



College of Business

Strategic Plan

(2018-2023)

Earned excellence.



The best business schools
in the world.

Mission Statement

The AACSB accredited College of Business provides reality-based education that enables a diverse* student body to advance intellectually, professionally, and financially. We create student-focused learning environments and engage in predominantly applied research that contributes to educational excellence, and business and industry practices.

*Diversity at UHD includes demographic factors such as ethnicity, race, and age. In addition, there is diversity in the quality of their academic preparation since approximately 85% of the students transfer from another institution.

Shared Values

- **Professionalism:** the high standard expected from individuals who are well trained in a particular area of expertise that includes respect for another's commitment to the common purpose and ability to work toward it.
- **Commitment:** the willingness and aspiration to make efficient use of available resources in order to achieve common goals.
- **Inclusivity:** tolerance of different points of view and actively eliciting and objectively evaluating input from all stakeholders to reach a shared outcome.
- **Innovation:** the skills and ability to produce new ideas and practices or improve existing ones.
- **Transparency:** the willingness to openly share and timely communicate decisions, policies and practices.
- **Integrity:** the quality of being honest, having strong moral principles, holding oneself accountable, and the belief that others will do the same.

Proposed Goals and Objectives

1. Increase student success in their academic and professional lives.
 - a. By 2022, at least 70% of undergraduate students and 80% of graduate students will achieve stated learning outcomes¹ established by the MDCOB for undergraduate and graduate programs², respectively.
 - b. By 2022, at least 70% of undergraduate and graduate students will advance professionally or financially within one year of graduation.
 - c. By 2022, at least 75% of graduating students will express satisfaction with the efforts of the MDCOB Career Office.
 - d. By 2022, at least 70% of effectiveness outcomes³ established by the MDCOB for operational and support programs⁴ will be achieved.
2. Increase student enrollment, retention, and graduation in MDCOB programs.
 - a. By 2022, maintain graduate student enrollment at about 1000 students.
 - b. By 2022, achieve and maintain the increase in undergraduate student enrollment at 2% annually.
 - c. By 2022, achieve and maintain a retention rate of 85% and a graduation rate of 85% for both undergraduate and graduate students.
 - d. By 2022, graduate at least 90% of graduate students⁵ within 3 years of entering the MBA program and at least 90% of undergraduate students within 3 years of admission to the BBA⁶ program.
 - e. By 2022, at least 80% of undergraduate students and 80% of graduate students will agree that their instructors were responsive to student needs.
3. Improve faculty and staff recruitment, performance, and retention.
 - a. Maintain faculty qualification ratios to meet or exceed AACSB standards across all programs and locations.
 - b. By 2022, annually secure an amount equal to at least 4% of total salaries to be distributed to faculty and staff for professional development and research contributing to educational excellence and business and industry practices.
4. Increase non-state funding to support academic programs.
 - a. By 2022, double the number of students receiving scholarships.
 - b. By 2022, increase annual donations to the MDCOB by 50%.
 - c. By 2022, achieve and maintain an annual gross income of at least \$1,500,000 coming from continuing education courses.

¹ Learning outcomes relate to academic programs (i.e., credentials issued by UHD) that articulate what the student is expected to know, do, or value at the end of a course.

² An academic program is defined as credentials issued by UHD (i.e., degree or certificate).

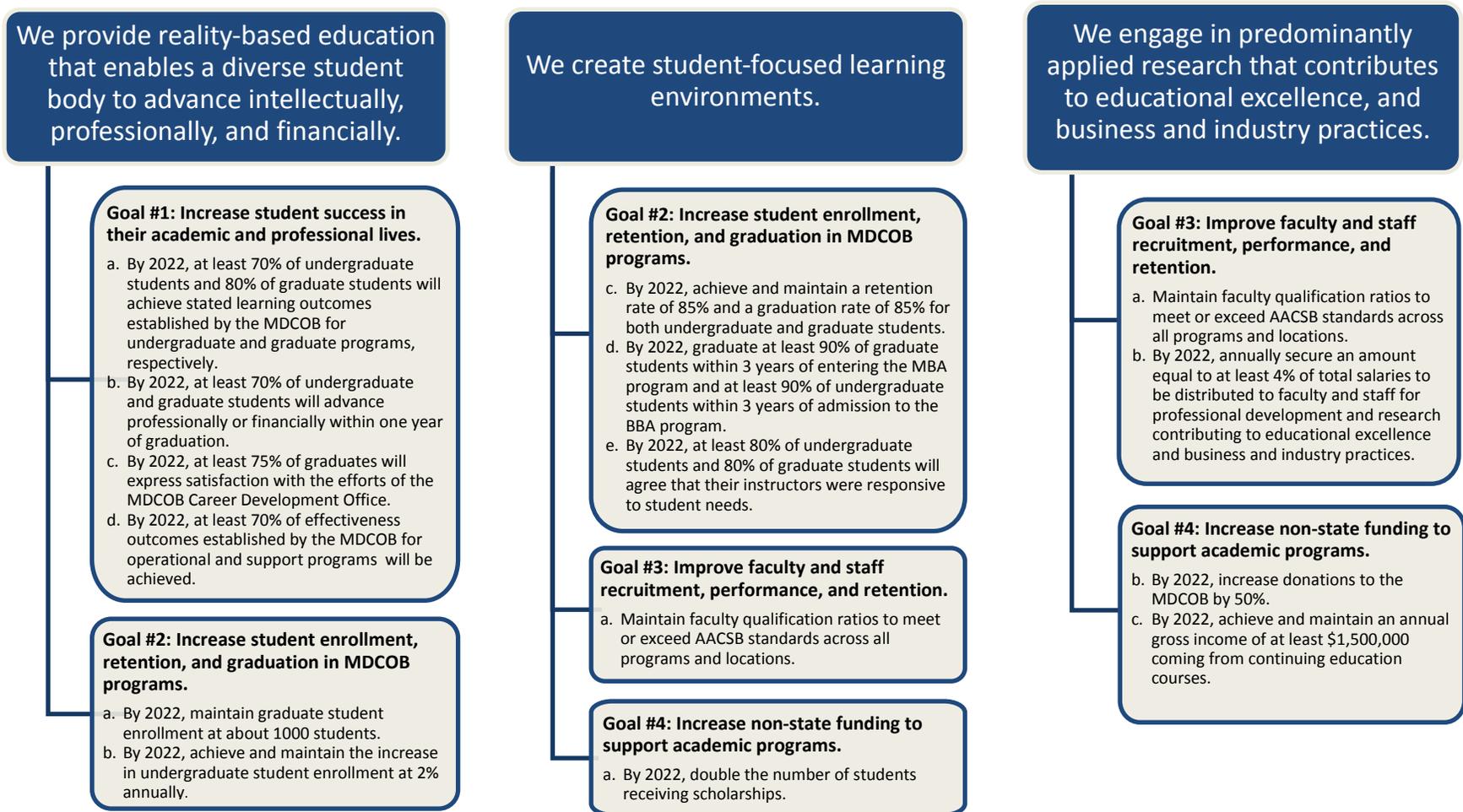
³ Effectiveness outcomes refer to what a program will do or what groups of faculty or staff will do.

⁴ Operational and support programs include co-curricular and student support (e.g., Career Center, Continuing Education).

⁵ In accordance with the graduate admission requirements listed in the 2016-2017 Graduate Catalog.

⁶ In accordance with the BBA admission requirements listed in the 2016-2017 Undergraduate Catalog.

Figure 1: Mission to Goals Map



Core Strategies

1. Enhance teaching effectiveness.*
2. Continuously improving the curriculum.
3. Provide services and programs that enhance academic and career opportunities.
4. Strengthen the reputation of the MDCOB.
5. Invest in faculty and staff excellence.
6. Maintain an effective and efficient organizational structure.

*Teaching effectiveness will be defined by MDCOB faculty

Table 1: Relationship of Goals to Core Strategies

Goal	Core Strategy
1. Increase student success in their academic and professional lives.	<ol style="list-style-type: none"> 1. Enhance teaching effectiveness. 2. Continuously improve the curriculum. 3. Provide services and programs that enhance academic and career opportunities. 4. Strengthen the reputation of the MDCOB.
2. Increase student enrollment, retention, and graduation in MDCOB programs.	<ol style="list-style-type: none"> 1. Enhance teaching effectiveness. 2. Continuously improve the curriculum. 3. Provide services and programs that enhance academic and career opportunities. 4. Strengthen the reputation of the MDCOB. 5. Invest in faculty and staff excellence.
3. Improve faculty and staff recruitment, performance, and retention.	<ol style="list-style-type: none"> 5. Invest in faculty and staff excellence. 6. Maintain an effective and efficient organizational structure.
4. Increase non-state funding to support academic programs.	<ol style="list-style-type: none"> 2. Continuously improve the curriculum. 4. Strengthen the reputation of the MDCOB. 5. Invest in faculty and staff excellence.

Tactics for Implementing Core Strategies

Core Strategy #1: Enhance teaching effectiveness.

Tactic 1.1: Embed reality-based educational activities (e.g. high impact, service learning) in all major fields of study.

Tactic 1.5: Expand our Student-Focused Learning efforts by increasing the quality & quantity of student-student and instructor-student interaction in all courses.

Core Strategy #2: Continuously improve the curriculum

Tactic 2.1: Annually review assessment plans and data by disciplines and support faculty efforts to implement close-the-loop activities.

Tactic 2.2: The faculty will work with the assessment committee and assessment directors to meet the course assessment needs of the MDCOB.

Tactic 2.3: Review and update (if necessary) Learning Objectives for programs to ensure they are meaningful, feasible, measurable, and in line with industry guidance.

Core Strategy #3: Provide services and programs that enhance academic and career opportunities.

Tactic 3.1: Increase student retention rate through student progress monitoring and intervention.

Tactic 3.4: Support the success of student organizations through increased funding and faculty involvement.

Tactic 3.5: Increase the impact of the MDCOB Career Center by identifying and communicating internship and employment opportunities.

Tactic 3.8: Provide new students with an orientation to the MDCOB to facilitate students' success.

Tactic 3.9: Increase the amount of FTIC students that choose a business major.

Tactic 3.10: Increase the amount of community college transfer students into MDCOB by maintaining closer relationships with the community colleges.

(Note: Some tactics from previous years have been completed and removed from this Strategic Plan, but the numbering scheme has been maintained for continuity.)

Core Strategy #4: Strengthen the reputation of the MDCOB.

Tactic 4.3: Enhance integrated marketing communication campaign that builds and communicates a differentiated brand image (high quality/industry focus).

Tactic 4.5: Restore and re-invigorate a College of Business Advisory Board partly composed of industry representatives with an added focus on supporting the Career Center.

Tactic 4.7: Develop student awareness and college support for Beta Gamma Sigma.

Tactic 4.9: Conduct and periodically review student surveys for continuing study programs to assess and ensure client satisfaction.

Core Strategy #5: Invest in faculty and staff excellence.

Tactic 5.1: Annually review individual faculty workload and make adjustments to ensure performance excellence and job satisfaction.

Tactic 5.2: Provide additional time and incentives for faculty to engage in high-impact research.

Tactic 5.3: Communicate and support opportunities for faculty research consistent with the mission of the college.

Tactic 5.4: Increase the amount of time spent by staff on development related activities.

Tactic 5.5: Increase faculty and staff compensation by pursuing supplemental funding sources.

Tactic 5.6: Increase the amount of external grant funding received.

Tactic 5.7: Monitor and maintain AACSB defined ratios for SA, PA, SP and IP faculty designations.

Tactic 5.9: Increase the amount of time spent by faculty on professional development consistent with the mission of the college by providing additional time and incentives to faculty.

Core Strategy #6: Maintain an effective and efficient organizational structure.

Tactic 6.1: Annually review and update the strategic plan to ensure accomplishment of the MDCOB's mission.

Tactic 6.2: Maintain AACSB accreditation standards on an ongoing basis.

Tactic 6.5: Annually review and update the faculty management plan.

Figure 2: Mission to Tactics Map for Core Strategies 1, 2 and 3

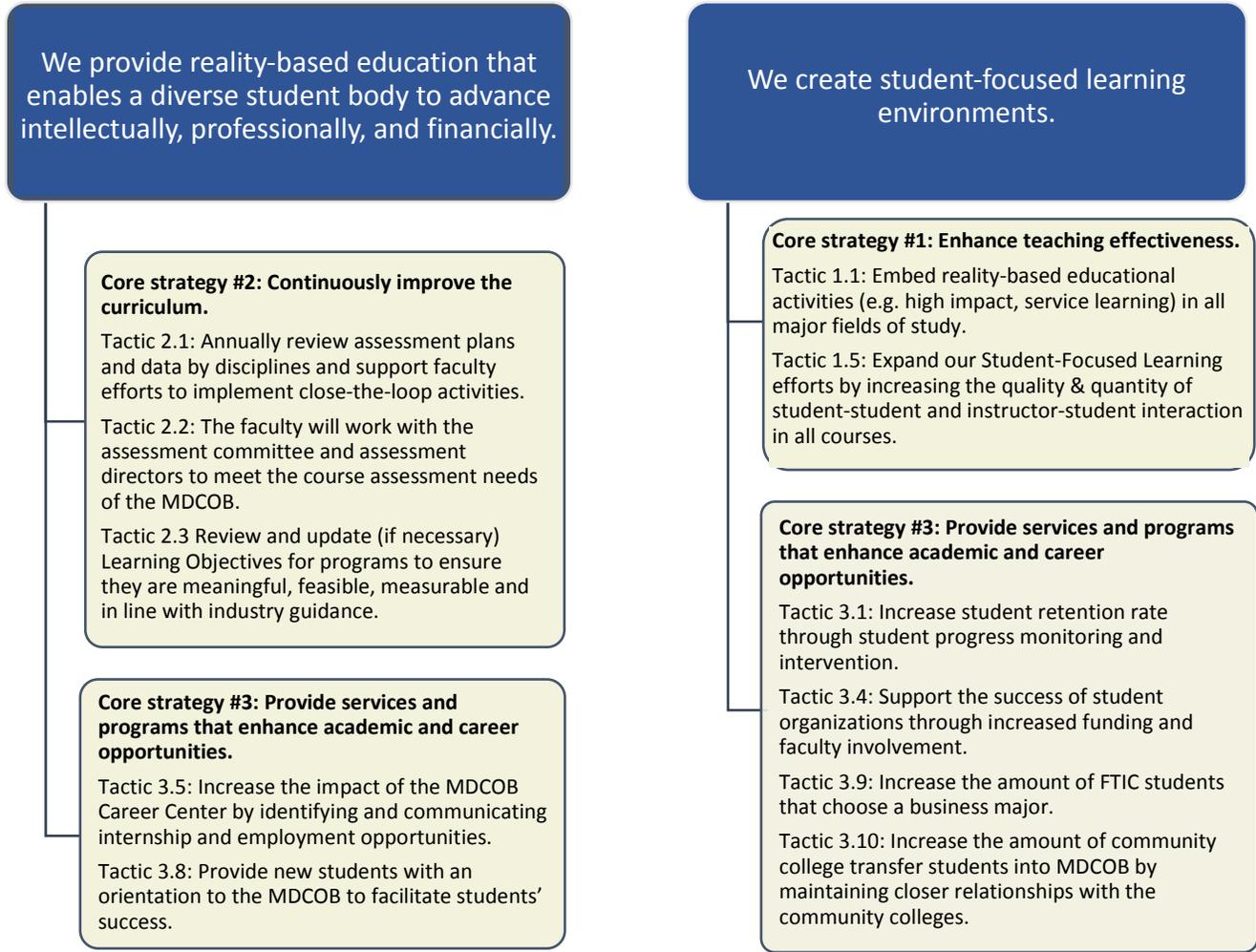
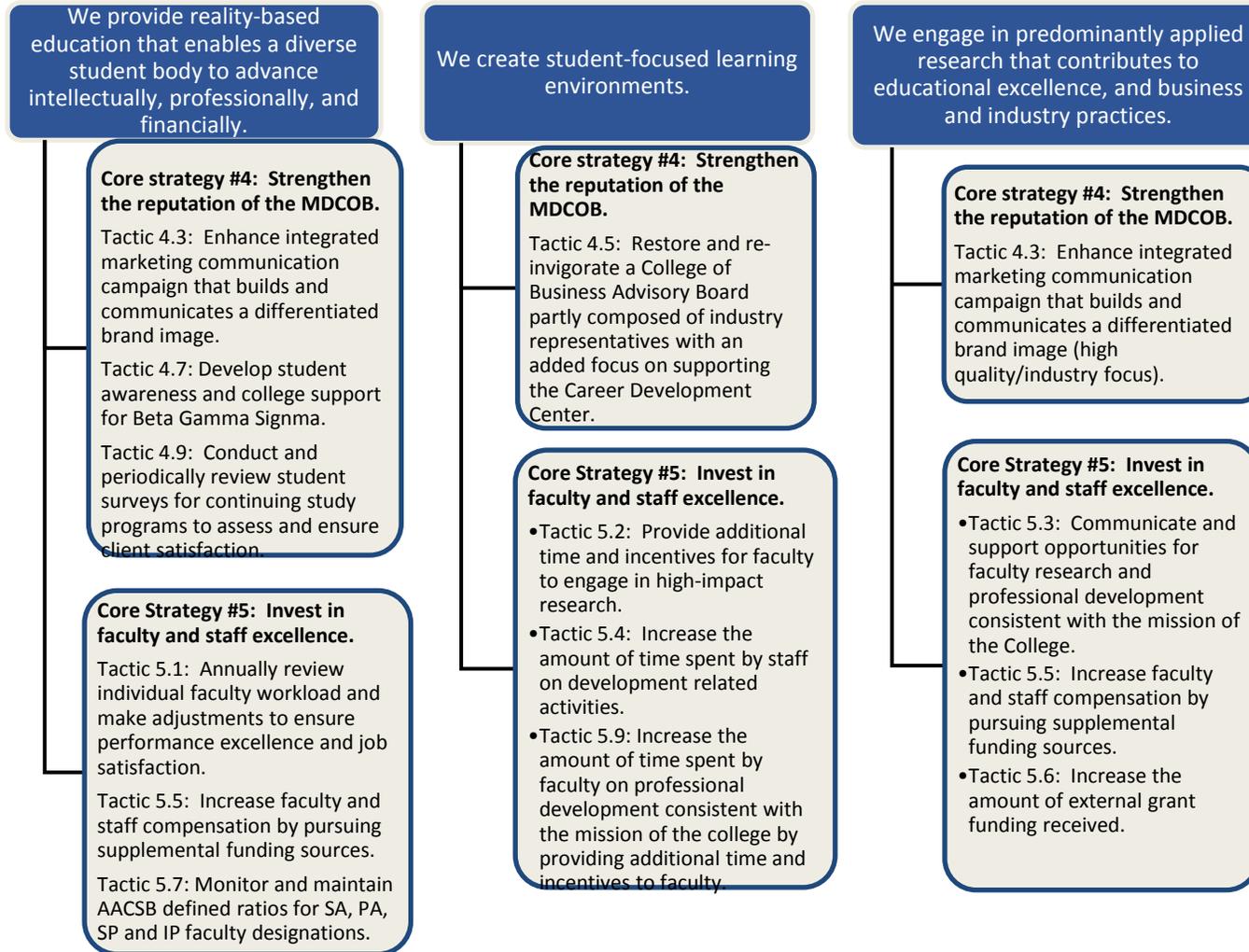


Figure 3: Mission to Tactics Map for Core Strategies 4 and 5



All aspects of the COB Mission are supported by core strategy #6 and the five tactics listed for it. An effective and efficient organizational structure is essential to meeting all of the goals and objectives and fulfilling our mission.

Table 2: Relationship of Tactics to Objectives

Tactics	Objective
2.1; 2.2; 6.1	1a) By 2022, at least 70% of undergraduate programs and 80% of graduate programs will achieve stated learning and effectiveness outcomes established by the COB for undergraduate and graduate programs, respectively.
1.1; 2.3; 3.1; 3.5; 4.7; 6.1	1b) By 2022, at least 70% of undergraduate and graduate students will advance professionally or financially within one year of graduation.
4.5; 5.1	1c) By 2022, at least 75% of graduates will express satisfaction with the efforts of the MDCOB Career Office.
1.1; 1.5; 2.1; 2.2; 2.3	1d) By 2022, at least 70% of effectiveness outcomes established by the MDCOB for operational and support programs will be achieved.
2.3; 4.3; 6.1	2a) By 2022, maintain graduate student enrollment at about 1000 students.
2.3; 3.9; 3.10; 4.3; 5.1	2b) By 2022, achieve and maintain the increase in undergraduate student enrollment at 2% annually.
3.1; 3.4; 3.8; 6.1	2c) By 2022, achieve and maintain a retention rate of 85% and a graduation rate of 85% for both undergraduate and graduate students.
3.1; 6.1	2d) By 2022, graduate at least 90% of graduate students within 3 years of entering the MBA program and at least 90% of undergraduate students within 3 years of admission to the BBA program.
5.1; 6.1	2e) By 2022, at least 80% of undergraduate students and 80% of graduate students will agree that their instructors were responsive to student needs.

Tactics	Objective
5.1; 5.2; 5.3; 5.5; 5.7; 5.9; 6.1; 6.2; 6.5	3a) Maintain faculty qualification ratios to meet or exceed AACSB standards across all programs and locations.
4.5; 5.4; 5.5; 5.6; 6.1	3b) By 2022, annually secure an amount equal to at least 4% of total salaries to be distributed to faculty and staff for professional development and research contributing to educational excellence and business and industry practices.
3.9; 3.10; 5.6; 6.1	4a) By 2022, double the number of students receiving scholarships.
4.3; 4.5; 6.1	4b) By 2022, increase donations to the MDCOB by 50%.
4.9; 6.1	4c) By 2022, achieve and maintain an annual gross income of at least \$1,500,000 coming from continuing education courses.

The Mission Statement was formally adopted by COB Faculty on 2/7/2014.
The Strategic Plan was formally accepted by the COB Faculty on March 25, 2016.
The Revised Strategic Plan was formally accepted by the COB Faculty on March 24, 2017.
The Revised Strategic Plan was formally accepted by the COB Faculty on November, 17 2017.

Implementation Notes

The COB reviews its five-year strategic plan annually and makes adjustments as needed. The primary directive for evaluating the implementation of the COB's Strategic Plan is how well it achieves the COB's Mission. The COB Strategic Planning Committee in consultation with the Dean and the Dean's Executive Team are responsible for monitoring the implementation of the strategic plan.

Committee Members

Whitney Morgan, Chair
Candace TenBrink, Vice Chair
Andy Pore, Past Chair
David Epstein, Secretary
Uptal Bose
Ray Cao
Prakash Deo
Kevin Jones
Cathy Liu
Emily Leffler
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