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**College of Business**

**Strategic Plan**

**2018-2023**

**Revised 2018**

**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.

**2018-2023 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.

Subsequently, a 21-person committee worked from spring 2017 through the spring of 2018 to update Western Carolina University’s strategic plan, which was approved by WCU’s Board of Trustees at the end of the Spring 2018 semester. The effort to tweak the 2012 strategic plan, which is entitled “2020 Vision: Focus on our Future” reflected emerging institutional priorities, including the DegreePlus Quality Enhancement Plan initiative approved by SACSCOC, the NC Promise tuition plan, updated enrollment growth targets and a new University of North Carolina System strategic plan with performance metrics. As part of the revision process, the committee held a series of town hall meetings in Cullowhee, Sylva and Asheville to solicit feedback from members of the campus and surrounding communities, and established a website where stakeholders could provide input.

Several consistent themes emerged from the feedback, including: quality undergraduate and graduate programs; evolving faculty and staff needs and roles, regional leadership and engagement in key community initiatives, diversity and inclusive excellence, access and affordability, Cherokee collaboration, student academic honesty and integrity, campus civil discourse, continuous improvement and assessment, areas of distinction, economic development and a focus on the future. The university committee revised six existing strategic directions and added a new strategic direction focused on inclusive excellence. The committee also added elements of measurement, priority level, units of responsibility and timeline to the plan to provide more specificity about expectations.

In the fall of 2018, the College of Business responded to the university’s modified plan (“2020 2.0”). The Strategic Planning Committee (“SPC”) developed proposed revisions for alignment with the university plan consistent with the College’s mission. SPC presented its recommendations to the College Faculty for feedback (9-29-18), as well as to the college’s advisory board (9-21-18) and ten student leaders (9-13-18). Each group of constituencies suggested modifications to the Strategic Planning Committee proposal. The SPC then met to finalize the plan, incorporating input and suggestions for revisions and modications from students, faculty and the advisory board. Following the adoption of the modified plan, the SPC annually develops action items for each academic year.

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| **COLLEGE OF BUSINESS STRATEGIC PLAN** | | | **Planning, Budgeting and Assessment** | | | | | | | | | | | | | | |
| **TIMELINE** | | | | **ASSIGNED TO:** | **ASSESSMENT** | | | | | | | | **FINANCIAL STRATEGIES** | |
| **Strategic Direction 1: Academic Excellence**  ***Continuously improve academic program quality to fulfill the needs of our state and region.*** | | | | | | | | | | | | | | | | | |
| **Goal 1 –Invest resources to maintain accreditation from external organizations as distinctive indicators of quality.** | | | | | | | | | | | | | | | | | |
| **Goal 2 –Enhance opportunities to foster student awareness for cultural enrichment, globalization and sustainability.** | | | | | | | | | | | | | | | | | |
| **Goal 3 – Maintain continuous curriculum assessment by the appropriate participants and ensure curriculum improvement and implementation as identified through assessment.** | | | | | | | | | | | | | | | | | |
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| **Strategic Direction 2: Student Experience**  ***Develop and deliver Business Ready®* *career focused programs which will prepare students to engage successfully in a vibrant, complex, and culturally diverse business environment*.** | | | | | | | | | | | | | | | | | |
| **Goal 1 – Develop a professional *Business Ready®* culture in the College of Business, which includes strengthening ethical and professional behavior, developing and implementing curricular, co-curricular and experiential learning programs, such as internships, professional certifications and career planning.** | | | | | | | | | | | | | | | | | |
| **Goal 2 -- Update the curriculum based on a scan of the changing global environment, business trends, and expectations so that graduates will be competitive for the job market.** | | | | | | | | | | | | | | | | | |
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| **Strategic Direction 3: Inclusive Excellence**  ***Foster an inclusive college community.*** | | | | | | | | | | | | | | | | | |
| **Goal 1 – Provide programming designed to increase diversity awareness.** | | | | | | | | | | | | | | | | | |
| **Goal 2 - Foster diversity in the faculty and student body.** | | | | | | | | | | | | | | | | | |
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| **Strategic Direction 4: Regional and Community Engagement**  ***Build and strengthen relationships that facilitate an exchange of knowledge with the business community, professional organizations, and other diverse constituents, to support regional economic transformation, community development, and student placement.*** | | | | | | | | | | | | | | | | | |
| **Goal 1 – Engage faculty with local or regional organizations to support the College’s mission to meet the needs of industries, markets, and institutions.** | | | | | | | | | | | | | | | | | |
| **Goal 2 –** **Engage students with local or regional organizations to support the College’s mission to meet the needs of industries, markets, and institutions.** | | | | | | | | | | | | | | | | | |
| **Goal 3 –Facilitate access for community college students** | | | | | | | | | | | | | | | | | |
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| **Strategic Direction 5: Employee Excellence**  ***Recruit, develop, and retain faculty and staff who continuously improve the teaching, intellectual contribution, and service effectiveness of the College.*** | | | | | | | | | | | | | | | | |
| **Goal 1 – Recruit and retain qualified faculty who demonstrate commitment for achievement.** | | | | | | | | | | | | | | | | |
| **Goal 2 – Provide faculty with resources and opportunities to support scholarly activities and pedagogical expertise.** | | | | | | | | | | | | | | | | |
| **Goal 3 – Continuously improve staff skills and capabilities.** | | | | | | | | | | | | | | | | |
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| **Strategic Direction 6: Infrastructure Investment**  ***Facilities, technology and infrastructure are sustainable and support strategic priorities.*** | | | | | | | | | | | | | | | | |
| **Goal 1 – Utilize an objective, transparent process for allocating resources for both academic and non-academic programs in the College.** | | | | | | | | | | | | | | | | |
| **Goal 2 – Continuously improve physical facilities.** | | | | | | | | | | | | | | | | |
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| **Strategic Direction 7: Vision Advancement**  ***Support and promote College programs through our advancement, development, marketing and fundraising efforts.*** | | | | | | | | | | | | | | | | |
| **Goal 1 – Build the college's scholarship endowment and increase program support to ensure college initiatives can be sustained** | | | | | | | | | | | | | | | | |
| **Goal 2 – Align development and fundraising efforts in support of the overall Strategic Plan** | | | | | | | | | | | | | | | | |
| **Goal 3 - Enhance visibility of the College of Business within the university as well as outside the university** | | | | | | | | | | | | | | | | |