

Fox School of Business

# STATE OF THE SCHOOL & STRATEGIC PLAN UPDATE

AY 2019-2020

# MESSAGE FROM DEAN RON ANDERSON



Joseph V. Labolito

In October 2019, we launched the Fox Strategic Plan 2025. Our goal was simple: to craft a plan that offers our students the best possible business education and outcomes, as well as emphasizes our diverse community.

When creating the plan, we examined ourselves as an institution. We looked at where we have been, and we determined where we wanted to go. We created four Strategic Pillars to move us forward: Educational Innovation, Research Leadership, Inclusive Culture and Community Engagement.

We dedicate time and resources to ensuring that these four pillars are at the forefront of everything we do. I am thankful for our devoted staff and faculty, who work exceptionally hard to support this plan and our mission. Their dedication, flexibility and adaptability are especially appreciated as we navigate through the COVID-19 pandemic.

This year was also noteworthy as the Association to Advance Collegiate Schools of Business (AACSB) extended the accreditation of the Fox School through 2025. Accreditation by the AACSB is the highest standard of achievement in business education, and only 5% of the world’s schools offering business degrees at the bachelor’s level or higher earn this distinction. The recognition is a testament to the results we achieved.

As I look back on my first full year as the dean of the Fox School of Business and the School of Sport, Tourism and Hospitality Management, I can confidently say that we have all of the necessary ingredients to continue to be a leading business school. As you read the State of the School Report, I hope you will see that we are well on our way.

Sincerely,

**Ronald Anderson, PhD**  
Dean  
Fox School of Business  
School of Sport, Tourism and Hospitality Management (STHM)

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## Mission Statement

The Fox School of Business transforms our students into responsible professionals and leaders through engagement with Fox communities committed to lifelong learning, service and the advancement of management practice.

## Vision Statement

To transform student lives, develop leaders and impact our local and global communities through excellence and innovation in education and research.

## Values

*Our shared values guide our actions and describe how we behave in the world. These values are the underpinning of our culture and the essence of our mission. Within the Fox School, we declare the following to be our guiding values.*



**Collaboration:** We work together to achieve common objectives, and we recognize, reward and encourage cross-disciplinary and multi-stakeholder efforts.



**Diversity and Inclusion:** We encourage and respect diversity in all forms and perspectives, and we create an inclusive, welcoming environment where everyone is emboldened to reach their full potential.



**Empowerment:** We support, recognize and reward people by providing them with the tools and resources they need to learn, develop and succeed. In so doing, we challenge and encourage one another to persevere and excel in these pursuits.



**Ethics and Integrity:** We create an atmosphere where trust, honesty and transparency are expected, valued and practiced.



**Innovation:** We embrace innovative thinking, unique action and challenge norms while seeking solutions that solve problems and have a positive impact on our community.

## Culture Statement

The Fox School is home to a community focused on excellence in the creation, application and dissemination of knowledge. The Fox School thrives on collegiality, collaboration and competition, guided by a strong sense of ethics and trust. We foster transparency, open communication and inclusion. Grounded in the power of our values, we combine thought leadership with an entrepreneurial spirit to develop future leaders. We reward innovation and encourage everyone to be forward-thinking, entrepreneurial, action-oriented and empowered. Our community is strong, diverse, connected and proud.

Joseph V. Labolito



## Financial State of the School

The annual budget development process aims to create a balanced budget in which revenues equal expenses. The first step is to project tuition by estimating student enrollment changes using admissions and enrollment data. We then estimate total expenses using changes in salaries, benefits, non-compensation and university overhead.

Reflected below are three years of Fox School budgets that reflect a commitment to forward-looking financial stewardship that creates new resources and contains operating costs via incentives, planning, internal controls and sound investments.

### Fox School of Business Budget Summary Operating Funds

#### Annual Budget

	FY2020	FY2019	FY2018
<b>Revenue</b> (in millions)			
Tuition: Undergraduate	137.4	139.1	133.0
Tuition: Graduate	42.8	46.7	48.7
ICR, Fees and Deposits	1.3	1.0	1.1
<b>Total Revenue</b>	<b>\$181.5</b>	<b>\$186.8</b>	<b>\$182.9</b>
<b>Expenses</b>			
<b>Direct Expenses</b>			
Salaries	57.5	56.9	53.7
Fringe Benefits	15.1	14.8	15.2
Non-Compensation & Transfers	29.6	37.7	41.7
<b>Total Direct Expenses</b>	<b>\$102.1</b>	<b>\$109.4</b>	<b>\$110.7</b>
<b>Indirect Expenses</b>			
University Allocated Costs	49.8	48.0	42.4
Financial Aid Transfer	24.8	25.1	24.2
Plant Fund Transfer	7.6	7.8	7.6
University Strategic Fund	(2.8)	(3.5)	(2.0)
<b>Total Indirect Expenses</b>	<b>\$79.4</b>	<b>\$77.4</b>	<b>\$72.2</b>
<b>Total Expenses</b>	<b>\$181.5</b>	<b>\$186.8</b>	<b>\$182.9</b>

Note: Figures Rounded

Joseph V. Labolito





# Educational Innovation

Like many Fox faculty members, Bora Ozkan, associate professor and director of the Fox Online MBA and BBA programs, is always looking for ways to improve the student experience. He believes that virtual reality (VR) might be one way to enhance that.

With the help of his colleagues, Ozkan spent 18 months researching how to use VR to benefit students' education. In March 2020, the school launched **Fintech, Blockchain and Digital Disruption**, a seven-week accelerated course in a [VR format](#) as part of the Fox OMBA program. The Fox Online and Digital Learning Department built the course with the help of the Glimpse Group and their virtual reality and augmented reality platform. The course is believed to be one of the first MBA-level courses to be offered in a VR format anywhere in the U.S.

The student response to the VR format has been outstanding. They find it supports their ability to focus and collaborate, which coincides with the Fox leadership team's desire to continuously improve online learning outcomes. This goal is especially relevant today as so many colleges and universities moved online due to the COVID-19 pandemic.

While this is the first VR course that the Fox School has designed, it will likely not be the last. Ozkan and the team expect to make adaptations based on this course, which they will then use in future courses.

Other achievements in Educational Innovation include the following.

## EVOLVING EDUCATION

- Misty Blessley and Curtis Gregory were appointed as co-directors for the Fox School's [Experiential Learning programs](#). They aim to move experiential learning forward and integrate it throughout a students' journey.
- The Fox School created a [Master in Management \(MiM\)](#) program, available on main campus and Temple Japan.

## RESILIENCY THROUGH CHALLENGES

- With the onset of the pandemic, the Fox Online and Digital Learning team created online resources for moving classes and work to a virtual environment for faculty and staff across the university, providing a practical and seamless transition to continue learning.
- Academic and support units at the Fox School quickly adapted to virtual platforms as we began the quarantine to ensure fulfilling experiences to current and prospective students. From virtual open houses and accepted student days, to advising appointments and department-organized events, teams including Enrollment Management, the Center for Student Professional Development (CSPD), the Center for Undergraduate Advising and the Department of Accounting offered new ways for students to engage with faculty, staff and each other.
- The Innovation and Entrepreneurship Institute (IEI) virtually hosted the [Be Your Own Boss Bowl® on April 23](#), marking the 22nd year of running the annual pitch competition.
- Fox staff and faculty joined together to ensure that the students completing their degrees received a celebration befitting their hard work and resiliency, curating virtual celebrations, playlists, photo albums and digital gift bags to honor the [Class of 2020](#).

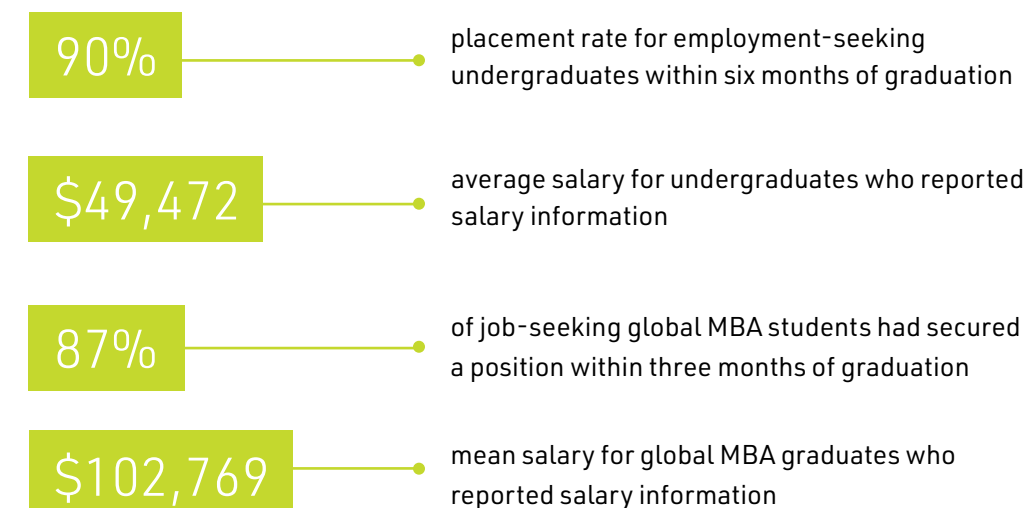
**A COMMUNITY APPROACH**

- CSPD expanded its services and hosted a career-focused “summer camp” webinar series, implemented a new software for tracking career outcomes for graduate students, and broadened offerings for alumni through new events and networking groups.
- Fox Management Consulting (FMC) and the Center for Executive Education produced a [weekly 15-minute interview series](#) that engages business and community leaders in discussions about how the world of business might change due to the pandemic.
- The Fox School developed and hosted a virtual [Temple Grad School Fair on April 7](#), focused on master and doctoral programs for undergraduates. Colleges and schools across Temple University participated to highlight their graduate programs in this Fox-led initiative.

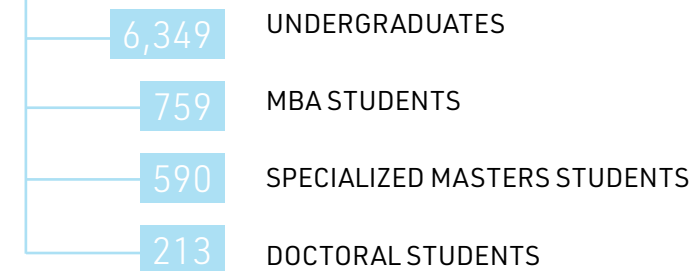
**AWARD-WINNING WORK**

- [Fifteen students](#) in the Department of Risk, Insurance and Healthcare Management received the Spencer Educational Foundation’s scholarships for AY 2020-2021.
- Teams from Fox’s chapter of the [Association for Information Systems \(AIS\)](#) participated in the [2020 AIS Student Chapter National Competition](#), held virtually in March 2020. Teams from the Fox School placed in three areas of the competition, including first place in graphics, second place in the Computational Society Case Study Challenge and third place in the Walton College Blockchain Hackathon Challenge.
- The Fox [Actuarial Science program](#) was redesignated by Society of Actuaries as a Center for Actuarial Excellence. The school also received the 2020 Casualty Actuarial Society University Award, which recognizes its exemplary work in preparing students for a career in the property and casualty insurance industry.
- The Appraiser Qualifications Board (AQB) of the Appraisal Foundation named the Fox School’s Real Estate program an [Approved Degree in Real Estate](#) in 2020, making it one of 16 approved undergraduate real estate degrees in the country.

**Graduating Class of 2019**



**Incoming Class of 2020**



Joseph V. Labolito



**Strategic Plan in Action**

How often can you say that your homework changed a company’s mind? Five graduate students in the Strategic Advertising and Marketing program’s Marketing Management, taught by Professor Dennis Paris, [presented their final class project](#) to Kraft Heinz’s brand manager, Audrey Burger.



I was impressed by the presentation. [The students] really thought about the consumer first. The tactical executions, especially the way that they approached phasing, I think will apply in some way to a future brand,” says Audrey Burger, brand manager at Kraft Heinz.

BY THE NUMBERS



# Research Leadership



Chris Kendig

The Fox School outlined in the Strategic Plan its commitment to developing new ideas and creating knowledge for the benefit of the community, industry and society. But translating those insights into practice is key. Answering everyday questions with cutting-edge research is one way to make an impact.

Enter [Catalyst](#), the Fox School's new podcast that taps into faculty expertise and research to address relevant topics for the workforce and the business community. Launched in March 2020, Catalyst uses a conversational format with academic and research experts to discuss pivotal moments that shape business and the global economy, so listeners can apply the insights to innovate in their field.

Catalyst's first season consisted of seven episodes, plus a trailer, which had over 2,430 unique downloads as of Aug. 27, 2020. Popular episodes included the following.

- [Dissecting Diversity](#) with Fox Professor Patrick F. McKay
- [AI for Evil, AI for Good](#) with Fox Professor Bertrand Guillotin
- [Tourism: Today vs. Tomorrow](#) with STHM Professor Yang Yang
- [Breastfeeding in the Workplace](#) with Fox alumna Sabrina Volpone, *PhD '13*

Listen and subscribe at [fox.temple.edu/catalyst](https://fox.temple.edu/catalyst).

## BY THE NUMBERS IN AY 2019-2020, THE FOX COMMUNITY

- Published **169 journal articles** in 123 unique publications

### JOURNAL ARTICLES BY DEPARTMENT\*



- Received **\$2.1 million in grants**
- Welcomed **21 new faculty** in July 2019
- **Quoted** in local and national media outlets more than **215** times

Between January 2019 and September 3, 2020, Fox researchers earned 10,730 citations on their affiliated publications, according to Web of Science.

*\*Departmental totals add up to greater than the 169 total due to articles coauthored by Fox Faculty in separate departments.*

### CONNECTING TO THE REAL WORLD

- [The Translational Research Center](#) (TRC) launched its Research Connect series, which brings together researchers, business leaders and policymakers to better focus relevant and timely research questions. The TRC also offers support to faculty interested in writing and teaching business cases.
- The school published its 2020 edition of [On the Verge](#), the school's annual research magazine. The "Water Cooler Issue" uses faculty and doctoral student research to connect complex ideas and concepts to common workplace issues.
- The Office of Research and Doctoral Programs collaborated with Marketing and Communications to offer an Op-Ed and Media Training Workshop for faculty on March 25.
- The Center for International Business Education and Research (CIBER) created a [video series](#) that explored global business issues emerging from the COVID-19 pandemic.

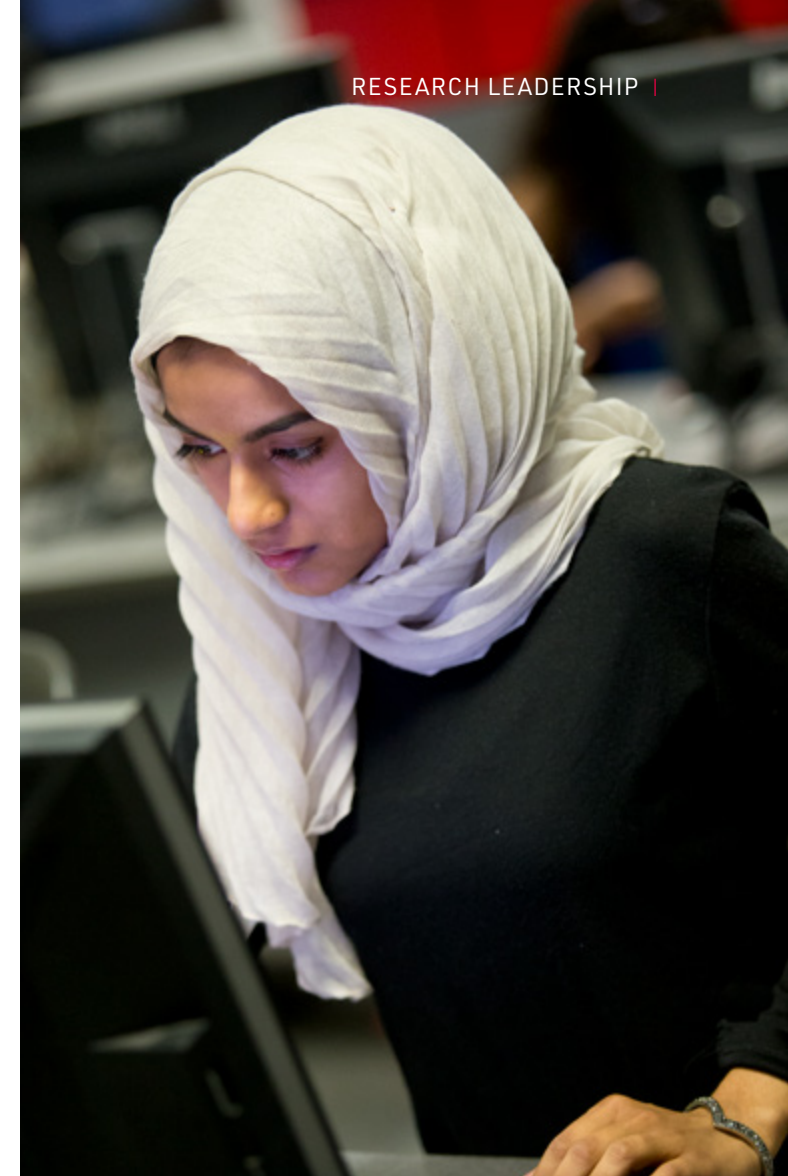
### INTERDISCIPLINARY PRACTICES

- The Office of Research and Doctoral Programs, in collaboration with the TRC and academic departments, organized [a cross-disciplinary theme](#) for research seminars to bring together scholars with common interests and increase opportunities for interdisciplinary work. For AY 2019-2020, the research theme was "Corporate Social Responsibility and Sustainability." The theme for AY 2020-2021 will be "Artificial Intelligence."
- The Center for Applied Research in Decision Making (CARD) hosted a [virtual conference](#) on Decision Neuroscience on June 5. It covered new applied methods and research in the field of decision neuroscience.

Laurel Harrish

### PREPARING THE NEXT GENERATION OF RESEARCHERS

- The Office of Research and Doctoral Programs hosted a weeklong virtual PhD Teaching Academy in May 2020. Open to Fox and STHM doctoral students, the PhD Teaching Academy prepares doctoral students to teach by outlining academic motivation theory and classroom management, content course delivery, assessment methodology, and teaching-related technologies.
- The bi-annual Young Scholars Interdisciplinary Forum on April 1 provided doctoral students and junior faculty a chance to present early research ideas and receive feedback from their peers and senior scholars across multiple disciplines.



Ryan S. Brandenburg



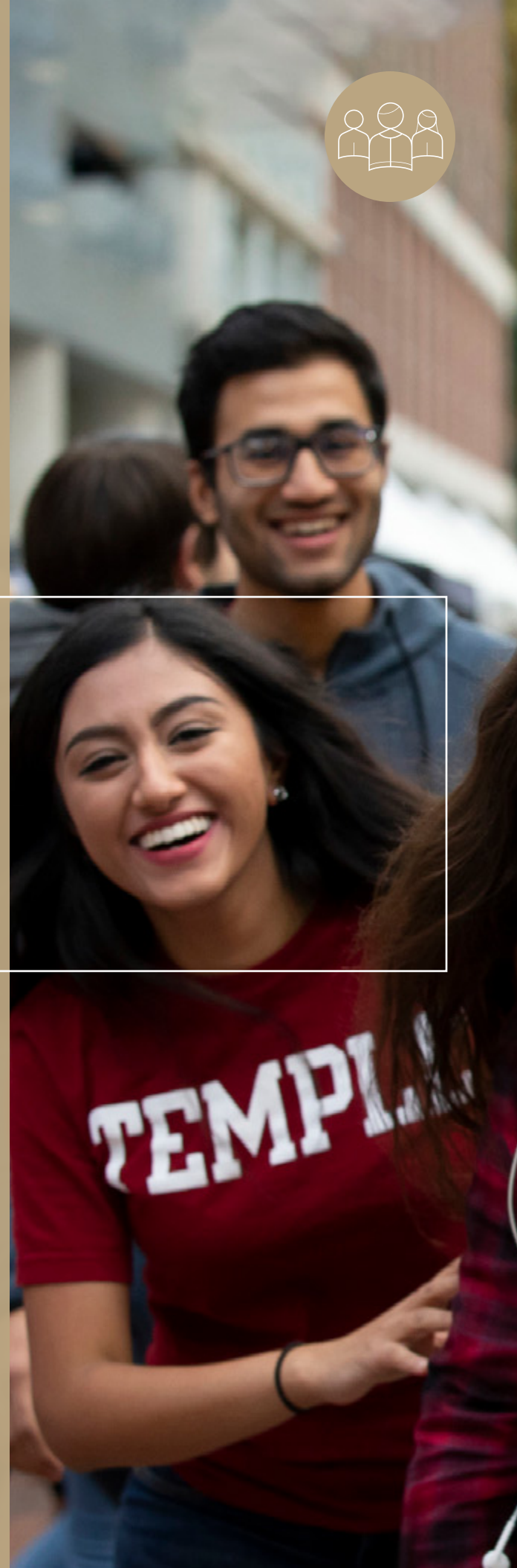
### Strategic Plan in Action

A seed planted today can spark change; a seed planted decades ago can disrupt an entire industry. In 2020, Fox faculty reflect back on the catalytic research papers that transformed their fields and demonstrate the [impact that a single idea can have](#).





# Inclusive Culture



Ryan S. Brandenburg

People are the backbone of the Fox School and we encourage all members of the community to learn, grow and succeed. In the recruitment, development and retention of our people, the school prioritizes diversity, equity and inclusion (DEI) to ensure that everyone is part of a positive, open-minded and respectful working and learning environment.

As part of our DEI efforts, the Fox School is launching the **Center for Ethics, Diversity and Workplace Culture (CEDWC)**. Overseen by Leora Eisenstadt, associate professor of Legal Studies, the center plans to create a hub for dialogue between academia, industry and government on issues of diversity, inclusion, discrimination, harassment and work-life balance.

The Fox School is also developing a **Diversity, Equity and Inclusion (DEI) Council** to advise school leadership on policies, procedures and best practices. The DEI Council will provide an internal-facing, formal structure for partnering with and leading culture shifts with CEDWC and will advocate and lead initiatives to ensure DEI values are embedded into our culture.

The school has and will continue to amplify the voices of all community members, including women, people of color, all abilities and LGBTQ+.

More information is available at [fox.temple.edu/dei](https://fox.temple.edu/dei).

## ADVOCATING FOR ALL

- In response to the U.S. Supreme Court's monumental decision in *Bostock v. Clayton County*, Leora Eisenstadt, associate professor of Legal Studies, discussed its protections for sexual orientation and transgender status in the workplace on the [Fox School's Expert Series on Instagram TV \(IGTV\)](#).
- The Office of Enrollment Management organized a Wednesday Workshop series for all admitted transfer students to aid their transition in becoming Fox students.
- The Fox School's Office of Marketing and Communication emphasizes DEI by showcasing the voices of the Fox community. Stories feature local [Black-owned businesses](#), Juneteenth community celebrations, women leaders in business, disability advocates and more.
- In December 2019, the Administrative Programs Council (APC) hosted Brandi Baldwin, PhD, a Temple entrepreneur and CEO of Millennial Ventures Holdings, who advised 59 staff members on self-advocating and increasing their impact as leaders.
- In Spring 2020, a group of Fox undergraduates created the Fox African-American Business Association (FAABA), a new student professional organization that aims to "elevate, advocate and advance the Black community within the Fox School of Business through professional development, academic support and service."

### FOSTERING A CLOSE-KNIT COMMUNITY

- Deans from across Fox and STHM participated in a 360-degree assessment to evaluate their leadership practices. Eric Brunner, Temple’s assistant vice president of HR, worked with the deans to understand and implement the results of the assessment.
- APC supports a strong community of staff at Fox and STHM in many ways. The 2019-2020 New Employee Orientation included a reception attended by direct supervisors and several deans, which helped increase the network and cross-departmental collaboration. APC also organized efforts to support staff during challenging times, including virtual mindfulness sessions led by staff member Maureen Cannon and a workshop on Productivity and Professionalism in a Virtual World, led by Jennifer Lynn Robinson, CEO and founder of Purposeful Networking.
- The Dean’s Office created a hiring toolkit in fall 2019 to outline all of the processes, procedures and forms necessary to ensure efficient and effective hiring approaches. The toolkit includes a recruiting process map, hiring forms like a job description template, interview evaluation and reference check form, and a 30-60-90 day onboarding plan.
- Prior to the COVID-19 pandemic, the Fox School had developed flexible work arrangement guidelines which were pending approval. During the pandemic, the university was required to reimagine work flexibility for all. The resulting university-wide flexible work guidelines issued in May 2020 closely resembled the Fox plan.

### ENHANCED COMMUNICATION

To increase collaboration and advance new engagement tools for the community, the school

- Launched the Fox Brief, a weekly email communication for all Fox faculty and staff members.
- Offered opportunities to meet with the deans through virtual town halls and office hours.
- Redesigned the Fox Den, a weekly email communication for undergraduate students.
- Initiated a newsletter and website for Fox parents that gives them access to information and activities on campus that are important to Fox students.
- Relunched a strategic engagement of academic peers through monthly email communication, building awareness of the Fox community’s achievements and innovations among colleagues across higher education.
- Engaged audiences on social media platforms such as the Fox Instagram TV (IGTV) channel through #TempleFromHome and the Expert Series.



Joseph V. Labolito



As a person that has a disability, I feel like I have a duty to advocate for those who cannot advocate for themselves,” says Shawn Aleong, current Fox student.



### Strategic Plan in Action

Fox students and alumni are working to create a [more inclusive, accessible society](#) through advocacy, education and more. Three members of the Fox community focus their careers on the representation of people with disabilities and their right to be recognized.



# Community Engagement



Our Strategic Plan 2025 emphasizes better engagement and support for the Temple community, the Philadelphia business community, our North Philadelphia neighbors, and the wider national and global business community.

We continue to engage our neighbors. We launched [B4USoar](#), a program designed to introduce North Philadelphia high school students to high-quality business education while illustrating how they can thrive in higher learning institutions. High school students who enroll in one of the courses are paired with current college students in the class who help them plan projects, study and offer support.

## BY THE NUMBERS THE B4USOAR PROGRAM

### SPRING 2019

15 STUDENTS  
02 LOCAL HIGH SCHOOLS

### SPRING 2020

25 STUDENTS  
02 LOCAL HIGH SCHOOLS

### FALL 2020

22 STUDENTS  
05 LOCAL HIGH SCHOOLS



This is about doing something for the community, for the city, for these kids," says Debbie Campbell, senior vice dean. "It is like Russell Conwell said, you have acres of diamonds in your backyard, you just have to find them. And we have all these schools in our backyard."

Ryan S. Brandenberg

Other achievements in Community Engagement include the following.

## A BEACON OF HOPE

- To assist in safeguarding front-line emergency, health professionals during the crisis, the Fox School [donated \\$20,000](#) to a Temple University Health System fund for personal protective equipment.
- The Fox School continued to engage the local community through its Volunteer Income Tax Assistance (VITA) program. This year, VITA was [conducted virtually for the first time ever](#) due to the COVID-19 pandemic. Since its inception 12 years ago, the program, which is run by Temple student volunteers, has claimed more than \$3 million in federal and state tax refunds for its clients.
- The Small Business Development Center (SBDC), led by Director Maura Shenker, played a key role in assisting business across the region during the COVID-19 pandemic. SBDC consultants helped local businesses [navigate the intricacies of the CARES Act's Paycheck Protection Program \(PPP\)](#). The SBDC also [launched two new Centers of Excellence](#), the Center for Hospitality Resilience and the Center of Digital Transformation for Small Business, designed to specifically assist businesses affected by the pandemic.
- Temple's Institute for Business and Information Technology (IBIT) has provided small businesses with free digital services like the creation of digital storefronts or e-commerce components. Recipients referred to Temple as a ["beacon of hope."](#)

### LOCAL CONNECTIONS

- CSPD supports industry collaboration and engagement through CSPD and department advisory boards, employer roundtables and career focused expos. The center created an employer advisory board to provide a forum for CSPD and employer partners to engage in discussion regarding relevant employment, career and professional development topics. CSPD has supported academic departments and majors—including Statistical Science and Data Analytics, Business Analytics and Data Science, International Business and Supply Chain Management—by hosting employer/faculty roundtables to inform curriculum, technology and the soft skills development of our students. The development of advisory groups through the CSPD and academic department collaboration will also help advise experiential learning and employment opportunities.
- The Dean’s Undergraduate Student Advising Committee (DSAC) partnered with Bucks County Community College (BCCC) to help launch BCCC’s digital badging program through the Sutable platform. The Bucks+ program is a co-curricular engagement program modeled after the [Fox Leadership Development Program](#) (FLDP). Bucks+ points can be transferred to FLDP points for BCCC students who transfer to Fox.
- The spring 2020 issue of Fox Focus, the school’s biannual alumni magazine, featured reflections from across the local and global Fox network, including highlights of first-generation college students, alumni dedicated to working in the nonprofit world and mentorship across the community.

### A CULTURE OF PHILANTHROPY

- The school’s Development Office expanded its team to enhance alumni engagement and generate philanthropic interest. Key components are the identification and design of a volunteer ecosystem; and the development of a communication and stewardship program to connect, cultivate and honor the participants in that ecosystem.
- Two families were welcomed into the Temple University Chairman’s Club, reserved for contributors who have surpassed the \$1 million lifetime giving threshold. In gratitude of the Klatskins’ support of Fox students, the Lynne and Charles Klatskin Bridge was named in their honor in 2020. Bernard and JoAnne Guianguilio added a significant testamentary pledge to their lifetime of giving, again demonstrating their deep commitment to changing generations of lives within the Fox community.
- The Fox and STHM Boards of Visitors (BOV) play an instrumental role in moving forward the mission and vision of each school. Members of the BOVs, including Fox BOV Chair John Shain and STHM BOV Chair John Kroll, are actively engaged in leading their respective boards to enhance student outcomes in the classroom, through recruiting efforts and acting as trusted advisors on the dean’s key initiatives.



Betsy Manning

### DRIVEN TO SERVE

- APC hosted a toy drive in December for Kisses for Kyle, a local nonprofit for children with pediatric cancer, and invited staff and faculty to write holiday and birthday cards for these patients during the school’s annual Winterfest event.
- Fox and STHM staff and faculty donated business professional and business casual clothing during a driven organized by the APC, the Fox School’s Philanthropic Society, Temple Thrift, CSPD and Fox Alumni Relations.



Joseph V. Labolito



### Strategic Plan in Action

The Innovation & Entrepreneurship Institute (IEI) and the Lori Hermelin Bush Seed Fund support ideas and models that advance women in entrepreneurship. [Meet the six winners of 2020.](#)



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Learn more at  
[FOX.TEMPLE.EDU/FOX2025](https://fox.temple.edu/fox2025)



At the Fox School, we want our students and alumni to grow into thriving professionals who are poised to lead in a global economy. We want our faculty and research to inform policy and guide 21st-century business practices. Thanks to our Strategic Plan, we believe we are well positioned to accomplish these goals today and well into the future."

***-Dean Ron Anderson***