

# College of Business Strategic Plan<sup>1</sup> 2015-2020

## **Vision:**

Thinking differently, making a difference

## **Mission:**

Through our culture of success, we positively influence the lives of our students with experiential learning activities, instilling in them critical thinking skills, an understanding of business functions and an ethical, inclusive and global mindset. We also positively influence the lives of our colleagues with professional development experiences and the ability to provide service and produce relevant scholarly work that impacts the classroom, the surrounding community, the business world and disciplinary professions.

## **Values:**

- We are committed to continued academic excellence grounded in our values:
- Engagement
- Innovation
- Impact
- Inclusivity
- Collegiality
- Integrity
- Professionalism
- Transparency
- Accountability

## **Goals:**

- 1) Build Human Capital Strength
- 2) Build Enrollment and Retention with Innovative Academic Programs, Recruitment, and Student Services
- 3) Build an Inclusive, Global and Ethical Culture
- 4) Build Brand Strength
- 5) Build Alumni, Community, Professional and Business Relationships
- 6) Build Financial Strength

<sup>1</sup> Accepted at the College of Business Faculty meeting 8/22/14

## **Goal 1: Build Human Capital Strength**

- **Relevant strategy:** Attract, support and retain high-quality faculty

### **Action steps:**

- Increase professorships and endowed chairs
- Match faculty strengths and interests with annual workload assignments
- Evaluate morale and develop feedback mechanisms to improve the culture
- Celebrate faculty accomplishments and contributions
- Increase professional development support
- Increase graduate assistant support
- Encourage interdisciplinary collaborations
- Develop measures of impact of scholarly contributions
- Develop College Faculty Award program
- Assure an unbiased and robust evaluation process

- **Relevant Strategy:** Attract, recognize and support high quality staff and technical employees

### **Action steps:**

- Celebrate staff accomplishments and contributions
- Proactively support the development of skills acquisition, use and improvement
- Evaluate morale and develop feedback mechanism to improve the culture
- Develop College Staff Award Program
- Promote staff involvement in CSSAC and ACSAC
- Assure an unbiased and robust evaluation process

## **Goal 2: Build Enrollment and Retention with Innovative Academic Programs, Recruitment, and Student Services**

- **Relevant Strategy:** Marketing/recruiting for our programs

### **Action steps:**

- Assure faculty presence at events sponsored by the University
- Develop high-quality materials describing our programs
- Develop discipline-themed summer camps for high school students
- Connect with high school clubs such as Future Business Leaders of America
- Assure high-quality social media/website connections
- Hire marketing graduate assistants
- Conduct high school visits coordinated with the university
- Engage in community projects with high school students
- Explore middle school opportunities

- **Relevant Strategy:** Attain AACSB accreditation

### **Action steps:**

- Continue the process

- **Relevant Strategy:** Build student services to increase satisfaction and retention

### **Action steps:**

- Create student engagement opportunities on an ongoing basis
- Create and enhance internship opportunities
- Increase student research opportunities
- Develop a robust Future Leaders program
- Develop a mid-semester reach-out program
- Schedule courses consistent with the plans of study and to assure a high rate of retention and progress towards graduation.
- Create a peer mentoring program
- Create an alumni/advisory board mentoring program
- Assure high-quality professional advising
- Strengthen the Student Advisory Council
- Develop a College Career Management Center
- Develop a cohort experience for our graduate students
- Host an end-of-year reception to highlight student achievements
- Develop boot camps run by upper level student to help younger students prepare for major courses
- Develop end-of-program exit survey

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- **Relevant Strategy** Attain rankings for our programs

**Action steps:**

- Improve student graduation rate
- Seek opportunities for rankings

- **Relevant Strategy** Assure a well-functioning and active curriculum-management process

**Action steps:**

- Assure that discipline coordinators and graduate directors monitor and adapt curriculum to be “state of the art”
- Continue to build a high-quality assurance of learning process
- Create cross-functional learning opportunities
- Continued improvement in the direct and indirect assessments

- **Relevant Strategy** Use innovative and high-quality pedagogical approaches

**Action steps:**

- Develop high-quality hybrid instructional approaches
- Use technology to develop high-quality instructional materials
- Assure a high-quality developmentally-focused approach to teaching evaluations
- Supplement and enhance university teaching improvement opportunities
- Use more simulation and active learning approaches
- Host a “Lunch and Learn” for faculty to share best practices

- **Relevant Strategy:** Use the most up-to-date classroom technology

**Action steps:**

- Develop a suite of rooms to support student teams involved in local, regional and national competitions
- Assure state-of-the-art two-way technology between PNC and PUC classrooms (polycom telepresence)
- Develop a sales training room

### **Goal 3: Build an Inclusive, Global and Ethical Culture**

- **Relevant strategy:** Embed ethics, inclusivity and a global viewpoint across the curriculum

#### **Action steps:**

- Develop models to be introduced early in the curriculum
- Assure that the model is reinforced across the curriculum
- Discuss plagiarism and cheating in the freshman seminar and repeat in each class
- Include course assignments that call for attendance at multicultural events to report on various aspects of the event related to the class

- **Relevant Strategy:** Promote study-abroad opportunities

#### **Action steps:**

- Work with International Affairs office to develop and promote high quality study abroad opportunities
- Encourage and develop opportunities for faculty to study/travel abroad
- Continue to work with the International Affairs office to develop international partnerships for joint programs

## Goal 4: Build Brand Strength

- **Relevant Strategy:** Have the College of Business “brand” recognized in the region as a symbol of high quality and innovation

### **Action steps:**

- Develop consistent communications including a high quality web presence and active social media presence
- Develop a periodic college-wide publication highlighting the accomplishments of faculty, students and alumni
- Put our best foot forward at every event
- Improve relationships with industry and recruiters
- Develop branding initiatives for each major to increase student pride in the major
- Build a clear and consistent brand
- Develop brand positioning, e.g. “student engagement”, etc.

- **Relevant Strategy:** Build a world-class facility

### **Action steps:**

- Develop a plan to build a new comprehensive, state-of-the art facility through a public/private partnership

- **Relevant Strategy:** Engage in academic and professional service

### **Action steps:**

- Acknowledge exemplary academic and professional service as a component of workload

## **Goal 5: Build Alumni, Community, Professional and Business Relationships**

- **Relevant Strategy:** Improve alumni relations to foster a culture of alumni pride, advocacy and professionalism

### **Action steps:**

- Increase college/department communications with alumni
- Develop specific alumni annual giving program
- Increase alumni campus visits
- Survey alumni for input
- Build an Alumni Advisory Council
- Build faculty involvement with alumni
- Enhance the number of alumni recognition awards
- Annual alumni award event
- Create a College “wall space” and “web space” to recognize prominent alumni
- Continue to recognize alumni through Facebook, LinkedIn and other such outlets
- Build an alumni mentoring program
- Ensure that recent grads are engaged early

- **Relevant Strategy:** Build Community relations

### **Action steps:**

- Use student projects to help the community
- Engage in community development opportunities such as workshops on retirement planning, personal finance, etc.
- Support faculty involvement in community projects and initiatives

- **Relevant Strategy:** Build Business and Professional Relations

### **Action steps:**

- Assure an active presence in relevant professional organizations
- Continue to build partnerships and faculty/student active learning/consulting opportunities through the Business and Economics Development Solutions Center

## Goal 6: Build Financial Strength

- **Relevant Strategy:** Develop Revenue-generating plans/activities

### **Action steps:**

- Create specialized masters programs
- Charge differential tuition rates
- Develop new non-degree programs

- **Relevant Strategy:** Name the College through an endowment gift

### **Action steps:**

- Present the Strategic Plan to potential donors highlighting areas of accomplishment and areas of need
- Identify potential donors with high likelihood of making a major contribution for a new building
- Cultivate long-term relationships

- **Relevant Strategy:** Expand external development

### **Action steps:**

- Increase annual fund giving
- Strengthen alumni network as a resource
- Increase scholarships at the undergraduate and graduate levels

- **Relevant Strategy:** Develop Funded Centers

### **Action steps:**

- Create new plans for existing centers with a regional/national preeminence goal
- Promote and fund development of new centers with potential for regional/national visibility