

## STAKEHOLDER ANALYSIS

### FOX INSTITUTE

Subsequent to finding that the Fox School of Business purposely given false data to U.S. News in the course of recent years to accomplish its No. 1 positioning for its online MBA program, Temple University today (July 9) asked Fox Dean M. Moshe Porat to leave his position. When he declined to venture down, Porat was terminated.

The choice to hurl the senior member of 22 years out of the school was made after an exceptionally harming free survey by the law office of Jones Day which found various instances of distorted information, if not by and large extortion, alongside proof of a concealment.

U.S. News hurled Temple's No. 1 positioned online MBA program off its positioning in January in the wake of finding that the school distorted basic information on its program. Sanctuary had announced that each of the 255 of the program's most recent approaching class submitted GMAT scores to get into the program. Indeed, the school recognized that just 50 understudies, or 19.6%, submitted GMAT scores. Subsequently, Temple's online MBA program, positioned first in the country by U.S. News for four successive years, was moved to unranked status.

### MOST IMPORTANT STAKEHOLDERS

- **Governing entities (State & federal government; governing board; board of trustees, buffer organizations; sponsoring religious organizations)**
  - ***Reason of inclusion:***  
The government has the power and legitimacy because they can regulate or reduced funding as a result they are a demanding stakeholder. The Administration (president and senior administrators) has the power and legitimacy because their decisions have an overwhelming influence on the institution.
  
- **Administration (President senior administrators)**
  - ***Reason of inclusion:***  
Overall board and members with quality/safety interests: help set overall organizational agenda (including quality/safety focus), improvement priorities, resource allocation  
Executive leadership: sets a more specific improvement agenda, priorities, resource allocations

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- **Employees (Faculty; administrative staff; support staff)**

- ***Reason of inclusion:***

- Faculty and supporting staff is the backbone of any school college or university. Their support and credibility builds up a firm institute.

- **Clienteles (Students; parents/spouses; tuition reimbursement providers; service partner's employers; field placement site)**

- Reason of Inclusion:***

- The Fox School knows the long-term Clienteles relationships are necessary for success because these stakeholders have power, legitimacy, and economic influence, any issue that imminently affects their relationship gives them high priority. Student and employees can be supportive or non-supportive depending on the action of the institution

- **Suppliers (Secondary education providers; alumni; other colleges and universities; food purveyors; insurance companies; utilities; contracted services)**

- ***Reason of Inclusion:***

- Employees, suppliers, and Unions have a legitimate claim on the Fox school because of their high levels of involvement they are economically dependent on the school, and as such, the power resides primarily with the school.

### STAKEHOLDERS ROLE AND RESPONSIBILITY

#### **Governing Entities:**

In the light of the event when false data was given U.S News to achieve number 1 ranking in MBA Program, the board of trustees and governing authority should immediately fire the responsible personnel and also the people who knew about this and falsely spread the news. By doing so the other involving stakeholders will get in confidence with them that at least responsible bodies are being brought to light and justice.

#### **Administration:**

The Jones Day investigation brought forth 32000 invalid documents regarding their claim about publication of OMBA ranking.

The job of senior presidents and other committee members is to provide legitimate documentation and the GMAT results which were overstated from 2016 to 2018.

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The original scores and transparent records should be provided at once to eradicate the uneasiness of the students applying for this program and should an appropriate decision accordingly.

In various respects, Fox leadership and other employees bore responsibility for creating or promoting conditions that contributed to the reporting of inaccurate information to U.S. News and/or for the misreporting itself. Pressure to improve and maintain rankings contributed to the reporting of inaccurate information.

### **Employees:**

#### **Stakes and Responsibilities**

Employees in this situation, have both an interest and a right as a stakeholder. The interest is evident given that layoffs directly affect their employment status. The rights they have are rooted in their employment contracts and the laws regarding employment practices.

Additionally, the institute owes both legal and ethical responsibilities to employees. The legal responsibilities include notification of layoffs and appropriate severance/unemployment compensation for those affected. In terms of the ethical responsibility that Governing body has, employees needed to be treated fairly and respectfully in the midst of these tough times. Employees that have invested their careers working for the company deserve an equitable exit if they are terminated.

The employee principally responsible for preparing and submitting Fox's responses to ranking surveys knowingly and intentionally misreported certain information to U.S. News and failed to correct inaccuracies with respect to other information. The investigative record is inconclusive as to whether this employee, in knowingly and intentionally misreporting information, was acting at the specific direction of any other Fox personnel.

It should a matter of great concern to identify this anomaly as soon as possible and the person responsible for this should be immediately questioned and if found guilty should be terminated.

### **Clienteles:**

Temple will presently be known as the rankings cheat, on account of its previous dignitary. In case you're an eventual business understudy, you ought to keep away from Temple's business college at all costs. Go to Drexel, St. Joseph's or Villanova. Leave the state and go to a business college in New Jersey, New York or Delaware. Go anyplace other than Temple. The harm done by this outrage is a long way from being done.

### **Suppliers:**

Investors are a conspicuous partner due to their responsibility for organization. Suppliers of Temple University should sue Porat to recuperate the more than \$2 million in pay that he got amid the four years in which the school tricked by purposely detailing false data to U.S. News to

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build its remaining in MBA rankings. Porat ought to likewise be deprived of residency with the goal that the college can safeguard that it never needs to put another penny into the pockets of a convict.

<b>Stakeholder</b>	<b>Stake (Interest, Right, Ownership)</b>	<b>Attributes (Legitimacy, Power, Urgency)</b>	<b>Responsibilities (Economic, Legal, Ethical, Philanthropic)</b>	<b>Strategy (Collaborate, Involve, Defend, Monitor)</b>
Governing Entities	Interest	Legitimate, Powerful, Urgent	Legal	Collaborative
Administration	Interest	Legitimate, Powerful	Legal	Collaborative, Monitoring
Employees	Right	Legitimate, Powerful	Legal	Collaborative, Monitoring
Clienteles	Right	Legitimate, Powerful, Urgent	Economic, Ethical	Collaborative
Supplier	Interest, Right	Powerful, Urgent	Legal, Ethical	Defend, Collaborative

### **Governing Entities**

#### 1. **Stake-Interest:**

Governing entities should analyze the date pointed out by John Investigation and it would be in their foremost interest to eradicate the accusations as soon as possible and get the institution back on track because credibility of an institute is pillar which attracts the clienteles towards it.

#### 2. **Attributes-Legitimate Powerful Urgent:**

When scandal hit the spotlight, legitimacy of the governing entities was severely questioned and many journalists as well as media pointed out the incompetence on their part. Governing entities have the power to bring forth the responsible personnel and try to

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bring confidence amongst the people that issues are being resolved immediately so urgency on their part is a crucial aspect.

### 3. **Responsibilities-Legal:**

Legal pursuit against the law breakers and accused personnel is necessary and responsibility of the highest order. Those who gave falsified data to U.S News to promote wrong ranking of MBA program should be fined, punished by law or they will be held responsible in the court of law.

### 4. **Strategy-Collaborative:**

In order to solve this issue of falsified data, Governing authorities should work with other sub-level entities to ensure the progress to eradicate the issue on hand is being done and held joint sessions to ensure media, students and other concerning bodies that collaborative work is being done to ensure such act is not entertained in Fox University and improvement on every level of this institute will be done so that never an incident like this happen again.

## **Administration**

### 1. **Stake-Interest:**

Fox's Dean M.Moshe Porat was found guilty and immediately terminated because of his falsified data and cover up of GMAT scores, which resulted in fabricated ranking of MBA program. It was in interest of administration to get to the bottom of this as quickly as they can because the reputation and job was on the line of every administrative member.

### 2. **Attributes-Legitimate and Powerful:**

John Investigation also pointed out that there were several other employees who might have helped cover this fabricated rankings. Administration will have to take immediate course of action and bring about the responsible individuals to justice to preserve their legitimacy and power.

### 3. **Responsibilities-Legal:**

Administration terminated Porat was their legal responsibility, not only to themselves but every entity associated with the FOX Institute.

### 4. **Strategy-Collaborative and Monitoring:**

They should work all over the terrain of Institute to bring forth the appropriate documents and correct data to light so that institute reputation could be saved and clientele could

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make right decision for themselves. Administration should collaborate with employees and Governing bodies in this matter and continue to monitor any suspicious activity in upcoming future.

### **Employees**

#### 1. **Stake-Right:**

Employees in this situation, have both a right as a stakeholder. The rights they have are rooted in their employment contracts and the laws regarding employment practices. Additionally, the institute owes both legal and ethical responsibilities to employees. The legal responsibilities include notification of layoffs and appropriate severance/unemployment compensation for those affected. In terms of the ethical responsibility that Governing Entities has, employees needed to be treated fairly and respectfully in the midst of these tough times. Employees that have invested their careers working for the company deserve an equitable exit if they are terminated.

#### 2. **Attributes-Legitimate And Powerful:**

The attributes they have include legitimacy and urgency which makes them dependent Stakeholders. Relationships between the Fox Institute and its employees are very delicate at this time and it is really important for administration as well as governing entities to be supportive. The decision to check the authenticity of every employee and question them one by one to bring the concerning issue in light was clearly a strategic one and may be in the Institute's best interest, but employees still need to feel comfortable and valued in order for the institute to successfully move forward.

#### 3. **Responsibilities-Legal:**

The nature of the job requires employees to be ethical. Employees may have access to confidential information. Additionally, several employees were in circle of question after John's Investigation so the employees have responsibility to the institute to tell everything without lying and deceit.

#### 4. **Strategy-Collaborative And Monitoring:**

It is in Fox's best interest to maintain a positive relationship with its employees. The company should take steps to make clear to its employees that they are not responsible for the scrutiny that the higher ups in the company have brought on. To take it a step further Fox should issue a statement to employees saying that it will understand and support any employee who no longer feels comfortable working at the organization and

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will seek other employment. Fox should write recommendations for employees looking to leave and help them in the transition to the fullest of their capabilities.

### **Clienteles**

#### 1. **Stake-Right:**

Clienteles of the Fox Institute are critically affected by falsified data and ranking because most the times, student preplan their future and their next destination to study based on ranking shown in media and other platforms. The heart of the entire crisis is centered on the belief that clienteles have been deceived by the fabricated lies of Fox Institute. As Clients of Fox Institute who does not currently have a viable alternative, they are faced with two options: either transfer their credit hours to other institute or get immediate ramification for this act. Additionally, many are students, who clearly should not be exposed. Fox Institute's students are currently in real dilemma whether to continue their studies in this institute or if not, what can they do to be not part of this scandal. The Institute has an obligation towards clienteles to be treated fairly.

#### 2. **Attributes-Legitimate, Powerful And Urgent:**

Clienteles of Fox Institute are clearly a legitimate stakeholder. Their collective need for the education is crucial and the administration and governing entities legitimately protects all of its users from the repercussions of any sort. It also goes without saying that without these clienteles, Fox Institute would lose a significant source of revenue. Clienteles represent a powerful stakeholder because their voice has brought this crisis to center stage and on a national scale. Clienteles voice has pushed this and similar situations to the heart of the news cycle and has revived a conversation that will continue until the situation is resolved. Currently, Clienteles can voice and rally, but do not have the option to move their dollars away from Fox Institute and to some other institute. Lastly, Clienteles represent an urgent stakeholder because the need is pressing.

#### 3. **Responsibilities-Economic And Ethical:**

Fox Institute has an economic responsibility to clienteles to remain profitable enough that the information they are getting is legitimate and based on true facts and figures. The Institute must take action appropriately, so a point is never reached where Institute goes insolvent and the money invested by Clienteles are lost. Fox Institute has cited that the accusation is far fetch and if responsible personnel are apprehended then institute will accommodate the students and give a formal apology on behalf of the entire administration and governing entities. As clienteles may lose their precious time whilst Fox is dealing to the issue at hand, Institute has decided to lower the semester fee till the issue is resolved as compensation to the matter.



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### 4. **Strategy-Collaborative:**

This scenario represents a very delicate situation, as Fox's monopoly dictates that it can be hated by clienteles and the media alike, but still education must be given to the students and education can't be stopped for. For the long term health of the Institute, Fox should work to repair its relationship with consumers and the public. To do so, Fox must conduct various seminars and work towards the betterment of the institute to ensure its longevity and trustworthiness.

Admitting fault and cutting the education cost would be a simple and direct way of winning back public trust.

### **Supplier**

#### 1. **Stake-Interest, Right:**

The Supplier which includes alumni and contracted services has a rightful stake in Fox Institute because its role is to maintain and monitor the current issues in the designated institute. Fox is a reputable and large institute, so all the concern suppliers must pay close attention to the institute to dutifully perform their duties to the government as a whole and the American people.

#### 2. **Attributes-Powerful And Urgent:**

The supplier's attributes are similar to that of the governing entities and administration. In addition to the above reasoning, the suppliers have a direct relationship with the fate of Fox as an Institute. Equally important is the Supplier's role in Fox's current situation. From Fox's perspective, the supplier is powerful and legitimate because it represents the biggest entity that could restrict Fox's influence. Any concerning party to Fox must go through the supplier and Fox has done what it can to stay on the Supplier's good side.

#### 3. **Responsibilities-Legal And Ethical:**

In order to remain in its current profitable situation, Fox must remain in regulatory compliance. By having monopoly like this where rankings are increased based on falsified data, very little can stop the profits and power the institute currently enjoys. A legal breach is one of the only things that are currently feasible as a means to tear down the Fox's corrupt personnel, so the firm will be careful to avoid such a disaster.

#### 4. **Strategy-Defend Collaborative:**



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Fox Institute will continue to monitor laws and initiatives that are implemented by the new dean and governing entities. It is in Supplier's as well as Fox's best interest to remain a partner with the Alumni and all concerning contracted services, so lobbying will continue to be an important tool the company uses to keep its current position.



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