Economic Impacts of Athens State University

College of Business

Athens State University
Economic Impacts

Payne Consulting, LLC
Economic Impacts of Athens State University

Forward from the University President

Athens State University is a truly unique Alabama institution of higher education. I want to take just a moment to explain some of the things that set us apart from other colleges and universities. First and foremost, we are Alabama’s oldest educational institution, founded in 1822. We have a long and rich heritage of serving Alabama, and we look forward to serving you.

We have a rich blend of modern and traditional methods of instruction. We are focused thoroughly on taking care of the educational needs of our students through traditional one on one attention from our faculty, or our distance learning/online education programs. Our faculty has a well-deserved reputation for excellence as evidenced by our on-going accreditation from a number of professional associations.

You will also find that we understand our responsibility to manage our resources very carefully. Our tuition cost continues to be the lowest in the state, along with graduate starting salaries greater than the State and National average. When you combine the economic cost of our services with the exceptional quality of our programs, you will find that we provide the greatest possible educational value in Alabama.

Ultimately, the measure of any university is its students and their accomplishments. It is all about getting each student from where they are to where they want to be. As a result, we have a vested interest in our students’ success and thrive to provide the tools necessary for them to attain their goals.

Robert “Bob” Glenn
President
Office of the President
## Table of Contents

- Highlights
- Introduction
- Community Demographics
- University Demographics/Statistics
- Economic Impacts
- Economic Impacts – State of Alabama
- Economic Impacts on Students
- Student Loss of Income
- Non-Quantifiable Economic Impact
- Student Commuter/On-Line Impact
- Conclusion
- Acknowledgements
- Summary
- References
The annual economic impact of Athens State University to North Alabama: $89.18 million and 503 jobs.

The 9th best graduation starting salary in the State and the 8th best income ten years after graduation.

Ranked nationally in the upper quartile for Student Services, Low Cost per Student and Low Cost per Degree.

Partnered with Calhoun Community College by establishing the *Alabama Center for the Arts*, Decatur AL.

The typical student is female, over 25 with a family and works full or part time.

The University’s annual return on investment (ROI) to the State is $7.62 for every revenue dollar received by Athens State or a total ROI of 8.62. The State Community College ROI is 7.0.

Implemented the Adult Degree Program, Degree Works, The Center for Lifelong Learning, and the Workforce Development Program.
Designated as an “Alabama 20-30 Club”, and one of the best colleges Return-on-Investments among academic institutions in Alabama, with the lowest tuition. Our graduates will exceed local high school graduate in earnings (using constant dollars) by approximately $1 million in their lifetime.

Introduction

Athens State University, founded in 1822, has a long heritage of dedication to higher education in the State of Alabama and is the State’s only two-year, upper division academic institution. Athens State is an integral part of the Alabama College System and provides seamless transfer opportunities for students within the State’s community and technical Institutions.

Athens State University is the longest operated institution of higher education in the State. It is located in the heart of the Tennessee Valley, in Athens, Alabama (Figure 1). The University makes significant contributions to the economic and non-economic vitality of the City of Athens, Limestone County and all of North Alabama.

The University’s students can enroll in a variety of unique program areas with baccalaureate and master’s degrees available through the College of Arts and Sciences, the College of Business and the College of Education. Classes are offered in distance learning/on-line, distance learning/blended, traditional/ hybrid as well as the traditional format. The course delivery (Figure 2) is as follows:
Community Demographics

Per the U.S. Census Bureau, Limestone County is forecasted to be the third fastest-growing county in Alabama. This is with a census population of 82,782 in 2010 and estimated growth to 90,787 (9.7%) by 2014 (Note. The next Census will be in 2020).1 (See Figure 3)

Limestone County is expected to grow by 58.5 percent between 2010 and 2040 to a total population of over 130,000 citizens, an increase of over 40,000.2 The growth is one of the higher projected growth rates in the State of Alabama. It places Athens State University in an excellent position to retain as well as grow student enrollment market share for the foreseeable future.

University Demographics/Statistics

The typical Athens State student is female, over 25 with a family and working either full-time or part-time.3 Characteristics, or externalities of the college graduate include a higher income and avoided costs to society, such as:

- Less under employment
- Mental well being
- Lower crime rate
- Fewer social services needed
- Lower obesity
- Smoke less and lower drug dependency
- Are able to stay in the workforce longer

Figure 2. Total Headcount. Athens State University Fact Book3 Page 43

Figure 3 Source: U.S. Census Bureau17
The University’s overall budget (including student federal funds) for the 2015-2016 academic year is just over $54 million. Funding sources for the Athens State are as follows:

**The University Funding Sources**

**AY 2015-2016**

- **Federal Funds**, $20.70 M
- **State Appropriations**, $11.70 M
- **State Contracts & Grants**, $2.4M
- **Tuition & Fees**, $18.5 M

Figure 4 Total Budget: $54 million. (Includes federal, state and local grants and contracts. Source: Office of Financial Affairs/Fact Book)

As with other academic institutions receiving funds from the State of Alabama, Athens State funding decreased over the last few years. The funding decrease from 2009 to 2016 was over $2 million. Below are Athens State’s revenue sources and revenue categories. (Figures 5/6):

**State and Non-state Revenue Sources**

- **State Funding**
- **Non-state Funding**

Figure 5. AY Year 2016. Source: Athens State Fact Book. The State funding for Athens State University (38%) is approximately the same for other State-supported colleges and universities. The national average is 46.5%.

Athens State University is one of the larger employers in Limestone County, with 216 employees (85 Faculty and 131 Staff), as well as 146 part-time faculty and staff. This includes 105 adjunct faculty. The University annual payroll is $21.9 million with the Total Economic Impact is $89.2 million. (See Table 1).

**University Annual Payroll and Impact**

The University promotes leadership, modern thought, and innovation which contributes to entrepreneurship, scientific research, business development and well prepared teaching professionals. Below are some of the top companies that hire Athens State graduates (Figure 7):

**Where Athens State Graduates are Working – Top 10**

![Figure 7. Military (includes civil service). Source: Linkedin](image)

The University creates a cumulative total of 503 employment positions in the local area. (See Figure 9 and Table 1). Also, it is assumed Athens State employees who own homes represent an induced stimulus to the area’s residential construction market via purchases, property/sales taxes, and utility payments which add to revenue for road, power as well as water operations and infrastructure. Also, the annual return to the State economy is $8.62 (using a 2.0115 employment multiplier) for every revenue dollar received by Athens State (See Table 2).

![Table 2. The Annual Return on Investment (ROI) is $8.62 for every dollar appropriated by the State. The total graduate income difference for each year's graduating cohort is almost $11 million. Over the working lifetime of the cohort class, there is a realization of almost half a billion dollars. Payne Consulting, LLC](image)

The Athens State University Foundation receives and manages gifts and grants from individuals, corporations and other foundations that benefit students and programs. The University Foundation is managed by a volunteer Board of Directors and is staffed by university employees. Donations and endowments nearly doubled in the last six years. (See Figure 8 below):
Economic Impacts

The U.S. Department of Commerce’s Bureau of Economic Analysis developed economic multipliers that are aimed at estimating how much economic resources or currency turn-over within a particular geographic or catchment area. It is as a result of an organization or institutions’ financial disbursements within a particular geographic area or specific communities.

In rather simple terms, economic impact multipliers are a valuable metric in identifying how an entity or institution financially influences their local community. It is by taking into account several variables such as the cost of the product(s), labor costs, utilities and the purchase of goods and services within the local communities. As a State financially supported the academic institution, we will also need to evaluate how this economically affects the entire State of Alabama.

These economic multipliers are metrics on how much of a total economic impact an area community receives as a result of that particular institution or organization. Intuitively, if a dollar is spent at an area establishment or business, that money is redistributed for payroll, taxes, utilities, and other expenses to some other local company, business or individual. This “money” will churn or recycle in the community, however some will “leak” out to pay for goods and services purchased outside the area. Recipients of the money in the local area will continue to spend part of the money within the area for goods and services (and hopefully retain a portion as disposable income). This will continue until virtually all of the money is depleted through this leakage.

One needs to explore the University’s economic impact on the geographic area, such as the dollars used to pay for goods and services and faculty/staff salaries. As mentioned earlier, each dollar spent generates additional spending, which multiplies the economic impact and improves the economy of the local area. Graduates influence economic growth, as well as noneconomic growth, through increased personal income and lifestyle that can be correlated with better levels of education.
Athens State’s total economic impact to the North Alabama area is over $89 million \(^6\) and a total of 503 Jobs. \(^6\) (See Table 1).

**Total Economic Impact to Local Economy Dollars**

![Figure 10. Total Impact - $89.18 million. Source: Office of Financial Affairs and Regional RIMS data.](image)

![Figure 11. Total Impact – 503 jobs Source: Office of Financial Affairs and regional RIMS data.](image)

Most college graduates have a higher earning power, which leads to greater consumer demand and higher taxpayer contributions. A degree prepares individuals to enter the labor force and expands their knowledge, therefore strengthening the average local worker income, as well as social well-being. Also, a better-educated workforce attracts businesses by providing various support services and civic activities.

Athens State University has an important economic and non-economic effect on the State’s economy and society. This enables the State of Alabama to attain more social support services and strengthen the infrastructure. **The annual State and local Fiscal Impact (sales and income tax but not property tax) run about $2.54 million for 2015-2016** (See Table 2).

**The State will recoup its annual Athens State University appropriation in less than five (5) years.** A graduating class will pay additional State income taxes and sales tax that they would not have without their Athens State degree. This does not include other revenue sources to the State or local level, such as property taxes, which can be significant.
Athens State graduates will exceed high school graduate income (constant dollars) by more than $1 million in their lifetime (See Table 4). It also parallels the National average. The enrollment for the fall semester of the academic year 2015-16 was 3,042 students.3

Earning a degree from Athens State University is a very attractive investment for its graduates. The average Athens State University graduate will make up the cost of tuition in about one year (See below Table 3).7

### Projected Income of Athens State Graduates and Return on Investment

<table>
<thead>
<tr>
<th>Athens State Graduate</th>
<th>Non High School</th>
<th>Limestone County High School</th>
<th>Athens State Bachelor’s</th>
<th>Average Years of Lifetime Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 19,994</td>
<td>$ 57,868</td>
<td>$ 39,000</td>
<td></td>
</tr>
<tr>
<td>Starting Income Difference</td>
<td>$ 19,006</td>
<td>$ 11,132</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Median Salary</td>
<td>$ 19,994</td>
<td>$ 57,868</td>
<td>$ 50,515</td>
<td></td>
</tr>
<tr>
<td>Annual Tuition Cost</td>
<td></td>
<td></td>
<td>$ 6,270</td>
<td></td>
</tr>
<tr>
<td>Tuition Cost for Degree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate’s Lifetime Earnings</td>
<td>$ 879,796</td>
<td>$ 1,226,192</td>
<td>$ 2,222,660</td>
<td></td>
</tr>
<tr>
<td>Delta</td>
<td>$ 1,342,924</td>
<td>$ 996,468</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Return on Investment</td>
<td></td>
<td></td>
<td>$ 1.13 Years*</td>
<td></td>
</tr>
</tbody>
</table>

*Table 4. Sources: 5/12. Estimated salary of an Athens State graduate. Constant Dollars. *Does not include room, board or foregone earnings. Assumed 44 years of employment. Lifetime income of an Athens State Graduate is about $1 million more than a high school graduate and over $1.4 million more than a non-high school graduate. Payne Consulting, LLC*

Tuition costs have increased significantly across the nation. Athens State students have not been immune from these increases. That said, the University tuition rate is much more cost-effective than the State or National College averages. According to the Alabama Commission on Higher Education: Institutional Student Profiles, the percent increase at Athens State is less than the State, and National average and total expenses are still the most cost-effective.30

With payroll, unrestricted, auxiliary and plant fund operating budgets for the 2015-2016 academic year of approximately $38 million, the calculated cost of educating a student at Athens State University is $12,540 for a student who takes 30 credit hours per year.5

The cost of attending the University in 2015-2016 is an affordable $6,270 for face-to-face education and $7,920 for online classes.5 The University has the lowest tuition of all four-year public baccalaureate institutions in the State of Alabama & less than the National average.9

Athens State University graduates realize the 9th highest average starting salary among all Alabama universities and the 8th highest income 10 (ten) years after graduation.9

The 2013 Athens State graduating class had an annual income of about $12,000 higher than the average salary of a Limestone County resident with a high school degree.12 The annual income is higher than the national average for baccalaureate graduates.
Athens State University's economic impact reaches far beyond the Athens campus. Athens State has an enormous impact on the communities in northern Alabama, commonly referred as the “Tennessee Valley.” Athens State was dubbed as an “Alabama 20-30 Club”, having an annual tuition of less than $20,000 and boasting graduates with an entry-level salary average of more than $30,000\(^9\) (See Figure 10). The academic and professional expertise of our faculty supported by an excellent staff, makes the University a great academic institution and an excellent return on investment.

### Student Loss of Income

The University education is an investment by students who enroll in degree and certificate programs. It increases a graduate’s earning potential.

A college degree comes at a cost (foregone earnings), which includes the obvious cost of the education, as well as unavoidable loss of income while in school. The lost income, called opportunity cost, is relatively small for many students when compared to other universities. A large percentage of Athens State University students are full or partially employed, so the loss of income is not as significant as that of more traditional universities.

### Non Quantifiable Economic Impact

There are several intangible benefits of an Athens State University education that cannot be quantitatively measured. The University produces skilled and knowledgeable members of society, adds to the reserve of knowledge, and is an innovation engine to the State of Alabama and especially northern Alabama communities.
Athens State University 2015-2016 Economic Impacts

Athens State University contributes “intellectual capital” to the State’s social/civil environment as well as the overall economy. The University encourages innovation by stressing critical thinking and analytical skills, as well as contributing to the area business development, management, leadership, & entrepreneurship. It is in addition to a positive impact on society and civic membership enhancement to improve the quality of life in North Alabama and our communities throughout the State.

The University provides the communities with cultural events, a modern Library and a diverse curriculum at its Center for Lifelong Learning facility located on the Athens City Square.

Athens State University enhances the quality of life for all citizens of North Alabama and provides historical value, with several buildings listed on the Alabama Historical Register.

Also, the University invested financially back into the community with the planning, development and construction of the Alabama Center for the Arts, operated jointly with Calhoun Community College, and located in Decatur, Alabama.

The University of North Alabama (UNA) Master’s in Business Administration is a joint venture between UNA and Athens State in sharing staff and campus resources to bring another masters level program to the main campus. This program is a success for UNA and local area students by reducing the cost to the student of commuting between home and the University.
Many faculty and staff of the University, apart from their daily responsibilities, spend personal time providing leadership to a range of community organizations, such as:

The University positively influences the lives of citizens in the surrounding area, contributing to the community culture. It also strengthens the local quality of life in ways that are not readily quantifiable.

**Governance:**

On May 22nd of 2012, the Governor signed legislation, to remove Athens State University from under the jurisdiction, supervision, and control of the Alabama State Board of Education and Department of Postsecondary Education.

Athens State is host to a number of events that attract people from North Alabama and from across the country. Athens State’s premier and largest event, attracting thousands of people, is the annual *Tennessee Valley Old Time Fiddler’s Convention*. This weekend of music and fun fills surrounding accommodations and restaurants with sightseers and musicians. The convention brings in some 200 contestants, 150 vendors and approximately 15,000 people from more than 30 states. These attendees spend money in the community, which adds to the economic value of the Institution. The event brought in more than $1 million dollars into the local economy during one weekend in 2015.

Numerous weddings are performed on the steps of historic Founders Hall and receptions held in its parlor. Other activities drawing people to the community include Alumni events, concerts, seminars, drama productions, reunions, pageants, and ceremonies. The Community Band, under the direction of Mr. Dan Havely, performed their annual Christmas Concert at McCandless Hall in 2015. This is the first time that the Community Band was seated in October 2012 and is the first autonomous board to govern the University since it became a public institution in 1975.
played in McCandless Hall since its renovation. Guests were able to enjoy the concert, a visit from Santa Clause, and a reception hosted by the Alumni Association.

**Commuter/On-Line Student Impact**

Many students, faculty, and staff travel to Athens State from across North Alabama. Commuting students expenditures are noteworthy for the local area. Commuting students make purchases of fuel at local gas stations and also make food and general retail purchases. Online student impact is to a lesser degree in the Athens-Limestone area but still a positive effect in their community.

While not easy to quantify, student commuter expenditures play a noteworthy role in the neighborhoods near the campus. The same could be said of faculty and staff commuter expenditures.

**Faculty and Staff Impact**

Faculty and staff have a positive influence on the University and area communities. The University has a reciprocal impact on the faculty and staff as well. The staff and faculty provide an economical and non-economic impact of programs, services, and operations by creating and facilitating the economic and social activities of which students and residents of area communities may also participate. This includes:

- Business and industry interaction
- Consulting
- Advising student club/activities
- Hosting keynote speakers
- Sponsorship and participation of civic and social events/activities
- Community civic organizations

**Mardi gras Around the Square**

The University offers opportunities to promote faculty and staff quality of life. They have an ability to conduct research, mentor, and attain a terminal degree, which enhances upward mobility as well as cultural growth. Faculty, in turn, heighten the reputation of the University, mentor the school’s students and add to the intellectual treasure of the North Alabama area. Staff, as well, play extremely valuable roles in supporting the faculty and student body.
Athens State University scored in the upper quartile in several academic metrics in a recent study of nation-wide universities.\textsuperscript{14} Percentiles (see reference 32 for definition) are:

- Student Services 11th
- Efficiency - Cost per Student 18th
- Efficiency - Cost per Degree 4\textsuperscript{th}

**Conclusion**

The composition of a smaller university's impact can be quite different from that emphasized in a larger university-level economic impact study. Economic impact studies often concentrate on larger universities.

The total economic impact does decline when compared to very large academic institutions. A smaller university may exclude some revenue-producing economic activities, such as athletics and housing, but impacts can still be significant. Student expenditures, both online and commuter, even at smaller campuses can play a major role in the economic, social and academic impact on the local communities.\textsuperscript{13}

The 2015-2016 economic and non-economic impact of the Athens State University of North Alabama and the Athens geographic area exceeds those presented in this report, as some impacts are difficult to quantify. There is less known about the impact of smaller universities and colleges or their effect on the surrounding communities.\textsuperscript{13}

Smaller universities, with a mostly distance learning/commuter population, can have a substantial economic impact on their geographic area.\textsuperscript{13} It makes Athens State University crucial to the economic, social, civic, and academic development of the geographic area, the State and in many ways the nation.

Respectfully Submitted by:

Cary Payne, MA, MHA with Bill Wilkes, DE
Lt. Colonel (Ret) Professor of Economics
Payne Consulting, LLC*

\textit{The views expressed in this paper are those of the authors and not necessarily those of the College of Business or Athens State University.}
Acknowledgements

Dr. Keith Ferguson, Vice President for University Advancement, provided extremely valuable input and support in the completion of this report. Mr. Guy McClure, Director of Marketing and Public Relations for graphical advice/support. It is in addition to the University Office of Financial Affairs, in particular, Mr. Mike McCoy, Vice President and Ms. Barbara Ferguson, Administrative Assistant. Also, from the College of Business, Dr. Kim Lafevor, Dean, and Professors Jeff Johnson, John Berzette and Dr. Lisa Rich, all within the College of Business.

Special thanks go out to Dr. Joy Bracewell, Director of the Writing Center and Ms. Hannah Kilpatrick her administrative knowledge and support. We wish to also express appreciation to Dr. Jackie Smith and Lisa Payne for their editing support.

Photographs provided by Marketing and Public Relations as well as Payne Consulting, LLC and Russell Frye, Athens State University

Questions regarding the analysis and report should be referred to:

Cary J. Payne, Project Coordinator
256-777-1596
cpayne3@my.athens.edu
carypayne@att.net
References


28. The University of Alabama, Culverhouse College of Commerce, Center for Business and Economic Research. *UA 2013-2014 Economic Impacts on Alabama and Tuscaloosa MSA*  

29. **Where Values Meets Values: The Economic Impact of Community Colleges**.  


32. University Contribution Studies Using Input-Output Analysis  

33. Percentile ranks are useful when you want to understand quickly how a particular score compares to the other scores in a distribution of scores. For instance, knowing someone scored 235 points on an exam doesn't tell you much. You don't know how many points were possible, and even if you did, you wouldn't know how that person's score compared to the rest of his classmates. If, however, you were told that he scored at the 90th percentile, then you would know that he did as well or better than 90% of his class. Retrieved from:  
   Percentile Rank in Statistics: Definition & Formula  
About the Authors:

Cary Payne is an Adjunct Professor at Athens State University where he teaches health care courses in the College of Business. He worked with the College as a final editor of the self-study for its ACBSP Recertification, Standard Leader, Co-writer of the College’s Strategic Plan and Human Resources Plan.

He has over 40 years healthcare experience in both the military and civilian sector. Held numerous roles as Human Resource Director to include the Medical Materiel Center – Europe, Walter Reed Institute of Research, command of the 4th MASH/CSH Hospital and Management Faculty at the Academy of Health Sciences. Other duties include five (5) years as the Health Policy Administrator at the Army’s Office of The Surgeon (OTSG), Pentagon and retired as a hospital administrator.

He also retired from the Huntsville Hospital System (HHS), holding the roles of Chief Operating Officer and Chief Executive Officer (CEO), as well as interim CEO and Administrator at hospitals within HHS System.

Teaching experience includes faculty at the Academy of Health Sciences, Undergraduate Preceptor for Appalachian State University, Auburn University and the University of Alabama, as well as Graduate Preceptor for Baylor University and University of Alabama – Birmingham, as Adjunct Professor for 8 (eight) years.

Educational background includes the Command & General Staff College - Graduate, Walter Reed Army Medical Center Residency, Baylor University - MHA, and Central Michigan University - MA in Management.


Recognition and honors include Paul Harris Fellow, Who’s Who of Athens, Alabama Hospital Association’s Hospital Hero and Who’s Who of Business Professionals. Professionally related community activities include the Calhoun Community College Foundation,Rotary Club International, United Way of Limestone County, Athens-Limestone Hospital Foundation, BBB of North Alabama and Limestone County Economic Development Assoc.

Lt. Colonel (R) Payne currently is co-owner/principal of GLDC Properties LLC, Payne Consulting LLC and Payne Properties.
Bill Wilkes is Professor of Economics at Athens State College for almost 20 years. He has over 40 fruitful years of professional and academic experience in the fields of engineering, business, and economics. He holds or has held the Academic positions of Adjunct Professor - Business and Economics/Florida Institute of Technology and Assistant Professor of Business and Economics/Motlow State Community College.

Educational Background includes a DA in Economics - Middle Tennessee State University, MS in Economics - London School of Economics, MBA - the University of Chicago, with Honors. He also holds a BS in Electrical Engineering - Rensselaer Polytechnic Institute.

Prior Experience not in academia includes General Manager/MAROTTA SYSTEMS, INC., Huntsville, Alabama; Vice President of Manufacturing/INGRAM PETROLEUM SERVICES, INC., Oklahoma City, Oklahoma; Product Line Manager/CAMERON IRON WORKS, Houston, Texas and Operations Manager-Wellhead Equipment Division/FMC CORPORATION, Scotland.

Professional Membership includes American Economic Association. Dr. Wilkes was also awarded the "Excellence in Teaching Award" by Delta Mu Delta.

Publications and research include "The Economic Update" published by the College of Business, Athens State University. Another research activity has been in the area of advancing the teaching of economics. As a result, he has had the opportunity to work with several book publishers reviewing and editing economic textbooks, such as The Economics of Money, Banking and Financial Markets; Frederic Mishkin and Understanding Modern Economics; Roger LeRoy Miller.

Dr. Wilkes participated in many presentations, workshops and discussions, a few of which are Ethical Pitfalls: Avoiding Professional Hazards-- Cross Country Education, Brentwood, TN; The Cost of Unemployment and an Evening with the Fed - Federal Reserve Bank of Atlanta; Introduction to Behavioral Economics - Cambridge Center for Behavioral Studies. Also, Money & Banking: Understanding the Financial Crisis-- Federal Reserve Bank of Atlanta; Recent Labor Developments from a Management Perspective - National Labor Relations Board; Understanding Economics in United States History-- Federal Reserve Bank of Atlanta; The Economic Impacts of Athens State University and Why the Federal Reserve has not been effective during Great Recession presented to local civic organizations.

He served on multiple committees and held several positions at Athens State to include Administrative Department Chair for Human Resources Management/ General Business, Athens State Planning Council, Faculty Senate, Academic Affairs Committee, Campus Facilities Committee, Learning Resources Committee, SACS Institutional Effectiveness Committee, Faculty Affairs Committee Promotion and Tenure Committee

Other Service Activities include faculty advisor for the International Business Society Faculty Delta Mu Delta, faculty advisor for the Pre-law Society, Co-editor of “Strictly Business”. Regular contributor to “Strictly Business” and annual presenter of the “Outstanding Human Resources Management Major” Award at the Honors and Awards Convocation.