



College of Business

Draft Strategic Plan Proposal: 2008-2013

March 30, 2009



The College of Business is accredited by AACSB International, the premier global accrediting agency for programs in business. AACSB International accreditation is the hallmark of distinction in management education and assures students, faculty, alumni and other stakeholders of the College's commitment to maintaining a standard of excellence in business education and a program of continuous quality improvement.

College of Business
Draft Strategic Plan Proposal: 2008-2013
March 30, 2009

Table of Contents

Executive Summary.....	3
Introduction.....	7
Vision and Mission.....	12
Academic Programs, Centers, and Outreach.....	14
Stakeholders.....	17
Comparative Advantages.....	21
Strategic Initiatives.....	23
<i>Curriculum</i>	
<i>Students</i>	
<i>Faculty/ Staff Development</i>	
<i>External Relationships</i>	
<i>Resource Enhancements</i>	
Strategic Planning Process Timeline.....	30
Conclusion.....	31

March 30, 2009

Western Carolina University

COLLEGE OF BUSINESS

Draft Strategic Plan Proposal: 2008-2013

March 30, 2009

Executive Summary

For the first time in many years, the College of Business has developed a long-term strategic plan with the full engagement of our faculty and other stakeholders. The process was organized in accordance with the College's By-Laws and was chaired by the Dean and included two co-vice chairs and the heads all programs and academic disciplines. Furthermore, the Strategic Planning Committee (SPC) and individual task forces looked at the entire College of Business with regard to aligning the College with the strategic imperatives of the University and enhancing existing programs, adding new offerings, as well as making both subtle and dramatic changes to how we operate. The mission critical initiatives and their associated goals that are in the Strategic Plan include initiatives resulting from a comprehensive and thorough assessment of what is needed to position the College of Business to be a leading educator of high-performance, innovative, leadership talent who are prepared to meet tomorrow's business and the region's evolving development needs.

The College's Strategic Plan consists of initiatives in five mission critical areas (curriculum, students, faculty/ staff development, external relations, and resource enhancement). It is crucial to note, however, that the College will only be able to move to the next level if and only if academic distinction is the top priority driving our efforts in each of these areas. Academic distinction is at the core of our vision to become a leading educator of high-performance, innovative, leadership talent. Academic distinction requires the College to focus its efforts largely on strengthening the value-added content of the curriculum and committing to a process of continuous improvement. It is in this context that the initiatives in the other four areas can be seen as supporting the attainment of the academic distinction of the College's overall programmatic efforts and operations.

Academic distinction reflects the quality and comprehensiveness of the College's academic programs and the manner in which we support and strengthen those programs. Over the next several years, the College will concentrate on broad areas such as program enhancements involving the undergraduate pre-core, core and majors and the core components and overall focus of our graduate programs. Also, the College plans to develop programs and processes to improve student quality, career management services and productive employment; to attract and retain quality faculty; and to enhance development activities with particular focus on scholarships, endowed professorships, program support, and improved facilities. In addition, the

March 30, 2009

College plans to enhance the overall educational experience at both the undergraduate and graduate levels by expanding global alliances and collaboration with other programs at the University as well as other academic and non-academic institutions; strengthening our emphasis on ethics, leadership and communication skills; improving outreach to our community and region; and broadening and deepening alumni involvement in the College.

As the College works to achieve its vision, attention will be given to validating the achievement of academic distinctiveness. Academic distinction is validated by external stakeholders, indicators, and evaluators (e.g., average SAT/ ACT scores for entering undergraduates, average GMAT and GRE scores for entering graduate students and graduates from our undergraduate programs, published program and college rankings, career opportunities for our graduates, level of alumni commitment, and maintenance of AACSB accreditation). It is also validated by the College's attainment of the goals and alignment with the University's strategic imperatives: the Quality Enhancement Plan (QEP); the Boyer Model of Scholarship; the stewards of place model for regional outreach and engagement; the Millennial Campus Initiative; and the UNC-Tomorrow. (See: www.wcu.edu/WebFiles/PDF/chancellor_10_16_08_-_BOG_Presentation for more detail). In addition, academic distinction is validated internally by the College's own measures (curriculum alignment with the critical behavioral skills required in business and the assurance of learning goals and the rigor and results of their assessment and feedback systems).

The College of Business plans to meet the standards for academic distinction through active collaborative learning; a central focus on engagement in the region, state, nation and beyond; an energized, dedicated and experienced faculty; a staff that understands and supports the College's distinctive learning and nurturing environment; and a student body that is motivated by their own high level of intellectual vitality, have a strong respect for global diversity and the world at large, and feel empowered to be active participants in their own learning journey. Finally, to further elevate the College's visibility and enhance its reputation, we plan to pursue a more comprehensive approach to marketing the College and its advancement.

The College of Business Strategic Initiatives and Goals

Our first *mission critical* initiative is to develop and deliver *Business Ready* undergraduate business programs and strategically-focused graduate business programs consistent with changes in the global business environment:

- A. Continuous curriculum assessment by the appropriate working groups, committees, and departments.
- B. Curriculum improvement and implementation as identified by the assessment.
- C. Enhance the curriculum by supporting and incorporating interdisciplinary studies and non-business cognates.
- D. Create an objective, transparent process for programmatic review and development.

March 30, 2009

Our second *mission critical* initiative is to maintain a firm commitment to continuously improve the quality and diversity of our student body and to a program of controlled enrollment growth that is consistent with the available resources for high quality program delivery:

- A. Review and strengthen as needed the College's admission, retention and graduation requirements for all students.
- B. Improve the recruiting process with an emphasis on increasing the quality and diversity of our student body.
- C. Improve retention and graduation rates.
- D. Continuously improve the cultural enrichment and global perspective of the student body.
- E. Develop and strengthen a professional *Business Ready* culture in the College of Business.

Our third *mission critical* initiative is to recruit, develop and retain faculty and staff who continuously improve the teaching, intellectual contribution, and service effectiveness of the College and focus on ways to increase diversity:

- A. Recruit academically qualified or professionally qualified faculty who demonstrate high potential for achievement.
- B. Continuously improve staff skills and capabilities.
- C. Continuously improve physical facilities and update support technologies compatible with contemporary and emerging global business and education practices.

Our fourth *mission critical* initiative is to build and strengthen relationships that facilitate an exchange of knowledge with the business community, professional organizations, and other diverse constituents, in order to support regional innovation, growth, and economic and community development:

- A. Enhance engagement efforts.
- B. Improve communications.

Our fifth *mission critical* initiative is to improve our efforts in advancement, development, and fundraising to allow us to generate the resources needed to achieve Strategic Plan Initiatives 1, 2, 3, and 4:

- A. Enhance advancement efforts.

B. Align development and fundraising efforts in support of the overall Strategic Plan.

Conclusion

The faculty and staff of the College of Business are enthusiastic about moving the College to the next level. The plan, although ambitious, is achievable over a reasonable time period because of the foundational work that has been done over the last several years. The College is included among the nation's 282 best business schools by the Princeton Review; our MBA program has earned, from Princeton Review, a top-four spot among schools offering the greatest opportunity for women in 2008; our online master's degree program in project management has been given a Number 1 national ranking in quality and affordability by the distance education information clearinghouse GetEducated.com; and our master's degree in entrepreneurship has been recognized by Fortune Small Business magazine as one of the five best online entrepreneurship programs in the nation. In addition, our centers and outreach programs have been meaningful, consistent partners in the areas of regional economic transformation and community development.

The College has experienced much success attracting outstanding faculty and continue to build a team of thought leaders and senior-level practitioners in business and in business education. Our new undergraduate program, anchored by the new pre-core and core business curriculum is designed to produce *Business Ready* graduates who are prepared to make a difference in their world. Our MBA program has been strengthened to emphasize the behavioral skills (strategic skills, operating skills, courage, energy and drive, organizational positioning skills and personal and interpersonal skills) required of high impact, innovative, leadership talent. We believe the College is in an excellent position to move forward with the refinements included in our plan and we approach the future with great excitement about what can be accomplished in concert with the University as a whole, our alumni, and our community and region.

Introduction

Description

Accredited by the Association to Advance Collegiate Schools of Business International (AACSB), the College of Business at Western Carolina University offers baccalaureate and master degree programs that prepare *Business Ready* students to meet the needs of industries, markets and institutions. Students and faculty work together to build collaborative learning communities focused on character, competence, and leadership and on a commitment to active and life-long learning, global perspective, and community and civic involvement. In addition, the College serves as a strategic partner with its community and region supporting and encouraging growth, innovation, and economic and community development.

The College is included among the nation's 282 best business schools by the Princeton Review. Princeton Review also ranks the College of Business among the nation's best schools at which to earn a master's degree in business administration, with the MBA program earning a top-four spot among schools offering the greatest opportunity for women in 2008. The College's online master's degree program in project management has been given a Number 1 national ranking in quality and affordability by the distance education information clearinghouse GetEducated.com and its master's degree in entrepreneurship was recognized as one of the five best online entrepreneurship programs in the nation by Fortune Small Business magazine.

Purpose Statement

The College of Business is embarking upon a critical time in its history with an opportunity to design a plan of action to achieve its mission in a world of increasing complexity and ambiguity. The College has engaged in a strategic planning effort to identify and assess its competencies, value proposition and brand promise and prosecute a strategic plan built around these attributes. The goal of the plan is to establish priority areas on which to concentrate in order to meet obligations to the College's stakeholders through a firm commitment to the University's strategic imperatives (www.wcu.edu/WebFiles/PDF/chancellor_10_16_08_-_BOG_Presentation):

- The University's Quality Enhancement Plan (QEP), a holistic approach that focuses on helping students integrate knowledge from different classes and co-curricular activities, and apply that knowledge in real-world settings.
- The Boyer Model of Scholarship, a new policy for faculty tenure, promotion and reappointment that rewards faculty for work beyond classroom teaching, traditional research and service, and for applying scholarly activities to help solve problems facing the region and state.
- The stewards of place model for regional outreach and engagement, where the College works to assist the Western North Carolina region in growth and innovation initiatives and community and economic development.

- The Millennial Campus Initiative, which offers a natural opportunity for collaborative alliances with other colleges, business, government, communities, and philanthropies.
- The UNC Tomorrow, which involves a commitment to by the University to respond more directly and proactively to the 21st century challenges facing North Carolina both now and in the future through the efficient and effective fulfillment of its three-pronged mission of teaching, research and scholarship, and public service.

The Strategic Planning Process and Opportunity for Input

The strategic planning process provides an opportunity for the College of Business to engage its broader constituencies both on and off campus in its long-range planning process. The process for soliciting input is participatory and seeks input from all of the College's stakeholders to share their insights, feelings, ideas, and expectations for achieving the vision and mission of the College of Business. It also, provides a comprehensive, integrated road map that will be the basis for moving the College forward over the next 5 years. In addition, it allows the College to put research-based leadership and organizational development best practices into action in developing the steps included and the tools used in the planning process.

Strategic Plan Characteristics and Objectives

The strategic plan establishes specific long-term directions for the College of Business based upon the College's core values, vision and mission in relation to the College's perceived strengths, weaknesses, external opportunities and threats. The plan is a management tool that assists decision-makers in evaluating initiatives and allocating resources to reach institutional goals. The strategic plan includes parameters that help decision-makers:

- Establish priorities among competing initiatives.
- Determine whether new initiatives should be pursued.
- Evaluate programs and services.

Since a strategic plan is designed to have a life span of five or more years, the goals outlined in the plan must be robust and flexible. A strategic plan must be specific enough to provide direction, yet flexible enough to allow mid-course corrections in response to unforeseen conditions. The ultimate purpose of any strategic plan is to keep the institution working toward pre-established strategic goals/outcomes that decision-makers have identified as important to the institution's future.

The College's Strategic Plan has three key objectives:

- Identify the differentiating competencies across the programs, departments, and functions of the College of Business.

- Prioritize mission critical initiatives and objectives for success in achieving the College's mission to become a leader among schools of business in educating tomorrow's high impact, innovative leadership talent and a valuable contributor to the region's efforts in promoting growth, encouraging innovation and supporting community and economic development.
- Establish action plans and assign responsibilities throughout the College to ensure effective and efficient implementation of strategies for achieving and supporting the mission critical initiatives and objectives.

College of Business Strategic Initiatives/ Goals/ Strategies

The College's Strategic Plan is based upon three subordinating constructs. Each construct plays a specific role in the Strategic Plan and the strategic planning process: They are:

- Strategic initiatives ~ general statements of planned action consistent with the core values, vision and mission.
- Strategic goals ~ moderately specific statements of action derived from the strategic initiatives that establish expected outcomes.
- Strategies ~ specific action plans that are designed to reach the outcome(s) established by the strategic goals and have specific costs associated with them.

Strategic initiatives are the heart of the Strategic Plan. They provide organizational structure and institutional focus and define the major long-term (mission critical) emphases or themes of the College. Strategic goals are typically set only every five to six years but are reviewed annually. While new strategic initiatives may arise during this time, they are generally not expected to change significantly over the life cycle of the plan.

Strategic goals give specificity to strategic initiatives and establish expectations of success. They, too, are key features of the written Strategic Plan. Strategic goals set the parameters for the institution in terms of how the approved strategic directions will be realized.

Strategies, by definition, are those actions that 1) have institutional impact and 2) are directly linked to specific institutional strategic goals. All strategies will include an action plan that outlines the unit(s) responsible for implementation, a timeline, resources needed, and performance targets.

The College of Business Strategic Initiatives

Mission critical initiatives and goals represent things we must do. They are activities without which we cannot accomplish our mission. Our first *mission critical* initiative is to develop and deliver *Business Ready* undergraduate business programs and strategically-focused graduate business programs consistent with changes in the global business environment:

- A. Continuous curriculum assessment by the appropriate working groups, committees, and departments.
- B. Curriculum improvement and implementation as identified by the assessment.
- C. Enhance the curriculum by supporting and incorporating interdisciplinary studies and non-business cognates.
- D. Create an objective, transparent process for programmatic review and development.

Our second *mission critical* initiative is to maintain a firm commitment to continuously improve the quality and diversity of our student body and to a program of controlled enrollment growth that is consistent with the available resources for high quality program delivery:

- A. Review and strengthen as needed the College's admission, retention and graduation requirements for all students.
- B. Improve the Recruiting Process.
- C. Improve Retention and Graduation Rates.
- D. Continuously improve the cultural enrichment and global perspective of the student body.
- E. Develop and strengthen a professional *Business Ready* culture in the College of Business.

Our third *mission critical* initiative is to recruit, develop and retain faculty and staff who continuously improve the teaching, intellectual contribution, and service effectiveness of the College and focus on ways to increase diversity:

- A. Recruit academically qualified or professionally qualified faculty who demonstrate high potential for achievement.
- B. Continuously improve staff skills and capabilities.
- C. Continuously improve physical facilities and update support technologies compatible with contemporary and emerging global business and education practices.

Our fourth *mission critical* initiative is to build and strengthen relationships that facilitate an exchange of knowledge with the business community, professional organizations, and other diverse constituents, in order to support regional innovation, growth, and economic and community development:

A. Enhance engagement efforts.

B. Improve communications.

Our fifth *mission critical* initiative is to improve our efforts in advancement, development, and fundraising to allow us to generate the resources needed to achieve Strategic Plan Initiatives 1, 2, 3, and 4:

A. Enhance advancement efforts.

B. Align development and fundraising efforts in support of the overall Strategic Plan.

Mission, Vision, Values and Philosophy

Mission of the College of Business

A University of North Carolina campus, Western Carolina University's College of Business will be a leader among schools of business in graduating baccalaureate and master degree students primarily from the lower Appalachians and the Carolina Piedmont who are *Business Ready* to meet the needs of industries, markets and institutions. Graduates will achieve their high-performance and innovative leadership potential through a curriculum emphasizing active learning involving academic studies enhanced by practical experience gained from engagement opportunities with businesses, and economic and community development agencies in the region and beyond.

College of Business Vision

The College of Business is a leading educator of high-performance, innovative; leadership talent who are prepared to meet tomorrow's business and the region's evolving development needs.

The Core Values of the College of Business

In pursuing our mission, the College of Business is committed to the following shared values:

- Integrity, Respect, Ethics, and Trust
-
- Intellectual Vitality: Passion and Curiosity
- Engagement, Service and Stewardship
- Globalization and Innovation
- Diversity, Inclusion and Leadership
- Teaching, Learning and Scholarship
- Excellence and Continuous Improvement

The Philosophy of the College of Business

It is our philosophy that quality faculty who meet high standards in teaching, scholarly activities and service are an absolute requirement in order to achieve our mission:

- In teaching, we adhere to the principles of the University's QEP program with special emphasis on the impact faculty have on the lives of their students.
- In scholarly activities, we adhere to the Boyer model in defining those activities. There are four categories of scholarship which include:

- Scholarship of Discovery
 - Scholarship of Integration
 - Scholarship of Application
 - Scholarship of Teaching
- Besides the more traditional service venues, faculty service will include work done for the college in helping to establish or further strategic collaborations as well as work done in economic and community development consistent with our mission.

DRAFT

Academic Programs, Centers, and Outreach

Academic Programs

The faculty and staff of the College of Business at Western Carolina University has committed themselves to providing a learning experience characterized by faculty working together with students in an inspiring collaboration focused on helping students synthesize their curricular and co-curricular college experiences and, thus, helping students to become intentional participants in their own educational journey. We call this approach our *Business Ready* solution.

Business Ready is about much more than College of Business graduates having expertise in a specific business discipline (e.g. accounting, management, marketing, etc.). It is a matter of our graduates being equipped with the ability and analytical tools to make decisions that allow them to “make a difference in their world” in an effective, sustainable and balanced way.

At the undergraduate level the College has a BSBA degree program and three BS degree programs (entrepreneurship, hospitality and tourism, and sport management). The BSBA program offers majors in accounting, business administration and law, computer information systems, entrepreneurship, finance, management, and marketing and emphasizes *leadership in action*. The BS degree programs offer students the opportunity to design a course of study with the best of both worlds – developing subject matter expertise in a non-business discipline while developing the management and/ or entrepreneurial know how required to make a difference in their world by starting a new venture or as a manager in their field of specialty.

The College also offers graduate degree programs in business administration, accountancy, entrepreneurship, and project management. These programs emphasize the development of *business judgment in context*. In each of these programs students confront real world challenges as they develop the level and type of judgment that will be required of them as business leaders.

The cornerstone of the College’s undergraduate and graduate degree programs is a commitment to a learning environment that combines:

- *Career-focused academic studies and co-curricular activities*
- *Learning by doing skills obtained from developing solutions to real-world problems confronting local and global businesses and institutions*
- *A broadening of intellectual knowledge and a strong foundation for ethical and moral decision making*
- *A network of successful and active alumni and engaged business, government and nonprofit organizations*

The College has educational partnership agreements with several universities in Europe and Australia. In addition, the College has integrated into its curriculum student projects involving companies that are being assisted by the College's Small Business and Technology Development Center and by business incubators at ABTech in Asheville, Haywood Community College, and educational institutions in Belgium, India, Mexico and South Africa.

Centers and Outreach

The College of Business encourages community outreach and engagement throughout all of its academic programs with experiential learning serving as a hallmark of the College's undergraduate and graduate programs. In addition, outreach and thought and global leadership are the focus of the College's centers and outreach programs. A key feature of the College's centers and outreach programs is that they are fully integrated within the curriculum to provide students with hands on real world experience and to prepare them for personal and career success. In addition, the College's centers and outreach programs are all focused on making a tangible impact in the community and region in the areas of growth, innovation, and economic and community development.

The College of Business houses the Center for Entrepreneurship and Innovation (CEI), the Center for Information Technology and Assurance (CITA), the Center for Professional Selling and Marketing, the North Carolina Agricultural Mediation Program (NCAMP) and is home to one of the 17 regional offices of The North Carolina Small Business and Technology Development Center (SBTDC).

CEI is charged with providing entrepreneurship programs on and off the campus. CEI is designed to build upon the University's existing undergraduate and graduate programs in entrepreneurship, and to support faculty research focusing on issues of innovation, new venture creation and growth, commercialization and technology transfer, and identification of funding sources. The center works with companies at various stages of their life cycle helping to develop solutions to the business and market challenges that they face. In addition, the center runs an annual student business plan competition to encourage innovation and the development of entrepreneurial talent in the region.

CITA is charged with assisting regional businesses and organizations with enhancing their productivity and competitiveness. It leverages the College's existing infrastructure, the tools of modern information technology and the power of people brought together to help solve problems and meet the challenges of tomorrow.

The Center for Professional Selling and Marketing provides an excellent educational opportunity for students interested in pursuing a career in professional selling and sales management. The Center also works with companies to improve the effectiveness of their sales organization.

March 30, 2009

NCAMP is the USDA certified state mediation provider for the State of North Carolina. NCAMP works with USDA customers and borrowers to resolve their dispute with USDA agencies. Mediation is an effective way to settle disputes in many different USDA programs, including farm loans, rural development housing loans, agricultural credit issues, and conservation programs.

SBTDC provides comprehensive support to business owners, entrepreneurs and those engaged in economic development in 14 counties of Western North Carolina. In 2007, the Center provided more than 4,000 hours of free, one-on-one confidential counseling to 565 clients. Nearly 90 percent of all SBTDC clients in 2007 were small business owners; the remaining were would-be entrepreneurs, nonprofit organizations and local governments. In addition, the SBTDC facilitated 23 applied learning projects connecting WCU faculty and students with the local business community. The businesses received assistance from seven professors, 32 graduate students and 36 undergraduate students from the College and the Center's client companies reported increased revenues of \$10.3 million in 2007, and obtained nearly \$18 million in investment from loans, venture capital and owner investment.

Stakeholders

The College's stakeholders include individuals, groups and organizations who deal directly with it and those who are affected by it locally, regionally and globally. The categories of stakeholders listed here are not mutually exclusive, and the list is not exhaustive- any individual or organization may recognize itself in several groups. The College respects its mutually beneficial relationships with its stakeholders as this is a central aspect of our mission.

Prospective Students

The College of Business recruits students considering undergraduate and post-baccalaureate education who are interested in making a difference in their world. Most desirable to prospective students is the College's embracing and incorporating the University's QEP where faculty work together with students in a collaboration focused on helping our students synthesize their curricular and co-curricular (outside of courses) college experiences and become intentional participants in their own educational journey.

The goal is for our graduates to excel as well rounded professionals and citizens who are:

- Purpose Driven
 - *Moral and ethical foundation*
 - *Acting with honor and character*
 - *Work/life balance*
- Knowledgeable and Intellectually Curious
 - *Wealth and jobs creation process*
 - *Global competition and innovation*
 - *Economic sustainability and social progress*
- Service Oriented
 - *Community*
 - *Regional and state*
 - *National and global*

March 30, 2009

Another attraction for students is the College's focus on preparing *Business Ready* graduates by providing students with a unique portfolio of valuable learning, research and engagement opportunities that emphasize character, competence, and leadership. In addition, the comprehensive course offerings and alternative business/ non-business program options allow students to design a personalized study program to meet their specific needs.

Parents

The College of Business offers a nurturing environment for our students. Parents take comfort in knowing that our students receive personalized attention and are engaged in distinctive academic programs that are designed for personal and career success.

Undergraduate Students

The University and the College of Business place a high priority on diversity and face significant challenges to its diversity goals, since its regional population is over 90% Caucasian. Further, the College of Business's mission incorporates global standards, a significant challenge in a rural area with many students who have not traveled widely.

In response to these challenges, the College of Business has made a number of significant changes and has further plans to expand its diversity programs. First, the College of Business is significantly expanding its summer travel abroad opportunities. Since many students work full or part-time, summer travel is the only realistic alternative for cultural enrichment through travel. The College of Business sponsored summer abroad program in China-2007 was a successful collaboration among several schools in the UNC system. Further summer programs are planned for 2009 and beyond.

Second, the College of Business has actively recruited international faculty and has increased the number of faculty in its programs from other countries, particularly Asian countries. This international recruiting emphasis will continue as will efforts to create programs that allow other faculty to participate in international programs.

Finally, the College of Business has developed innovative methods for introducing diversity into its courses and curriculum. For example, a pilot program in conjunction with Asheville-Buncombe Technical Community College utilized graduate and undergraduate student groups on joint projects working in conjunction with student groups in Mexico and India. Final project summaries were completed with representatives from all three countries joining in a teleconference.

Graduate Students

The College of Business enrolls graduate students who seek to move their careers to the next level. The College serves two distinct groups: those whose educational needs are fully served by our advanced and terminal degree programs, and those whose professions require continuing advanced education for certification or license. Regardless of the program of study, the College's graduate education is designed to develop leaders who are ready to meet the challenges

faced by mid to senior management of today's rapidly changing global economic, social, and business environment.

Alumni

The College of Business seeks to strengthen its connection with its graduates. It is our intention to increase the participation of our graduates in the educational experience of our students and to develop a network of successful and active alumni as mentors and as potential resources respecting internships, cooperative education and permanent productive employment. This relationship is founded on our graduates' commitment to the ideals of the institution, particularly citizenship, service, and lifelong learning, and the College's desire to maximize the value of its degrees.

Faculty

The College of Business's philosophy is that quality faculty who meet high standards in teaching; scholarly activities; and service are an absolute requirement in order to achieve our mission. The College fosters a spirit of community among the faculty based on mutual respect, shared governance, compensation at competitive levels, and opportunity both for professional advancement and to perform valued service to the College, the University and the community at large.

Staff

The College of Business employs professional and support staff that are attracted to the College's mission and learning environment. By their efforts and their attitudes the staff members play an active role in developing the College and relating it to its stakeholders. The College's staff shares a desire to facilitate students' success, to foster a diverse and collegial community, and to help individuals adapt and grow in a complex environment. The staff takes justifiable pride in their work ethic and their association with a college of distinction.

Supporters

The College of Business benefits from many supporters including individuals, businesses, governmental agencies at all levels, and non-profit organizations. Supporters demonstrate strong commitment to the College in their support of fund-raising campaigns, lectures, internships, active learning, and community oriented projects.

Employers

The College of Business relies on employers and others who hire our graduates as these stakeholders validate our efforts to achieve distinction in the most tangible way. In addition to hiring graduates, this group supports the College and its academic programming by serving on advisory boards and by sponsoring internships, cooperative education, and other experiential education for our students.

The External Community

The College of Business relates to the community and region through its educational opportunities for undergraduate and graduate students and its role as a strategic partner supporting and encouraging growth, innovation, and economic and community development. The impact of the College extends beyond our region to the state, national and global levels through its focus on applied research, its centers and outreach programs which involve areas where the College has expertise and where there is strength and need in external communities, and its commitment to producing *Business Ready* graduates.

DRAFT

Comparative Advantages

The College of Business aspires to become a leader among schools of business by developing and delivering *Business Ready* undergraduate business programs and strategically-focused graduate business programs consistent with changes in the global business environment. These aspirations will grow in reality and reputation from the College's commitment to the University's strategic imperatives respecting the QEP, the Boyer Model of Scholarship, the stewards of place model for regional outreach and engagement, the Millennial Campus Initiative, and the UNC Tomorrow and to continuous improvement in the quality of our academic and non-academic programs and the effectiveness and efficiency of college operations.

Our *Business Ready* focus is not only captured in our business curriculum it is central to the overall student experience and the culture of the College. The College also offers a nurturing environment for our students where students receive personalized attention and are engaged in distinctive academic programs that are designed for personal growth as well as career success. The College's commitment to these principles extends to its faculty and staff where opportunities for professional development and enrichment are strongly encouraged and supported.

Engagement

The College of Business fully embraces the University's culture of engagement. Engagement is central to the College's active learning centered curriculum. Expectations for engagement are set high for students to take the initiative and responsibility for their active involvement in learning activities, and for faculty and staff to invest in supporting student successes. Engagement is also central to our mission respecting partnering with our community and region and is an essential way in which we differentiate ourselves from other institutions.

Faculty

The faculty is committed to meeting high standards in teaching, scholarly activities and service. The faculty is primarily full-time, academically and/or professionally qualified and committed to supporting the culture of engagement and the focus on active learning. Evidence of this commitment is found throughout the business curriculum and in the faculty's support and implementation of the QEP and the Boyer Model of Scholarship.

The faculty is dedicated to our students' success and forges master craftsman-apprentice relationships with students and involves students in their scholarship and service activities. More than a quarter of our faculty is experienced former senior level executives who are terminally degreed. The blend of their business insights and academic experience provides a unique environment for collaborative learning that prepares our students with the high-performance, innovative; leadership skills and tools needed to meet tomorrow's business and the region's evolving development needs.

The faculty's emphasis on applied research serves to enhance the College's engagement and outreach efforts. To encourage interdisciplinary business research, the College has launched a college-wide seminar series where faculty share their research, research methodologies and important insights with respect to best practices and approaches for success in publishing in peer review journals. In addition, research collaborations abound both within and across disciplines in the College.

Community Resources

The University is situated in the mountains of Western North Carolina. The area known for its natural beauty and rural setting is a leading location for in-migration of senior-level executive and entrepreneurs who have retired from the rigors of everyday business life and are open to mentoring and guiding future generations of leadership talent. The College offers a great opportunity for this group of highly successful role models and speakers to continue to build legacies. In addition, these individuals help the College invigorate its curriculum by serving on advisory boards and as judges in student business plan and case competitions.

The community is also rich with wonderful opportunities for students to gain hands on experience. The business incubators at ABTech and Haywood Community College, the University's Rapid Product Realization Center, and organizations like Marketing Association for Rehabilitation Centers, Inc. (MARC), Bank of Asheville, BB&T, Dixon Hughes PLLC, HomeTrust Bank, and Macon Bank, provide a wide range of curricular and co-curricular opportunities for our students to hone their skills and form connections that may lead to permanent placement.

Outreach Programs

Students find opportunities to expand their active learning by taking part in service projects both across the community. Faculty and staff contribute their time and energies for their mutual benefit and to further the College's mission respecting community and regional partnership. In addition, the College's centers and outreach programs are all focused on making a tangible impact in the community and region in the areas of growth, innovation, and economic and community development.

Strategic Initiatives

For the first time in many years, the College of Business has developed a long-term strategic plan with the full engagement of our faculty and other stakeholders. The process was organized in accordance with the College's By-Laws and was chaired by the Dean and included two co-vice chairs and the heads all programs and academic disciplines. Furthermore, the Strategic Planning Committee and individual task forces looked at the entire College of Business with regard to aligning the College with the strategic imperatives of the University and enhancing existing programs, adding new offerings, as well as making both subtle and dramatic changes to how we operate. The mission critical initiatives and their associated goals that are in the Strategic Plan include initiatives resulting from a comprehensive and thorough assessment of what is needed to position the College of Business to be a leading educator of high-performance, innovative, leadership talent who are prepared to meet tomorrow's business and the region's evolving development needs.

The College's Strategic Plan consists of initiatives in five mission critical areas (curriculum, students, faculty/ staff development, external relations, and resource enhancement). It is crucial to note, however, that the College will only be able to move to the next level if and only if academic distinction is the top priority driving our efforts in each of these areas. Academic distinction is at the core of our vision to become a leading educator of high-performance, innovative, leadership talent who are prepared to meet tomorrow's business and the region's evolving development needs. Academic distinction requires the College to focus its efforts largely on strengthening the value-added content of the curriculum and committing to a process of continuous improvement. It is in this context that the initiatives in the other four areas can be seen as supporting the attainment of the academic distinction of the College's programmatic efforts and operations.

Academic distinction reflects the quality and comprehensiveness of the College's academic programs and the manner in which we support and strengthen those programs. Over the next several years, the College will concentrate on broad areas such as program enhancements involving the undergraduate pre-core, core and majors and the core components and overall focus of our graduate programs. Also, the College plans to develop programs and processes to improve student quality, career management services and permanent productive employment; to attract and retain quality faculty; and to enhance development activities with particular focus on scholarships, endowed professorships, program support and improved facilities. In addition, the College plans to enhance the overall educational experience at both the undergraduate and graduate levels by expanding global alliances and collaboration with other programs at the University as well as other academic and non-academic institutions; strengthening our emphasis on ethics, leadership and communication skills; improving outreach to our community and region; and broadening and deepening alumni involvement in the College.

March 30, 2009

As the College works to achieve its vision, attention will be given to validating the achievement of academic distinctiveness. Academic distinction is validated by external stakeholders, indicators, and evaluators (e.g., average SAT/ ACT scores for entering undergraduates, average GMAT and GRE scores for entering graduate students and graduates from our undergraduate programs, published program and college rankings, career opportunities for our graduates, level of alumni commitment, and maintenance of AACSB accreditation). It is also validated by the College's attainment of the goals and alignment with the University's strategic imperatives: the QEP; the Boyer Model of Scholarship; the stewards of place model for regional outreach and engagement; the Millennial Campus Initiative; and the UNC-Tomorrow. In addition, academic distinction is validated internally by the College's own measures (curriculum alignment with the critical behavioral skills required in business and the assurance of learning goals and the rigor and results of their assessment and feedback systems).

The men and women of the College of Business are enthusiastic about meeting the standards for academic distinction. The College will accomplish this objective through active collaborative learning; a central focus on engagement in the region, state, nation and beyond; an energized, dedicated and experienced faculty; a staff that understands and supports the College's distinctive learning and nurturing environment; and a student body that is motivated by their own high level of intellectual vitality, have a strong respect for global diversity and the world at large, and feel empowered to be active participants in their own learning journey. Finally, to further elevate the College's visibility and enhance its reputation, we plan to pursue a more comprehensive approach to marketing the College and its advancement.

Initiative 1: Curriculum

Develop and deliver *Business Ready* undergraduate business programs and strategically-focused graduate business programs consistent with changes in the global business environment.

- A. Continuous curriculum assessment by the appropriate working groups, committees, and departments:
 - 1. Maintain Assurance of Learning (AoL) Goals for all undergraduate and graduate programs consistent with changes in the global business environment.
 - 2. Implement and continuously improve Quality Enhancement Plans for each undergraduate major.
 - 3. Measure and improve student satisfaction and perceived value.

- B. Curriculum improvement and implementation as identified by the assessment:
 - 1. Improve the effectiveness of our curriculum decision making process.
 - 2. Review and resolve systemic problems that hinder student performance.

- C. Enhance the curriculum by supporting and incorporating interdisciplinary studies and non-business cognates.
- D. Create an objective, transparent process for programmatic review and development:
 - 1. Evaluate programs on relevant criteria.
 - 2. Create a plan to identify underperforming programs and improve or eliminate those programs.
 - 3. Allocate resources to high performing programs.

Initiative 2: Students

Maintain a firm commitment to continuously improve the quality and diversity of our student body and to a program of controlled enrollment growth that is consistent with the available resources for high quality program delivery.

- A. Review and strengthen as needed the College's admission, retention and graduation requirements for all students:
 - 1. Monitor admissions inputs (e.g., incoming SAT for freshman where applicable, GPA, TOEFL, GMAT, GRE).
 - 2. Develop admissions procedures and matriculation standards that target increasingly high academic quality students.
 - 3. Facilitate formal arrangements for students to develop the background and skills required for admittance to the College of Business.
- B. Improve the recruiting process with an emphasis on increasing the quality and diversity of our student body:
 - 1. Facilitate and enhance University admissions staff understanding of the College and participate in "closing the deal" process.
 - 2. Work closely with University Advising and Student Affairs.
 - 3. Measure and monitor diversity of undergraduate and graduate student body in the College and develop and implement a diversity recruiting plan for students:
 - i) Utilize Admissions to promote diversity in recruiting prospective students.
 - ii) Utilize student organizations to promote diversity in recruiting prospective students.
 - 4. Establish and build endowment to support student scholarships.

5. Work with community colleges to develop articulation agreements.
6. Develop branding campaign to increase awareness and improve image of the College.
7. Form a student advisory group to the Dean at both the undergraduate and graduate level.

C. Improve Retention and Graduation Rates:

1. Provide our students with appropriate academic advising, career counseling, and placement support services.
2. Develop technology based tools to educate students on program requirements, college policies, and procedures.
3. Develop technology based tool that allows students to monitor their own academic progress.
4. Measure employment outcomes for undergraduate and graduate students in terms of the quality of organization and the salaries of the positions. Establish goals and improve the quality of placements of undergraduate and graduate students.

D. Continuously improve the cultural enrichment and global perspective of the student body:

1. Develop innovative methods for introducing diversity into our courses and curriculum.
2. Promote international partnerships, study abroad opportunities, and student exchange programs.
3. Actively recruit international faculty.

E. Develop a professional *Business Ready* culture in the College of Business:

1. Strengthen ethical and professional behavior.
2. Improve student interaction opportunities:
 - i) Strengthen and support business student organizations, e.g. Alpha Kappa Psi, the professional business fraternity, and discipline specific organizations.
 - ii) Utilize the Business Honor Society – Beta Gamma Sigma.

3. Develop and implement co-curricular and experiential learning programs:
 - i) Create an internship and career opportunities program.
 - ii) Enhance student research and work and study abroad opportunities.
 - iii) Provide professional development opportunities for students.
 - iv) Encourage more students to engage in student competitions.
 - v) Develop student run businesses.
 - vi) Increase alumni involvement in and commitment to the College's academic and outreach programs.

Initiative 3: Faculty/Staff Development and Diversity

Recruit, develop and retain faculty and staff who continuously improve the teaching, intellectual contribution, and service effectiveness of the College and focus on ways to increase diversity.

- A. Recruit academically qualified or professionally qualified faculty who demonstrate high potential for achievement:
 1. Provide a compensation package and professional development opportunities that are competitive with those provided by AACSB accredited peer institutions.
 2. Develop and implement a diversity recruiting plan for faculty.
 3. Provide faculty with resources and opportunities to explore and develop new or improved pedagogical methods and discipline based scholarship.
 4. Provide mentoring for junior faculty.
 5. Improve faculty opportunities to participate in co-curricular and experiential learning programs.
 6. Increase consulting and internship opportunities for faculty and students domestically and internationally.
- B. Continuously improve staff skills and capabilities.
- C. Continuously improve physical facilities and update support technologies compatible with contemporary and emerging global business and education practices.

Initiative 4: External Relationships

Build and strengthen relationships that facilitate an exchange of knowledge with the business community, professional organizations, and other diverse constituents, in order to support regional economic growth.

A. Enhance engagement efforts:

1. Enhance professional faculty interaction with external constituents in support of regional innovation, growth, and economic and community development.
2. Support activities involving student and faculty engagement in the community in support of the College's educational programming.
3. Increase alumni involvement in and commitment to the College's academic and outreach programs.

B. Improve communication:

1. Communicate more effectively the College's programs, activities, and accomplishments to the university and external constituents.

Initiative 5: Resource Enhancement

Improve our efforts in advancement, development, and fundraising to allow us to generate the resources needed to achieve Strategic Plan Initiatives 1, 2, 3, and 4.

A. Enhance advancement:

1. Develop the College's Board of Advisors.
2. Communicate more effectively with alumni, donors, and other key stakeholders.
3. Develop systematic alumni tracking system.

B. Align development and fundraising efforts in support of the overall Strategic Plan:

1. Insure that the College's development priorities are driven by this Strategic Plan.
2. Leverage College fundraising successes to motivate more and larger major gifts to the College of Business.

C. Secure and build Dean's endowment to insure College initiatives can be engaged in and sustained.

1. Secure naming gifts for the College's facilities, equipment, and programs.
2. Align fundraising priorities and messaging with University campaign communication.

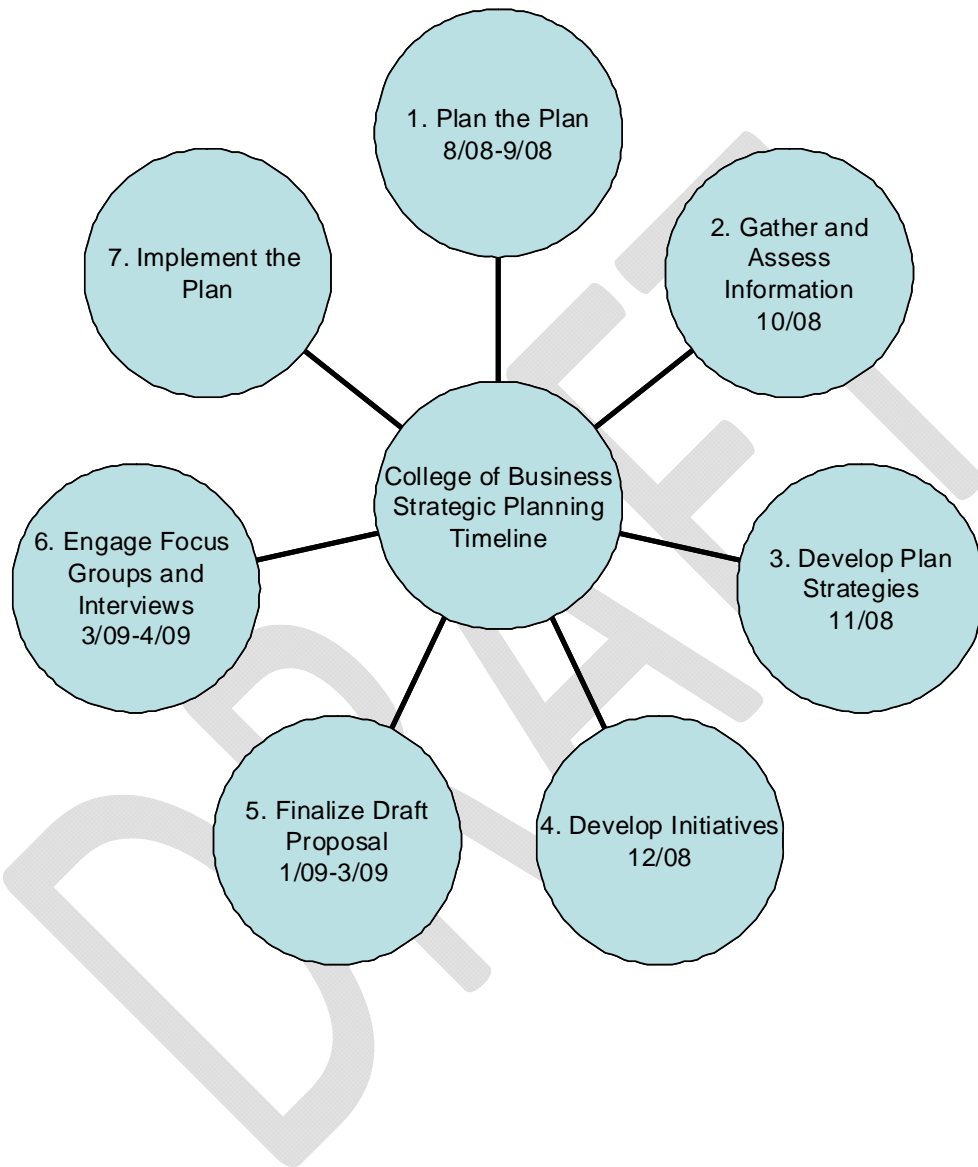
Strategic Plan Relationship to the Budget of the College of Business

As part of the Strategic Plan, the College of Business is identifying how budgeting will be linked to planning as well as the role of the College's Strategic Planning Committee (SPC) in facilitating this work. In general, the College's approach to funding strategic planning priorities like the University's approach includes:

- allocating new and redirecting current resources to achieve strategic planning goals;
- improving services without increasing costs;
- realigning current resources to achieve goals; and
- validating connections between use of current resources and institutional goals.

College of Business Budgeting and Planning Cycle

Prior to the beginning of the budgeting process, the SPC conducts an internal and external scan to determine major institutional budget needs and priorities related to the Strategic Plan. The SPC presents its findings as suggested planning and budgeting priorities to the College's Leadership Group. After reviewing the SPC recommendations, the Leadership Group recommends institutional priorities to the Dean who sets the final institutional strategic priorities and budget parameters for the planning cycle. Once the Dean makes allocations, a report is distributed to both the Leadership Group and SPC.



Conclusion

The faculty and staff of the College of Business are enthusiastic about moving the College to the next level. To accomplish this task the College is taking steps in this plan to ensure that academic distinction is the top priority. Academic distinction is the key to achieving our mission of preparing *Business Ready* students to meet the needs of industries, markets and institutions. Academic distinction extends beyond the classroom, where scholarship and collaborative, active learning are fundamental value-added elements. It incorporates an environment that integrates student learning and personal and career development into a holistic educational experience and a community that recognizes the importance of being globally aware and celebrates diversity, civic and personal responsibility, respect, and cooperation.

The College's Strategic Plan, although ambitious, is achievable over a reasonable time period because of the foundational work that has been done over the last several years. The College is included among the nation's 282 best business schools by the Princeton Review. Our MBA program has earned, from Princeton Review, a top-four spot among schools offering the greatest opportunity for women in 2008 and our online master's degree program in project management (the first of its kind) has been given a Number 1 national ranking in quality and affordability by the distance education information clearinghouse GetEducated.com. In addition, our master's degree in entrepreneurship has been recognized by Fortune Small Business magazine as one of the five best online entrepreneurship programs in the nation. Our centers and outreach programs have had meaningful, consistent, positive impact in the areas of regional economic transformation and community development and are positioned to leverage off of this success.

The College has experienced much success attracting outstanding faculty and continue to build a team of thought leaders and senior-level practitioners in business and in business education. Our new undergraduate program, anchored by the new pre-core and core business curriculum is designed to produce *Business Ready* graduates who are prepared to make a difference in their world. Our MBA program has been strengthened to emphasize the behavioral skills (strategic skills, operating skills, courage, energy and drive, organizational positioning skills and personal and interpersonal skills) required of high impact, innovative, leadership talent. We believe the College is in an excellent position to move forward with the refinements included in our plan and we approach the future with great excitement about what can be accomplished in concert with the University as a whole, our alumni, and our community and region.