



DISCOVERY LEARNING
Discover Lerner

ANNUAL

REPORT

2013~2014



Alfred Lerner College
of Business & Economics



Dear Friends:

We continue to progress on our unique path to raising excellence at the Lerner College through the strategies outlined in our “Way Forward.” I am pleased to report that the 2013–2014 academic year was filled with accomplishments across all areas of strategic importance to the college.

Our students are daring to be first in all they do, from **winning the PricewaterhouseCoopers (PwC) Challenge 2013** (p. 4), an annual national case competition with nearly 600 entrants, to operating the “Moo Mobile,” an **ice cream truck partnership** between our Horn Program in Entrepreneurship and the UDairy Creamery (p. 25). Our faculty are making research discoveries in a variety of fields, from Meryl Gardner’s publication in the *Journal of Consumer Psychology* on **how moods impact our eating habits**, to John D’Arcy’s work on **cybersecurity and stress in the workplace**, forthcoming in a *Journal of Management Information Systems* article.

We’re also taking risks and charting new territory in our course delivery. **Our online MBA has seen early success** and is now serving over 150 students without adding to their commute time or affecting their regular work hours. The degree, which can be completed in as few as 16 months, offers personalized attention and career coaching as hallmarks of the program. Our new doctorate in Financial Services Analytics, conceptualized in conjunction with JPMorgan Chase and offered jointly with UD’s College of Engineering, will give students the knowledge and tools to succeed in the big-data world we live in. And while we at UD are developing the multidisciplinary academic requirements, standards and programs, generous financial backing from JPMorgan Chase has helped make this unique program possible.

Your support is also helping us navigate the complexities of operating a business school in a competitive global setting. We remain grateful for your gifts, which ensure we can deliver financial aid to students; pay for business and financial databases for our learning laboratories; and support student activities and programming. We also value your time, like those of you who **participate in our Executive Mentors Scholars Program**, which connects students with business executives and helps them discover life in industry.

We continue to explore opportunities to strengthen our relationships with local and global businesses, and to bring outstanding thought leaders to campus to interact with our students and faculty. I invite you to remain engaged with us and help others discover all that we are doing at the Lerner College.

Bruce Weber, Dean

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Setting a Course for **OUR FUTURE**

OUR VISION

The Alfred Lerner College of Business and Economics will be a prominent business school known for successful undergraduate and graduate programs, research visibility and an authentic Lerner angle.

We will be known globally as a leader in programs that offer experience-driven learning and emphasize evidence-based analytics methods to enrich the experience for our undergraduate and graduate students.

Our faculty will be thought leaders who are productive scholars and command attention from influential business audiences, economists and policy makers.

We will develop innovative offerings and maintain flexibility in course delivery in order to remain adaptable to the shifting trends in business education.

OUR MISSION

The mission of the Lerner College is to foster scholarship and offer distinctive, innovative educational opportunities related to the successful management and leadership of organizations operating in an environment of scarce resources, rapid change, global competition, and advances in technology. For more on our Mission, visit www.lerner.udel.edu/mission.





Discover the Latest from Our DEPARTMENTS

ACCOUNTING

- *Public Accounting Report*, a benchmark publication of the accounting profession, ranked the department 23 out of the top 25 departments in the nation with over 22 faculty in its 2013 Annual Professors Survey.
- Record event participation, with over 50 firms and 600 students joining in September's "Meet the Firms Night" and 320 attendees at the Annual Banquet in May. Our success is attributed to maintaining high standards in the classroom and attention to experiential learning.
- Graduates continue to achieve top results on the CPA exam, where they consistently outperform graduates of peer schools and the national average.
- Awards and accomplishments by our students include **winners of the PwC National Case Competition** (pictured above), and an Outstanding Chapter Award from the Association of Information Systems.
- To support continued student development, we expanded the size and number of courses served by the Strickberger Tutoring Program.
- The MIS faculty is now actively supporting the new PhD in Financial Services Analytics, with Jiannan Wang being named a JPMorgan Chase Faculty Fellow.
- Signed degree-articulation agreements with two top Chinese Universities: Xiamen and SWUFE. Students will complete basic course work in China, then transfer and finish the MS Accounting degree at UD.
- Notable events include the **PwC Aspire Conference on Women's Leadership**; following last year's PwC Inquiries Grant, we also hosted students from a local urban high school to encourage pursuit of higher education.



- Eighty students participated in the Earned Income Tax Credit program, a course that gives students actual field work experience while at the same time provides assistance with income tax preparation to low income families.
- Distinguished faculty include Deb Dragone, recipient of a **2014 UD Excellence in Teaching Award**; Guido Geerts, recipient of the Lerner Outstanding Research Award, EY Faculty Scholar, and the *Accounting Horizons* Manuscript of the Year Award; Tom Vermeer, paper acceptance in *The Accounting Review*.
- Two newly-hired tenure track faculty members will expand our coverage of tax accounting and financial accounting courses as well as business law.

BUSINESS ADMINISTRATION

- Department faculty published more than 30 peer reviewed journal articles and gave 27 competitively-selected scholarly presentations.
- Assistant Professor Katalin Takacs Haynes won both the Administrative Science Quarterly Award and the Greif Research Impact Award for her article in *Administrative*

Science Quarterly. Her **research on the effects of greed on shareholder wealth** and contextual factors, including a strong board of directors, CEO tenure and discretion, appeared in various outlets.

- Associate Professor Meryl Gardner is a co-principal investigator on a \$6.3 million NOAA Grant to study offshore wind power. Her research on **how moods impact our eating habits**, which will appear in the *Journal of Consumer Psychology*, received media attention in outlets like the *Wall Street Journal*, *Men's Health* and others.



- Five of our operations management students placed 2nd in the **APICS International Case Competition** in Orlando, Florida (pictured above).

ECONOMICS

- Professor Burton Abrams was **honored with a silver Independent Publisher Book Award (IPPY)** for his book, *The Terrible 10: A Century of Economic Folly*, at an awards ceremony in New York City, Wednesday, May 28. The book also received an honorable mention for the Eric Hoffer Award in Business. Burt is also a research fellow with the Independent Institute and writes regular blogs for the Institute's web site.
- Professor Farley Grubb was invited by the Board of Directors of the Treasury Historical Association to deliver a lecture at the Treasury Cash Room on April 30,

2014. Farley's presentation was titled *The Continental Dollar: Initial Design and Ideal Performance*. Farley is also a Research Associate with the National Bureau of Economic Research.

- The **24th annual Hutchinson Lecture was delivered by William Wascher** (pictured below), a 1978 UD graduate and an economist with the Board of the Governors of the Federal Reserve System since 1983. He delivered his presentation, "Did the Financial Crisis Permanently Damage the U.S. Economy?: Implications for Policy-makers," to a packed audience.
- In March, the department-sponsored panel discussion addressing "Income and Wealth Inequality" in the United States engendered a lively discussion and question and answer session with a large audience. Distinguished Professor in Residence William Poole, and professors Burton Abrams, Saul Hoffman and Larry Seidman were panelists.
- Our two associated centers were highly active this year. The Center for Applied Business and Economics Research completed a number of research projects [see p. 23], while the Center for Economic Education and Entrepreneurship continued to bring attention to the continued need for economics, personal finance and entrepreneurship education in K-12 programming [see p. 23].

FINANCE

- A unique partnership between the college and the Lisbon University Institute (ISCTE-IUL) brought 30 students from Portugal to UD to participate in a program in market microstructure, headed by professor





Paul Laux. Through the program, students received instruction from Laux and professors Jay Coughenour and Rich Jakotowicz; had the unique opportunity to gain training in the Lerner College Trading Center; and were immersed in East Coast business culture through visits to financial firms and companies in New York.

- Twenty-five students in a joint Master of Science program with the Université de Paris1 Panthéon-Sorbonne completed their program of study at UD in May under the direction of professor Helen Bowers. In addition to taking classes, the students earned Bloomberg certifications and visited businesses in New York, Washington, D.C., and Philadelphia.
- The inaugural **Trading Center Directors' Conference**, organized by Lerner College Trading Center Director Rich Jakotowicz, was held to offer academic trading center directors from across the country the opportunity to network and share best practices in trading center management and educational content. The conference was well attended and is expected to become an annual event.
- The department's associated center, the John L. Weinberg Center for Corporate Governance, continues to be active through offering a variety of programs and panel discussions (see p. 27).

HOTEL, RESTAURANT & INSTITUTIONAL MANAGEMENT

- HRIM **celebrated 25 years of innovation and excellence** in hospitality education at an event in October with approximately 200 alumni, faculty and friends. Delaware Governor Jack Markell gave the keynote speech, and as part of the celebration, we hosted our first "Alumni Back in the Classroom" series.
- J. Willard Marriott, Jr. (pictured above), along with his daughter, Deborah Marriott Harrison, **delivered the Fall 2013 Chaplin Tyler Lecture** to a large audience.
- Notable international endeavors included:
 - » Five HRIM students studied abroad at our Swiss Partner School, SSTH;
 - » Fred DeMicco worked with Scuola Internazionale di Alta Formazione (SIAF) in Volterra (Tuscany) to offer the new Lerner-SIAF program, which enables students to take courses at SIAF during the Spring semester while paying tuition to UD; and
 - » Visiting scholar Dr. Bin "Peter" Wang, Dean of School of Economics and Management, Dalian University of Foreign Languages (DUFL), came to UD in September through a grant from the Marriott Foundation as part of the China Hospitality Education Initiative.
- The Paul E. Wise Executive Speakers Series brought an impressive line-up of hospitality innovators to campus, including: Xavier Teixido, Owner, Harry's Savoy Grill;

Gary Price, Lerner Alumnus and President, Corner Bakery Café; Fred Dame, President, Guild of Sommeliers Education Foundation; and Tony Wedo, CEO, Ovation Brands.

- Research highlights include:
 - » Robert Nelson was recognized with a best paper award at International Convention Summit and Expo Summit 2013;
 - » HRIM graduate students presented their research at the Hospitality Graduate Student Research Conference in Houston, TX;
 - » Ali Poorani received the Leon and Margaret Slocomb Professional Excellence Award; and
 - » **Hospitality Associates for Research and Training (HART) partnered with Christiana Care Health Systems** to provide a 10-week course in their Christiana Care Patient Experience Academy. The first class was held in April.
- HRIM students continued engaging with the community and industry through:
 - » Nearly 10,000 hours of community service benefiting a range of individuals and organizations.
 - » A lead role in executing the annual Taste of Newark

food festival, which raised more than \$50,000 for various charitable causes and provided funds for our students to participate in scholarly and industry events.

- » Student clubs like the Hospitality Club, Club Managers Association of America (CMAA) student chapter, Eta Sigma Delta Honor society, and the American Hotel and Lodging Association (AHLA) and Hospitality Society of Minority Students hosted a variety of activities, like Matt Haley, Delaware restaurateur and James Beard Award winning chef who visited during the Hospitality Week event program.
 - » The annual Hospitality Management Career Fair, which hosted over 50 companies and featured executive officers of both the AHLA and the National Restaurant Association as keynote speakers.
- We received generous support this year from the J. Willard and Alice S. Marriott Foundation, which provided a generous gift in the amount of \$559,000 to build a state-of-the-art classroom addition at the Marriott Courtyard Newark at the University of Delaware; and the Harcourt M. and Virginia W. Sylvester Foundation, which provided funds for the renovation of Vita Nova's "front of the house." Renovations, which began May 17, should be completed by August 1, 2014.

In Memoriam

RICHARD WEISS

Richard Weiss, of Wilmington, Delaware, passed away on July 16, 2014 following a battle with pancreatic cancer. Richard was born in New York City, growing up in the Bronx and Brooklyn. He received an undergraduate degree from SUNY Buffalo and a PhD in Industrial and Labor Relations from Cornell University. From 1978-1980, Richard taught at Northern Illinois University, where he met his wife Lynn.



In 1980, he accepted a faculty position with the University of Delaware's College of Business and

Economics, where he taught courses in management, organization design, and organizational behavior until he was diagnosed with cancer this April.

Richard was known for his extraordinary sense of humor and thirst for knowledge. His scholarship on employee health and wellness in the workplace was motivated by a strong sense of justice and basic fairness. He maintained an active lifestyle, enjoying basketball with his son

and tennis with his wife. Richard is survived by his loving wife, Lynn Miller, and his son, Rob Weiss.

Faculty, Staff and Board UPDATES

NEW HIRES

Effective 2013-2014

- Virgil Alexander, Term Instructor, Accounting and MIS
- Jennifer Joe, Whitney Family Endowed Chair in Accounting and Professor, Accounting and MIS
- Pratyush Sharma, Assistant Professor, Accounting and MIS
- Beth Vermeer, Term Assistant Professor, Accounting and MIS
- Brianna Newland, Assistant Professor, Business Administration
- Carlos Asarta, Associate Professor, Economics; Director, Center for Economic Education and Entrepreneurship
- Matthew White, Assistant Professor, Economics
- Huijun Wang, Assistant Professor, Finance
- Rich Jakotowicz, Instructor, Finance

Effective 2014-2015

- Nerissa Brown, Associate Professor, Accounting and MIS
- Beth Vermeer, Assistant Professor, Accounting and MIS
- Amanda Bullough Workman, Assistant Professor of Instruction, Business Administration
- Liying Mu, Assistant Professor, Business Administration
- David Muir, Assistant Professor, Business Administration
- Kurt Anders Norder, Assistant Professor, Business Administration
- Shubha Patvardhan, Assistant Professor, Business Administration
- Suresh Sundaram, Assistant Professor of Instruction, Business Administration
- Yi-Lin Tsai, Assistant Professor, Business Administration
- Julianna Butler, Assistant Professor of Instruction, Economics

- Seonyoung Park, Assistant Professor, Economics
- Soodong Park, Temporary Assistant Professor of Instruction, Economics
- Zvi Schwartz, Professor, Hotel, Restaurant, and Institutional Management
- Nicholas Waller, Instructor, Hotel, Restaurant, and Institutional Management

PROMOTIONS

Effective 2013-2014

- Michal Herzenstein, Associate Professor with tenure, Business Administration

Effective 2014-2015

- Wendy Smith, Associate Professor with tenure, Business Administration
- Xiaoxia Lou, Associate Professor with tenure, Finance

STAFF

Effective 2013-2014

- Michael Evans, Computing Support Specialist II, Lerner College
- Jennifer Magaw, Administrative Assistant II, Center for Economic Education & Entrepreneurship
- Linda Blake, Administrative Assistant II, Graduate & Executive Programs
- Paulina Leone, Academic Program Coordinator, Graduate & Executive Programs
- Jacqueline Evans, Administrative Assistant I, Hotel, Restaurant & Institutional Management
- Julie Frieswyk, External Programs Coordinator, Venture Development Center
- Sandy August, Associate Director, Development

RETIREMENTS

Effective 2013-2014

- Eleanor Craig, Economics, August 31, 2014, 48 years
- John Kmetz, Business Administration, August 31, 2014, 36 years
- John Preble, Business Administration, August 31, 2014, 31.5 years

Effective 2014-2015

- Thomas Becker, Business Administration, August 31, 2015, 20 years
- Edgar Johnson, Business Administration, December 31, 2014, 45 years
- James O'Neill, Economics, 43 years
- Bernd Mayer, Hotel, Restaurant & Institutional Management, August 31, 2014, 11 years



BOARDS

The Lerner College continued to be advised and supported by its Advisory and Alumni Boards under the leadership of board chairs Rob Siegfried (Advisory) and Rich Corcoran (Alumni).

ADVISORY BOARD

Departing Members

- Tom Cloud
- Don Gagnon
- Michelle Taylor

Incoming Members

- Mary Ellen Payne
- John Petterson

ALUMNI BOARD

Departing Members

- Matthew Schwartz
- Jennifer Walsh

Incoming Members

- Tucker Dona
- Alyson Filippone
- William Gamgort
- Jenni Fleck Jones
- Tony Polselli

ACCOUNTING BOARD

The Department of Accounting and MIS expanded its External Advisory Board. New members include:

- Elan Keller, Member of Caplan & Drysdale (NY)



Expanding Horizons

FACULTY INTELLECTUAL CONTRIBUTIONS

As an institution accredited by the Association to Advance Collegiate Schools of Business International (AACSB), the Lerner College takes pride in the intellectual contributions of its faculty. The AACSB defines intellectual contributions as:

- Peer reviewed journal articles: learning and pedagogical research, contributions to practice, and/or discipline-based scholarship
- Peer reviewed proceedings: from teaching/pedagogical meetings, professional/practice meetings, and/or scholarly meetings
- Books: textbooks, professional/practice/trade, and/or scholarly
- Chapters in books: textbooks, professional/practice/trade, and/or scholarly
- Peer reviewed paper presentations: at teaching/pedagogical meetings, professional/practical meetings, and/or academic meetings
- Non-peer reviewed journals: learning and pedagogical, contributions to practice, and/or discipline-based scholarship
- Faculty research seminars: teaching/pedagogical, practice oriented, and/or discipline-based research seminar
- Research monographs: teaching/pedagogical, practice/applied and /or discipline-based research
- Others: May include peer reviewed cases with instructional materials, instructional software, publicly available material describing the design and implementation of new curricula or courses, technical reports related to funded projects, publicly available research working papers, etc.

FACULTY INTELLECTUAL CONTRIBUTIONS 2013-14

80

Peer Reviewed Journals

14

Chapters

34

Faculty Workshops

35

Peer Reviewed Proceedings

13

Non-Peer Reviewed Journals

26

Other

4

Books

1

Research Monograph

262

Total Faculty Intellectual Contributions*

*Department of Finance did not submit data at time of publication. Data will appear in an addendum at a later date.

OTHER RECOGNITION

- Service on boards: 94
- Presentations: 70
- Recipients/nominees for awards/honors: 24
- Grants: 30, totaling nearly \$1.4 million from organizations including:
 - » Academic Partnerships
 - » AstraZeneca Pharmaceuticals LP
 - » Delaware Department of Transportation
 - » Donner Canadian Foundation
 - » IRRIC Institute for Corporate Responsibility
 - » J. Willard Marriott Foundation
 - » JPMorgan Chase
 - » National Oceanic and Atmospheric Administration (NOAA)
 - » National Science Foundation
 - » United States Olympic Committee
 - » University of Houston
 - » University of Lisbon



BURTON ABRAMS

Honored with a silver Independent Publisher Book Award (IPPY) for his book, *The Terrible 10: A Century of Economic Folly* (ECON)



MERYL GARDNER

Research on how moods impact food choices and eating habits received extensive media attention (BUAD)



DEB DRAGONE

Recipient of the University of Delaware's 2014 Excellence in Teaching Award (ACCT/MIS, pictured center)



BONNIE MESZAROS

Named a First State Saves Saving Star for her advocacy, leadership and commitment to financial education (ECON)



ALI POORANI

Awarded the college's 2014 Leon and Margaret Slocomb Professional Excellence Award for exemplary commitment to public service and innovation (HRIM)



KATALIN TAKACS HAYNES

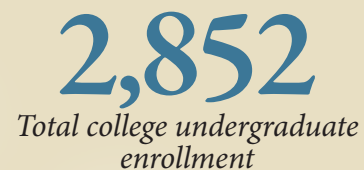
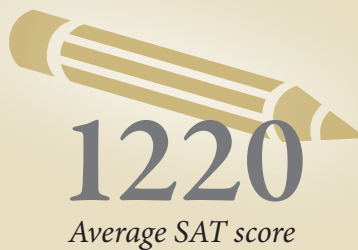
Research on wealth and executive greed received extensive media attention (BUAD)

Undergraduate Programs UPDATE

UNDERGRADUATE CURRICULAR CHANGES & NEW PROGRAM OFFERINGS

- Freshman accounting majors are now able to take ACCT 207 in the spring of freshman year in order to advance the sequencing of the major courses and facilitate their ability to complete 150 hours with dual majors or master's degrees.
- The Global Enterprise Technology program changed after discussions with industry firms to a fall internship schedule in order to expand participation in the program, especially among the professional services firms.
- Accounting and MIS is supporting the Financial Planning major with the addition of a new tax course, ACCT 418 Estate Planning, which will be offered for the first time during the next academic year.
- ACCT 516 Intermediate Topics was made permanent to support preparation of non-accounting undergraduates and international students pursuing MS Accounting studies.
- Accounting and MIS continued to expand support of winter internships by again offering students the opportunity to complete the spring semester immediately following their internship. To do this, we offer an accelerated version of ACCT 316. This year we added

STATS 2013-2014





an accelerated version of ACCT 302 and an experimental course in Professional Ethics and Responsibility to further accommodate winter internship students.

- The Management Area added a new elective course, Leadership & Teams (BUAD426).
- The Marketing Area added a new course, Marketing Analytics (BUAD476), to replace Digital Marketing (BUAD477) as a required course; BUAD477 will become an elective.
- Professor Andy Fields led the effort to gain approval for a new major in Financial Planning to begin in Fall 2014. The major is designed to meet increased industry demand for wealth managers who have a broad knowledge of financial products and sophisticated analytical skills.
- The Department of Finance launched a “Fixed Income initiative” to increase the coverage of fixed income securities in the curriculum. A dedicated course in fixed income will be offered effective September 2014, and the program will be expanded to support a variety of professional development activities for undergraduate and graduate students.
- HRIM will delete the duplicate breadth requirement courses, which the University now requires, effective September 2014.
- HRIM now offers 12 additional credits of electives, providing more opportunities to select a minor or double major.
- HRIM 218 Beverage Management was updated to HRIM 418 Beverage Management, which will now include the learning outcome of wine tasting and include the 6 “S”s of tasting wine—sight, smell, swirl, smell

again, sip and spit. Students must be 21 years of age to take this required course.

- HRIM added a capstone honors course and all honors student may take HRIM489 Food Service Management Practicum.
- The “Hospitality Industry Studies” major will be renamed “Hospitality Industry Management” effective Fall 2014. The curriculum changes, also effective Fall 2014, include the deletion of the duplicate breadth requirement courses and realignment of the courses required to make the major more flexible and not redundant, which will provide more opportunities for students to select a minor or double major.

DISCOVERY LEARNING EXPERIENCES STATS



“In Practice” Courses: 391



Project & Service Learning Courses: 413

STUDENT DISCOVERY



- 1. Argentina
- 2. Australia
- 3. Austria
- 4. Chile
- 5. Costa Rica
- 6. England
- 7. Europe
- 8. France
- 9. Italy
- 10. Japan
- 11. New Zealand
- 12. Norway
- 13. Portugal
- 14. South Africa
- 15. Spain
- 16. Sweden
- 17. Switzerland
- 18. Thailand

PARTICIPATION BY STUDENT TYPE

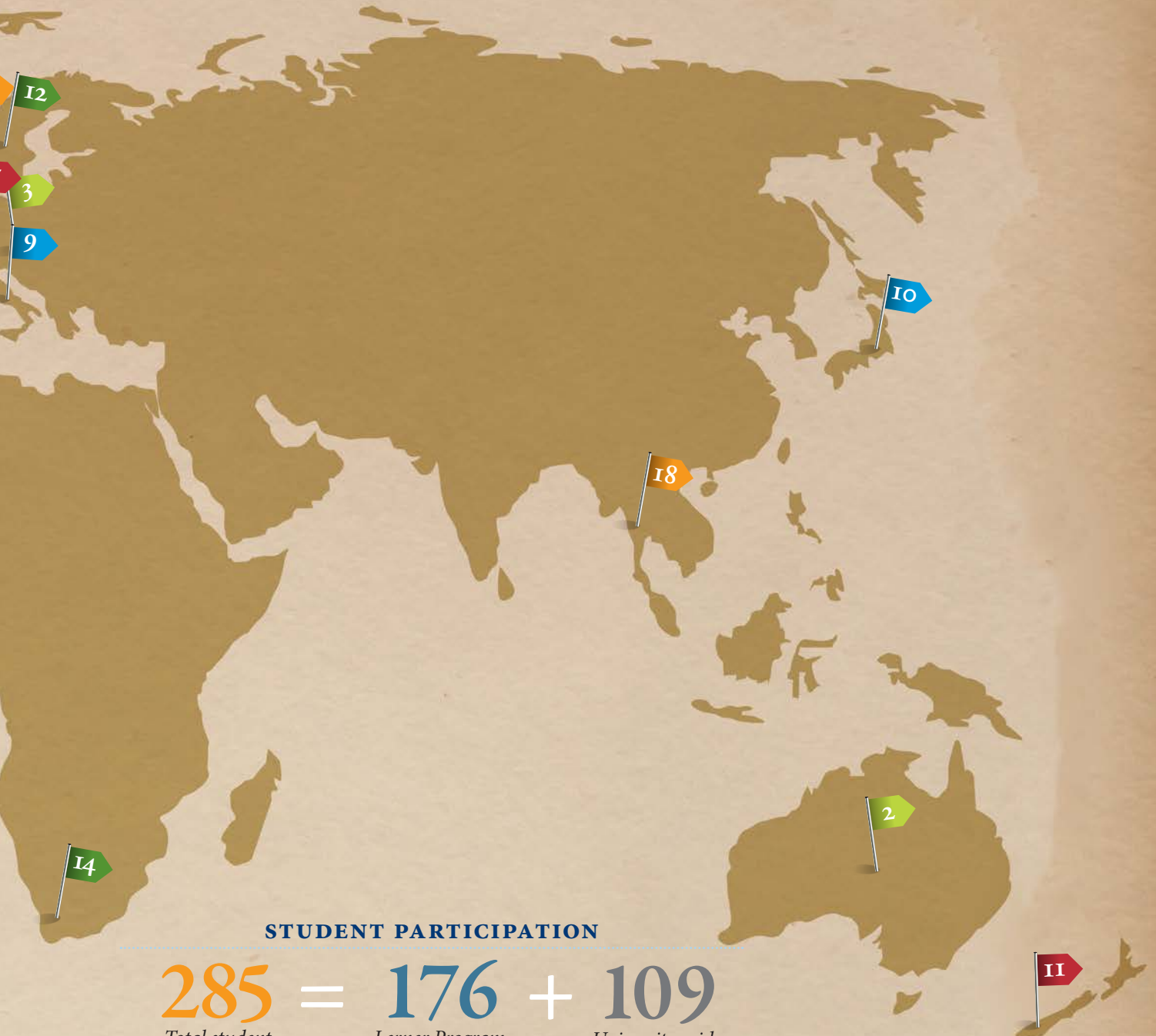
253

Undergraduate Participation

32

Graduate Participation

ES ON STUDY ABROAD



STUDENT PARTICIPATION

$$285 = 176 + 109$$

Total student participation = Lerner Program participation + University-wide program participation

PARTICIPATION BY PROGRAM TYPE

205	59	21
UD study abroad winter and summer sessions	UD study abroad regular semester	UD spring break

Graduate Programs UPDATE

The Graduate and Executive Programs (GEP) office in the Lerner College hosts a variety of programs and activities throughout the year for graduate students. Nearly 345 new and returning students took part in the 2013 Orientation and Welcome Back activities in the fall. GEP hosted two Chaplin Tyler Executive Leadership series lectures that were well attended by students, alumni and community members. J. Willard Marriott, Jr., along with his daughter, Deborah Marriott Harrison, **delivered the fall lecture**, while Ron Insana, CNBC journalist, **joined us in the spring**.

The Carol A. Ammon Case Competition (2014 winners, judges and college administration pictured below), endowed by Endo Pharmaceuticals and named in honor of the company's founder and CEO, is one of our premier educational events where graduate students have the opportunity to compete and collaborate with one another. This year, **more than 105 MBA and graduate students**

from all Lerner College graduate programs competed in this competition. Professor Andrea Everard, faculty case advisor, authored the case study used this year. The case required students to analyze how to get nutritious fresh food to inner-city lower income families, which gave them the opportunity to explore technology, finance, logistics and a number of contemporary social issues. Students worked with several non-profit organizations including farmer's markets, government agencies and the Food Bank of Delaware to understand this problem at a grassroots level.

Our new online MBA program is now one year old and we have over 150 students enrolled. The flexibility the on-line program provides has also attracted classroom-based students who are now able to take some of their program online as well as on campus. This hybrid allows our part-time students to accelerate the completion of their degree and is proving to be a very popular option.



In 2013-2014, GEP held a variety of recruiting events including 18 information sessions for prospective students at both Lerner Hall on UD's Newark campus and Arsh Hall on UD's Wilmington campus. On-site recruitment sessions were held at College Graduate Fairs at Maryland Eastern Shore, Richard Stockton, Elizabethtown, Dickinson, Gettysburg, Franklin & Marshall, Millersville; QS World Tour Philadelphia and Washington, D.C.; UD's Job Fair, Women's Expo, State Chamber Mixer; UD's Athlete Job Fair; ALPHA Women in Business Event; and West Chester University Grad Fair. International recruitment was held at fairs in China, India, Korea, Turkey and Dubai.

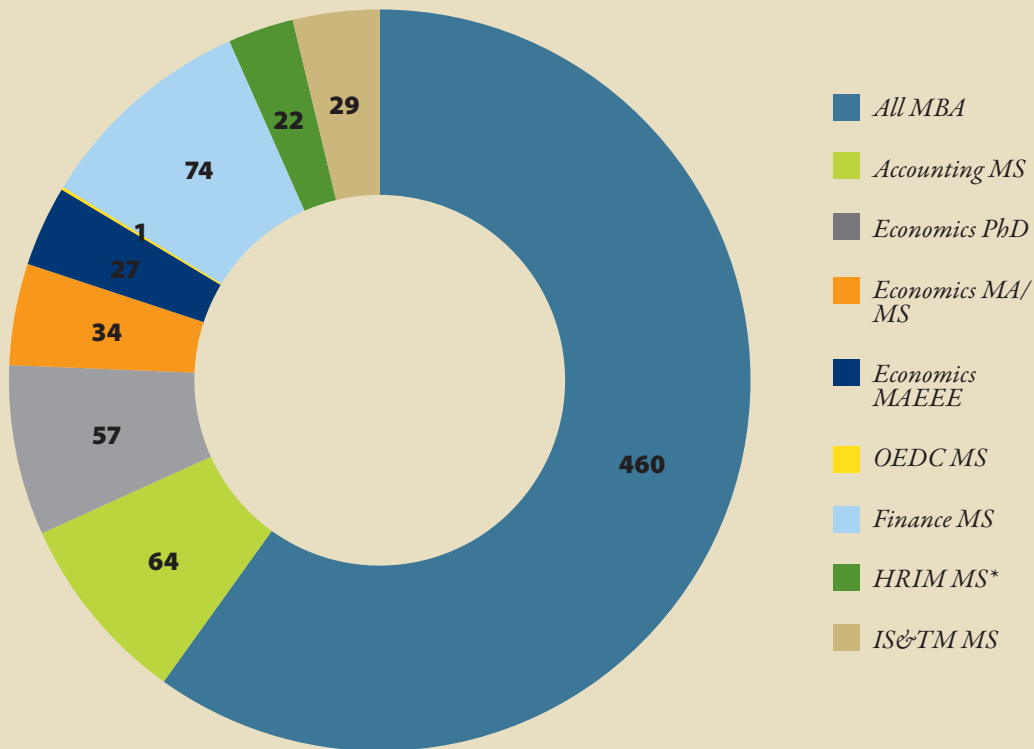
GRADUATE CURRICULAR CHANGES & NEW PROGRAM OFFERINGS

- The name of ACCT801 was changed to "Management Accounting & Control" to better reflect the expanded content of the course.



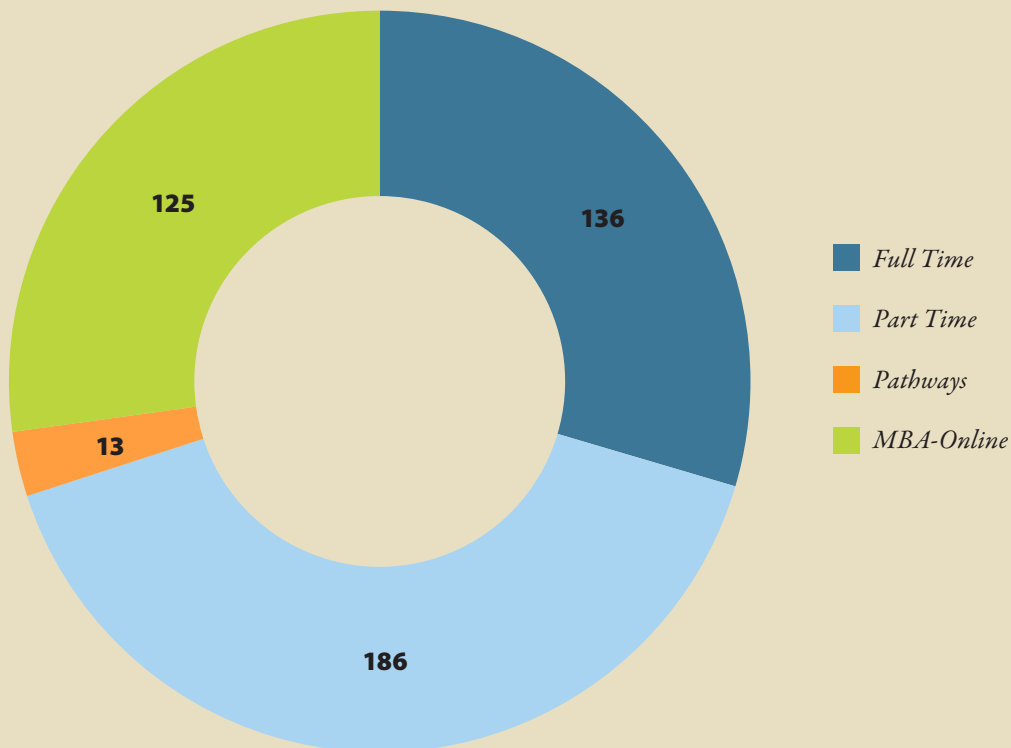
- The MIS program added a new graduate course MISY831 Enterprise Information Systems to support the FSA PhD program.
- The Organizational Effectiveness, Development and Change program was disestablished.

GRADUATE ENROLLMENT 2013: PROGRAMS

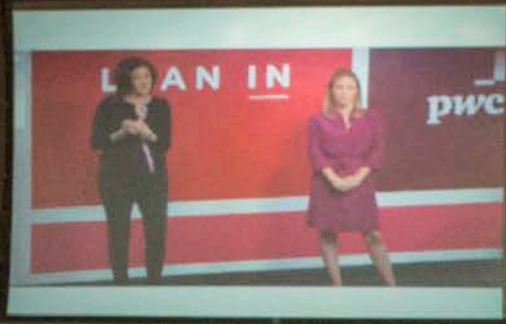


- HRIM currently offers a Master of Science program in Hospitality Business Management. The curriculum is geared toward analytical careers in the hospitality industry, offering an innovative program that integrates emerging information, focusing on the analysis and evaluation of problems and opportunities using relevant and cross-functional decision making tools. The MS-HBM is offered in an accelerated format and has 30 credits offered over 12 months.
- The HRIM667 Individual Research Project was made permanent as HRIM875 Hospitality Management Research. This capstone course requires students to identify specific problems and opportunities in the hospitality industry; develop a research question; solve the specific problem; and highlight the relevant implications of the findings for industry and academia. Three types of research qualify: empirical research, case studies and business plans/projects.

GRADUATE ENROLLMENT 2013: MBA-SPECIFIC PROGRAMS







college economics

pwc

UNIVERSITY OF DELAWARE
Alfred Lerner Center of Business & Economics
DEPARTMENT OF ACCOUNTING

Asp

THE PWC WOMEN

Live Webcast with Facebook's COO Sheryl Sandberg

Join us for a live webcast featuring Facebook's COO and the author of *Lean In: Women Who Say No and the Will to Lead* and *Lean In for Graduates*. Sheryl will answer questions from partners and staff in an exchange of perspectives, and address questions on the challenges women face when transitioning from campus to career.

Following the webcast, we will roll into a candid panel discussion, with:

Jenn Cain, Senior Manager in Audit Practice, PwC alumna
Lynsey Eppeneder, Director in Risk Assurance Practice
Deborah Hayes, Vice President of Marketing and Communications, University of Delaware
Julie Natale, Assurance Partner, PwC
Moderator: **Bill Cobourn**, Member of PwC US Leadership and UD alum

and UD alum

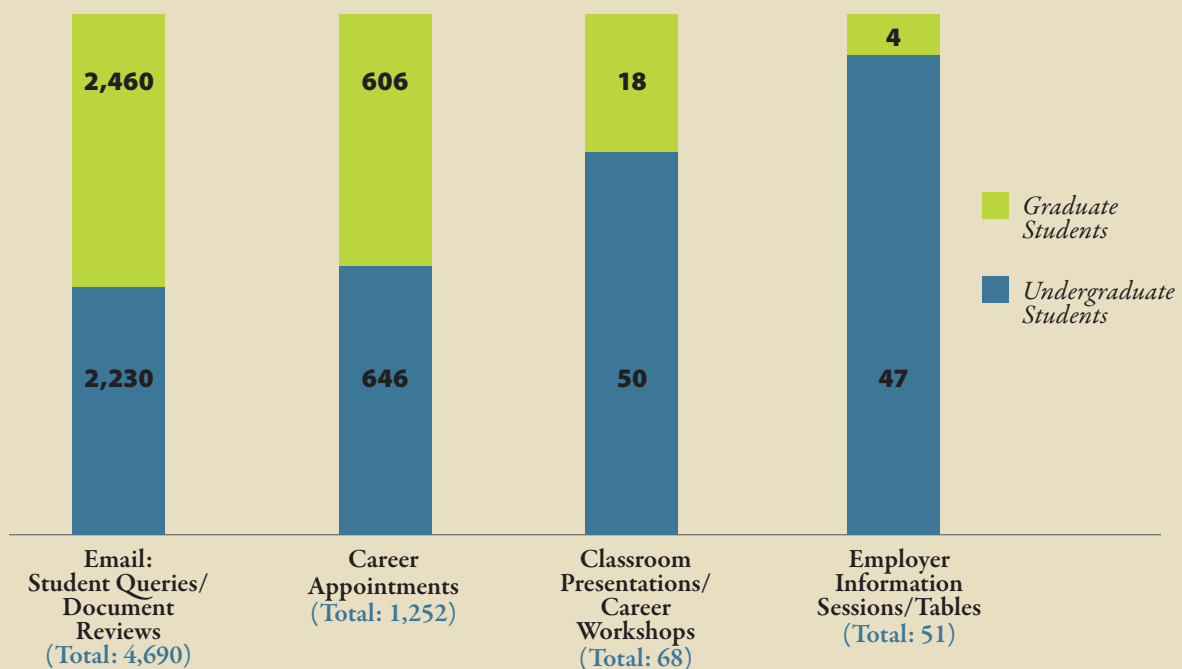
Lerner College CAREER SERVICES

The Lerner College Career Services Center offered career consultations to undergraduate and graduate students in the following areas: resume and cover letter reviews, exploring job-search strategies, preparing for interviews, navigating career fairs, negotiating job offers, selecting a major, exploring graduate school opportunities, assessment interpretation and general career counseling.

During the 2013-2014 academic year, there were approximately 3,615 full-time jobs and 2,755 internships posted in Blue Hen Jobs for all business majors, which reflected a 29 percent total increase from last year. We hosted over 100 undergraduate student career programs including career workshops and employer information session and tables. Some key highlights include:

- Corporate Associate opportunities increased from a total of 29 last year to 32 this year.
- Employer information sessions/tables and classroom presentations/career workshops increased by 13 percent from last year.
- The Executive Mentors Scholars Program continued to grow with 40 students last year to 53 this academic year.
- Target sponsored the 3rd Annual Case Competition, which awarded \$4,000 to four teams of top business majors.
- Student walk-ins increased by 40 percent over last year, to a total of 378.

CAREER ACTIVITY 2013-2014



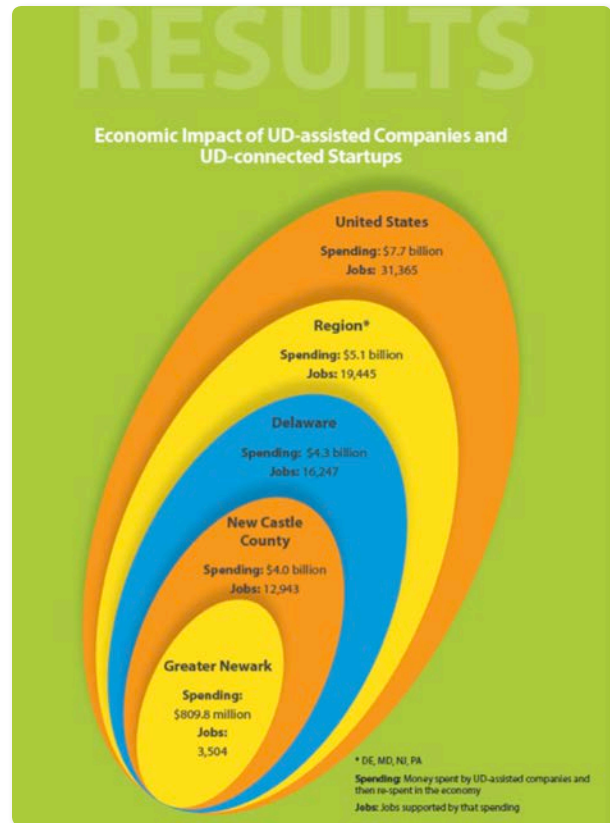
Explore the Activities of Our CENTERS

CENTER FOR APPLIED BUSINESS AND ECONOMIC RESEARCH (CABER)

Directed by professors William Latham and Kenneth Lewis, CABER provides timely responses to business and community needs for economic policy analysis regarding a wide range of economic policy issues using state-of-the-art methods and tools. In 2013-14, CABER conducted a variety of projects funded for a total of \$182,000, and continued to analyze the impact of UD on the region, the state and the nation. Projects included:

- City of Philadelphia, Philadelphia Sport Congress and Philadelphia Convention and Visitors Bureau—Analysis of Impact of Sport Events on the City: Estimated impacts for sporting events like the Philadelphia Marathon, Broad Street Run, Penn Relays and Dad Vail Regatta.
- UD Office of Undergraduate Research & Student Engagement: 2013 update of estimates of impact of student engagement. These estimates were also used in the University's application for the **Community Engagement classification** conferred by the Carnegie Foundation for the Advancement of Teaching. CABER staff collaborated with the UD Committee in preparation of the University's application.
- U.S. Olympic Committee: Analysis of determinants of success of Olympic athletes in women's judo including development of an Elo index for the sport and estimated probabilities of success using Ordered Probit models.
- National Beer Wholesalers Association: Analysis of economic impact of state-level franchise laws and territorial restrictions on the beer industry in general and craft beer industry in particular. Worked with industry experts from across the U.S. and made presentation in Washington, D.C.
- Development of CABER Geo-Data, a user-friendly, online data display system for comparative data on U.S. states and countries with up-to-date data.

CABER also developed proposals for impact studies of the Firefly Music Festival (already funded); an airport extension in Sussex County; the Boys & Girls Clubs



of Delaware; Wilmington Blue Rocks Baseball Team; the "Slam Dunk at the Beach" Basketball Tournament (already funded); and of extending Delaware's public schools' summer vacation until after Labor Day.

CENTER FOR ECONOMIC EDUCATION AND ENTREPRENEURSHIP (CEEE)

The CEEE offers in-service and pre-service teacher training programs, graduate courses and consulting services that focus on economic, personal finance and entrepreneurship content knowledge and pedagogy for K-12 teachers and school districts.



In September 2013, Carlos J. Asarta joined CEEE as its new director, and has prioritized continuing to fulfill the center's mission while looking to leverage technology and online education. To that end, the center increased its online presence by creating a new Facebook page and Twitter account, revisiting and updating its webpages, and ensuring its members remain actively engaged with LinkedIn. CEEE is also working with Radio America, through a generous grant from The Donner Foundation, to develop a series of educational videos on personal finance that will be available to teachers in Delaware, the United States and the world. Finally, the Center is awaiting the release of the first-ever, fully digital principles of economic product (Butters/Asarta Principles of Economics – McGraw-Hill) to begin developing online courses for teachers around the country.

During the 2013-2014 academic year:

- 107 programs, workshops, and courses
- 1,213 in-service and pre-service teachers in public, independent and private schools participated
- 8 special programs for K-12 students were conducted, including: Bank At School (pictured above), Economics & Art, EntrePrep Summer Camp, Meaningful Economics Competition, Personal Finance Challenge, Personal Finance Essay Contest, Stock Market Game and Teach Children to Save Day
- 5 programs were held for parents and their children

The CEEE is also working with MoneyTree to develop economics, personal finance and entrepreneurship materi-

als that will be available to students in Malaysia and other countries in the region.

The CEEE continues to exponentially broaden its influence through the one-of-a-kind Master of Arts in Economics and Entrepreneurship for Educators (MAEEE) program, which equips educators with a solid foundation in economic theory and a set of strategies and methods for teaching economics, entrepreneurship and financial education. Last summer, 26 educators began the two-year program; the current cohort includes participants from 14 states and three countries (Argentina, Malaysia and Singapore).

Collaborations between CEEE and other college and UD programs included: providing personal finance programming for almost 600 First Year Experience freshmen; co-sponsoring the Diamond Challenge with the Horn Program in Entrepreneurship; and presenting on economics and personal finance topics to special students groups (i.e., UD Honors Program). In addition, the Center and Lyons Companies once again cosponsored the [annual Economic Forecast](#), which featured Philadelphia Federal Reserve Bank President Charles Plosser as the keynote speaker.

Finally, in an effort to bring attention to the continued need for personal finance education in K-12 programming, [over 80 industry, government and education leaders gathered in May](#) to discuss the state of personal finance and economic education in Delaware, and how they are working together to improve the financial and economic literacy of young people.

HORN PROGRAM IN ENTREPRENEURSHIP & VENTURE DEVELOPMENT CENTER

Strong positive momentum continued throughout the 2013-14 academic year for the Horn Program in Entrepreneurship. Noteworthy activities, milestones and accomplishments include:

- Experiencing double digit growth in participation across all established curricular and co-curricular programs, including course enrollments, Hen Hatch and the Diamond Challenge for High School Entrepreneurs.
- Officially launching the new major in Entrepreneurship & Technology Innovation in Fall 2013 and celebrating the Horn Program's first graduate, Jordan Sack, in Spring 2014.
- Opening the **new 5,000-square-foot Venture Development Center** (pictured at right) at 132 E. Delaware Ave., Suite 100, to rave reviews from students, alumni and key stakeholders.
- Granting the first Shawn and Sheryl McCall Awards for Entrepreneurship to Benjamin Rapkin and Austin Crouse.
- Granting the first Horn Program Award, which is funded by contributions from program faculty, to Charles Meyer.
- **Launching the "Moo Mobile,"** a partnership with the UDairy Creamery, that integrates entrepreneurial experiences—like operations and implementation of go-to-market plans—for students (pictured below).
- Receiving a grant award (\$300,000) from the National Science Foundation Innovation Corps Sites Program to fund educational programming and market validation



activities related to STEM technologies developed by UD faculty and students.

- Supporting the founding and re-launch of the Entrepreneurship Club (E-Club), which hosted 22 **Free Lunch Friday events**, ran a pitch competition and micro-venture, partnered with the Inventor's Club to host weekly meetings, and closed the year with 54 dues-paying members and a database of more than 400 students and community members.
- Partnering with the Department of Mechanical Engineering and faculty from the College of Arts and Science to gain formal approval for a new M.S. in Entrepreneurship and Design, which will launch in Fall 2015.
- Attracting a leadership gift to launch the Paul and Linda McConnell Youth Entrepreneurship Initiative and hiring a new staff member, Julie Frieswyk, to coordinate youth programs and corporate engagement.



HORN PROGRAM STATS

1,040

Individuals engaged (high school students, undergraduates, graduates, alumni and community members) in educational programs

1,264

Total event attendance

Awards to promising startups and students:

\$57,000

Cash

\$30,000

In-kind service

INSTITUTE FOR FINANCIAL SERVICES ANALYTICS (IFSA)

The IFSA is the result of a collaboration between UD and JPMorgan Chase that supports education and research activities to enhance the efficiency and effectiveness of business operations in financial services areas through analytics. Notable activities during 2013-2014 included:

- Curriculum design and approval of a new doctoral program in Financial Services Analytics (FSAN) by the UD Faculty Senate.
- Successful recruitment of the first cohort of FSAN students; after receiving 52 applications, holding 21 applicant interviews and extending 13 offers of admission, 10 highly qualified students, with both engineering and business backgrounds, will join the first cohort will join the program in Fall 2014.
- Twenty-seven faculty members from nine UD departments were invited join IFSA as affiliated faculty members. They will participate in research activities of the institute and help supervise FSAN students.
- Recommended by a selection committee with members from both UD's College of Engineering and the Lerner College, and approved by the deans of both colleges, the following individuals were selected as the inaugural JPMorgan Chase Faculty Fellows:
 - » John Cavazos, associate professor of computer and information sciences; and
 - » Harry Wang, associate professor of accounting and management information systems.

The following individuals were selected as the JPMorgan Chase Faculty Scholars, and will be responsible FSAN doctoral classes, supervising FSAN students and collaborating with JPMorgan Chase on research project:



- » Gonzalo Arce, Charles Black Evans Professor of electrical and computer engineering;
- » Adam Fleischhacker, assistant professor of business administration; and
- » Paul Laux, professor of finance.
- The IFSA's **annual Conference on Consumer Analytics and Industry Applications** (pictured on previous page) was held in December 2013, with lectures by researchers from JPMorgan Chase, IBM, Emory University, and the University of Virginia. Over 70 people from academia and industry attended the conference.
- Three IFSA affiliated faculty members participated in the 2013 IBM Big Data & Analytics EdCon and contributed to group discussions.

JOHN L. WEINBERG CENTER FOR CORPORATE GOVERNANCE

Under the direction of Charles Elson and Ann Mulé, the Weinberg Center continued to work to increase its impact in the corporate governance field and to build on its reputation as a nationally recognized academic center during 2013-2014. Selected accomplishments included:

- Global Proxy Watch, an international governance publication, recognized Elson and the center as one of 10 “2013 Stars” around the world who had the most impact on corporate governance during 2013.
- In October 2013, the **John L. Weinberg Distinguished Speaker Series** featured **William P. Lauder** (pictured right), Executive Chairman of the Estée Lauder Companies. Other fall events included a panel on “The Role of the Outside Director in the Controlled Corporation” and, in co-sponsorship with the Society of Corporate Secretaries and Governance Professionals, and in partnership with the State of Delaware, the **first Delaware Law Issues Update conference**. Six Lerner College undergraduate and graduate students attended the conference through a student scholarship opportunity that was provided.
- In February 2014, Mulé and Elson co-authored an article, “A New Kind of Captured Board,” that was published in the first quarter 2014 edition of *Directors & Boards* magazine.
- Events in the spring semester included a **Corporate Governance Symposium**, “**Governance Issues of Critical Importance to Institutional Investors**” and a panel co-sponsored with the Center for Audit Quality on “**Enhancing the Audit Committee Report: A Call to Action.**”
- Distinguished guests visited college classrooms in the

spring, including: Colin Mayer, the Peter Moores Professor of Management Studies at Said Business School at the University of Oxford, who spoke about his book *Firm Commitment: Why the corporation is failing us and how to restore trust in it*; and Richard Auhll, former Chairman and CEO of Circon, who spoke on “Circon: Pills, Takeovers and Dissidents.”

- Executive Superstars, Peer Groups and Overcompensation, a paper co-authored by Elson and Craig Ferrere, the Edgar S. Woolard, Jr., Fellow in Corporate Governance, continued to have wide-ranging influence among the corporate governance community. Elson and Ferrere have been involved in the development of on-going changes in practice in the compensation field, including working closely with shareholders and the business community to influence a response to the paper's recommendations that was commissioned by several of the largest Canadian banks.
- In May 2014, a Weinberg Center presentation at The Conference Board's 2013 Executive Compensation Conference was included in the “Best of Conference Board” DVD and video on demand.
- During 2013-2014, the center's leadership continued to engage at a variety of national and international conferences and seminars, and was quoted frequently in national and local media and appeared on numerous national television programs on various governance topics.



LERNER COLLEGE TRADING CENTER

The Trading Center aims to increase the quality of students' academic experience by allowing undergraduates and graduates to experience real-time, hands-on professional applications of the industry, and by empowering faculty with high-tech teaching tools. This discovery-based learning facility allows the Lerner College to stay abreast of the fast-paced world of financial markets.

Each year over 2,000 students access the center through classes, workshops or independent certification. The classes spanned various disciplines, including finance, economics, HRIM, sport management and marketing. Lerner College students also take advantage of software like FactSet and Bloomberg to earn industry certifications.

Additionally, the Trading Center hosted events throughout the year, including visits from local high schools and grade schools; Boy and Girl Scouts; graduate programs from other universities; the Delaware Governors School; the ACG Case Competition; and the CFA Case Competition, among others. The center also hosted a conference to collaborate with other university finance labs to develop best practices for teaching with financial technology (pictured below).

The Trading Center remains the meeting place for the Blue Hen Investment Club, a student-run equity portfolio. The club utilizes the specialized software to analyze their \$1.5 million portfolio, which represents a portion of the University's endowment. In 2013-14, the club's risk-adjusted performance exceeded the returns of the S&P 500 Index.



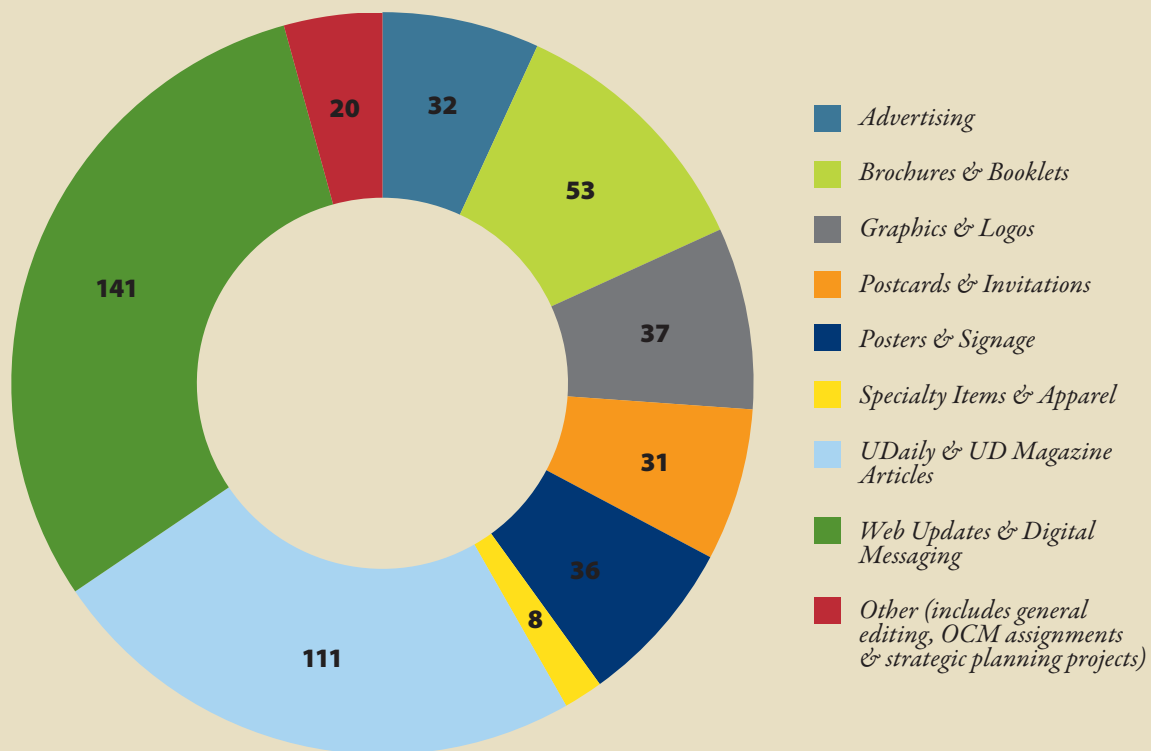
Lerner College COMMUNICATIONS

Since 2012, the Lerner College Communications Team has grown slightly from a staff of one communications manager to include a full-time graphic designer; student interns also provided some help over the last year and a half, and today, the office relies on occasional support from a part-time writer. Despite its small size, the Communications Team has endeavored to strengthen the Lerner College name and visual identity, and support print and digital content and messaging for all of the college's departments, programs and centers. The team has done so by aligning its communications strategies with

the goals outlined in the college's vision document, "**The Way Forward**," since its release two years ago.

The Communications Team designed and implemented a **work request form** to gather data starting at that time—and also underwent a **strategic planning implementation** with UD's Office of Communications and Marketing earlier this year to formalize its strategies—and is pleased to share for the first time a comprehensive look at its impact in supporting the Lerner College's goals of raising the research profile; growing graduate programs; and empha-

COMMUNICATIONS REQUESTS FISCAL YEAR 2014



COMMUNICATIONS TEAM STATS

21

Faculty, staff and students received web content manager training for the new website via workshops and one-on-one sessions

Media hits (recognizing Lerner faculty, students, alumni and programs quoted or featured in national and local news and media outlets):

94

Fiscal Year 2013



59

Unique graphics for college digital displays, fiscal year 2014

109

Fiscal Year 2014

16,180

Alumni subscribed to Business Briefs

Total number of work requests:*

275

Fiscal Year 2013

469

Fiscal Year 2014

* Form implemented July 2012

270

Faculty, staff and friends of the college subscribed to Business Briefs

Lerner College UDaily articles, UD magazine features and mentions, Business Briefs e-newsletters and other digital messaging:

106

Fiscal Year 2012

124

Fiscal Year 2013

129

Fiscal Year 2014

sizing experience-driven learning opportunities across all programs of study.

Major projects include:

- Creation of the [Lerner College Identity Style Guide](#) (released Fall 2012, revised Summer 2014) and [compilation of branding resources online](#) to provide the college with key visual messages that offer a powerful and unified way for us to communicate with our audiences
- Implementation of [MarComm Work Request Form and Process](#) for tracking and prioritizing projects that will also enable the team to analyze trends and perform effectively and efficiently
- Research and completion of the [Lerner College historical timeline](#) to help tell the college's rich history and path toward the future
- Coordination of web committee and launch of a [dynamic redesign of the Lerner College website](#) (includes college, departments and centers)
- Year in Review video montages for [2012-13](#) and [2013-14](#) to highlight faculty and student successes, guest speakers, events and news features each academic year
- Data analysis in a [2013 Communications Impact review](#)

LERNER COLLEGE STORIES ON UDAILY

TOP FIVE

Most-viewed Lerner College UDaily Stories

1. Foods and moods: How your mindset about the future may impact your eating habits
2. Marriott Foundation funds HRIM addition: J. Willard and Alice S. Marriott Foundation gives \$559,000 to support new HRIM classroom addition
3. 'Be The Match': UD roommates donate life-saving bone marrow
4. National win: Lerner College student team wins national PwC tax competition
5. RePEc honors Lucas: Lerner's Lucas receives accolades for economics research

All appeared in the top 10% of over 2,580 articles on UDaily.





Information TECHNOLOGY

This year has been transformative for the Lerner College Information Technology (IT) group, including an organizational restructuring and the implementation of a new strategic plan while achieving significant infrastructure upgrades across the college.

Under the direction of Barbara Cullis, the new manager of information technology, a “Run, Grow, Transform” model for strategic planning has been implemented to facilitate spending across run-the-engine operational projects and to grow existing platforms, IT skillsets and transformative projects to keep the Lerner College at the forefront of technology.

A significant investment in infrastructure was made to upgrade the computer labs, technology classrooms and the Lerner College Trading Center this year. The project included the migration to UD’s Win domain and the turndown of Windows XP machines to assure increased compliance and security. To improve operational efficiency, new tools were also included for asset management, system maintenance and administration. New hardware and updated applications were successfully deployed for the start of classes.

Other highlights from the year include:

- A \$20,000 IT Transformation Grant was awarded to IT and principal investigator Mark Serva, associate professor of accounting and MIS and director of the

INFORMATION TECHNOLOGY STATS

509

*Documented requests were supported
this fiscal year*

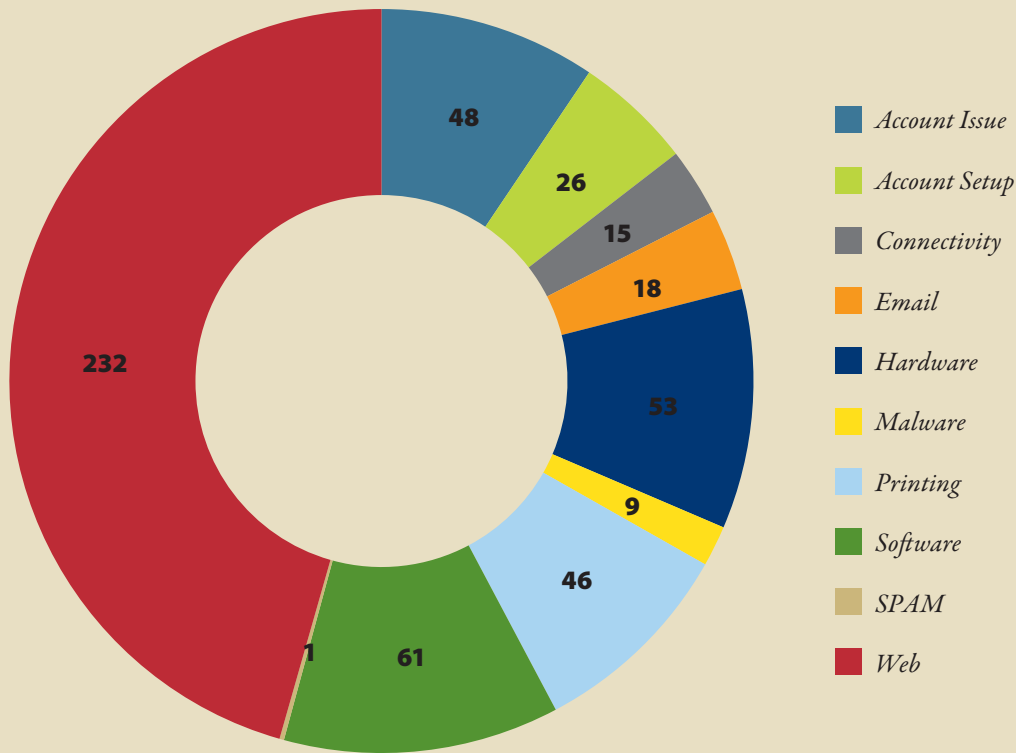
600+

*Systems, servers and mobile devices
are supported*

Global Enterprise Technology program, to jointly implement a 50-user Virtual Lab prototype. The Virtual Lab will allow students and faculty anytime, anywhere access to Lerner College computing lab software. The Virtual Lab has been successfully implemented with a strong focus on the end-user experience, reliability and performance.



TECHDECK SUPPORT REQUESTS BY TYPE



- Name the Help Desk Contest: To best serve faculty and students, a formalized help desk will be implemented in fall 2014. To give students the opportunity to leave a lasting imprint in Purnell Hall and engage them in the process, IT held a naming contest, in which students submitted 344 ideas to name the service. The winning name, “TechDeck,” will become the new helpdesk identity, while runner-up “Ctrl-Alt-Help” was selected as a tagline. TechDeck will include a new staffing and support structure designed for Tier 1, 2 and 3 services, and student lab assistants have been engaged in the design and implementation of the new help desk (pictured opposite page).
- IT completed the migration to FootPrints, UD’s ticket tracking system that provides a common interface for staff to provide improved response time and tracking, which will

also enable IT to easily generate metrics to identify technical trends, issues and performance.

- The Lerner College IT group is now a voting member of the Technology in Business Schools (TBSr) Roundtable, an affiliate of the college’s accrediting body, AACSB International. The TBSr organization provides opportunities for technology leaders in business schools to share ideas and best practices and to collaborate with their colleagues at other AACSB-accredited business schools.

TECHDECK
@ THE LERNER COLLEGE

ctrl-alt-help

Lerner College DEVELOPMENT & ALUMNI RELATIONS

Private support for the Lerner College remains strong and growing, with 2,696 donors contributing more than \$6.5 million to the college this fiscal year. These gifts support all aspects of the college—providing financial assistance to our students (pictured below with donors at the annual Celebration of Scholarship event), enhancing our academic programs, raising our research profile, and ultimately, allowing us to advance the Lerner College as a preeminent, world-class business school.

As we chart the *Way Forward*, philanthropy will be critical to our efforts, and we are fortunate to have an engaged and eager base of alumni, friends and industry partners. Indeed, FY14 saw many individual donors contributing major gifts of \$50,000 or more. These gifts have had a significant and meaningful impact on our college and include:

- The Pike “Helping Hand” Scholarship, established by alumnus Thomas Pike ’82, to pay forward the financial support he received as an undergraduate.
- Renovations to Vita Nova. The gift, made by the Harcourt M. and Virginia W. Sylvester Foundation in

honor of recent HRIM graduate Claire Malfitano ’14, will support substantial renovations to the student-led restaurant.

- The Andrew Jia Ren Quek Memorial Scholarship, established by Samuel Quek and Alice Chao in memory of their late son, Andrew, who earned his bachelor’s degree in accounting in 2013. The scholarship will support undergraduate majors in this field, with a preference for need-based recipients in the professional business fraternity, Delta Sigma Pi.
- The Judith Switzer Jenkins Scholarship, a merit- and need-based scholarship established by alumna Judith Switzer Jenkins ’62, to support an accounting student who shows entrepreneurial promise.
- The Strong and Powerful Scholarship, established by Mary Ellen Payne ’78, ’80M, to support undergraduate students with demonstrated financial need.
- Gifts (totaling more than \$672,000) to support the Horn Program in Entrepreneurship, included major gifts from E. Thomas Harvey III ’75, to support program operations; Bradford M. Bono ’91 and Jennifer Hobbs Bono ’97, to create an award for students with entrepreneurial promise; Robert L. Siegfried Jr. ’81 and Kathleen Horgan Siegfried ’85, to establish an award recognizing those who advance entrepreneurial leadership, knowledge and practice; Tomas Gordon ’96 and Nicole Gordon, to support new initiatives in the Horn Program; and Andrew R. Jordan III ’91 and Stacey Farias Jordan ’92, to support program operations.





Titleist

SOUTHERN

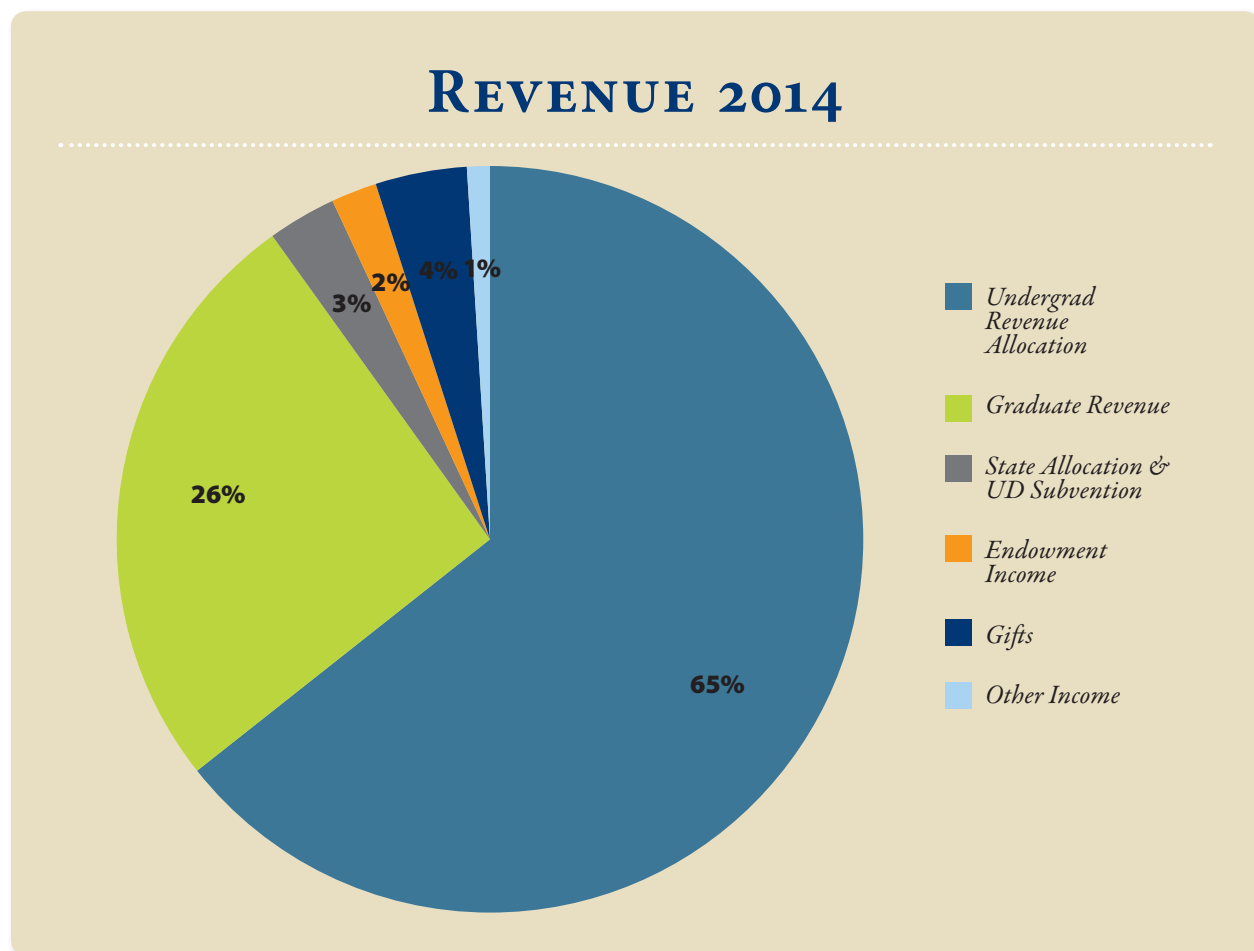
Financing Our FUTURE

In fiscal year 2014 (July 1, 2013 through June 30, 2014), the Lerner College had total operating expenses of over \$68 million. Direct college expenses, including salaries, benefits, research support, technology and supplies, accounted for 55 percent of the budget, while central administrative support allocations made up 34 percent of the budget.

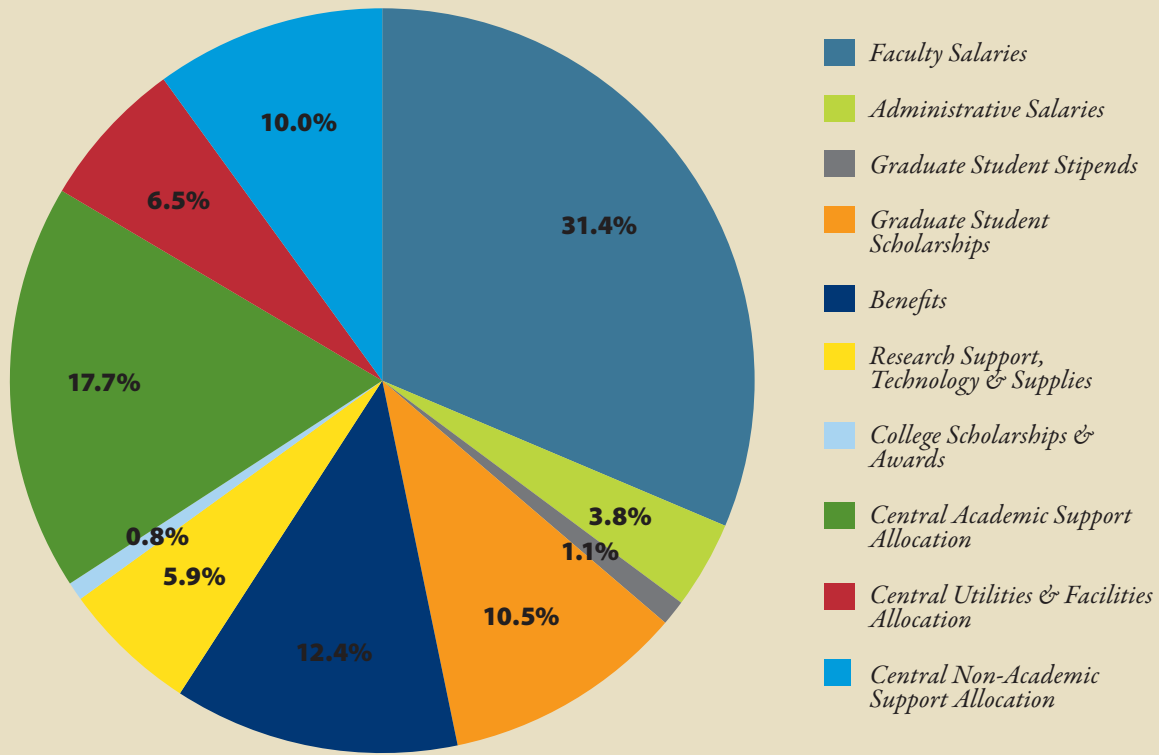
The University lifted the maximum tuition cap for graduate students this fiscal year, which increased graduate tuition revenue by over \$3 million; however, tuition waivers increased significantly to maintain competitive pricing

in the graduate education market. Lerner College net graduate tuition revenue (tuition less waivers) increased \$1.2 million over last year. Increased marketing of the graduate programs and the **growth of the online MBA program** raised graduate tuition revenue to 26 percent of the college's revenue.

Undergraduate tuition continues to be the college's largest source of funding, providing 65 percent of the annual budget, with gifts and endowment income contributing six percent, and state funding and other sources making up four percent.



EXPENSES 2014



Faculty salaries, administrative support, graduate student stipends and associated fringe benefits account for 90 percent of the budget portion representing direct college expenses. In fiscal year 2014, the college hired: one tenured professor; eight tenure-track faculty; and four

full-time continuing non tenure-track (CNTT) faculty with doctorates. The Lerner College will focus on graduate programs, the online MBA, executive education and development as future sources of additional revenue.

Strategic Funding **PRIORITIES**

The Lerner College has set strategic funding priorities to align with the milestones outlined in the University of Delaware's Path to Prominence.™

STRATEGIC PRIORITY #1: A DIVERSE AND STIMULATING UNDERGRADUATE ACADEMIC EXPERIENCE

- Implement a virtual lab classroom with 200 concurrent users to provide anytime/anywhere access to students taking Lerner College classes
- Enhance student quality and recruitment by offering renewable student scholarships
- Increase support for the Executive Mentors Scholars Program

- Hire five new tenure-track faculty to replace retirees and help in undergraduate course offerings

STRATEGIC PRIORITIES #2 & #3: A PREMIER RESEARCH AND GRADUATE UNIVERSITY; EXCELLENCE IN PROFESSIONAL EDUCATION

- Hire an online coordinator to facilitate the growth of the online MBA program and support the Graduate and Executive Programs office
- Lease a 13,000 square foot building to house the Lerner College "Graduate Hub" that will provide classrooms; collaboration rooms and lounges; and space for the Lerner College Career Services Center, graduate admis-



sions and advising all in one place

- Launch a doctoral program in Financial Services Analytics with interdisciplinary Faculty Research Fellows
- Allocate a portion of RBB surplus and collaboration funding to departments for research initiatives and conferences; increase total research support to faculty by 47 percent to promote collaborative research

STRATEGIC PRIORITY #4: THE INITIATIVE FOR THE PLANET

- Offer courses in Energy Economics, Environmental Economics and Sustainability

STRATEGIC PRIORITY #5: THE GLOBAL INITIATIVE

- Support Study Abroad programs
- Partnership agreements with international companies for outsourcing validation and verification of student records, qualifications and recruitment
- Travel support for enhanced international partnerships with India, China, Iraq and other emerging economies

STRATEGIC PRIORITY #6: THE ENGAGED UNIVERSITY

- Build and lease new space for the Horn Program for Entrepreneurship; hire administrative support for the program
- Build an extension of Purnell Hall for an expanded JP-Morgan Chase Innovation Center and the new doctoral program in Financial Services Analytics (pictured at left)



Alfred Lerner College
of Business & Economics

COLLEGE ADMINISTRATION

Bruce Weber
Dean

Rick Andrews
Deputy Dean

COMMUNICATIONS TEAM

EDITORIAL & CREATIVE DIRECTION

Kathryn Meier
Manager, Marketing & Communications

ART, DESIGN & PRODUCTION

Heather Harwood
Graphic Designer

COPYEDITING

Sunny Rosen
Communications Specialist

PHOTOGRAPHY

Kathy Atkinson
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Doug Baker
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