



University Council

September 13, 2024

UNIVERSITY CURRICULUM COMMITTEE – 2024-2025

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Graduate School – Rodney Mauricio

Ex-Officio – Provost S. Jack Hu

Undergraduate Student Representative – Ella Colker

Graduate Student Representative – Marggie Vazquez

Dear Colleagues:

The attached proposal from the Terry College of Business to create an Institute for Business Analytics and Insights will be an agenda item for the September 20, 2024, Full University Curriculum Committee meeting.

Sincerely,

Susan Sanchez, Chair

cc: Provost S. Jack Hu

Dr. Marisa Pagnattaro

Institute for Business Analytics and Insights

Introduction

Business analytics is central

The Terry College of Business strategic plan prioritizes four areas for growth and expansion: Analytics, Innovation, Sustainability, and Leadership. Of the four, Analytics is arguably the most foundational. Without proper attention to data and the ability to make sense of it, innovation will be misdirected, real sustainability cannot be realized, and leadership will be misguided. No modern organization can be successful if its decision-making is not data-driven.

Analytics not only cuts across the other initiatives, but every business discipline as well. This is evident in the training of Terry's students, research of Terry's faculty members, and functioning of every business firm. To meet the market demand for business analytics skills, ensure Terry faculty stay on the frontier of empirical research, and share analytics expertise with external stakeholders, the Terry College of Business established the Center for Business Analytics and Innovation (CBAI) in fall 2023.

The CBAI is a start

When launched in fall 2023, the Center's goals were to:

1. Coordinate and enhance analytics instruction across Terry College of Business academic programs.
2. Develop and provide analytics-related resources for faculty research in the Terry College of Business.
3. Disseminate analytics expertise to external stakeholders of the Terry College of Business.

In its first year, the CBAI has initiated efforts consistent with each of these goals, the most important of which is leading the revision and integration of Terry's undergraduate analytics core courses. Successfully completing a task like this would be extraordinarily difficult without the coordinating influence of a center. However, that influence is limited because a center cannot hire faculty or offer academic programs.

While the establishment of the CBAI is an important milestone in Terry's commitment to analytics instruction, scholarship, and leadership, the grand vision is to elevate the center to an institute to coordinate the college-wide business analytics efforts in research, teaching, and service, including the college's undergraduate Area of Emphasis in Business Analytics and Master of Science (M.S.) in Business Analytics programs.

The Institute is the next step

Closing the CBAI and creating an Institute for Business Analytics and Insights will allow the college to capture the full potential of its analytics initiative. As [UGA's policy on Institutes](#) explains:

“Institutes provide an organizational base for university mission-related activities in one or more academic areas. They pursue activities that may include, but are not limited to, interdisciplinary research involving faculty and students from a variety of internal administrative structures, offering credit courses, academic programs, or continuing education activities related to their area(s) of interest, or facilitating efforts of the department, school, college, or university to obtain extramural funding in specific areas. Institutes serve as a formalized link between the academic community and the professional community in the area(s) of interest.”

Terry College of Business analytics courses are taught by faculty members from two departments across two colleges (Statistics in the Franklin College of Arts and Sciences and ILSRE in the Terry College of Business), and the CBAI has no direct authority in hiring or evaluation. Where a center can only facilitate and monitor, an institute can fully own the “task stack.” More broadly, an institute will be in a position to manage all of the college’s current academic analytics programs, propose new programs, courses, and trainings, and hire the faculty necessary to staff them. It will also have the capacity to support analytics teaching innovations in other departments and programs.

The effects go beyond academic programs and faculty. The Institute will be able to more effectively engage the business community and other stakeholders through the M.S. Business Analytics program’s capstone applied learning projects. This will mean more frequent and professionally meaningful contact between students and industry leaders. Additionally, it will also mean executive education opportunities and connection of faculty with external partners. A key component of the transition from center to institute will be to recruit an associate director with extensive professional experience in business analytics to lead these efforts.

Modern analytics education, whether at the undergraduate, graduate, or professional level, requires a computing infrastructure where data pipelines, code development, and statistical analysis come together in a cloud environment. However, having the right hardware and software combination is not enough. The computing infrastructure must be complemented by technical support appropriate to each level of education. This sort of infrastructure and support can be more readily developed and maintained by an institute than a center. Its impact will be felt not only in the classroom, but also in the research output of Terry faculty and the consulting services offered to external stakeholders.

The scale and scope of activity of the proposed Institute will place it in a better position to support faculty research. Exciting scholarship with real-world applications increasingly depends on unique and proprietary data sources and coordinating efforts among research team members. An institute can help defray the cost of data purchases and assist with

storage and security concerns. It can also support collaboration between Terry College of Business faculty and scholars from other UGA units and other institutions.

Institute Goals

Because analytics is foundational and cross-cutting, its development and growth will affect the teaching, research and service missions of the Terry College of Business. However, without a centralizing unit with the scope of an institute and proper leadership to define the mission and set the goals, the initiative will fall short of its promise.

The Terry College of Business is already an established leader in business analytics education through its highly regarded Master of Science (M.S.) in Business Analytics (MSBA) program. Entering its seventh year, the MSBA program has been smartly differentiated from the typical business-school entry in this space through its emphasis on machine learning, causal inference, and business strategy. In fall 2022, the college added an Area of Emphasis in Business Analytics to its undergraduate degree programs. The Area of Emphasis and MSBA programs target students who want to pursue professional opportunities that require high-level analytics skills. The Area of Emphasis is designed in part as an on-ramp to the MSBA, which undergraduates can complete as a part of UGA's Double Dawgs program. What is missing is dedicated expert oversight of the Area of Emphasis, the MSBA, and the pathway from one to the other. A key element of the oversight role is consistent coordination of, and communication about, Terry's business analytics programs and activities.

In addition, the Management Information Systems department offers its own Area of Emphasis in Data Analytics under the degree in Management Information Systems (B.B.A.) and the Marketing department offers a highly regarded Master of Marketing Research (M.M.R.) program. With its variety of advanced technical and conceptual courses, the Area of Emphasis in Data Analytics complements the Area of Emphasis in Business Analytics. M.M.R. students are exposed to hands-on use of the analytics tools and research methods used by marketing research industry to guide business decisions. The Institute will be able to support and enhance these programs to ensure that they are consistent with the Terry College of Business's strategic goals and are meeting the needs of students and the business community.

Empirical research standards are increasingly being set outside traditional business-school disciplines, as data science "roll ups" expertise in economics, information systems, computer science, and statistics. Going forward, business-school scholars will be expected to have mastery over modern machine learning and causal inference methods and fluent in the essential languages of computation. Other than in a few isolated Ph.D. courses, there is no centralized effort to provide ongoing training and assistance in state-of-the-art empirical methods within the college.

As the state's flagship business school, Terry has a responsibility to share its expertise with external stakeholders. The College does this effectively within disciplines, but the cross-cutting nature of analytics begs for an integrative approach. Much like the way the Terry

College of Business's Institute for Leadership Advancement has connected leadership training to organizations and communities, the IBAI would do the same for analytics.

For these reasons, the college proposes the Institute for Business Analytics and Insights (IBAI) with a mission to lead the promotion, development, and dissemination of analytics knowledge and skills for the Terry College. The goals of the IBAI will be to:

1. Coordinate and enhance business analytics instruction across Terry College of Business academic programs, including administering the undergraduate Area of Emphasis in Business Analytics, the academic and experiential learning components of the MSBA program, managing and overseeing the Terry Analytics Lab (TAL), hosting workshops and speaking events, organizing case competitions, offering "micro-credentials," and providing computing support.
2. Develop and provide analytics-related resources for empirical research in the Terry College of Business, including hosting academic seminars and workshops, sponsoring conferences, acquiring and warehousing proprietary data, and awarding seed grants.
3. Disseminate business analytics expertise to external stakeholders of the Terry College of Business, including supplying student consulting expertise, supporting professional analytics education, and developing a network of alumni working in business analytics-related professions.

The IBAI will be administratively housed in the Dean's Office of the Terry College of Business. Due to its integrative mission, it will not be affiliated with any department. The Institute will be led by a Director appointed by the Dean of the Terry College of Business, whose appointment will be reviewed every three years.

The IBAI will submit annual reports to the Dean of the Terry College of Business and will be reviewed internally every five years by a committee appointed by the Dean. As a part of the annual and five-year reviews, the IBAI Director will produce reports documenting institute activities and funding efforts during the review period. The primary activities to be evaluated annually and in the five-year review will be:

- *Instructional activities*
 - Number of students served by TAL
 - Student satisfaction with TAL services
 - Number of TAL tutorials and workshops produced
 - Number of speaker events
 - Number of micro-credentialing opportunities
 - Number of case competitions and hackathons
 - Number of students using cloud computing resources
- *Research activities*
 - Number of seminars and professional workshops hosted

- Number and scope of conferences
- Proprietary data purchases
- Number of faculty using cloud computing resources
- Number of seed grants awarded
- *Service activities*
 - Number of student consulting projects
 - Impact of student consulting
 - Professional analytics education support
 - Data for Good support
 - Growth of the alumni network

Measures and baseline values for these activities will be determined and agreed to by the Dean and Director with the formal launch of the Institute.

Administration

Overview

The IBAI will be led by a Director who is responsible for hiring, managing, and evaluating the members of the administrative team and instructional faculty; coordinating and communicating Institute activities; and chairing an external advisory board. The Director will report to the Associate Dean for Inclusive Excellence, International, and Master's Programs. Figure 1 presents a proposed Institute organization chart.

Operating policies and procedures

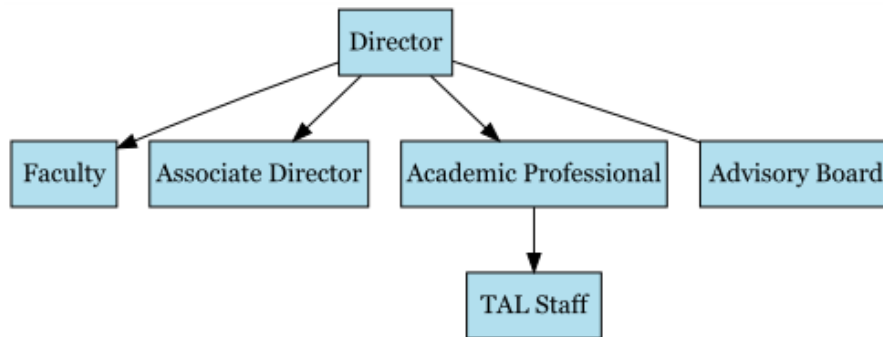


Figure 1. Institute Organizational Chart

The faculty category includes three non-tenure-track positions currently housed in the Department of Insurance, Legal Studies, and Real Estate, which will transfer to the Institute upon its establishment. The holders of these positions cover all sections of BUSN 4000 and two sections of BUSN 3000 and are listed below.

Daniel Carlyle, Senior Lecturer

Paul J. Holmes, Senior Lecturer
Jack Morse, Jr., Senior Lecturer

The Associate Director will be responsible for recruiting Advisory Board members, engaging with external stakeholders, and overseeing MSBA student projects.

The Academic Professional will be responsible for overseeing the Terry Analytics Lab (TAL), providing training and support to the Peer Learning Assistants (PLAs) who staff the lab, and serving as a technical resource more broadly. Under the Academic Professional's supervision, the TAL will support MSBA project teams. In addition, this position will be tasked with assisting in course development, curriculum revision, and teaching select analytics courses in the undergraduate and MSBA programs. Finally, the Academic Professional will also support the Director in coordinating and managing Institute activities.

The Advisory Board will be composed of senior professionals working in analytics-related areas. The Advisory Board's responsibility will be to assist the Director in aligning Institute activities to the market.

Amounts and sources of anticipated income and related expenses

Sources of income for the IBAI will include income from a \$5M endowment pledged for these efforts (\$2.5M has been received to date; another \$2.5M pledged; with a goal to increase endowment to \$10M), initial seed funding from the Terry College of Business, and MSBA project revenues.

The initial costs associated with IBAI operation will include the Director's compensation, salaries for the Associate Director and Academic Professional, TAL operations, speaker series, cloud computing, MSBA scholarships, and travel. The expected costs for the first three years are sketched below.

Revenues	<i>FY25</i>	<i>FY26</i>	<i>FY27</i>
Projected Endowment Income/Spendable gifts*	\$100,000	\$200,000	\$250,000
Terry College Seed Funding	\$100,000		
MSBA Project Revenues	\$25,000	\$35,000	\$50,000
Total Revenue	\$225,000	\$235,000	\$300,000
Expenses			
Director (Administrative Supplement)	\$30,000	\$30,000	\$30,000
Associate Director (partial support)**	\$20,000	\$20,000	\$20,000
Academic Professional	\$37,500	\$75,000	\$75,000
TAL Support	\$20,000	\$10,000	\$10,000
Speaker series	\$10,000	\$10,000	\$10,000

Seed Grants & Instructional Support	\$40,000	\$40,000	\$40,000
MSBA Scholarships	\$20,000	\$30,000	\$30,000
Cloud computing/Data	\$0	\$25,000	\$25,000
Travel	\$10,000	\$10,000	\$10,000
Total Expenses	\$187,500	\$250,000	\$250,000

* Endowment income for the IBAI is anticipated to increase to \$200,000 annually as the initial \$5M endowed gifts are received. Spendable gifts include advisory board donations to support the IBAI. The Terry College of Business will cover any shortfall in endowment income as needed.

** The Associate Director will have a joint appointment with the Terry Management Information Systems department with associated instructional responsibilities. Part of the Associate Director’s salary will be covered by the Terry College of Business and the MIS department; the remaining \$20,000 will be covered by the IBAI.

Faculty and staff for the first three years

By the end of FY25, IBAI staff will include its Director, an Associate Director, and an Academic Professional. The Director will be a tenured faculty member in the Terry College of Business who will receive an administrative supplement. The Associate Director will be a professional with extensive experience in business analytics. The Academic Professional will be a non-tenure-track faculty member with expertise in data science and statistics. In addition, Terry College of Business faculty responsible for teaching BUSN 3000 and BUSN 4000, who are currently housed in the Department of Insurance, Legal Studies, and Real Estate, will transfer to the IBAI with no budget implications.

Physical resources for the first three years

As currently planned, the IBAI will have dedicated space in the Business Learning Community after planned renovations to the Baptist Collegiate Ministries building are completed (expected in 2025 or early 2026). The new space will house IBAI faculty and staff and provide a permanent location for TAL and space for analytics training.

Participating faculty

The IBAI will identify faculty affiliates by their teaching and research interests. Affiliation with the IBAI will facilitate the sharing of expertise in analytics-related instruction and research methods.

Recipients of IBAI grant funding will be designated IBAI fellows for the duration of their grants.

Degree programs

In FY25, curricular and faculty oversight of Terry’s undergraduate Area of Emphasis and curricular oversight of the professional MSBA degree programs will be transferred to the

IBAI. Both the undergraduate Area of Emphasis and the MSBA are existing programs that are fully staffed. The IBAI is not proposing any new degree programs or courses at this time.

Letters of support

The Institute proposal is supported by

- Benjamin Ayers, Dean, Terry College of Business
- John Hulland, Head, Department of Marketing
- Gerald Kane, Head, Department of Management Information Systems
- Josh Kinsler, Department of Economics
- Daniel Hall, Head, Department of Statistics
- Beth Woods, Director of Research and Computational Data Management, University Libraries
- Jim Carson, Head, Department of Insurance, Legal Studies, and Real Estate
- Gagan Agrawal, Director, School of Computing

Contact Information

Santanu Chatterjee
Associate Dean for Diversity, International and Master's Programs
Terry College of Business
schatt@uga.edu



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Benjamin C. Ayers, Dean
Earl Davis Chair in Taxation

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July 31, 2024

Dr. Jack Hu
Senior Vice President for Academic Affairs and Provost
The University of Georgia
Athens, GA

Dear Provost Hu,

The Terry College of Business is submitting a proposal to upgrade the Center for Business Analytics and Insights (CBAI) to the Institute for Business Analytics and Insights (IBAI). This interdisciplinary Institute will synthesize the substantial efforts Terry has made in the past 5 years in business analytics as a key part of its strategic initiatives. The proposed Institute will serve as a forum for instructional and research collaboration across Terry's academic units and engage/collaborate with other units across The University of Georgia.

At the instructional level, the proposed Institute will administer the College's undergraduate Area of Emphasis (AoE) in Business Analytics and the Master of Science in Business Analytics (MSBA) program. Additionally, it will expand and administer the Terry Analytics Lab (TAL) as a source of academic support for undergraduate students in the AoE and MSBA students. The Institute will also oversee the experiential learning component of the MSBA program by sourcing semester-long analytics consulting projects from our corporate partners and companies serving on its advisory board.

A substantial number of Terry faculty are actively engaged in quantitative research that involves big data. Analytics research spans several Terry departments like Economics, Finance, Marketing, MIS, Finance and Real Estate. The proposed Institute will provide a platform for faculty collaboration both within Terry and across campus through seed grants, industry partnerships and seminar speakers.

The proposed Institute will be administratively housed in the Dean's office, similar to the Institute for Leadership Advancement (ILA) and will have an integrative mission that spans all of Terry's academic units. Terry College faculty voted 93-2 to support the creation of the Institute (with 2 abstentions), and Terry Department Heads and Associate Deans also support this proposal unanimously. I am pleased to offer my full support for this proposal and happy to answer any questions that you may have.

Sincerely,

Benjamin C. Ayers



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Terry College of Business

Department of Marketing

July 25, 2022

Dr. Jack Hu
Senior Vice President for Academic Affairs and Provost
The University of Georgia
Athens, GA

Dear Dr. Hu,

I am writing this letter on behalf of the Marketing Department, to indicate our support for the proposed Institute for Business Analytics and Insights at the Terry College of Business. The proposed Institute will include the College's undergraduate offerings (area of emphasis in business analytics), its Master of Science in Business Analytics (MSBA) program, and the Terry Analytics Lab (TAL). Building on the successful Center for Business Analytics and Innovation (CBAI) launched in 2023, the proposed Institute will permit more effective coordination of and support for Terry's analytics teaching, scholarship, and outreach efforts.

Many Marketing faculty teach courses in the MSBA and/or undergraduate programs that incorporate business analytics elements. The Institute will help to both enrich these existing courses as well as identify new instructional opportunities for our faculty. The Institute will also enhance communication and coordination of our courses as part of college-wide programs.

In addition to supporting teaching, the Institute will provide support to Marketing faculty working on research projects that involve big data. Many of our tenure track faculty are already involved with such research and will benefit from greater inter-departmental communication relating to analytics research, greater exposure to relevant grant opportunities, and better connections to other internal and external resources.

My colleagues and I fully support this initiative.

Sincerely,

John Hulland
Head, Department of Marketing, and
Nalley Distinguished Chair in Business



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Terry College of Business
Department of MIS

July 25, 2024

RE: Letter of support for Terry College Center for Business Analytics and Insights

To:
Dr. Jack Hu
Senior Vice President for Academic Affairs and Provost
UGA Foundation Distinguished Professor
The University of Georgia

Dear Dr. Burg,

I am writing to express my strong support for the proposed conversion of the Center for Business Analytics and Innovation (CBAI) to the Institute for Business Analytics and Insights (IBAI) at the Terry College of Business.

The strategic plan of the Terry College prioritizes Analytics as a foundational area for growth and expansion. Establishing the CBAI in fall 2023 was a significant milestone in our commitment to analytics instruction, scholarship, and leadership. However, to fully capture the potential of our analytics initiative, it is crucial to elevate the center to an institute.

The CBAI has made commendable strides in coordinating and enhancing analytics instruction across academic programs, developing analytics-related resources for faculty research, and disseminating analytics expertise to external stakeholders. However, the grand vision is to coordinate the college-wide business analytics efforts in research, teaching, and service, which cannot be achieved as a center. The proposed IBAI will remove many of the remaining internal frictions that might impede the growth of Terry's analytics footprint and influence. It will be privileged to manage Terry's current academic analytics programs, propose new programs, courses, and training, and hire the faculty necessary to staff them. It will also be able to support analytics teaching innovations in other Terry departments and programs.

The IBAI will also be able to engage the business community and other stakeholders more effectively. This will mean more frequent and professionally meaningful contact between students and industry leaders. It will also mean executive education opportunities and faculty connection with external partners.

In conclusion, converting the CBAI to the IBAI is a necessary and timely step that will significantly enhance our ability to meet the market demand for business analytics skills, ensure Terry faculty stays on the frontier of empirical research, and share analytics expertise with external stakeholders.

Thank you for considering this proposal. I look forward to the positive impact that the Institute for Business Analytics and Insights will undoubtedly have on our students, faculty, and the broader business community.

Sincerely,

A handwritten signature in black ink, appearing to read "Gerald Kane". The signature is fluid and cursive, with the first name "Gerald" and last name "Kane" clearly distinguishable.

Gerald C. (Jerry) Kane
MIS Department Head
C. Herman and Mary Virginia Terry Chair in Business Administration
Professor of Management Information Systems
Terry College of Business
University of Georgia



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Terry College of Business

John Munro Godfrey, Sr. Department of Economics

Josh Kinsler
Professor and Department Head

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28 July 2024

Dr. Jack Hu
Senior Vice President for Academic Affairs and Provost
The University of Georgia
Athens, GA

Dear Dr. Hu,

I am writing to express my strong support for Terry's proposed Institute for Business Analytics and Insights at the Terry College of Business. As described in the proposal, the IBAI will take ownership of analytics-related instruction, research, and outreach in the Terry College. The development of Terry's analytics center in the past year was an important first step in integrating analytics instruction and research across the college. However, a center can only facilitate and monitor the many activities that fall under the analytics umbrella. Instead, the creation of an institute allows a director to manage these tasks directly and more nimbly align and adapt programs, curriculum, and faculty in a fast-changing environment. I am especially excited by the potential for a college-wide computing infrastructure to guarantee a high level of shared computing skills and knowledge among all Terry students.

Economics already plays an important role in the analytics center, and I look forward to seeing our impact grow with the development of an institute. Economics as a field has been on the cutting-edge of the analytics revolution and our faculty reflect that. We have world-renowned econometricians in our department and the center will ensure that their expertise and knowledge is shared with the broader college and external stakeholders.

On behalf of the Economics faculty, I am pleased to offer my full endorsement of the IBAI proposal.

Sincerely,

Josh Kinsler
Professor and Head



UNIVERSITY OF
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Franklin College of Arts and Sciences
Department of Statistics

July 30, 2024

Dr. Jack Hu, Senior Vice President for Academic Affairs and Provost
University of Georgia
203 Administration Building
Athens, Ga. 30602-1651
provost@uga.edu

Re: Department of Statistics letter of support for the Terry Institute of Business Analytics and Insights

Dear Provost Hu,

On behalf of the UGA Department of Statistics, I am pleased to provide this letter of support for the proposed Institute for Business Analytics and Insights (IBAI) at the Terry College of Business. The Institute will add useful administrative structure to the recently formed Center for Business Analytics and Insights (CBAI). The formation of the CBAI was a very useful step toward unifying Terry's efforts in instruction, research, and experiential learning related to business analytics. However, as the IBAI proposal outlines, it lacks the administrative structure needed to direct the CBAI and maximize its effectiveness.

For many years, the Department of Statistics has been a close partner with Terry College through BUSN 3000, the foundational course for business analytics training in the College, which is required of all Terry undergraduates. Our department currently coordinates this course and is responsible for teaching the majority of its sections. We look forward to working with the IBAI to ensure that it continues to serve the Terry undergraduate business analytics curriculum well. The efforts that have been undertaken by the CBAI to align the College's business analytics courses are worthwhile and promising. Placing those courses and the relevant Terry faculty under the umbrella of the proposed Institute will accelerate and strengthen those efforts. We look forward to participating in that process through our involvement with BUSN 3000.

Plans for the Terry Analytics Lab under the proposed Institute are exciting. It will play multiple roles in the overall business analytics endeavors of the College. These include providing instructional support for the BUSN 3000-4000-5000 sequence and coordinating business analytics projects undertaken by MS in Business Analytics (MSBA) students for commercial clients. There is potential for statistics graduate students to become involved in the TAL through instructional support roles. In addition, the missions of the UGA Statistical Consulting Center and the TAL overlap, and there is potential for cooperation in delivering workshops and training events.

In partnership with the School of Computing, the Department of Statistics launched a Bachelor's in Data Science in 2019 and a Master's in Data Science in Spring 2023. An online MS program offered as an area of emphasis with our existing MS in Data Science degree program is on the horizon. Although these programs share many elements with the Terry MSBA degree program, they are importantly distinct, and complement more than compete with each other. We see these program as having great potential for cooperation and cross-pollination in the future. More generally, our department's expanding focus on Data Science coincides with a greater emphasis on business analytics in the Terry College. These developments offer opportunities for collaborative research, cooperative teaching, and other synergistic activities.

I applaud the proposal for signaling a strong commitment to putting analytics at the core of the training that the Terry College provides to both undergraduates and graduate students and for promoting research and outreach activities related to business analytics. I believe the Institute will be a great asset to the College and to the broader University, with quite significant benefits to the Department of Statistics. On behalf of my department, I offer my full support to the proposal.

Sincerely,

A handwritten signature in blue ink that reads "Daniel B. Hall". The signature is written in a cursive style with a large initial "D".

Daniel B. Hall
Interim Department Head, Department of Statistics
University of Georgia
Athens, GA 30602



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University Libraries
Research and Computational Data Management

July 31, 2024

Dear Provost Hu,

I am writing to express my enthusiastic support for the proposed formation of the Institute for Business Analytics and Innovation at the Terry College of Business.

The Research and Computational Data Management (RCDM) team has been an active partner working with the current center, leading in-class workshops introducing undergraduate classes to interdisciplinary research concepts and data science skills. Demand for these skills is growing and changing rapidly. Establishing an institute enables the Terry College to develop robust instructional programming that connects students to industry experts and researchers across disciplines. It also ensures the college can meet market demand for business analytics graduates at all levels.

I fully support the recommendations outlined in the Terry College's proposal, and I look forward to our continued partnership as their business analytics programming evolves and grows.

Sincerely,

Beth R. Woods, Ph.D.
Director of Research and Computational Data Management



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Terry College of Business
Insurance, Legal Studies, & Real Estate

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James M. Carson, Ph.D.

*Daniel P. Amos Distinguished Professor of Insurance
Head of ILSRE Department | Director of RMI Program*

July 31, 2024

Dr. Jack Hu
Senior Vice President for Academic Affairs and Provost
203 Administration Building
Athens, GA 30602

Re: Letter of Support for the Proposed Terry College Institute for Business Analytics and Insights

Dear Dr. Hu,

I am writing this letter on behalf of the Insurance, Legal Studies, & Real Estate (ILSRE) Department to indicate our support for the proposed upgrade of the Center for Business Analytics and Insights to an Institute (Institute for Business Analytics and Insights). Since one of the Terry College's four strategic initiatives focuses on Analytics, the next logical and critical step to further build upon the existing Business Analytics foundation would be to upgrade the Center to an Institute and bring all business-related analytics under one umbrella. Doing so should allow greater cohesion among the undergraduate (AoE in business analytics) and graduate programs (MSBA), as well as the Terry Analytics Lab and empirical research in the Terry College.

Not surprisingly, many ILSRE faculty currently teach courses that incorporate business analytics elements. The Institute will help enrich these existing courses as well as identify new instructional opportunities for our faculty.

Further, the Institute will aid ILSRE faculty currently working on research projects involving large data sets. Some of our tenure track faculty are already involved with such research and will benefit from strengthened inter-departmental communication relating to analytics research, greater exposure to relevant grant opportunities, and better connections to other external resources. The support provided by the Institute (academic seminars and workshops, sponsoring conferences, acquiring and warehousing proprietary data, and awarding seed grants, etc.) will encourage faculty not yet involved in big data research to be more informed and comfortable with that approach.

My colleagues and I fully support this initiative.

Sincerely,



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July 24, 2024

Dr. Jack S. Hu,
Senior Vice-President for Academic Affairs and Provost,
University of Georgia

Dear Provost Hu,

I am writing this letter on behalf of School of Computing faculty to express support for the proposed Institute for Business Analytics and Insights at the Terry College of Business.

School of Computing offers complementary strengths at the core of Data Science and Artificial Intelligence (AI) methods – strengths that are further added to by related units it collaborates with, like the Institute of Artificial Intelligence, Department of Statistics, and School of Electrical and Computer Engineering. These strengths are highlighted by the various academic programs we house or contribute to, such as the BS and MS in Data Science, an undergraduate certificate in Applied Data Science, and MS and PhD programs in AI. We also continue to have strong faculty research in Data Science and Artificial Intelligence, with many projects and recent grant proposals incorporating partnership with a variety of other Colleges and Schools in the campus.

The elevation of the center to the Institute should consolidate and strengthen the analytics related education, research, and outreach within Terry. Moreover, and important to us, is that the Institute should also enhance collaboration opportunities in related areas throughout the campus with units such as ours. In general, School of Computing sees many areas for joint efforts with Terry, especially around Computing and Analytics.

As I look forward to such future efforts, I offer my strong support to the proposed Institute.

Sincerely,

Gagan Agrawal

Gagan Agrawal
UGA Foundation Professor and Director
School of Computing.

Documentation of Approval and Notification

Proposal: Institute for Business Analytics and Insights

College: Terry College of Business

Departments: Terry College of Business

Proposed Effective Term: Fall 2025

School/College:

- Terry College of Business Associate Dean for Diversity, International and Master's Programs, Dr. Santanu Chatterjee, 9/9/2024
- Terry College of Business Dean, Dr. Benjamin Ayers, 7/31/24
- Graduate School Associate Dean, Dr. Anne Shaffer, 9/13/24

Letters of Support:

- Department of Marketing Head, Dr. John Hulland, 7/25/24
- Department of Management Information Systems Head, Dr. Gerald Kane, 7/25/24
- Department of Economics Head, Dr. Josh Kinsler, 7/28/24
- Department of Statistics Interim Department Head, Dr. Daniel Hall, 7/30/24
- Director of Research and Computational Data Management for University Libraries, Dr. Beth Woods, 7/31/24
- Department of Insurance, Legal Studies, and Real Estate Head, Dr. Jim Carson, 7/31/24
- School of Computing Director, Dr. Gagan Agrawal, 7/24/24