

National Commission on the Next Level of Excellence: Panel on the Eberhardt School of Business

Tier One Recommendations – Spring 2000	Outcomes – as of Fall 2004
<p>1. Implement Eberhardt School of Business Growth Plan (target goals are 800 students and 35-40 faculty). Estimated Cost: \$1,300,000/year (for faculty)</p>	<p><i>Not being pursued or no longer relevant.</i> The ESB growth plan as conceived in 2000 has been “put on hold” in favor of a University-wide emphasis on enhancing selectivity. ESB has significantly increased SAT, GPA, and GMAT scores of admitted students over the last five years. SAT scores have increased 50 points from 1078 to 1128 (out of 1600) from 1999 to 2004; GMAT scores have increased 69 points from 518 to 587 (out of 800) over the same period.</p> <p>Growth in student enrollments has been modest, ahead of University projections at the BSBA level and in-line with MBA projections. Faculty size has grown by one position (MIS) although the School has secured \$6.5 million in funding commitments for two endowed chairs since 2001. Current size is approximately 575 undergraduates, 50 MBA’s, and 27 faculty (including the Dean and academic administrators). Enrollments in classes have also grown with the addition of the Pharm.D.-MBA degree; over 60 pre-Pharm students take business courses spread out over their first three years at Pacific.</p>
<p>2. Facilities Expansion – to include additional space for classrooms, offices, and conference facilities; technology upgrades; as warranted by school growth. Estimated Cost: \$5,000,000</p>	<p><i>In progress.</i> With modification of the School’s growth plans, the need for additional space for ESB has been similarly modified. Complete architectural plans for an annex to Weber Hall were developed, but have been set aside in favor of a plan for more modest facilities growth. The needs of the School are now scheduled to be accommodated through the renovation of classroom space in Knoles Hall and renovations to Weber Hall. ESB has committed to raise \$2 million towards the Knoles renovation project. At this time the School has secured over \$300,000 for facilities renovations in Weber Hall and has a commitment of \$1 million, in the form of a bequest, to fund the Knoles project.</p> <p>Since 2001 ESB has moved ahead with its own funds to implement renovations to Weber Hall, converting a classroom to create new offices, developing a computer classroom, and refurbishing the existing offices and classrooms. Colliver 201 has been renovated by the University for ESB’s partial use.</p>

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<p>3. Develop an E-Commerce Program. Estimated Cost: \$120,000/year</p>	<p><i>Achieved.</i> The MBA E-commerce program was initiated in Fall 2003. The program was called Management Information Systems, rather than E-commerce, in response to changing dynamics in the marketplace. One new faculty member was added to help staff that program. A computer classroom was constructed in Weber and the School’s Computer Lab was renovated and re-equipped to help support the new program. Collaboration with the CIS program in Engineering and Computer Science is being explored.</p>
<p>4. Continue Technology Enhancement-Facilities, Software, Hardware. Estimated Cost: \$100,000/year</p>	<p><i>Achieved.</i> ESB has continued to keep its technology capabilities at a very high level. Since 2001 the School has created a new computer classroom, re-equipped its computer lab, developed state-of-the-art wireless coverage throughout Weber Hall, and continues to support faculty and staff with modern computers and other hardware and software. ESB’s technological facilities receive high marks in student evaluations as compared to other units within Pacific and in comparison to other Universities. The school spends in excess of \$100,000 each year to maintain and staff technology use.</p>
<p>5. Expand ESB Career Services. Estimated Cost: \$70,000/year</p>	<p><i>Achieved.</i> In 2002, using a \$25,000 grant from the Kemper Foundation to help with expenses, ESB added a second career services professional to augment services available to business students. Subsequently, the focus of ESB’s Career Services Office was directed toward the MBA program, with the Career Resource Center assuming responsibility for the BSBA program. As a result ESB was able to downsize to one career services professional. This individual primarily serves the MBA, but is available to help undergraduates as well. Since 2001 MBA student ratings of ESB’s Career Services Office have improved significantly, from 1.8 to 3.8 on a 5-point scale. Office space will be renovated and expanded with a \$500,000 gift that is funding the development of student services space. The office provides a number of services including on-line career libraries, on-line job listings, job placement opportunities, and help with interview skills, resumes, etc.</p> <p>The School’s job placement rate and internship participation rate at both the graduate and undergraduate levels have also increased since 2001. The undergraduate business major job placement rate has risen from 92% (within six months of graduation) in 2001 to 98% in the latest survey (2003). MBA job placement rates have risen from 60% in 2001 to 88% in</p>

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	<p>the 2003 survey. ESB internship placement increased by 60% just in the past year (2003-04).</p>
<p>6. Increase MBA Marketing. Estimated Cost: \$100,000/year</p>	<p><i>Achieved.</i> There has been a significant increase in the resources devoted to marketing the MBA since 2001. A new Marketing Manager has been added to the ESB staff. In addition to providing more marketing expertise for the School, this individual has assumed responsibility for ESB’s role in BSBA recruiting, allowing the ESB Director of Recruiting to focus on the MBA. The role of the MBA Director has been upgraded to Associate Dean of MBA Programs to attract stronger candidates to that position and a new individual has been hired to fill that role.</p> <p>Significantly more funds have been allocated to MBA marketing as well, including a greatly enhanced use of web-based marketing. In all, over \$120,000 per year in additional ESB funds have been allocated to MBA marketing. The focus of the School’s marketing has been to increase the selectivity of enrolled students and to target a younger population with less work experience (as compared to other MBA programs).</p>
<p>7. Expand Outreach Activities. Estimated Cost: \$300,000/year</p>	<p><i>Achieved.</i> ESB’s already robust outreach activities have continued to grow since 2001. Highlights include the creation of the Business Forecasting Center, made possible through \$1,400,000 in Federal funding, and the establishment of a second location, in Sonoma, for the Institute for Family Business. Other outreach programs have continued to grow as well.</p>
<p>8. Increase Alumni and Development Activities. Estimated Cost: \$50,000 - \$150,000/year</p>	<p><i>Achieved.</i> The ESB Development Office has become a full-time position, although this job includes only minimal responsibilities for alumni activities. A portion of the ESB Marketing Manager’s role has been allocated to alumni activities, but a second full-time individual is still considered necessary to develop a meaningful alumni program. ESB has nevertheless done very well in cultivating alumni and others in the current campaign. ESB was the first School to exceed its Campaign target (\$10 million) as of June 2004.</p>

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<p>9. Improve Student Quality. Estimated Cost: \$500,000/year</p>	<p><i>Achieved.</i> As mentioned in Tier One, Recommendation One (see above), ESB has achieved significant improvement in the quality of its students since 2001. This has partly been accomplished through the use of scholarship funds. ESB has raised approximately \$2,000,000 in scholarship endowment funds since 2001 and also provides approximately \$100,000 in annual fund scholarship aid to students each year (in addition to what the University separately provides for business majors).</p>

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