journals, *Biometrics*]

- **2017 Joseph Heyse Publication Award:** Yanping Liu [PhD Student, who had demonstrated excellence in research through publication of a paper based on doctoral research in a high-quality statistics journal, *Journal of Statistical Planning and Inference*.

- **2017 Raghavarao Publication Award:** Xu Han [Junior faculty, who had demonstrated excellence in research through publication of a paper in one of the top most statistics journals, *Journal of the Royal Statistical Society, Ser. B*]

- **2017 Doctoral Student Travel Award:** Lauren Spirko [Fifth year PhD student, for winning the Student Paper Competition of the Statistical Learning and Data Science Section of the ASA and presenting the paper at JSM 2017]

**Strategic Management – Arvind Parkhe, PhD, Department Chair**

- **Achieved success in each of the three top priorities: recruitment, rankings, and enrollments.**

- **Recruited five outstanding faculty:** Charles Dhanaraj, Todd Schifeling, Michelle Histand, Roger Kashlak (joining in January), and Tedi Skiti. Dr. Dhanaraj will launch the new Center for Translational Research in fall 2017.

- **Graduate Enrollment Growth:** Continued the trend of the last few years with the growth of our graduate SGM elective enrollment to an all-time high, which is more than nine times (905%) what it was just five years ago. These enrollments were driven in large part by our flagship graduate program – the Master of Science in Innovation Management & Entrepreneurship (IME), which had its largest enrolled cohort to date in fall 2016. Additional growth was driven by partner programs, like the Engineering Management Masters’ degree and BioInnovation Professional Science Masters’ degree, as well as our certificates including Innovation Strategy, Commercialization of Technological Innovation, and Healthcare Innovation. Finally, we continued to see increased demand among students within the Professional MBA, Global MBA and Online MBA Programs, as well as for dual degree students who enrolled in the IME MS after the completion of their MBA.

- **Recruited three strong students in the International Business [IB] PhD Program.**

- **Strengthened rankings.** In November 2016, *Princeton Review* reported not only that Fox was again in the Top 10 in Graduate and Undergraduate Entrepreneurship Programs, but that we had moved up a notch [#8 Undergraduate, #9 Graduate] among more than 2,000 Entrepreneurship programs nationally. We are a Top 15 IB program for 11 years running, and in IB research we ranked #3 in the country and #4 worldwide.

- **Increased enrollments in SGM masters electives by 900% over the past six years.** The new undergraduate IB minor already has 60 students, which is one of the most successful launches in Fox history.

- **Served as the academic home for Fox Management Consulting (MC),** with its 36 projects serving more than 200 MBA students and bringing in $575,000 in revenues for the Fox School. Several of the Fox MC projects were in service of the Fox School, notably a business plan for greatly expanding the OBBA Program.

- **Served as the academic home for Nonprofit Governance/Fox Board Fellows,** which placed 24 students on 21 non-profit boards, while helping students learn about governance.

- **Served as the academic anchor for the three-year, $550,000 contract with Flinders University in Adelaide, Australia to develop an innovation and entrepreneurship curriculum for the entire university.**
• Commenced the Temple University Entrepreneurship Academy, TU Management Consulting Program, and online Strategic Management, Innovation Management, and Entrepreneurship concentrations in 2016-17.

• Bertrand Guillotin, Academic Director of the IB programs, led the launch of the IB minor, chaired the Northeast Chapter of the Academy of International Business, and hosted the chapter’s annual conference in October 2016.

• Michael Rivera, Managing Director of the EMBA Program, oversaw growth in domestic and international enrollments to 85, and led the Program’s expansion to multiple global locations.

• Masaaki [Mike] Kotabe co-published two books and nine journal articles, and gave four conference presentations.

• Joan Allatta, Core Course Coordinator for the BA 4101 capstone class, was elected to the Academy of Management’s Teaching Committee, and organized AOM’s first Junior Faculty Teaching Consortium.

• Dwight Carey received the Dean’s Teaching Fellows Crystal Apple Award in October 2016.

EXCELLENCE IN RESEARCH

We continued to support our mission statement by engaging in state-of-the-art research through faculty research and grants, and by recognizing and being recognized for research accomplishments.

FOX TOP 10 RESEARCH RANKINGS BY DEPARTMENT

MIS: again ranked No. 1 in research publications in the two top MIS journals (Information Systems Research and MIS Quarterly) during 2013 - 2015.

International Business: Ranked No. 1 in the nation and No. 2 in the world for research output of faculty for 2014-2016, according to the University of Texas at Dallas’ Top 100 Business School Research Rankings.

Risk Management and Insurance: Ranked No. 2 in the nation for research by the Journal of Risk Management and Insurance.

Finance: Ranked No. 4 in the nation in 2007 for research productivity of Finance faculty, by the Chronicle of Higher Education/Academic Analytics.

Marketing and Supply Chain Management: Ranked No. 6 for the contribution of faculty to INFORMS practice literature, by Interfaces.


Strategic Management: Based on management research productivity for the eight most influential journals in the management discipline, Fox ranked 35th in the nation for aggregate research from 2011-2015.
RESEARCH ROUNDTABLE, PROFESSORSHIPS, FELLOWSHIPS, AND RESEARCH AWARDS

Research Roundtable
The Fox School Research Roundtable honors faculty who contribute to the School’s research reputation at the highest levels. The Roundtable currently consists of 20 Fox senior faculty members. The members of the Research Roundtable members advocate research within the Fox School and STHM, mentor junior research faculty, advise Fox Deans and the Collegial Assembly on research issues, and review faculty for membership.

During the 2016-17 academic year, the following faculty were recently approved by the Board of Trustees for named Professorships:
- Dr. Charles Dhanaraj, Strategic Management: H.F. "Gerry" Lenfest Professorship
- Dr. Martin Grace, Risk, Insurance and Healthcare Management: Harry Cochran Professorship
- Dr. In-Sue Oh, Human Resource Management: Charles Ezra Beury Professorship
- Dr. Joydeep Srivastva, Marketing and Supply Chain Management: Robert L. Johnson Professorship

Additionally, the following faculty were awarded named research fellowships in fall 2017:
- Dr. Sudipta Basu, Accounting: Robert Livingston Johnson Senior Research Fellow
- Dr. Dmitri Byzalov, Accounting: Merves Research Fellow
- Dr. Yuexiao Dong, Statistical Science: Charles E. Gilliland, Jr. Research Fellow
- Dr. Brian Holtz, Human Resource Management: Boettner Research Fellow
- Dr. Yan Li, Finance: Robert Livingston Johnson Research Fellow
- Dr. Lalitha Naveen, Finance: Elmer R. Deaver Senior Research Fellow
- Dr. Sunil Wattal, Management Information Systems: Irvin Gross Senior Research Fellow
- Dr. Zhigen Zhao, Statistical Science: Charles E. Beury Research Fellow

Research-Related Awards
To further promote research, the School and departments bestow various honors to the faculty. In 2016-2017, the following faculty received research-related awards:
- Dr. William Wei, Statistical Science: 2016 Musser Award for Excellence in Research
- Dr. Paul Pavlou, Management Information Systems: 2017 Researcher of the Year Award – Selected by the MIS Department

Dean’s Research Honor Roll
The Fox School’s Annual Dean’s Research Honor Roll recognizes Fox and STHM faculty for their outstanding research productivity. Recipients of the Research Honor Roll were honored at the Annual Research Roundtable and Teaching Awards Ceremony and Luncheon on November 9, 2016.

The Top Researchers for the period from July 1, 2015 to June 30, 2016 were:

Fox School of Business and Management (alphabetical order)
- Dr. Rajiv Banker, Accounting
- Dr. Sudipta Basu, Accounting
- Dr. Dmitri Byzalov, Accounting
- Dr. J. Jay Choi, Finance
- Dr. Brian Holtz, Human Resource Management
- Dr. Xi Li, Accounting
- Dr. Xueming Luo, Marketing and Supply Chain Management
- Dr. In-Sue Oh, Human Resource Management
- Dr. Paul Pavlou, Management Information Systems
- Dr. Vinod Venkatraman, Marketing and Supply Chain Management

School of Sport, Tourism and Hospitality Management (alphabetical order)
- Dr. Daniel Funk, Sport and Recreation Management
- Dr. Yang Yang, Tourism and Hospitality Management

Top 10 “Highly Cited” Faculty Members for 2012-2016 (alphabetical order)
- Dr. Ron Anderson, Finance
- Dr. Rajiv Banker, Accounting
- Dr. Angelika Dimoka, Marketing and Supply Chain Management
- Dr. Daniel Funk, Sport and Recreation Management
- Dr. Xueming Luo, Marketing and Supply Chain Management
- Dr. Ram Mudambi, Strategic Management
- Dr. In-Sue Oh, Human Resource Management
- Dr. Paul Pavlou, Management Information Systems
- Dr. Detmar Straub, Management Information Systems
- Dr. Cheng Yong Tang, Statistical Science

High Achievements in Sponsored Projects (alphabetical order)
- Dr. Angelika Dimoka, Marketing and Supply Chain Management
- Dr. Paul Pavlou, Management Information Systems
- Dr. Crystal Reeck, Marketing and Supply Chain Management
- Dr. Sanat Sarkar, Statistical Science
- Dr. Cheng Yong Tang, Statistical Science
- Dr. Vinod Venkatraman, Marketing and Supply Chain Management
- Dr. Zhigen Zhao, Statistics

High Achievements in SSRN (alphabetical order)
Top downloads in the last twelve months on SSRN
- Dr. Rajiv Banker, Accounting
- Dr. Sudipta Basu, Accounting
- Dr. Lawrence Brown, Accounting
- Dr. J. David Cummins, Risk, Insurance and Healthcare Management
- Dr. Brad Greenwood, Management Information Systems
- Dr. Xi Li, Accounting
- Dr. Xueming Luo, Marketing and Supply Chain Management
- Dr. Lalitha Naveen, Finance
- Dr. Paul Pavlou, Management Information Systems
- Dr. Sunil Wattal, Management Information Systems
At the ceremony, Dr. James Portwood, Professor in the Human Resource Management Department, was given the Fox Lifetime Achievement Award for his many years of outstanding leadership contributions to the Department, the Fox School and Temple University.

Additionally, the Fox School awarded numerous research-related awards to Doctoral students. The following students received Doctoral Research Competition Awards in fall 2016:

**FIRST YEAR WINNERS**
- First Place: Xue Guo, Management Information Systems
- First Place: Juan Zhang, Risk, Insurance, and Healthcare Management
- Second Place: Alex Berman, International Business
- Third Place: Farooq Durrani, Finance

**SECOND YEAR WINNERS**
- First Place: Aaron Cheng, Management Information Systems
- Second Place: Xun Zhong, Finance
- Third Place: Shinjini Nandi, Statistics

**THIRD/FOURTH YEAR WINNERS**
- First Place: Zeda Li, Statistics
- Second Place: Nina Huang, Marketing
- Third Place: Ming Ju, Finance

**DISSERTATION PROPOSAL WINNERS**
- First Place: Chi Zhang, Finance
- Second Place: Qi Xia, Statistics
- Third Place: Johnny Graham, Marketing

**DISSERTATION WINNERS**
- First Place: Kartik Ganju, Management Information Systems
- Second Place: Tom Adams, Accounting
- Third Place: Yanping Liu, Statistics
- Honorable Mention: Sungyong Um, Management Information Systems

**FACULTY RESEARCH AND PUBLICATIONS**

The 2016-2017 academic year continued to be productive for Fox faculty. The volume of research and professional activities precludes a detailed listing of all activities in this report. Overall, Fox faculty continued to actively pursue and publish in top-tier journals.

During the past year, the Fox School's faculty and PhD students have published nearly 40 articles in A journals, nearly 50 articles in A-* journals, and 170 refereed publications, have won numerous awards and honors for their research, and have helped their departments climb the rankings for their research productivity.
These journals are listed below:

- Accounting, Economics, and Law: A Convivium
- American Business Law Journal
- American University International Law Review
- Annals of Operations Research
- Annual Review of Financial Economics
- Asia-Pacific Journal of Business Administration
- Asia-Pacific Journal of Financial Studies
- Berkeley Journal of International Law
- Cleveland State Law Review
- College Student Journal
- Communications in Statistics - Theory and Methods
- Competitiveness Review
- Electronic Journal of Statistics
- European Journal of Operational Research
- GENEVA Risk and Insurance Review
- George Washington International Law Review
- Global Strategy Journal
- Harvard Business Review
- Health Services Research
- Healthcare Risk Management
- Home Health Care Management and Practice
- Human Resource Management
- Human Resource Management Review
- Industrial and Corporate Change
- Industrial Marketing Management
- Information Systems Frontiers
- Information Systems Research
- International Business Review
- International Journal of Accounting, Auditing and Performance Evaluation
- International Journal of Business and Society
- International Journal of Clinical and Experimental Medicine
- International Journal of Cross Cultural Management
- International Journal of Disaster Risk Reduction
- International Journal of Innovation Science
- International Marketing Review
- Japan MNE Insights
- Journal of Accounting and Economics
- Journal of American College Health
- Journal of Applied Psychology
- Journal of Behavioral Decision Making
- Journal of Biopharmaceutical Statistics
- Journal of Business Finance and Accounting
• Journal of Business Research
• Journal of Career Development
• Journal of Comparative Urban Law and Policy
• Journal of Economic Behavior and Organization
• Journal of Education for Business
• Journal of Educational and Developmental Psychology
• Journal of Electronic Commerce Research
• Journal of Financial and Quantitative Analysis
• Journal of Financial Research
• Journal of Financial Stability
• Journal of Global Fashion Marketing
• Journal of Information Technology
• Journal of Interactive Marketing
• Journal of International Business Education
• Journal of International Consumer Marketing
• Journal of International Marketing
• Journal of Labor Research
• Journal of Management
• Journal of Management and Public Policy
• Journal of Management Education
• Journal of Management Studies
• Journal of Managerial Psychology
• Journal of Multivariate Analysis
• Journal of Neuroscience
• Journal of Organizational Behavior
• Journal of Product Innovation Management
• Journal of Real Estate Finance and Economics
• Journal of Risk and Insurance
• Journal of Statistical Computation and Simulation
• Journal of Statistical Planning and Inference
• Journal of Strategy and Management
• Journal of Systems Science and Complexity
• Journal of the Association for Consumer Research
• Journal of the Royal Statistical Society. Series B
• Journal of the Transportation Research Forum
• Machine Learning
• Management and Organization Review
• Management Research Review
• Management Science
• Marketing Science
• Mays Business School Research Paper
• Minnesota Journal of International Law
• MIS Quarterly
Journals Housed at Fox

The Fox School of Business faculty serve as Editor-in-Chief of the following journals:

1. *Data Envelopment Analysis Journal* – **Dr. Rajiv Banker**, Professor, Accounting
2. *Health Services Research* – **Dr. Jacqueline Zinn**, Professor, Risk, Insurance and Healthcare Management
4. *Industrial Marketing Management* – **Dr. Anthony Di Benedetto**, Professor, Marketing and Supply Chain Management
5. *Journal of International Consumer Marketing* – **Dr. Anthony Di Benedetto**, Professor, Marketing and Supply Chain Management
6. *Journal of International Management* – **Dr. Masaaki Kotabe**, Professor, Strategic Management
7. *The Journal of Risk and Insurance* – **Dr. Mary Weiss**, Professor, Risk, Insurance and Healthcare Management (Co-Editor)
FOX AND STHM FACULTY AND STAFF IN THE NEWS

We sincerely appreciate the willingness of faculty to devote their time to publicizing the thought leadership, curriculum innovation, events, and accomplishments of the Fox School of Business and the School of Sport, Tourism and Hospitality Management. Media outreach continues to enhance our visibility and further solidify our faculty as leading experts in their respective fields.

Accomplishments for the 2016-17 academic year include:
- Achieved a record-setting 456 total placements, including 391 placements in regional, national and international media (July 2016 – June 2017).

Some of our media appearances are listed below:

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Media Outlet</th>
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</thead>
<tbody>
<tr>
<td>Blau, Gary</td>
<td>HRM</td>
<td><em>New York Magazine</em></td>
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<td>STHM</td>
<td><em>Atlanta Journal-Conststitution</em>, <em>Bergen (N.J.) Record</em>, <em>Sport Business Journal</em>, <em>Philadelphia Inquirer</em>, <em>Crain's Chicago Business</em></td>
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<td><em>San Francisco Chronicle</em>, WHYY, <em>Workplace Prof</em>, Laredo (Texas) Morning Times</td>
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<td><em>San Francisco Chronicle</em>, WHYY, <em>Workplace Prof</em>, Laredo (Texas) Morning Times, UVU Review</td>
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<td>STHM</td>
<td><em>Christian Science Monitor</em>, CBS 3</td>
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<td>Lavin, Amy</td>
<td>MIS</td>
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<td>Li, Robert</td>
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<td><em>China Global TV Network</em>, <em>China News</em>, <em>Philadelphia Business Journal</em>, <em>Xinhua Telegraph</em></td>
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<td>McClendon, John</td>
<td>HRM</td>
<td>CBS 3</td>
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</table>
Sponsored research for the Fox School of Business totaled over **$4.3 million** during the 2016-2017 academic year. A summary of the sponsored research is listed below. Most of these awards are associated with multi-year grants, with funding received from numerous prestigious federal agencies, foundations, and industry corporations. Current externally funded projects for the Fox School include support from entities such as the National Institutes of Health, the National Science Foundation, the United States Postal Services/Office of the Inspector General, The Knight Foundation, and the Environmental Defense Fund, among others.

<table>
<thead>
<tr>
<th>Investigator Name</th>
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<th>Award Amount</th>
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<tr>
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<td>Mudambi, Ram R.</td>
<td>Courses for Accounting Graduates</td>
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<td>Understanding How To Optimize Mixed-Media Sequencing</td>
<td>United States Postal Service Office Of Inspector General</td>
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<td>Yoo, Youngjin</td>
<td>The Structure and Dynamics of Generative Innovations: An Organizational Genetics Approach</td>
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<td>Sarkar, Sanat K.</td>
<td>Collaborative Research: New Directions for Research on Some Large-Scale Multiple Testing Problems</td>
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<td>The Impact of Seed Accelerators on Innovation and Entrepreneurial Decision-Making</td>
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<td>Philadelphia Works</td>
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<td>The Costs of Quality Home Care</td>
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<td>Mittal, Neha</td>
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<td>Rutgers The State University Of New Jersey</td>
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<td>SEC – Division of Economic Risk</td>
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Advanta Center for Financial Services Studies
Under the directorship of Dr. J. David Cummins, the Advanta Center continues to pursue its objective of encouraging, supporting, and promoting high-quality research on risk management and insurance. The Center’s research agenda encompasses various types of financial risk management techniques, including the use of insurance, reinsurance, and securitized financial instruments. The Center also promotes research on markets for risk transfer, including markets for insurance, reinsurance, and alternative risk transfer techniques, such as captive insurance companies. As well, the Center promotes and sponsors research on systemic risk in insurance and banking. The Center’s economic agenda emphasizes industrial market structure, as well as the productivity and efficiency of insurance firms.

The Center accomplishes its objectives by supporting faculty and doctoral student participation in research conferences, organizing and sponsoring conferences, maintaining and adding to its extensive databases for risk management and insurance research, and designing and purchasing computer programs and software to analyze the data.

In the past year, the Advanta Center completed the following:

- Finalized the editing of a special symposium of the Journal of Risk and Insurance (JRI), based on the papers presented at a conference at Nanyang Technical University (NTU) in Singapore. The theme of the conference was “Risk in Emerging Markets.” Advanta worked with the Insurance Risk and Finance Research Center at NTU to develop the symposium issue. The symposium issue is edited by Drs. David Cummins and Michael Powers and nearly all of the editorial work is being conducted at Advanta. The symposium is scheduled to be published in 2018.

- Continued the Research Seminar Series on Risk Management and Insurance, co-sponsored by the Advanta Center and the Department of Risk, Insurance, and Healthcare Management. The Seminar Series brings in experts each semester from universities, the insurance industry and institutions, such as the Federal Trade Commission, to present the results of their research and enter into discussions with Fox faculty and PhD students. Four seminars were presented in fall 2016 and six were presented in spring 2017. Presenters came from a variety of institutions, including Florida State University, Brigham Young University, Grenoble Ecole de Management, Georgia State University, the University of Georgia, the Wharton School of the University of Pennsylvania, the University of Wisconsin – Madison, the University of New South Wales, and Southern Methodist University. A wide range of topics was covered, including “Insurance Against Weather Shocks: Evidence from a Randomized Controlled Trial in India,” “Modelling Multi-State Health Transitions in China: A Generalized Linear Model with Time Trends,” “Dynamic Bequest Motives and Secondary Markets for Life Insurance,” “Systemic Network Risk in a Generalized Event Study (GES) Model,” and Catastrophe Aversion and Risk Equity Under Dependent Risks.”

- Continued work on its project on systemic risk in insurance and banking, which was originated using funding from a major research grant from the Society of Actuaries, under the Society’s Centers for Actuarial Excellence Research Grants Competition. Ongoing work is being conducted on the actuarial and econometric analysis of systemic risk in the insurance industry. The Center supports several empirical projects to identify systemically risky insurance companies. It also supports the creation of an insurance systemic risk website and conferences on systemic risk at Temple. The research is primarily conducted by four Temple faculty members – Drs. David Cummins, Hua Chen, Mary Weiss, and Krupa Viswanathan. Several present and former Temple PhD students are also involved in the research. Research on systemic risk was ongoing in 2016-2017. Temple maintains a strong research initiative in systemic risk with several new working papers released or in progress.
• Continued or completed work on several research projects, including the following:
  o The relationship between firm efficiency and enterprise risk management in the German insurance industry.
  o Textual analysis: Using 10-K test to analyze financial constraints in the insurance industry
  o Economic modeling of loss reserve errors in the property-casualty insurance industry
  o The analysis of management structure in mutual insurance companies
  o Islandic insurance and Takaful (Islamic insurance companies)
  o The relationship between organizational form, ownership structure, and CEO turnover in the insurance industry.
  o The structure of reinsurance networks and the implications of reinsurance networking for solvency and resiliency in the insurance industry
  o Efficiency of insurance distribution systems in the European Union.
  o The relative advantages and disadvantages of reinsurance, hybrid insurance-financial market instruments and securitized risk transfer products in hedging various types of risk.
  o The substitutability of equity capital, affiliated reinsurance and unaffiliated reinsurance in managing property-liability insurance risk.
  o Various aspects of systemic risk in the insurance industry.
  o Measuring bank and insurer insolvency risk using data on credit default swap prices.
  o Global analysis of mergers and acquisitions in the insurance industry

• Continued to expand and update the insurance research database by acquiring and uploading the 2016 National Association of Insurance Commissioners property-casualty and life-health databases, as well as the 2016 and 2017 Best's Key Rating Guide databases. Computerized data were also added to the Center's research database from the A.M. Best Company 2017 Property-Casualty Aggregates and Averages and Life-Health Aggregates and Averages databases. The Center continues to support the SNL Financial Database, which contains extensive data on insurance companies. These databases are widely used by our faculty and PhD students.

• Continued research using two important new databases acquired by the Center to support research:
  o Data on Credit Default Swap (CDS) prices from Markit, a commercial data firm: The Markit database contains data on a wide range of credit default swaps on banks, insurers and other institutions spanning the period of 2001-present. Daily price quotes are provided on a variety of CDS contracts. The data are being used to analyze insolvency risk of insurers and banks.
  o OpData Database from Algorithmics: OpData contains information on publicly announced operational loss events, primarily in the insurance and banking industries from 1978-present. The data are used to study the market value impact of operational loss events on insurers and banks.

• Renewed our license for the Eventus computer program to support the Center's research on market value impact of various events affecting the insurance and banking industries.

• Received contribution from Advanta towards the renewal of the Center for Research on Securities Prices (CRSP) database, which is jointly sponsored by Insurance and Risk Management, Accounting, and Finance groups at the Fox School. This is a very important database that is widely used by faculty and PhD students.

**Biostatistics Research Center**

The Biostatistics Research Center promotes research within the Statistical Science Department and encourages professional activities within the Greater Philadelphia region. The Center also provides support for student development, publication in leading Statistics journals, and presentation of papers at professional meetings. Specifically, the Center gave the 2017 George Carides Memorial Award.
**Center for Competitive Government**
In the 2016-2017 academic year, under the leadership of Dr. Simon Hakim from the Economics Department in the College of Liberal Arts in collaboration with the Fox School of Business, the Center published the following edited book: Clark, R. & Hakim, S. (Eds.). (2017). *Cyber physical security: Protecting critical infrastructure at the state and local level*. Springer International Publishing: Switzerland.

Drs. Hakim and Clark also wrote one of the chapters, titled “Protecting critical infrastructure at the state, provincial and local level: Issues in cyber-physical security.”

In addition, Dr. Hakim, with three university teams, headed the development of a ten-year proposal for the US Department of Homeland Security’s QuADS – the Center of Excellence in Quantitative Analysis and Data Science.

**Center for Neural Decision Making**
The Center for Neural Decision Making opened in 2008, under the directorship of Dr. Angelika Dimoka, Director and Associate Professor of Marketing and Management Information Systems. Dr. Vinod Venkatraman, Associate Director of the Center and Assistant Professor of Marketing and Supply Chain Management, and Dr. Crystal Reeck, Assistant Director of the Center and Assistant Professor of Marketing and Supply Chain Management, make up the leadership team with Dr. Dimoka.

The Center examines how an understanding of the brain’s underlying functionality can inform human decision making, behavior, and preference formation. Most of the research uses functional magnetic resonance imaging (fMRI), eye tracking, and other biometrics, such as skin conductance, heart rate, and breathing, in combination with existing research methods, to develop models of decision making that correspond to the body’s functionality.

The goal of the Center is to design decision making tools for individuals, groups, organizations, and markets that benefit several practical contexts, such as human decision making and systems use. The Center’s faculty have raised more than $1,000,000 in funding to date.

Furthermore, the Center, together with MIT, Stanford University, Harvard University, and Michigan University, organized the 7th Annual Interdisciplinary Symposium on Decision Neuroscience at Stanford University with over 100 scholars from over 30 universities. This event, held on June 2-3, 2017, is an international conference that brings together all constituencies involved in the use of neuroscience techniques – academics, neuroscience research companies and marketing research industry leaders – to understand consumer decision making. The next symposium is scheduled to take place at Michigan University in June 2018.

**Center for Statistical Analysis**
The Center for Statistical Analysis which was established in 2011 under the leadership of Dr. Pallavi Chitturi, Professor of Statistical Science, provides professional statistical consulting support to Temple faculty and external clients in business, industry, and government. The Center offers an integrated, comprehensive statistical consulting service, covering all aspects of quantitative research projects.

In the past year, the Center for Statistical Analysis collaborated on multiple research projects within and outside Temple, organized a successful workshop on big data and human capital analytics, and provided study design and planning support for a large drug screening project in the United Arab Emirates.

- Collaborated on multiple research projects within Temple University to provide design, planning, and data analytic support. For example, collaborated with Dr. Erica McKenzie and Michael Kilmer
in the College of Civil and Environmental Engineering to study the kinetics of metal desorption from the soil to leachate solution via a series of time variable experiments; and assisted graduate students from the Nursing Department with data analysis and report writing for their Graduate Nursing Capstone Projects.

- Collaborated with the research team at a Philadelphia area clinical laboratory on the design of a large drug use study that is planned in the United Arab Emirates. The goal of this ongoing project is to provide workforce screening and opioid prescription monitoring to facilitate a drug-free workplace.
- Collaborated with researchers on a cancer research and molecular medicine project study to evaluate the age distribution in cancer statistics in rural and urban populations. The goal of this project is to assess the cancer statistics in defined geographical areas to determine if incidence is higher in certain rural areas.
- Organized a workshop on ‘Big Data & Human Capital Analytics’ delivered by Cliff Tironi, Manager of Performance Analytics at the Fox School. This workshop was very well received and addressed the importance of statistical methodology and data analytic skills to develop a sophisticated human capital analytics strategy.
- Collaborated with the Fox School Communications department on designing and implementing an alumni survey to gather quantitative and qualitative data on readership and content development for the ‘Fox Focus’ alumni magazine.

Innovation and Entrepreneurship Institute
The Fox School of Business’s Innovation and Entrepreneurship Institute (IEI) proactively promotes entrepreneurial spirit throughout all schools and colleges across Temple University. We dually prepare students to start entrepreneurial ventures or to be innovative, high-impact members of existing organizations by teaching the entrepreneurial mindset, as well as next-generation management skills. As the IEI creates and applies new knowledge to the discipline of entrepreneurship, we play an increasingly integral role in the entrepreneurial ecosystem within Temple, in Philadelphia, the region, and the field.

Under the leadership of Executive Director Ellen Weber and Managing Director Dr. Robert McNamee, as well as Temple University Entrepreneurship Academy’s (TUEA) Director Alan Kerzner, the IEI continues to expand and enhance its academic and co-curricular programming with a focus on enhancing the reputation and rankings of Temple Entrepreneurship, creating learning opportunities and employment outcomes of students University-wide, and helping our stakeholders launch innovative, high-impact, economically sustainable traditional and social entrepreneurial ventures.

The Fox School of Business continues to climb in the Princeton Review’s rankings of the nation’s top entrepreneurial colleges and universities. In 2015-2016, our programs ranked No. 8 nationwide for Undergraduate Entrepreneurship and No. 9 among Graduate Programs. This marks the thirteenth consecutive year in the top 15 for Undergraduate and top 20 for Graduate Programs.

The following are selected highlights of the 2016-2017 academic year:

- Academic Programs:
  - **Launch of Bachelor of Fine Arts with Entrepreneurial Studies:** Partly as a result of IEI and TUEA activities and support, Tyler School of Art launched a groundbreaking new set of undergraduate Bachelor of Fine Arts degree programs, covering all disciplines within the School. These BFAs allow students to exchange studio time required in the traditional BFA degrees for entrepreneurial coursework and experiential opportunities, and are expected to be truly transformative for Tyler.
  - **Emphasis on Launch:** In the IEI, we say: “Don’t come to Temple only to learn about entrepreneurship, come to Temple to launch your business.” We continued our emphasis on
experiential learning and launch/funding this year by expanding various courses, such as “Launch a Venture in 100 Days,” and by continuing to tie together our academic and co-curricular programs. For example, 70% of undergraduate finalists in IEI’s Innovative Idea Competition came from SGM 0827 and SGM 3501 courses.

- **Living Learning Community:** The “Innovate & Create” Living Learning Community, which serves as a residence-hall-based idea incubator and inspiration hub for incoming freshman, had an incoming cohort of 22 passionate and engaged students.

- **BYOBB Business Plan Competition:** The IEI hosted a successful Be Your Own Boss Bowl in 2016 with participation by schools and colleges across Temple University. The competition is open to Temple students, faculty, alumni, and staff.

  - We had 204 participants – 13 colleges were represented by BYOBB submissions and five colleges were represented by the finalists.
  - $180,000 in cash and $75,000 in in-kind prizes were awarded, and 300+ senior executives, entrepreneurs, and investors supported the competition through service as mentors, judges, and coaches.
  - Partnering with Temple University Health Systems and Independence Blue Cross, we created a new category, Urban Health, and delivered a graduate course designed to solve Urban Health issues and serve as a feeder for the BYOBB.

- **Acceleration & Mentoring Programs:**

  - **Summer Startup Studio:** Provided co-working space, mentorship, and programming to the finalists of the Be Your Own Boss Bowl and other high-potential Temple-led ventures to accelerate their growth. Since the establishment of the Startup Studio, finalists have gone on to raise more than $6M in early stage funding.
  - **Seed Fund:** Launched Lori Bush Seed Fund, which will disburse $50,000 per year to help student entrepreneurs prove their concept.
  - **Mentoring Support:** Successfully launched weekly Entrepreneurship Strategist office hours and Expert Roundtable Discussions, which were fully utilized every week. These programs give students access to industry experts and professional service providers for one-on-one and small-group mentoring specific to their ventures.
  - **New Accelerator / Co-working Space (Coming Soon):** Announced that the IEI will be moving across the street to the first floor of 1810, where our new 8,000 sq. ft co-working & acceleration space will open in fall 2018.

- **Women Entrepreneurship**

  - IEI hosted the 17th Annual Women’s Entrepreneurship Conference with the TU League for Entrepreneurial Women, titled “Climbing the Chromosomal Ladder: Creating Your Own Domain”.
  - The Women’s Entrepreneurship Organization grew in 2016-2017, and hosted a showing of Dream, Girl for the Community.

- **Mid-Atlantic Diamond Ventures (MADV)** is a premier entrepreneurship advisory and venture forum in the Greater Philadelphia region that is wholly owned and operated by Fox. This year’s activities included:

  - Presented emerging innovation-based firms to the investment community following intensive coaching and mentoring. MADV’s 400 emerging innovation-based firms, primarily in the areas of information technology, life science and physical science, have collectively raised over $500M in follow-on funding since 2003.
  - Aligned Temple constituencies with MADV, ensuring that more students and faculty attended MADV and that high-potential companies were coached in order to be accepted into MADV.
  - Expanded the MADV Board to include more investors and stakeholders in the local entrepreneurial ecosystem.
• **Translational Research:** The IEI is strongly committed to knowledge creation and translational research.
  ○ *TechConnect:* This year, we presented our thought-leading program on technology commercialization, as a one-day workshop during the annual VentureWell Conference. We received very positive feedback regarding our program; numerous schools (including the 1st and 2nd Universities to launch NSF I-Corps Programs) highlighted the importance for our program in filling a substantial and critical gap in currently available programs. Thirty (30) universities participated in the training session and are implementing portions of IEI’s Program within their schools.
  ○ *Creativity & Innovation:* This year, we presented our Cross-University creativity course (SGM 0827) during a Professional Development Workshop at the Academy of Management. As a follow-up, we are in the process of creating a multi-university community of practice to further co-develop cutting edge curriculum around creativity and innovation and expect numerous universities to leverage our delivery model and content in coming semesters.
  ○ *Musser Scholar Program:* IEI brought in three exceptional entrepreneurs/leaders who met with students and faculty and delivered keynote speeches: David Cohen, Comcast; Bernie Marcus, Home Depot, and Alejandro Cremades, Co-Founders Lab and author of Art of Startup Fundraising.
  ○ *Flinders:* Under TL Hill’s guidance, launched a new innovation and enterprise program at Flinders University. The program is part of a three-year partnership between the two universities to deliver customized entrepreneurship and innovation education to Flinders students.

• **Student Organizations**
  ○ The Entrepreneurial Student Association
  ○ The Temple University Venture Club (TUVC) continued its growth this year, supported by members of the MADV Board and Robin Hood Ventures.
  ○ Women’s Entrepreneurship Organization (See above).

• **Staffing Updates**
  ○ Added Erin McShea, Associate Director of Student Engagement and Lindsay Clark, Associate Director of Operations and Events.

• **Alumni/Student Entrepreneurs Worthy of Note**
  ○ Oscar Perez – Co-founded Recensa Therapeutics, a platform for small molecules that affect antioxidants. First use is for treatment of psoriasis.
  ○ Neha Raman – Featured in TLC reality show, GirlStarter.
  ○ Justin Rosenberg – Raised $50M and expanded to over 20 stores.
  ○ Yasmine Mustafa – Roar for Good, focused on making the world safer, released the first Athena model this year, raised $2M, and was certified as a B Corp.

**Institute for Business and Information Technology**
Led by Munir Mandviwalla, Executive Director, Laurel Miller, Director, and Jacklin Altman, Assistant Director, the Institute for Business and Information Technology (IBIT) accomplished the following:
• Continued the membership model for IBIT. Full members pay $45,000, small companies pay a variable fee. The members include: Alexion, AmerisourceBergen, Arcweb, Campbell Soup, DecisivEdge, Emtec, LiquidHub, NBCUniversal, Pfizer, QVC, and Scholastic (new).
• **New for 2016:** Created a small company membership model to include small firms. Two small firms were inaugural members: DecisivEdge and Arcweb Technologies. Created a model for participation and a structure, as well as financial contribution.
• Maintained the Fox IT Symposium and Conference Series, Distinguished Speaker, Executive-in-Residence, Fox IT Awards, IBIT Membership, and *The IBIT Report.*
• Hosted the Annual IT Awards Reception, which about 400 people. Awardees include:
- Fox IT Leader Award for Michael Bradshaw, Executive Vice President and Chief Information Officer, NBCUniversal
- Fox IT Innovator Award for Ned Moore, Co-founder, Chairman and CEO, Clutch
- Fox IT Award for Distinguished Alumni for Satbir Bedi, Chief Technology Officer, Scholastic Corporation
- Awards were also given to Fox and Temple faculty, administrators, and students.

- Organized, with David Schuff, the 4th Temple University Alexion Analytics Challenge. Data challenges provided by Alexion, AmerisourceBergen, Merck.
  - In 2016, 187 entries were received from 400 students from schools including Fox, CLA, Engineering, and Tyler.
  - $12,000 in prize money was awarded to 19 students from five different schools and colleges.
  - George Llado, Senior Vice President and Chief Information Officer, Alexion Pharmaceuticals, presented the keynote speech.

- Organized, with David Schuff, the AmerisourceBergen Analytics Challenge at the National AIS Student Conference and Competition at Brigham Young University, spring 2017, which received 43 entries from 22 different Universities.

- Organized the 4th Annual IT Career Fair, which attracted 31 firms and 214 students, and raised $11,500 in scholarships.

- Under the leadership of Bruce Fadem, the Fox IT Advisory Board included seventeen members from key firms, such as NBCUniversal, Pfizer, Facebook, Campbell Soup, IBM, QVC, AmerisourceBergen, and others.
  - In 2016-17, added Todd Sprinkle, CIO, QVC, Paul Amorello, CIO, Campbell Soup, Chris Cera, CEO, Arcweb Technologies, Sukumar Narayanan, President, DecisivEdge.
  - The board held 3 meetings during the year on a wide range of topics including the new IBIT Small Company Membership Model, MIS computing needs, IT scholarship program, MIS capstone, Digital Innovation Foundry, National Cyber Analyst Challenge and Conference, and the new Analytics symposium.

- Created and organized the National Cyber Analyst Challenge and Conference, Powered by Leidos in summer – October 2016.
  - 21 universities participated in Phase 1, ten universities involving 49 students and ten faculty advisors including Carnegie Mellon, Syracuse, University of Maryland, Penn State, Temple, South Florida, Villanova, and University of Texas at San Antonio made it to the finals. Each received a significant award of $7,500-$12,000 to support student, faculty, and curriculum development. At the challenge final, students competed for a $25,000 award in October 2016.
  - New in 2016, added a conference. The 28 conference participants featured academic and industry experts from IBM Watson, Pfizer, Leidos, NSF, Penn State University, University of Maryland, University of Florida, CMU, University of Texas at San Antonio, and Temple University.
  - As part of getting Temple’s name out there on cyber, we extensively promoted NCAC nationally using print and digital media.

- Organized a symposium on “Building a Safer Infrastructure: The Role of Cyber-Security Policies and Processes” in April 2017. A panel of experts from Microsoft, a former NIO, and Temple law school, attracted about 70 participants from Temple’s ITACS program as well as local industry. The panel was organized in partnership with the Beasley School of Law.

- Continued the Fox IT Advisory Board Scholarship Program and distributed $80,000 in scholarships including: $5,000 Andrea & Jim Stewart Scholarship; $5,000 Niraj & Cara Patel Scholarship; $5,000 Ron & Ronda Riddell Endowed Scholarship; 2 x $5,000 IT Leaders Scholarships; $5,000 x 10 IBIT co-named scholarships; and $5000 direct funded.
Published two editions of The IBIT Report, including improved content strategy and redesigned website, with David Schuff and Bruce Fadem as co-Editor-in-Chief. Topics covered:
- Threats and Opportunities in Geographic Information Systems (David Lanter)
- Implementing Board Oversight of Cybersecurity (Rich Flanagan and Janet Yeomans)
- Completely revised and updated The IBIT Report website.
- Continued the IBIT Executive-in-Residence Program with new members Michael Bradshaw, EVP & CIO, NBCUniversal and Dale Danilewitz, EVP & CIO, AmerisourceBergen.
- Continued with the IBIT Mentoring Program. The goal of the program is to match experienced executives with student projects. Matched 16-20 industry executives each term to student projects on an ongoing basis.
- Completed a special projects with the AIS for the Fox School Job index, which is ongoing national initiative led by Temple to collect job placement data from the top schools in the nation. A high-level advisory council guides the effort.
  - In 2016, the second iteration of the index was published with data from 30 universities and 1600+ recent graduates.
  - Each university contributes $595 to participate. The funds are used to design, print, and publish a high quality report that is distributed nationally to over 5,000 academic and industry contacts.
  - The universities also receive custom material (e.g., posters/postcards) to promote their program. The Temple logo is imprinted on every item.
  - A commercial quality website hosted and managed by Temple at http://isjobindex.com serves as a resource for prospective students and parents nationally.
- Hired Jacklin Altman, Assistant Director, in October 2016.

Office of Research, Doctoral Programs, and Strategic Initiatives
The Office of Research, Doctoral Programs, and Strategic Initiatives promotes the research interests of faculty members and supports research by faculty, and PhD and EDBA students across multiple disciplines in the Fox School and STHM. The Office also supports faculty and student submissions for sponsored projects and other research grant proposals. Additionally, the Office provides administrative leadership to faculty and doctoral student research through access to databases, the development, review, and submission of grants proposals, fiscal management of funded grants, and marketing and communications for Fox Research, both internally and publically.

Showcasing Faculty’s Research
During the 2016-2017 academic year, the Office of Research, Doctoral Programs, and Strategic Initiatives increased their efforts and the number of media vehicles in which to showcase faculty and doctoral student research, notable awards, and honors received by faculty or students. The Office also worked to enhance and promote the overall Fox Research brand. Over the past year, the Office has produced newsletters and an Entrepreneurship issue of the On the Verge research magazine, which highlight faculty and doctoral student research work and accomplishments throughout the Fox School and across the University community. Reaching an audience of over 23,000 academics from around the world, the Fox Research newsletter is an integral part of promoting the Fox Research brand.

Notable achievements by faculty and PhD students over the past year include:
- The Fox IB Program ranked #1 in North America and #2 in the world based on research contributions in the Journal of International Business Studies between 2014 and 2016, according to the UT Dallas Top 100 Business School Research Ranking.
- Dr. Paul Pavlou, Senior Associate Dean of Research at the Fox School, was named Senior Editor of Information Systems Research (ISR), a JVC A level journal. In addition, Dr. Pavlou was awarded the Best Innovation Theme Track Paper at the International Conference on Information Systems in 2016,
and received the Emerald Citation of Excellence Award for a highly-cited paper in *MIS Quarterly* in 2017.

- **Dr. Shira Cohen** of the Accounting Department has been awarded a mobility assignment in the Office of Corporate Finance in the Division of Economic and Risk Analysis for the US Securities and Exchange Commission. Dr. Cohen will be responsible for supporting economic analyses in the area of PCOAB rules and rules promulgated by the Office of the Chief Accountant.

- **Dr. Vikas Mittal**, a former Doctoral student of Marketing at the Fox School of Business who graduated in 1997 and is now the J. Hugh Liedtke Professor of Marketing at the Jesse H. Jones Graduate School of Business of Rice University, was recently appointed co-editor of the *Journal of Marketing*, a JVC A level journal.

- **Dr. Pavel Savor** of the Finance Department and co-author, Mungo Wilson of Oxford University, received the prestigious Amundi-Smith-Breeden Prize for 2016, which is awarded annually to the top three papers in the *Journal of Finance*, which is an A level journal. The article is titled “Earnings Announcements and Systematic Risk.”

- **Dr. Jayanthi Krishnan** of the Accounting Department has been invited to join *Auditing – A Journal of Practice and Theory* as an Editor for a three-year term. *Auditing – A Journal of Practice and Theory* is a JVC A- level journal.

- **Dr. Xueming Luo** of the Marketing and Supply Chain Management department published or has articles accepted for publication five JVC “A” articles in top Marketing level and MIS journals in the 2016 – 2017 academic year. His research contributions have earned him the 11th rank among all authors in the world (2007-2016 period) for the two American Marketing Association premier Journals (*JM/JMR*) and also earned him the 28th rank among all authors in the world for the top four premier Journals (*JCR/JM/JMR/MKSc*) in the marketing discipline. Xueming has co-chaired a “Digital Marketing Conference” with Stanford University marketing professors at the Stanford Graduate School of Business in December 1-2, 2016. He also received formal approval to host the next annual Marketing Science Conference with about 1,000 attendees coming to Alter Hall on campus, which will help raise Fox School’s reputation, visibility, and networking impact in the nation.

- **Dr. In-Sue Oh** of the Human Resource Management Department received the 2017 William A. Owens Scholarly Achievement Award at the annual conference of the Society for Industrial and Organizational Psychology (SIOP) in Orlando, Florida. This prestigious annual award is given to the author of the article in a refereed journal judged to have the highest potential to significantly impact the field of IO psychology (broadly defined as the field of study including HRM and OB).

- Dr. Rajiv Banker was honored earlier this year with the most prestigious Lifetime Contribution to Management Accounting Award of the American Accounting Association. This coveted award is sponsored jointly with the American Institute of Certified Public Accountants and the Chartered Institute of Management Accountants. The Lifetime Contribution award recognizes individuals who have made significant contributions to management accounting education, research, or practice over a sustained period of time through scholarly endeavors, teaching excellence, educational innovation, and service to the profession.

- Dr. Rajiv Banker’s Accounting PhD students, Soojin Lee and Joshua Khavis, were recently chosen as two of the very few recipients of the prestigious IMA Doctoral Scholarship for 2017. The IMA Research Foundation honors the top Doctoral Accounting students by recognizing them with a dissertation scholarship.

- **Dr. Charlotte Ren** of the Strategic Management Department is the 2017 winner of the Innovation in Entrepreneurship Pedagogy Award from the Academy of Management’s Entrepreneurship Division. This award honors Dr. Ren’s course, titled "The Social Entrepreneurial Approach to Community Reintegration," as one of the finest innovations in the area of entrepreneurship this year.
Second year Executive DBA student, Stephen Sammut, and his co-author had their book chapter, titled “Life Sciences Investment and Biotechnology in China” accepted for publication in *China's Health Care System and Reform*.

Additional efforts to promote and enhance the Fox Research brand include:
- Development of the school’s only university-wide research center: the Data Science Institute.
- Preparation of a list of faculty journal publications, which includes over 50 published JVC A journal articles in top-tier business journals during 2016 and 2017.
- Reconceptualization and redesign of the *Idea Marketplace* website to include a better user experience, with additional content and research themes. This website provides a forum for important faculty research work and notable achievements by faculty and students, as well as research topics to be showcased and promoted.

**Leading Strategic Initiatives**
The Office of Research, Doctoral Programs, and Strategic Initiatives drafted the Research Strategic Initiatives for the school with the collaboration of the Research Roundtable. These strategies will continue to lead and support research initiatives toward bringing industry grants, establishing research collaborations, and promoting entrepreneurial opportunities in order to enhance the reputation of the school, as well as raise revenues for the Fox School through partnerships with industry and the not-for-profit sector.

During the 2016-2017 academic year, the Office organized and hosted the Frederic Fox Leadership Lecture Series, featuring keynote Dr. Anthony Coletta, Executive Vice President of Independence Blue Cross and a 2006 Fox MBA grad. Dr. Coletta is President of Facilitated Health Networks and Executive Vice President of Independence Blue Cross. In this role, Dr. Coletta leads the development of Independence’s strategic relationships with physicians and health systems, innovative provider contracts, and sophisticated informatics and predictive analytics capabilities to drive improvements in health care quality and costs for Independence’s members. The annual Frederic Fox Lecture Series showcases an emerging and thought provoking topic relevant to business education. Named in memoriam of Robert and Richard Fox’s late father, Frederic Fox, this lecture series offers a premier avenue for innovative, community-driven research, while also providing the Fox School an opportunity to engage with local, national, and international business and civic leaders.

**Research Administration**
The Office continued to increase awareness of externally funded opportunities, which in-turn increased the number of proposals submitted and funding awarded from the previous year. The Office also continued to support sponsored research from proposal to grant management of active projects, through each project’s final reporting, providing guidance as a key component of the research mission of the Fox School.

Some of the Office’s accomplishments this year include:
- Provided support for over 25 sponsored research project proposals, for over $6 million in potential funding, submitted by individual faculty members and doctoral students to various funding agencies.
- Provided support for sponsored research to over 25 organizations and government agencies, during the 2016-2017 academic year. Some of these include:
  - Environmental Defense Fund
  - Knight Foundation
  - National Institute of Health/DHHS
  - National Science Foundation
Continuously monitored the following funding resources to seek additional opportunities for faculty and students to submit grant proposals: Pivot, FoundationResearch, GrantLink, Grants.Gov, Chronicle of Higher Education, and the newly acquired Dimensions for Universities grant funding database.

Revised and published the updated Grant Writing Workbook, a guide for faculty and students to assist in the grant proposal writing process and provide additional resources for the submittal process.

Symplectic Elements
The implementation of Symplectic Elements, a database tool that allows research-active faculty at the Fox School to analyze the global funding landscape in a detailed way was completed in record time, raising the standards among Elements-user institutions in the United States. The new system provides a robust suite of user-friendly tools used in the aggregating, tracking, and reporting of faculty scholarly, teaching, and service activities.

Fox continues to lead the university-wide installation of Elements, which will also be used by other schools and units across the university, including the Paley Library, Faculty Affairs, the Office of Assessment, Computer Services, Human Resources, and the Office of Research, among others.

Office Publications
Each year, the Office develops technical reports to document the capabilities of the faculty and staff of the Fox School. These reports are used to showcase the Fox School’s accomplishments and expertise as we engage with external stakeholders and the larger Temple University community. The following reports have been added to the series, including:

- Grant Writing: Expanding Our Research Foundation
- Research Roundtable Strategic Plan
- Department of Accounting Research Impact Report
- PhD Program Self-Study

Copy Editing Services
To enhance the continuous support in all stages of the school’s research productivity, the Office of Research provides added the services of an in-house copy editor who provides feedback on scholarly articles, conference papers, and dissertations. This service has been extended to faculty and doctoral students with a primary focus on grammar, argumentation, structure, and flow. Over 40 articles have been edited in the first six months since this service was introduced.
Small Business Development Center
The Temple Small Business Development Center (SBDC) provides high quality business management consulting and training to aspiring entrepreneurs and emerging growth companies in Southeastern Pennsylvania, under the leadership of Executive Director Eustace Kangaju and Associate Director Cherrill Wilson.

The SBDC accomplished the following during the 2016-2017 academic year:
• Provided consulting services to 639 entrepreneurs and existing businesses in the Philadelphia area. Clients reported 134 jobs created during this period.
• Assisted pre-venture clients to start 43 new businesses in the Philadelphia area.
• Offered 68 seminars and workshops with 1023 in attendance.
• Provided specialized services for SBDC clients through the Legal Clinic and Creative Services Department in collaboration with other schools within Temple University. The Legal Clinic was staffed by third year Beasley School of Law students, under the supervision of Ms. Rosalind Plummer, Esq. The clinic consulted with 52 clients and accomplished 70 milestones. The Creative Services department was staffed by students from the School of Media and Communications.
• Collaborated with the International Business department on a consulting-research partnership by identifying businesses for which students enrolled in the IB Capstone course provided research and export plans. The SBDC international business clients selected to participate in the course provided country-specific projects that students worked on in the fall and spring semesters. The students conducted research on various markets around the world, and the students gained valuable consulting experience. The SBDC International Business Consultant, Darlene Atta, provided consulting guidance to the students.
• Conducted outreach to establish relationships with business associations, faith-based organizations, and economic development organizations to develop a pipeline for client referrals as well as identify resources that would be of great value to entrepreneurs and business owners.

Temple Center for International Business Education and Research (CIBER)/Institute for Global Management Studies (IGMS)
The Temple Center for International Business Education (CIBE)/Institute for Global Management Studies (IGMS) carried its third year of a four-year grant cycle at the beginning of October, under the leadership of Dr. Rajan Chandran, Deputy Dean; Dr. Ram Mudambi; Christine Kiely, Associate Vice Dean; and Phyllis Tutora, Director of International Programs. In 2014, Temple CIBER was selected by the US Department of Education to be one of only 17 schools in the United States to be home to such a center and is now the only center in Pennsylvania.

Highlights of the 2016-2017 academic year include:

International Business Curriculum Development, Study Abroad and Events
• 124 Undergraduate business students had an international academic experience in more than 15 countries, including short-term programs in London and Rome.
• 163 Graduate business students had an international academic experience in several different countries, including India, China, Colombia, Chile, South Africa, Morocco, Israel and Sweden.
• Undergraduate students from Fox’s Risk Management major traveled to London and Rome on a short-term study abroad program that explored the insurance industry with Professors Michael McCloskey and Mary Conran.
3 Fox Professional MBA students, along with Project Executive Wayne Rosenberger, traveled to Israel, sponsored by CIBER, in January and May to work with student teams from Tel Aviv University's Recanati School of Business on Fox Management Consulting (FMC) Projects.

4 Global MBA students, along with Dr. TL Hill, traveled to Toronto, Canada for a FMC project with York University.

25 MBA students from the University of Ghana's Business School were hosted by Fox for the 11th annual International Business Certificate Program in January.

20 African Ambassadors and their Commercial Attachés participated in the CIBER-hosted 2017 African Ambassadors Capacity Building Academy in partnership the US Department of Commerce, International Trade Administration and The George Washington University. The workshop was led by Dr. Kevin Fandl and Dr. Ram Mudambi.

15 students from the International Business Association participated in a CIBER-sponsored trip to Washington, DC, led by Professor Bertrand Guillotin and Associate Director Jeffrey Conradi. The group visited the Mexican Cultural Institute, Inter-American Development Bank, and the Newseum.

30 MBA students from Australia and France visited Fox as an Inward Immersion.

12 Undergraduate students studied abroad at our Fox Partner Programs; American Business School of Paris in France and University College Dublin, Quinn School of Management in Ireland.

International Business Research

- The Journal of International Management (JIM) continues to gain recognition and reputation in the International Business (IB) community. JIM differentiates itself with one of the fastest review processes in the industry – an average of 30 days on reviews and 24 hours on desk rejects. The quality and selectiveness of the editorial process is reflected in a 6.4% acceptance rate. JIM was selected by Thomson Reuters for inclusion in the Social Science Citation Index™ (SSCI) as of January 2007, with a 2015 5-Year Impact Factor of 2.6.

- Fox faculty and doctoral students, primarily from the Strategic Management Department, presented research or led panels at the annual Academy of International Business Conference in New Orleans in June 2016.

- Temple CIBER sponsored new research for the following projects in year three of the grant cycle:
  - Dr. Kevin Fandl: “Competitiveness in the Cuban Cigar Market: Before and After the Changes in the US–Cuba Legal Regime”
  - Dr. Yang Yang: “Tourism Competitiveness and the Sharing Economy”
  - Melissa Krug: “Economic, Cultural, and Linguistic Effects of Peruvian Artisan’s Involvement in Fair Trade”
  - Dr. Michael Rivera, Dr. Amir Shoham, and Dr. Ofra Shoham-Bazel: “Gender and Gender Roles’ Impact on International M&A Activity”

- CIBER continued to fund the iBEGIN Project, sponsoring five summer researchers led by Dr. Ram Mudambi, mapping clusters of innovation over the four-year cycle of the grant. The project also contributes to the Global Cities Initiative, a partnership with the City of Philadelphia, World Trade Center of Greater Philadelphia, JP Morgan Chase, and the Brookings Institution.

International Business Outreach Initiatives

- Sponsored the International Student Summit with the theme of North Korea's WMD Wild Card: Managing the World's Most Destructive Weapons in Dangerous Circumstances; the Global Economic Forum focused on Prioritizing Global Risks; and the Student Diplomat Junior Model UN Conference in partnership with the World Affairs Council of Philadelphia (WAC), reaching over 1,000 K-12 students and teachers.

Hosted “Leveraging the World Heritage City Designation to Build New Business Opportunities” in partnership with STHM, featuring speaker Julie Lemieux, Vice Mayor of Quebec City.

Supported consulting fee for undergraduate IB Senior Capstone course, which focuses on IB placements.

Hosted Export University in collaboration with the US Commercial Service Philadelphia, consisting of three half-day workshops designed to help local SME’s start or grow operations internationally.

Sponsored the 2017 Automated Commercial Environment (ACE) Compliance Seminar and Workshop with the US Commercial Service Philadelphia, the US Census Bureau and US. Customs and Border Protection, featuring over 100 attendees.

Sponsored the IEI’s annual Innovative Idea Competition, offering a Global Innovation Prize and welcoming submissions from Community College Partners.

Attended CIBER/Title VI Advocacy Day in Washington, DC to support the continuation of funding for international education programs.

Contributed to CIBER/Minority Serving Institutions (MSI) Consortium, which offered a case competition held at Georgia State University, along with additional training and workshops designed to support internationalization efforts among MSI institutions.

Hosted “Going Global: Doing Business in Qatar, Saudi Arabia, and United Arab Emirates” in collaboration with Temple’s SBDC and the Department of Commerce.

Hosted “German American Digital Health Forum: Global Solutions to Global Challenges” in concert with the Philadelphia Chapter of German American Chamber of Commerce.

Sponsored and contributed content to the inaugural event of the African Diaspora Entrepreneurship network (ADEN).

Hosted the joint conference of the Academy of International Business-Northeast Chapter (AIBNE) and International Business Economic Geography and Innovation (iBEGIN) in partnership with the Strategic Management Department.

Foreign Language Initiatives

- Sponsored the GSOLT (Graduate Students of Language at Temple) Language, Linguistics, and Life Conference at Temple University in spring 2017 and the accompanying GSOLT Speaker Series.
- Sponsored 2016 Global Temple Conference.
- Provided course release for faculty from Temple University’s Department of Spanish and Portuguese to develop a new Portuguese for Business course to launch in fall 2017.

Temple University Entrepreneurship Academy (TUEA)

Under the directorship of Alan Kerzner, TUEA focused on enhancing the education and practice of entrepreneurship throughout all 16 non-business colleges within the university. In particular, TUEA focused on helping to create a community of practice among faculty university-wide that are teaching entrepreneurship; provide training in cutting-edge approaches to teaching entrepreneurship; and provide funding to faculty across campus for the development of new courses and programs (under the Conwell Entrepreneurial Fellows Program). During the 2016-17 academic year, nine Conwell Fellows were active and over 30 programs were run, involving 11 colleges and 1,400 participants. Keys strategic areas and programs include:

- *Fine Arts and Entrepreneurship:* The Tyler School of Art has partnered with IEI to offer Bachelor of Fine Arts Programs with Entrepreneurial Studies within each of their nine concentration areas. Students participating will take a number of courses offered by IEI.
- **Urban Health Care**: A hackathon to provide solutions to five urban health challenges and a course in innovative urban health business models were conducted as part of a partnership between Temple University Hospital System and International Blue Cross.

- **Social Entrepreneurship**: This initiative consisted of a university-wide five workshop series where students, alumni, and faculty learned to increase their impact through application of innovation, creativity and entrepreneurship concepts.

- **Entrepreneurship in the Performing Arts**: A series was held to train performing arts students to develop new businesses, including freelancing, so they can leverage their passions into sustainable livelihoods.

- **Sports Innovation**: A student hackathon and international pitch competition, featuring 12 startups (out of 170 that applied) and competing for funding, goods, and services, were executed over two days.

- **Engineering**: Modules on entrepreneurship were taught in the Junior Seminar for engineering students and the Frontiers in BioEngineering course.

- **Licensing/Retail**: Efforts are underway to establish a retail space on campus where students can research, test, and sell merchandise they make. Another initiative is focused on creating a Temple-branded section on the top music licensing site, where Temple students can offer their works for syndication.
EFFECTIVE STUDENT PROFESSIONAL DEVELOPMENT AND CAREER SERVICES

CENTER FOR STUDENT PROFESSIONAL DEVELOPMENT

The Center for Student Professional Development (CSPD), under the leadership of Assistant Dean Corinne M. Snell, Ed.D., takes the lead in differentiating Fox students via a robust professional development program, which is constantly being benchmarked by other institutions. CSPD uses a multifaceted approach to career management with a focus on personal development, career/industry awareness, and impression management. This “integrated” comprehensive professional development component for the BBA and MBA/MS Programs prepares students for life beyond Fox, while increasing student satisfaction and success. The impact is seen in long-lasting connections with alumni and impressive placement rates for students:

- 100% placement rate for GMBA 2016 securing employment within three months of graduation.
- 100% MBA internship placement rate in the summer of 2017.
- 95% of 2016 BBA graduates who were seeking employment were placed or started a business within six months of graduation. Class size = 1537/Number of students seeking = 1155.
- Of the above, 2.7% of 2016 BBA grads started their own business.

Highlights include:

Undergraduate Professional Development

- Offered 32 sections of BA 2101, which reached 1901 students (fall 2016, spring 2017, and summer 2017).
- Offered 41 “Double Header” workshops (fall 2016, spring 2017, and summer 2017) with 1617 students attending/conducted 1486 individual resume critiques/walk-in appointments in addition to “specialty” workshops/programming and the “Seniors Only Walk-In Hours.”
- Redesigned the online version of BA 2101, which included the creation of weekly quizzes, tailored assignments, and in-class activities that differ from the in-person BA 2101 class.
- Added the VMock technology as a required resume resource in BA2101. This technology allows students to submit their resume, receive system feedback, which is benchmarked against their Fox school peers, and provides an overall resume score. Once students receive their initial score, they can utilize the feedback and continuously update their resume for improvement.
- Created and implemented the Career Ambassador Program, which hired two BBA students to represent the Center from a peer perspective. The Ambassadors were tasked with outreach and branding of the CSPD with the use of classroom engagement, placement data collection, marketing initiatives, and educational workshops. Additionally, the Ambassadors represented CSPD at Open House events.
- Introduced “HireScore” into the BA2101 curriculum. HireScore is a one-page self-assessment tool students used to determine their “hireability” by employers for internships and post-graduation jobs. It includes 13 key areas – ranging from GPA and social media to resume quality and professional attire – that affect how attractive a candidate is to prospective employers.
- Specialty workshops offered this year included “Using Improv to Develop Interviewing Skills,” “LinkedIn Review Workshop,” and “The Stress Free Zone.”
- Collaborated with Alumni Development to promote virtual career networking events and alumni panel events.
Graduate Student Professional Development

- Welcomed an additional full-time staff member to assist with professional development programming for GMBA and PMBA student cohorts.
- Attended the MBA Career Services and Employer Alliance 2017 Global conference and facilitated workshops on:
  - Video interviews and cognitive digital assessment.
  - New career management technologies.
  - MBAs and “The Netflix” Effect.
- Increased by 40% over 2015-16 the GMBA and PMBA students’ attendance and participation in national MBA recruiting activities, including NBMBAA, PROSPANICA, Asian MBA, NAWMBA and ROMBA (LGBTQ) annual career conferences and invitational events.
- Designed and implemented new online “Fox Graduate Student On-Boarding Assessment.”
- Collaborated with LuAnn Cahn/School of Media & Communication to present a new two-part workshop on “Asking Good Questions.”
- Developed and presented three new graduate webinars (live and virtual) on “Strategic Volunteering,” “Advanced Salary Negotiation,” and “Revitalizing your Brand.”
- Collaborated with faculty in Department of Human Resource Management to co-teach teach MS in HR course “Talent Acquisition.”
- Fully implemented the Symplicity (FoxNet) scheduling module to more efficiently capture and analyze data on current graduate student and alumni professional development advising appointments.
- Updated and migrated Graduate Professional Development programming and online resources from Blackboard to the university’s new Canvas learning platform.

Corporate Relations

- Increased employer participation in professional development programming by approximately 15% in CSPD and department-specific career and networking events, including: Fall & Spring Connections, CSPD Mock Interviews, Resume Critique, Recruiter-in-Residence Programs, Fox New Student Networking Night, Fox Immersion Program Luncheon, and the Supply Chain Expos, in addition to classroom visits and the SPO Speaker Series. Hosted a record 105 companies for the Fox Fall Connection.
- Identified as a “target school” by corporate partners to host various new employer-led events on campus, including the NewDay Leadership Forum featuring General Colin Powell, Enterprise Women in Business event, and CIGNA Wellness Day, in addition to collaboration on other employer and Fox events, such as company office hours, leadership presentations, case study workshops, and case competitions.
- Secured more than $15,000 in corporate financial support for programming and events, including: CSPD Liaison Breakfast, CSPD Leadership Retreat, Fox Career Guide, Target Case Study Competition, and Enterprise Women in Business event. Participating companies included: Amtrak, Freedom Mortgage, GSK, Liberty Mutual, PGW, Sherwin Williams, WeiserMazers, Target, Enterprise, and Prudential.
- Increased the number of corporate partners participating in the Undergraduate Program Curriculum Redesign Committee by 27%. Companies include: Blackrock, Cigna, Comcast, Deloitte Consulting, Enterprise, EY, First Financial Group, GSK, J&J, LFG, PwC, SEI, Sherwin Williams, Target, and Vanguard.
PLACEMENT OF GRADUATES OF THE PHD PROGRAMS IN BUSINESS ADMINISTRATION

At time of publication, 16 PhD students graduated across Business Administration concentrations during the 2016-2017 academic year. The table below outlines their placement:

<table>
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<th>First Name</th>
<th>Last Name</th>
<th>Concentration</th>
<th>Placement</th>
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<tr>
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<td>Baker</td>
<td>Tourism and Sport</td>
<td>Independent Consultant (Industry)</td>
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<td>De Goes</td>
<td>International Business</td>
<td>Florida International University</td>
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<td>Diehl</td>
<td>Tourism and Sport</td>
<td>Coastal Carolina University</td>
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<td>Kim</td>
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<td>Korea Insurance Research Institute</td>
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<td>Lee</td>
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<td>State University of New York at Oswego</td>
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<td>Park</td>
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<tr>
<td>Jason</td>
<td>Steinmetz</td>
<td>Tourism and Sport</td>
<td>University of Surrey</td>
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<td>Chi</td>
<td>Zhang</td>
<td>Finance</td>
<td>University of Massachusetts – Lowell</td>
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</table>

PLACEMENT OF GRADUATES OF THE PHD PROGRAMS IN STATISTICS

Three students received PhD degrees during the 2016-2017 academic year. One is currently working as an Assistant Professor at the Department of Statistical Science of the Temple University. The other two accepted Statistician jobs respectively at the Bank of America and the Boehringer Ingelheim.

Thirteen students received MS degrees, most of them successfully found placement before graduation. MS students were successful in obtaining internships and jobs at the Synergy Comp, DuPont Stine Haskell Research Center, FMD K&L, and Eisai Inc.
SUCCESSFUL FUNDRAISING AND ALUMNI RELATIONS

Under the leadership of Assistant Dean Don Kirkwood, the 2016-2017 academic year saw the Office of Institutional Advancement focused on the launch of the School's Centennial Campaign. More than $7.7 million was raised in gifts and pledges, the second best year in the School's history.

Led by the Dean’s Council members’ collective gifts and pledges of more than $4.2 million, the campaign has already accomplished some remarkable things:

- $1.57 million was added to the scholarship endowment, including Fox matches, with 18 new scholarships created.
- The Finance Department’s Wall Street Day was endowed and named.
- Gifts to the soon to be renovated 1810 Liacouras Walk Building named several rooms.
- One endowed chair was established and one professorship was strengthened.
- A $500,000 endowed fund was created; the final purpose of which is yet to be determined.

Other notable highlights include a major $200,000 anonymous gift from a faculty member, which will be used as a challenge for the faculty/staff campaign in fall 2017. Eustace Wolfington again made a gift of $110,000 to fund most of the prizes in the Be Your Own Boss Bowl. Additionally, the School had a banner year in the annual fund, with 3,918 Fox alumni giving to the University at the annual fund level.

The Fox Student Philanthropic Society, a student volunteer group committed to educating and engaging their classmates on the importance of philanthropy, rounded out its second year with record giving. Over 400 Fox students made a gift to the school, a second straight year of growth, and Fox seniors achieved a 14.7% student giving participation rate. FSPS partnered with the University for large-scale events, leading Fox to have the highest Temple Toast participation of any school or college, and being a key planning partner for Temple’s inaugural Student Philanthropy Week. Building this culture of philanthropy by focusing on student giving is a long-term investment of effort that will pay substantial dividends in future years and decades.

The Fox Student Ambassadors met with 63 alumni and connected them with various volunteer and engagement opportunities. Ambassadors identified over 800 record updates to continue the improvement of our data.

The Fox School of Business has more than 65,000 graduates. These alumni hail from all states and many countries on six continents. Of the 23 national and international chapters of the TU Alumni Association, 12 were chaired by Fox alumni in 2017.

The Fox School of Business Alumni Association (FSBAA), working with the Dean’s Office, focused the scope of its offerings in an effort to engage more alumni in the activities of the School. The FSBAA is led by key volunteers in the Mid-Atlantic region and beyond with a passion for strengthening the ties among alumni and between alumni and the School.

Highlights from the 2016-17 academic year include the following:

- Hosted nine public events.
- Hosted Fox alumni events in NYC and Chicago that focused on professional development and entrepreneurship, and brought together our alumni with faculty and staff.
- Hosted the first-ever College Council reunion, bringing former Fox student leaders back to campus.
• Facilitated 100 alumni-student mentorship pairs in the third year of the Global Mentorship Program, as well as in-person and online events in support of the program.
• Continued to expand their reach, by recruiting 24 alumni to run for open Board positions.

The Dean’s Council met in April to consider the subject of “The Future of Work.” Members continue to value their work and engagement. Believing their input to be heard and understood, they have requested a second meeting annually, which will occur for the first time in October 2017.

Additional 2016-17 highlights included the Fall Scholarship Reception, which was attended by over 100 student scholarship recipients and donors of endowed or expendable scholarships. Alumni also hosted receptions for alumni in Florida to assist with cultivation and solicitation of graduates.
FINANCIAL STRATEGIES

RESPONSIBILITY CENTERED MANAGEMENT

This was the fourth year under the new decentralized budget model, which the University calls Responsibility Centered Management (RCM). Partially in response to declining state support, the University developed the Temple Decentralized Budget Model, which seeks to promote efficiency and places a focus on quality service and revenue growth.

Several goals of this model include:
- Transparency in the budget system, which is easy to understand and well communicated.
- Alignment of the financial resources with the academic priorities.
- Accessibility to reliable data and standard reports to support the budget planning process.
- Promotion of shared governance to ensure broad understanding of participation in and fiscal matters among faculty and staff.

Furthermore, the Temple Decentralized Budget Model encourages innovation, entrepreneurship, and efficiency. This way, each school or college has more of a stake in the generation of revenue, and has the ability to capture more of the revenue for new strategic initiatives in the School.

The RCM Model was reviewed by the University in the fourth year, and Diana Breslin Knudsen was part of the Provost’s Committee that provided input to a consulting team that was brought in by the University to assist in the review process. Dean Porat played a major role in the review process in the Council of Deans and was also part of a sub-committee of the COD that also addressed the scholarship crisis that developed due to some poor projections by the previous administration in the Provost’s Office. The results of the review of RCM have not yet been released but it is anticipated that RCM will remain intact, though there will be some tweaks to the metrics that determine the allocated costs.

In RCM, the School retains the differential between the base tuition rate and what students pay in differential tuition for classes taken outside the School. Fox also keeps all of the tuition dollars for courses that are taken within the Fox School. There are assessments and allocated costs that the Fox School incurs in this model, but overall, the model has proved to be very beneficial to the Fox School. We have generated surplus revenues that are being invested in our renovation project of 1810 Liacouras Walk, which will provide the School with approximately 77,000 additional square feet. The School will, in fact, fund the entire 1810 and Speakman renovation project with donor support and carryover revenues, which is a first for the University.

AUXILIARY PROGRAMS

Additionally, over the last few years, a number of our departments have launched new programs, whose budgets were on auxiliary accounts such that the programs are on their own bottom line. This year we also had an on-load program convert to an auxiliary model and go to off-load teaching as a means of bringing revenue to the department. All of the auxiliary programs have brought additional resources into the departments and the School, and have allowed departments to become more strategic with their departmental operating budgets. We continued the 50/50 split of net revenue after expenses, which has been a very large incentive to run very efficient auxiliary programs. The auxiliary programs are primarily taught on an off-load basis.
The 50% surplus revenues from these programs are put into a department carryover fund that allows departments to draw from their resources to cover over-expenditures on their departmental budgets. These resources have been used to fund a variety of items, such as branding efforts for the department, computer upgrades, travel for faculty and doctoral students, increasing the monetary value of PhD student packages, honorariums for presenters, student workers in the department and tutoring centers, and data and software for faculty research, among others.

In addition, departments have also been sharing on a 60/40 basis the surplus revenues from summer school, which has also added to their carryover accounts. The School is charging an overhead rate of 17% for online or off campus programs and a 22% rate for face-to-face programs on campus. These rates are significantly lower than the overhead rate the School pays the university through its allocated costs and assessments.

CAFSBM passed a revision to the bylaws to create a formal Budget Committee, which is composed of five elected faculty and five appointed faculty. This committee, which is chaired by David Nash in the SGM department, met throughout the 2016-17 academic year and tackled the following agenda items:

- Fox strategic plan and key priorities
- Pricing decisions
- RCM review process and input
- Incentive structures
- Growth strategy for PMBA in western suburbs
- OBBA strategies for growth

The agenda for 2017-18 is looking at issues like the role of the Budget Committee in the review of new programs, which has been formalized as part of the process for new curriculum, and also further tackling incentive programs and pricing issues, as well as looking at the strategic plan and key priorities.
In the 2016-2017 academic year, the Marketing and Communications division reorganized itself to better service both Fox and STHM’s needs. The marketing communications team works to enhance the brand and reputation of both schools by engaging our alumni, peers, prospects, current students and other various stakeholders by producing engaging content and experiences. The Graduate Marketing team works to find new ways of attracting, nurturing, and converting the most talented prospects for our programs into students. The team does this by creating sophisticated marketing plans and tactics to engage prospects all of the world, as well as to support the recruitment efforts. The website team is charged with creating a digital experience that reflects the stature of the Fox/STHM brand.

The following encompasses the accomplishments for the 2016-17 fiscal year from the marketing, web, and communications initiatives, yielding positive feedback from Fox and STHM stakeholders and other key audiences:

**Marketing Communications – Lindsey Massimiani, Director, Fox and STHM Marketing Communications Department**

- Took a new approach of utilizing data of prior communications initiatives to help inform future strategies. This content audit was an important component of pointing the department in a new direction of creating content that helps showcase Fox as a thought leader moving into the years to come.
- Onboarded Contently, a content management & analytics technology platform and content strategy vendor. This allows us to better track engagement on digital content. This will transform how we are scheduling, producing, and tracking performance of all digital content across our various channels. At the same time, we started taking a digital-first approach to content and communications.
- Developed strategic plan for the Centennial, and began kickoff of celebration.
- Distributed two editions of the *Fox Focus Alumni Magazine*.
- Increased the School’s social media presence on Facebook, Twitter, and LinkedIn over the past academic year, including launching Facebook Live series and working with faculty on content to reach their own networks and engage peers. Developed a comprehensive social media strategy that is the guiding force for efforts this coming year.
- Produced and sent more than 200 e-blasts to support various external and internal Fox School and STHM ranking initiatives, events, news, and announcements.

**Web team – Ed Fischer, Website Manager**

- Unveiled phase one of the new Fox website, which features a new user experience and new content across most of the school’s pages.
- Created a modern micro-site designed to feature the Centennial. The site went live in mid-September.
The progress that the Fox School has made toward being recognized as the premier center of business management education for the Greater Philadelphia region would not be possible without the commitment of an outstanding administration and staff.

**Administrative Program Council (APC)**
The Administrative Program Council was created as a result of a 2014 focus group to coordinate professional development initiatives for mid-level management of the Fox School of Business administration. Since the inception, this committee has formalized a council to include an eight-person leadership team to create and implement programming. In the past year, this committee created and facilitated five events, such as orientations for new hires, professional development activities, and social engagements. To date, this council has impacted more than 250 employees.

During the 2016-2017 academic year, the APC hosted New Employee Orientations on November 17th and May 31st; facilitated *To Sell is Human,* a professional development workshop, with Eric Brunner on December 14th; and a staff appreciation week, which included a Lunch and Learn on Communication (May 16th), Facebook Workplace Overview (May 17th), and a social event on May 18th.

**New Hires**
We welcomed the following new members of the Fox staff during the period from August 1, 2016 to September 1, 2017:
- **Jacklin Altman,** Assistant Director, Institute for Business and Information Technology
- **Kaitlyn Amodei,** Assistant Director, Strategic Management
- **Monique Barrett,** Assistant Director, Fox and STHM Communications
- **Nicole Bonghi,** Admissions Counselor, Graduate Enrollment Management
- **Mary Charumilind,** Associate Director, MBA and Specialized Masters Programs
- **Kaite Choby,** Associate Director, MBA and Specialized Masters Programs
- **Zachary Cooper,** Technology Support Specialist, EMBA Program
- **Margaret (Peggy) Dence,** Associate Director, Risk Insurance & Healthcare Management
- **Brandon Evans,** IT Administrative Specialist, Fox Business Technology
- **Madeleine Hershberger,** Faculty Affairs Specialist, Dean’s Office
- **Rachel Johnson,** Associate Director, Center for Student Professional Development
- **Karley Karensky,** Video Production & Edit Assistant, Online & Digital Learning
- **Denise Krenski,** Director, Development and Alumni Affairs
- **Amy Kumpf,** Associate Director, MBA and Specialized Masters Programs
- **Pamela Lyman,** Assistant Director, Center for Student Professional Development
- **Donald Manigly,** Coordinator, Finance
- **Erin McShea,** Associate Director, Innovation and Entrepreneurship Institute
- **Randi Nemeth,** Assistant Director, EMBA Program
- **Stephanie Nissen,** Director, Graduate Enrollment Management
- **Brooke Norris,** Assistant Director, Graduate Enrollment Management
- **Meredith Okenquist,** Associate Director, Center for Student Professional Development
- **Ayana Pilgrim-Brown,** Assistant Director, Center for Student Professional Development
- **Emily Repshas,** Department Coordinator, Management Information Systems
- **Michelle Rosar,** Assistant Director, Graduate Enrollment Management
• Kimberly Sakil, Assistant Director, MBA and Specialized Masters Programs
• Nicole Schneider, Instructional Designer, EMBA Program
• Seth Turner, Senior Instructional Designer, EMBA Program
• Kelly Sharadin, Videogapher Associate, Fox and STHM Communications
• Elliott Sharp, Assistant Director, MBA and Specialized Masters Programs
• Abigail Shepherd, Assistant Director, Graduate Enrollment Management
• Debra Smith, Development Associate, Development and Alumni Affairs
• Andrea Staunton, Associate Director, Center for Student Professional Development
• Lakisha Stone, Coordinator, EMBA Program
• Tiffany Sumner, Senior Associate Director, Fox and STHM Communications
• Latosha Thomas, Department Coordinator, Marketing and Supply Chain Management
• Jamie Venice, Assistant Director, Graduate Enrollment Management
• Julie Wilkins, Associate Director, EMBA Program
• Casey Yoos, Assistant Director, MBA and Specialized Masters Programs

Title Changes/Promotions/Transfers
• Charles Allen, Assistant Dean, Undergraduate Programs
• Jackie Arnold, Senior Administrative Specialist, Dean’s Office
• Rachel Brown, Graduate Admissions Coordinator, Graduate Enrollment Management
• Debbie Campbell, Senior Vice Dean, Dean’s Office
• Lindsay Clark, Associate Director, Innovation and Entrepreneurship Institute
• Vanessa Couvertier, Coordinator, Accounting
• Kathleen Deegan, Senior Instructional Designer, Online and Digital Learning
• Jennifer Dilonardo, Senior Associate Director, Graduate Marketing
• Barry Griffin, Associate Director, Graduate Admissions
• Deborah Haak, Senior Associate Director, EDBA Program
• Valerie Henry, Executive Director, MBA and MS Programs
• Amanda Jaxeimer, Senior Academic Advisor, Center for Undergraduate Advising
• Melissa Juergens, Director, Graduate Marketing
• Aubrey Kent, Senior Associate Dean, Fox and STHM
• Ross Markman, Advisor II, Center for Undergraduate Advising
• Kelly O’Donnell, Assistant Director, Alumni Relations
• Joseph Ryan, Senior Associate Director, Research, PhD and Strategic Initiatives
• Jane Reimold, Associate Director, Development
• Debbie Riley, Senior Manager of Accounting/Finance, Dean’s Office
• William Rieth, Senior Director, Graduate Enrollment Management
• Eric Rivera, Senior Associate Director, OMBA Admissions
• Cassandra Saunders, Finance Accounting Coordinator, Dean’s Office
• Nicole Stilianos, Associate Director, Marketing and Supply Chain Management
• Joy Stroman, Advisor II, Center for Undergraduate Advising
• Phyllis Tutora, Director, CIBER and International Programs
• Jodi Weisberg, Director of Operations, Marketing and Communications
• Julian White, Senior Director, Undergraduate Advising and Honors
• DeAnn Willsey, Assistant Director, Accounting
Service Anniversaries
We also wish to acknowledge the major service anniversaries for the administrative staff who have dedicated themselves to the Fox School and Temple University for many years.

Fox School of Business
40 Years Diana Breslin-Knudsen, Senior Vice Dean, Dean's Office
35 Years Alan Izenman, Professor, Statistical Science
10 Years Vanessa Couvertier, Graduate Admissions Counselor, MBA and MS Programs
10 Years John Cummins, Professor, Risk, Insurance, and Healthcare Management
10 Years Sunil Wattal, Associate Professor, Management Information Systems
10 Years Camille Fallon, Associate Director, Center for Undergraduate Advising
10 Years Joseph Yeoell, Technology and Facilities Manager, Dean's Office
10 Years Kimberly Chervinski, Senior Associate Director, Online MBA/MS Programs
10 Years Ellen Higgins, Department Coordinator, MBA/MS Programs
10 Years Sudipta Basu, Professor, Accounting
10 Years Dwight Carey, Assistant Professor of Practice, Strategic Management
10 Years Elizabeth Gordon, Associate Professor & Merves Fellow, Accounting
10 Years Lalitha Naveen, Associate Professor, Finance
10 Years Elvita Quinones, Associate Director, CSPD
10 Years Claudia Bereshnyi, Assistant Director, Enrollment Management
10 Years Brandon Mayer, Associate Director, Center for Student Professional Development
5 Years Susan Feinberg, Associate Professor, Strategic Management and International Business
5 Years Ross Markman, Academic Advisor, Center for Undergraduate Advising
5 Years Jane Reimold, Development Associate, Development and Alumni Affairs
5 Years Barry R. Griffiths, Associate Director, Global MBA, MBA and MS Programs
5 Years Andrew Lovell, Associate Director of Industry Relations, Dean's Office
5 Years Amanda L. Jaxheimer, Senior Academic Advisor, Center for Undergraduate Advising
5 Years Hilal Atasoy, Assistant Professor, Accounting
5 Years Ron Anderson, Chair and Professor, Finance
5 Years In-Sue Oh, Charles E. Beury Professor, HRM
5 Years Brian Holtz, Associate Professor, HRM
5 Years Joan Allata, Assistant Professor of Instruction, Strategic Management
5 Years Xu Han, Assistant Professor, Statistical Science
5 Years Alexandra Carides, Assistant Professor of Instruction, Statistical Science
5 Years Lawrence Brown, Research Professor & Seymour Wolfbein Professor, Accounting
5 Years Charles Foster III, Academic Advisor, Center for Undergraduate Advising
5 Years Jill McGovern, Associate Director, Graduate CSPD
5 Years Naseem L. Brady, Associate Director, Finance
5 Years Gavin Farber, Academic Advisor, Center for Undergraduate Advising
5 Years Allana Hooper, Academic Advisor, Center for Undergraduate Advising

School of Sport, Tourism, and Hospitality Management
10 Years Wanda Williams, Administrative Specialist
5 Years Kristen Miah, Academic Advisor I
Recent Retirements
- Lillian Jackson, Secretary II, Undergraduate Advising
- Dr. Forrest Huffman, Finance – Professor Emeritus
- Dr. James Hunt, Marketing and Supply Chain Management – Associate Professor Emeritus
- Dr. James Portwood, Human Resource Management – Professor Emeritus

Special Recognition
We also wish to acknowledge those who have been recognized for their unique contributions to the Fox School, Temple University and the community.
- 2016 Musser Award for Excellence in Administrative Service: Janis Moore Campbell, Center for Student Professional Development
- Administrative Service Award: Deborah Haak, Doctoral Programs
- Administrative Diamond Award: Ellen Higgins, MBA/MS Programs
- Administrative Award for Outstanding Service to Students: Joseph Allegra, Management Information Systems
- Administrative Award for Outstanding Service to Students: Lindsay Marek, Center for Student Professional Development
- Administrative Award for Outstanding Service to Faculty and Staff: Jacqueline Arnold, Dean’s Office
- Administrative Award for Outstanding Service to Faculty and Staff: Christopher Miano, Online and Digital Learning
- Administrative Rising Star Award
  - Brisilda Doma, Human Resource Management
  - William Rieth, Graduate Enrollment Management
  - Laura Aboyan, Curriculum Management and Assessment
- Fox IT Administrative Customer Service Award for Outstanding Service to Students: Joseph Allegra, Management Information Systems

Fox and STHM Impact Awards
The annual Fox and STHM Impact Awards will recognize high impact group achievements. High impact group achievement includes service, teaching and research contributions such as a new curriculum, course or program, placement, research or reputational ranking, creating a successful activity or event, or creating a valuable resource. The goal of the IMPACT Awards is to recognize the high impact group achievements that define our community, move the school forward, and serve as a role model for others.
- Professional Development: The CSPD “Difference” in the Fox Degree
  Center for Student Professional Development
  Corinne M. Snell, Danielle Harlop, Janis Moore Campbell, Jill A. McGovern, Meredith Okenquist, Katie D. Scheuer, Megan Panaccio, Francesca Gonzales, Lindsay Marek, Pamela Lyman, Ayana Pilgrim-Brown
- Temple Analytics Challenge
  Management Information Systems
  David Schuff, Laurel Miller
- Temple Volunteer Income Tax Assistance Program
  Accounting, Human Resource Management, and Center for Student Professional Development
  Steven Balsam, David Ryan, Judith Flaxman, Sheri Risler, Dominique Kliger, Deann Willsey, Gwendolyn Bond, Meredith Okenquist
Inaugural Inductees into the Fox and STHM 25 Year Club

The 25 Year Club initiative is part of the pre-events to kick-off our Fox Centennial Celebration, which officially begins in 2018 and STHM’s 20th Anniversary also in 2018. We expect this initial event to be followed by an annual fall event, at which the incoming members of the Fox and STHM 25 Year Club will be inducted each year.

The 25-Year Club includes:

- All faculty, staff and administrators who have spent 25 years in Fox or STHM.
- Retirees who have spent 25 years or more in Fox or STHM.
- Faculty, who are now or were in other Schools or Colleges in the University, who have been at Temple for 25 years or more and spent at least 15 years in Fox.

We would like to thank the Fox and STHM 25 Year Committee for their hard work and dedication to this initiative, including: Steve Balsam, Gary Blau, Diana Breslin-Knudsen, Debbie Campbell, Debbie Riley, and Howard Weiss.

More than 50 Years of Dedication

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<th>Years of Dedication</th>
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<tbody>
<tr>
<td>Dr. William L. Holmes, Economics</td>
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<td>Ms. Lillian B. Jackson, Center for Undergraduate Advising</td>
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40-49 Years of Dedication

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<tr>
<td>Ms. Bonnie Averbach, Risk, Insurance, and Healthcare Management</td>
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<td>Dr. Richard E. Bernstein, Economics</td>
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<td>Dr. S. Jay Sklar, Legal Studies</td>
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<td>Dr. Karen S. Koziara, Human Resource Management</td>
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<td>Dr. Ira G. Shapiro, School of Sport, Tourism and Hospitality Management</td>
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<td>Ms. Louise M. Jones, Statistical Science</td>
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<td>Dr. James D. Portwood, Human Resource Management</td>
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<tr>
<td>Dr. Jagbir Singh, Statistical Science</td>
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1 Department at the point of departure from the Fox School or STHM.
2 Based on Seniority Date provided by Temple University’s Human Resources Department.
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<td>Dr. Rajan Chandran, Dean's Office</td>
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<td>Dr. Manak C. Gupta, Finance</td>
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<td>Dr. Samuel D. Hodge, Jr., Legal Studies</td>
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<td>Dr. William J. Stull, Economics</td>
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<td>Dr. Howard J. Weiss, Marketing and Supply Chain Management</td>
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<td>Ms. Diana Breslin-Knudsen, Dean's Office</td>
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<td>Dr. Herbert E. Phillips, Finance</td>
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**30-39 Years of Dedication**

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<td>Ms. Mae Renshaw, Ambler Student Services</td>
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<td>Dr. Fyodor I. Kushnirsky, Economics</td>
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<td>Dr. M. Moshe Porat, Dean's Office</td>
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<td>Dr. Michael F. Smith, Marketing and Supply Chain Management</td>
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<td>Dr. Rajeswararao S. Chaganti, Strategic Management</td>
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<tr>
<td>Dr. Terry A. Halbert, Legal Studies</td>
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<tr>
<td>Dr. Robert D. Hamilton, III, Strategic Management</td>
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<td>Dr. Michael W. Jackson, School of Sport, Tourism and Hospitality Management</td>
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<td>Dr. George M. Lady, Economics</td>
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<td>Mrs. Helen H. Robinson, Center for Undergraduate Advising</td>
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### 25-29 Years of Dedication

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MAJOR EVENTS IN THE FOX SCHOOL OF BUSINESS

Over the past year, the Fox School continued to increase the number and visibility of its sponsored events. It included a busy schedule of events, such as the Musser Awards Dinner, FSBM Awards Ceremony, and numerous IEI events, among numerous others.

Selected List of Events in the 2016-2017 Academic Year

- 7th Annual Interdisciplinary Symposium on Decision Neuroscience
- 17th Annual Women’s Entrepreneurship Conference and Hall of Fame Induction
- 18th Annual Research Roundtable Reception & Investiture Ceremony
- 20th Annual Musser Awards for Excellence in Leadership Dinner
- 29th Annual Awards for Excellence Dinner
- Accounting Conference
- Accounting Week events
- Actuarial Science/Society of Actuaries Reception
- Adjunct Networking Reception
- Alumni Weekend--Cherry On Reception
- AES Compliance Seminar
- AIB NE Chapter Meeting and iBEGIN Conference
- Alumni Student Mentorship Program
- AMA Regional Conference
- Analytics Challenge Finals
- Beta Gamma Sigma Awards Ceremony
- BlackRock Day 2016
- Business Honors Student Association Game Night
- Business Monday
• CAFSBM Award Ceremony and Reception
• CIBER/World Affairs Council Event
• College Council Blood Drive
• College Council Luncheon
• Construction Management Networking Event
• CSPD – Spring Connection/Leadership Retreat/Senior Reception/Advice and a Slice/Work Your Wardrobe/Cigna Day/Technology workshops
• DBA China Cohort Visit
• Design Challenge and InciteXchange
• Dean’s Council Breakfast and Meetings
• EMBA 2017 Welcome Dinner
• Executive DBA Orientation Reception
• EMC Advisory Board Events/EMC Case Completion/EMC Team Building
• Emonet Conference
• Finance Career Expo
• Financial Wellness Fair
• Fox Major/Minor Fair
• Fox MBA Connection Event
• Fox Online Teaching & Technology Awards
• Fox Strategic Leadership Retreats
• Fox School/School of Tourism Commencement/Graduation Ceremonies
• Fox School Undergraduate Open House
• FOX Discovery Days
• FOX Experience Temple Days
• Frederic Fox Lecture
• FSBAA Mentoring Kick-Off
• FSPS events - "I Love Temple" tabling event/ Philanthropy Week Bingo Night/ Pizza Taste Test
• Fuel Up for Finals
• GIS Alumni Student Mentorship Reception
• Global Day of Service
• Going Global events
• HRM Week Events/Semester kickoff/Company showcase/ Co-Op event/HRM Awards Banquet/Ice Cream Social
• IB Career Panel
• iBEGIN Workshop
• ICCC / EMBA Conference
• International Business Awards
• International Programs - African Ambassador Event Reception
• Israeli Innovation Fair/ Israeli Tech and Start-Up Event
• ITACS Advisory Council and Student Data Breach Challenge/Networking Event
• IT Career Fair
• IEI – Innovative Idea Competition and Awards Ceremony/Be Your Own Boss Bowl/Open House/Entrepreneurship Conference/ TUEA Social Entrepreneurship Workshop/ HYPE
Hackathon with TUEA/ Entrepreneurship Student Association 30 Under 30/ Entrepreneurial/Marketing Non-Profit Conference/IEI E-Ship Undergraduate Social

- IMA Conference
- IMA MAC Panel
- Impact Awards
- ISACA Philadelphia Event
- Law Weeks Events – Panel, Law School Fair, Law Scholar in Residence Speaker, Mock Admissions Panel, Naturalization Ceremony
- MACC Meet & Greet/Orientation luncheon
- MBA – MBA Essentials/GMBA Table Talks/MBA & MS Networking Night/MBA for a Day/OMBA Residency
- Mid-Atlantic Marketing Doctoral Symposium
- MSCM Career Fair/MSCM Banquet/ AMA Career and Internship Reception/ Consumer Insights Panel
- Musser Speaker Series
- New Faculty Welcome Reception/New Faculty Orientation
- New Student Networking Reception
- NSMH Northeast Regional Conference
- Office of Research and Doctoral Programs Welcome Reception
- Owl Fund Annual Meeting Luncheon
- Own Unveiling Celebration
- Parents Orientation Luncheon
- PhD Prospective Students Campus Visit/Welcome Reception/Paper Competition/orientation Luncheon
- PWC Case Competition Pep Rally
- Ranking celebration
- Research Paper Competition
- RMI Career Fairs, Risk Theory Conference, Welcome Back Reception, Math Competition, Case Competitions, Systemic Risk Workshop, Industry to Campus, AS/RMI Mix & Mingle, Employer Industry to Campus for RMI Intern Career Fair
- Salesforce Higher Ed Workshop Event
- Scholarship Reception for Donors
- Staff Appreciation Day
- Student Philanthropy Week Panel Event
- Student Professional Organization Fair
- Supply Chain Management Career Fair
- TAG Day - Thank a Donor
- Teaching Awards Ceremony (CITL)
- Temple Analytics Challenge
- Temple Futures Luncheon
- Temple Rome - 50th Anniversary - A taste of Rome/Lazio Event
- Temple Toast
- University Trading Challenge
- Urban Apps+Maps
- Veteran Networking
Women at Enterprise Panel
World Affairs Council of Philadelphia Global Economic Forum
Young Scholars Interdisciplinary Research Forum

20th Annual Musser Award for Excellence in Leadership
Gerard H. “Jerry” Sweeney, a leader in the real estate industry, whose career as a member of the Philadelphia business community spans nearly four decades years, was named the 2016 recipient of the Musser Award for Excellence in Leadership. This award is the Fox School’s highest honor for outstanding achievement, leadership, and commitment to the community by a distinguished member of the business community.

Sweeney is President, Chief Executive Officer, and Trustee of Brandywine Realty Trust, which develops, builds, and manages the nation’s leading Class A office and mixed-use properties. He has overseen the growth of Brandywine Realty Trust from four properties and a total market capitalization of less than $5 million to more than 33 million square feet of space and a total market capitalization of nearly $5 billion.

At the Musser Awards, hundreds of regional business leaders and officials gathered for the 20th annual event, which was held on November 16, 2016 in Mitten Hall. Tyler Mathisen, CNBC’s Vice President for Strategic Editorial Initiatives, continued his longtime role as Master of Ceremonies.

The Award was established in honor of the achievements and entrepreneurial spirit of Warren V. “Pete” Musser, Founder and Chairman Emeritus of Safeguard Sciences, Inc.

The Musser Awards also recognized achievement by members of the Fox School of Business and the School of Sport, Tourism and Hospitality Management communities. Last year’s winners were:

- Excellence in Teaching: Dr. Pallavi Chitturi, Research Professor, Statistical Science
- Excellence in Research: Dr. William W.S. Wei, Professor, Statistical Science
- Excellence in Faculty Service: Martin Doyle, Assistant Professor, Management Information Systems
- Excellence in Administrative Service: Dr. Janis Moore Campbell, Director of Graduate Professional Development, Center for Student Professional Development
- Excellence in Student Leadership: Ancy Thomas, FOX ’15
- Excellence in Alumni Achievement: Daniel Conway, FOX ’87

Proceeds from the dinner benefitted the Warren V. “Pete” Musser Professorship in Innovation and Entrepreneurship.

17th Annual Information Technology Awards Reception
Organized by Laurel Miller, the Seventeenth Annual Information Technology Awards Reception was held on April 4, 2017, attracting close to 400 professionals and alums from around the region.

Awards were presented to the following:

- Fox IT leader Award: Michael Bradshaw, Executive Vice President and Chief Information Officer of NBCUniversal
- Fox IT Innovator Award: Ned Moore, co-founder, Chairman, and CEO of Clutch
- Fox IT Award for Distinguished Alumni: Satbir Bedi, Chief Technology Officer of Scholastic Corporation.
In addition, awards were presented to the following from the Fox and University community:

- **Student Leadership Award**: Eric Koeck
- **Faculty Leadership Award**: Amy Lavin
- **Researcher of the Year**: Paul Pavlou
- **Faculty Teaching Award (full-time)**: Laurel Miller
- **Faculty Teaching Award (part-time)**: Anthony Messina
- **New for 2016, the Professional and Academic Achievement awards** recognize students using a formula that integrates both academic achievement and professional development:
  - Senior(s): Philip Tocci, Alexandra Iacovetti
  - Junior(s): Matt Oberst, Joshua Grover
  - Sophomore(s): Josh Veloso, Kyle Haberman
  - Freshman: Shray Patel, Cara Evans
- **New for 2016, the Community Platform awards** recognize excellence in the use of the Community Platform. The awards are funded from the Community Platform licensing fees:
  - BBA MIS: David Yastremsky and Sean Dougherty
  - MS DIM: Kristin Maranki
  - Faculty: Min-Seok Pang
- The Fox IT advisory board presented various scholarships.

### 29th Annual Risk, Insurance and Healthcare Management's Awards for Excellence Dinner

The 29th Annual Awards for Excellence Dinner was held on April 18, 2017, attracting more than 300 professionals and alumni from around the region. Our Keynote Speaker was John Haley, Chairman and Chief Executive Officer, Willis-Towers Watson. We were able to raise over $300,000 in sponsorships from our industry partners and alumni.

Distinguished Alumni Awards were presented to the following:

- **John Dormuth**, Class of 1993, H. Wayne Snider Distinguished Alumni Award in Risk Management and Insurance
- **Harry Shisslet**, Class of 1982, Bonnie Averbach Distinguished Alumni Award in Actuarial Science
- **Joseph Milicia**, Class of 2007, G. William Glendenning Distinguished Young Alumni Award in Actuarial Science
- **Kevin Johnson**, Class of 2009, Norman Baglini Distinguished Young Alumni Award in Risk Management and Insurance

In addition, awards were presented to the following students in Risk Management and Insurance and Actuarial Science:

- **Malik Grey and Matt Prestifilippio**, Joseph E. Boettner Award for Excellence in Risk Management and Insurance
- **Patrick Cohen and Timothy Ellis**, G. William Glendenning Award for Excellence in Actuarial Science
- **Kathleen Beck and Sean Preis**, H. Wayne Snider Award in Risk Management
- **Delaney Bryne, Nancy Barrett Baglini Award for Professionalism and Ethics**
- **Heba Raja**, Jerry S. Rosenbloom Award for Excellence in Employee Benefits
INTRODUCTION

On July 1, 2017, the School of Tourism and Hospitality Management (STHM) celebrated its 19th anniversary, since becoming an official school on July 1, 1998. In the past year, we got used to our new name - the “School of Sport, Tourism and Hospitality Management” (STHM), which better reflected the two newly created departments of the School.

Additionally, the School experienced major transitions in its leadership for the first time since its inception. Betsy Barber and Jeffrey Montague retired from their respective posts as Associate and Assistant Deans of STHM. Happily, they both continued to serve STHM. Dr. Barber returned to the faculty to teach in the Tourism and Hospitality department, while Jeffrey “retired” with a part-time appointment working for STHM Alumni Relations.

The School’s previous chairperson, Dr. Aubrey Kent, moved into the role of Associate Dean but was replaced after one year by Dr. Jeremy Jordan. Dr. Kent moved to the position of Senior Associate Dean for both the Fox School of Business and STHM. Finally, newly hired Dr. Heather Blackburn completed her first year as the new Assistant Dean for STHM.

Enrollment

Fall 2017 began with 968 undergraduate students, 190 MS-SB/MTHM students, and 16 PhD students, for a total of 1,174 students in STHM – the highest number ever. Minors, certificates, and non-matriculated students brought the total STHM headcount to 1,237. The incoming freshman class was one of the most academically talented groups in the School’s history, with average SAT score of 1175 and GPA of 3.45. STHM’s Honors Program enrollees averaged scores on the SAT of 1425 and GPA of 3.76.

Personnel

The past year saw a search for two Tenure-Track and two Non-Tenure Track faculty members in the Sport and Recreation Department, and one Non-Tenure Track in the Tourism and Hospitality Management Department. We successfully hired Dr. Gareth Jones from North Carolina State University (after a one-year post-doc here at Temple) and Dr. Lizzy Taylor from the University of Tennessee to the Tenure-Track positions. In Non-Tenure Track positions, STHM hired Dr. George Diemer from Chestnut Hill College to teach Sport Economics and Finance, and John Allgood from Oklahoma State to lead our new Executive Master’s Program in Sport Business. The THM Department hired Christine Cleaver to replace the departure of Dr. Erinn Tucker, who accepted a position at Georgetown University.
On the administrative side, STHM hired Kimberly Maynard in January 2016 as our new Assistant Director of Enrollment to recruit for Undergraduate Programs. Later in 2016, we hired Jamie Cann to join our marketing and communications team, and in 2017, we added Michelle Rosar to work with Michael Usino on Graduate Enrollment. Finally, we added Lauren McCullough to our advising team.

**Ranking**

The number of outlets that rank programs in STHM disciplines continues to grow. Currently, STHM ranks in the Top 25 in the US in six different publications for Tourism and Hospitality, including #12 in the US rankings from both “besthospitalitydegrees.com” and “create-a-career.org.” The School also received a “Best in Hospitality” Award from *Wealth & Finance* magazine for 2016.

In the Sport and Recreation Management area, “sports-management-degrees.com” rated STHM #1 in the US and “study.com” rated us in the Top 10. Sport Business International rated the MS Program in Sport Business as #7 in the US and #9 in the World amongst graduate programs.

In September, STHM’s Event Leadership Executive Certificate Program received the 2017 Haas & Wilkerson Gold Pinnacle Award, distinguishing it as the world’s best program of its kind. The program has won either Gold (7) or Silver (3) ten times since 2006.

**Research**

STHM faculty continued to be highly productive in contributing high level scholarship to their respective academies. In sum, STHM faculty and PhD students produced over 20 “A” level publications, and more than 40 articles in peer-reviewed journals overall. They conducted more than 40 academic workshops and presentations at national and international academic conferences, and had several “Best Paper” Awards from journals and conferences.

**Engagement**

Student engagement is a major point of pride for STHM. This past year, we continued new initiatives aimed at servicing our students at the highest level, including the STHM Passport and the STHM Student Ambassador Program. Industry engagement was strong for STHM with several Executive-in-Residence programs, STHM partnerships and sponsorships, and networking events prevalent throughout the year.

**Budget**

STHM remains in a strong financial position. The tuition revenues in the 2016-17 academic year were at record levels, and new programming for non-majors allowed for a decrease in the tuition transfer payments made to other schools and colleges. Increases in scholarship grants to STHM students were made, and will continue in the future. Investments in growth and innovation will be possible from resources carried forward. Changes in Temple’s assessment charges going forward are not anticipated to have a major budgetary impact.
SUMMARY OF ACCOMPLISHMENTS IN 2016-2017

1. Created a strategic plan and started implementation for the 20th Anniversary Celebration of STHM in 2018, which will coincide with the launch of STHM’s first Capital Campaign.
2. Hired two Tenure-Track faculty in SRM, and three Non-Tenure Track faculty members.
3. Offered courses at TU Rome for STHM majors and non-majors for the first time.
4. Initiated strong STHM brand-building campaign across the region.
5. Enhanced the Undergraduate Program offerings in both departments, by engaging an ad hoc redesign group to assess the current offerings; revisions are in process for fall 2018.
6. Successfully launched two new Online MS Programs – the Executive MS Program in Sport Business and MS Program in Travel and Tourism – in fall 2017.
7. Had two STHM concentrations approved for the Fox MBA Programs.
8. Created partnership with Fox MS Program in Business Analytics.
9. Generated more than $100,000 in external revenue from industry projects.
10. Approved new changes in STHM’s Bylaws.
11. Increased the CSPD’s 90-day placement metric from 90% to 93% (*for those seeking placement).

VISION, MISSION AND VALUES STATEMENT

VISION 2024
Located in one of the largest and most dynamic cities in the United States and with exceptional connections to industry, Temple University’s School of Sport, Tourism and Hospitality Management is recognized as a model of sustainable excellence in education, research, and service.

MISSION
The School of Sport, Tourism and Hospitality Management is the leading school for academically talented individuals from diverse backgrounds who are preparing for careers in hospitality, recreation, sport, and tourism management. By leveraging our location in a major hub of sport and tourism, we advance industry through high quality research, superior educational programs, and competitive business solutions. We are committed to the following:

- To educate, advocate, and communicate the importance of diversity and inclusion by fostering an inclusive and engaging environment to recruit, retain, and develop students, faculty and staff.
- To advance knowledge through relevant high quality research and doctoral training.
- To meet the leadership needs within our industries, by preparing students through high quality student-centered professional preparation programs.
- To enhance our industries by offering quality service to partner organizations.

VALUES
We transform lives while instilling these values in students in an effort to prepare the leaders for tomorrow’s world. Our goal is to produce graduates who are responsible leaders and stewards for the companies and destinations where they work and live. Our five core values guide our teaching and research, as well as the focus of the school.

- Knowledge – Expertise and skills acquired by a person through experience or education; the theoretical or practical understanding of a subject known in a particular field; facts and information, awareness or familiarity gained by experience of a fact or situation. The knowledge creation process includes creativity, critical thinking, and networking for change and innovation through complex cognitive processes of perception, reasoning, learning, communication, association and application
• **Professionalism** – professional skills, competencies or standards associated with a profession, attitude and behavior that reflect these. The ability to align personal and organizational conduct with ethical and professional standards that include a responsibility to the customer or guest and community, a service orientation, and a commitment to lifelong learning and improvement. Professionalism incorporates leadership, practicality, attention to services, concern for the relevance and timeliness of evidence, reflexivity, teamwork and partnership building skills, and proactivity.

• **Mutuality** – Diversity, inclusion, equity, humility, collaboration. Mutual respect is seen as a value grounded in human relationships that requires attitudinal developments that are evolving, dynamic and involve acceptance, self-awareness of structural inequalities, open-mindedness, empowerment, and ability to revisit one’s cultural understanding of the world.

• **Ethics** – Distinguishing between behavior that is right and wrong, the basis for good action and provides a framework for judging actions that are questionable. Ethical behavior means striving for actions that are deemed “good” based on principles and values, making such principles and values explicit and rendering the processes that lead to decisions transparent.

• **Stewardship** – Implies that the earth is a divine gift which we are permitted to use and take care of it for the benefit of future generations. Leadership in three distinct aspects of stewardship: sustainability, responsibility, and service to the community. Responsibility for the environment and the society and power and/or influence sustainability.

**STUDENTS**

Currently, there are approximately 1,174 students enrolled in STHM. The Undergraduate student population of 968 has 334 in the Tourism and Hospitality Management Program, 497 in the Sport and Recreation Management Program, and 85 in the Pre-Business program, plus another 56 enrolled in certificate programs. At the Graduate level, 190 students are enrolled in the Sport Business MS and MTHM (Masters of Tourism and Hospitality Management). The PhD Program has 19 students.

This summer, the School continued to plan its outreach to all new students by finalizing the orientation program with the STHM New Student Outing, which introduces STHM students to Philadelphia. The 13th annual event was held in August, and was attended by approximately 50 new students who were treated to a BIG BUS Company tour of Philadelphia, a run up the Art Museum steps imitating the famous Rocky run, and lunch with recreational activities at Dave and Busters!

In fall 2017, STHM continued year two of our Living Learning Community, housed in the 1940 Residence Hall. 35 incoming freshmen are participating in the LLC, which provides them with the opportunity to live and learn alongside their fellow STHM classmates. STHM participated in an LLC Excursion in August to Citizens Bank Park and the Philadelphia Marriott Downton, and alumni meet-and-greet sessions.

The incoming Master’s students were hosted for a 2 ½-day Orientation Program designed with faculty input in order to help incoming Master’s students jump-start their academic studies. The Orientation consisted of an alumni panel and presentations by faculty and administrators detailing academic expectations, as well as academic supports for incoming Master’s students. The Orientation also included a campus tour and a city tour provided by Philadelphia Trolley Works. A detailed survey was conducted at the end of the Orientation to help shape future events and programming.
UNDERGRADUATE STUDENTS

Fall 2017 Recruitment

- Received 850 applications for freshman admission – maintained exact number of applications as last year. Admitted 413 freshman – a year-over-year increase of 13.1%. 149 deposited freshman – a year-over-year increase of 15.5% – who had an average SAT score of 1175 and a GPA of 3.45.
- Enrolled three Honors students with an average GPA of 3.76 and SAT of 1425.
- Received 143 applications for transfer admission – a year-over-year decrease of 15.4%.
- Enrolled new transfer students in the Undergraduate Program with an average GPA of 3.09 with 68 deposited students (down 15%).
- Enrolled 88 freshmen in the Pre-Business Program, as a part of joint enrollment management effort between Fox and STHM. These students have an average GPA of 3.29 and SAT of 1091.
- Evaluated STHM’s presence at feeder high schools, and made visitations accordingly. Schools in the Philadelphia, Montgomery, Delaware, Chester, Bucks, Lehigh, and Northampton Counties were visited, providing opportunities to speak to classes related to the sport, recreation, tourism, and hospitality industries.
- Maintained partnerships with field-related high schools and community colleges, including the Academy of Hospitality and Tourism-Woodrow Wilson High School (Washington, DC); and LaGuardia Community College-Travel, Tourism, and Hospitality Club by providing field trip opportunities in-line with School lesson plans.
- Further developed relationships with local community colleges and updated existing articulation agreements to reflect program changes, and ease the transfer process.
- Continued to be proactive in attracting prospects to campus with the development and execution of prospective student days: Transfer Time (June), STHM Last Chance Glance (December), and a program-specific Tourism and Hospitality Lunch and Learn (November).
- Continued the STHM Parents’ Orientation for the parents and guardians of STHM freshmen and transfer students. The event aimed to create a collaborative relationship with parents as it relates to School services, policies, and resources. The event saw 88 parents attend in August 2017.
- Provided $1,000 to five incoming freshmen for the first-ever STHM New Student Scholarship, designed to increase yield percentages.
- Recruited 45 incoming freshman to participate in STHM’s Second Annual Living Learning Community, housed in the 1940 Residence Hall.

Advising

- Assisted STHM’s Senior Associate Director of Development and Alumni Relations and Assistant Dean in revising the scholarship process for the annual Scholarship Awards Dinner held in April 2017. The new online process increased efficiency and access for all parties involved. The number of applications submitted increased by 123%.
- Co-counseled and advised the third cohort of Pre-Business students with assistance from a Fox School of Business advising representative. Invitations to a variety of major and career workshops, information sessions, orientation, individual advising, and exclusive programming were extended to this cohort to ensure well-informed decisions are being made with regard to choosing a major and/or school. Approximately 48% of students from the third cohort transferred into the Fox School of Business.
- Collaborated with the Education Abroad office on several 2016-17 recruitment initiatives, including: participated in and provided student volunteers for Study Abroad Week (SAW), hosted information sessions specifically aimed at STHM students (i.e. STHM-Temple University Rome Bundle Package Program), and joined the review committee responsible for Temple University Japan (TUJ).
scholarship applications. In addition, STHM participated in the Study Abroad Grant program, sending the Associate Director of Student Services in the STHM Center for Student Services (CSS) to TUJ for a weeklong consulting networking experience in March 2017.

- Connected with the STHM student-athlete population by offering two workshops, led by the STHM Senior Academic Advisor, in the fall 2016 and spring 2017 semesters. These workshops focused on advising related matters, curriculum navigation, graduation planning and engagement. In addition, STHM CSS helped the Nancy and Donald Resnick Academic Support Center for Student-Athletes with recruitment for undergraduate tutoring options and visited their offices to present to student-athlete non-majors all of STHM major, certificate, and minor options.

- Continued to diversify academic advising appointment offerings by being accessible during peak periods on the weekends, evenings, and virtually. In addition, the STHM CSS expanded its walk-in hour service during peak periods by nearly 700% to ensure maximum accessibility to the student service office.

- Co-produced efforts with STHM’s Senior Associate Director of Development and Alumni Relations and former Associate Dean to spearhead the Marriot Scholarship Program. Specifically, the STHM CSS assisted with the selection process of students, specialized reporting and providing imperative student information for the mentor-mentee assignments.

- Earned a 93% completion rate for the 2016-17 academic calendar year with regard to the Electronic Group (e-Group) Advising initiative. The e-Group Advising tool is mobile-friendly, accessible beyond traditional business hours during the timeframe made available to students, requires participants to complete an exam to demonstrate their comprehension of the presentation in preparation for priority registration, and eliminates several logistical obstacles typically encountered when conducting sessions in person.

- Garnered an 83% retention rate (minus any students that graduated) in preparation for the fall 2017 semester, with regard to our 2016-17 unfavorable academic standing students due to the CSS retention strategies.

- Improved communication with undergraduate students by launching a text messaging system. The system can translate more than 70 languages, schedule reminders, provides photos, documents, voice clips and is real-time. Scholarship information, deadlines, exclusive opportunities and more are sent to recipients on a weekly basis to compliment any other communication measures (i.e. Weekly Connections Newsletter, social media accounts, etc.). For the 2016-17 academic calendar year, over 200-plus students signed up voluntarily with the interest growing by semester.

- Increased enrollment by 43% due to a collaborative marketing and awareness strategy involving Housing and Residential Life, STHM’s Admissions representative, and the Center for Student Services (CSS) team, as STHM enters its second year in preparation for the 2017-18 academic calendar. The STHM Living Learning Community (LLC) remains the largest community in the 1940 Residence Hall. Throughout the 2016-17 academic calendar, the STHM LLC hosted two off-campus excursions where participants interacted with STHM/Temple University alumni, faculty, staff, and industry professionals. In addition, our LLC students participated in exclusive life skills information sessions, professional development workshops, STHM Student Professional Organization (SPO) events and activities, and a variety of specialized opportunities held within three STHM courses: STHM 1113: The Business of Leisure, STHM 1211: Sport and Society, and/or STHM 1311: The Business of Tourism and Hospitality.

- Managed the Peer Mentor and Resident Assistant (RA) of the STHM LLC by holding bi-weekly meetings in fall 2016 and spring 2017 to ensure quality programming for the participants. In addition, these meetings, in collaboration with the STHM Center for Student Professional Development (CSPD), facilitated opportunities for assessment, program revision, the creation of new activities/events, and an open dialogue about student experiences.
• Maintained close to a 90% retention/on track progress rate with regard to the 2016-17 Fly-in-4 cohort in preparation for the fall 2017 semester. STHM’s fall 2016 cohort has the second highest retention/on track progress rate in comparison to Temple University schools and colleges.

• Participated in the spring 2017 Fox School of Business Minor and Major Fair. There were over 125 leads from the event, which exposed Fox students and non-majors to STHM certificates and minors. In addition, STHM students were made aware of minor options in Fox.

• Revised the invitation and vetting process for the STHM 4+1 Accelerated Programs to include the Department Chairs, in concert with the Manager of Graduate Services and Associate Director of Student Services in STHM. Both student service representatives collaborated to create internal electronic fillable documents that provides management of the selection process, efficiency with regard to advising and curriculum navigation, all communication materials, oversight of their academic performances, and tracking for assessment purposes.

• Supported the Academic Advisor Day in spring 2017 by providing student volunteers (Event Planning Association – EPA) to assist with all operational aspects of the event. This specific day highlighted the individual and collective accomplishments of advisors and/or student service units at Temple University.

**MASTER’S STUDENTS**

• Received 123 applications for the MS in Sport Business Program and 70 applications for the Master of Tourism & Hospitality Management Program. Admitted 85 students to the MS in Sport Business program and 50 students to the MTHM Program. Enrolled 64 new students into the on-campus Master’s Programs, compared to 67 students in fall 2016.
  o The MS in Sport Business admits have an average GPA of 3.37 and GRE of 150 verbal and 154 quantitative. The MTHM admits have an average GPA of 3.12 and GRE of 155 verbal and 146 quantitative. Of the admitted students to the on-campus Master’s Programs, STHM posted a yield rate of 48%.
  o For the inaugural Online Master’s Programs, 30 applications were received for the Executive MS in Sport Business and 18 applications for the MS in Travel & Tourism. Admitted 25 students to the Executive MS in Sport Business and 15 students to the MS in Travel & Tourism. Enrolled 34 students into the inaugural cohorts of the Online Master’s Program.
  o The Executive MS in Sport Business admits have an average GPA of 2.83, 10 years of work experience and GRE of 145 verbal and 141 quantitative. The MS in Travel & Tourism admits have an average GPA of 3.13, 5 years of work experience and GRE of 150 verbal and 155 quantitative. Of the admitted online students, STHM posted a yield rate of 88%.

• Maintained our web presence with a user-friendly prospective student site with focus on increasing traffic through digital marketing via digital display advertising, paid search advertising, and Facebook advertising, which was aimed at cultivating an increase in prospect submissions.

• Successfully migrated recruitment and admissions processes to Salesforce/Enrollment Rx and Watson via increased integration with the Fox MBA/MS team and the elimination of administrative redundancies.

• Continued on-campus events for prospective graduate students, including:
  o Behind the Scenes with STHM Logan Hotel Event (November 2016): prospective students interacted with current students and alumni, while meeting and greeting professionals from the Logan Hotel. Five prospective students attended. This event yielded three students.
Behind the Scenes with STHM Philadelphia Flower Show (March 2017): allowed newly admitted graduate students and prospective leads to interact with current students, alumni, faculty and staff while engaging with corporate industry partners. This event yielded three students.

Eagles Chalk Talk Event (April 2017): allowed newly admitted graduate students to interact with current students and alumni, while meeting and greeting professionals from the Philadelphia Eagles to engage an important industry partner. Six prospective students attended. This event yielded five students.

Increased collaboration with Fox MBA/MS Admissions to give STHM students access to powerful yield events:
- Collaborated with Fox for the “Fox/STHM Discovery Day” (October 2016 and February 2017) at Temple University. Event saw 16 and 11 prospective students, respectively.
- Collaborated with Fox for the “Fox/STHM Spring Reception” at Volver restaurant (March 2017). Event saw three newly admitted STHM graduate students attend.
- Collaborated with Fox for “Fox/STHM Signature Event” at the Cira Centre, featuring guest speaker, Dr. Lynne Andersson (April 2017). Three newly admitted graduate students attended the event.
- Collaborated with Fox for “Fox/STHM Social” at Garces Trading Company (May 2017). Ten newly admitted STHM graduate students attended the reception.
- Collaborated with Fox for “Fox/STHM Summer Reception” at the Philadelphia Zoo (June 2017). Eight newly admitted STHM graduate students attended the reception.

Expanded existing relationship between the graduate students and the STHM Administrative Office through on-campus events and increased activities in conjunction with the STHM Graduate Student Association (GSA), including: Welcome Back Social (August 2016), TU Football Tailgate (October 2016), Back of the House Tour of the Logan Hotel Philadelphia (November 2016), GSA End-of-Semester Gathering at Field House (December 201), Alumni Networking DC (February 2017), Phillies Stadium Tour, Alumni Panel, and game (April 2017), End-of-the-year Party (April 2017), and Graduating Student Reception at Smokin’ Betty’s (May 2017).

The Professional Development Series for Master’s students for 2016-17 changed from the mandatory sessions of the previous year. This year’s PD series began with a brief rated and subjective student assessment for each student that reviewed professional skills and abilities. These assessments were analyzed and helped us develop the initial individual development plans (IDPs) that were written for each student. The plan outlined suggested workshops, recommended next steps in their career planning, and included a reviewed and edited resume and cover letter. The following Graduate Workshops were offered:
- Road Mapping Success
- Enhancing the master’s Resume
- Reframing the Interview
- Enhanced Professional Communication
- Elevator Pitch
- Internship/Job Search Strategies
- Internship Information Session
- Mock Interviewing
- Networking
- LinkedIn

Participation in the PD sessions in AY ’16-’17 averaged 76%.

Additional Professional Development for International Students included a series of Business English classes hosted by Professor Christina Owings from Fox. Prof. Owings met with small groups throughout the year to help them hone their Business English competency.
Master’s students participated in STHM sponsored events, including the annual STHM Career Fair (November 2016), Executive-in-Residence events (1 event in fall 2016, 4 events in spring 2017), and Mastering the Industry Networking Event (April 2017).

**PhD Students**

The PhD students in the Tourism and Sport concentration at the Fox School of Business and Management had a productive year. We had 17 students enrolled full-time and three students enrolled off campus. Collectively, the students had 15 articles published or accepted in peer reviewed journals with nine in STHM A and 4 in STHM A- ranked journals. Thirteen unique students had articles accepted or published. The students made 20 conference presentations and received $16,100 from internal grants to support their research activities.

The Tourism and Sport Concentration had 27 applicants and made four offers in total admitting two new students from the following countries: South Korea and United States. The quality of students was comparable to last year with the average Master's level GPA was 3.30, Undergraduate GPA was 3.80, and their average GMAT was 620. Most notably was one new student who was part of an emphasis on recruiting domestic and under-represented future faculty. The concentration was awarded two fellowships (Presidential and University) for new students but these students declined the offer.

The concentration had five students graduate with four obtaining faculty positions:

- James Du: Assistant Professor, Florida State University
- Mark Diehl: Assistant Professor, Coastal Carolina University
- Bradley Baker: Private Consulting
- Christine Wegener: Assistant Professor, University of Florida
- Jason Steinmetz: Lecturer in Tourism, University of Surrey in UK

**Student Professional Development**

The 2016-2017 was a year of growth and development in the areas of new technology and programming for the Center for Student Professional Development (CSPD). The office was able to expand into more programming offered at the graduate level, while updating programming at the undergraduate level. The office also moved more offerings in online workshop formats to accommodate more students. Streamlining of the processes has been a main area of focus for the office with additional programming across a growing student population.

Highlights include:

- Online was a focus of the office this academic year. Several initiatives have been taken on to provide more workshops online, along with streamlining processes.
  - Moved all of the internship paperwork online in the undergraduate internship program. We no longer accept any paper documentation for the program, which makes it easy for students but also allows the office to have digital information on internship approval and offer letters. Online paperwork has also eliminated the need to distribute paperwork to faculty members at the start of the semester.
  - In collaboration with the Fox Center for Student Professional Development, we adopted several of their online resources for use with STHM students. This includes programs such as Big Interview and Hoovers. These programs will be expanded over the coming academic year with both the graduate and undergraduate population.
In collaboration with the Fox Online Instructional Design team, the office moved the entire CSPD Graduate Orientation to a custom built, online module within Canvas. This allowed graduate students to view important office information at their own convenience. It also allowed the office to collect information about the skills and backgrounds of the incoming master’s population to assess their professional development needs. In the coming academic year, Canvas will be expanded to include more resources on topics such as resumes, networking, interviewing and more.

All workshop offerings at the graduate level now have an option of in-person or an online session to allow for greater flexibility for students. The online version is scheduled over the lunch hour so students are able to participate at their workplace.

The office has formally adopted Canvas as a vehicle to undertake several initiatives with students. This includes all internship courses being moved to Canvas.

- The CSPD has taken over the management of the STHM Industry Related Hour requirement. In the past, this requirement was reviewed at the start of the Senior Professional Development Seminar course by the faculty. The office has taken on the responsibility now to manage the program with students from freshman to senior year. Moving forward, the CSPD will modify and streamline the industry hour process for students so the expectations are clearer on the requirements.

- Revised the graduate professional development program to be more focused and beneficial for students. This includes developing an overall plan for students in their first and second year of the program. Based on their incoming professional development assessment, the office will recommend specific programming to students based on where they may need to enhance their skills.

- Expanded the STHM Ambassador team and continued to develop these highly talented STHM students to assist with all School needs. The program has expanded over the academic year to include Ambassadors being utilized for other departments within STHM, such as marketing, and within the Fox School of Business for graduate enrollment events.

- Produced Corporate Recruitment and Information Sessions for the following employers:
  - Brooklyn Sports and Entertainment
  - Comcast Spectacor
  - Hershey Entertainment and Resorts
  - Hurricane Junior Golf Tour
  - Hyatt Hotels Corporation
  - Kalahari Resorts
  - Kimpton Hotels and Restaurants
  - Marriott International
  - Marriott Vacation Club
  - New York Jets
  - Philadelphia 76ers
  - Philadelphia Flyers
  - Salamander Hotels & Resorts
  - Saxby’s Coffee
  - Starwood Hotels and Resorts
  - The Madison Square Garden Company
Volunteer Activities

Coordination of various volunteer opportunities enhanced STHM’s visibility and community/industry involvement. The following is a partial list of organizations with which STHM students volunteered:

- 2300 Arena
- Access Sports Experiences
- After-School All-Stars Philadelphia
- Alex’s Lemonade Stand
- Ambler Bike Race
- American Association for Cancer Research
- American Athletic Conference Academic Symposium
- American Liver Foundation
- Back on My Feet
- BAM Boxing
- Big East Field Hockey Championships
- Black Women in Sport Foundation
- Boggs Chung Incorporated
- Boyertown Ball
- Cabrini College Athletic Department
- Campus Philly
- City of Philadelphia - Office of the City Representative
- City of Philadelphia- Philly Free Streets
- Commercial Real Estate Women
- Council on Hotel and Restaurant and Institutional Education
- Delaware Valley Fields Foundation
- Eastern Nursing Research Society
- Ed Snider Youth Hockey Foundation
- EnRoute Marketing
- Episcopal Academy
- ESM Productions
- Fox School of Business
- French Creek Triathlon
- Friends of Rittenhouse Square
- German American Marketing Inc.
- Get Your Rear In Gear
- Global Philadelphia
- Greater Philadelphia Hotel Association
- Haverford College Athletic Department
- Healthy Kids Running Series
- HootaThon
- JR Global Events
- North Broad Renaissance
- Operation Gratitude Day/PHLCVB
- PathWaysPA
- Pennsylvania Bio, Life Sciences Congress
- PGA Tour
- Philadelphia 76ers
- Philadelphia Chinatown Development Corporation
- Philadelphia Coaches Conference
- Philadelphia Cricket Club
- Philadelphia Flower Show
- Philadelphia Hospitality
- Philadelphia International Unity Cup
- Philadelphia Marathon
- Philadelphia Union
- Philadelphia City Hall Visitor Center
- Philadelphia Soul
- Philadelphia Tribune
- Philly2Night.com
- PHLDiversity
- PHLSports- NFL Draft
- Pitch In for Baseball
- ProCamps
- Radnor Township Recreation
- Reading Art Works
- Reading Terminal Market
- Risk Management Annual Conference
- Roberts Event Group
- Street Soccer USA
- TEAMS Sport Conference
- Temple University Athletic Department
- Temple University Career Center
- Temple University College of Science and Technology
- Temple University Health Institutional Advancement
- Temple University League of Entrepreneurial Women
- Temple University TURF Crews
- The Pennsylvania Horticultural Society
The STHM Internship Program continues to be one of the most visible elements of the School to partners in the industry. The program continues to expand not only in number of students completing internships, but also in the reach, students have in geographical location. The internship program remains highly rated among employers, and serves as a first point of contact for many employers to engage with the School. The success of students helps to continue driving the STHM brand in the Philadelphia region and beyond with many organizations now preferring STHM students over students from any other program or university.

The following is a summary of STHM’s internship placements for the 2016-2017 academic year:

Juniors: 174  Seniors: 178  Graduate: 57  Total: 403

The 2016-2017 academic year brought many new partnerships and locations where students completed internships locally, nationally, and internationally. Below is a sample of the internships locations:

- Bethlehem Steel FC (Allentown, PA)
- Bucknell University Athletic Department (Lewisburg, PA)
- Columbia Fireflies (Columbia, SC)
- Courtyard by Marriott New Orleans Downtown (New Orleans, LA)
- Downtown Denver Partnership (Denver, CO)
- Hyatt Regency Austin (Austin, TX)
- Hyatt Regency Waikiki Beach Resort and Spa (Waikiki, HI)
- International Gay & Lesbian Travel Association (Fort Lauderdale, FL)
- Island Green Living Association (St. John, VI)
- LeadDog Marketing Group (New York, NY)
- Missouri Mavericks (Independence, MO)
- Montage Mountain (Scranton, PA)
- New York Red Bulls (New York, NY)
- NFL Alumni (Mount Laurel, NJ)
- Pocono Raceway (Long Pond, PA)
- Special Olympics Arizona (Phoenix, AZ)
- United States Golf Association (Erin, WI)
- University of Maryland Athletic Department (College Park MD)
- University of Notre Dame Athletic Department (Notre Dame, IN)
STUDENT PROFESSIONAL ORGANIZATIONS & HONOR SOCIETIES

The following nine Student Professional Organizations (SPOs) continued to increase their membership and were active with their local and national chapters. The organizations engaged many industry partners as guest speakers, held fundraisers to support their endeavors, engaged a variety of community, non-profit organizations, and travelled to professional conferences and conventions. The SPOs serve as a strong source of STHM student engagement and provide our students with exposure to niches within the industry.

- American Hotel & Lodging Association (AHLA); 75 members
- Event Planning Association (EPA); 59 members
- Hospitality Sales and Marketing Association International/Destination Management Association International (HSMAI/DMAI); 86 members
- Meeting Planners International (MPI); 18 members
- National Society of Minorities in Hospitality (NSMH); 40 members
- Professional Convention Management Association (PCMA); 49 members
- Sport and Governance Association (SAGA); 96 members
- Sport and Recreation Professional Association (SRPA); 85 members
- Sport Marketing Association at Temple (SMAT); 36 members

In addition, Eta Sigma Delta, the STHM honor society for tourism and hospitality management, inducted 19 new members. Rho Phi Lambda, the sport and recreation honor society, did not have an induction in 2016-2017.

PROGRAMS

We developed two new Masters' Programs in 2016, which were approved for launch in fall 2017. The MS in Travel and Tourism will be ideal for those seeking a tourism focused curriculum to advance, or start, their careers in an industry that is a global driver of economic impact. The Executive MS in Sport Business is grounded in the Fox OMBA Program, and is targeted to professionals working in the industry. Students will take four Fox courses, and from that foundation, will then proceed to six sport-specific modules. For fall 2017, STHM admitted 35 students to these new programs.

In 2016, the Undergraduate Program implemented new minor options for non-STHM majors in Sport Management and Tourism and Hospitality Management. Three certificate programs were also approved by Temple’s Board of Trustees for non-STHM students. Currently, STHM has over 100 students in these various programs. The largest number of students selecting these programs come from the Fox School and the School of Media and Communications.

The PhD Program in Business Administration in Tourism and Sport Management has 16 students enrolled. The graduating students continue to be highly competitive in the educational community and receive assistant professor positions upon graduation. Graduates are currently working at many institutions, including the University of Florida, Florida State University, University of Denver, University of Minnesota, Loughborough University, Hong Kong Polytechnic University, Colorado State University, University of Surrey, Virginia Technology University, and the University of Houston.
The Event Leadership Executive Certificate Program exceeded its financial goals for the past fiscal year, growing revenue by 30% over 2015-16 fiscal year, while keeping expenses flat. The Program also exceeded expectations for enrollment this year to include:

- 96 students currently enrolled within the allotted two-year completion period and actively taking classes.
- 18 students who completed their portfolio this year and received their certificate.

The Certificate Program maintained the high quality of the students’ ratings, which were consistently 90 - 93% in the good and excellent category. The Program continued to receive recognition in the industry, having been awarded a Gold Pinnacle Award from the International Festivals and Events Association recognizing the program as the best in the world. This makes eight Gold and three Silver since the inception of the Program.

To date, 134 students have completed the Program and earned their certificates. These certificate holders are placed throughout the industry regionally, nationally, and internationally, and continue to contribute to our brand recognition. The Program also launched a new marketing campaign and developed a video in support of that program featuring three certificate holders who are highly recognized in the regional market.

Assurance of Learning
The Undergraduate Programs in Sport and Recreation Management and Tourism and Hospitality Management were re-accredited by COAPRT (Council for Accreditation for Parks, Recreation and Tourism) in 2014. The Assurance of Learning Programs put in place for that process remain intact and are the foundation of our work going forward.

Six key learning outcomes are identified and measured each semester:
1. Understanding critical management concepts.
2. Applying critical thinking to management problems.
3. Demonstrating effective oral, written, and visual communication.
4. Understanding issues in ethics and global citizenship (diversity, inclusion and stewardship impacting individuals and organizations).
5. Demonstrating ability to align personal and organizational conduct with professional standards.
6. Demonstrating stewardship including concepts of sustainability, responsibility, and service.

FACULTY AND RESEARCH

Research Productivity
STHM faculty members have continued their strong contributions to academic literature. Specifically, the faculty published 51 refereed journals, have another 16 “in press,” published five book chapters, and contributed 42 refereed or invited presentations at national and international conferences. In the past year, STHM faculty members have continued previous work in addition to procuring in excess of $75,000 in new projects. The Sport Industry Research Center (SIRC) was busy completing over 12 local, regional, national, and international projects. Our faculty members were involved in projects in Europe, China, Spain, and India, as well as all over the US.

Faculty Awards
- Dr. Jeremy Jordan won STHM’s Outstanding Research Award for 2016.
- Professor Rick Ridall won STHM’s Outstanding Teaching Award for 2016.
- Dr. Betsy Barber won STHM’s Outstanding Service Award for 2016.
- Dr. Joris Drayer won the “Best Paper” Award at the Sport Marketing Conference, and was inducted by SMA as a research fellow.
- Dr. Yang Yang and Jeremy Jordan were named to the Fox Dean’s Research Honor Roll.
- Dr. Jeremy Jordan was awarded a Temple Faculty Service Award.
- Dr. Ceridwyn King won the Robert Johnson Award for “Best Reviewer”, from the Journal of Service Management. She also earned “best paper” awards from both the International Journal of Contemporary Hospitality Management and the Journal of Hospitality and Tourism Research.
- Dr. Aubrey Kent won the Garth Paton Distinguished Service Award from the North American Society for Sport Management.

**DEVELOPMENT, OUTREACH, AND ALUMNI AFFAIRS**

STHM received a $300,000 grant from the J. Willard and Alice S. Marriott Foundation. Pledged over three years, this grant will provide 20 underrepresented students majoring in Tourism and Hospitality Management with $5,000 scholarships per year for the next three years. We also established the new STHM Travel Endowed Scholarship Fund with a donation from STHM friend, Sue Shapiro. We also received a pledge agreement for an endowed scholarship from STHM Dean’s Council Member and alumnus, Mike Marion. A scholarship honoring Associate Vice Dean Jeffrey Montague upon his retirement was also endowed. We received contributions from new and existing corporate partners. Reaching the annual goals for development allowed STHM to award more merit-based scholarships.

With the University raising funds for scholarships, engaging our alumni base is critical for our success. We had the highest percentage of alumni contributions to STHM in the School’s history. STHM continued its success in engaging alumni throughout the east coast with events in Philadelphia; Washington, DC; New York City; Boston; Atlanta; Nashville; Miami; Orlando; and Tampa.

**DEVELOPMENT**

Through fundraising efforts, $141,664 was raised for student scholarships. The School continued to engage alumni, develop stronger relationships with corporate partners and continues to cultivate loyal supporters and friends.

Attendance at alumni events continues to increase. The STHM Alumni Association received a grant for $4,000 to implement a mentorship program for alumni and students, which is scheduled to launch in fall 2017.

In addition, we achieved the following accomplishments:
- A total of $186,400 was distributed to STHM students through named scholarships.
- Fourteen endowed scholarships were awarded this year, including: the Joel and Lenore Lewis Abels Scholarship; the Delores Andy Scholarship; the Marie Baker Brown Scholarship; the David Bitman Scholarship (2); the Delores DeShields Scholarship; the Tamara Gilmore Scholarship; the Linda Higgison Scholarship; the John Mannino Scholarship; the Nicholas Anthony Rago Scholarship; the Ira G. Shapiro Scholarship; and the Gavin White Scholarship; the Harith Wickrema Sustainable Tourism and Hospitality Management Scholarship Fund; well as the STHM Travel Fund and Senior Seminar Scholarship (4).
- Five pass-through scholarships were awarded, which included the Steven Korman Scholarship Award (10), J. Willard and Alice S. Marriott Foundation Scholarship (20), STHM Alumni Association Scholarship, the Pennsylvania Wine and Spirits Association Scholarship, and the SKAL International Philadelphia Scholarship.
• STHM had a 6.3% participation rate in giving from its alumni.

• The Annual Dean’s Council Meeting was held in April, in conjunction with the Fox School of Business Dean’s Council Meeting. Members were invited to join the Fox Dean’s Council Meeting in the morning and the STHM Meeting was held in the afternoon.

• Students and their families, faculty, staff, alumni, and Dean’s Council members gathered in April for the STHM Scholarship and Awards Dinner to honor this year’s scholarship winners and awardees.

OUTREACH

• Attended various conferences to develop industry relations outside of the region, increasing awareness of STHM, and expanding internships and career opportunities:
  o BISNOW’s Lodging & Investment Summit (BLIS) gathers over 600 executives representing leading hospitality companies from across the country for a one-day event. The US economy has been growing steadily in the past few years and is forecasted to expand. Recovery in the US hospitality market has also gained momentum. RevPAR, particularly in gateway cities like Washington, DC, where there is high demand for accommodation, has improved significantly. A series of panels and keynote speakers dove into these topics and related industry trends.
  o 2016 National Recreation & Park Association (NRPA) – The NRPA Congress and Exposition is the largest exposition in the park and recreation industry, where speed sessions, high-level learning opportunities, best practice sharing, and networking events are at the core of the gathering. Staff and faculty attended to represent the Temple STHM brand and also participated as presenters. (St. Louis, MO)
  o The Hotel Experience 2016 (The HX) – The recently re-branded HX event features 1,400 exhibitors with thousands of products and services for hotels, restaurants, and other hospitality outlets. In addition to the exhibits, the Show offered more than 40 educational seminars, including opening day of conferences for either the hospitality or foodservice executive, dozens of exciting culinary demonstrations and competitions, and networking opportunities. Students, leadership and alumni all gathered for the show to promote the STHM brand.
  o 2016 Sport Marketing Association Conference (SMA) – Sport and Recreation Management program faculty attended the SMA Conference, which was hosted by the University of Georgia conference team. Over 300 of the top minds and practitioners in sport marketing gathered for a multi-day schedule of education, networking, and celebration of sport marketing research. The conference routinely delivers timely and relevant knowledge to the sport marketing academic and practitioner communities.
  o TEaMS ’16 Conference & Exposition – Hosted at Harrah’s in Atlantic City, NJ, TEaMS is the world’s largest gathering of sports-event organizers. It attracts more than 1,400 attendees including CEOs, executive directors and event managers from sports organizations as well as representatives from sports commissions and convention bureaus, corporate sponsors, event suppliers and other hospitality industry opinion leaders. STHM staff attended to network, attend sessions and strengthen relationships.
  o 2016 Graduate Student Research Conference in Hospitality & Tourism – STHM tourism and hospitality faculty attended this 23rd annual conference that provides a platform for networking and the exchange and fostering of cutting-edge research within the tourism and hospitality fields. Conference highlights include an industry keynote address and an evening welcome reception. This year’s host was University of Houston Hilton College.
  o 2017 Sports Industry Networking and Career Conference (SINC) – This Washington, DC-based conference brings students, recent graduates, and career changers together with leading executives in the sports business industry. The event is a unique opportunity for those passionate about breaking into the sports industry to interact and network with the industry’s top decision
makers to meet and do business. STHM continued its attendance and productivity there this year without a sponsorship but by supporting undergraduate and graduate sport management students that would benefit from the conference.

- **2017 National Society of Minorities in Hospitality (NSMH) National Conference & Career Fair** – NSMH is a student organization addressing diversity and multiculturalism in the hospitality industry, as well as the career development of student members. This year’s event was held in Jacksonville, FL and assistance from Hyatt Hotels Corporation enabled STHM student chapter members to attend. The networking, employer interviews, and resume workshops are always impactful for undergraduate students.

- **2017 National Sports Forum (NSF)** – This is the largest annual gathering of top sports marketing, sales, promotions, and event entertainment executives throughout a broad spectrum of teams and leagues in North America. Two days are devoted to the Case Cup Competition, which utilizes the skills Master’s students obtain in their programs. A team of students attended and competed, led by Dr. Joe Mahan. Panel discussions, networking events, and keynote speeches were also an important part of the event. Rick Ridall attended as well to build and strengthen industry partnerships.

- **SABR Analytics Conference, with support from Major League Baseball** – For the first time, MLB talent acquisition and diversity/inclusion professionals reached out to Temple STHM to offer the opportunity for students to attend this analytics-focused conference. STHM send two undergraduate students of a diverse nature to this event in Phoenix, AZ for professional development and networking.

- **2017 International Council on Hotel, Restaurant and Institutional Education Summer Conference & Marketplace** – The ICHRIE Conference is the global advocate of hospitality and tourism education for schools, colleges, and universities, offering programs in hotel and restaurant management, foodservice management, and culinary arts. Faculty from STHM attended the conference, conducted workshops with industry and paper presentations, participated on committees and served as moderators.

- **2017 Destination Marketing Association International Conference** – DMAI is the leading association for DMOs, CVBs, and state/regional tourism offices. STHM attended this convention for the third straight year. Taking place in Montreal, Prof. Michael Sheridan brought four undergraduate students for learning and exposure, following up on last year’s success. The event offers brand management insights and networking, specifically with the organization’s vast membership and industry partners.

- STHM again conducted its successful **Executive-In-Residence Series** during each semester, and facilitated several other executive guest speakers, including the following:
  - November 2016 – Hosted Brian Selander, Executive Vice President/Offensive Coordinator, Whistle Sports
  - February 2017 – Hosted Roger Dow, President and Chief Executive Officer, US Travel Association
  - March 2017 – Hosted Larry Miller, President, Nike’s Jordan Brand
  - March 2017 – Hosted Bill Siegel, Founder & CEO, Longwoods International
  - April 2017 – Hosted Jon Duncan, Vice President of Enforcement, NCAA
  - March 2016 – Hosted Dan Gallagher, Senior Vice President of Strategic Growth Initiatives with Comcast-Spectacor
  - Supported Dr. Jordan to host the Senior Women’s Administrator group from the American Athletic Conference for a student roundtable session on campus, meetings, and a networking reception at a center city restaurant
  - Supported Dr. Jordan to host the first ever American Athletic Conference Symposium on Student-Athlete Wellness at the Hilton Philadelphia Penn’s Landing Hotel
STHM conducted **relationship meetings** with key industry leaders to develop strategic partnerships and various student or school initiatives, including:

- Adam Hall, COO, Inside Sport Group
- Anh Phan, HR Manager, Salamander Resort & Spa
- Anthony McDonald, Guest Service Manager, Club Quarters Philadelphia Hotel
- Anuj Gupta, General Manager, Reading Terminal Market
- Ashley Maurin, HR Generalist, Philadelphia Union
- Ashleigh Mason, Director of Development, GF Management
- Ben Cobleigh, Sr. Director of Ticket & Inside Sales, Philadelphia 76ers
- Bill Salvatore, Leadership & Organizational Development Manager, City of Philadelphia Department of Parks & Recreation
- Brad Rittle, Senior Manager, Premium Partnerships, New York Jets
- Brendan Armstrong, Director of Campus Recreation, LaSalle University
- Brian Beacham, Assistant Director of Athletics Development, Villanova University
- Brian Duross, Director, Nike Coach of the Year Clinic (NJ)
- Brian Norman, VP of Sales, New Jersey Devils
- Brian Papson, Director of Marketing, Philadelphia Eagles
- Bridget Welz, Coordinator, PHL Sports
- Carol Watson, General Manager, Hotel Palomar
- Cecilia Gunawan, Guest Service Manager, Sheraton New York Times Square
- Christy Lee, Director of HR, The Study Hotel University City
- Craig Batten, Senior Sales Manager, Sheraton Hotel Bucks County
- Dave Leach, Sr. Associate Athletic Director for Recreation & Wellness, University of Pennsylvania
- Diane Almada, HR Manager, Loews Philadelphia Hotel
- Doug Mazzocco, Brand House Visual Merchandising & Presentation, Under Armour
- Ed Harris, Chief Marketing Officer, Valley Forge Tourism & Convention Bureau
- Fritz Smith, Vice President of Hotel Initiatives, Visit Philadelphia
- Giovanna Slaughter, Director of Sales & Marketing, Palomar Philadelphia Hotel
- Greg DeShields, Executive Director, PHL Diversity
- Greg Imming, Director, Group Sales, Philadelphia Union
- Greg Stafford, General Manager, The Logan Hotel
- Hannah Yoffa, Regional Marketing Manager, FLIK Hospitality
- Ilkka Korteseluma, Director of Sales, Philadelphia Flyers
- Jasmine McCrawford, Assistant Account Executive, MKTG
- Jason Manke, Director of Culture and Employment, Kalahari Resorts & Conventions
- John Adams, President, Philadelphia Soul
- Julia Assock, Head of Learning & Development, Reed & Mackay
- Julie Coker, President, PHLCVB
- Karen Malec, Associate Athletic Director, Event Operations, Princeton University
- Kelly Johnson, Senior Sales Manager, Sonesta Philadelphia Hotel
- Keri Fisher, Program Director, Careers through Culinary Arts Program CCAP
- Larry Meli, President, Delaware 87ers
- Lauren Capone, Marketing Coordinator, Philadelphia Flyers
- Lauren Swartz, Director, International Business Investment, City of Philadelphia Commerce Department
- Leah Moore, Community Engagement, ESF Camps
- Marc Wilken, Director of Business Development, City of Philadelphia Department of Parks & Recreation
Maria DiBenedetto, President & Partner, ACCESS Destination Services
Maria Montero, Director of External Affairs, Pennsylvania Convention Center Authority
Mariska Bogle, Executive Director, Philadelphia Hospitality
Mark Levin, Director, Salary Cap & Agent Administration, NFL Players Association
Mary Wright, Recruiting Director, ESF Camps
Michael Click, York Revolution
Mike Hain, Director of HR, Salamander Hotels & Resorts
Mike Paul, VP of Sales, Professional Sports Publications
Monica Schmidt, Director of Revenue Management, Kimpton Hotels & Restaurants
Nick Bayer, Founder & CEO, Saxbys Coffee
Oliver Weiss, National Program Director, Street Soccer USA
Paul Bencivengo, Vice President, Visit Bucks County
Peg Connor, independent consultant and tennis industry executive (HPERD alumna)
Petie Powell, Talent Acquisition Manager, Wells Fargo Center & Comcast-Spectacor
Phil Feather, Ticket Services Manager & Director of Internship Program, Philadelphia Phillies
Reed Longo, Experiential Learning & Strategic Development, Saxbys Coffee
Robert Mims, Pit Manager, SugarHouse Casino
Shalimar Thomas, Executive Director, North Broad Renaissance
Stu Cohen, Director of Ticket Sales, Brooklyn Nets/Brooklyn Sports & Entertainment
Sue Geyer, President, Greater Philadelphia Hotel Association
Tiffany Newmuis, Sr. Director, Community Engagement & Diversity Initiatives, Thomas Jefferson University / Hospital
Tom Hunton, Area Director, Shake Shack
Tyrone Brooks, Sr. Director, Front Office & Field Staff Diversity and Pipeline Program, Major League Baseball

External committee membership and participation by Andrew Lovell, Associate Director of Industry Relations:

- PHL Diversity Advisory Board – bi-monthly meetings to support projects, such as planning Business Opportunity Luncheon, supporting student attendance at NSMH Conference, supporting Lodging’s Diversity & Inclusion Conference, and representing at Hospitality Education Day
- Community College of Philadelphia Culinary Arts & Hospitality Management (CAHM) Department Advisory Committee – quarterly meetings with local tourism and hospitality educational leaders to help foster curriculum expansion and exposure opportunities within this program
- Cradle of Liberty Boy Scouts “Good Scout” Award Dinner Committee – two meetings prior to dinner to support hospitality leadership award winners, identify sponsors, and network/gain branding for the school
- Greater Philadelphia Hotel Association Hotel Olympics Planning Committee – serve on committee with hotel general managers and human resources professionals to plan the games and logistics for this annual team building day

STHM served as an official sponsor of events for the following organizations:

- Boy Scouts of America Cradle of Liberty Council “Good Scout” Awards Dinner
- Distributive Education Clubs of America (DECA) International Career Development Conference
- Fairmount Park Conservancy’s Annual Centennial Celebration Dinner
- Graduate Education & Graduate Student Research Conference in Tourism & Hospitality
- Gearing Up Pacesetter Awards Celebration
- Global Philadelphia Association World Heritage Celebration Dinner
The STHM Alumni Association consists of 4,199 graduates of both the Undergraduate and Graduate Programs. The STHM Alumni Association is led by key volunteers who make up the STHM Alumni Association’s Board of Directors. Their goals are to establish and strengthen the bond between the School and alumni; provide opportunities for alumni to come together to network and enhance ideas and professional expertise; and organize fundraising events to help support the Alumni Association, the School, and deserving students who are in need of financial aid.

Under the direction of the Director of Development and Alumni Relations, the Alumni Association continues to increase the scope of its offerings in an effort to engage more alumni in the activities of the School. Highlights of the past year include:

- Achieved 100% participation in giving from STHM Alumni Association Board Members.
- Organized a successful Homecoming Happy Hour with 40 alumni in attendance and a tailgate at the Temple Homecoming Football Game, in which over 100 STHM alumni and their guests attended.
- Held a very successful holiday party at the Twisted Tail with 115 alumni in attendance.
- Held regional alumni events – in Boston (20 attendees), New York City (60 attendees) and Washington, DC (55 attendees).
- Held a networking happy hour at La Peg in Philadelphia in May, with 60 attendees.
- Inducted David Mondress (MEd ’92), Vice President, Contract Research and Basketball Operations for BDA Sports, into the University’s Gallery of Success.
- Presented Carole Watson (’02), General Manager of the Hotel Palomar, with the STHM 2016 Outstanding Alumni Award, at the STHM Scholarship and Awards Dinner.
TECHNOLOGY AND FACILITIES

- New 85-inch Panasonic Touchscreens were installed in the 109 and 394 Speakman Conference Rooms. Also, reallocated two 75-inch Plasmas in Speakman 394.
- The newly upgraded STHM Dean's Suite in Speakman 111E includes the AV System Avalanche 60’ X60” D-Shape Collaboration Station, equipped with Extron Cable Cubby, HDMI AC Power Device Controller, Media Presentation Switcher, and LG 55-inch Digital Signage.
- Technology was upgraded to Solid State Drives (SSD) and Windows 10 for the Faculty, STHM Lab, CSPD Lab, and PhD Students.
- A new Samsung 75-inch Touch LCD monitor for digital Signage and Student Interaction Information Center was installed in the CSPD Hallway.
- LCD Dimming Energy Efficient lighting was installed in Dean’s Suite 111E.
- Faculty laptops were refreshed/upgraded to Lenovo X1 Carbon Thin Laptops.
- Loaner laptops were purchased for PhD Students with the research software package purchases to be installed, which include SPSS, AMOS, STATA 14, MPLUS, and NVIVO 10.

PERSONNEL

- Dr. Gareth Jones joined STHM as an Assistant Professor in the Department of Sport and Recreation Management. Dr. Jones’ research focuses on the impact of sport participation at the individual and community level.
- Dr. Elizabeth Taylor is a new Assistant Professor in the Department of Sport and Recreation Management. Her research focuses on women in sport, inclusion, and Title IX.
- Mr. John Allgood joined the Department of Sport and Recreation Management, and will provide valuable industry knowledge based on his experience as an industry professional. Additional, he will serve as the Academic Director for the new Executive Master’s in Sport Business Program.
- Dr. George Diemer will serve as an Assistant Professor in the Department of Sport and Recreation Management. His research focuses on sport economics and gaming markets.
- Ms. Christine Cleaver joined STHM as a full-time Assistant Professor in the Department of Tourism and Hospitality Management. Her area of expertise is event management and marketing.
- Ms. Jamie Cann, Assistant Director of Marketing, joined the STHM team in the spring of 2017. She will oversee the implementation of the strategic marketing and communications plan for the school.
- Ms. Michelle Rosar, Assistant Director of Graduate Enrollment, also joined STHM in the spring of 2017. She will be responsible for all recruitment activities for the four graduate programs in STHM as well as the graduate certificate programs.
- Ms. Lauren McCulligan, Academic Advisor I, joined STHM in August 2017, previously from the Klein School of Media Communication. She is responsible for advising students in the Tourism and Hospitality Management major as well as the Pre-Business student population.