The David Eccles School of Business Undergraduate Advising Services supports students in realizing their academic, career, and personal potential. Advisors partner with students to foster a deeper understanding of their academic program and connect students with experiential opportunities to meet their goals and needs. Advisors promote an environment of respect, professionalism and collaboration, and value each student as an individual.
Greetings from the Undergraduate Advising Services staff in the David Eccles School of Business! In our 2013-2014 Undergraduate Advising Services Annual Report, you will find information highlighting the many and varied student-focused programs and initiatives our staff has developed over the past year. The common theme across all of these efforts is a desire to enhance the educational experience of our students.

Our team of professional academic advisors, peer advisors, and support staff shares a commitment to equipping undergraduate students with the knowledge, resources, and skills necessary to make the most out of their time with the David Eccles School of Business and the University of Utah. As you will see from the following pages, our outreach extends far beyond one-on-one advising sessions and direct communication with our students. We engage and support students through a wide range of programs in multiple settings. In addition, our commitment to student service drives our partnerships with David Eccles School of Business departments, related undergraduate programs, and organizations across campus.

I could not conclude this welcome without offering a heartfelt thank you to the entire Undergraduate Advising Services staff. Each member of this team is a highly skilled and dedicated professional who brings a passion for students and their success to the office every day. We are fortunate to work for a school that demonstrates such a strong commitment to improving our students’ educational and co-curricular experience, and that school is fortunate in turn to have such driven and enthusiastic staff members who support those efforts.

Thank you for reading our second annual report. I hope you enjoy learning about the many ways we have served our students in the 2013-2014 academic year.

-Jess
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Jessica Taverna, M.A./M.Phil., Director
Jess has been advising students at the U since 2002. In addition to working with students, Jess has an interest in curriculum development and academic program design. Caseload: 150 students Liaison Department: Finance Project Areas:
• Eccles Curriculum Committee
• Assessment of UAS services
• Eccles Undergraduate Program Development
• University Student Business Intelligence Project

Nicole Rintamaki, MSW, LCSW, Associate Director
Nicole has been advising students for over seven years and joined the Eccles school in 2012. Nicole’s areas of professional interests include increasing access to higher education for underrepresented students, mental health issues, and LGBTQI advocacy. Caseload: 250 students Liaison Department: Business Administration Project Areas:
• Supervisor, Academic advisors
• Caseload Management
• Transfer specialist & Visit Coordinator
• Training & UAS Professional Development

Anna Johnson, M.Ed., Academic Advising Coordinator
Anna has been advising students at the U since 2010. She particularly enjoys working with international student issues and conducting advising research. Caseload: 450 students Liaison Department: Operations & Information Systems Project Areas:
• International Students
• Coordinate UAS Annual Report
• Advisor, International Business Club
• Eccles early intervention project

Jason Barkemeyer, M.Ed., Academic Advising Coordinator
Jason has been advising students in higher education since 2003. His interests lie in the realm of using technology to supplement academic advising. Caseload: 450 students Liaison Department: Marketing Project Areas:
• Business athlete advising
• Opportunity Scholars liaison
• Upper division orientation
• Technology- support & development

New hires for the 2014-2015 academic year include two new Academic Advisors: Rachel Osterman and Amanda Miller.

Tara Hardison, M.S., Academic Advising Coordinator
Tara transitioned to the U in February 2013. Tara has interest and experience in academic advising, communications, peer advising programs, university policy development and women's resources. Caseload: 450 students Liaison Department: Entrepreneurship Project Areas:
• Orientation Coordinator
• Web content & Publications Coordinator
• Advisor, Women in Business Club
• Supervisor, Peer Advising Staff

Ben Repak, MBA, Academic Advising Coordinator
Prior to moving to SLC in March 2013, Ben worked at his alma mater, Binghamton University. He is excited to combine his knowledge of the business curriculum with his passion for higher education. Caseload: 450 students Liaison Department: Management Project Areas:
• Supervisor, Program Assistant & Office Support Staff Specialist
• Web content & Publications Coordinator
• Tutoring Center Coordinator
• SalesForce Functionality Liaison

Tracie Noyes, Academic Advisor
Tracie began her career in student services at College of Eastern Utah in 1999 where she worked extensively with underrepresented, first generation and low income students. Caseload: 600 students Project Areas:
• Prospective students
• Major Expo Coordinator
• Scholarship Committee

Kari Dockendorff, M.Ed.
Kari Dockendorff (not a current staff member); Kari was the Academic Advising Coordinator for the Business Scholars program and worked at the Eccles school from 2010-2014.

Megan Ludlow, MsC. Academic Advising Coordinator
 Raised in Connecticut, Megan came west to attend college, graduating from the University of Utah with a BA in Political Science and French. She continued her education by earning a Master’s of Science in International & European Politics from the University of Edinburgh, Scotland, where her thesis explored the political implications of Turkey joining the European Union as a member state. Megan is an active member of NACADA, the National Academic Advising Association, and has presented in multiple conferences.
always learning

Recognition
UAAC
Jason Barkemeyer: 2014 Outstanding Advisor Award

Bobbi Davis: 2014 Outstanding Advisor Award

Conference Presentations
NACADA 2013 Annual Conference
UAAC 2013 Annual Conference
NACADA Region 10 Conference
(6 total presentations)

Conference Attendance
NACADA 2013 Annual Conference
NACADA 2014 Assessment Institute
NACADA 2014 Administrator’s Institute
NACADA 2014 Technology Institute
NACADA Region 10
UAAC 2013 Annual Conference
UWHEN Conference
(8 advisors total)

Education
ELP 7550, 7480, 7220
ELP 7220: Leadership Theory
ELP 7480: Leadership, Diversity and Social Justice in K-12 and Higher Education
ELP 7550: Student Affairs Administration
MGT 5500: Leadership

Committees
NACADA Region X Steering Committee
University of Utah Mandatory Advising Program
Eccles School Curriculum Committee
University of Utah UAAC Marketing Sub Committee

Publications
The Peer Advising team was started at the David Eccles School of Business in 2012 with a goal of enabling a select group of students at the David Eccles School of Business to be an additional resource for all students in the business school. The Peer Advisors help students with quick questions about classes, help schedule appointments with professional advisors, and answer general questions about the various undergraduate business programs.

Mary Ta
Mary graduated Skyline High School in 2011 and is currently a junior in the David Eccles School of Business. She has been a Peer Advisor in the student services office for two years and loves being able to answer peers’ questions. Although this is her first advising position, she has previous experience helping peers by working at writing centers and being a teaching assistant in Organic Chemistry.

Margo Vacheva
Margo is in her junior year of her Marketing major. When she was younger, her family moved from Russia to Utah, where she graduated from Wasatch High School. She was a part of the Business Scholars program during her first year at the U, and is currently involved as a teaching assistant. Margo has been a peer advisor in the office since the spring of 2013. Her favorite part of working in the Undergraduate Advising Services is the chance to meet new students.

Jamie Falvo
Jamie started in the advising office in spring semester 2014. Outside of her business courses, she is involved with the Office of Orientation, the Bennion Center, the Hinckley Institute, and projects with Kiwanis International. She loves to run, do yoga, and is a coffee addict!

Kliyan Irani
Kliyan is a sophomore in the business school and pursuing a Finance degree. He began working in the advising office in spring of 2014. Kliyan really enjoys being involved in clubs in the university and has also done a Semester at Sea.

Eliza Rasmussen
Eliza Rasmussen became a member of the Peer Advisor Team in 2012 and is from Salt Lake City. As a Peer Advisor, Eliza has enjoyed helping out students and being more involved in the school of business. She enjoys a variety of activities including hiking, skiing, dancing, and reading.

Jessica Turcasso
Jessica joined the Peer Advisor team in 2012. She comes from a small town in Southeast Utah and has loved all of the opportunities the U has provided. Jessica loves being a resource to fellow students and likes to be involved as much as possible. So far, her favorite part of the business school has been studying abroad with the Business Scholars in Paris for a summer.

Adam Mathis
Adam graduated in Spring 2013 with his Bachelors of Accounting in the David Eccles School of Business. He continued straight into graduate school and is finishing up his Masters of Accounting. Adam started working as a peer advisor in spring 2012 and has really enjoyed networking and being a resource for all the students here in the business school.

Ryan Jones
Ryan is a senior studying accounting and international studies. He began working as a peer advisor in 2014. Ryan is also a supervisor with Intramural Sports and loves helping students get involved while at the University. He is enthusiastic about meeting and working with students to help them enjoy their college experience.

Nathan Hymas
Nathan is a sophomore and an accounting major. He was born in Salt Lake City, but grew up across the United States. He finished high school in New Mexico at La Cueva High School. He is actively involved in the Business Scholars program. He has been working in the advising office since the spring of 2013. He enjoys the opportunities the advising office offers in being able to directly work with, and help, students. His favorite thing about the business school is being able to interact with the diverse range of people that the various majors attract.
majors & minors

- **Accounting**
  The School of Accounting offers students the chance to move beyond merely tracking income and assets. You will learn how business works at its core. Graduates of our program engage in a wide variety of activities, including financial management, merger and acquisition strategy, information systems development, tax strategy, wealth management, and business-transaction tracking. Our excellent faculty prepares students to enter a constantly evolving field full of stimulating and challenging work.

- **Entrepreneurship**
  The objective of the major and the program is to develop students ready to take their business plans to the financing community or corporate management, start up their own businesses, and manage them to ultimate success. The program was designed by—and the courses will be taught primarily by—adjunct faculty selected from the entrepreneurial, small business, and venture-finance communities in the Salt Lake City region.

- **Information Systems**
  As technology constantly evolves as an essential component of business, professionals in Information Systems (IS) keep industry moving. In the IS program you will learn the tools to manage the technical direction of business, solve technological issues, and implement new technological advances to enrich business operation.

- **Marketing**
  Marketing is an organizational function and a set of processes for creating, communicating, and delivering value to customers, and for managing customer relationships in ways that benefit the organization and its stakeholders. The Department of Marketing offers courses in Marketing Research, Consumer Behavior, Advertising, and International Marketing. Our department has an active internship program that places students into a wide range of employment opportunities.

- **Business Minor**
  A minor in Business Administration (for non-business students) gives students a solid understanding of business principles and teaches them how to be managers. The curriculum emphasizes analytical thinking, communication skills and professionalism.

- **Business Administration**
  Our students gain a global business perspective, engage their entrepreneurial spirit, burnish their professional integrity and blaze trails in the growing field of e-business. Our students learn to manage technology and identify entrepreneurial opportunities. They learn the social implications of doing global business, and develop the values and ethics to succeed and prosper.

- **Finance**
  The field of finance deals with the concepts of time, money, risk, how they are interrelated, and how money is budgeted and spent. Our Finance students learn from a high-ranking, internationally respected faculty, and have several experiential learning opportunities in the field, including Week on Wall Street, an active Finance Club, and the chance to work for the university’s Student Investment Fund and the University Venture Fund.

- **Management**
  The Management student develops competence in human-resource management, quantitative and statistical decision-making, production/operations management, and general management, including policy and strategic planning. Legal, social, and ethical questions facing the business manager are examined, and emphasis is placed on the development of professional communication skills.

- **Operations Management**
  Operations Management (OM) is about converting inputs to outputs in a way that adds value. Such conversion takes place within processes, and as such OM is concerned with process management and improvement. Almost all major companies have complex operations which need to be managed well to maximize profits. Operations managers can work in many different types of positions, in all types of industries. OM classes include: supply-chain management, project management, process control and improvement, quality management, Six Sigma, inventory management, planning, scheduling, forecasting, simulation and more.

- **Entrepreneurship Minor**
  A minor in Entrepreneurship (for business and non-business students) prepares students for success as entrepreneurs and start-up business leaders. Students in the program focus on analysis, decision-making and business-planning skills that support their major.
## Major Information

<table>
<thead>
<tr>
<th>Majors</th>
<th>SUMMER 2014 as of 6/2</th>
<th>SPRING 2014 as of 1/26</th>
<th>FALL 2013 as of 10/13</th>
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</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>237</td>
<td>401</td>
<td>405</td>
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<tr>
<td>Business Administration</td>
<td>539</td>
<td>1061</td>
<td>1022</td>
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<td>43</td>
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<tr>
<td>Management</td>
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<td>100</td>
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<td>Marketing</td>
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<td>153</td>
<td>152</td>
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<tr>
<td>Operations Management</td>
<td>52</td>
<td>111</td>
<td>94</td>
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<tr>
<td>Pre Business</td>
<td>697</td>
<td>2790</td>
<td>3655</td>
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<td><strong>Totals:</strong></td>
<td>1789</td>
<td>4887</td>
<td>5745</td>
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<tr>
<td>Minors</td>
<td></td>
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<td>Business</td>
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<td>122</td>
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<tr>
<td>Entrepreneurship</td>
<td>10</td>
<td>39</td>
<td>42</td>
</tr>
<tr>
<td><strong>Totals:</strong></td>
<td>83</td>
<td>173</td>
<td>165</td>
</tr>
</tbody>
</table>

### Accounting

### Business Administration

### Entrepreneurship

### Finance

### Information Systems

### Management

### Marketing

### Operations Management
graduation numbers

Spring 2014

- ENTP MINOR, 2%
- OM, 4%
- BUS MINOR, 10%
- MKTG, 14%
- MGT, 9%
- IS, 11%
- ACCTG, 18%
- BUS ADMIN, 14%

Summer 2014

- ENTP, 4%
- ENTP MINOR, 0.72%
- OM, 5%
- BUS MINOR, 8%
- MKTG, 8%
- MGT, 0.72%
- IS, 7%
- FINAN, 12%
- ACCTG, 36%
- BUS ADMIN, 22%

Fall 2013

- ENTP MINOR, 0
- OM, 5%
- BUS MINOR, 6%
- MKTG, 16%
- MGT, 9%
- IS, 11%
- FINAN, 8%
- BUS ADMIN, 14%
- ACCTG, 29%
demographics

degree-seeking first-time, first-year

<table>
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<tr>
<th>Race/Ethnicity</th>
<th>Degree-seeking undergraduates</th>
<th>Total undergraduates (both degree &amp; non-degree seeking)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonresident aliens</td>
<td>205</td>
<td>1729</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>403</td>
<td>2230</td>
</tr>
<tr>
<td>Black or African American</td>
<td>43</td>
<td>302</td>
</tr>
<tr>
<td>White</td>
<td>2057</td>
<td>17193</td>
</tr>
<tr>
<td>Asian</td>
<td>197</td>
<td>1228</td>
</tr>
<tr>
<td>Native Hawaiian or other Pacific islander</td>
<td>23</td>
<td>144</td>
</tr>
<tr>
<td>Two or more races</td>
<td>166</td>
<td>758</td>
</tr>
<tr>
<td>Race and/or ethnicity unknown</td>
<td>19</td>
<td>778</td>
</tr>
<tr>
<td>TOTALS</td>
<td>3124</td>
<td>24492</td>
</tr>
</tbody>
</table>

geography

diversity fact:
12% international at Eccles compared with 9.6% campus

Adult Learner is defined by UAS as:
A student over the age of 25

age

Fall 2013

Spring 2014

gender

Fall 2013

Spring 2014

Summer 2014

Male

Female
affiliated programs

The Opportunity Scholars program at “The U” is designed for students who are the first members of their families to attend college, and desire a world-class business education. They typically come from populations under-represented in higher education, and have a need for financial help to make their college dreams happen. Opportunity Scholars get one-on-one academic and career counseling, and help navigating life on campus, in addition to the chance to explore all aspects of business on one of the most beautiful college campuses in the country.

Opportunity Scholars is a scholarship program for business students who 1) are first in their family to attend college 2) have a financial need 3) are often from a population that is under-represented in higher education.

The program provides on-going academic and life skills support, advisory board mentoring, career service engagement, service learning outreach with graduate school focus.

by the numbers

13 different ethnicities represented.
17 Languages Spoken
8 Majors Represented
$290,000 in Scholarship Funds Allocated
1 Awesome Luau

The Business Scholars program at the University of Utah offers a small, high-achieving cohort of students a comprehensive immersion into global business disciplines, giving them hands-on business experience from day one on campus. Students travel regionally and internationally to examine companies up close, and network with business leaders, faculty and peers for an educational experience unlike any other at the David Eccles School of Business.

by the numbers

108 :: Freshman Business Scholars
213 :: Total in the Program
8 :: States Represented
3 :: Countries Represented
8 :: Majors Represented
77 :: Percent of Freshman Receiving Scholarships

International Travel
Paris :: Visited Grant Thornton, CEA
London :: Visited Rio Tinto, ISA

Domestic Travel
Los Angeles, Visited Deloitte, Capitol Records, USS Iowa
Phoenix :: Visited Bank of Arizona, Swift Transportation, Tessenderlo
Orientation serves as a student’s first in-depth contact with the University of Utah and their desired college. The program bestows key information to students helping their transition and integration into the college learning environment. Student success is heavily connected to early connection to campus resources and fostering positive experiences. In effort to improve the overall effectiveness of the program, the Peer Advisors took the lead on presenting the information. Having similar backgrounds and interests, Peer Advisors were able to connect with the students and deliver the information in a more relatable manner. As orientation has grown the Undergraduate Career Management Center, Opportunity Scholars and Business Scholars all played a role in acclimating new students to the David Eccles School of Business.

During Orientation Season, two separate types of programs were held to meet the needs of the varying student population:

**goals**

*Establish connections with student population* and Peer Advising Program  
*Minimize extraneous information* and handouts  
*Connect students to their assigned advisors faster*

**the numbers**

1908 :: Students Oriented  
35 :: Orientations held  
268 :: Advising appointments held

**freshman**

Freshman Orientations are catered to students coming out of high school. The first day consists of a brief presentation designed to familiarize new students with the business school and the benefits it offers. The second day is far more comprehensive, focusing on degree requirements, involvement opportunities, resources, and registration. At the end of the Peer Advisor led presentation, Advisors were available to answer any further questions and assist with class enrollment.

**transfer**

Transfer Orientations are held for students coming to the University of Utah from another institution. Undergraduate Advising Services assisted in this transition by communicating information about the available majors, business specific organizations and opportunities, and the admission process. Similar to the Freshman Orientation, this information was presented by the Peer Advisors and followed by time where advisors could answer questions in a one-on-one setting.
Undergraduate Advising Services recognizes that many students have started their college education at other institutions. We are committed to helping ease the transition to the U by providing on-site visits at community colleges and increasing the availability of information. Over 41% of enrolled business students are classified as transfer students and have completed at least 30 credits at other institutions.

The majority of transfer students have attended other colleges in Utah, with 51% of transfer students coming from Salt Lake Community College (SLCC). We advised 30 prospective transfer students Fall 2013 at SLCC. We also visited with 80 students at two transfer fairs at SLCC during the fall.

We hosted a partnership meeting with SLCC in November to discuss a strategic plan to help support prospective students. Topics addressed including increasing communication about proposed curriculum changes and improving the quality of on-site visits at SLCC. With the support of the University Transfer Center, in the Spring of 2014, we added additional advising visits at SLCC. We advised 82 students in the new location Spring 2014 and 15 students during the summer.

Another important aspect of our transfer initiative is participation in the Utah Business Academic Advising Network (UBAAN). UBAAN meets twice yearly and includes advising representatives from each Utah institution and has established a grid of pre-business courses at each institution. In August of 2014, the University of Utah hosted the UBAAN meeting. Nicole Rintamaki from the Eccles School of Business was elected as the UBAAN chair for 2014-2015 and she will continue working to build stronger relationships with the other institutions in Utah to improve the transfer experience across the state of Utah for business students.

The Eccles School of Business also created a searchable online transfer equivalency database in Summer 2014 to aid in the transfer process. Students and advisors at other institutions can search for possible course equivalents toward our business degree. Currently, the database includes all domestic courses that have been reviewed (and either approved or denied) by our faculty. We will soon have a similar searchable database for international courses. This system can be used by prospective or admitted transfer students. If a given course has not been reviewed, the student will be prompted to submit a petition for evaluation at transfer.apps.business.utah.edu.

**the numbers**

41 :: Percentage of enrolled Business students that classify as transfer

51 :: Percentage of those transfers from SLCC

192 :: Off-site advising appointments
admissions
upper division & majors

Upper Division

Fall 2013: 285 applications/210 admitted (73% admit rate)
Spring 2014: 416 applications/319 admitted (77% admit rate)
Summer 2014: 252 applications/183 admitted (73% admit rate)
Fall 2014: 439 applications/324 admitted (74% admit rate)
Business Leaders Incorporated

BLInc. strives to empower students through involvement and engagement. We work to connect faculty, staff, students, alumni, and other community members to promote the many opportunities available to students. The David Eccles School of Business understands that through involvement, engagement, innovation, and integrity we can form the business leaders of tomorrow.

BLInc. has opened up doors to me that I never dreamed would be opened. I have had the opportunity to meet and network with the Deans, faculty, and fellow student leaders to make a difference on campus. I've really enjoyed making friends through BLInc, some close friends have been made. I would encourage any student to get involved with BLInc. because of the truly great leadership opportunity it is on campus. - Scott Thatcher, Student Involvement Vice Chair

Being a part of BLInc. has allowed me to not just memorize facts or learn about management but to actually manage projects, campaigns and organizational chains which mirror those of the real life business world. It has given me a way to implement trial and error to find out what techniques I learn in class are right for me and for the dynamic situations which BLInc. gives me the opportunity to experience. – Nick Nash, CEO

Business Leaders Inc. (BLInc.) was restructured this year from the previous organization called BSEC (Business student executive council). BLInc. is still the business clubs leadership forum. Students are chosen for each chair position in the group and are responsible for maintaining contact with the other business clubs, organizing collaborative club events, and being the student voice.
Because of my involvement with BLInc, I was able to facilitate communication between the business school and the interested party which led to me being offered a paid internship with them. A feeling of community with my fellow leaders as well as my classmates. The chance to build and improve leadership skills as well as other skills such as writing and Photoshop. – Scott Hamilton, Marketing Chair
Add Codes are used to better assist in providing equity to all students regarding course enrollment. The David Eccles School of Business will process course permission codes using “Golden Tickets” to provide a consistent process that maintains the integrity of the prerequisite enforcement system while also respecting the discretion of faculty with regards to late enrollments.

- Consistency: A single David Eccles School of Business add code policy was implemented across all majors to help students navigate the registration system.

- Prerequisites: Permission codes are used to add students to courses from which they are unnecessarily restricted by prerequisites (generally caused by transfer courses).

- Registrar’s Office Late Add Policy: After the first week of the term, instructors have discretion to determine whether it is too late for a student to join his/her class.
Beginning this year Undergraduate Advising Services has spearheaded a new Business School Tutoring Center. The tutoring center offers free walk-in tutoring for all pre-business and business students!

Tutoring is available on the main floor of the Spencer Fox Eccles Business Building (SFEBB). All tutors are high-achieving undergraduate or Eccles graduate students and are available throughout the week for a variety of drop-in tutoring sessions.

This is a great opportunity for weekly review sessions with knowledgeable peers.

Proportion of students who sought tutoring to class enrollment (fall 2013)
- OIS 3440 (15.3%)
- OIS 2340 (5.5%)
- FINAN 3040 (13.5%)
- ACCTG 3600 (39.2%)
- ACCTG 2600 (4.7%)

Proportion of students who sought tutoring to class enrollment (spring 2014)
- OIS 3440 (26.9%)
- OIS 2340 (25.8%)
- FINAN 3040 (45.3%)
- ACCTG 3600 (35.2%)
- ACCTG 2600 (20.6%)

Proportion of students who sought tutoring to class enrollment (summer 2014)
- OIS 3440 (28%)
- OIS 2340 (14.9%)
- FINAN 3040 (14.2%)
- ACCTG 3600 (55%)
- ACCTG 2600 (12.1%)

# OF STUDENTS

- ACCTG 2600
- ACCTG 3600
- FINAN 3040
- OIS 2340
- OIS 3440
study abroad

This past academic year has offered wonderful international experiences for business students. Two faculty led study abroad programs were developed that included course credit available for all business majors.

Paris, France
High achieving business students and business scholars are set to embark on this trip at the beginning of June. The first session lasts for three weeks and the FINAN 4550 (International Finance) course is taught. The second session lasts four weeks the MKTG 4411 (Honors Marketing Principles) course is taught.

Pforzheim, Germany
Students in the Operations Management major have the chance to participate in a trip led to Pforzheim University in Germany. In this program students take a full schedule of courses; four courses equates to full time coursework, same as the University of Utah. Students have the choice to take OM electives, OM core courses, or German history electives. This program lasts the full German semester length which runs from mid-March to the end of June.
**Staff Changes**

UAS has seen a number of exciting changes over the past year:

- Jessica Taverna took over for Cole Holmes as Director, while Nicole Rintamaki stepped into a newly-created position as Associate Director. The new leadership structure allows for greater involvement and partnership with related undergraduate programs within the School of Business, across the University of Utah campus, and with other USHE institutions. We created a two-tier organizational structure for professional academic advising by hiring three new academic advisors to work along with our academic advising coordinators. This structure provides increased opportunities for professional growth and development. We also welcomed three new peer advisors – Jamie Falvo, Kiyan Irani, and Ryan Jones – and expanded the role of our peer advising program to include more involvement in staff projects and student advising.

**Looking toward the Future**

UAS is involved in a wide range of student support programs. Over the coming year, we plan to begin developing a comprehensive program assessment process by focusing on a few crucial topics. Among these key objectives are assessing: 1) How effective are our programs at assisting pre-business students in progressing in a timely and meaningful way into one of our eight majors? 2) Do students and advisors have a shared understanding of the role of advising and the nature of the student-advisor relationship? What can we do to better promote such a shared understanding? 3) How effective are our methods of communicating with students? How can we improve both HOW we communicate and WHAT message we deliver about advising, policies, and opportunities?