



College of Business

AACSB International Maintenance of Accreditation

Annual Report

Academic Year 2016-17

The Year in Review: Highlights

The university completed a successful SACSCOC review and the College had a productive 2016-17 academic year, as well! SACSCOC approved our new QEP, *Degree Plus*, which focuses on the development of our students' professional skills, such as teamwork, leadership and communication. College of Business students enjoyed numerous engaged learning activities this year. The fall featured the second annual Pitch party in which six students participated in Cullowhee's version of shark tank. Finance students competed against 44 collegiate student teams in the Conference of State Bank Supervisors 2017 Community Bank Case Study Competition. Their consulting project on our local Integra Bank placed among the top fifteen teams in the country. A



Students attend 90th Annual Club Managers Ass'n of America's conference in Orlando



Zanglein achieves million-dollar circle award for external grants

A new student group, EPIC (Elevating Potential Imagination & Collaboration), organized its first Student Start-Ups Trade Show for student entrepreneurs to market their products. Students also took advantage of the wisdom of numerous outside speakers. Ryan Martin, a professional wheelchair basketball player in Europe and president of the Ryan Martin Foundation, which organizes wheelchair basketball programs for youth and wounded soldiers and consults with the NCAA and other collegiate athletic organizations

about wheelchair sports, visited sport management classes. Additionally, the Insights and Reflections speaker series hosted three speakers, while the Free Enterprise Speaker Series hosted five events.

Faculty were recognized throughout the year for their expertise, as well. Larry Trautman spoke on the NPR Dallas affiliate on the one-year anniversary of the leak of the Panama Papers. A western North Carolina NPR affiliate ran a story about David Tyler's rivalry research. An academic, peer-reviewed journal that publishes research and instructional resources relevant to accounting faculty and accounting education worldwide, *Global Perspectives on Accounting Education*, named Marco Lam its editor.



EPIC students, faculty present trade show on Central Plaza

Ed Wright was a keynote speaker at the North Carolina Project Management Institute on August 22, 2016 in Raleigh. His topic was Common Sense Strategic Planning. He also facilitated the introduction and negotiation between the NC Arboretum and the NC State University Tech Transfer office on the commercialization of the NCA Germplasm library. Angela Dills was among 36 participants chosen for "Homegrown Leaders," a program of the North Carolina Rural Center. Audrey Redford gave an invited guest lecture at James Madison University, sponsored by the Gilliam Center for Free Enterprise. Brian Clark spoke

at Vermont Law School and Tulane University on law student mental health issues, as well as at the Mecklenburg Bar Association's annual employment law continuing education program. Julie Johnson-Busbin won the Board of Governors Teaching Award, Vittal Anantatmula was named University Scholar and Joe Lakatos received the Last Lecture award at the annual university awards ceremony. A recent paper in *Economics Bulletin*, which ranks the research impact of 200 economics faculties at regional universities in the U.S. south based on cumulative citations in EconLit, ranked our Economics faculty 13th on the list of top 50. Our distance education programs continued to flourish. College Choice has ranked Western Carolina University among the 50 Best Online Bachelor's in Business Administration (#32). An *Online Student Satisfaction Survey* conducted by the university this year revealed that College distance students were impressed with their programs of study. WCU also made the U.S. News & World Report's list of the "Best Online Graduate Business Programs (non-MBA)," coming in at 52nd place in a lineup of 101 schools. In support of these and other efforts, the university launched a better platform for its online tutoring assistance for distance students, *Brainfuse*, providing 900 hours of online academic tutoring service for all subject areas.

VISION

The College of Business will be a leading educator of high-performance innovative leadership talent who are prepared to meet tomorrow's business and the region's evolving development needs.

MISSION

Western Carolina University's College of Business is a leader among schools of business in graduating baccalaureate and master's degree students primarily from the lower Appalachians and the Carolina Piedmont who are *Business Ready*® to meet the needs of industries, markets, and institutions.

STATEMENT OF VALUES

In pursuing our mission, the College of Business is committed to the following shared values:

- Integrity, Respect, Ethics, and Trust
- Intellectual Vitality: Passion for and Curiosity about Learning
- Engagement, Service, and Stewardship
- Globalization and Innovation
- Diversity, Inclusion, and Leadership
- Teaching, Learning, and Scholarship
- Excellence and Continuous Improvement

PHILOSOPHY

It is our philosophy that quality faculty who meet high standards in teaching, scholarly activities, and service are an absolute requirement in order to achieve this mission.

- In teaching, we adhere to the principles of the University’s QEP program with special emphasis on the impact faculty have on the lives and professional career development of their students. Graduates will achieve their high-performance and innovative leadership potential through a curriculum emphasizing active learning, involving academic studies enhanced by practical experience gained from engagement opportunities with businesses and economic and community development agencies in the region and beyond.
- In scholarly activities, we adhere to the Boyer model in defining those activities. There are four categories of scholarship which include:
 - Scholarship of Discovery
 - Scholarship of Integration
 - Scholarship of Application
 - Scholarship of Teaching
- Besides the more traditional service venues, faculty service will include work done for the college in helping to establish or further strategic collaborations as well as engagement in economic and community development consistent with our mission.

2015-16 Strategic Action Plan and Benchmarks of Progress

The development of WCU’s 2020 Strategic Plan (<http://www.wcu.edu/about-wcu/leadership/office-of-the-chancellor/wcu-2020-plan/>) was a year-long process that engaged a large group of individuals both on campus and off campus in 2011-12. Spearheading the university’s strategic planning process was the *2020 Commission*, a diverse and inclusive planning body that was charged with developing a shared vision for Western Carolina University – *Our Vision, Our Climb* – within the context of the university’s mission and budget, while reaffirming WCU’s commitment to excellence, student success, and external focus and engagement.

As a part of the process, the previous College of Business strategic plan was drafted in the context of the 2020 Strategic Plan. Input was solicited from all College of Business constituencies in meetings and through a strategic planning website, which allowed participants to reflect on what changes should be made to the College’s 2008-13 plan to further the mission of the college and align the college with the strategic goals and directions of the university in its 2020 Plan. As a part of this process, the terminology used in the College of Business plan was aligned with the terminology employed by the 2020 Plan. As proposed, the 2013-18 College of Business Strategic plan is comprised of six strategic directions which are supported by goals and action items, and measured annually by appropriate metrics.

Prior to the beginning of each academic year, the Strategic Planning Committee (“SPC”) reviews the Strategic Plan with three purposes in mind. First, the SPC evaluates the progress that the College has achieved on each strategic direction. Second, if specific goals or strategies need to be restated because they have already been achieved or the context under which they were developed has changed, then the SPC recommends changes. Third, the SPC assesses the need for new action items to be added to the Strategic Plan. In addition, the SPC reviews the College’s vision and mission statements.

Prior to the beginning of the budgeting process, the SPC conducts internal and external scans to determine priorities related to the Strategic Plan. Consistent with the College of Business Bylaws, the Strategic Planning Committee presents its findings and priorities to the College Faculty for feedback. After reviewing the SPC recommendations and faculty input the Dean sets the final institutional strategic priorities and budget parameters for the planning cycle. The

following tables provide a more detailed explanation of the progress and/or outcome achieved for the action items related to the college’s strategic goals and initiatives.

COLLEGE OF BUSINESS STRATEGIC PLAN	Planning, Budgeting and Assessment			
	TIMELINE	ASSIGNED TO:	ASSESSMENT	FINANCIAL STRATEGIES
Strategic Direction 1: Enrollment Management (2020 SD1)				
<i>Continuously improve the quality and diversity of our student body through controlled enrollment growth that is consistent with the available resources for high quality program delivery that fulfills the needs of our state and region.</i>				
Fall UG Enrollment • 1737 (↓2.5%) UG Degrees 470 • (↑43.7%)		Fall Graduate Enrollment • 301 (↓ 7%) Graduate Degrees 98 • (↓ 4%)		
Goal 1 – Review and strengthen as needed the College’s admission, retention, and graduation requirements for all students.				
Action Item 1 – Engage faculty by discipline in discussion about enrollment growth and planning	2016-18	Discipline Faculty, School directors, Graduate program directors	Re-evaluated online course rotations for all core courses in light of the increased online demand; met several disciplines to discuss goals of each discipline and enrollment growth; began offering the management minor online in a specific course rotation.	N/A
Action Item 2 – Engage faculty in discussion about quality and rigor in curricula	2016-18	Faculty, Collegial Review Committee, Curriculum Committee	GPA per course circulated to faculty in MESH for discussion; Grade distribution analysis completed for COB per section for previous 5 years; Average GPA calculated per discipline for previous year; Discussion in UG Curriculum committee regarding grade distribution and rigor; graduate faculty in MBA engage in discussion on “What do letter grades mean?”.	N/A
Goal 2 – Improve the recruiting process with an emphasis on increasing the quality and diversity of our student body.				

<p>Action Item 1 – Foster relationships with NC Community Colleges with planned visits to the Community College campus to meet with leaders in Business Programs and Student Affairs.</p>	<p>2014-17</p>	<p>CoB Advising Center, Directors, Faculty</p>	<p>Director of Advising visited SCC Macon County for WCU Day on March 15 and SCC Macon Early College Advising Day on April 25; Signed an articulation agreement with Isothermal Community College for a degree completion program in Hospitality & Tourism taught at Biltmore Park; Working to complete articulation agreement with Blue Ridge Community College for the same program as was approved at Isothermal Community College; Working on articulation agreement with AB Tech Community College for the same program as was approved at Isothermal Community College; MESH director met with Haywood Community College to discuss an articulation agreement involving Entrepreneurship; Director of Advising worked with the following NCCC to renew or establish Articulation Agreements with: Mayland Community College in Spruce Pine, Blue Ridge Community College in Flat Rock & Brevard, Isothermal Community College in Spindale, Gaston Community College in Dallas, and Surry Community College in Dobson for</p>	<p>N/A</p>
---	----------------	--	--	------------

			Surry and Yadkin Counties.	
Action Item 2 – Organize outreach and recruitment events at Community Colleges in the surrounding NC counties and outside of NC	2013-17	CoB Advising Center, Directors, Faculty	College Director of Advising met with UNC Transfer Advisor Committee during their campus visit on April 19 th ; Developed an “Articulation on Demand” plan for each of the college’s degree programs that is in sync with NCCCC equivalencies for distribution.	State funds
Goal 3 – Improve retention and graduation rates.				
Action Item 1 – Develop programming to increase student familiarity with the degree audit and decrease percent of students who do not clear for graduation	2016-17	Advising Director, Associate Dean, Faculty advisors	Director of Advising visited approximately 9 senior-level classes the first week of spring semester to discuss degree completion requirements, the graduation application process, the degree audit and other academic records; Visited 5 freshmen/sophomore level classes before the February 21st Advising Day to discuss Degree Audits, the registration process, and WCU academic policies and regulations.	N/A
Action Item 2 –Monitor program performance metrics	2015-17	Faculty, School Directors	Access to new platform, <i>Tableau</i> with reports to monitor operational program performance; Directors and Assoc. Dean for Academic Affairs consistently monitored the number of majors, the projected rotations of sections and the needs of the growing distance programs.	N/A

Goal 4 – Continuously improve the student body perspective on cultural enrichment, globalization and sustainability.				
Action Item 1 – Develop inclusive multiple response process for students who study away	2016-17	Advising Director, Associate, IPS liaison, faculty advisors, financial aid staff	Began process and routed nearly every student who studies abroad through the student’s meeting with Advising Director, Associate Dean for AA, appropriate director, appropriate faculty advisor and IPS coordinator.	N/A
Action Item 2 – Continue to work with existing partnerships and explore new potential	2016-17	Advising Director, Faculty, School Directors, Associate Dean, Dean, IPS Director	Developed agreement for 4+1+ graduate with Chinese consortium for MBA; Worked with University of Dortmund for GAP summer program; College advisor visited GMIT, Ireland with IPS coordinator in support of that partnership; Assoc. Dean visited Aruba on Erasmus grant.	N/A
Goal 5 – Develop a professional <i>Business Ready</i> culture in the College of Business, which includes strengthening ethical and professional behavior, developing and implementing co-curricular and experiential learning programs and prompting career planning.				
Action Item 1 – Launch Jobzology software for career assessment	2014-17	Director of Advising and UG Affairs	Link to the Jobzology log in was shared with all faculty for their students; facilitated acceptance by Career Services for university-wide adoption.	N/A
Action Item 2 – Provide forums for interaction among student leaders, faculty & administration	Ongoing	Dean’s Office, Advising Center	Sponsored annual fall kick-off; sponsored several speakers: <i>Insights and Reflections</i> <ul style="list-style-type: none"> Mr. Harvin Moore, attorney & former bank executive who went to federal 	N/A

			prison for bank fraud <ul style="list-style-type: none"> • Nick Heim '15, alumnus • Kemp Otto, Strategist with Wells Fargo Enterprise Transformation & Global Services Group <i>Free Enterprise Speaker Series</i> <ul style="list-style-type: none"> • Fernando Teson, FSU • Virginia Postrel, WSJ • Donald J. Boudreaux, Economist • Michelle Vachris, Econ professor, Christopher Newport Univ. • Sandra Peart, Dean, Professor of Leadership Studies, Univ. of Richmond 	
Action Item 3 – Consider changing bylaws to add student to SPC and to incorporate other changes	2016-17	Faculty	Under consideration	N/A
Action Item 4 – Evaluate best practices processes for internship supervision	2015-16	Center for Career & Professional Development, Curriculum Committee, student advisors	All disciplines except Sport Mgt, Marketing and Acct work through career services internship model with Blackboard delivery of learning outcomes and their assessment. Ongoing	N/A State funds
COLLEGE OF BUSINESS STRATEGIC PLAN	Planning, Budgeting and Assessment			
	TIMELINE	ASSIGNED TO	ASSESSMENT	FINANCIAL STRATEGIES
Strategic Direction 2: Innovative Curriculum				
<i>Develop and deliver Business Ready® career focused undergraduate business programs and strategically-focused graduate business programs consistent with a changing global business environment.</i>				
<u>Assurance of Learning Metrics</u> •				

Goal 1 – Maintain continuous curriculum assessment by the appropriate committees and departments.				
Action Item 1 – Integrate Business Ready into assessment activities	2016-17	AoL Committee, Faculty, Director of Assessment	Added “Business Ready” language to program learning goals; BSBA comprehensive assessment tool revised for the next assessment in fall 2017; added global learning goals to BSBA, BSE, MPM, MAcc which supports “Business Ready.”	N/A
Action Item 2 – Send AoL committee members to AACSB training seminars	Ongoing	AoL Committee, Faculty, Director of Assessment	Not sent 2016-17; plans to send 2017-18	State funds
Goal 2 -- Ensure curriculum improvement and implementation as identified by the assessment				
Action Item 1 – Monitor results with <i>Grammarly</i>	2014-17	AoL Committee, Faculty, Director of Assessment	As of Spring 2017, 1923 accounts created.	N/A
Action Item 2 – Continue subscriptions to Wall Street Journal & Bloomberg	2015-17	Dean’s Office	Subscriptions continued and 3 Bloomberg teaching awards given.	State funds
Action Item 3- Maintain communication with faculty through AoL newsletter and workshops	Ongoing	AoL Committee, Faculty, Director of Assessment	4: fall and spring newsletters, 17 student workshops, 4 faculty workshops.	State funds
Action Item 4 – Encourage <i>Quality Matters</i> training	Ongoing	Coulter Faculty Commons, Faculty	SM faculty started Quality Matters training and began the initial process for certification for the MSM program	State funds
Action Item 5 – Explore development of a BSBA major in Economics	Ongoing	Coulter Faculty Commons, Faculty	Courses in economics curriculum revamped through curriculum in preparation for proposal	State funds
Goal 3 – Update the curriculum based on a scan of the changing global environment.				
Action Item 1 – Provide support and opportunities for student study abroad in conjunction with Provost’s initiatives	2013-18	Dean, Associate Deans	Drs. Tyler & Lam led first catamount gap summer abroad program for incoming first year students; funded 19 students with study abroad scholarships.	travel support from non-state funds

Action Item 2- Propose Health Economics course	2016-17	Faculty, Curriculum committee	Course proposed and adopted into econ minor.	NA
Action Item 3 - Collaborate with HHS and FPA on business content within proposed new majors	2016-17	Faculty, Curriculum Committees	Proposal includes a MGT track with health economics required of all tracks.	N/A
Begin review process of MBA curriculum		Faculty Graduate Curriculum Committee	Review began & curriculum revised. Electives permitted with the option of grouped electives for concentrations: https://wcu.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=3c153571-0ecd-4077-84a7-b1d93fea77ea	N/A

COLLEGE OF BUSINESS STRATEGIC PLAN	Planning, Budgeting and Assessment			
	TIMELINE	ASSIGNED TO	ASSESSMENT	FINANCIAL STRATEGIES

Strategic Direction 3: External Engagement (2020 SD3)
Build and strengthen relationships that facilitate an exchange of knowledge with the business community, professional organizations, and other diverse constituents, in order to support regional economic transformation, community development, and student placement.

Students Consulting Hours SBTDC ~ 19,000 • (31%↑)
Partnership Companies for student projects 107 • (53%↑)

SBTDC	Clients served	Engagement hours
SBTDC Internships Spring 2016	75	501
SBTDC Internships Fall 2016	42	266
WCU Student Projects Spring 2016	66	12,403
WCU Student Projects Fall 2016	22	5,907
Total Student Engagement 2016	205	19,077
SBTDC Internships Spring 2017	11	53
WCU Student Projects Spring 2017	10	8566

Communication Metrics
Circulation list: 3000 (135%↑ •)

Goal 1 – Enhance engagement efforts.

<p>Action Item 1 – Engage students with local or regional businesses to support the University’s mission to support the economic transformation of the region</p>	<p>2013-18</p>	<p>Faculty/ Administrators</p>	<p>Finance case team consultation project with Integra bank; Professor Cagle coordinated a team of students to judge an entrepreneurship competition for the STEM-E Spring 2017 Conference, an event for junior high and high school students from the seven western counties of NC; Six MBA students participated in the Mission Hospital/MBA internship program; Senior Emily Ranson conducted an undergraduate research project examining the financial literacy of WCU students, and the parental and home life characteristics that contribute to a student being financially literate when they get to college; CEI and the COB sponsored two senior engineering student projects for the businesses. The first project, <i>Aegis</i>, modeled a novel approach to creating a roadway with imbedded coils that could continuously power an electric car. The other project engaged two business capstone teams with a student engineering capstone team for the commercialization and design of a new cervical collar for Ehlers-Danlos</p>	<p>N/A or state funds</p>
---	----------------	------------------------------------	---	---------------------------

			patients. One business team researched the patentability and FDA requirements for the invention and the second team investigated the market potential of the product. CEI provided 3 graduate students for compensated research project, two of which developed a business plan for the Mad Batter's new venture and the other provided marketing research for a Pinnacle Fund prospective investment.	
Action Item 2 – Engage faculty with local or regional businesses to support the University's mission to support the economic transformation of the region	2013-18	Faculty/ Administrators	Faculty delivered two training sessions on the Business Model Canvas for the Fall 2016 STEM-E High School conference, a program funded to work with Junior High and High School students throughout the western seven counties; faculty delivered two training sessions, "Branding your Business" and "Networking" at SCC as part of their one day Marketing Summit; Dr. Steve Henson provided marketing and communications support to a Goldenleaf funded project designed to support the rollout of tablets to all students and Smokey Mountain High School. We successfully completed a capital building campaign and a new \$3 million dollar gymnasium is currently under construction; Dr.	N/A or state funds

			<p>Busbin served as Chairman of the Board for Mountain Discovery Charter School in Bryson City; H&T faculty served as judges in the western NC student DECA competition held in 2016 at the western NC DECA student meeting in Asheville, NC, sponsored by the NC Dept. of Public Education; CEI provided professional development education to the senior staff at Cherokee Indian Hospital in Management (11-week program); CEI provided a consultant / facilitator to the NC Arboretum for development of a new strategic plan; Chair professor Lakatos conducted a webinar, <i>“Bringing Strategy to Life with the Balanced Scorecard”</i> for the Institute of Management Accountants.</p>	
<p>Action Item 3 – Explore establishing more partnerships with companies for graduate education opportunities</p>	<p>2013-17</p>	<p>Graduate Program Directors, Faculty, Dean’s office</p>	<p>Established partnership with Missions Health for an internship program with MBA students; MPM established a sponsorship program with NC-PMI chapter and PMI Piedmont Chapter to promote MPM program, which included inviting MPM faculty to be speakers in August and Sept.;</p>	<p>N/A</p>
<p>Action Item 4 – Engage faculty and students across the university with CEI</p>	<p>Ongoing</p>	<p>CEI, Faculty</p>	<p>A new, student-designed website was established for CEI; Faculty interested in</p>	<p>Organized by WCU R&D Corp and self-funded</p>

			engagement are submitting bios with 'fields of expertise' to the site.	
Action Item 5 – Explore student organizations for interest in regional engagement	Ongoing	Student associations, faculty, CEI, SBTDC	Fall 2016 Student Entrepreneur Business Idea Pitch Party featured six student entrepreneurs who presented their ventures to a live audience and a panel of business judges.	SBTDC training through Rural Center grant support
Action Item 6 – Involve the new Center for Free Enterprise in interdisciplinary economic development projects	Ongoing	Ed Lopez, Center for Free Enterprise, University faculty	Facilitated EPIC initiative; Funded finance student travel to Quinnipiac G.A.M.E. VII Forum in NY (3/17); Funded 7 summer research proposals; 3 faculty conference presentations; Funded Free Enterprise Speaker Series; Sponsored Weekend Student Seminar at Biltmore Park on the <i>Law and Economics of Vice and Crime</i>	Grant funds
Goal 2 – Improve communication.				
Action Item 1 – Provide faculty annual summary of curricular changes	2014 and ongoing	Director of Advising and Associate Dean	Summary distributed and archived on the H-drive.	N/A
Action Item 2 – Discuss annual AoL report in first curriculum meeting	2014 and ongoing	AoL Director & Curriculum Committees	Aol progress disseminated at first curriculum meeting.	N/A
Action Item 3 – Continue broad dissemination of the CoB newsletter	2015-17	Admn support	Three newsletters distributed to just under 3,000	N/A
Action Item 4 – Revive Dean's Update to Cob on a periodic basis	Ongoing	Dean	12 updates from the Dean were provided in 2016-17	N/A
COLLEGE OF BUSINESS STRATEGIC PLAN	Planning, Budgeting and Assessment			
	TIMELINE	ASSIGNED TO:	ASSESSMENT	FINANCIAL STRATEGIES
Strategic Direction 4: Faculty/Staff Development and Diversity (2020 SD4)				

Recruit, develop, and retain faculty and staff who continuously improve the teaching, intellectual contribution, and service effectiveness of the College and focus on ways to increase diversity.

Metrics: <u>Faculty T/TT: 51.5</u> <u>FT: 9</u> <u>Adjunct: 6.75 FTE</u> <u>Faculty FTE 63.75 • (2%↑)</u> Staff 7.5	<u>SP 2</u> <u>IP 6</u> <u>SA 56.25</u> <u>PA 0</u>
--	--

Goal 1 – Recruit academically qualified or professionally qualified faculty who demonstrate high potential for achievement.

Action Item 1 – Continue to support and strengthen the College’s Research & Teaching Seminars	Ongoing	Director of Assessment, Dean’s office & faculty, MBA Director	Continued participation in Appalachian research conference; Initial discussions on college programming.	State & non-state funds
Action Item 2 – Send faculty to AACSB programs on qualifications and impact	2015-17	Faculty and administrators	No one sent in 2016-17; plans to send at least one administrator in 2017-18	N/A
Action Item 3- Sync AFE faculty input and feedback with AACSB reporting requirements and qualification classifications	2016-17	Faculty	Initial requests revised based on last year’s feedback from faculty; new request for more targeted information sent to faculty in conjunction with AFE reporting	N/A

Goal 2 –Provide faculty with resources and opportunities to expand scholarly activities into all realms of the Boyer model.

Action Item 2 – Continue summer research support grants if funds available	ongoing	School Directors, Dean, Associate Deans	In conjunction with CSFE six faculty members were awarded \$5000 summer research grants	State funds
Action Item 2 – Continue to recognize scholarly activities with Awards	2014 and ongoing	Faculty, School Directors, Dean, Associate Deans	Engagement and research awards made to two faculty members at annual awards ceremony	Discretionary Funds
Action Item 3 – Support endowed professorship activities that encourage faculty-student research	ongoing	Endowed professors, faculty, students	Dr. Dills worked with a student research assistant to gather county-level data for local economic developers; Dr. Lakatos	Endowed funds

			authored a case study with an MBA student who is the CEO of an Asheville company. The student developed a Balance Scorecard (BSC) for the company that brought the company back to pre-financial crisis levels of performance. He is also sponsoring the student to attend a leadership training program at the University of Chicago, a new annual initiative;	
Goal 3 – Continuously improve staff skills and capabilities.				
Action Item 1 – Train relevant faculty and staff in <i>Curriculog</i> ®	2014-16	Faculty, Admn. Asst., Advisor	Several more faculty launched curriculum proposals this year on their own, in multiple disciplines.	N/A
Action Item 2 – Send support staff to available workshop and leadership opportunities	Ongoing	Support staff, administrators	Liz & Dona attended 6 trainings each; Teresa attended 15 workshops and/or leadership opportunities; Vicki attended 8 trainings; Sharron attended 5 trainings; Judy attended 5 trainings; Nancy attended 16 trainings.	N/A and state funds

COLLEGE OF BUSINESS STRATEGIC PLAN	Planning, Budgeting and Assessment			
	TIMELINE	ASSIGNED TO:	ASSESSMENT	FINANCIAL STRATEGIES
<u>Strategic Direction 5: Sustainable Infrastructure (2020 SD5)</u>				
<i>Facilities, technology and infrastructure are sustainable and support strategic priorities.</i>				
<u>Metric:</u>				
<u>Expenditures on facilities, technology, and infrastructure: \$70,794 (• 11.3%↑)</u>				
Goal 1 – Create an objective, transparent process for allocating resource support for both academic and non-academic programs in the College.				

Action Item 1 – Continue active participation in university budget hearings	Ongoing	Faculty, Administrators	College meeting and leadership meeting in support of budget process.	N/A
Action Item 2 – Support corporate structure for alternative revenue	2016-ongoing	Administration, Faculty	CEI report is attached as Appendix B	Organized by WCU R&D Corp and self-funded
Action Item 3 – Explore opportunities for grant writing	2016-17	Faculty	6 grant proposals were submitted for \$658161. 5 were funded for \$279,721. Brian Clarke replaced Jayne Zanglein on FDA grant;	
Goal 2 – Continuously improve physical facilities.				
Action Item 1– Support activities to refresh Forsyth	ongoing	Physical Plant	IT upgrade underutilized lab into a BYOD classroom; Computer classroom lab re-furnished with new furniture and computers general pool computer classroom; center of second floor remodeled to support two newly configured classrooms with one BYOD room; Student Lounge moved to first floor; new faculty offices added; planned for signage to recognize donors	State funds from classroom renovation fund and donor funds supporting the sales presentation space and the student lounge relocation
Action Item 2 –Use bulletin boards to publicize student associations	2014-17	Dean’s support staff, advisor	Student associations updated bulletin boards.	N/A
Goal 3 – Update support technologies compatible with contemporary and emerging global business and education practices.				
Action Item 1 – Explore with university officials as appropriate the	2013-17	Dean	Three new BYOD classrooms added; new thin client room on second floor	State funds

feasibility of virtualization technology				
COLLEGE OF BUSINESS STRATEGIC PLAN	Planning, Budgeting and Assessment			
	TIMELINE	ASSIGNED TO:	ASSESSMENT	FINANCIAL STRATEGIES
Strategic Direction 6: Resource Enhancement (2020 SD6)				
<i>Generate resources to support Strategic Plan Directions 1, 2, 3, 4, and 5 through our advancement, development, and fundraising efforts.</i>				
Metric:		Endowment \$8,566,751 • (~3%↑)		
Budget All Sources \$10,727,802 • (~3.3%↑)		Scholarships awarded \$175, 673 • (~2.3%↑)		
Goal 1 – Enhance advancement				
Action Item 1 – Work with new University Marketing Director to advance College of Business undergraduate and graduate degree programs	Ongoing	Associate Dean for Outreach & Engagement, Administrative Support Staff	The MBA program utilized social media ("Google click", Facebook ads), digital billboards and Pandora radio ads, and launched "Customize Your MBA" to promote our MBA's new specialties offerings; MBA created a mass-mailing distribution list (by person's name - CEO, CFO, HR-Dir) to companies with => 50 employees in Buncombe, Hendersonville, Macon, Jackson and Haywood counties (n>1800) to send a custom, personalized letter promoting the program twice annually; MPM collaborated with the university digital marketing director to advertise in Delta Sky;	State Funds; Differential tuition
Action Item 2 – Coordinate with new Director of Graduate School	2016-18	Associate Dean for Outreach & Engagement,	Graduate support specialists visited at least 2 companies (=> 50 employees) per	State Funds

recruitment to enhance CoB enrollment		Administrative Support Staff	month to hand out WCU MBA materials and promote the program; Attendance by director or support specialists Chamber, Rotary etc; MBA Director spoke to the Asheville Chamber of Commerce about small business ownership and touted the program.	
Goal 2 – Align development and fundraising efforts in support of the overall Strategic Plan				
Action Item 1 – Work with University Advancement to pursue University’s capital campaign	2014-20	Dean, Associate Dean for Outreach & Engagement, Strategic Planning Committee	Need full year advancement report and status of campaign	N/A
Goal 3 – Secure and build the college's endowment scholarships and program support to ensure college initiatives can be begun and sustained				
Action Item 1 – Raise funds to provide scholarship and program support for recruitment and retention of quality students at the undergraduate and graduate level	Ongoing	Associate Dean for Outreach & Engagement	The Golf Tournament raised \$14,579; named Accountancy program increased available scholarship support.	Non-state funds
Action Item 2 – Support the activities of the new liaison for the CoB in the Advancement Office	Ongoing	Associate Dean for Outreach & Engagement, Dean, Faculty	Include performance data for Bill	N/A

Priorities for the Next Academic Year

SPC will meet August 14, 2017 to review these priorities and plan’s action items for submission to faculty.

Appendix A: Capstone Engagement Projects

Appendix B: CEI Report



Highlights from the fall 2016 – spring 2017 academic year include:

1. For the academic year, CEI generated revenues of \$45,314 from for-profit activities including faculty consulting projects, professional education services, graduate student research, and related programs. Retained earnings at the end of May were \$16,045.
2. CEI clients for the academic year included: Appalachian State University, Cherokee Indian Hospital Authority, the Eastern Band of the Cherokee Indian, Jen (Nimmo) Comeau, the NC Arboretum, the Pinnacle Enterprise Fund LLC, Private Lab Results, Thomson Reuters LLC, UNCA - IT Services, the University of Kentucky, WCU, and the WRESA Organization.
3. CEI and the COB sponsored and provided oversight to two senior engineering student capstone projects:
 - a. The first, Aegis (see attachment 1), proved the design feasibility of an innovative transportation / energy concept. The students visualized a national roadway system where electric vehicles are powered by coils embedded in the roadway which transfer power to the vehicles. Roadway windmills and solar panels charge the electrical system to provide an ecologically efficient system.
 - b. The second project, EDS Collar, was a joint COB and COE student teams' venture. The Engineering students created a design for a new medical cervical collar for Ehlers-Danlos Syndrome (EDS) patients. The business student teams investigated the patent and FDA feasibilities of the product and its market potential. CEI funded the patent application for the student design in exchange for the right of first refusal for its commercialization. This project was advised by Dr. Candace Ireton of Mission Health who is an expert in the field of EDS.
4. CEI provided executive training to the senior leadership team at Cherokee Indian Hospital for eleven weeks in the spring semester. The executive team plans to utilize this curriculum throughout the organization to foster a more engaged culture at the facility.
5. CEI provided consulting and facilitation to the senior leadership team at the NC Arboretum in the creation of a new strategic plan for the organization. As state funding has continued to dwindle, the plan focuses on business development and opportunities to generate additional revenues for the organization.
6. CEI provided Project Management training to IT professionals at Appalachian State University and UNCA.

7. CEI provided DNA and cremation remains testing to Private Lab Results at various times over the academic year.
8. CEI provided professional education training to approximately 20 middle and high school teachers as part of entrepreneurship training for the classroom (WRSEA Organization).
9. CEI established a new website to be used to market its services to the community. A marketing plan will be created by students in the fall of 2017.

Aegis Project – Engineering Capstone Project

Prometheus Industries Homoaegis (working name) Roadway

The Homoaegis Roadway (hereafter referred to as the Aegis) is a roadway that is meant to bring the world in to a new age. The plan for the Aegis is to create more energy than necessary for all nations, make the roadways safer, remove the need for above ground cellular towers and power lines, bring internet to the entire roadway, and to have a more sustainable roadway from creation to end of the products lifetime (the roadway will have a sidewalk, kiosks, and tires that will go with it). The Aegis will create energy in 7 different methods as listed hereafter: solar energy, pneumatic energy, hydroelectricity, crystal resonance, wind energy, thermal energy, and induction.

The induction system will serve many different purposes. It will be used to heat the roadway which will continuously remove snow and ice from the roadway creating a safer driving environment. It will also be coupled with the creation of a tire with help from tire companies and vehicle companies. The tire will have copper or another magnetic material within it and as it runs over the induction system it will charge a cars battery. This will create a boom in the electric car industry and begin to remove gas as a source of energy. The electric cars will no longer need to have really fancy batteries made in ways that are very harmful to the environment and will be able to travel without a limit to their range.

The water that is used for the hydroelectricity will actually be based off of a slow moving water system which creates energy and very little thermal heat. The water will also be purified and then returned to ground water. This essentially allows for more ground water which replenishes the natural aquifers that we draw our water from, which will help with the water crisis that many states are having. Each section of the roadway will have its own water system but be able to connect to all the other systems if necessary in an event such as a flood. This will spread out the water along the entire road system allowing for greater flood control. Specific sections will connect to the main water lines to allow for two-way flow from water plants in case they need more time to process the water or have more than they can handle.

The roadway will have an LED display which will send caution signals such as red light ahead, object in roadway ahead, or any other messages needed. If there is an object in the roadway the weight will be detected by the pneumatic system and if it is between a certain weight range the object will be illuminated as it moves and the message sent down the road.

Another cooperation between car manufacturers will be implemented in those with internet connectivity. The road will be able to manage and control the speed of these vehicles dynamically based on the cars ahead and behind and traffic ahead. It will not allow more than 8 over the speed limit and 8 under the speed limit in normal conditions. As well if the car crosses the rumble strips more than x times in a given time period the roadway will pull the car over to the side of the road

and turn the motor off. The driver will then have to answer a sequence of questions to continue on their way this will also occur if the car is driving sporadically such as a drunk driver would do. This will help limit impaired driving.

The roadway surface will be created from a biodegradable material in which every molecule is coated in an insoluble, non-degradable, non-toxic, breathable s material. The material will become biodegradable after a simple reverse process which will remove the non-biodegradable substance to be used for the next roadway piece. The roadway is planned to be 3D printed in large sections as needed per each roadway. Along with the creation of this roadway I am wanting to optimize the road system of the united states using GIS information, in order to create curves which will hit all points on a map that existing roads hit but with fewer roadways and overall size. The roadway surface and outer packaging will be flexible to a degree which will allow it to be damaged less by earthquakes.

All pieces within this roadway will be plug and play so that there will not need to be skilled labor which will help create more jobs than it will remove. The circuit boards are hoped to be created using organometallics and sustainable materials for even greater recyclability. In order to make the roadway as simple as possible to perform all the worker will need to do is insert a special key and then the roadway will be lifted by two large parallel pneumatic cylinders to provide access.

Appendix C: AoL Assessment Results

Appendix D: CSFE Annual Report



Center for the Study
of Free Enterprise

2016-17 Annual Report
Director: Edward J. Lopez
Date: June 19, 2017

CONTENTS:

- I. Organizational Background
 - A. Center Mission
 - B. Center Activities & Deliverables
 - C. Center Reporting and Organizational Structure:
 - D. Center Organizational Timeline
- II. Approved Projects Receiving Center Support (AY 2016-17, and Summer 2017)
 - A. Student Engagement Activities
 - 1. EPIC Initiative (Elevating Potential, Imagination & Collaboration)
 - 2. Global Asset Management Education VII Forum
 - B. Student-Faculty Research Projects
 - 1. Barbara Jo White, Professor, CIS with undergraduate CIS major
 - 2. Marco Lam, Assistant Professor, Accounting with undergrad ACCT major
 - C. Faculty Summer Research Projects
 - 1. Thomas D'Angelo, Assistant Professor, Accounting
 - 2. Nathan Johnson, Assistant Professor, Management
 - 3. Todd Creasy, Associate Professor, Project Management
 - 4. Steve Ha, Professor, Economics
 - 5. Ed Wright, Professor, Management
 - 6. Angela Dills, Distinguished Professor, Economics
 - D. Faculty Conference Travel
 - 1. Bob Lahm, Appalachian Business Research Symposium
 - 2. Steve Ha, Appalachian Business Research Symposium
 - 3. Audrey Redford, Association of Private Enterprise Education
- III. Center Events/Activities
 - 1. Global Spotlight Series: Panel Discussion on the Global Drug Trade, February 20, 2017
 - 2. Free Enterprise Speaker Series, February 16, 2017, Michelle Vachris, Professor of Economics, Christopher Newport University, "Pride & Profit: The Intersection of Jane Austen and Adam Smith"

3. Free Enterprise Speaker Series, March 13, 2017, Donald Boudreaux, Professor of Economics, George Mason University, “The Elemental Case for Free Trade”
 4. Weekend Student Seminar, March 31-April 1, The Law and Economics of Vice, Crime, and Policing”, WCU Biltmore Park
- IV. Economic Education
 - V. Building the Organization
 1. Advisory Board
 2. Center Director
 3. Administrative Personnel
 4. Public Face: email, web, social media, branding
 5. Scholarships
 - VI. Budget
 - VII. Looking Ahead

I. Organizational Background

The Center for the Study of Free Enterprise at Western Carolina University (CSFE) was established on December 4, 2015 by a unanimous vote of WCU’s Board of Trustees (BOT). The BOT approved a mission statement and a list of activities & deliverables that together serve as the Center’s guide to operations.

A. Center Mission:

As a university Center housed in the College of Business, the mission of the CSFE is:

To provide economics research and thought leadership on issues pertaining to economic development in North Carolina, the region, and beyond, by conducting scholarly inquiry, policy analysis, educational activities, and community outreach on the role of free enterprise in a flourishing society.

B. Center Activities & Deliverables:

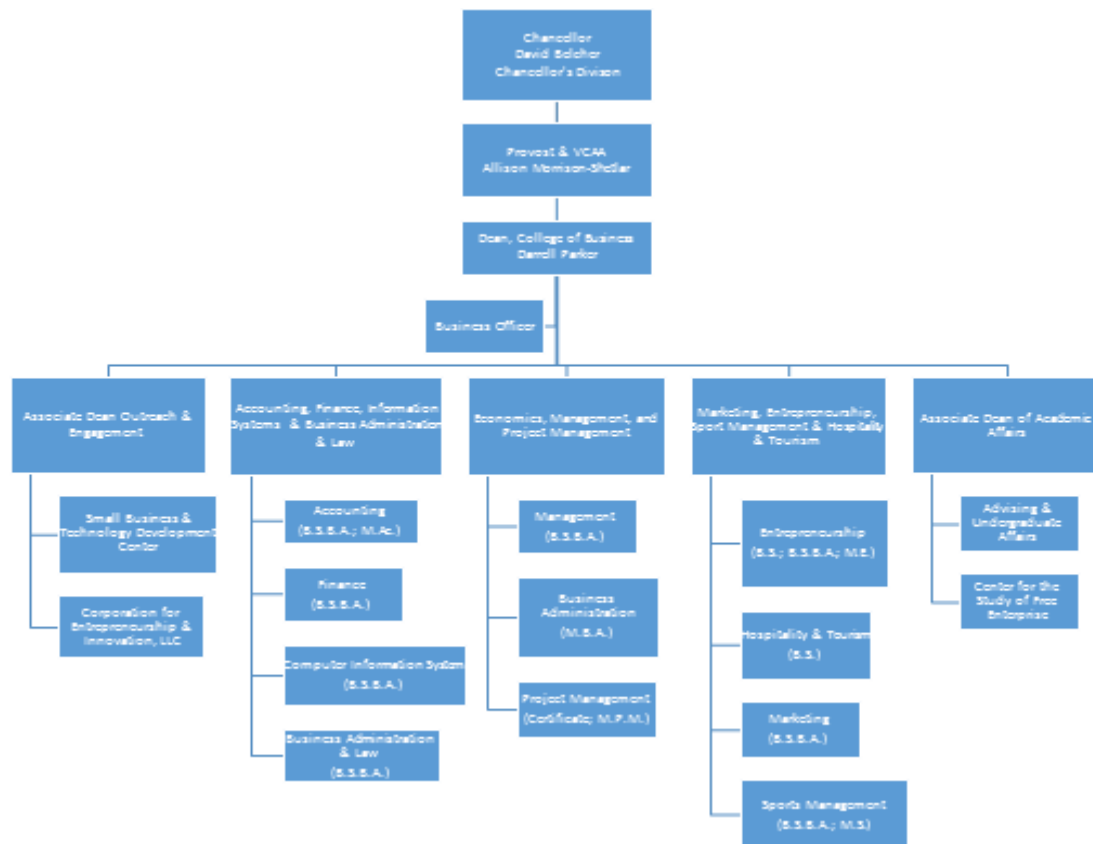
The scope of CSFE is anchored to the activities and deliverables as approved by the BOT. During its first year, the Center has either initiated future projects or supported completed projects within all eight categories, as detailed in Part II below.

1. Host a guest speaker series on campus, open to the campus and community, to pursue the Center’s mission as a forum for exchanging ideas related to free enterprise.
2. Produce and distribute a number of externally peer-reviewed research reports on timely and important topics related to economic development.
3. Host research seminars, workshops, and other events to support the development of sound research reports.
4. Host conferences and other public events to discuss and disseminate Center research findings.

5. Fund faculty travel to present at professional conferences, on college campuses, and before business & community groups.
6. Sponsor student scholarships for research assistance and faculty-student research projects. Fund student travel to present at student-research conferences and jointly with faculty at professional conferences.
7. Provide content and host training programs for K-12 teacher education in the area of free enterprise.
8. Produce an annual report on the management of the Center.

C. Center Reporting and Organizational Structure:

The BOT established the CSFE as a university-wide Center housed in the College of Business. The Center Director reports to the Dean of the College of Business, through the Associate Dean for Academic Affairs.



D. Center Organizational Timeline

Fall 2015 Center proposal is brought forward by Professor Edward Lopez and Dean Darrell Parker. Proposal vetted and discussed by faculty and administration. BOT approves Center and appoints Edward Lopez Director, December 4, 2015.

- Spring 2016 Provost Alison Morrison-Shetlar and Faculty Chair David McCord convene Implementation Advisory Board to recommend organizational structure and charge for CSFE's ongoing Advisory Board.
- Fall 2016 Provost appoints internal members of ongoing Advisory Board. Gift agreement is signed between WCU and Charles Koch Foundation. First installment of funding received October, 2016.
- Spring 2017 External members of ongoing Advisory Board are recruited. Center begins operations, funding student-faculty projects and other activities detailed below.
- Summer 2017 Student-faculty projects under way, some projects and activities completed, Center annual report is written.
- Fall 2017 First organizational meeting of the complete Advisory Board is scheduled. Approval of Center bylaws, budget.

II. Approved Projects Receiving Center Support (AY 2016-17, and Summer 2017)

With funding in hand in the Fall 2016, the Center began supporting student-faculty projects in the areas of Student Engagement Activities, Student-Faculty Joint Research Projects, Faculty Summer Research Support, and Conference Travel. These are conveyed with more detail in paragraphs A through D as follows.

A. Student Engagement Activities

1. EPIC Initiative (Elevating Potential, Imagination & Collaboration)
 - Student group of startup entrepreneurs
 - Led by Entrepreneurship faculty Wendy Cagle, Yue Cai-Hillon
 - Holds pitch party in Fall, trade show in spring
 - Feature story forthcoming in *Capital at Play*
 - Pitch party winner auditioning for *Shark Tank*



Student Startup Entrepreneurs at EPIC Spring Trade Show, March 31, 2017

EPIC students, faculty present trade show on Central Plaza

WCU ADMINISTRATOR > APRIL 19, 2017




Entrepreneurs participating in the Student Start-Ups Trade Show are (front, from left) Brittany Job, Hank Henderson, Alexandra Barnett, Mary Santa, Trinity Wiles, (back, from left) Jason Chubbuck, Todd Charles, Boone Hollar, Alex Walser and Aaron Hicks. Not pictured is participant Cameron Bates.

LATEST NEWS

 WCU football tickets in national season ticket design contest
MAY 12, 2017

 CAPS internship program gains highest accreditation available
MAY 11, 2017

 WCU sets June 5 information session about new Catamount School
MAY 10, 2017

 It's not just Brown; other changes coming for Campus Dining
MAY 10, 2017

Reporter news story about EPIC trade show, April 19, 2017

<http://news-prod.wcu.edu/2017/04/epic-students-faculty-present-trade-show-central-plaza/>

2. Student-faculty group travel to Quinnipiac Global Asset Management Education (G.A.M.E.) VII Forum, Quinnipiac University, New York, March 2017
 - Group of three top Finance & Accounting majors
 - Led by finance faculty Grace Allen and Ken Flynt
 - Attended major investment conference including breakout sessions
 - Met individually with experienced traders & investors

Quinnipiac G.A.M.E. VII FORUM

Global Asset Management Education

Cosponsored by 

March 30-April 1, 2017

New York Hilton Midtown Hotel (1335 Avenue of the Americas).

Background

G.A.M.E. will provide an international group of college students and faculty with a unique opportunity to interact with industry leaders and learn best practices in investment management.

Program Leadership

- Professor David Sauer, Program Chair - Quinnipiac U.
- Dr. Bob Froehlich, Independent Director
- David Kudla, Mainstay Capital Management LLC
- Jeff Rombach, Program Co-chair, Wells Fargo Bank

Excerpt of personal reflection of senior Finance and Accounting major William Wong

Designations (CFA, CFP, CPA), Interview Tips for the Financial Industry, Investment Banking Careers, and Financial Career Paths. This forum opened my eyes to the competitive nature of the industry I want to go into. It has helped me decide what I want to do as a career and what steps and what sacrifices I need to make to achieve my goals realistically. I plan to get my C.F.A. in the near future, go to graduate school and pursue a career in investment Banking. This forum was very rewarding in not only information but in connections and motivation. The main determinate in seeking the right job is to create connections and be in the right place at the right time. I also gained motivation to become what I want and to know what I need to do to achieve my goals. Being surrounded by successful bankers and students, helped me understand the level of performance that I need to strive for.

Excerpt of Personal reflection of senior Finance and Accounting major Matthew Choi

Forum conference. I have attended several finance conferences as a finance student but rarely have I felt that I truly learned as much as I did at this conference. I was able to learn a lot about the investment banking field which I am currently planning to go into upon graduation. At the Quinnipiac G.A.M.E VII Forum, I was able to sit in and listen to some very important career panels on topics like career options, Hedge Funds, Professional designations, Careers in Investment banking, and recruiting in investment banking. This conference was a very valuable and rewarding experience for me and it allowed me to network with individuals that I would not be able to network with other

Excerpt of personal reflection of senior Finance and Accounting major Derrick Davis

Besides the conference, I was also given the opportunity to meet with Dan Killian at Harvard Investors, Andy Kzyk at the OTC Markets, and Leo Hinkley at BBX Capital. Meeting these accomplished experts has given me an even better perspective on the financial industry and has also provided me valuable contacts.

B. Student-Faculty Research Projects. The Center is so far sponsoring two joint student-faculty research projects.



1. Barbara Jo White, Professor, CIS, “Conducting User Experience (UX) Research to Improve Websites Using Real-World Examples” (joint project with undergraduate CIS major)

Abstract: The User Interface and User Experience Designer/Developer skill was chosen as the #1 hot IT skill for 2016 (Florentine, 2015). This is a reasonably new area that allows teams with designers and developers to work together to ultimately create a workable design, from the users’ perspective, before passing the design specification on to developers to put into production. This is not a new problem. In fact, in a classic study (Furnas, et al, 1987), researchers at Bellcore demonstrated just how infrequently developer programmers and users agree on what to call computer actions that might be found in a

computer system menu, for example. Furnas and colleagues (1987) describe this “vocabulary problem” and why it is so detrimental to the effectiveness of systems when programmers participate in armchair naming whereby they name menu items what they think they should be called instead of what users might call them. This research will explore how class activities involving rapid prototyping and user experience testing can be used to improve website design for users.



1. Marco Lam, Assistant Professor, Accounting, “Budget Variances and Priority Revision in County Government Budgets” (joint project with WCU assistant professor in CAS and WCU undergraduate ACCT major)

Abstract: The objective of this study is to gain insights into the spending behavior of local governments. A requirement of GASB 34 is the reporting of a schedule with the original budget amounts and a comparison of budgeted and actual amounts (GASB, 1999). While the original budget discloses elected officials’ expectations at the beginning of the year, the final budget incorporates changes based on external environmental factors (Callahan & Waymire, 2015). We anticipate that governmental officials are less likely to approve discretionary expenditures in the original budget than they are in the final budget when they have a clearer picture of the level of anticipated revenue collection. This is formally stated in our research question...: *Are*

elected officials more likely to increase expenditures in response to an increase in revenue than they are to decrease expenditures when revenues decrease from originally budgeted amounts? We add to the literature in several ways. First, we add to the budgeting literature by explicitly considering government officials’ expectations and priority revisions. Second, we consider how changes in the economic environment affect public policy. Specifically, we consider the impact of variances in the original budget on allocational, developmental, educational, and distributive expenditures.

2. Faculty Summer Research Projects

The Center is sponsoring six summer research projects to support faculty in their research and publication endeavors.

1. Thomas D’Angelo, Assistant Professor, Accounting, “The Impact of Gender, Age, and Ethnicity on Influence Tactics Related to Unethical Behavior”



Abstract: Investigating the likelihood that an individual will engage in unethical behavior when subjected to influence tactics brought by a third party. This behavioral study in accounting uses an experimental design to explore the impact of gender, age and ethnicity on the effectiveness of influence tactics.... The proposed study will use an experimental approach to examine the probability that executives, managers and employees may violate corporate policy and engage in unethical behavior related to the use of influence tactics on the part of another party. More specifically, participants will be provided with a scenario in which they are placed in the position of a corporate executive (perhaps a divisional president) of a corporation. Their role requires providing a recommended budget amount for a particularly important budgeted line item for the year To estimate the impact of influence tactics, participants will be approached by an external party and receive a particular influence tactic, either obedience pressure or rational persuasion, aimed at getting them to add a

cushion to their budget. Adding a cushion to the budget clearly violates company policy as well as the spirit of the budgeting exercise as expressly communicated by the company CEO.



2. Nathan Johnson, Assistant Professor, Management, “Are Students Engaging in Unethical Behavior via Mobile Technology?”

Abstract: Literature suggests business schools have developed reputation for harboring and facilitating a culture of cheating (Baird 1980; Bowers 1964; Caldwell 2009; Crittenden et al. 2009; McCabe and Trevino 1995), and both graduate and undergraduate programs are susceptible (Finder 2007; Balona 2010). One of the problems facing scholars attempting to investigate unethical behavior such as cheating is the sensitivity and complex nature of its measurement (Nowell and Laufer 1997). Self-report surveys are a favored method of assessing cheating (Crown and Spiller 1998); however, social desirability bias significantly deflates the magnitude of detected cheating behaviors (Fox and Meijer 2008). To mitigate this effect, the randomized response technique can be used to more accurately measure socially sensitive behaviors (Warner 1965). This study will explore the use of the randomized-response technique, a method for collecting anonymous data on socially undesirable behaviors, to see if business students are using mobile technologies to cheat on course work and exams. This research will detail the randomized response technique’s history, its use, and analyze response data to ascertain a percentage estimate of the population engaging in unethical behavior (cheating).



3. Todd Creasy, Associate Professor, Project Management: “Effects of Workplace Bullying on Team Learning, Innovation and Project Success as Mediated through Virtual and Traditional Team Dynamics”

Abstract: Workplace bullying has become a substantive impediment to organizational functioning that leads to both individual, group, and legal outcomes. Likewise, given the prevalence of virtual collaboration, the study of virtual team dynamics has become crucial for increasing the effectiveness of key project teams. As a result, this study aims to address the effect of project manager bullying tactics on behavior and perceptions of team-level and team member dynamics in virtual versus traditional project teams. By examining team outcomes, such as perceptions of politics and helping behavior, as well as individual outcomes, such as affective commitment, organizational citizenship behavior, and work-family conflict, we hope to shed light on the negative impact of workplace bullying to project team functioning as well as critical non-work, stress-related outcomes. In addition, we plan to further study the differential effects of bullying in both virtual and traditional project teams. In turn, we expect these individual and team outcomes to impact critical organizational outcomes including project success, team learning and innovation.



4. Steve Ha, Professor, Economics, “Racial Health Disparities in the United States: A Nonparametric Decomposition Approach”

Abstract: “In this study, I will examine the health disparities among different racial groups in the United States using a nonparametric approach. I will also discuss public policy implication with regard to the impact of healthcare reform on racial health disparities. For the empirical analysis, the National Health Interview Survey (NHIS) from the Centers for Disease Control and Prevention data will be a major data source. NHIS is the Nation’s largest in-person household health survey, collected by US Census since 1957.”



5. Ed Wright, Professor, Management, “Innovation in Hospitals: Developing Retail Sales Channels”

Abstract: The study examines the serious problem of hospital acquired infections (HAIs), which affect one in every twenty patients while under hospital care. Such infections cause an average 16.1-day increase in length of stay and are related to a mortality rate of 12.9% (compared to 2.3% for patients without HAIs). The benefits of proper hand-washing has received substantial attention and is well understood. But better handling of contaminated medical equipment, while potentially important to improved HAIs, has received less research attention and remains less documented. Previous survey results suffer from low sample size. This study would increase sample size to support statistically sound inference while focusing on handling of medical equipment so as to contribute to the

literature.



6. Angela Dills, Distinguished Professor, Economics: “The Interstate Highway System and Educational Attainment”

Abstract: The impact of access to transportation networks on educational attainment is theoretically unclear. Better transportation lowers the cost of schooling, by making it easier to travel, while potentially increasing the return to schooling by improving access to a larger employment market. On the other hand, the access to that labor market may raise wages, raising the opportunity cost of schooling. We use the establishment of US interstate highways in the 1950s and 1960s to compare how educational attainment changed in the rural areas that gained access to the infrastructure with those which did not. To avoid the bias due to the highways’ location being affected by expected economic growth, we instrument using the 1944 highway plan. In both OLS and IV results, preliminary results suggest that educational

attainment increased in the rural counties crossed by the highways, relative to those that were not. The improvement was larger in those counties that had higher high-school completion rates prior to the interstate construction.

3. Faculty Conference Travel

The Center sponsored faculty travel to professional conferences to present their academic work.

1. Bob Lahm presented his paper "A Guide to Online Tools for Entrepreneurs" at the 2017 Appalachian Business Research Symposium conference
2. Steve Ha presented his paper, “Racial Health Disparities in the United States: A Nonparametric Decomposition Approach” at the 2017 Appalachian Business Research Symposium conference
3. Audrey Redford presented her paper "The Impact of Institutions on Illicit Drug Reform" at the 2017 Association of Private Enterprise Education conference

III. Center Events/Activities

- A. Global Spotlight Series: Panel Discussion on the Global Drug Trade, February 20, 2017
 - Co-panelists Angela K. Dills, Professor of Economics, Albert Kopak, Associate Professor of Criminal Justice, Kimberly Hall, Assistant Professor Environmental Health
 - Forsyth 101, 50 attendees

- co-sponsored with International Studies & Political Science / Public Affairs
- B. Free Enterprise Speaker Series, February 16, 2017
- Michelle Vachris, Professor of Economics, Christopher Newport University
 - Talk title: "Pride & Profit: The Intersection of Jane Austen and Adam Smith"
 - Blue Ridge Conference Room, 90 attendees
- C. Free Enterprise Speaker Series, March 13, 2017.
- Donald Boudreaux, Professor of Economics, George Mason University
 - Talk title: "The Elemental Case for Free Trade"
 - Blue Ridge Conference Room, 110 attendees
- D. Weekend Student Seminar, March 31-April 1
- The Law and Economics of Vice, Crime, and Policing
 - Speakers: Professor Roger Koppl (Syracuse University), Professor Daniel J. D'Amico (Brown University), Professor Abigail Hall (University of Tampa)
 - Biltmore Park 344, 35 attendees

A. Global Spotlight Series

Monday February 20, 2017, 4:00-5:30 p.m. Co-hosted with Department of Political Science / Public Affairs and the International Studies Program, "Global Spotlight: The Global Elicit Drug Trade"

Global Spotlight Series
Illicit Global Drug Trade

Angela Dills Ginevra Landry
Distinguished Professor, Economics

Kimberlee Hall Assistant Professor,
Environmental Health Program

Al Kopak Assistant Professor,
Criminology and Criminal Justice

Mon Feb 20 4pm Forsyth 101

Co-Sponsors: International Studies Office, International Studies Center for the Study of Transnational

About the Talk: (from The WCU Reporter): "The international trafficking of heroin, methamphetamine, cocaine, marijuana and other drugs, with the U.S. being a major distribution destination, is a highly lucrative criminal activity and focus of intense law enforcement intervention. The Drug Enforcement Administration cites recent investigations conducted with local, state, federal and international partners that have led to arrests of major international criminals, while the National Institute on Drug Abuse reports increasing health-related problems, including addiction, drugged driving and

infectious disease. The forum will grapple with these issues and provide viewpoints on possible solutions. The scheduled presentations:

- Angela Dills, Gimelstob-Landry Distinguished Professor of Regional Economic Development, on “The Economics of Drug Prohibition.”
- Kimberlee Hall, assistant professor in the Environmental Health Program, on “Drug Abuse and the Public Health Response.”
- Al Kopak, assistant professor of criminology and criminal justice, on “The Limitations of Law Enforcement.”

B. About the Free Enterprise Speaker Series: Held three times per semester, WCU’s Free Enterprise Speaker Series offers a forum for the campus and community to explore all points of view on important issues of the day, hear from renowned experts from a variety of fields, and understand multiple perspectives through civil, informed, and fruitful discourse. The Series gives WCU students direct access to leading thinkers on the importance of liberty and entrepreneurship to human flourishing. The Series is free and open to the public, and is publicized through WCU and regional media.

Thursday February 16, 6:30-8:00 p.m., Blue Ridge Conference Center. Author Talk: "Pride and Profit: The Intersection of Jane Austen and Adam Smith" with Michelle Albert Vachris



About the Talk: Michelle Albert Vachris, professor of economics at Christopher Newport University, will present a talk based on her recent co-authored book [Pride and Profit: The Intersection of Jane Austen and Adam Smith](#). Adam Smith was a mid-18th century philosopher who is best known as the founder of modern economics. His work on economics and trade policy was built on his earlier work on moral philosophy, namely his first book, [The Theory of Moral Sentiments](#). This book constructs a system for understanding how humans acquire and apply moral reasoning to daily life, in pursuit of a good life. A good life depends on developing habits of virtue and propriety that direct and control one's ambition, both in commercial and in ethical life. Writing a half-century after Smith, Jane Austen's novels similarly provide timeless insight into the practice of virtues and vices. Austen presents themes of self-command, of being other directed, and of cultivating prudence, benevolence, and justice against vanity, pride, and greed. Vachris has written about Austen's novels as reflecting Smith's ideas on self-command, prudence, benevolence, justice, impartiality, vanity, pride, and greed. Importantly, by channeling Adam Smith, Austen's colorful stories and characters advance new insights into Smith, as they embellish, refine, and further explain his ideas.



About the Speaker: Michelle Albert Vachris is Professor of Economics at Christopher Newport University. She earned a B.A. in Economics from the College of William and Mary and an M.A. and Ph.D. in Economics from George Mason University. Before arriving at CNU, she was an economist with the U.S. Bureau of Labor Statistics in the International Price Program where she worked on export and import price indexes and purchasing power parities. She has since served as a consultant on international statistics for the BLS and the International Monetary Fund. Dr. Vachris is a past-president and Distinguished Fellow of the Virginia Association of Economists and co-editor of the *Virginia Economic Journal*. Her publications include articles and book chapters on public choice economics, teaching pedagogy and economics in literature. Her latest publication is *Pride and Profit: the Intersection of Jane Austen and Adam Smith* co-authored with Cecil E. Bohanon.



Professor Michelle Vachris of Christopher Newport University presents her new book “Pride and Profit: The Intersection of Jane Austen and Adam Smith” to a WCU audience of 90 in the Blue Ridge Conference Center, February 12, 2017

C. Monday March 13, 2017. The Case International Trade: A Conversation with Donald J. Boudreaux, Professor of Economics at George Mason University and Blogger at Cafe Hayek.

The Case for Free Trade
Economist Donald J. Boudreaux

Mon Mar 13 4pm Blue Ridge A
WCU Free Enterprise Speaker Series

Donald J. Boudreaux is a Senior Fellow with the F. A. Hayek Program for Advanced Study in Philosophy, Politics, and Economics at the Mercatus Center at George Mason University, a Mercatus Center Board Member, and a professor of economics and former economics-department chair at George Mason University. He holds the Martha and Nelson Getchell Chair for the Study of

Free Market Capitalism at the Mercatus Center. He specializes in globalization and trade, law and economics, and antitrust economics.

Boudreaux is committed to making economics more accessible to a wider audience, and he has lectured across the United States, Canada, Latin America, and Europe on a wide variety of topics, including antitrust law and international trade. He is the author of the books *Hypocrites and Half-Wits: A Daily Dose of Sanity from Cafe Hayek* and *Globalization*. His articles appear in such publications as the *Wall Street Journal* and *US News & World Report* as well as numerous scholarly journals. He writes a blog (with Russell Roberts) called [Cafe Hayek](#) and a regular column on economics for the *Pittsburgh Tribune-Review*.



A WCU audience of 110 hears Don Boudreaux's talk, "The Elemental Case for Free Trade" in the Blue Ridge Conference Center, March 13, 2017

D. Friday March 31 & Saturday April 1, WCU at Biltmore Park. "Weekend Exploring Liberty: The Law and Economics of Crime, Vice, and Policing"

Students and faculty from across the southeast United States attended a day-long seminar on "The law and economics of vice, crime, and policing," hosted by WCU's Center for the Study of Free Enterprise with co-sponsor, the Institute for Humane Studies at George Mason University.

The seminar's topic is motivated by ongoing problems in criminal justice. For example, with 2.3 million Americans behind bars, the United States imprisons more people per capita than any other nation. Meanwhile, in 2016 a record 166 wrongfully-convicted felons were exonerated.

Dr. Daniel J. D'Amico, Lecturer in Economics at Brown University, led off the conference with a talk titled "Why Nations Jail". Drawing on recent lines of research in the *Journal of Comparative Economics* and elsewhere, D'Amico argued that U.S. incarceration rates are not driven primarily by race or the drug war, but instead are due to loosely constrained democratic institutions.

This focus on policy was also reflected in Dr. Abigail Hall’s talk on the rise of police militarization. Hall, Assistant Professor of Economics at the University of Tampa, showed how federal laws that were designed to separate military from domestic police have been effectively abandoned. Instead, federal law encourages local law enforcement agencies to stockpile surplus military equipment. So even small towns and the Department of Education have their own SWAT teams.

WEEKEND EXPLORING LIBERTY SEMINAR

THE LAW & ECONOMICS OF VICE, CRIME, AND POLICING

5:30 PM - 8:30 PM • Friday, March 31
9:00 AM - 9:00 PM • Saturday, April 1

Western Carolina University, Biltmore Park Campus, Room 146
28 Scheuck Parkway, Asheville NC 28803

Registration is free and all meals are included. To register visit www.ThePMS.org/WesternCarolina

The U.S. has the most people, per capita, than any other nation. Over 2.3 million Americans are currently incarcerated. Police shot & killed 960 people in 2016.

Has America become a prison state? What incentives drive false convictions? How did policing shift from 'protect and serve' to 'control or clear'? Join us to discuss these questions with leading experts on police militarization and criminal justice reform.

FEATURING

Roger Koppl
Professor of Finance,
Syracuse University

Daniel J. D'Amico
Lecturer in Economics,
Boston University

Abby Blanco
Assistant Professor of Economics,
University of Tampa

*Additional appearances by
WCU Professors Audrey Redford,
Gene Mullendore & Angela Dill

Questions? Please contact DrCampusEd@ThePMS.org

sponsored by

INSTITUTE FOR HUMANE STUDIES
The Center for the Study of Free Enterprise

John Templeton Foundation

Western Carolina University
The Center for the Study of Free Enterprise

Students, Faculty from a dozen campuses attend criminal justice seminar at WCU Biltmore Park

For the seminar’s third talk, Dr. Roger Koppl, Professor of Finance in the Whitman School of Management at Syracuse University, presented “How the Criminal Justice System Creates Incentives for False Convictions”. Koppl focused on the dominant organizational structure that situates police, prosecutors, and forensics labs on the ‘same side’. Because of this organizational structure, “they have incentives to obtain convictions, not to use evidence to discriminate properly between guilt and innocence,” said Koppl.





Attendees watched the documentary 'Peace Officer' about a former sheriff who investigates a botched police shooting. Attendees had the opportunity for breakout sessions, and the seminar was capped with a panel discussion featuring the visiting faculty in addition to four of WCU's economics faculty.



WCU economics faculty Sean Mulholland, Audrey Redford, Angela Dills, and Edward Lopez with guest faculty co-panelists at the seminar Law & Economics of Vice, Crime, and Policing, at the WCU Biltmore Park Instructional Site, April 1, 2017

One student attendees summed up their experience, "This seminar gave me an opportunity to meet the authors of papers I have spent the last couple of months reading and studying. It fueled my fire to pursue this field and to stand up for what I believe in (and what data tells us)."

IV. Economic Education

The Center has established affiliations with the national and state Councils on Economic Education. The North Carolina Council on Economic Education was established in 1970 with the mission "to enhance and advance economic and financial education for K-12 educators and students of North Carolina" (<http://www.nccee.org/about>). The NC Council hosts workshops for teachers, academic competitions for students, guest lectures, and related activities. To assist its efforts, the NC Council partners with university-based centers for economic education. The CSFE is establishing such an affiliation in order to partner with the NC Council on economic education programs in the state.

V. Building the Organization

1. Scholarships

The Center's student scholarships are now available through the University's scholarship portal. This means that students from any department or discipline on campus can become aware of the Center's resources and opportunities to further student development. In addition, Center scholarships will be included in total scholarship sums awarded each semester and academic year.

2. Advisory Board

During the spring 2017, the Center's Advisory Board was established. The Board consists of six current WCU faculty members, five distinguished members of the community from the private and public sectors, and the Director as a non-voting ex officio member. The Board's charges are to:

- Advocate for the Center and the University;
- Advise the Director on the Center's strategic plan, budget, and activities;
- Deliver advice on potential future Center initiatives;
- Remain active in Center events, meetings and discussions;
- Provide suggestions as to additional resources that may be able to add value to the Center; and
- Provide input and recommendations on how to keep the Center's programs relevant and innovative.

The Provost appointed the six internal members in the Spring 2017. The internal members of the CSFE Advisory Board are:

- Dale Carpenter, Dean College of Education & Allied Professions;
- Heidi Buchanan, Research and Instruction Librarian/Professor;
- Bill Yang, Associate Professor of Electrical Engineering and Chair of the Faculty Senate;
- James Deconinck, Director, School of Mktg, Ent, SM, H&T, College of Business;
- Billy Ogletree, Department Head Comm. Sciences & Disorders;
- Niall Michelson, Professor of Political Science.

These internal members are in the process of selecting and inviting the five external members. The inaugural meeting of the Advisory Board is currently scheduled for the start of Fall 2017.

3. Center Director

The Center Director is Edward J. Lopez, Professor of Economics and BB&T Distinguished Professor of Capitalism.



Edward joined the WCU faculty in 2012 and teaches classes in public finance, ethics of capitalism, applied business economics, and principles of macroeconomics. Edward's research focuses on the economics of ideas, entrepreneurship, and politics. On campus Edward has served as the convener of the Council of Distinguished Professors (2013-2015), chair of the search committee for Gimelstob-Landry Distinguished Professor in Economic Development (2015, 2016), and member of: Dean's Advisory Council (2017-19), Vice Chancellor of Development & Alumni Affairs search (2016), Vice Chancellor for Administration & Finance search (2014), University Collegial Review (2014-15), Economics Faculty search (2015-16), School of Economics, Management and Project Management Collegial Review (2015-16, 16-17), Chancellor's Honorary Doctorate selection (2013), and College of Business Curriculum (2012-14). More information is available at faculty.wcu.edu/ejlopez/.

4. Administrative Personnel

In the Spring 2017, the Center was authorized to search for an Administrative Support Professional. We were very fortunate to hire Polly Smith Benzant, who joined the Center as of May 1, 2017.

5. Public Face:

We have established a base for marketing and promoting the Center's sponsored projects and activities. For starters, the Center has its own authorized WCU brand logo:

In addition, students, faculty, administration, and the public can now reach and follow the Center through any number of methods:

Email: csfe@wcu.edu

Web: enterprise.wcu.edu

Facebook: [facebook.com/CSFEWCU](https://www.facebook.com/CSFEWCU)

Twitter: [@csfe_wcu](https://twitter.com/csfe_wcu)

Instagram: [@csfewcu](https://www.instagram.com/csfewcu)

V. Budget

Center funding during the 2016-17 AY became accessible in November. This initial year, therefore, is abbreviated compared to a normal year's output. Certain expenditures will be realized between the time of this writing and the end of the budgeting year.

Receipts:			Total
Initial transfer into CSFE Account, November 30, 2016			\$360,000
Expenditures:	Realized Disbursements (through 5/17/2017)	Approved Disbursements (estimated through 6/30/2017)	Estimated Total
Salary and benefits for administrative and support personnel	\$29,949.27	\$11,000	\$41,000
Research reports on timely economic development policies;	\$0	\$60,000	\$60,000
Scholarships for affiliated students	\$3,300	\$2,000	\$5,300
Research seminars, workshops, speaker series, teacher training seminars, conferences, and other events;	\$14,623.51	\$21,000	\$36,000
Publishing, distribution, outreach;			
Student travel and faculty travel to present at conferences, on college campuses, and before business & community groups.			
Carryover:			
Estimated carryover from 2016-17 (\$360,000-\$142,300)			\$217,700