

## **APPENDIX A**

**Master of Science in Marketing  
Department of Marketing, University of Arkansas, Fayetteville**

**Academic Benchmark & Labor Market Report  
University of Arkansas Global Campus**



UNIVERSITY OF  
ARKANSAS

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**Global Campus**

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## Summary:

- Only two cohort institutions offer an online Master's in Marketing (University of Alabama & University of Mississippi) with similar price-points to University of Arkansas base online graduate tuition.
- Eight out of top 10 online programs by enrollment (all institutional types across U.S.) offer specialty degrees in Marketing OR offer concentrations within the degree
- Most programs appeared to be non-thesis options with a capstone experience (research project or practicum project) over internship experience.
- University of Arkansas price-point would be drastically lower than majority of top 10 enrolling programs, except University of Alabama
- Some online programs promoted their curriculum alignment with the American Marketing Association's Professional Certified Marketer® in Digital Marketing -- a consideration if University of Arkansas pursues this concentration
- Three occupational groups were reviewed for this degree programs – including national, regional (border state), and state level labor market and job posting information:
  - **Marketing Managers** (positive job growth at national, regional, and Arkansas level – each level with more than 14%+ projected job growth)
  - **Marketing Research Analysts & Marketing Specialists** (positive job growth at national, regional, and Arkansas level – each level with more than 22%+ projected job growth)
  - **Advertising and Promotional Managers** (negative job growth at national, regional, and Arkansas level. This occupational group includes those with public relations backgrounds, as well.)
- All occupational groups represented in-demand skills (but lack of job applicant supply) in the areas of analytics, category management, shopper marketing, product management, and experience with fast-moving consumer goods. These in-demand skillsets are well-aligned with proposed concentrations for University of Arkansas online Masters in Marketing

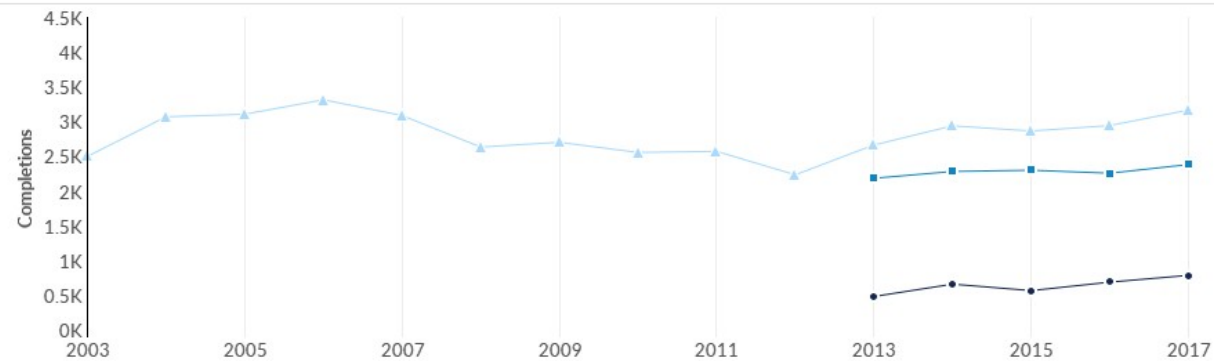
## Master's in Marketing – U.S. Institutions Modality

### Program Overview



	Completions (2017)	% Completions	Institutions (2017)	% Institutions
● All Programs	3,167	100%	148	100%
● Distance Offered Programs	785	25%	37	25%
● Non-Distance Offered Programs	2,382	75%	74	50%

### Regional Trends



	2013 Completions	2017 Completions	% Change
● Distance Offered Programs	480	785	+63.5%
■ Non-Distance Offered Programs	2,184	2,382	+9.1%
▲ All Programs	2,664	3,167	+18.9%

## Cohort Institutions – Online Master’s in Marketing

Institution	Program	Format	Targeted Populations / Concentrations	Master’s Degree Completions (2017)	Graduate Tuition Per Credit Hour (In State)
University of Alabama	<a href="#">M.S. Marketing</a>	33 credits	Concentration: 1. Marketing Analytics	55 completions -16.7% decline YOY  <i>Completion data includes on-campus program</i>	\$420/credit
University of Mississippi	<a href="#">M.S. – Integrated Marketing Communication</a>  (*School of Journalism)	30 credits	N/A on Concentration  *Included in list – though from School of Journalism - because core courses included: *Brand & Relationship Strategies *Consumer/Target Behavior *Advanced Integrated Marketing Communication Campaigns	No Data Available	\$465/credit

\*Cohort institutions include 19 four-year public institutions for benchmarking purposes. They include: Auburn, Arizona State University, University of Florida, University of Georgia, Iowa State University, Louisiana State University, University of Alabama, University of Kentucky, Ohio State University, University of Mississippi, University of Oklahoma, University of Missouri, University of Nebraska (Lincoln), Mississippi State University, Clemson University , University of South Carolina, University of Tennessee, Texas A &M University, and University of Kansas

## SEC Cohort Institutions – Campus (F2F) Master’s in Marketing

Institution	Program	Format	Targeted Populations / Concentrations	Master’s Degree Completions (2017)	Graduate Tuition Per Credit Hour (In State)
University of Alabama	<a href="#">M.S. – Marketing</a>	33 credits	Concentrations: 1. Digital & Social Media Marketing 2. Marketing Analytics  Emphasis Areas: 1. Marketing Management 2. Professional Sales	55 completions -16.7% decline YOY  <i>Completion data includes on-campus program</i>	\$420
Texas A&M - College Station	<a href="#">M.S. - Marketing</a>	36 hours	Does not have formal concentrations, but has <a href="#">electives</a> covering: analytics, product innovation, and services marketing	47 completions 23% growth YOY	\$272
University of Georgia	<a href="#">Master’s in Marketing Research</a>	40.5 hours	N/A	27 completions 10% growth YOY	\$363
Clemson University	<a href="#">M.S. - Marketing</a>	30 hours	N/A	8 completions 33% growth YOY	\$636

\*SEC cohort includes: Auburn, University of Florida, University of Georgia, Iowa State University, Louisiana State University, University of Alabama, University of Kentucky, University of Mississippi, University of Oklahoma, University of Missouri, University of Nebraska (Lincoln), Mississippi State University, Clemson University, University of South Carolina, University of Tennessee, Texas A & M University, and University of Kansas

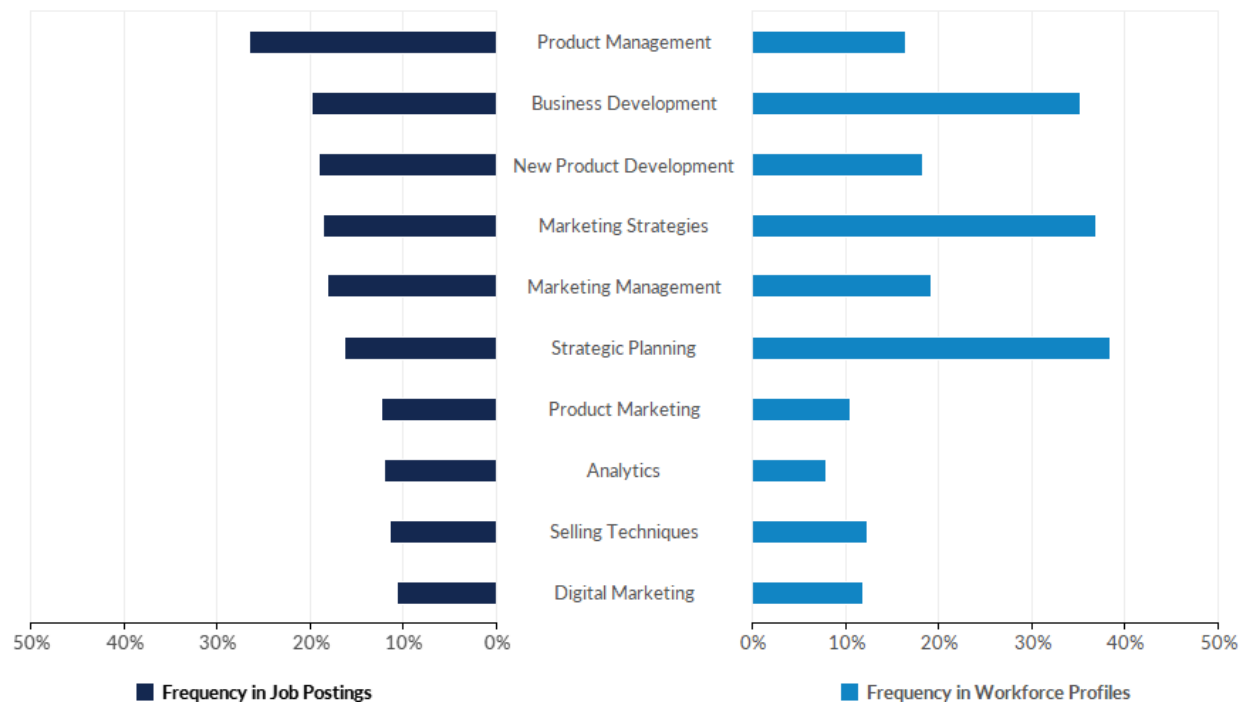
## Top 10 Online Programs by Enrollment (All U.S.)

Institution	Program	Format	Concentrations	Master's Degree Completions (2017)	Graduate Tuition Per Credit Hour (In State)
Northwestern University	<a href="#">M.S. – Integrated Marketing Communications</a>	39 credits	N/A	379 completions (Online + on ground marketing programs. Advertising 149 students currently in online program)  -8.7% growth YOY	\$1,555/credit
Full Sail University	<a href="#">M.S. – Digital Marketing</a>	36 credits	N/A	100 completions Ins. Data on growth	\$850/credit
Southern New Hampshire University	<a href="#">M.S. – Marketing</a>	36 credits	Concentrations: 1. Digital Marketing 2. New Media & Communications 3. Marketing Research & Analytics 4. Social Media Marketing	77 completions -12.5 % decline YOY	\$627/credit
University of Texas – Dallas	<a href="#">M.S. – Marketing</a>	36 credits	N/A	67 completions -11.8 decline YOY	\$803/hour
University of Alabama	<a href="#">M.S. Marketing</a>	33 credits	Concentration: Marketing Analytics	55 completions -16.7% decline YOY	\$420/hour
University of Michigan	<a href="#">M.S. – Marketing Research</a>	34 credits	N/A	44 completions 33% growth YOY	\$795/hour
Golden Gate University	<a href="#">M.S. - Marketing</a>	39 credits	Concentrations: 1. Digital Marketing 2. Marketing Analytics	43 completions -4% decline YOY	\$1,090/credit
Boston University	<a href="#">M.S. - Global Marketing Management</a>	40 credits	N/A	38 completions 40% growth YOY	\$1,000/credit
Texas A & M – Commerce	<a href="#">M.S. - Marketing</a>	42 credits	Concentration: 1. Marketing Analytics 2. Digital Marketing	29 completions 61.1% growth YOY	\$619/hour
Walden University	<a href="#">M.S. - Marketing</a>	30 credits	N/A	24 completions Insf. Data on growth	\$975/hour

# Occupation: Marketing Managers

## National Job Posting Skills & Job Titles

Top Hard Skills



Top Common Skills

























# Occupation: Marketing Managers

## National Job Posting Skills & Job Titles

### Top Posted Job Titles

Job Title	Total/Unique (Sep 2016 - Feb 2019)	Posting Intensity	Median Posting Duration
Product Managers (Management)	983,037 / 249,936	4 : 1 	39 days
Marketing Managers (Management)	721,014 / 197,213	4 : 1 	34 days
Business Development Managers (Management)	266,487 / 75,354	4 : 1 	35 days
Marketing Directors (Management)	190,827 / 55,645	3 : 1 	34 days
Account Managers (Management)	131,832 / 36,143	4 : 1 	37 days
Business Development Directors	100,138 / 31,075	3 : 1 	34 days
Sales Managers (Management)	98,970 / 27,754	4 : 1 	33 days
Brand Managers	106,764 / 26,886	4 : 1 	36 days
Program Managers (Management)	69,361 / 17,853	4 : 1 	38 days
Project Managers (Management)	50,832 / 12,389	4 : 1 	34 days

### Top Industries

Industry	Total/Unique (Sep 2016 - Feb 2019)	Posting Intensity	Median Posting Duration
Information	829,854 / 210,053	4 : 1 	47 days
Professional, Scientific, and Technical Services	633,150 / 188,338	3 : 1 	36 days
Manufacturing	649,917 / 167,488	4 : 1 	38 days
Finance and Insurance	586,735 / 155,929	4 : 1 	30 days
Administrative and Support and Waste Management and Remediation Services	549,631 / 140,095	4 : 1 	31 days
Retail Trade	451,504 / 107,037	4 : 1 	40 days
Health Care and Social Assistance	106,004 / 31,395	3 : 1 	33 days
Accommodation and Food Services	109,444 / 29,003	4 : 1 	34 days
Wholesale Trade	111,946 / 27,893	4 : 1 	38 days
Other Services (except Public Administration)	84,028 / 26,021	3 : 1 	39 days

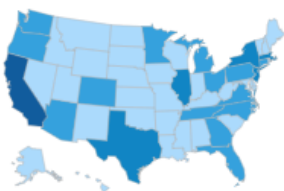
# Occupation: Marketing Managers

## National Data

### Occupation Summary for Marketing Managers

200,411 Jobs (2015)	+18.7% ▣ % Change (2015-2019)	\$63.57/hr ▣ Median Hourly Earnings
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### Regional Breakdown

	State	2019 Jobs
	California	35,447
	New York	17,425
	Illinois	16,675
	Massachusetts	13,075
	Texas	12,549

### Job Postings Overview

1.39M Unique Postings 5.25M Total Postings	4 : 1 Posting Intensity  Regional Average: 4 : 1	36 days Median Posting Duration Regional Average: 30 days
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There were 5.25M total job postings for your selection from September 2016 to May 2019, of which 1.39M were unique. These numbers give us a Posting Intensity of 4-to-1, meaning that for every 4 postings there is 1 unique job posting.

This is close to the Posting Intensity for all other occupations and companies in the region (4-to-1), indicating that they are putting average effort toward hiring for this position.

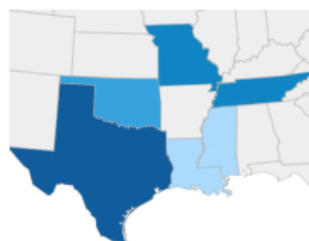
# Occupation: Marketing Managers

## Regional Data

### Occupation Summary for Marketing Managers

<p>19,195</p> <p>Jobs (2015)</p> <p>39% <b>below</b> National average</p>	<p>+21.7%</p> <p>⊞ % Change (2015-2019)</p> <p>Nation: +18.7%</p>	<p>\$59.71/hr</p> <p>⊞ Median Hourly Earnings</p> <p>Nation: \$63.57/hr</p>
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### Regional Breakdown



State	2019 Jobs
Texas	12,549
Tennessee	4,003
Missouri	3,346
Oklahoma	1,542
Louisiana	1,167

### Job Postings Overview

<p>137,160</p> <p>Unique Postings</p> <p>525,858 Total Postings</p>	<p>4 : 1</p> <p>Posting Intensity</p> <p>Regional Average: 4 : 1</p>	<p>33 days</p> <p>Median Posting Duration</p> <p>Regional Average: 30 days</p>
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There were 525,858 total job postings for your selection from September 2016 to May 2019, of which 137,160 were unique. These numbers give us a Posting Intensity of 4-to-1, meaning that for every 4 postings there is 1 unique job posting.

This is close to the Posting Intensity for all other occupations and companies in the region (4-to-1), indicating that they are putting average effort toward hiring for this position.

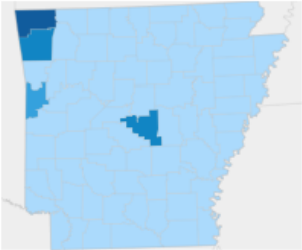
# Occupation: Marketing Managers

## Arkansas Data


### Occupation Summary for Marketing Managers

1,467 Jobs (2015) 13% <b>below</b> National average	+14.7% ⊞ % Change (2015-2019) Nation: +18.7%	\$67.13/hr ⊞ Median Hourly Earnings Nation: \$63.57/hr
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### Regional Breakdown

	County	2019 Jobs
	Benton County, AR	682
	Washington County, AR	283
	Pulaski County, AR	246
	[Arkansas, county not reported]	93
	Sebastian County, AR	76

### Job Postings Overview

8,051 Unique Postings 29,469 Total Postings	4 : 1 Posting Intensity  Regional Average: 3 : 1	32 days Median Posting Duration Regional Average: 23 days
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There were 29,469 total job postings for your selection from September 2016 to May 2019, of which 8,051 were unique. These numbers give us a Posting Intensity of 4-to-1, meaning that for every 4 postings there is 1 unique job posting.

This is close to the Posting Intensity for all other occupations and companies in the region (3-to-1), indicating that they are putting average effort toward hiring for this position.











# Occupation: Marketing Managers

## Arkansas Data

### Top Companies Posting

Company	Total/Unique (Sep 2016 - Feb 2019)	Posting Intensity	Median Posting Duration
Wal-Mart Stores, Inc.	4,343 / 965	5 : 1 	43 days
Oracle Corporation	1,594 / 508	3 : 1 	60 days
Anthem, Inc.	868 / 214	4 : 1 	24 days
General Electric Company	556 / 179	3 : 1 	31 days
UNILEVER PLC	345 / 171	2 : 1 	14 days
Tyson Foods, Inc.	1,022 / 141	7 : 1 	37 days
Virtual Vocations	135 / 111	1 : 1 	7 days
U.S. Bancorp	461 / 110	4 : 1 	33 days
Advantage Solutions, Inc.	844 / 78	11 : 1 	51 days
Sentex Corp	134 / 72	2 : 1 	9 days

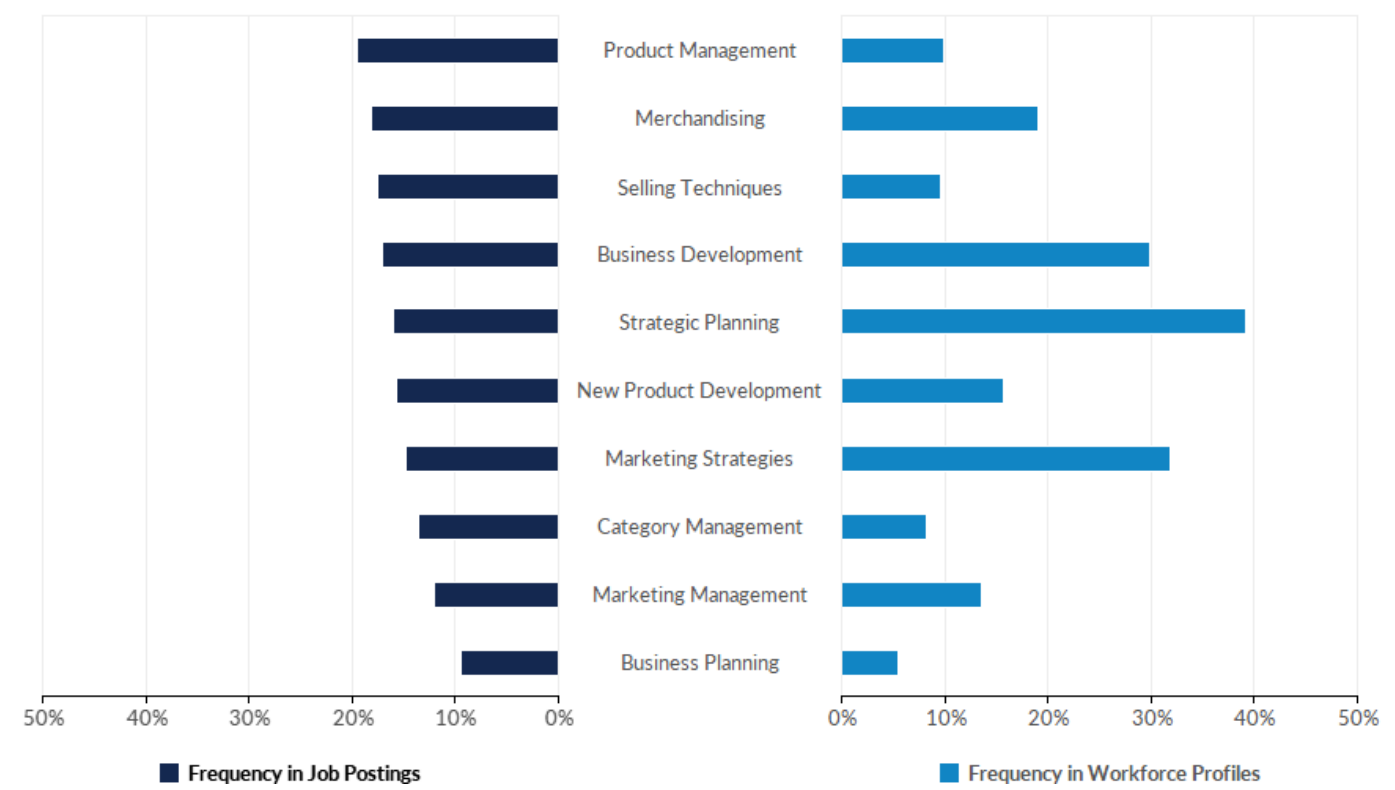
### Top Posted Job Titles

Job Title	Total/Unique (Sep 2016 - Feb 2019)	Posting Intensity	Median Posting Duration
Product Managers (Management)	3,553 / 1,050	3 : 1 	33 days
Marketing Managers (Management)	2,722 / 884	3 : 1 	27 days
Category Managers	2,726 / 528	5 : 1 	41 days
Business Development Managers (Management)	2,663 / 510	5 : 1 	37 days
Account Managers (Management)	1,344 / 373	4 : 1 	34 days
Sales Managers (Management)	674 / 251	3 : 1 	33 days
Marketing Directors (Management)	602 / 219	3 : 1 	26 days
Business Development Directors	639 / 189	3 : 1 	31 days
Brand Managers	495 / 180	3 : 1 	20 days
Directors of Product Development	444 / 107	4 : 1 	34 days

# Occupation: Marketing Managers

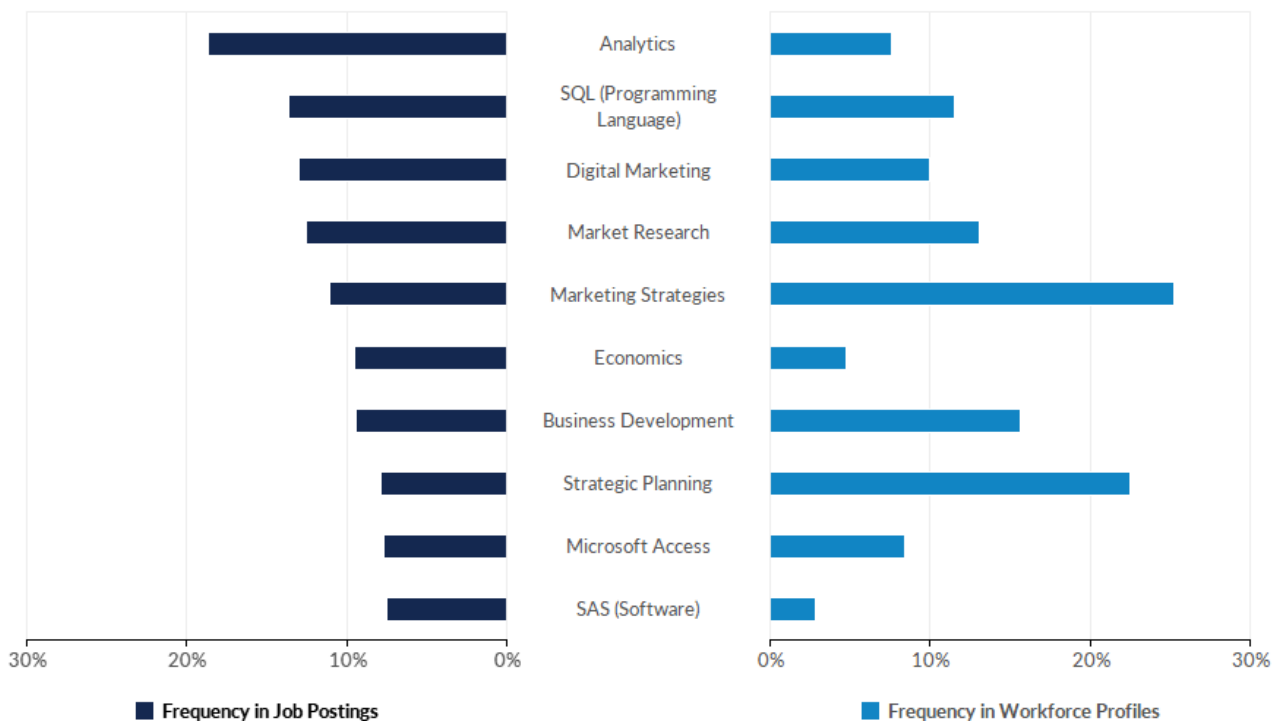
## Arkansas Data

Top Hard Skills

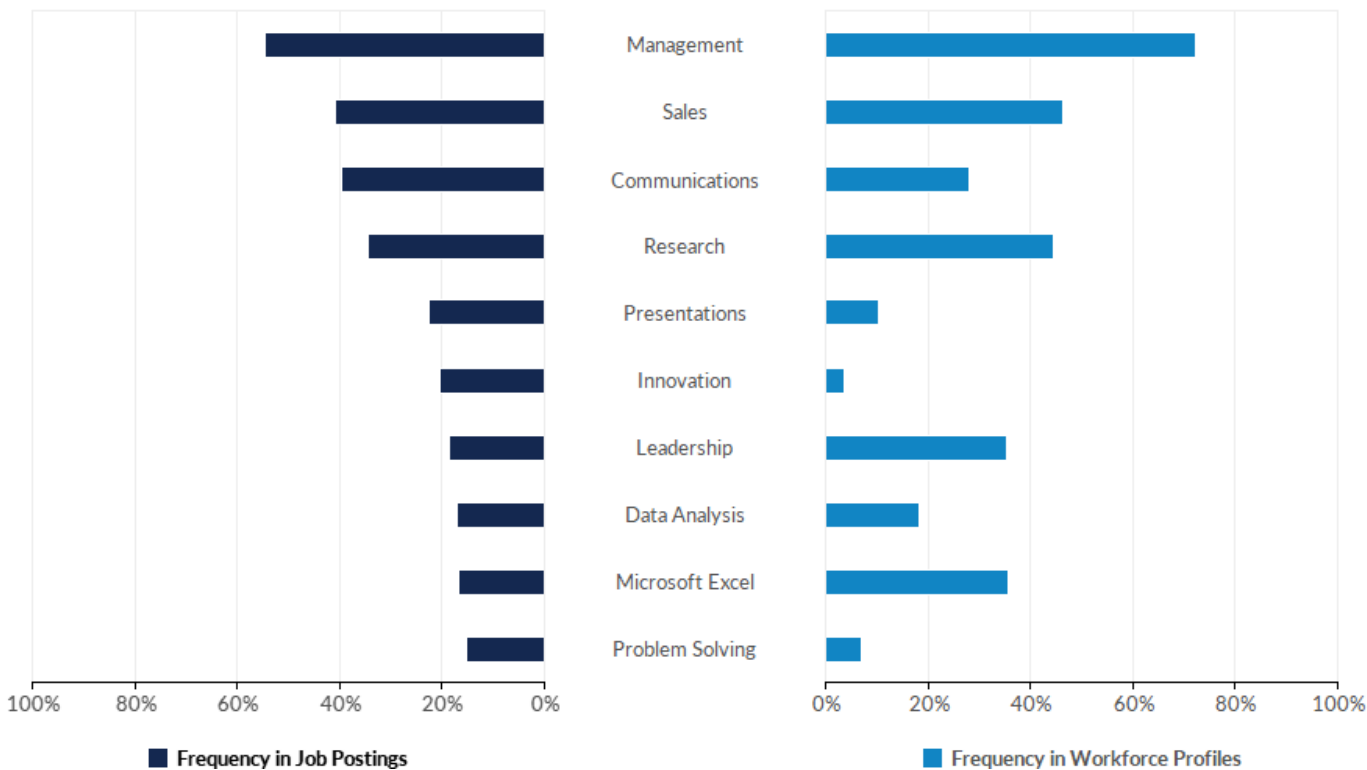


# Occupation: Market Research Analysts & Marketing Specialists

Top Hard Skills



Top Common Skills













# Occupation: Market Research Analysts & Marketing Specialists

## Top Posted Job Titles

Job Title	Total/Unique (Sep 2016 - Feb 2019)	Posting Intensity	Median Posting Duration
Research Analysts (Life, Physical, and Social Science)	691,184 / 165,358	4 : 1 	35 days
Research Specialists	131,387 / 32,337	4 : 1 	34 days
Marketing Managers (Management)	118,767 / 32,086	4 : 1 	32 days
Research Associates (Life, Physical, and Social Science)	57,488 / 15,935	4 : 1 	34 days
Marketing Coordinators	50,358 / 14,381	4 : 1 	32 days
Assistant Analysts	56,323 / 14,363	4 : 1 	34 days
Field Specialists	46,882 / 13,620	3 : 1 	31 days
Product Development Scientists	45,816 / 11,367	4 : 1 	37 days
Business Analysts (Business and Financial Operations)	52,565 / 11,219	5 : 1 	35 days
Marketing Specialists (Arts, Design, Entertainment, Sports, and Media)	40,142 / 10,748	4 : 1 	31 days

## Top Industries

Industry	Total/Unique (Sep 2016 - Feb 2019)	Posting Intensity	Median Posting Duration
Professional, Scientific, and Technical Services	408,608 / 107,310	4 : 1 	35 days
Administrative and Support and Waste Management and Remediation Services	306,270 / 74,801	4 : 1 	31 days
Finance and Insurance	309,368 / 71,018	4 : 1 	33 days
Information	308,147 / 66,346	5 : 1 	39 days
Manufacturing	248,337 / 59,271	4 : 1 	37 days
Retail Trade	218,429 / 56,451	4 : 1 	39 days
Wholesale Trade	73,732 / 17,725	4 : 1 	45 days
Educational Services	58,764 / 14,627	4 : 1 	37 days
Health Care and Social Assistance	56,167 / 13,843	4 : 1 	35 days
Other Services (except Public Administration)	35,086 / 10,962	3 : 1 	36 days

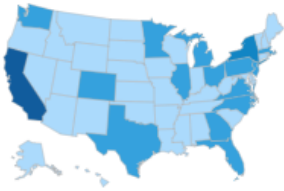


# Occupation: Market Research Analysts & Marketing National Data

## Occupation Summary for Market Research Analysts and Marketing Specialists

<p>509,302</p> <p>Jobs (2015)</p>	<p>+26.4%</p> <p>⊞ % Change (2015-2019)</p>	<p>\$30.40/hr</p> <p>⊞ Median Hourly Earnings</p>
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## Regional Breakdown

	State	2019 Jobs
	California	103,267
	New York	62,766
	Texas	33,441
	Florida	33,322
	Pennsylvania	26,939

## Job Postings Overview

<p>656,855</p> <p>Unique Postings 2.67M Total Postings</p>	<p>4 : 1</p> <p>Posting Intensity</p>  <p>Regional Average: 4 : 1</p>	<p>34 days</p> <p>Median Posting Duration Regional Average: 30 days</p>
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There were 2.67M total job postings for your selection from September 2016 to May 2019, of which 656,855 were unique. These numbers give us a Posting Intensity of 4-to-1, meaning that for every 4 postings there is 1 unique job posting.

This is close to the Posting Intensity for all other occupations and companies in the region (4-to-1), indicating that they are putting average effort toward hiring for this position.

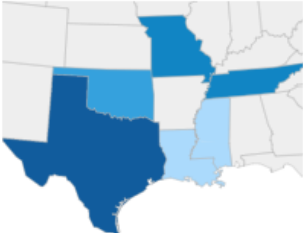
# Occupation: Market Research Analysts & Marketing

## Regional Data

### Occupation Summary for Market Research Analysts and Marketing Specialists

<div>48,931</div> <div>Jobs (2015)</div> <div>39% <span>below</span> National average</div>	<div>+28.4%</div> <div>⊕ % Change (2015-2019)</div> <div>Nation: +26.4%</div>	<div>\$30.25/hr</div> <div>⊕ Median Hourly Earnings</div> <div>Nation: \$30.40/hr</div>
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### Regional Breakdown

	State	2019 Jobs
	Texas	33,441
	Missouri	10,798
	Tennessee	9,180
	Oklahoma	4,398
	Louisiana	3,032

### Job Postings Overview

<div>66,636</div> <div>Unique Postings</div> <div>277,608 Total Postings</div>	<div>4 : 1</div> <div>Posting Intensity</div> <div></div> <div>Regional Average: 4 : 1</div>	<div>33 days</div> <div>Median Posting Duration</div> <div>Regional Average: 30 days</div>
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There were 277,608 total job postings for your selection from September 2016 to May 2019, of which 66,636 were unique. These numbers give us a Posting Intensity of 4-to-1, meaning that for every 4 postings there is 1 unique job posting.

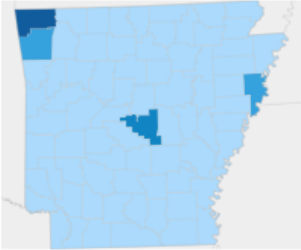
This is close to the Posting Intensity for all other occupations and companies in the region (4-to-1), indicating that they are putting average effort toward hiring for this position.

# Occupation: Market Research Analysts & Marketing Arkansas Data


## Occupation Summary for Market Research Analysts and Marketing Specialists

<p>3,811</p> <p>Jobs (2015)</p> <p>11% <b>below</b> National average</p>	<p>+22.6%</p> <p>⊕ % Change (2015-2019)</p> <p>Nation: +26.4%</p>	<p>\$31.73/hr</p> <p>⊕ Median Hourly Earnings</p> <p>Nation: \$30.40/hr</p>
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## Regional Breakdown

	County	2019 Jobs
	Benton County, AR	1,260
	Pulaski County, AR	934
	Washington County, AR	502
	[Arkansas, county not reported]	357
	Crittenden County, AR	278

## Job Postings Overview

<p>3,670</p> <p>Unique Postings</p> <p>14,652 Total Postings</p>	<p>4 : 1</p> <p>Posting Intensity</p>  <p>Regional Average: 3 : 1</p>	<p>32 days</p> <p>Median Posting Duration</p> <p>Regional Average: 23 days</p>
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There were 14,652 total job postings for your selection from September 2016 to May 2019, of which 3,670 were unique. These numbers give us a Posting Intensity of 4-to-1, meaning that for every 4 postings there is 1 unique job posting.

This is close to the Posting Intensity for all other occupations and companies in the region (3-to-1), indicating that they are putting average effort toward hiring for this position.

## Occupation: Market Research Analysts & Marketing Specialists Arkansas Data

### Top Companies Posting

Company	Total/Unique (Sep 2016 - Feb 2019)	Posting Intensity	Median Posting Duration
Wal-Mart Stores, Inc.	1,642 / 280	6 : 1	31 days
Oracle Corporation	206 / 90	2 : 1	36 days
Acosta Sales Co., Inc.	502 / 56	9 : 1	49 days
J.B. Hunt Transport Services, Inc.	186 / 52	4 : 1	56 days
Staples, Inc.	108 / 49	2 : 1	35 days
Tyson Foods, Inc.	226 / 46	5 : 1	36 days
U.S. Bancorp	214 / 41	5 : 1	25 days
J.C. Penney Corporation, Inc.	118 / 40	3 : 1	79 days
Advantage Solutions, Inc.	336 / 40	8 : 1	50 days
The Procter & Gamble Company	62 / 38	2 : 1	12 days

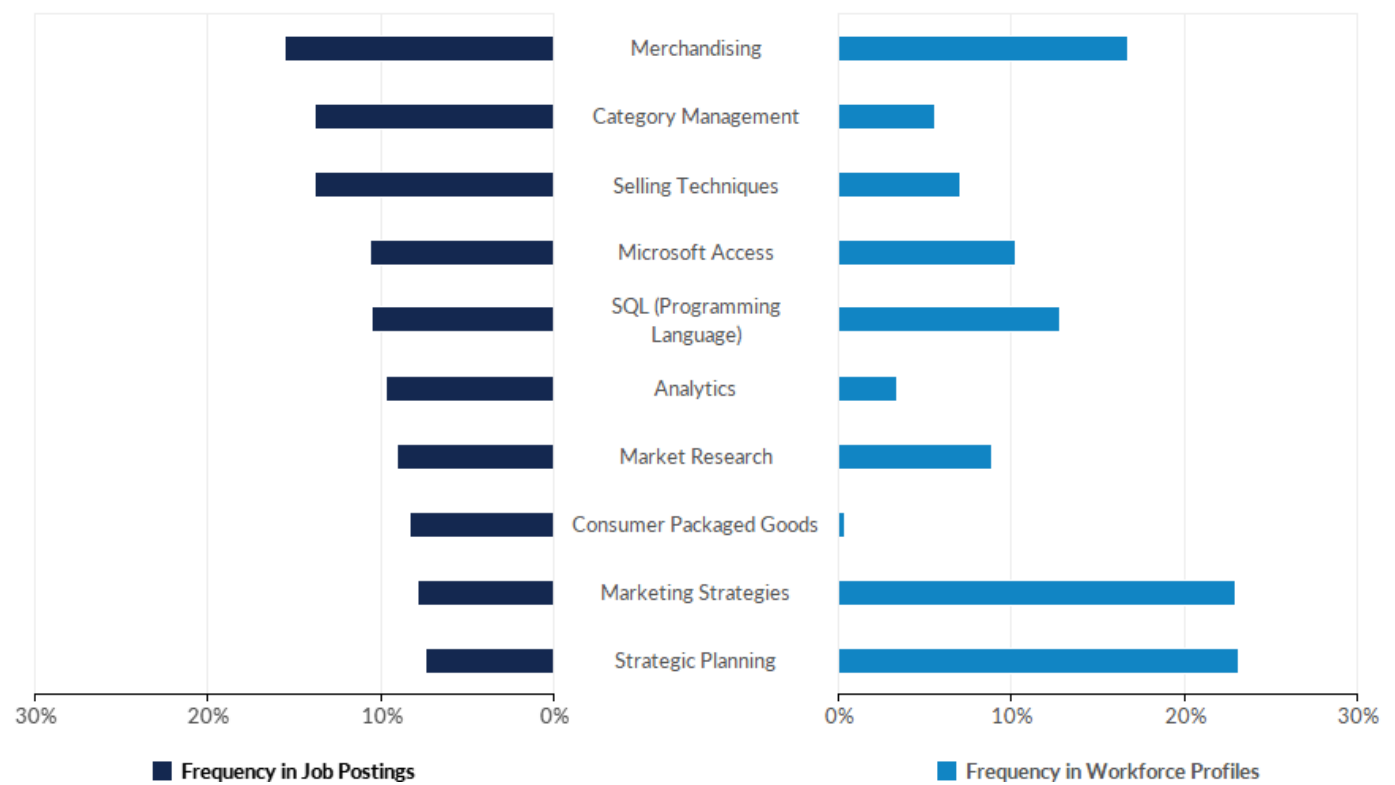
### Top Posted Job Titles

Job Title	Total/Unique (Sep 2016 - Feb 2019)	Posting Intensity	Median Posting Duration
Research Analysts (Life, Physical, and Social Science)	4,310 / 1,017	4 : 1	33 days
Assistant Analysts	848 / 193	4 : 1	34 days
Marketing Managers (Management)	549 / 176	3 : 1	28 days
Research Specialists	313 / 108	3 : 1	31 days
Business Analysts (Business and Financial Operations)	413 / 72	6 : 1	36 days
Research Associates (Life, Physical, and Social Science)	140 / 53	3 : 1	22 days
Research Consultants	172 / 53	3 : 1	21 days
Product Development Scientists	237 / 51	5 : 1	31 days
Field Specialists	121 / 43	3 : 1	21 days
Marketing Communications Associates	82 / 41	2 : 1	36 days

# Occupation: Market Research Analysts & Marketing

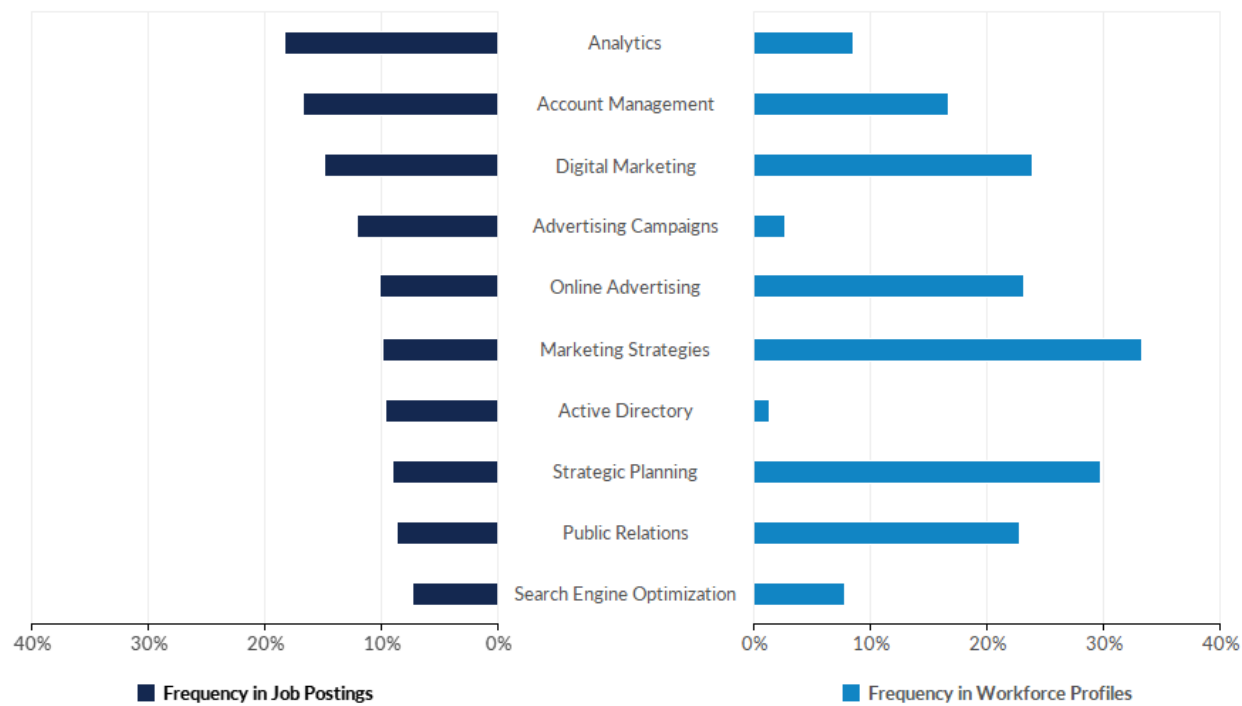
## Arkansas Data

Top Hard Skills

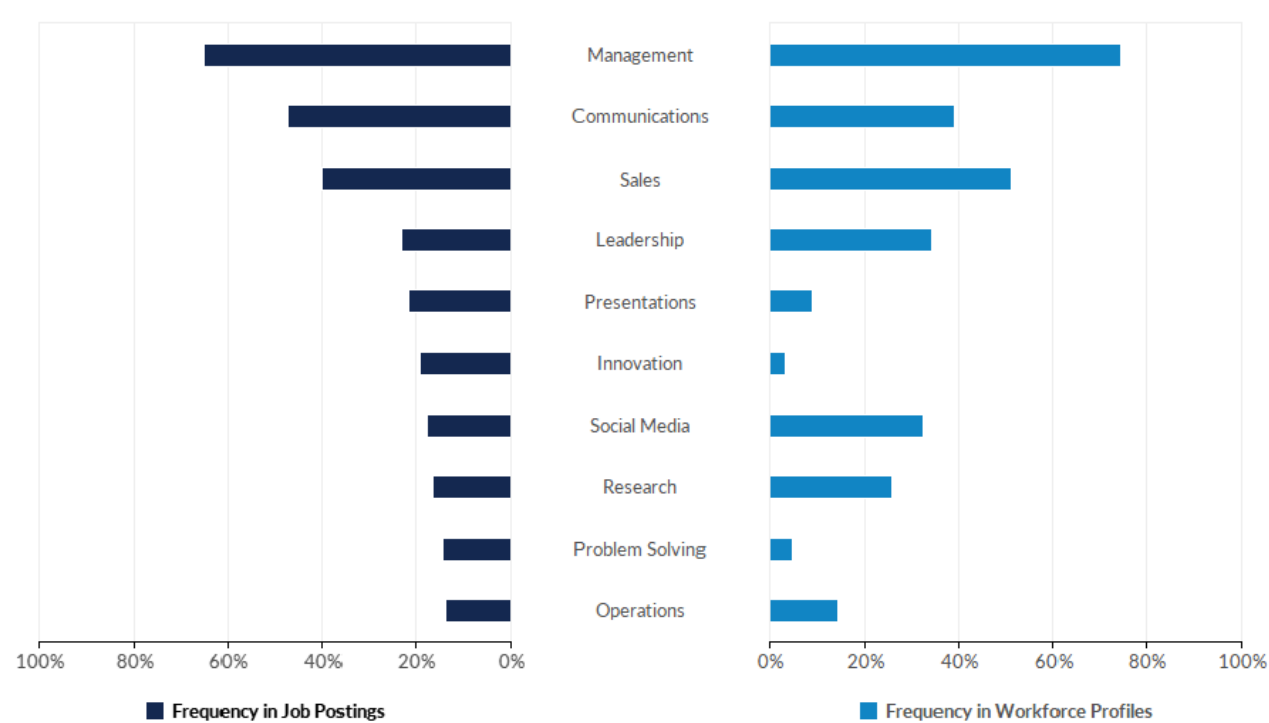


# Occupation: Advertising and Promotions Managers

Top Hard Skills



Top Common Skills













# Occupation: Advertising and Promotions Managers

## Top Posted Job Titles

Job Title	Total/Unique (Sep 2016 - Feb 2019)	Posting Intensity	Median Posting Duration
Account Managers (Management)	26,852 / 7,153	4 : 1 	34 days
Account Directors	9,994 / 2,860	3 : 1 	40 days
Campaign Managers	9,255 / 2,853	3 : 1 	32 days
Social Media Managers (Management)	10,364 / 2,798	4 : 1 	35 days
Marketing Managers (Management)	5,576 / 1,879	3 : 1 	32 days
Promotions Managers	5,293 / 1,470	4 : 1 	33 days
Advertising Managers	4,661 / 1,447	3 : 1 	29 days
Media Directors (Management)	4,345 / 1,224	4 : 1 	39 days
Search Managers	3,247 / 1,011	3 : 1 	55 days
Account Executives (Sales and Related)	3,487 / 982	4 : 1 	37 days

## Top Industries


Industry	Total/Unique (Sep 2016 - Feb 2019)	Posting Intensity	Median Posting Duration
Professional, Scientific, and Technical Services	29,832 / 9,550	3 : 1 	38 days
Information	32,589 / 7,416	4 : 1 	43 days
Administrative and Support and Waste Management and Remediation Services	26,949 / 6,536	4 : 1 	31 days
Retail Trade	11,701 / 3,548	3 : 1 	32 days
Manufacturing	6,614 / 1,900	3 : 1 	32 days
Other Services (except Public Administration)	4,387 / 1,577	3 : 1 	37 days
Finance and Insurance	4,267 / 1,154	4 : 1 	30 days
Accommodation and Food Services	2,021 / 722	3 : 1 	31 days
Educational Services	2,009 / 689	3 : 1 	35 days
Health Care and Social Assistance	1,756 / 683	3 : 1 	38 days

# Occupation: Advertising and Promotions National Data


## Occupation Summary for Advertising and Promotions Managers

<p>32,949</p> <p>Jobs (2015)</p>	<p>-4.8%</p> <p>⊞ % Change (2015-2019)</p>	<p>\$51.03/hr</p> <p>⊞ Median Hourly Earnings</p>
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## Regional Breakdown

	State	2019 Jobs
	New York	5,888
	California	3,575
	Illinois	3,535
	Texas	1,526
	Massachusetts	1,311

## Job Postings Overview

<p>44,581</p> <p>Unique Postings 157,204 Total Postings</p>	<p>4 : 1</p> <p>Posting Intensity</p>  <p>Regional Average: 4 : 1</p>	<p>34 days</p> <p>Median Posting Duration Regional Average: 30 days</p>
---	--	---

There were 157,204 total job postings for your selection from September 2016 to May 2019, of which 44,581 were unique. These numbers give us a Posting Intensity of 4-to-1, meaning that for every 4 postings there is 1 unique job posting.

This is close to the Posting Intensity for all other occupations and companies in the region (4-to-1), indicating that they are putting average effort toward hiring for this position.



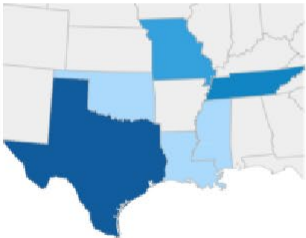
# Occupation: Advertising and Promotions

## Regional Data

### Occupation Summary for Advertising and Promotions Managers

<div>3,571</div> <div>Jobs (2015)</div> <div>31% <span>below</span> National average</div>	<div>-7.6%</div> <div>⊞ % Change (2015-2019)</div> <div>Nation: -4.8%</div>	<div>\$38.92/hr</div> <div>⊞ Median Hourly Earnings</div> <div>Nation: \$51.03/hr</div>
--	---	---

### Regional Breakdown

	State	2019 Jobs
	Texas	1,526
	Tennessee	695
	Missouri	439
	Louisiana	287
	Oklahoma	197

### Job Postings Overview

<div>4,157</div> <div>Unique Postings</div> <div>14,303 Total Postings</div>	<div>3 : 1</div> <div>Posting Intensity</div> <div></div> <div>Regional Average: 4 : 1</div>	<div>33 days</div> <div>Median Posting Duration</div> <div>Regional Average: 30 days</div>
--	---	--

There were 14,303 total job postings for your selection from September 2016 to May 2019, of which 4,157 were unique. These numbers give us a Posting Intensity of 3-to-1, meaning that for every 3 postings there is 1 unique job posting.

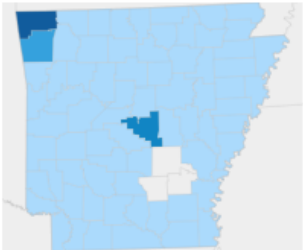
This is close to the Posting Intensity for all other occupations and companies in the region (4-to-1), indicating that they are putting average effort toward hiring for this position.

# Occupation: Advertising and Promotions Managers

## Occupation Summary for Advertising and Promotions Managers

<div>180</div> <div>Jobs (2015)</div> <div>35% <span>below</span> National average</div>	<div>-2.2%</div> <div>⊞ % Change (2015-2019)</div> <div>Nation: -4.8%</div>	<div>\$58.89/hr</div> <div>⊞ Median Hourly Earnings</div> <div>Nation: \$51.03/hr</div>
--	---	---

## Regional Breakdown

	County	2019 Jobs
	Benton County, AR	64
	Pulaski County, AR	46
	[Arkansas, county not reported]	16
	Washington County, AR	15
	Sebastian County, AR	<10

## Job Postings Overview











<div>236</div> <div>Unique Postings</div> <div>1,090 Total Postings</div>	<div>5 : 1</div> <div>Posting Intensity</div> <div></div> <div>Regional Average: 3 : 1</div>	<div>31 days</div> <div>Median Posting Duration</div> <div>Regional Average: 23 days</div>
---	---	--

There were 1,090 total job postings for your selection from September 2016 to May 2019, of which 236 were unique. These numbers give us a Posting Intensity of 5-to-1, meaning that for every 5 postings there is 1 unique job posting.



This is higher than the Posting Intensity for all other occupations and companies in the region (3-to-1), indicating that they may be trying harder to hire for this position.

## Occupation: Advertising and Promotions Managers

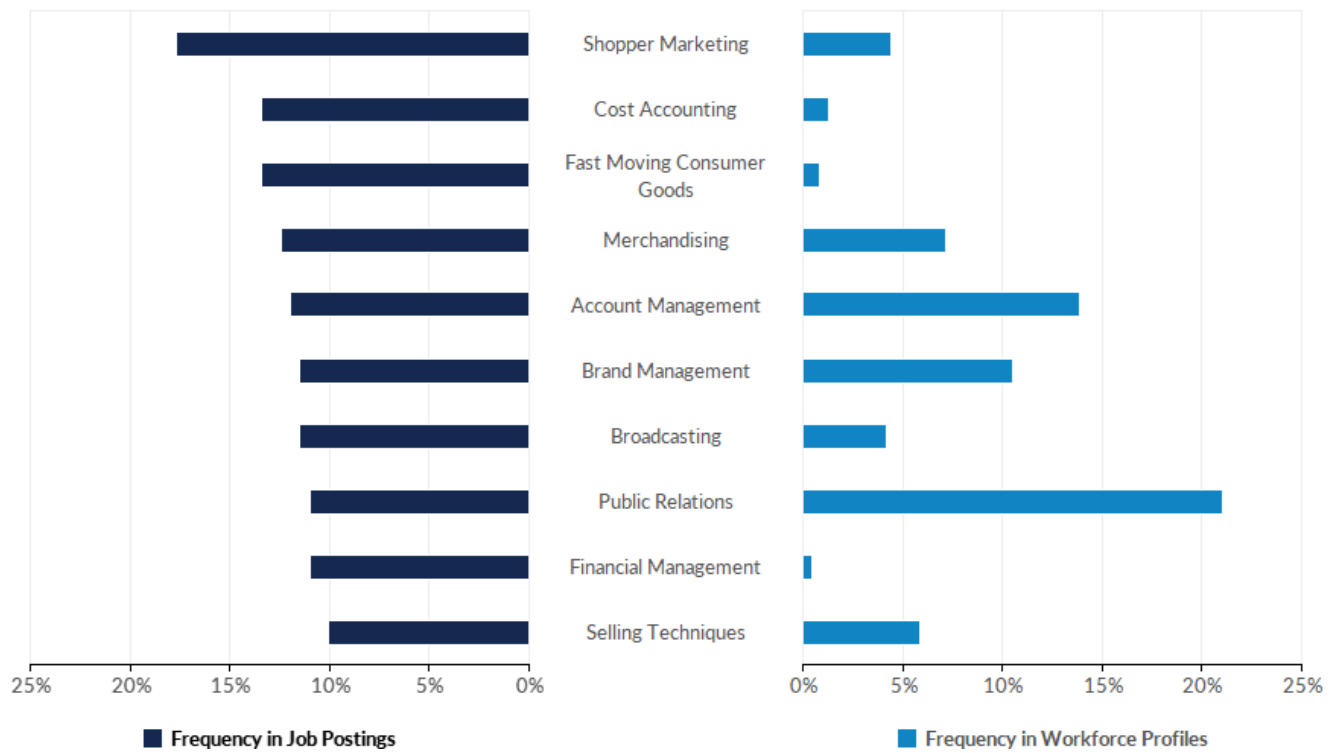
### Top Posted Job Titles

Job Title	Total/Unique (Sep 2016 - Feb 2019)	Posting Intensity	Median Posting Duration
Account Managers (Management)	248 / 33	8 : 1 	15 days
Account Directors	153 / 27	6 : 1 	47 days
Account Executives (Sales and Related)	55 / 16	3 : 1 	32 days
Sales Executives (Management)	197 / 12	16 : 1 	64 days
Marketing Managers (Management)	21 / 12	2 : 1 	17 days
Advertising Managers	27 / 8	3 : 1 	28 days
News Producers	60 / 8	8 : 1 	80 days
Social Media Managers (Management)	11 / 7	2 : 1 	9 days
Campaign Managers	8 / 6	1 : 1 	22 days
Senior Producers	36 / 6	6 : 1 	136 days

### Top Companies Posting

Company	Total/Unique (Sep 2016 - Feb 2019)	Posting Intensity	Median Posting Duration
Advantage Solutions, Inc.	410 / 25	16 : 1 	63 days
Tribune Media Company	44 / 9	5 : 1 	52 days
Window Enterprises, Inc.	8 / 7	1 : 1 	31 days
Sinclair Broadcast Group, Inc.	41 / 7	6 : 1 	152 days
Oracle Corporation	15 / 7	2 : 1 	86 days
J B Window Company, Inc.	10 / 5	2 : 1 	25 days
Virtual Vocations	6 / 4	2 : 1 	6 days
Oaklawn Jockey Club, Inc.	14 / 4	4 : 1 	23 days
Wal-Mart Stores, Inc.	34 / 4	9 : 1 	94 days
Advantage Sales & Marketing LLC	28 / 4	7 : 1 	64 days

## Top Hard Skills



**Master of Science in Marketing**

Appendix B

Workforce Analysis Request Form

## Workforce Analysis Request Form

**Directions:** An institution shall use this form to request workforce data analysis of a proposed degree program. In completing the form, the institution should refer to the document [AHECB Policy 5.11 Approval of New Degree Programs and Units](#), which prescribes specific requirements for new degree programs. **Note:** This form is required to be submitted by the Chief Academic Officer or individual(s) they designate. Answers need not be confined to the space allotted but may extend to several pages.

### Program Information for Analysis

1. **Institution:** University of Arkansas – Fayetteville – Department of Marketing

2. **Program Name** – Show how the program would appear on the Coordinating Board's program inventory (e.g., *Bachelor of Business Administration or Associate of Science in Accounting*):

Master of Science in Marketing

3. **Proposed CIP Code:** If the proposed program does not fit easily into one [CIP Code](#), provide the code it most closely falls into and explain differences / nuances of your program

52.1401 - Marketing

4a. [Standard Occupational Classification \(SOC\)](#) from CIP-SOC Crosswalk:

Take SOC codes from NCES Crosswalk of CIP to SOC, ranked in order of relevance (i.e., the degree to which program graduates are expected to desire and/or be qualified to work in each occupation) **(See Appendix A)**

4b. [Standard Occupational Classification \(SOC\)](#) from Expert/Staff Opinion (optional): If you think the standard NCES crosswalk accurately represents the list of occupations in which graduates of the proposed program will be qualified to work, leave this blank. If you think the list of target occupations is longer, shorter, or different, please provide an alternative list here, ranked in order of relevance. Feel free to add qualitative information about the variety of jobs and pay scales that may exist within target occupations, and where you expect graduates to fit in. **(See Appendix A)**

52.1401	Marketing/Marketing Management, General.	11-2011	Advertising and Promotions Managers
52.1401	Marketing/Marketing Management, General.	11-2021	Marketing Managers
52.1401	Marketing/Marketing Management, General.	11-2022	Sales Managers
52.1401	Marketing/Marketing Management, General.	13-1161	Market Research Analysts and Marketing Specialists
52.1401	Marketing/Marketing Management, General.	25-1011	Business Teachers, Postsecondary
52.1402	Marketing Research.	11-2021	Marketing Managers
52.1402	Marketing Research.	13-1161	Market Research Analysts and Marketing Specialists

52.1402	Marketing Research.	19-3022	Survey Researchers
52.1402	Marketing Research.	25-1011	Business Teachers, Postsecondary
52.1403	International Marketing.	11-2021	Marketing Managers
52.1403	International Marketing.	13-1161	Market Research Analysts and Marketing Specialists
52.1403	International Marketing.	25-1011	Business Teachers, Postsecondary
52.1499	Marketing, Other.	11-2021	Marketing Managers

5. Brief Program Description – Describe the proposed program, the costs and investments involved in implementing it, the students you expect to recruit into it, and its educational objectives.

The Sam M. Walton College of Business Master of Science in Marketing is designed is for early-career professionals who want to receive advanced, specialized training in marketing. The degree is grounded in an understanding of the increasing complexity and breadth of disciplines related to marketing and consumer behavior. Effective marketing decision making necessitates cross-functional expertise. Students will choose among areas of emphasis to complement their Marketing courses: Business Analytics, Supply Chain Management, or Strategy.

Existing resources on campus will be used. Existing faculty in Marketing, Information Systems, Management, and Supply Chain Management will teach the courses. All courses exist and no new courses are proposed. Marketing and recruiting costs for the program will be supported by the College.

6. North American Industry Classification System (NAICS) – List some industries and/or companies which graduates would be most likely and/or qualified to work in (optional), and feel free to comment on why/in what capacity. Also, a description of the target industry in your region, its relative strength or weakness relative to other regions, and the reasons for that relative strength or weakness, is welcome. [Lookup NAICS Code](#)

Examples of companies most likely to recruit students from the MKTGMS:

Walmart  
General Mills  
Nielsen  
Kraft-Heinz  
Saatchi and Saatchi X  
Tyson Foods  
Kellogg  
Hormel  
Crossmark  
Unilever

7. Region of Possible Position(s) – Describe the region where you think graduates are most likely to work, e.g., in terms of a list of counties, a metropolitan statistical area, or a commuting radius:

Examples, not limited to:

- Northwest Arkansas

- Dallas / Fort Worth
- Tulsa
- Houston
- Little Rock

8. Existing Data – Describe any existing anecdotes or data you have that would shed light on the job prospects of graduates from the proposed academic program. This data can be helpful to ADFA in conducting labor market analysis.

The Academic Benchmark & Labor Market Report undertaken by the University of Arkansas Global Campus has identified the substantial need for a Masters degree in Marketing program. Highlights include:

- Double-digit positive growth at national, regional, and Arkansas levels for marketing manager and marketing research analyst/specialist occupations
- Deficit in the supply of job applicant skill sets in the areas of “analytics, category management, shopper marketing, [and] product management”
- Only three (out of 17) “SEC cohort” and three (out of 19) “national cohort” public institutions offer Master of Science in Marketing programs (University of Georgia offers a “Master of Marketing Research”; Missouri offers a “graduate certificate” in marketing analytics)

9. Proposed Implementation Date – (MM/DD/YY):

08/15/21

10. Contact Person – Provide contact information for the person who can answer specific questions about the program:

Name: Dr. Brent Williams

Title: Associate Profess and Interim Department Chair

E-mail: bwilliams@walton.uark.edu

Phone: 479-575-7674

Email the completed form: Dr. Nathan Smith ([Nathan.Smith@adfa.arkansas.gov](mailto:Nathan.Smith@adfa.arkansas.gov))

After the labor market analysis has been completed, the institution will be invited to respond, providing further information that might shed light and help to interpret the data provided.



# **Master of Science in Marketing**

## Appendix C

### Standard Purdue Course Evaluation

## **Demographics**

UofA Student Demographics

Your class

Freshmen    Sophomore    Junior            Senior            Graduate    Other

Expected Grade

A/PASS    B    C    D    F/FAIL

Your college:

College of Education and Health Professions

College of Engineering

Dale Bumpers College of Agricultural, Food and Life Sciences

Fay Jones School of Architecture

J. William Fulbright College of Arts and Sciences

Sam M. Walton College of Business

School of Law

Graduate School

Undeclared

Course Required

YES    NO

University Core Course

Overall, I would rate this course as:

Excellent    Good    Fair    Poor    Very Poor

University Core Instructor

Overall, I would rate this instructor as:

Excellent    Good    Fair    Poor    Very Poor

My Instructor is fluent in English

Strongly Agree    Agree    Undecided    Disagree    Strongly Disagree

WCOB College Core: Course Questions  
Course Based Questions

When I have a question or comment I know it will be respected.  
Strongly Agree Agree Undecided Disagree Strongly Disagree

WCOB College Core: Instructor Questions  
Instructor Based Questions

My instructor displays a clear understanding of course topics.  
Strongly Agree Agree Undecided Disagree Strongly Disagree

My instructor is actively helpful when students have problems.  
Strongly Agree Agree Undecided Disagree Strongly Disagree

My instructor displays enthusiasm when teaching.  
Strongly Agree Agree Undecided Disagree Strongly Disagree

My instructor seems well-prepared for class.  
Strongly Agree Agree Undecided Disagree Strongly Disagree

**Master of Science in**  
**Marketing Appendix D**  
Faculty CVs

## **Bradley J. Allen**

University of Arkansas  
Department of Marketing  
WCOB 308

Qualifications: Scholarly Academic

Sufficiency: Participating

Phone: (479)-575-5426

Email: bja004@uark.edu

### **Brief Biography**

B.J. Allen joined the Walton College in 2017 after receiving his Ph.D. from the University of Texas at San Antonio. He also holds a Bachelor's degree from Brigham Young University in Business Management. B.J.'s research interests include new product strategy, crowdsourcing and firm-customer engagement, retailing, and platform/networked markets. His research on innovation has been published in the Journal of Marketing, Journal of Retailing, and Journal of Cultural Economics, and has been highlighted by news outlets such as Inc. His teaching experience is in marketing strategy, new product development, and entrepreneurial marketing. In 2019, he was a finalist for the MSI/Root Award for the best paper published in the Journal of Marketing. He won the PDMA (Product Development and Management Association) doctoral dissertation proposal competition and also was the runner-up for the AMA DocSig Mathew Joseph Emerging Scholar Award. In 2020, he was awarded the Walton College of Business outstanding teacher of the year. Before starting his Ph.D. program, B.J. worked in retail strategy in various marketing analytics and online marketing positions. Along with his academic activities, B.J. enjoys being with his family and coaching his children's sports teams.

### **Education**

PhD, University of Texas at San Antonio, College of Business, 2017.

Emphasis/major: Marketing

Dissertation Title: Two Essays on Developing and Launching New Products

BS, Brigham Young University, Marriott School of Management, 2009.

Emphasis/major: Business Management

## **WORK EXPERIENCE**

### **Teaching Experience**

**University of Arkansas**

MKTG 5553 - NEW PRODUCT DEVELOP/STRAT, 1 term.

## **RESEARCH**

## **SERVICE**

### **University Service**

**College/School**

Member, Committee to evaluate a health care track in the FTMBA. (January 2020 - Present).

This committee is tasked with researching and evaluating the possibility of including a health care track in the full-time MBA program.

## **Ronald D. Freeze**

University of Arkansas  
Department of Information Systems  
WCOB 223

Qualifications: Scholarly Academic

Sufficiency: Participating

Phone: (479)-575-6961

Email: rfreeze@uark.edu

### **Brief Biography**

Ronald D. Freeze received his Bachelor Degree in Electrical Engineering from General Motors Institute in Flint, MI. Ron worked for over 20 years in the automotive assembly industry. Ron was responsible for numerous startup operations at both Diamond-Star Motors (Chrysler-Mitsubishi joint venture) and Ford Motor Company (Claycomo, Kansas City). Ron's main area of interest has always resided with the communication of information through technology and the realized increase of business value due to that process. Ron completed his MBA in Management Information Systems at the University of Missouri - Kansas City in December of 2001 and completed his doctorate in Information Systems at Arizona State University in August of 2006. Ron also enjoys skiing, biking and hiking.

### **Education**

PhD, Arizona State University, 2006.  
Emphasis/major: Information Systems

MBA, University of Missouri Kansas City, 2001.  
Emphasis/major: Management Information Systems

BS, GMI Engineering & Management Institute, 1984.  
Emphasis/major: Electrical Engineering

### **Professional Licenses and Certifications**

ERPsim Level 2 Certification, HEC Montreal. (January 2013 - Present).  
This certification indicates a qualification to Train the Trainers in the ERPsim simulations offered by HEC Montreal and the SAP Univesity Alliance

TERP 10 Certified, SAP. (May 2012 - Present).  
TERP10 is the initial level of certification by SAP.

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, Clinical Associate Professor, Sam M. Walton College of Business.  
(August 15, 2015 - Present).

### **Teaching Experience**

### **University of Arkansas**

ISYS 4233 - SEMINAR IN ERP DEVELOPMENT, 2 terms.

ISYS 4393 - APPLIED BUSINESS ANALYTIC, 2 terms.

ISYS 5233 - ERP DEVELOPMENT, 1 term.

### **Professional Development**

TUN Board Member, "Teradata Analytics Universe," Teradata, Las Vegas, NV, United States. (October 2018 - Present).

This activity was an end result of participating with TUN in their Student data challenge for 2018.

Conference Attendance, "Hawaii International Conference on System Sciences - 53," Maui, HI. (January 2020).

## **RESEARCH**

### **Editorial Activities**

"Journal of Systems and Information Technology", Ad Hoc Reviewer, International. (June 2018 - Present).  
Determinants of End-User Intention and Usage of Expert Systems

### **Educationally Related Presentations and Workshops**

"SIGDSA Workshop: Analytics and Visualization with SAS", presented at American Conference of Information Systems, International, Sponsored by Association of Information Systems, Accepted. (August 15, 2019).

Provide participants a forum to learn and discuss curricula strategies, learn about resources and provide exercises on data analytics and big data curricula. Insights into the program development from both a Business College and University level are provided.

In addition, the workshop will include classroom instruction methods. These methods have been used and incorporated at both Appalachian State and University of Arkansas. All materials and resources are available to the participants of the workshop.

## **SERVICE**

### **Consulting**

Academic, ISYS Department, University of, AR. (July 2015 - Present).

Project consists of the development of a survey in order to assess the success of applicants in the Business Analytics Certificate program.

### **University Service**

#### **College/School**

Committee Member, Clinical Promotion Advisory Committee. (August 2016 - Present).

This committee is charged with reviewing the packages of the clinical faculty and making recommendations on that promotion to the College promotion committee. The committee is also charged with helping to review and define the roles of Clinical faculty in the faculty handbook.

Alternate, Peer Review Committee. (January 2015 - Present).

Tasked with performance review for the regular committee members.

**Department**

Committee Member, Graduate Committee. (August 2017 - Present).

Committee Member, MIS Program Committee. (August 2017 - Present).

Review of MIS admission recommendations and appeal reviews



## **Dinesh K. Gauri**

University of Arkansas  
Department of Marketing  
WCOB

Qualifications: Scholarly Academic

Sufficiency: Participating

Phone: (479)-575-3903

Email: dkgauri@uark.edu

### **Brief Biography**

Professor Gauri's research and teaching interests are in the areas of retailing, pricing, branding, marketing analytics, store performance measurement and revenue management for cruise lines. He served as an Assistant and Associate Professor of Marketing at Syracuse University prior to joining the Sam M. Walton College of Business faculty. His research has been published in journals such as Journal of Marketing, Journal of Marketing Research, Journal of Consumer Research, Journal of Retailing, Marketing Science, Journal of Revenue and Pricing Management and European Journal of Operational Research. He is currently Associate Editor of the Retailing area at Journal of Business Research and he also serves on the editorial review board of the Journal of Retailing and Journal of Academy of Marketing Science. He has also been a visiting scholar at Dartmouth College and Cornell University. He is the recipient of many research and teaching awards at University of Arkansas and Syracuse University. He received the Davidson Honorable Mention Award for the Best Article published in Journal of Retailing. He has been recognized as an Emerging Thought Leader in Retailing. His dissertation work has been recognized by Fordham University Pricing Center, AMA Retailing SIG and the Miller Center for Retailing at University of Florida. He has been cited in various media outlets including the Wall Street Journal, Post Standard, San Francisco Chronicle and National Public Radio.

### **Education**

PhD, State University of New York, 2007.

Emphasis/major: Marketing

Dissertation Title: Retail Promotions: Consumers' Efficiency in Availing them and Retailers

MA, University at Buffalo, 2006.

Emphasis/major: Economics

MS, Indian Institute of Technology, 1998.

Emphasis/major: Mathematics and Computer Applications

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, Associate Professor of Marketing (with tenure), Martin J. Whitman School of Management. (2013 - Present).

### **Teaching Experience**

#### **University of Arkansas**

MKTG 5563 - RETAIL STRATEGY, 2 terms.

# RESEARCH

## Editorial Activities

"Current Issues in Tourism", Ad Hoc Reviewer, International. (June 2018 - Present).

"Journal of Retailing and Consumer Services", Ad Hoc Reviewer, International. (June 2017 - Present).

"Journal of Interactive Marketing", Ad Hoc Reviewer, International. (April 2017 - Present).

"Journal of Business Research", Associate Editor, International. (January 2016 - Present).  
Associate Editor of Retailing Area for Journal of Business Research. Also Managing Editor of Special Issue on 'Retailing and Emerging Technologies'

Processed 65 papers for the journal (selecting reviewers after reading the manuscripts, making decisions of accepting and/or rejecting). This is a much time consuming task. Doing it as service to profession. Due to being the managing editor of this special issue this year, work load increased quite a bit for the journal.

"Customer Needs and Solutions", Ad Hoc Reviewer, International. (January 2015 - Present).

"Journal of Marketing Research", Ad Hoc Reviewer, International. (January 2015 - Present).

"International Journal of Research in Marketing", Ad Hoc Reviewer, International. (March 2014 - Present).

"European Journal of Operations Research", Ad Hoc Reviewer, International. (2014 - Present).

"Journal of Academy of Marketing Science", Editorial Board Member, International. (2014 - Present).

"Journal of Marketing", Ad Hoc Reviewer, International. (2014 - Present).

"Marketing Letters", Ad Hoc Reviewer, International. (2014 - Present).

"Marketing Science", Ad Hoc Reviewer, International. (February 2013 - Present).

"Journal of Consumer Research", Ad Hoc Reviewer, International. (May 2012 - Present).

"Journal of Retailing", Editorial Board Member, International. (2010 - Present).  
Serving as Guest Editor for a special issue for the journal on the topic of "What's Next for Retail: Research Opportunities and Challenges"

"What's Next for Retail: Research Opportunities and Challenges", Guest Editor. (March 2019 - December 2020).

"Retailing and Emerging Technologies", Guest Editor. (January 2019 - December 2020).

# SERVICE

## University Service

### College/School

Executive Director of Retail Information. (December 2016 - Present).

Appointed by Dean Waller in Dec 2016. Having the most extensive set of data relevant to analytics, retail and entrepreneurship and then making it easily available to professors, doctoral students, other students, and the research centers, will spur research in these areas and increase the

analytical competency of our students. It will be attractive to faculty we are recruiting in these disciplines. It will also allow our outreach centers to provide thought leadership in our strategic areas and allow us to create marketing communications on these topics.

Assessed the current state of ARE (Analytics, Retail, and Entrepreneurship) data in the College. Met with several companies to create partnerships around new sources of ARE data; securing data from multiple sources such as retailers, suppliers, carriers, third party data providers, etc.

Continued to work in this capacity, played a significant role in signing a MoU with Sam's Club for getting the data with help from Dean Matt Waller in 2017. In 2019, worked with the leadership team of Sam's Club as well as Information Technology Group of Walton College to discuss and facilitate the appropriate way to store and manage the Sam's Club Data. The work is still in progress with a lot of data that has been transferred till now. This data is in terra bytes and currently exploring options for optimal storage and management of this data with the help of Associate Dean of Executive Education Brent Williams and Information Technology Group.

Played a significant role in signing the MoU with Kilts Center at University of Chicago's Booth School of Management to acquire the Nielsen Data for Research Purpose. The access to this data was funded by the support of Department of Marketing, Agricultural Economics Group at Bumpers College and Walmart Chair Funds. This database has Retail Scanner data, Consumer Panel Data, Ad Intel Data and Promo Data spanning several years. It is available for anyone in Walton College to access for research purpose.

Social Media Listening Database from Crimson Hexagon is made available with the support of Dean Waller and is also available for anyone in Walton College to access for research and teaching purpose.

Committee Member, MBA Committee. (August 2016 - Present).

Member of MBA Committee - Represent Marketing Department. Attended all meetings of the committee. Reviewed Applications of MBA program (EMBA and standard MBA) as well as involved in suggesting the course schedule of the Revised Curriculum along with any other tasks assigned by the MBA Program Director. Working on developing a Masters in Marketing Program that will have various tracks in it. It will be soon presented to the department for consideration.

### **Department**

Committee Member, Doctoral Student Recruiting Committee. (December 2017 - Present).

Reviewed Applicant materials, interviewed candidates, participated in discussions to select the high quality Ph.D. students.

Committee Member, Recruiting Committee. (June 2016 - Present).

Member of Recruitment Committee for several positions of Assistant Professor in the Department.

Reviewed Applicant materials, interviewed candidates, participated in Campus Visits (Presentation, Lunch/Dinner etc.)

### **University**

Member, Faculty Grievance Panel. (August 2019 - Present).

## **Jeffrey Mullins**

University of Arkansas

Department of Information Systems

WCOB 220

Qualifications: Scholarly Practitioner

Sufficiency: Participating

Phone: (479)-575-7745

Email: JMullins@uark.edu

### **Brief Biography**

Jeff is an Assistant Professor in the Department of Information Systems. Prior to completing his Ph.D., Jeff taught classes as an Executive in Residence instructor and served as the Associate Director for MIS Graduate Programs. He also has over 10 years of prior professional experience in IS development and project management at a large manufacturing firm.

### **Education**

PhD, University of Arkansas, 2019.

Emphasis/major: Information Systems

MS, University of Arkansas, 2006.

Emphasis/major: Information Systems

Supporting Areas of Emphasis: Enterprise Resource Planning

BS, University of Arkansas, 1997.

Emphasis/major: Computer Science

### **Professional Licenses and Certifications**

ERPsim Certified Trainer (Level 2), HEC Montreal. (January 2010 - Present).

Demonstrated expertise in the understanding and administration of ERPsim; qualified to conduct faculty training and grant ERP Certified Instructor (Level 1) certification.

## **WORK EXPERIENCE**

### **Teaching Experience**

#### **University of Arkansas**

ISYS 5223 - ERP CONFIG & IMPLEMENTATION, 1 term.

ISYS 5833 - DATA MANAGEMENT SYSTEMS, 2 terms.

## **RESEARCH**

### **Editorial Activities**

"Journal of the Association for Information Systems", Invited Manuscript Reviewer, International. (April 2018 - February 2020).

Paper was relevant and showed promise for a significant contribution - recommended a major revision.

Major revision received, recommended minor revisions.

Minor revision received, currently under review.

"European Conference on Information Systems (ECIS) 2020", Invited Manuscript Reviewer, International.  
(December 2019 - January 2020).  
Invited to review, recommended revise & resubmit.

## **Publications - Research Related**

### *Journal Article (Working Paper)*

Mullins, J. K., Sabherwal, R. "Beyond Information: Cognitive Overload in Decision Making".

In making decisions, organizations need information. They rely on individuals and teams, who have cognitive limitations, resulting in a tension with organizational access to increasing amounts of information. Therefore, this paper investigates the relationship between information volume and decision performance, especially the potential for cognitive overload, and how decision makers' dispositional attributes – computer self-efficacy, computer anxiety, and learning goal orientation – influence this relationship. We develop a theoretical model using cognitive load, information processing, and social cognitive theories. Empirical data on system use behaviors and decision outcomes is collected over time from 117 dyads, who used an enterprise resource planning system to make decisions for a competitive virtual firm in a business simulation, and supplemented with survey data. The results support the theoretical model, indicating a curvilinear relationship between information volume and decision performance, which is reinforced by decreasing computer self-efficacy, increasing computer anxiety, and increasing learning goal orientation.

### *Journal Article (Working Paper)*

Mullins, J. K., Sabherwal, R. "Beyond Gamification: A Taxonomy of Gameful Experiences through Information Systems and a Research Agenda".

Play and games shape, and are shaped by, culture. They represent an integral and ubiquitous component of humanity. Technological advances are blurring the lines between work and play, and their increasing convergence requires deeper understanding. Organizations seek to harness the motivational power of games to improve instrumental outcomes but face numerous challenges in doing so. Extant theory struggles to inform practice on the use of gameful experiences to achieve practical goals. This dissertation presents three essays that explore the domain of gameful information systems (IS), defined as IS that are designed or perceived to afford or support user experiences similar to those associated with play or games. Essay 1 develops a theoretical classification of gameful IS and then refines it using field interviews and text mining.

### *Journal Article (Working Paper)*

Mullins, J. K., Sabherwal, R. "To Play or Not to Play? A Process Theory of Online Competitions".

Play and games shape, and are shaped by, culture. They represent an integral and ubiquitous component of humanity. Technological advances are blurring the lines between work and play, and their increasing convergence requires deeper understanding. Organizations seek to harness the motivational power of games to improve instrumental outcomes but face numerous challenges in doing so. Extant theory struggles to inform practice on the use of gameful experiences to achieve practical goals. This dissertation presents three essays that explore the domain of gameful information systems (IS), defined as IS that are designed or perceived to afford or support user experiences similar to those associated with play or games. Essay 2 develops a process theory of online competition and tests it using a longitudinal field study in the context of a gamified online analytics community.

### *Journal Article (Published)*

Mullins, J. K., Sabherwal, R. "Gamification: A cognitive-emotional view". January (1st Quarter/Winter) 2020. 304-314.

Successful gamified systems engage players by eliciting their positive and negative emotions. However, prior literature provides little guidance on how to create emotional experiences through gamified design. This paper reviews work in psychology and neuroscience to examine the interactive processes of cognition and emotion and connect them to gamification. More specifically, it draws upon a model of the cognitive structure of emotions and the mechanics–dynamics–emotions framework for gamification to advance a cognitive–emotional view of gamification.

*Journal Article (Paper Under Review)*

Mullins, J. K., Sabherwal, R. "To Play or Not to Play? A Process Theory of Online Competitions".

As organizations use information systems (ISs) to collect increasing volumes of data, they can provide performance feedback to individuals and teams through game-inspired mechanisms, a process referred to as gamification. Systems with gamification mechanisms, or gamified ISs, offer great potential for improving work processes while developing and enhancing individual and team emotions and cognitions. However, prior research has not considered how performance feedback (in an absolute or relative sense) given through gamified ISs can influence coordination of work processes in teams, or how coordination, cognitions, and emotions develop when using gamified ISs. We adopt a process perspective of gamified IS experiences to develop a theory of emotion, cognition, and coordination (TECC). We test TECC using two empirical studies, each of which combines process and variance methodologies. The empirical results largely support the model and differentiate between absolute and relative performance. Specifically, absolute performance feedback negatively influences subsequent changes in team coordination, and changes in team coordination positively influence absolute performance. By contrast, feedback on improved relative performance increases the subsequent expression of positive emotions and reduces the subsequent expression of negative emotions within teams. Further, sense seeking and negative emotion self-reinforce over time, and both greater sense seeking and greater sense giving reduce the subsequent expression of positive emotions. Finally, both absolute and relative feedback positively influence perceptions after using the gamified IS, specifically enjoyment and immersion of individuals, and shared identity, knowledge effectiveness, and coordination of teams.

## **SERVICE**

### **University Service**

#### **Department**

Subcommittee Member, ISYS Undergraduate Curriculum Committee. (August 2012 - Present).  
Assist in guiding undergraduate curriculum and program decisions for the ISYS department, particularly in the area of ERP curriculum.

Committee Member, MIS Advisory Committee. (January 2007 - Present).

I serve on the MIS advisory committee as a faculty member and in my previous capacity as Associate Director of MIS programs. I organize and facilitate application review, admissions, and coordinate with the GSB on behalf of the committee. I also work with the committee when curriculum, faculty, or individual student issues require attention. Note that the hours specified for this activity indicate the amount I feel is reasonable as a faculty member, not in my capacity as Associate Director (which is much more substantial).

#### **University**

Faculty Board Member, Tesseract Faculty Board. (December 2019 - Present).

Invited (and agreed) to serve on the faculty board with the goal to create a graduate program in game design.

Committee Member, Data and Cybersecurity Management Exploratory Team. (June 2019 - Present).  
Worked with faculty in WCOB, LAW, ENGR to explore the possibility of an interdisciplinary program in cybersecurity.

Curriculum Team Member - DASC 1104, Data Science Undergraduate Program. (June 2019 - Present).

Invited to be on the curriculum development team for DASC 1104

## **Jeff B. Murray**

University of Arkansas  
Department of Marketing  
WCOB WCOB302

Qualifications: Scholarly Academic

Sufficiency: Participating

Phone: (479)-575-5115

Email: JMurray@uark.edu

### **Brief Biography**

Jeff B. Murray, Ph.D. (Virginia Tech) is a professor in the Department of Marketing, Sam M. Walton College of Business, University of Arkansas. Professor Murray teaches in the full-time MBA program, the Executive MBA program, and the Marketing Doctoral program.

Professor Murray's doctoral students, who are now professors, teach at major universities throughout the United States, Europe, and Australia. His research focuses on critical marketing, interpretive consumer research, and the philosophy of science. Professor Murray has recently taught doctoral seminars and workshops in Germany, France, the United Kingdom, Sweden, Finland, and Denmark.

His research has appeared in the Journal of Consumer Research, Journal of Marketing, Journal of Public Policy and Marketing, Journal of Business Research, Journal of Marketing Management, Journal of Macromarketing, Journal of Consumer Policy, American Behavioral Scientist, and Consumption, Markets and Culture. Professor Murray serves on the editorial review board and contributes as a reviewer to a number of journals in the discipline.

He remains active in the American Marketing Association, the Association for Consumer Research, Transformative Consumer Research, Consumer Culture Theory, and the American Sociological Association. In 2002, Dr. Murray won both the Outstanding All-Around Professor Award as well as the prestigious Charles and Nadine Baum Faculty Teaching Award at the University of Arkansas.

### **Education**

PhD, Virginia Tech, 1987.  
Emphasis/major: Marketing  
Supporting Areas of Emphasis: Sociology, Statistics

MA, University of Northern Colorado, 1981.  
Emphasis/major: Sociology

BA, University of Northern Colorado, 1978.  
Emphasis/major: Social Science

## **WORK EXPERIENCE**

### **Professional Positions**

#### **Academic - Post-Secondary**

Academic - Post-Secondary, Professor of Marketing, University of Arkansas. (2004 - Present).

### **Teaching Experience**

**University of Arkansas**

MKTG 4853 - MARKETING MANAGEMENT, 1 term.

MKTG 6413 - SPECIAL TOPICS IN MARKETI, 1 term.

MKTG 700V - DOCTORAL DISSERTATION, 1 term.

**RESEARCH****Editorial Activities**

"Journal of Marketing Management", Editorial Board Member. (January 15, 2014 - Present).

"Journal of Consumer Research", Oxford University Press, Editorial Board Member, International.  
(January 1, 2014 - Present).

Member of the editorial board of the Journal of Consumer Research

"Consumption, Markets and Culture", Editorial Board Member, International. (June 2004 - Present).  
I serve on the editorial review board for "Consumption, Markets and Culture" and review submitted articles.

**SERVICE**



## **Carolyn Rodeffer**

University of Arkansas  
Department of Management  
WCOB 261

Qualifications: Instructional Practitioner

Sufficiency: Participating

Phone: (479)-575-4763

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### **Brief Biography**

BA, Economics, University of Maryland College Park, 1982 MBA, Marketing, Finance, University of Chicago Booth School of Management, 1984 General Foods/Kraft Foods, 1984-2006: focus on marketing and product innovation. Last position: Sr. Director, Corporate New Business Development Tyson Foods, 2006-2014: Vice-president, Insights and Innovation. Led cross-functional teams to develop and launch new products to grow the value-added frozen business, including Tyson Any'tizers and Tyson Day Starts. Led corporate marketing research team to develop and disseminate actionable consumer insights to drive business decisions. Co-founder, Saddlebock Brewing: Developed initial business plan to build a local craft brewing company in Springdale, Arkansas. Sold business to partner - May 2018. Pursuing Ed.D, Higher Education, University of Arkansas.

### **Education**

MBA, University of Chicago, 1984.  
Emphasis/major: Marketing and Finance

BA, University of Maryland, 1982.  
Emphasis/major: Economics

## **WORK EXPERIENCE**

### **Teaching Experience**

#### **University of Arkansas**

MGMT 4543 - S.A.K.E. PRODUCT INNOVATI, 1 term.  
MGMT 4993 - ENTREPRENEURSHIP PRACTICU, 2 terms.  
MKTG 3433 - INTRO TO MARKETING, 1 term.

### **Non-Credit Instruction Taught**

Program, Student Support Services, 50 participants. (February 16, 2019 - Present).  
Provided a 1-hour, interactive presentation about key factors for student success.

## **RESEARCH**

## **SERVICE**

## **Sebastian W. Schuetz**

University of Arkansas  
Department of Information Systems  
WCOB 209

Qualifications: Scholarly Academic  
Sufficiency: Participating  
Email: swschuet@uark.edu

### **Brief Biography**

Born and raised in Germany. BSc and MSc in Business Informatics from the University of Mannheim. PhD in Information Systems from the City University of Hong Kong.

### **Education**

PhD, City University of Hong Kong, 2017.  
Emphasis/major: Information Systems

MSc, University of Mannheim, 2014.  
Emphasis/major: Business Informatics

BS, University of Mannheim, Germany, 2011.  
Emphasis/major: Business Informatics

### **Professional Licenses and Certifications**

ERPsim Certified Instructor, HEC Montreal. (September 2017 - Present).  
Certification to instruct the ERP Sim Game

## **WORK EXPERIENCE**

### **Teaching Experience**

**University of Arkansas**  
ISYS 4213 - ERP FUNDAMENTALS, 3 terms.  
ISYS 5213 - ERP FUNDAMENTALS, 3 terms.

## **RESEARCH**

### **Editorial Activities**

"European Journal of Information Systems", Invited Manuscript Reviewer, International. (December 2019 - Present).

"Information Systems Journal", Invited Manuscript Reviewer, International. (2018 - Present).

"Journal of Management Information Systems", Invited Manuscript Reviewer, International. (2018 - Present).

"ECIS", AIS, Associate Editor, International. (2017 - Present).

"I&M", Invited Manuscript Reviewer, International. (2016 - Present).

"MIS Quarterly", Invited Manuscript Reviewer, International. (2015 - Present).

## **Publications - Research Related**

*Journal Article (Working Paper)*

Hull, D. M., Schuetz, S. W., Lowry, P. B. "Tell Me a Story: Using Narrative-based Content Design to Enhance the Performance of Security Education, Training, and Awareness (SETA) Programs".

*Journal Article (Working Paper)*

Schuetz, S. W., Hull, D. M., Lowry, P. B., Roberts, T. L. "Toward security management that enhances organizational performance by mitigating risk: A critical review and proposed research roadmap".

*Journal Article (Working Paper)*

Bansal, G., Schuetz, S. W., Weng, Q., Thatcher, J. "What if the boss says it? The impact of sender's social influence on compliance and resistance outcomes".

*Journal Article (Working Paper)*

Schuetz, S. W., Venkatesh, V. "AI, Catalyst of Inequities? A simulation study of algorithmic biases in AI-based hiring and their effect on workforce diversity and equal employment opportunity".

## **SERVICE**

### **University Service**

#### **Department**

Member, Research Committee. (October 2017 - Present).

Member, Graduate Committee. (October 2019 - October 2020).

#### **Program**

Member, Data and Cybersecurity Management Curricula Committee. (2018 - 2020).

Proposing courses and course content for a possible data and cybersecurity management minor

## **Gonca Soysal**

University of Arkansas  
Department of Marketing  
WCOB 322

Qualifications: Other  
Sufficiency: Participating  
Email: gpsoysal@uark.edu

### **Brief Biography**

Gonca Soysal is an Assistant Professor of Marketing at the Sam M. Walton College of Business. Professor Soysal is an empirical modeler who works with both structural and reduced form models of consumer and firm behavior to investigate marketing problems, with a special focus in the substantive areas of retailing (pricing, seasonal goods, availability, product returns, multi-channel retailing) and e-commerce. Her research has been published in Marketing Science and Management Science. She has been cited in many media outlets including CNBC, MSN, Retail Dive and Kellogg Insight. Professor Soysal served as an Assistant Professor of Marketing at the University of Texas at Dallas Naveen Jindal School of Management prior to joining the Sam M. Walton College of Business faculty. Professor Soysal holds Ph.D. and M.S. degrees in Marketing from the Northwestern University and an M.E. degree in Industrial and Systems Engineering from the University of Florida. Prior to her doctoral studies she worked for Procter and Gamble as a Systems Manager and for Ernst & Young Management Consulting managing their E-Business and CRM Service Line in Turkey.

### **Education**

PhD, Northwestern University, 2008.  
Emphasis/major: Marketing

MS, Northwestern University, 2004.  
Emphasis/major: Marketing

MS, University of Florida, 1997.  
Emphasis/major: Industrial and Systems Engineering

BS, Middle East Technical University, 1995.  
Emphasis/major: Industrial Engineering

## **WORK EXPERIENCE**

### **Teaching Experience**

University of Arkansas  
MKTG 5523 - MARKETING ANALYTICS, 2 terms.

## **RESEARCH**

## **SERVICE**

### **University Service**

College/School

Retail Analytics Masters Program Advisor. (2018 - Present).

I attended meetings, did research, and shared my opinions regarding this new potential master's program.

## **Public Service**

Board of Directors, Bridge to Turkiye Fund. (January 2016 - Present).

I volunteer for this non-profit organization outside of business hours. I am a member of the Board of Directors and I manage a college scholarship portfolio for around 65 low income students in Turkey.