

# 2022-23

# Review



# College of Business

UNIVERSITY of WEST FLORIDA



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# Message from the Dean

This is an incredibly exciting time for our College! Fresh off maintaining our prestigious AACSB accreditation and on the heels of a tremendously successful academic year, we usher in a new era that will keep us on an upward trajectory.

To our new faculty and staff who arrive as part of the College of Education and Professional Studies reorganization, welcome to the family! We are proud to call you Business Argos.

Our College is strengthened immensely by adding you along with three new degree programs, and the Air Force and Army ROTC programs. The expansion positions us to fulfill our mission to promote individual, organizational, and regional prosperity through business education, research, and service.

We certainly held true to our mission this past academic year. I am awestruck at the incredible feats accomplished by faculty, staff, and students. A team of finance students won a national competition, faculty contributed 29 peer-reviewed journal publications and 21 faculty published at least one peer-reviewed journal article, our staff served as the backbone ensuring we operated at a high level, and our centers provided a wealth of services to the community.

As we begin the 2023-24 academic year, let us pick up where we left off and prepare for another fantastic year. Go Business Argos!



# Business Argos in the News



## Small Business Institute Honors Dr. Batchelor

The Small Business Institute® awarded Dr. John Batchelor with its 2023 Homer L. Saunders Mentor Award. The mentor award identifies a Small Business Institute member who is deserving of recognition for outstanding contribution to the director or case supervisor training and development.



## Academy of Management Honors Dr. Baugh

Dr. Gayle Baugh was the recipient of the 2023 Best Reviewer Award in the Organizational Behavior Division at the Annual Academy of Management Conference. The Academy of Management is the preeminent professional association for management and organization scholars. Its worldwide members include professors and Ph.D. students in business schools at universities, academics in related social science and other fields, and practitioners who value knowledge creation and application. Founded in 1936, its global community today is nearly 18,000 and spans over 120 countries. This recognition, therefore, places Dr. Baugh with the top organizational behavior researchers and demonstrates her level of commitment to OB scholarship.

## Dr. Brazhkin Wins Best of Show

Dr. Vitaly Brazhkin won Best of Show at the 2023 HIP Faculty Showcase for field experiences his students gained through collaboration with UPS. Dr. Brazhkin took students on tours of the UPS airport station and sorting facility, and a guest speaker from UPS spoke to his classes.



# Business Argos in the News

## Brewer, Gardner Win Awards

Amy Brewer and Dolores Gardner each received the Nautilus Excellence Award. The award recognizes workforce and OPS individuals for substantial contributions impacting inter-departmental operations.



## SGA Honors Dr. Cooper

Dr. Marisa Cooper received the 2022-23 Student Government Association Distinguished Teaching Award.

## Pitch Competition



Dr. Jana Burch had students in her Foundations of Entrepreneurial Leadership course participate in an entrepreneurship competition sponsored by Cox Communications. The competition challenged students to come up with innovative products or business ideas and pitch them to a panel of judges in a two-minute video. The students learned from watching successful pitches on “SharkTank” and writing detailed business plans. Out of 43 entries, the judges selected the top three finalists who competed in a live event where they presented their ideas and answered questions. The competition showcased the creativity and entrepreneurial spirit of UWF students and Cox Communications donated \$10,000 in prize money.

# Business Argos in the News

## Flight Academy

Dr. Bill Huth, a professor in the Department of Commerce and a licensed aviator, trained 24 cadets from across the country as the College of Business served as a host site for the Air Force JROTC Flight Academy. The cadets trained for eight weeks on campus and at Peter Prince Airport in Milton. Their training included solo flights and they averaged 53 flight hours in Piper PA 28 Warriors. By completing the program, the cadets earned their private pilot certifications and six college credits.



# Business Argos in the News

## College of Business Maintains AACSB Accreditation

The University of West Florida College of Business earned re-accreditation from the Association to Advance Collegiate Schools of Business, known as AACSB International. AACSB International is the largest and most-recognized global accrediting body for business schools that offer undergraduate and graduate degrees. First accredited in 1994, UWF's

College of Business maintains AACSB accreditation by demonstrating an ongoing commitment to the highest standards of excellence for curriculum, faculty, learner success, and strategic program management. Less than 5% of business schools worldwide have earned AACSB accreditation.



## 2022 Hall of Fame Class

The University of West Florida College of Business inducted its 2022 Hall of Fame class on Friday, Oct. 28, at the UWF Commons Conference Center. The Hall of Fame was established in 2021 to celebrate individuals who embody the qualities that make the college an extraordinary place to learn and grow. Inductees are College of Business alumni or supporters who have excelled in their careers and positively impacted society. A committee of College of Business faculty and administrators and previous Hall of Fame inductees selected the 2022 members based on the following criteria: graduated from the College or supported the college in a meaningful way; exceptional career accomplishments; significant professional recognition; community involvement and recognition; and service to the College of Business and UWF. The 2022 inductees were: Dick Appleyard, Pam Bilbrey, Allison Hill, Julian and Kim MacQueen, Jerry Maygarden and Quint Studer.



# Business Argos in the News

## Executive Director Kinsella Receives FBI Award

CAPT Tim Kinsella Jr., USN (Ret), director of the University of West Florida's Aylstock, Witkin, Kreis & Overholtz Center for Leadership, was awarded the Christopher Wray FBI Director's Community Leadership Award on Monday, Nov. 14, 2022. A ceremony was held at the Escambia County Emergency Operations Center in Pensacola. Kinsella was selected for recognition by special agents from the FBI field office in Jacksonville, which oversees Northwest Florida operations. After 33 years of service in the Navy, Kinsella joined the University of West Florida in March 2022.



## Major Gift Enhances Center for Leadership



The University of West Florida announced a \$2.5 million gift from the Aylstock, Witkin, Kreis & Overholtz law firm to name the UWF Center for Leadership and enhance its initiatives. The gift will support the Center for Leadership's mission to develop effective leaders with a sense of personal authenticity and character, social and civic awareness, and the ethical courage required to make positive change in the modern world.

# Business Argos in the News

## College Hosts Ninth Annual Women in Leadership Conference



The College of Business Executive Mentor Program hosted its ninth annual Women in Leadership Conference on Thursday, March 30, reaching a sold-out crowd of more than 430 students, young professionals and executives in attendance, as well as over 470 who attended online via live stream. The conference educates the next generation of business leaders destined to positively impact the state of Florida, resonating with experienced professionals and those just beginning their careers. Remarkably successful women, including senior leaders from across the state and nation, shared their stories through inspiring speeches and panels dedicated to both personal inspiration and practical application.

# HIGH IMPACT PRACTICES: GOING THE EXTRA MILE

Students benefited, in and out of the classroom, from 112 different high-quality learning experiences during the 2022-23 academic year. UWF COB faculty designed and delivered learning experiences that go far beyond traditional lectures to 3,576 students in 45 different courses. These activities ranged from competing in global competitions to engaging with supply chain industry professionals, pitching business plans to successful entrepreneurs, and learning how to fly airplanes.

Many often refer to all of these activities as “High Impact Practices” or HIPs. However, HIPs are defined by UWF as a specific set of activities which have their own rules and events. HIPs, therefore, rest at the top of high-quality learning experiences and represent an elite class of learning activities and ultimately as HIP-designated courses. More information about the qualifications can be found in the UWF Faculty Toolkit or by contacting the COB HIP Liaison, Dr. Jerry Burch.

Dr. Vitaly Brazhkin won “Best in Show” at the 2023 HIP Showcase for his HIP activity titled Partnership with UPS to Deliver Real-World Experience to UWF Students. Sarah Fox (UWF Associate Director, High Impact Practices and Experiential Learning) stated the activity “blew the review committee away! Such a great course and a big impact on students.” The relationship Brazhkin established with UPS, in particular, benefited the students. He integrated multiple tours of the airport station including observations of freighter unloading operations and a UPS sorting facility. It takes considerable time and energy to develop these industry relationships and to create HIP learning activities. It is for this reason that during the spring semester, the UWF HIP Committee solicits HIP Grant submissions. Faculty submit their ideas, and budgets, for the development of future HIP activities. These ideas are evaluated based on their adherence to the HIP guidelines and financial awards are made to the best submissions to develop the activities.



From a practical perspective, HIP activities fall into one of eleven categories. These activities are encouraged by UWF with three separate programs: the HIP Showcase, HIP Grants, and HIP Course Designation.

The HIP Showcase each spring semester allows faculty members to share their learning activities with colleagues.



This year, Dr. Harriette Bettis-Outland and Dr. Ali Green were awarded a HIP grant that focuses on diversity, equity and inclusion with the collection of qualitative data from academic and industry DEI representatives to determine the types of accommodations that are in place, or are in process, to address the needs of organizational members with respect to mental and physical disabilities.

***“This qualitative data will be used to create a case study that will be integrated into COB capstone classes,” Dr. Bettis-Outland said. “The goal is to engage students to create innovative ways for implementing DEI initiatives that address the needs of associates with physical and mental disabilities. Students may become more cognizant and proactive in helping their fellow colleagues to become, or maintain, their ability to be a positive addition to their team.”***



And finally, the ultimate goal of the UWF HIP program is to develop HIP courses. Dr. Jerry Burch stated that what makes HIP-designated courses stand out above HIP activities is the extended length of the activities, the student’s reflections about their learning, and a public demonstration of their product or learning. Currently, there are only four COB courses that have been designated as HIP courses. These are Dr. KC Ma’s FIN 4561 and FIN 5560, Dr. Jana Burch’s ENT 2612, and Dr. Xuan Tran’s HFT 3271.

Each Fall, the UWF HIP Committee accepts faculty nominations for HIP course designation. The packages are reviewed and only the best packages are approved. These courses then carry the HIP designation for three years.

Dr. Ma’s courses include students’ active participation in investing foundation funds over the course of the semester. This course has been extremely successful in teaching students the science of research and investing and has gained notoriety for the UWF COB. The student-managed Argo Bond Fund won first place at the Quinnipiac University Global Asset Management Education’ (Q.G.A.M.E.) global portfolio competition in New York City. The winning Argo Bond Fund portfolio, managed by the Argo Investments Program Class of 2022 and led by students Tuynh Minh Trung, Sam Vaughn, Fernando Gomez and Nick Osting, has \$1 million in assets under management.

In its first year of competition, the UWF team outperformed submitted portfolios from different student-managed fund programs across the nation. The Q.G.A.M.E. global portfolio performance competition ranked the realized returns from all qualified student-managed fund submissions which are required to have a live performance history on real capital of at least one year.

***“Obviously, 2022 has been an extremely difficult year for any global bond investors,” Dr. K.C. Ma said. “It is especially encouraging to the Argo students that, for its first entry, Argo Bond Fund can beat all other student funds by outperforming the benchmark by 20%.”***



Ultimately, the real reward of each of these HIP programs is Business Argo student learning. One of Dr. Brazhkin’s students, John Graves, described the experience as “extremely beneficial.” Graves credited the in-class training beforehand for honing their presentation and analysis skills at the Iowa State University/National Association of State Procurement Officials Undergraduate Case Competition.

***“Once we arrived in Iowa, the extreme time crunch we were placed under put all of us in a position to really shine in our individual areas of expertise,” Graves said. “The actual presentation in front of industry figures put us in a real-world scenario and allowed us to exercise everything we had learned in the classroom. Needless to say, this experience is something I will carry with me for the rest of my life.”***

# FACULTY DEVOTE RESEARCH TO WORKFORCE DEVELOPMENT



One of the most significant comments by the 2023 AACSB Peer Review Team was “your College produces more quality research and volume of research compared to other colleges your size.” The 2022-23 academic year was another banner one for COB publications with 21 faculty members publishing 29 peer reviewed journal articles.

Leading the charge were Dr. John Batchelor and Dr. Shelby Solomon who each published an article in a prestigious A\* peer reviewed journal.

Dr. Batchelor co-authored, “Job Attitudes: A meta-analytic review and an agenda for future research.” Published by the *Journal of Organizational Behavior*, the article explored and summarized previous developments in literature to identify ways to advance the field. The research took a systematic approach to exploring the nomological network, including investigating redundancy, of seven common job attitudes.

Relying on three primary studies and one meta-analytic study, the results raised concerns about the measurement of select job attitudes. They found job attitudes are moderately, to strongly, correlated with each other and have similar patterns of relationships with antecedents, correlates, and outcomes. Yet, relative weights analysis illustrated that some attitudes have more validity in predicting key employee outcomes than others, which points to theoretically relevant utility concerns among specific job attitudes.

The review offered a contribution by synthesizing the literature and developing a future research agenda based on the current findings that will advance the field further. The work also offered a primer on job attitudes with definitions, applicable theoretical frameworks, scales and items, and empirical relationships between key constructs.





Dr. Solomon focused his research on entrepreneurship with opportunities for the workforce to consider to develop as entrepreneurs. His paper published in the *Journal of Management Studies*, “Straight Outta Detroit: Embracing Locational Stigma among Organizations” explained why the new entrepreneurial workforce might desire to locate their headquarters in a decaying urban center. They can use the location as part of their entrepreneurial story of giving back to the community.

Dr. Solomon had two other workforce development related articles published in 2022-23. His paper in *Review of Managerial Science*, “Technological Innovation and the Expansion of Entrepreneurship Ecosystems,” was written to help the workforce make sense of how entrepreneurial ecosystems can be tapped into virtually with the rise of greater interconnectivity through technology. Dr. Solomon explained this development makes it less critical to be located in an entrepreneurial hub.

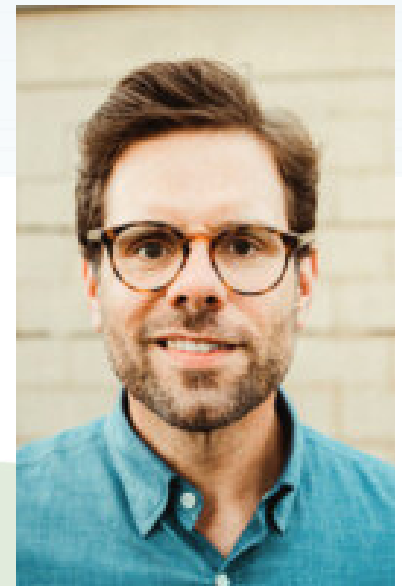


Next, Dr. Solomon wrote a paper published in the *Journal of Small Business Strategy*, “Social Entrepreneurship as a Mechanism to Correct Institutional Shortcomings” that illustrated how new entrepreneurs could work with the government to figure out how they could address institutional shortcomings.



In other notable workforce development research by faculty, Dr. Maggie Davis and Dr. Tim McIlveene co-authored “Workaholism: A personality and situational strength perspective” and presented their research at the Midwest Academy of Management Conference.

Applying the contingency theory of management and a situation strength perspective at the micro level, the study extends research on the dark side of bright personalities using a sample of 145 remote workers. The study offers significant implications for management research and practice.



“Our findings contribute to ongoing debates about the costs and benefits of remote work,” Dr. Davis said. “Specifically, our model reveals that negative affect fully mediates the relationship between employee conscientiousness and workaholism. We also find that the positive indirect effect of conscientiousness on workaholism through negative affect is stronger when situation strength is low. More specifically, when conscientious employees perceive low clarity, consistency, constraints, and consequences within their remote work positions, they are more likely to experience persistent negative affect and subsequent engagement in workaholism behavior, which may ultimately impact employee mental health and organizational effectiveness.”

# HOSPITALITY AND TOURISM COURSE PAVES PATH TO CAREERS

Global hospitality and tourism students benefited from conducting impactful research they presented to executives from Innisfree Hotels. The interaction paved paths to careers in the industry.

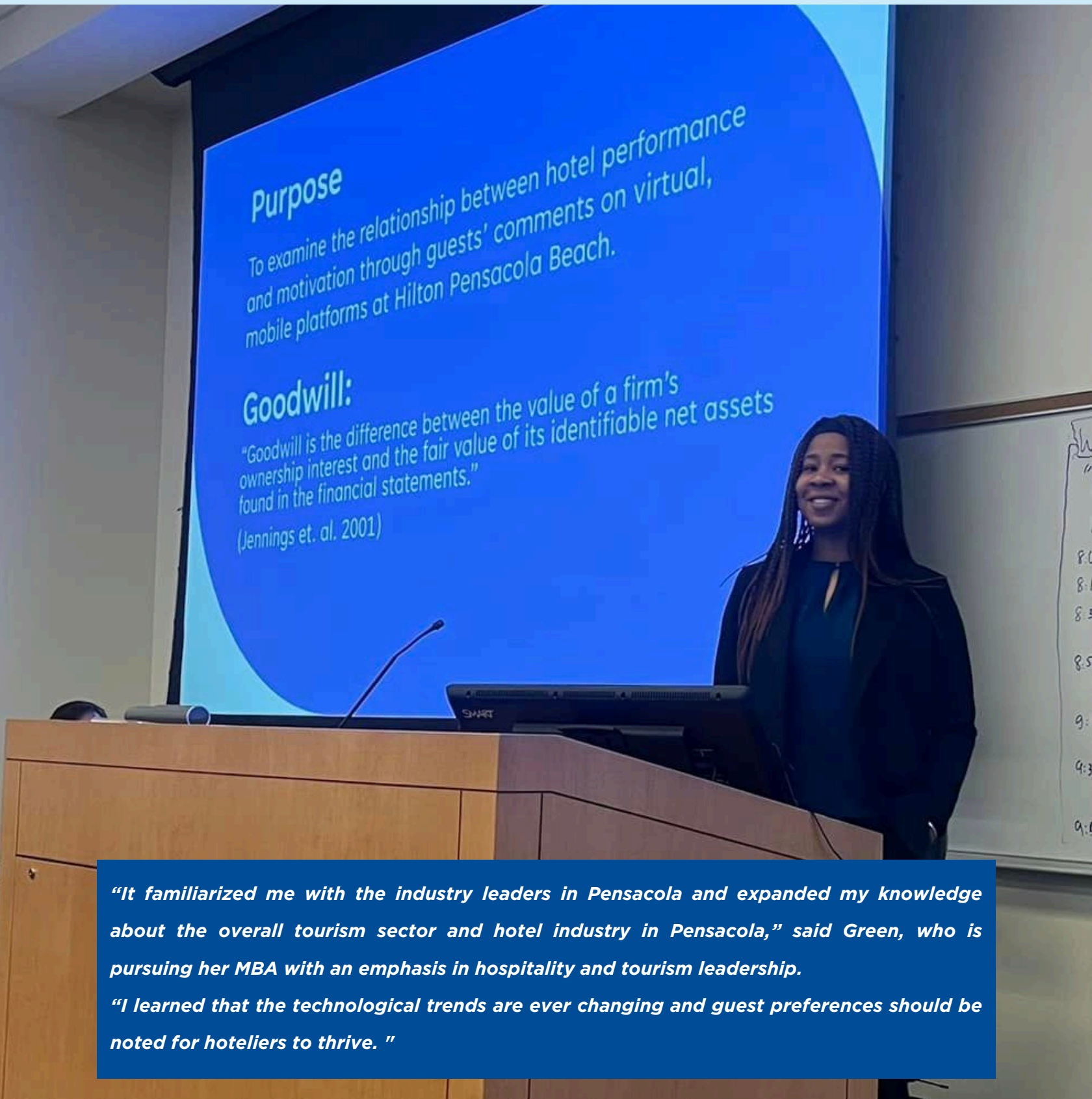
Dr. Xuan Tran arranged for his students to present their research to the captive audience. Innisfree executives in attendance included Jason Nicholson, vice president of hotel operations, and general managers from five hotels.



Dr. Tran divided the students into small groups and assigned each group an Innisfree hotel property. The students utilized Smith Travel Research to provide the Innisfree executives with pertinent data. Smith Travel Research helps property managers understand the importance of key performance indicators and how to implement the confidentially aggregated market rate and occupancy data, ideally through driving greater revenue at properties.

*“The purpose of the event is to contribute to the Florida Board of Governors’ performance-based funding model,” Tran said. “Metric 1 is jobs for UWF students in their first year after graduation and Metric 2 is salaries of the UWF graduates. Also, the event contributes to professional development for Innisfree Hotel managers.”*

Graduate student Shaniqka Green presented her research on Hilton Pensacola Beach. She said presenting before the executives paved her path to an internship with Innisfree as a food and beverage administrative assistant.



**Purpose**  
To examine the relationship between hotel performance and motivation through guests' comments on virtual, mobile platforms at Hilton Pensacola Beach.

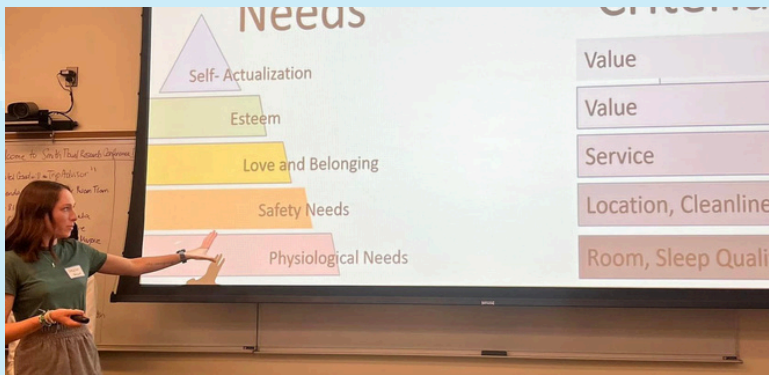
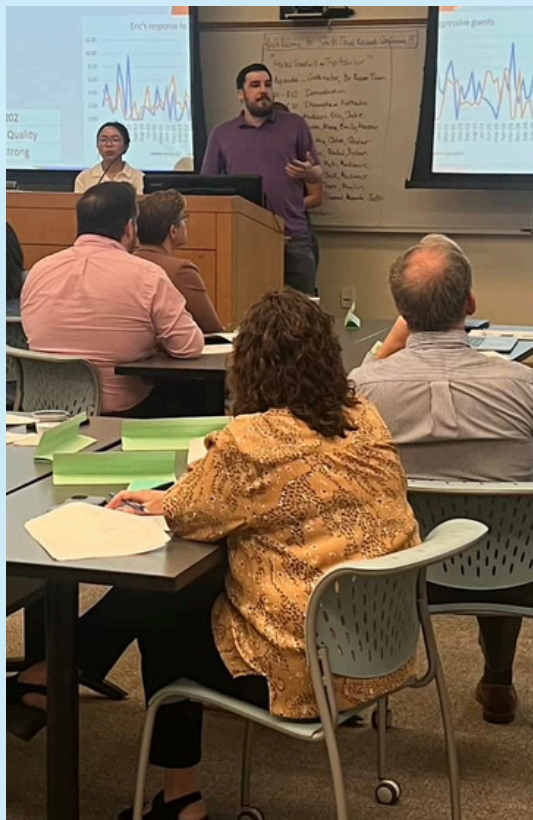
**Goodwill:**  
"Goodwill is the difference between the value of a firm's ownership interest and the fair value of its identifiable net assets found in the financial statements."  
(Jennings et. al. 2001)

*"It familiarized me with the industry leaders in Pensacola and expanded my knowledge about the overall tourism sector and hotel industry in Pensacola," said Green, who is pursuing her MBA with an emphasis in hospitality and tourism leadership.*

*"I learned that the technological trends are ever changing and guest preferences should be noted for hoteliers to thrive. "*

## Junior Global Hospitality and Tourism Major Skylar Grant and Her Team Researched the Holiday Inn Resort on Pensacola Beach.

The group researched thousands of customer reviews over multiple years to determine the resort's perceived strengths and weaknesses.



“One of the things we did was look at Tripadvisor reviews on the website to kind of pinpoint where their trouble areas are and how they can do a little bit better,” Grant said. “We did a lot of research on that and connected it to Maslow’s Hierarchy of Needs to figure out how hotels look to meet the needs of their guests and how that makes them good resorts.”

Grant described the project as an excellent networking opportunity that positions the students for possible careers at one of the largest hotel companies in the U.S. Two UWF alums, Sasha Daneva and Amber Whittset, presented in the past to Innisfree executives and now serve as general managers for the company. The pipeline from the College to Innisfree runs deep.

***“In addition, there have been many students from my class selected to work for Hilton, Holiday Inn Resort, Hyatt, Hampton and more,” Tran said.***

# PARTNERSHIP WITH GERMAN INSTITUTION CREATES STUDY ABROAD OPPORTUNITIES

A longstanding educational partnership with the Transatlantik-Institut in Ludwigshafen am Rhein, Germany, positioned the College to emphasize workforce development, student learning, teaching, and research during the 2022-23 academic year.



Seven German students earned their Master of Business Administration degrees from UWF by completing the 18-month Germany MBA Program. The MBA degree paid immediate dividends for Patrick Moczkuhn.

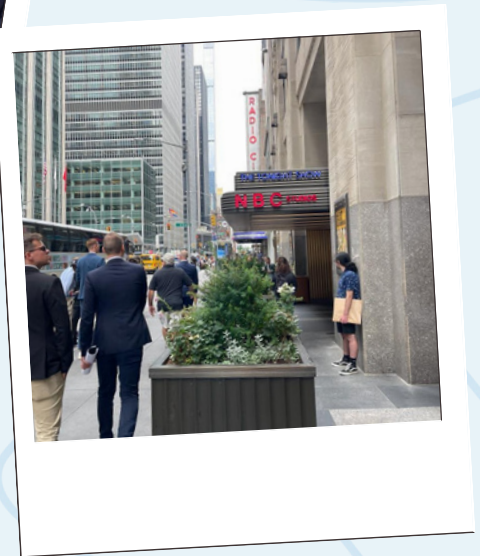


*“A headhunter approached me and he was looking for a profile: a chemical engineer with an MBA degree,” Moczkuhn said. “My profile fits it quite well with the UWF degree I obtained. It already paid off for me so I’m quite happy about that.”*

The seven students began and concluded the MBA program with two-week stints at UWF.

# A TRIP TO NEW YORK CITY HIGHLIGHTED THE SECOND VISIT TO THE U.S. FOR THE GERMAN GRADUATE STUDENTS

Associate Dean Melissa Brode and Dr. K.C. Ma accompanied the students on the trip. Their visit included stops at Jefferies, Cohen & Steers, J.P Morgan Co. Private Equity Group, Wall Street, and the Financial District.



UWF students, faculty, and staff also traveled to Germany and Switzerland and studied abroad for 10 days as part of the partnership with Transatlantik-Institut. The UWF contingent studied with the 2023-24 German cohort and completed an economics course taught by Dr. Richard Hawkins.

“

When we combine two groups in Germany, students learn about similarities and differences in the two economies and how that shapes managerial decisions,” Hawkins said. “For the time in Pensacola, other faculty do very similar things but with different courses.

One of our more enjoyable discussions this year was least favorite rewards/loyalty program for the students. German students tended to be more wary of privacy issues while U.S. students simply didn’t like programs where rewards were difficult to get. Students learned that a program can be successful in either country, but the program probably needs to be structured differently. The general conclusion wasn’t a surprise but the details were both interesting and important.

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# Twenty Undergraduate German Students Also Spent the Summer at UWF as Part of The International Business Administration Information Technology Semester Abroad Program

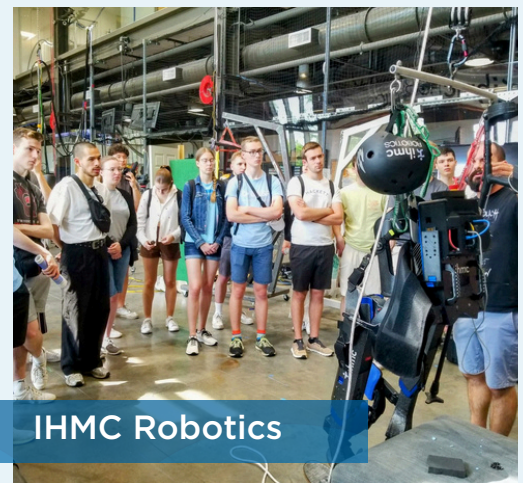


Trip to Rotary Club



Restaurant Visit

IBAIT is an international program through Transatlantik-Institut that allows students to participate in a cooperative educational experience in which they work for a semester and then attend school for a semester.



IHMC Robotics

While at UWF for 11 weeks, the students completed coursework for their undergraduate Business Analytics Certificate and Six Sigma Green Belt certification. In addition to their studies, students participated in a number of business tours, cultural events, and recreational activities. The students are employed by either BASF, a German multinational chemical company and the largest chemical producer in the world, or SAP, a German multinational software company. Over the past two years, six of these students published articles in the *ISACA Journal* with Dr. Jerry Burch.



Port of Pensacola

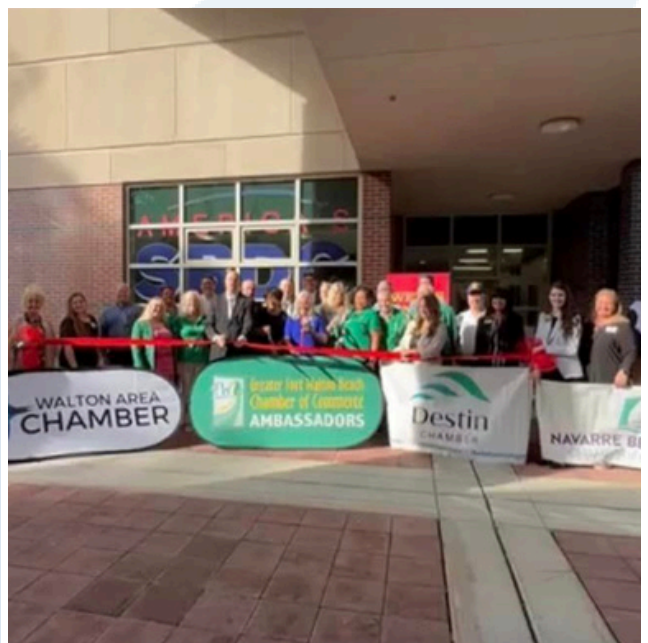


# CENTERS PROVIDE WEALTH OF SERVICES TO COMMUNITY



The College of Business has chosen workforce development to be the area where our faculty and staff will make a lasting societal impact on our region. The COB has defined workforce development as “education designed to enhance the knowledge and skills of current and future workers to increase the economic prosperity of individuals and regional organizations.” Two COB centers leading this charge are the Louis A. Maygarden Center for Financial Literacy and the Florida Small Business Development Center.

During the 2022-23 academic year, the Maygarden Center for Financial Literacy directly increased economic prosperity by partnering with Members First Credit Union to offer one-on-one credit counseling sessions. Credit counseling sessions occurred both on campus and at industry partner sites. All credit counselors at the Center are certified and members of the National Association of Certified Credit Counselors. Counselors offered clients tips on best ways to work through a debt crisis or addressing a life-changing financial matter.





The Center also collaborated with the Gulf Winds Cares Foundation to host four workshops for diverse crowds of UWF students, faculty and staff, and community members. The first workshop, “Becoming a 401K Millionaire,” was held on October 24, 2022. Dr. Greg Prescott, Director of the Maygarden Center for Financial Literacy and Chair of the Department of Accounting & Finance, shared his expertise with attendees. Important takeaways included beginning contributions early (i.e. in your 20’s) to your employee-sponsored 401k and letting compound interest work for you, contributing at least enough for the full company match, and increasing your contribution percentage by 1% per year until the offerings are maxed out.

On November 16, mortgage broker Rich Preston presented “Navigating the Home Buying Process.” Preston shared his expertise on down payments, closing costs, loan types, qualifying details, prequalification vs. pre-approval, debt-to-income ratio and max loan amount. He cautioned against searching Google for information on home buying. He said the process is constantly evolving and information online tends to be outdated or inaccurate.



*“You go to Google and there are 10 different answers to the same question,” Preston said.*



Chris Kelly returned to his alma mater on January 24, 2023, to share his expertise on building financial stability. A senior vice president of The Kelly Group at Morgan Stanley, he presented, “Putting Your Financial House in Order.”

Kelly said building a financial house begins with establishing a savings account and putting enough money aside to handle up to three unexpected financial emergencies. He said the five habits of a person whose financial house is in order include spending less than they earn, planning for financial margin, avoiding the use of debt, giving generously, and setting long-term goals.



*“Money is a tool, but it’s also a test,” Kelly said.*

*“I know people who have \$50,000 to their name and they’re incredibly happy and there are people with \$25 million and they are miserable, and then I know people who have millions of dollars who are happy and people who have \$250 and they are miserable. But money does not bring happiness. The world we live in does not support good financial decisions, and if we don’t develop good habits then we are more than likely going to find ourselves in a situation where we have to dig ourselves out of a hole.”*



Center for Financial Literacy Credit Consultant Jim Eanes presented “Better Credit Mo’ Money: The Do’s, Don’ts, and Nevers for Credit” on March 21, 2023. Eanes said to limit taking out multiple loans or signing up for multiple credit cards at the same time. He recommended you set up all loans on autopay to ensure timely payment.

Eanes advised participants to monitor their credit score and carefully review the report for accuracy at least once per year. He said to contact Equifax, Experian, and TransUnion for free annual credit reports. The law allows you one free copy per year from each of the three credit bureaus.

Other recommendations by Eanes included becoming an authorized signer on another person’s credit card and avoiding using more than 30% of your credit card limit or missing a payment. He said every late payment dings your credit score.





In addition to the workshops with Gulf Winds, the Center partnered with Pen Air Federal Credit Union to host a financial bootcamp each semester. The first bootcamp occurred on September 27, 2022. Consumer Credit Supervisor Matthew Levy offered students tips on how to consolidate debt and advised them to keep credit cards that are paid off active because it positively impacts their credit scores.



On April 11, 2023, Pen Air Assistant Vice President of Branch Experience Tyler Roberts presented, “Personal Finance for College Students.” He advised attendees to build a financial foundation by being aware of spending and preparing for upcoming expenses. Roberts said to use checking accounts wisely including reading statements for accuracy, setting up automatic bill pay, and utilizing overdraft protection. He recommended establishing a savings account to cover unexpected expenses.

Roberts advised shopping for credit cards with low APR, long grace periods, no annual fee, and low penalty fees. He said to use credit to your advantage by staying out of debt, paying more than the minimum payment due, paying on time, limiting your number of credit cards, and building a good credit history.

He emphasized the importance of understanding the difference between wants and needs and avoiding impulse purchases. He said if an item seems like a need, wait three days before purchasing it to ensure that is the case. Ultimately, Roberts said expenses should never exceed income.

The second center providing education and skill development is the Florida SBDC which serves small business owners and entrepreneurs throughout Florida's western 10 counties. Certified professionals provided small businesses the expertise and resources to succeed including training workshops, research capabilities and disaster recovery—creating a positive impact for the economy and its communities.

In 2022, the SBDC provided 10,236 hours of free one-on-one consulting, served 1,069 clients, helped 86 new businesses start up, and assisted small businesses with accessing \$44.2 million in capital. Just among Argo-owned small businesses of alumni and students, Florida SBDC fostered the creation and retention of 224 jobs as well as the access of \$1.4 million in capital and government contract awards.

In 2023, the SBDC taught its keystone “Starting a Business” workshops on a recurring basis across the region to help upcoming entrepreneurs learn the basics about starting up and qualify them to meet one-on-one with a certified consultant at no cost. These three-hour live trainings helped attendees weigh the viability of their business ideas, provide the steps to startup including helping ensure the proper legal boxes will be checked, share tips and best practices, as well as offer engaging anecdotes from the professionals’ own business experiences.

The SBDC also offered no-cost topical training both in person and virtually at different locations with partnering organizations to fully draw on area experts and the team’s specialties. Subjects included sources of small business funding lunch and learns in different counties, how to contract with different entities, understanding commercial real estate, marketing essentials and tools, human resources, intellectual property, cybersecurity, how to start a childcare business, the state small business credit initiative, and more.



The SBDC also offered recurring “Power Hours” in the area with the team’s SBDC consultants on consistent schedules at partner chambers of commerce. Clients could plan time to drop in weekly if needed with their latest questions and challenges.





Workshop participants found value in everything from gaining helpful notes and pearls of wisdom to contact information for people they would like to work with and connections with their peers in business.

*“Advent Services CEO Tomas Santos Alejandro said SBDC’s resources have been invaluable to the establishment and growth of his business in the federal sector. Because of the SBDC’s assistance, his company achieved 8(a) certification and he went on to support dozens of jobs and win nearly \$30 million in contracts.”*



The SBDC team strived to answer every call for business help. The team provided accountability, informed answers and results-driven efforts so every conversation or meeting was a celebration and a step further toward making a business owner’s goals a reality.

*“Anyone who is starting a business should go through a class or have a session with a consultant from SBDC,” shared Kaydee Zimmerman, owner of Gulf Coast Pelvic Health. “The information provided is extremely valuable and made me feel confident I was on the right track.”*



# Faculty Publications

## 2022 & 2023

### Peer reviewed journal publications

Aich, S. & Burch, G.F. (2023). Looking inside the magical black box: A Systems Theory guide to managing AI. *ISACA Journal*, 2023(1), 39-45.

Baruah, J., Burch, G.F., & Burch, J.J. (2023). Creativity specialization: Does diversity in creative skills matter in team innovation? *Small Group Research*, 54(2), 167-190.

Brazhkin, V. & Rose, W.J. (2023). A Comparison of Three Popular Routing Policies for Lift Truck Order Picking. *Transportation Journal*, 62 (1), 79-99.

Conklin, M., Elzweig, B., & Trautman, L.J. (2023). Legal recourse for victims of blockchain and cyber breach attacks. *UC Davis Business Law Journal*, 23, 136-180.

Cowden, B.J., Bendickson, J.S., Mathias, B.D., & Solomon, S.J. (2022). Straight outta Detroit: Embracing stigma as part of the entrepreneurial narrative. *Journal of Management Studies*, 59(8), 1915-1949.

Elzweig, B. & Chambers, V. (2023). Fractional NFT Taxation Issues. *Taxnotes*, 179(7), 1139-1144.

Elzweig, B. & Trautman, L.J. (2023). When does a non-fungible token (NFT) become a security? *Georgia State Law Review*, 39, 295-336.

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# Teaching Activities

[Ata Atadil](#) 2

HFT4753 Applied Project  
HFT4799 Applied Project

[John Batchelor](#) 6

MAN6156 Applied Project  
GEB5875 Extensive Feedback  
MAN4330 Extensive Feedback  
Internships

[Gayle Baugh](#) 2

MAN3240 Applied Projects

[Vitaly Brazhkin](#) 7

Student Case Competition  
TRA3444 Guest Speaker  
SCLA Industry Tours  
TRA3444 Industry Tours  
TRA3153 Industry Tours

[Melissa Brode](#) 1

Student Internships

[Gerald Burch](#) 9

Research with Students  
Thesis Supervisor 7 Students  
Mentoring Students

[Jana Burch](#) 17

ENT2612 Applied Project  
MAN3802 Applied Project  
GEB3213 Contextual Writings  
ENT4615 Guest Speakers  
HIP Course  
Mentoring Students

[Justin Davis](#) 3

GEB5118 Applied Project  
MAN6721 Applied Projects

[Maggie Davis](#) 4

ISM3011 Contextual Writing  
ISM3011 Guest Speaker  
Mentoring Students

[Gerry Goldstein](#) 1

MAN4441 Guest Speaker

[Andrea Gornall](#) 2

MAN3301 Applied Projects

[Richard Hawkins](#) 2

MAR3714 Pitch Competition  
Research with Students



Ms. Mellissa Brode



Dr. Gerald Burch



Dr. Justin Davis

# Teaching Activities

## Chula King 4

ACG3111 Applied Projects  
ACG4201 Applied Project  
ACG5205 Applied Project

## Lane Lambert 2

ACG3401 Industry Certificate  
Research with Students

## Stephen LeMay 1

MAR3860 Guest Speaker

## K.C. Ma 12

FIN4514 Case Competitions  
FIN4561 HIP Course  
FIN5560 HIP Course  
HIP Showcase Award  
HIP Showcase Presentations  
Mentoring Students  
Research with Students

## Kelly Massey 1

MAN5806 Applied Project

## Esmail Mohebbi 4

MAN3504 Applied Projects  
MAN3504 Simulations

## Felicia Morgan 3

Research with Students  
GEB4361 Study Abroad

## Jill Plumer 11

HFT3814 Applied Project  
HFT3221 Applied Projects  
HFT3814 Guest Speaker  
HFT4277 Guest Speakers  
HFT3221 Industry Tours

## Cody Reinhardt 1

ECO3301 Intensive Writing

## Lauren Rich 5

MAN3301 Applied Project  
MAN5331 Applied Project  
MAN4350 Applied Project  
MAN4341 Applied Project  
MAN5347 Applied Project

## LT Snyder 3

MAN6721 Applied Project  
MAN4270 Simulations

## Shelby Solomon 2

MAN4270 Applied Projects

## Doug Waggle 2

FIN4424 Capstone Projects

## Barbara White 3

TAX4001 Industry Certificate  
Internships  
Research with Students

## Julie Ann Williams 4

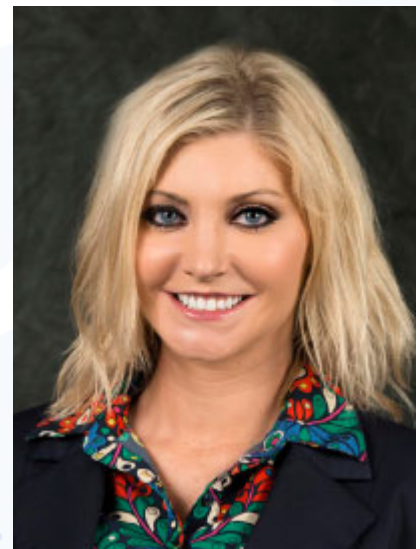
MAN3504 Applied Projects  
MAN3504 Industry Tour  
Research with Students



Dr. Chula King



Dr. Lane Lambert



Dr. Lauren Rich

# Learning by the Numbers

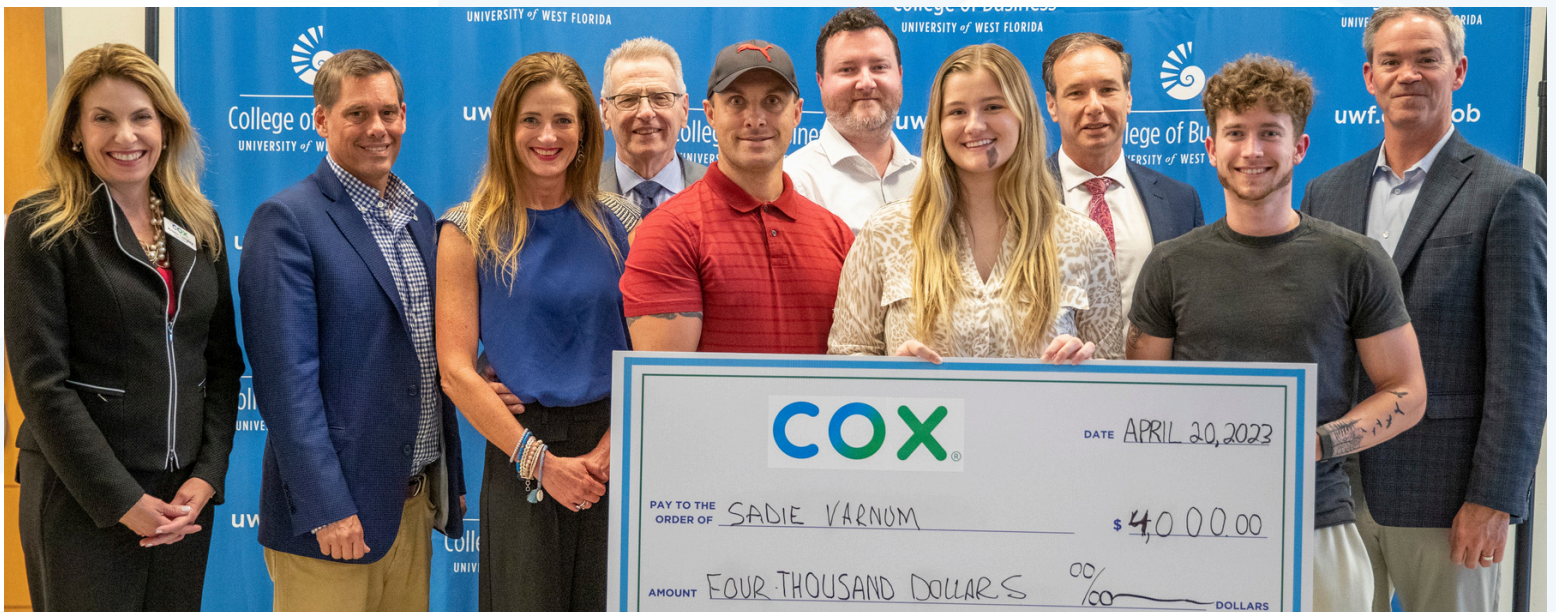
Applied Projects-**33** with **1,615** students

Case Competitions-**6** with **82** students

Contextual Writing Assignments-  
**8** with **688** students



Guest Speakers-**17** with **451** students



# Learning by the Numbers

HIP Courses- **4**

HIP Showcase Presentations- **4**

HIP Showcase Winners- **2**

Industry Tours- **8** with **111** students

Research with Students- **8**



# Service Activities

**The UWF College of Business faculty and staff contribute significantly to the professional, university, and local communities. Some of these highlights are:**

- 17 Board of Director positions
- 5 Advisory boards
- 1 Board of Governors
- 319 individual contributions

A partial list of those non-profit organizations, government, and for profit organizations the faculty and staff support are:

Academy of Management  
Argo Investment Program  
Association of Marketing  
Creative Learning Academy  
Diplomacy Begins Here  
Emerald Coast BEST Robotics  
Escambia County Schools  
Florida Military Affairs  
FL Bar's 1A Grievance Comm.  
Great Gulfcoast Arts Festival  
Gulf Breeze Middle School  
Harvester's Credit Union  
IRS VITA Tax Preparation  
Knowledge Bowl  
Lifeview Group  
NACADA  
PenAir Federal  
Pensacola Navy League  
Pensacola Women's Alliance  
Regenerative Labs  
SE Decision Sciences Institute  
Soc. for Marketing Advances  
Uncle Sandy's Bird Park  
Waterfront Rescue Mission  
Work and Safe Harbor

American Accounting Assoc.  
Argos on the Rhine  
Brandon-Bynum Cemetery  
Daughters of the American Rev.  
Eastern Academy of Mgmt.  
Ensley Youth Sports  
First National Bank & Trust  
Florida Trend  
Fred Levin Way Foundation  
Greater FWB CoC  
Gulf Coast Diplomacy  
Hill County Historical Comm.  
JettyIOT  
Landrum Companies  
Marketing Masters  
NW Florida Guardian ad Litem  
Pensacola Beach Elementary  
Pensacola State College  
Pensacon  
Rotary Club of Pensacola  
Small Business Institute  
Southern Management Assoc.  
Valerie's House of Pensacola  
Western Business Mgmt.  
Yobo Development

American Institute of CPAs  
Assoc. of Information Systems  
Cox Pitch Competition  
Daughters of Republic of TX  
Eggfest  
Entrecon  
Five Flags Rotary  
FL Bar Federal Tax Division  
Future Bus. Leaders of America  
Greater Pensacola CoC  
Haas Center  
Independence for the Blind  
Junior League of Pensacola  
Leadership Florida  
Midwest Academy of Mgmt.  
Pace Center for Girls  
Pensacola Little Theater  
Pensacola Theater  
Playaz Production Network  
Saint Paul School  
So. Academy of Legal Studies  
Southwest Academy of Mgmt.  
Visit Pensacola  
Women in Leadership

# Service Activities

These service contributions are spread widely across the faculty and staff. Notable service has been performed by the following College of Business members in the following service areas.

Faculty/Staff		Service Activities	
Helena Allman	Community	Professional	University
Ata Atadil			University
John Batchelor	Community	Professional	University
Gayle Baugh	Community	Professional	University
Harriette Bettis-Outland		Professional	University
Eric Bostwick	Community	Professional	University
Ginger Brauneis	Community		University
Vitaly Brazhkin	Community	Professional	University
Melissa Brode	Community	Professional	University
Gerald Burch	Community	Professional	University
Jana Burch	Community	Professional	University
Brooke Ciolino	Community	Professional	University
Marisa Cooper			University
Theresa Cserep	Community	Professional	University
Justin Davis	Community	Professional	University
Maggie Davis	Community	Professional	University
Jim Eanes	Community	Professional	University
Brian Elzweig	Community	Professional	University
Richard Fountain	Community	Professional	University
Gerry Goldstein	Community		University
Micah Grant		Professional	University
Alison Green	Community	Professional	University
Sherry Hartnett	Community	Professional	University
Richard Hawkins	Community		University
Mary Holladay			University
Meredith Jones	Community	Professional	University
Bob Kimball			University
Chula King	Community		University
Tim Kinsella	Community	Professional	University
Kevin Krieger	Community	Professional	University
Lane Lambert		Professional	University
Stephen LeMay	Community	Professional	University

# Service Activities

## Faculty/Staff

## Service Activities

Rachel Linn	Community	Professional	University
Pat Lucas	Community	Professional	University
KC Ma	Community	Professional	University
Kelly Massey	Community	Professional	University
James Mead	Community	Professional	University
Amy Miller			University
Esmail Mohebbi	Community	Professional	University
Felicia Morgan	Community	Professional	University
Jill Plumer	Community		
Greg Prescott		Professional	University
Lauren Rich	Community		University
LT Snyder			University
Shelby Solomon	Community	Professional	University
Helen Soter	Community		
Tom St Myer	Community	Professional	University
Xuan Tran	Community	Professional	University
Doug Waggle		Professional	University
Barbara White	Community	Professional	University
Julie Ann Williams	Community	Professional	University



Ms. Ginger Brauneis



Mr. Kelly Massey



Dr. Felicia Morgan

# Service Activities

## Faculty members also hold 21 Peer Reviewed Journal Editorial Positions

**John Batchelor:**

-*Journal of Small Business Strategy:*  
Editorial Board Member

**Gayle Baugh:**

-*Human Resource Management:*  
Editorial Board Member  
-*Journal of Vocational Behavior:*  
Editorial Board Member



**Brian Elzweig:**

-*Advanced Management Journal:*  
Editorial Review Board Member

**Steve LeMay:**

-*Mathematics:*  
Editorial Board Member  
-*Sustainability:*  
Editorial Board Member



**James Mead:**

-*Journal of Retailing:*  
Editorial Board Member  
-*Marketing Education Review:*  
Editorial Board Member



**Esmail Mohebbi:**

-*International Journal of Applied Decision Sciences:*  
Editorial Board Member  
-*International Journal of Applied Management Sciences:*  
Editorial Board Member  
-*International Journal of Data Analysis:*  
Editorial Board Member

**KC Ma:**

-*International Journal of Business:*  
Associate Editor

**Greg Prescott:**

-*Journal of Corporate Accounting & Finance:*  
Editorial Board Member



**Xuan Tran:**

-*International Journal of E-Business Research:*  
Editorial Review Board Member  
-*International Journal of E-Business Research:*  
Editorial Review Board Member



**Doug Waggle:**

-*Managerial Finance:*  
Editorial Board Member

**Jun Wei:**

-*Electronic Government: An International Journal:*  
Editor in Chief  
-*International Journal of Electronic Finance:* Senior Editor  
-*International Journal of Mobile Communication:*  
Editor in Chief  
-*Journal of Electronic Commerce Research:*  
Associate Editor

**Julie Ann Williams:**

-*INFORMS Transactions on Education:*  
Editorial Board Member



# COLLEGE OF BUSINESS STRATEGIC PLAN

The 2023 College of Business Strategic Plan is the combined efforts of the COB faculty, staff, and COBAC. The effort began in September 2022 with the faculty selecting Workforce Development as the area of Societal Impact. In December 2022, Dr. Jana Burch was appointed to be the Workforce Development Task Force Chair, and in January 2023, she was asked to lead the Strategic Planning sessions by Dean Fountain.

Over the next five months, Dr. Burch hosted 24 open forums to gather faculty and staff input about how the College of Business should align its goals with the University Strategic Plan and Academic Affairs Strategic Plan. Also during this time, four separate faculty meetings were held to define values and select goals.

Finally, on April 28th, the COB faculty voted, and approved, the new mission statement. The Strategic Plan was presented to the COBAC on this day. The COBAC endorsed the plan and recommended limiting the focus to ensure success could be achieved. This feedback was taken into consideration and the faculty voted to focus on six goals during the first year. These goals are:

## Goal 1.1

- Provide learner-centered, high-impact educational and co-curricular learning experiences that prepare students to become successful in their careers and lives.

## Goal 2.3

- Recognize, reward, and celebrate high achieving employees for their contributions to student development, scholarly or professional achievements, community partnerships, and the university.

## Goal 2.6

- Provide resources and tools needed for employee success.

## Goal 3.3

- Support academic scholarship to benefit organization and society.

## Goal 4.1

- Promote education designed to enhance the knowledge and skills of current and future workers to increase the economic prosperity of individuals and regional organizations.

## Goal 4.2

- Enhance outreach and engagement in the community, maximizing the University's outcomes and visibility.

# COLLEGE OF BUSINESS STRATEGIC DIRECTIONS

## Student Success

### COB Goal 1.1

Provide learner centered, high-impact educational and co-curricular learning experiences that prepare students to become successful in their careers and lives.

### COB Goal 1.2

Provide relevant programs that align curricula with student needs and workforce demands and facilitate timely progress to completion for all learners.

### COB Goal 1.3

Maintain flexible Indicators of Success learning options that support both face-to-face and virtual learning environments for earning undergraduate and graduate degrees, and related credentials.

### COB Goal 1.4

Communicate to both faculty and students about available student support resources.

## Exceptional Academic Programming & Scholarship

### COB Goal 3.1

Invest in new and augment existing academic programs that meet professional, personal, scholastic, and workforce needs.

### COB Goal 3.2

Engage in continuous program improvement using evaluation and assessment processes and practice informed by data.

### COB Goal 3.3

Support academic scholarship to benefit organization and society.

## Infrastructure

### COB Goal 5.1

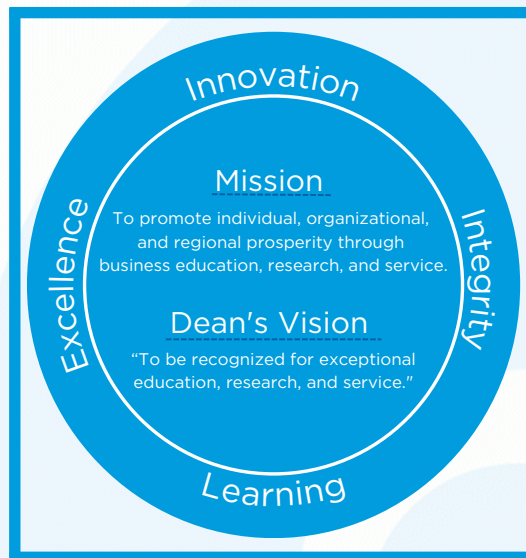
Maintain safe, effective, efficient use of physical plant.

### COB Goal 5.2

Acquire or develop, support, integrate, and secure technology that aligns with the academic mission.



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## Operational Excellence

### COB Goal 6.1

Provide effective and timely business services, promote student safety, and ensure accountability of operations to internal and external stakeholders.

### COB Goal 6.2

Ensure student and employee safety and continuity of operations from natural disasters or catastrophic events.

## Employee Success

### COB Goal 2.1

Communicate to both faculty and students about available student support resources.

### COB Goal 2.2

Foster flexible work environments that contribute to a sustainable balance for employees while still ensuring student success.

### COB Goal 2.3

Recognize, reward, and celebrate high achieving employees for their contributions to student development, scholarly or professional achievements, community partnerships, and the university.

### COB Goal 2.4

Sustain and advance an environment that encourages and recognizes collaboration, innovation, and continuous improvement.

### COB Goal 2.5

Create a path for advancement for faculty and staff.

### COB Goal 2.6

Provide resources and tools needed for employee success.

## Community and Economic Engagement

### COB Goal 4.1

Enhance outreach and engagement in the community, maximizing the University's outcomes and visibility.

### COB Goal 4.2

Promote education designed to enhance the knowledge and skills of current and future workers to increase the economic prosperity of individuals and regional organizations.

## Culture

### COB Goal 7.1

Maintain a welcoming, equitable and respectful environment for all.

### COB Goal 7.2

Cultivate an environment that promotes integrity, tolerant civil discourse, and ethical behaviors.



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