



College of Business

AACSB International Continuous Improvement Review

Annual Report

Academic Year 2015-16

The Year in Review: Highlights

The 2015-16 academic year was a busy one for the college. Our accreditation team visited in October and in the spring we celebrated a successful Continuous Improvement review! The accountancy program was endowed and named the *Dixon Hughes Goodman Accountancy Program* in recognition of gifts and pledges totaling \$1 million from several WCU alumni who are partners in one of the top 20 public accounting firms in the U.S. Additionally, the Board of Trustees approved the establishment of a *Center for the Study of Free Enterprise*, an initiative put forward by Ed Lopez, the BB&T Distinguished Professor of Capitalism. The Charles Koch Foundation will be asked to provide seed funding over the next five years to support applied economics research and thought leadership on issues revolving around economic development in North Carolina, especially in the western region, through scholarly activity, research, policy analysis,



Sutton Bacon, CEO of Nantahala Outdoor Center

educational endeavors and community outreach. The college received approval to offer its hospitality and tourism program at Biltmore Park Town Square in Asheville beginning Fall 2016. The College also was conditionally approved to offer a master's degree in Sport Management providing thresholds were met over the next three-year period. The program is designed to incorporate the Project Management graduate certificate as part of its program of study. Project management faculty reviewed and updated of all the graduate certificate's content this year, re-mastered the formatting of the courses in HD, prepared content for Sport Management graduate students, added new content (particularly in the soft skills areas), created new templates in compliance with Quality Matters guidelines, and generally gave courses in the certificate a synced and updated re-



Ready for the CoB graduate programs recruiting event



Sanesco leadership & staff, with MBA students, Dr. Hillon & SBTDC Counselor Ryan Taylor

fresh so that students will have a consistent experience across the four modules. The Master's in Accountancy program celebrated a 67 percent pass rate for the CPA exam, outperforming regional competitors and most of our sister institutions. The entrepreneurship faculty differentiated the BSE and the BSBA further by making changes to re-focus the BSBA program based on feedback. They created a new course on *Intrapreneurship* for the BSBA degree to address the application of entrepreneurial abilities to the development of new ventures in an existing firm, incorporated

innovation leadership into the curriculum and re-evaluated course order and pre-requisites in preparation for changing the degree from Entrepreneurship to Innovation Leadership & Entrepreneurship. The College also added marketing and sport management courses to the World Cultures category section of Liberal Studies as an upper level perspectives course.

Students achieved recognition this year. For example, Annika Schauer, an Etsy app developer and one of current MBA students, was published on the Forbes website discussing *The Cat And Mouse Game Of Amazon Handmade Versus Etsy*. Our M.E. graduate Bill Miller, a



Hospitality degree program expands to Biltmore Park in Asheville

quadriplegic, was invited to present at AMAC Accessibility Solutions and Research Center's two-day workshop for Georgia Tech IT personnel on *web accessibility and voice software use*, to explain what it is like for people with disabilities to access websites, what barriers exist, and how to make websites universally friendly. Business Law student Sam Mauldin, who worked for the N.C. Department of Agriculture, was named WCU Intern of the Year. Nadja Heller, undergraduate marketing major, presented a research project in the poster session at the 2016 Undergraduate Expo on social media marketing. Julian Jones, a double major in Business Administration & Law and Finance was selected through a competitive

process to deliver the fall commencement address.

Faculty also achieved recognition this year. Carroll Brown and Bill Richmond had their project with Habitat for Humanity selected as one of eight STAR Engagement Projects. David Tyler was accepted into the inaugural class of the WCU Global Learning Academy (GLA), the purpose of which is to assist faculty members with effectively integrating international themes and topics into their courses. Hollye Moss was named to the inaugural All-Southern Conference Faculty Team. Yue Cai Hillon won the Best English Speaking Academic Paper Award at an international organized by the ISEOR Research Center and Jean Moulin University in partnership with the Research Methods Division of the Academy of Management. A paper co-authored by Dan Clapper, and associate professor of graphic design, Mary Anna LaFratta, which highlighted experience with multi-disciplinary student STEAM teams (science, technology, engineering, art and math), was awarded the Meritorious Paper Award at the Information Systems and Computing Academic Professionals conference. Vittal Anantmula was appointed the Director of PMI's Global Accreditation Center (GAC) for a three-year term, and was invited to speak at the PMI Japan Chapter Meeting at the Mitsubishi Research Institute in Tokyo on *Managing Global Projects*.



Good times at the golf tournament

Our capstone students logged numerous hours working on projects, many of which were facilitated by the SBTDC (See appendix A). Graduate students engages with community partners

as well. For example, Dr. Hillon's MBA students logged 140 hours with Sanesco. The project involved two main components: first, examining the competitive landscape for Sanesco, including long-term trends in the company's industry, its competitors' profiles, and target customer profiles to develop specific market strategies, and second, completing an in-depth diagnostic of Sanesco's internal operational performance, with the diagnostic phase then leading to suggestions for better efficiency and management of employee human potential. Further, a new faculty sponsored student group, EPIC (*Evaluating Potential, Imagination and Collaboration*) organized this year to help students to make progress on their business ideas, to meet inventors and develop a professional network to enable a successful business launch.

Our re-vamped Corporation for Entrepreneurship and Innovation made great progress in regional outreach. CEI provided four faculty speakers to two multi-county-wide middle and high school educational programs held at Cherokee Schools on entrepreneurship and innovation. CEI generated revenues of \$64,405 from CEI for-profit activities including faculty consulting projects, professional education services, graduate student research, and related programs. The *LEAD: Tourism* conference which focused on creating vibrant downtowns and a robust economy for North Carolina's 26 westernmost counties was presented by the College and drew some 100 attendees from across Western North Carolina, including government officials, business leaders and cultural heritage representatives.

The College hosted numerous speaker through its *Free Enterprise Speakers* series as well as its *Insights and Reflections* speaker series. Additionally, the founder and president of BANGS shoes and TED Talk speaker, Hannah Davis, spoke on the development of her company and its business model that reinvests 20 percent of net profits into entrepreneurs and their ideas on a monthly basis. The College filled some new positions as well. The inaugural Gimelstob-Landry Distinguished Professor in Regional Economic Development at Western Carolina University was selected in 2015-16. With the exponential growth in our distance programs, the College added a half-time advisor dedicated specifically to distance students. Finally, the golf tournament was another success story raising \$16,173.40 and bringing friends of the college, alumni, students and faculty together for a pre-tournament reception and a great day of golf.

VISION

The College of Business will 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.

MISSION

Western Carolina University's College of Business is a leader among schools of business in graduating baccalaureate and master's degree students primarily from the lower Appalachians and the Carolina Piedmont who are *Business Ready*® to meet the needs of industries, markets, and institutions.

STATEMENT OF VALUES

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

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

PHILOSOPHY

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 this 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 and professional career development of their students. 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.
- 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 engagement in economic and community development consistent with our mission.

2015-16 Strategic Action Plan and Benchmarks of Progress

The development of WCU's 2020 Strategic Plan (<http://www.wcu.edu/about-wcu/leadership/office-of-the-chancellor/wcu-2020-plan/>) was a year-long process that engaged a large group of individuals both on campus and off campus in 2011-12. Spearheading the university's strategic planning process was the *2020 Commission*, a diverse and inclusive planning body that was charged with developing a shared vision for Western Carolina University – *Our Vision, Our Climb* – within the context of the university's mission and budget, while reaffirming WCU's commitment to excellence, student success, and external focus and engagement.

As a part of the process, the previous College of Business strategic plan was drafted in the context of the 2020 Strategic Plan. Input was solicited from all College of Business constituencies in meetings and through a strategic planning website, which allowed participants to reflect on what changes should be made to the College's 2008-13 plan to further the mission of the college and align the college with the strategic goals and directions of the university in its 2020 Plan. As a part

of this process, the terminology used in the College of Business plan was aligned with the terminology employed by the 2020 Plan. As proposed, the 2013-18 College of Business Strategic plan is comprised of six strategic directions which are supported by goals and action items, and measured annually by appropriate metrics.

Prior to the beginning of each academic year, the Strategic Planning Committee (“SPC”) reviews the Strategic Plan with three purposes in mind. First, the SPC evaluates the progress that the College has achieved on each strategic direction. Second, if specific goals or strategies need to be restated because they have already been achieved or the context under which they were developed has changed, then the SPC recommends changes. Third, the SPC assesses the need for new action items to be added to the Strategic Plan. In addition, the SPC reviews the College’s vision and mission statements.

Prior to the beginning of the budgeting process, the SPC conducts internal and external scans to determine priorities related to the Strategic Plan. Consistent with the College of Business Bylaws, the Strategic Planning Committee presents its findings and priorities to the College Faculty for feedback. After reviewing the SPC recommendations and faculty input the Dean sets the final institutional strategic priorities and budget parameters for the planning cycle. The following tables provide a more detailed explanation of the progress and/or outcome achieved for the action items related to the college’s strategic goals and initiatives.

COLLEGE OF BUSINESS STRATEGIC PLAN	Planning, Budgeting and Assessment			
	TIMELINE	ASSIGNED TO:	ASSESSMENT	FINANCIAL STRATEGIES
Strategic Direction 1: Enrollment Management (2020 SD1)				
<i>Continuously improve the quality and diversity of our student body through controlled enrollment growth that is consistent with the available resources for high quality program delivery that fulfills the needs of our state and region.</i>				
UG Enrollment (1780) • (~36%↑) (Fall 1683/Spring 1878) UG Degrees (327) • (~17.7↑) (Distinct students 344)		Graduate Enrollment (324) • (~23%↑) (Fall 301/Spring 347) Graduate Degrees (102) • (~8.1↓)		
Goal 1 – Review and strengthen as needed the College’s admission, retention, and graduation requirements for all students.				
Action Item 1 – Develop enrollment goals for majors	2014-16	School directors, graduate program directors, faculty	10-point enrollment goal plan developed for college and replicated in Appendix B	N/A
Action Item 2 - Review admission requirements for MPM (distinct student count) Graduate: 102 students Undergraduate: 344 students	2015-16	School director, MPM faculty	Admission requirements reviewed and change proposed to waive PM 650 if an applicant had PMP certification, PRINCE2 certification or a graduate certificate in	

			PM from an accredited program	
Goal 2 – Improve the recruiting process with an emphasis on increasing the quality and diversity of our student body.				
Action Item 1 – Foster relationships with NC Community Colleges with planned visits to the Community College campus to meet with leaders in Business Programs and Student Affairs.	2014-15	CoB Advising Center	Advising Director attended WCU’s Distance & Online Programs Spring Forum at the Foothills Higher Education Center; participated in recruiting event with SCC in both Macon and Sylva as well as WCU on tour; CoB Advisors & ENT faculty attended a Networking Luncheon at SCC	N/A
Action Item 2 – Organize outreach, recruitment, and pre-approval events at Community Colleges in the surrounding NC counties and outside of NC.	2013-15	CoB Advising Center	Advising Director organized a recruitment event at AB Technical Community College to highlight our distance programs and attended the NCCC Conference in Raleigh	State funds
Goal 3 – Improve retention and graduation rates.				
Action Item 1 –Facilitate <i>Finish in Four</i> initiative with, inter alia, plan sheets for dual majors	2014-16	Advising Director, Faculty, School Directors, Associate Deans, Dean	Advising Director created flyers for students which outline Finish in Four policies; organized ongoing efforts to educated students on these policies and on how to understand degree completion requirements, including visiting targeted classes	N/A
Action Item 2 – Review program performance metrics	2015-17	Faculty, School Directors	We now have access to Catalytics to monitor operational program performance	N/A

Action Item 3 – Review GPA requirements that deviate from university standard	2014-16	Faculty, Curriculum Committees	SM aligned with other college degree program requirements	N/A
Goal 4 – Continuously improve the student body perspective on cultural enrichment, globalization and sustainability.				
Action Item 1 – Explore study away options with other schools	2014-16	Advising Director, Faculty, School Directors, Associate Deans, Dean, IPS director	Established new partnership with Dortmund in Germany and University of Aruba. Made progress on agreements/met with officials from Linkoping University in Sweden & Furtwangen in Germany	State funds
Action Item 2 – Review enhancing student success with existing partnerships	2014-16	Advising Director, Faculty, School Directors, Associate Dean, Dean, IPS Director	Revised Avans dual degree program to a semester exchange	N/A
Goal 5 – Develop a professional <i>Business Ready</i> culture in the College of Business, which includes strengthening ethical and professional behavior, developing and implementing co-curricular and experiential learning programs and prompting career planning.				
Action Item 1 – Strengthen relationship between CoB advising center and Career Services & One Stop	2014-16	Director of Advising and UG Affairs	Held graduate school information session during advising day; provided tables at Career Fair to promote graduate programs; Advising Director attends monthly One Stop Coordination meetings and works closely with Career Services on internship placements; Advising Director served on two search committees for Associate Director positions in the growing Career Center	N/A

Action Item 2 – Maintain and expand co-curricular activities	2014-16	Faculty	Initiated WCU chapter of Phi Beta Lambda; Held a business idea pitch party in Spring to encourage student entrepreneurship on campus; finance students participated in The FPA Conference in Boston; FPA regional Conference in Charlotte & Research Triangle; National NAPFA Conference in Indianapolis; Southeast NAPFA Conference in Atlanta; TD Ameritrade Competition and Conference in Orlando; AICPA National Conference in Las Vegas; The TVA Investment Challenge Presentation in Knoxville; The TVA Investment Challenge Awards Ceremony & Job Fair in Nashville	State funds, Discretionary funds
Action Item 3 – Provide forums for interaction student leaders, faculty & administration	Ongoing	Dean’s Office, Advising Center	Began faculty sponsored organization EPIC (<i>Evaluating Potential, Imagination and Collaboration</i>); held 2 “Whee are Treps!” workshop series for potential college entrepreneurs.	N/A
Action Item 4 – Consider changing bylaws to add student to SPC and to incorporate other changes	2015-16	Faculty	Bylaws revised to incorporate structural change to schools, particularly with regard to committee representation.	N/A
Action Item 5 – Coordinate etiquette banquet, dress for success and interviewing skills	2015-16	Student leaders, Management Club, Career Center	Supported etiquette banquet hosted by Center for Career & Professional Development; Management Club hosted fundraiser sales	N/A State funds

			which channeled gently used professional wear to students.	
COLLEGE OF BUSINESS STRATEGIC PLAN	Planning, Budgeting and Assessment			
	TIMELINE	ASSIGNED TO	ASSESSMENT	FINANCIAL STRATEGIES
<u>Strategic Direction 2: Innovative Curriculum</u> <i>Develop and deliver Business Ready® career focused undergraduate business programs and strategically-focused graduate business programs consistent with a changing global business environment.</i>				
<u>Assurance of Learning Metrics</u> •				
Goal 1 – Maintain continuous curriculum assessment by the appropriate committees and departments.				
Action Item – Explore development of assessment plans for stand-alone minors	2015-16	AoL Committee, Faculty, Director of Assessment	Plans and report submitted 5/16	N/A
Action Item 2 – Send AoL committee members to AACSB training seminars	Ongoing	AoL Committee, Faculty, Director of Assessment	School Director sent 6/16; Assessment Director presented at AACSB seminar 3/16 on <i>The Assessment Cycle: From Learning Goals to Curriculum Management</i>	State funds
Goal 2 -- Ensure curriculum improvement and implementation as identified by the assessment				
Action Item 1 – Monitor results with <i>Grammarly</i>	2014-16	AoL Committee, Faculty, Director of Assessment	Reports in AOL (Appendix D)	N/A
Action Item 2 – Continue subscriptions to Wall Street Journal & Bloomberg	2015-16	Dean’s Office	Subscriptions continues, Bloomberg teaching awards made	State funds
Action Item 3- Maintain communication with faculty through AoL newsletter and workshops	Ongoing	AoL Committee, Faculty, Director of Assessment	Held 10 faculty workshops and 15 student workshops; total of 462 students and 52 faculty attended workshops; Sent 3 newsletters; AoL Student Workshops, many Insights & Reflections speakers, some Free	State funds

			Enterprise Series speakers and other guests speakers are taped and the videos made available on the CoB Blackboard & Cob website (Appendix D).	
Action Item 4 – Encourage <i>Quality Matters</i> training	Ongoing	Coulter Faculty Commons, Faculty	Revision of MPM certificate incorporated quality matters guidelines in course templates; 9 faculty members participated in <i>Applying the Quality Matters Rubric</i> workshop; One faculty member participated in the segment on <i>Quality Matters Peer Reviewer</i>	State funds
Action Item 5 – Explore development of a BSBA major in Economic Development	Ongoing	Coulter Faculty Commons, Faculty	Begun & Ongoing	State funds
Goal 3 – Update the curriculum based on a scan of the changing global environment.				
Action Item 1 – Provide support and opportunities for student study abroad in conjunction with Provost’s initiatives	2013-18	Dean, Associate Deans	University of Aruba was awarded Erasmus+ grant, which enables WCU students to study at UA with stipend; continue to subsidize travel for WCU exchange students (\$5,551.48)	travel support from non-state funds
Action Item 2 – Propose international sport course	2014-16	Faculty, Curriculum committees	SM and MKT international courses passed and included as part of the respective majors and Liberal Studies as well	
Action Item 3--Develop assessment plan for new BSBA globalization goal	2014-16	Faculty, Curriculum committee	BSE, MAcc and MPM added a global learning goal as did the BSE; discussion of a global learning goal continues in the BSHTM, ME and MBA	NA
Planning, Budgeting and Assessment				

COLLEGE OF BUSINESS STRATEGIC PLAN	TIMELINE	ASSIGNED TO	ASSESSMENT	FINANCIAL STRATEGIES
<p>Strategic Direction 3: External Engagement (2020 SD3) <i>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 transformation, community development, and student placement.</i></p>				
<p># Students Consulting Hours SBTDC • 14,467 (~20.2%↑) # Partnership Companies for student projects • 70 (0%)</p>			<p>Communication Metrics – Circulation list (1277) • (~16%↑)</p>	
<p>Goal 1 – Enhance engagement efforts.</p>				
<p>Action Item 1 – Engage students with local or regional businesses to support the University’s mission to support the economic transformation of the region</p>	<p>2013-18</p>	<p>Faculty/ Administrators</p>	<p>MBA and BSBA students logged hours consulting with clients (Appendix A); CIS students developed mobile web app for PE faculty: <i>Cullowhee Outdoors</i>: http://mobileapps.wcu.edu/Outdoors/; CEI sponsored a senior engineering student project for the business which developed a Bluetooth, vital signs diagnostic monitor that enables physicians to remotely read the blood pressure, temperature, and blood oxygen saturation level of a patient; CEI sponsored the fall 2015 <i>Successful Entrepreneurs Speakers Series</i> which brought in two regional successful entrepreneurs weekly at Biltmore Park to provide advice and lectures on entrepreneurship, open to the public; Acct major received a</p>	<p>N/A or state funds</p>

			BB&T Student Project Grant for the Study of Leadership, Ethics & Capitalism	
Action Item 2 – Engage faculty with local or regional businesses to support the University’s mission to support the economic transformation of the region	2013-18	Faculty/ Administrators	CEI generated revenues of \$64,405 from CEI for-profit activities including faculty consulting projects, professional education services, graduate student research, and related programs; CEI earned \$30,972 of income with expenses of \$33,432 made up chiefly of professional service fees to faculty members; CEI provided assistance to Dr. Terry Kolb with establishing a tele-health start-up business (Face2FaceMD) & is currently assisting Dr. Kolb with the commercialization of a patent for a new wound care product; Marco Lam awarded a BB&T Faculty Research Grant for the Study of Leadership, Ethics & Capitalism.	N/A or state funds
Action Item 3 – Explore establishing more partnerships with companies for graduate education opportunities	2013-16	Graduate Program Directors, Faculty, Dean’s office	CEI provided 8 graduate student researchers for five research projects which assisted outside parties with commercial feasibility and marketing research studies; NC SBTDC extended its internship program on a trial basis to students in the western part of the state with MBA student Romain Gohar selected as the first intern	N/A

Action Item 4 – Engage faculty and students across the university with the new LLC	Ongoing	CEI, Faculty, LLC	Five faculty from across four colleges along with 8 MBA students engaged in projects for pay	Organized by WCU R&D Corp and self-funded
Action Item 5 – Explore student organizations for interest in regional engagement	Ongoing	Student associations, faculty, CEI, LLC, SBTDC	Two “Whee are Treps!” workshop series held for potential college entrepreneurs to develop their business ideas	SBTDC training through Rural Center grant support
Goal 2 – Improve communication.				
Action Item 1 – Provide faculty annual summary of curricular changes	2014 and ongoing	Director of Advising and Associate Dean	New catalog reconciled and changes available on the H-drive; plan sheets updated.	N/A
Action Item 2 – Discuss annual AoL report in first curriculum meeting	2014 and ongoing	AoL Director & Curriculum Committees	Report reviewed and feedback provided from membership	N/A
Action Item 3 – Explore broader methods for disseminating CoB newsletter	2015-16	Admn support	Increased CoB newsletter circulation by 20%	N/A
COLLEGE OF BUSINESS STRATEGIC PLAN	Planning, Budgeting and Assessment			
	TIMELINE	ASSIGNED TO:	ASSESSMENT	FINANCIAL STRATEGIES
Strategic Direction 4: Faculty/Staff Development and Diversity (2020 SD4)				
<i>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.</i>				
Metrics: Headcount Fulltime • (~3%↑) Faculty T/TT: 49.5 FT: 11 (Adjunct: 17) Faculty FTE 62.5 • (~3%↑) Staff 7.5 • (↑7%)		SP 3% IP 9.7%	SA 81.8% PA 1.5%	
		SACS qualified other: 4%		
Goal 1 – Recruit academically qualified or professionally qualified faculty who demonstrate high potential for achievement.				
Action Item 1 – Continue to support and strengthen the College’s Research & Teaching Seminars	Ongoing	Director of Assessment, Dean’s office & faculty	Held 10 seminars	State & non-state funds
Action Item 2 – Send faculty to AACSB programs on qualifications and impact	2015-16	Faculty and administrators	Sent one director to AACSB quality and impact program	N/A

Action Item 3- Examine CRDs for internal consistency and to sync with revised AACSB qualification standards	2014-16	Faculty	Revised CRD in School of AFIB; formative feedback included in AFE that matches credentials and ICs; process ongoing for more standardization CRDs syncing with standards on quality and impact; immediately addressed the team's concern on credentialing and the link between course assignment and ICs by launching three new searches in the spring & re-assigning faculty.	N/A
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Goal 2 –Provide faculty with resources and opportunities to expand scholarly activities into all realms of the Boyer model.

Action Item 2 – Continue summer research support grants	ongoing	School Directors, Dean, Associate Deans	Six Summer grants awarded (\$30,000)	State funds
Action Item 2 – Continue to recognize scholarly activities with Awards	2014 and ongoing	Faculty, School Directors, Dean, Associate Deans	Research Award presented; conference attendance funded for faculty members	Discretionary Funds

Goal 3 – Continuously improve staff skills and capabilities.

Action Item 1 – Train relevant faculty and staff in <i>Curriculumlog</i> ®	2014-16	Faculty, Admn. Asst., Advisor	System used exclusively in 2015-16 by most administrators and some faculty; Advising director given access for support role	N/A
Action Item 2 – Send support staff to available workshop and leadership opportunities	Ongoing	Support staff, administrators	The support staff attended a total of 26 workshops/seminars.	N/A and state funds

COLLEGE OF BUSINESS STRATEGIC PLAN	Planning, Budgeting and Assessment			
	TIMELINE	ASSIGNED TO:	ASSESSMENT	FINANCIAL STRATEGIES
<u>Strategic Direction 5: Sustainable Infrastructure (2020 SD5)</u>				
<i>Facilities, technology and infrastructure are sustainable and support strategic priorities.</i>				
<u>Metric:</u>				

Expenditures on facilities, technology, and infrastructure \$63,600 • (↓15.2%)				
Goal 1 – Create an objective, transparent process for allocating resource support for both academic and non-academic programs in the College.				
Action Item 1 – Continue active participation in university budget hearings	Ongoing	Faculty, Administrators	Participation continued	N/A
Action Item 2 – Implement corporate structure for alternative financial support	2014-16	Administration, Faculty	Corporate structure implemented	Organized by WCU R&D Corp and self-funded
Goal 2 – Continuously improve physical facilities.				
Action Item 1– Activities to refresh Forsyth	2014-15	Physical Plant	New paint throughout building with accent walls; clocks with worldwide times added to foyer	State funds
Action Item 2 – Use bulletin boards to publicize student associations	2014-15	Dean’s support staff, advisor	Competition among student groups held for best bulletin board	N/A
Goal 3 – Update support technologies compatible with contemporary and emerging global business and education practices.				
Action Item – Explore with university officials as appropriate the feasibility of virtualization technology	2013-16	Dean	This is now an approved IT project that is underway	State funds
COLLEGE OF BUSINESS STRATEGIC PLAN	Planning, Budgeting and Assessment			
	TIMELINE	ASSIGNED TO:	ASSESSMENT	FINANCIAL STRATEGIES
Strategic Direction 6: Resource Enhancement (2020 SD6)				
<i>Generate resources to support Strategic Plan Directions 1, 2, 3, 4, and 5 through our advancement, development, and fundraising efforts.</i>				
Metric:		Endowment • \$ 8,309,480 (~1.33%↑)		
Budget All Sources 10, 692,048 • (~3.76%↑)		Scholarships awarded \$171,716 • (~53%↑)		
Goal 1 – Enhance advancement				

Action Item 1 – Work with new University Marketing Director to advance College of Business undergraduate and graduate degree programs	Ongoing	Associate Dean for Outreach & Engagement, Administrative Support Staff	MSM program launched and advertised; HT at Biltmore Park launched and advertised; MAcc program employed digital and print media marketing effort; MPM advertised in Delta Sky Magazine and in social media Google, LinkedIn, etc.); marketing plan for MBA included Billboard Pandora ads, Google-click ads & radio ads in Asheville	State Funds, Tuition differential funds
Action Item 2 – Work with new Executive Director of Millennial Initiatives to advance College of Business engagement	Ongoing	Associate Dean for Outreach & Engagement, Administrative Support Staff	Efforts being re-focused to LLC and off campus privatization; coordinated efforts to bring local businesses into Noble Hall (Mad Batter, City Lights)	State Funds
Goal 2 – Align development and fundraising efforts in support of the overall Strategic Plan				
Action Item 1 –Work with University Advancement to pursue University’s capital campaign	2014-20	Dean, Associate Dean for Outreach & Engagement, Strategic Planning Committee	Produced College of Business 2016-2017 Development Plan; initiated College Alumni regional meetings to increase awareness of WCU’s capital campaign & generate additional funding	N/A
Goal 3 – Secure and build the college's endowment scholarships and program support to ensure college initiatives can be begun and sustained				
Action Item 1 – Raise funds to provide scholarship and program support for recruitment	Ongoing	Associate Dean for Outreach & Engagement	The College of Business advisory boards participated fully in the launch of	Non-state funds

and retention of quality students at the undergraduate and graduate level			the leadership phase of the Capital Campaign. A new for the COB has been hired in advancement and begun work.	
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Priorities for the Next Academic Year

SPC will meet August 17, 2016 to review these priorities and plan's action items for submission to faculty.

Appendix A **Capstone Engagement Projects**

Semester	Professor	SBTDC Counselor	Class	Number of Students	Client Description	Project Outcomes	Total Student Hours
Spring 2015	Dr. Ed Wright	wcagle	MGT 404	3	Food Manufacturing Industry	31 Page Company Analysis including a detailed Executive Summary, Industry/Market Analysis, and further research. The client was very satisfied with the performance of the team.	156.5
Spring 2015	Dr. Ed Wright	tdennison	MGT 404	4	Restaurant	118 page document containing business information from end to end including intense market research and scenarios. Very satisfied client evaluation. Would participate again.	174.5
Spring 2015	Dr. Ed Wright	tdennison	MGT 404	4	Electronics Learning Tool	57 page overview of the environment, Market, and Industry concerning UinoKit's development. Very satisfied client that is likely to make changes.	265
Spring 2015	Dr. Ed Wright	rtaylor	MGT 404	4	Nail Product	55 page document analyzing the nail market and where NailLustre can make way. They talk a lot about organics and being an individual. Satisfied with team but not likely to make changes. Good team contact.	241
Spring 2015	Dr. Ed Wright	rtaylor	MGT 404	4	Rehabilitation Products	36 page overview with a strong market analysis. Team gave clients a list of those to contact for further help and marketing. The customer was very pleased and thankful for the help.	228.5

Spring 2015	Dr. Ed Wright	tdennison	MGT 404	4	Transportation Service	37 page clear analysis with a lot of new information. Presented well and with true intention to help guide the business. The client was amazed and will make serious changes.	152.5
Spring 2015	Dr. Ed Wright	wcagle	MGT 404	4	Photography	40 page effort of overview and research on business opportunity. Helped find proper selling channels and understand value. Satisfied client after his second counseling he will make major changes.	247
Spring 2015	Dr. Ed Wright	abrown	MGT 404	4	Ecommerce	43 pages about Ugo travel guide app. Good industry analysis and look at uses. Information was gathered and analyzed to give good feedback about future plans.	61
Spring 2015	Dr. Ed Wright	wcagle	MGT 404	3	Car Dealership	91 page review about the company and its relationship with customers. Great analysis of current information to give new ideas. Strong marketing segment. Satisfied client that will use feedback.	75
Spring 2015	Dr. Ed Wright	wcagle	MGT 404	4	Bakeshop	80 page report on the company and what can help. Good emphasis on growth and market in their region. It was a valuable experience for the client.	92
Spring 2015	Dr. Ed Wright	wcagle	MGT 404	4	Non-profit	75 page document revealing strategy and potential for the non-profit. No real numbers yet so the team relied on research to make predictions. Many happy clients.	99
Spring 2015	Dr. Ed Wright	abrown	MGT 404	4	Jewelry	56 page overview of the company and its current standing. Report has good information on industry analysis & their impact. Satisfied client with the depth of research.	117
Spring 2015	Dr. Ed Wright	wcagle	MGT 404	4	Mail Distributor	29 page report for the unique company concerning past present and future. Hard facts made it easy to show the company's strengths and weaknesses. Satisfied client loved the information.	88
Spring 2015	Dr. Todd Creasy	wcagle	MGT 404	3	Restaurant	50 page overview of company status in community. Team show results of a conducted survey that gives feedback. Suggestions are real and have value to the company.	77
Spring 2015	Dr. Todd Creasy	wcagle	MGT 404	3	Consultant	70 page review of the company information. Nice economic overview for the possibilities within the field. Nice direction on how to use marketing in the future.	165.5
Spring 2015	Dr. Todd Creasy	wcagle	MGT 404	2	Coffee Shop	50 page look at the interior and exterior of this company. Good insight on competition and teaching the client about their	57.5

						industry. Good look at the surrounding areas and comparing business.	
Spring 2015	Dr. Steve Henson	wcagle	MKT 450	4	Inn	Created 20 page marketing survey with 1,230 participants to present data. Clients were satisfied with the student work and outcome.	25
Spring 2015	Dr. Steve Henson	nraper	MKT 450	5	Handmade in America	22 page market analysis and strategies for the future. Good media examples and ways to get name to customers.	27
Spring 2015	Dr. Bill Richmond	tdennison	ENT 475	2	Strengthening Women	Marketing contract with Western on how the business can work along with the University.	63.5
Spring 2015	Dr. Yue Hillon	rtaylor	MGT 404	3	Bakeshop	68 page report with good detail on the local environment. Main emphasis on the competition and analyzing their operations. Supplies references and contacts for clients. Satisfied client.	111
Spring 2015	Dr. Yue Hillon	wcagle	MGT 404	6	Chairmaking	32 page report on branding and a 28 page document on international expansion. Professional with good layout and tables. Future outlooks using real data. Client received nothing new to their knowledge.	236
Spring 2015	Dr. Yue Hillon	wcagle	MGT 404	3	Gift Shop	109 page business summary and plan. Client was happy the help created a sustainable management structure. Good use of direction and information to guide the shop.	243.5
Spring 2015	Dr. Yue Hillon	wcagle	MGT 404	3	Restaurant	108 page briefing of the company and its operations in full detail. Well thought out directions for the employees to follow. Well satisfied client that is thankful.	109
Spring 2015	Dr. Yue Hillon	wcagle	MGT 404	7	Web & App Sales	49 page branding segment and a 21 page national expansion project. Both focuses are good at identifying problems and creating further project goals. Satisfied client with changes now in mind.	153
Spring 2015	Dr. Yue Hillon	wcagle	MGT 404	3	Cosmetics	21 page report looking at inventory and market solution, strong visuals and references for market research.	80.5
Spring 2015	Dr. Yue Hillon	wcagle	MGT 404	3	Lodging	13 page emergency management handbook created for the business. Clear thought out plan organized into several pages for employees and ease in an emergency.	39.5
Spring 2015	Dr. Yue Hillon	abrown	MGT 404	3	Cleaning Product	20 page overview of industry analysis and problems to overcome. Better insight on how to be eco-friendly. Satisfied client with the overall presentation.	38.5
Spring 2015	Dr. Yue Hillon	rtaylor	MGT 404	3	Outdoor Products	52 page project on the best way to fit their product in the market. Analyzed environment and other products alike	213.5

						through pricing and location. Conducted a survey appropriate tables. Highly satisfied client.	
Spring 2015	Dr. Yue Hillon	wcagle	MGT 404	3	Community Improvement	47 page research among a confined location. Good concrete research found through surveys conducted in Webster. Identified problems and proposed solutions. Great customer review with project.	79.5
Spring 2015	Dr. Yue Hillon	wcagle	MGT 404	3	Beverage	23 page market feasibility study that shows current data and how to successful in future. Good local analysis. Satisfied client with student work.	98.5
Spring 2015	Dr. Yue Hillon	wcagle	MGT 404	3	Social Media	A 28 page campaign paper along with a 16 page wed design report. Brief market view but good strategy on how to raise awareness and funding. Clients enjoyed the help and will make changes.	194
Spring 2015	Dr. Yue Hillon	abrown	MGT 404	3	Skin Care	25 page document that goes over placement of branding. Assumptions are made through research within the industry. Does a good job keeping the marketing avenues to a few with powerful presence.	61
Spring 2015	Dr. Yue Hillon	nraper	MBA	21	Software	64 page paper filled with several possibilities for the marketable software. Many references and strong analysis on where to take the company. Facts and visuals to help back up statements.	2,428
Fall 2015	Dr. Yue Hillon	rtaylor	MGT 404	4	Shooting Sports	31 page paper on investigating the right market for the company. The group conducted a survey that provided useful information. With the information a strategy and action plan was presented.	191.5
Fall 2015	Dr. Yue Hillon	rtaylor	MGT 404	4	Drilling and Water	67 page report on researching the possibility of entering the commercial market. Good information on history and different types of drilling. Usage, trends, and financial facts are included to give the company a path to follow.	196.5
Fall 2015	Dr. Yue Hillon	rtaylor	MGT 404	4	Drilling and Water	45 page document on the feasibility of entering the residential customer market. Strong market research and good visuals to go along with information. Gives client business model, references, and designed homeowners survey.	196.5
Fall 2015	Dr. Yue Hillon	Not SBTDC Client	MGT 404	3	Furniture	26 page report on investigating demand for a specialized bed. Information includes environmental scan, project research, data, and financial implications. The group	34.5

						also proposed how to implement action into the business.	
Fall 2015	Dr. Yue Hillon	Not SBTDC Client	MGT 404	3	State Arboretum	41 page report that develops a plan to help build an effective pricing and marketing strategy focused on the wedding industry. Collected a lot of data and presented it in a way that was clear to see and easy to make sense of. Described how to add more value to their wedding program.	138
Fall 2015	Dr. Yue Hillon	Not SBTDC Client	MGT 404	3	State Arboretum	33 page paper on how to increase society-sourced revenue streams. Gathered data in Buncombe County to see what would attract patrons to the public grounds. Strong suggestions and clean layout, well done document.	138
Fall 2015	Dr. Yue Hillon	rtaylor	MGT 404	4	Landscaping	89 page document on scanning the environment the company works in. Data and analysis was collected through customer surveys. Strategies were proposed due to the industry research done in the area. Lots of visuals and good resources for proving their statements.	213
Fall 2015	Dr. Yue Hillon	Not SBTDC Client	MGT 404	3	Online Magazine	44 page overview that gives the client a sponsorship and advertising plan. Good research on technology and how to reach customers better than competition. Complete with finances, survey, and solutions.	67
Fall 2015	Dr. Yue Hillon	Not SBTDC Client	MGT 404	3	Children Costumes	33 page document discussing how to keep this low demand business competitive. Industry research found where there is interest for children costumes in the world. E-commerce advice and marketing implications were emphasized.	89
Fall 2015	Dr. Yue Hillon	sdennison	MGT 404	4	Jewelry	53 pages involving market research and how to promote with differentiation. A survey was conducted and produced data that turned into guiding information. Action plan promotes niche strategy with helpful insight and references.	274
Fall 2015	Dr. Yue Hillon	wcagle	MGT 404	4	Travel Center	38 page paper looking at hunting and outdoor trends and how the shop can accommodate better. Very full research that involves marketing strategies. Several pages of references for the client to show credibility.	165
Fall 2015	Dr. Yue Hillon	Not SBTDC Client	MGT 404	3	Fine Arts and Crafts	62 page file exploring new market potentials through industry research. Constructed 2 surveys based on research geared to the owners and customers of	258.5

						olive oil bars. From the information gathered solutions were proposed to best suit the company.	
Fall 2015	Dr. Yue Hillon	wcagle	MGT 404	3	Non-Profit	38 page review of the industry and how the company can show improvement. Research was done by interviewing 5 organizations and getting direct feedback. From research the team compiled good visuals to help layout an action plan.	128
Fall 2015	Dr. Yue Hillon	sdennison	MGT 404	3	Pottery	36 page document with the goal of finding the most effective market segment and increasing exposure for revenue. Gathered information on homeschool organizations in a 60 mile radius. Great analysis on the economic factors and how the company can take a lead.	112.5
Fall 2015	Dr. Yue Hillon	wcagle	MGT 404	4	Food Service	41 page plan on trying to determine optimal quantity per package on each of the products. An environmental scan imposed a lot of research and content in the paper. A survey and some formulas then put together a proposed solution to packaging products.	207.5
Fall 2015	Dr. Yue Hillon	wcagle	MGT 404	4	Lodging	33 page report on how to enhance the booking process for the company. There is an in depth look at how the company currently runs and how operations can change for the better. Given, are many resources and good visuals on how to design new booking system.	267.5
Fall 2015	Dr. Yue Hillon	wcagle	MGT 404	4	Lodging	39 page document intended to guide the company with more revenues during the off season. The group contacted other organizations that can refer their customers to a place to stay. There is good feedback from contacts and a well mapped competitive analysis. Out of this information the team presented an action plan to pursue during the companies off season.	267.5
Fall 2015	Dr. Yue Hillon	wcagle	MGT 404	4	Chocolate Store	39 page paper with the objective of identifying target markets, their behaviors, and new ways to market the product. Paper includes environmental scan with a survey and solutions to marketing to customers. Good visuals and research content.	143
Fall 2015	Dr. Steve Henson	rtaylor	MKT 475	3	Seeds	8 page report on data collected. The team conducted a nine question survey that created marketing information and recommendations.	257

Fall 2015	Dr. Steve Henson	rtaylor	MKT 475	3	Yoga	29 pages on a marketing and communications plan for improving the business. Clean approach to getting the right customers to the business. Several strategies presented to create best results for the style of company.	185
Fall 2015	Dr. Steve Henson	wcagle	MKT 475	3	Food Service	6 page document about the data collected. The team conducted a 10 question survey that resulted with recommendations and solutions to refine operations.	274
Fall 2015	Dr. Steve Henson	nraper	MKT 475	3	Coating and Concrete Repair	37 page report on market needs for the company. Marketing strategies narrowed to social media and promoting the "CMT Gives Back" program. Team came up with information and execution plans to help guide the company.	270
Fall 2015	Dr. Steve Henson	tdennison	MKT 475	3	Fish Market	12 pages of critiquing the structure of the business. Includes website, social media, and email recommendations. New store and expansion ideas that can increase awareness and consumers.	41
Fall 2015	Dr. Steve Henson	wcagle	MKT 475	3	Traffic Engineering	12 pages of spotlighting marketing opportunities and briefly describing a potential action plan. 6 month schedule was made to lay out future goals.	81
Fall 2015	Dr. Steve Henson	wcagle	MKT 475	3	International Biomedical	4 pages on information gathered in a 4 question survey. Recommendations were drawn from the data dealing with increasing communication and social media marketing.	84
Fall 2015	Dr. Steve Henson	tdennison	MKT 475	4	Brewery	3 pages on the analysis of a survey that was conducted. Feedback was clear and able to give recommendations.	282
Fall 2015	Dr. Yue Hillon	wcagle	MBA	21	International Biomedical	88 page review of observing and analyzing the operations of the company to uncover hidden costs and potential. Several analysis were done in different departments and locations of the company. Actions are laid out for each department and an emphasis on communication is given. The appendix is filled with references and charts that explain each inefficiency along with a solution. Detailed thorough research.	1555
Fall 2015	Dr. Ed Wright	rtaylor	MGT 404	4	Nutrition and Wellness	54 page research on many categories that go into analyzing the food market. Many recommendations on how to better market the product and create a selling presence. Paper does a good job showing where the company fits in the industry.	110.5

Fall 2015	Dr. Ed Wright	wcagle	MGT 404	4	Machining & Fabrication	50 page report that analyzes the company market, environment, industry, and value chain. Good visuals and external resources to help guide the client. Social media presence was emphasized and demonstrated in the document.	419.5
Fall 2015	Dr. Ed Wright	rtaylor	MGT 404	3	Magnetic Wrench	53 pages on identifying the wrenches position and how/where to manufacture the product. Strong market analysis from industry research and data collected in survey. Report reveals the opportunities behind this already patented design by comparing and suggesting ideas.	154.5
Fall 2015	Dr. Ed Wright	Not SBTDC Client	MGT 404	3	Handcrafted Apparel	74 page report analyzing this global business and what it can do to gain more recognition. Overview of the company and where it fits in the market. Good understanding of all the factors that go into transporting and what is economical for sales. Explains promoting the idea in many avenues.	138
Fall 2015	Dr. Ed Wright	rtaylor	MGT 404	3	Secondhand Textiles	58 page document that covers the company profile with revenue analysis and competitors. There is a healthy amount of research on the market industry and the critical factors for the company to succeed. Recommendations and references are at the end to present opportunities.	263.5
Fall 2015	Dr. Ed Wright	rtaylor	MGT 404	3	Greenhouse and Warehouse Space	47 page document giving research and ideas on how the company can expand the customer base. The plan focuses on event marketing and pairing local growers with restaurants. Useful information is included that can allow the company to take action at any moment.	84.5
Fall 2015	Dr. Ed Wright	wcagle	MGT 404	3	Outdoor Gear Retail	75 page paper with thorough analysis on the popular market. The purpose of the report is to give information on how to increase customer base and sales for the company. With this goal, research was presented in marketing plans and guidance on expansion.	105.5
Fall 2015	Dr. Ed Wright	Not SBTDC Client	MGT 404	3	E-mail Marketing	44 page proposal with a feasible study and strategic business plan for the company. Includes helpful predictions for keeping the company competitive. Good research on pricing and finances to continue in the business.	268
Fall 2015	Dr. Ed Wright	Not SBTDC Client	MGT 404	4	Motorcycle Accessory	51 page paper about the business and how to market to consumers in the industry. After analyzing industry research many social media plans were recommended. A	126.5

						52 week social media plan was created to help bring awareness and traffic to the website.	
Fall 2015	Dr. Ed Wright	nraper	MGT 404	3	Wiping Products	59 page document researching the dry wipe market and how to raise consumer awareness. Large focus on social media as the main avenue of marketing. Paper is filled with good references and information to lead the client.	182

Summary Table

	Clients served	Engagement hours	Total
Total Spring	33	136	6498
Total Fall	33	143	7969
Total 2015	66	279	14467

Appendix B COB enrollment action plans

- Undergraduate online transfer enrollment – we have initiated visits to the community colleges doing accelerated advising for admission. This has helped boost the enrollment of our on-line undergraduate programs. BLaw added 36 new majors in the fall. We will add 50 by next fall. At least a third should be on board by spring. These visits appear to be boosting our BSBA Entrepreneurship online program as well.
- Undergraduate residential transfer enrollment – the BSBA Hospitality Tourism at Biltmore Park. We are moving lines to hire in HT. Pending approvals we should be ready to schedule HT courses at BP for Fall 2016. An initial class of 40 is achievable. We will have 80 new students in Asheville taking Hospitality and Tourism within two years.
- We will support other colleges’ efforts to start joint entrepreneurship programs with the College of Business such as the art entrepreneurship certificate. We will provide minor support for other program changes such as health administration minor for the HHS core revision.
- We will propose a new undergraduate econ major with tracks in economic development and analytics. The earliest that could be approved is likely Fall of 2017.
- On-line graduate enrollment – Pending approval of the Master Sport Management degree revival we can begin recruiting for fall 2016. This will add growth in graduate

programs. Depending on how late we start I would expect at least ten students in the first class. This program requires so it also absorbs some existing capacity.

- Residential graduate enrollment – We will be moving the MBA classes at Cherokee to WCU campus in spring 2016. The Cherokee enrollment has dropped to five students. Some are driving past Cullowhee to get there. Promoting the MBA courses at WCU may get more staff enrollment from WCU. If not we will consolidate at Biltmore Park.
- We will recruit undergraduates into early graduate coursework as soon as the graduate rules change to allow. This includes recruiting into the MAcc program targeting freshmen accounting majors to plan for a five year 4+1 program.
- MBA program review. In spring 2016, we plan to charge a new MBA director with a program review. One possible goal will be to allow electives to open the door to interest in a follow on graduate certificate. For example, when the MBA program had electives before many took project management and then completed the project management graduate certificate. Potentially this could increase graduate hours taken by the students we have already recruited by 20%. Graduate Certificate possibilities could include Project Management, Innovative Management, Change Management, Sport Management, and Accounting. For the most part we could draw off of existing capacity and courses. This will require faculty planning and review. A graduate rules change to allow entry into dual programs would help recruit and commit students.
- The Masters of Entrepreneurship (ME) faculty will propose a name change to Master of Innovative Management and Entrepreneurship (MIME). This degree will be current in its appeal. Discussions are underway for a track in the online degree that will appeal to students who want both MBA and Entrepreneurship elements in the degree.
- We will continue to expand our marketing of COB programs.

Appendix C: CEI Report



Approved by the UNC Board of Governors, incorporated in the state of NC, and organized on August 28, 2015, the WCU Corporation for Entrepreneurship and Innovation (CEI) is a for-profit enterprise dedicated to furthering the mission of the university and facilitating regional economic development. The Corporation provides a unique structure that allows WCU to utilize university resources

to support aspiring entrepreneurs, regional businesses, and other organizations. Working across campus disciplines and throughout the region, CEI serves as a catalyst for turning ideas into commercial ventures and providing help and expertise to accelerate developing businesses. Highlights from the fall 2015 – spring 2016 academic year include:

- CEI generated revenues of \$64,405 from CEI for-profit activities including faculty consulting projects, professional education services, graduate student research, and related programs.
- CEI earned \$30,972 of income with expenses of \$33,432 made up chiefly of professional service fees to faculty members.
- CEI sponsored the fall 2015 Successful Entrepreneurs Speakers Series which brought in two regional successful entrepreneurs weekly at Biltmore Park to provide advice and lectures on entrepreneurship. The program was open to the public and well attended. Classes lasted eleven weeks.
- CEI provided assistance to Dr. Terry Kolb with establishing a tele-health start-up business (Face2FaceMD). In addition, CEI sponsored a senior engineering student project for the business which developed a Bluetooth, vital signs diagnostic monitor that enables physicians to remotely read the blood pressure, temperature, and blood oxygen saturation level of a patient. CEI is currently assisting Dr. Kolb with the commercialization of a patent for a new wound care product.
- Dr. Ed Wright, a manager of CEI, continues to participate as WCU's representative in the North Carolina University Innovation Committee. The committee is sponsored by the governor's office, meets twice monthly, and is made up of tech transfer and commercialization professionals from all major NC universities. The group is working on standardizing best practices in patents, licensing, and product commercialization and finding better ways to spin out new business ventures.
- CEI brought in Asheville attorney, Becky Crandall who twice lectured to COB students – once on the basics of US patent law and again on the fundamentals of establishing a franchise business.
- CEI provided four faculty speakers to two multi-county-wide middle and high school programs held at Cherokee Schools. The faculty provided educational programs on entrepreneurship and innovation which were well received.
- CEI provided graduate student researchers (8) for five research projects which assisted outside parties with commercial feasibility and marketing research studies. Students received stipends for their research.
- CEI assisted Dr. Yue Cai and Wendy Cagle with the formation of a student group focused on entrepreneurial education and interests.
- CEI and NC-Bio sponsored an engineering “pitch party” in April 2016 where three regional physicians shared problems needing technical solutions with a group of WCU engineering faculty and college of business personnel. The group brainstormed solutions, investigated the technical feasibility of ideas, and researched prior art which in time may lead to a patent for one or possibly two products. The inventors and the university have assigned the development rights for any resulting intellectual property to CEI.

Appendix C: AoL Assessment Results



2015-2016 AoL
report 4.18.16 Draft.