



College of Business, Engineering, and Computational & Mathematical Sciences (CBECMS)

BUSINESS PROGRAMS

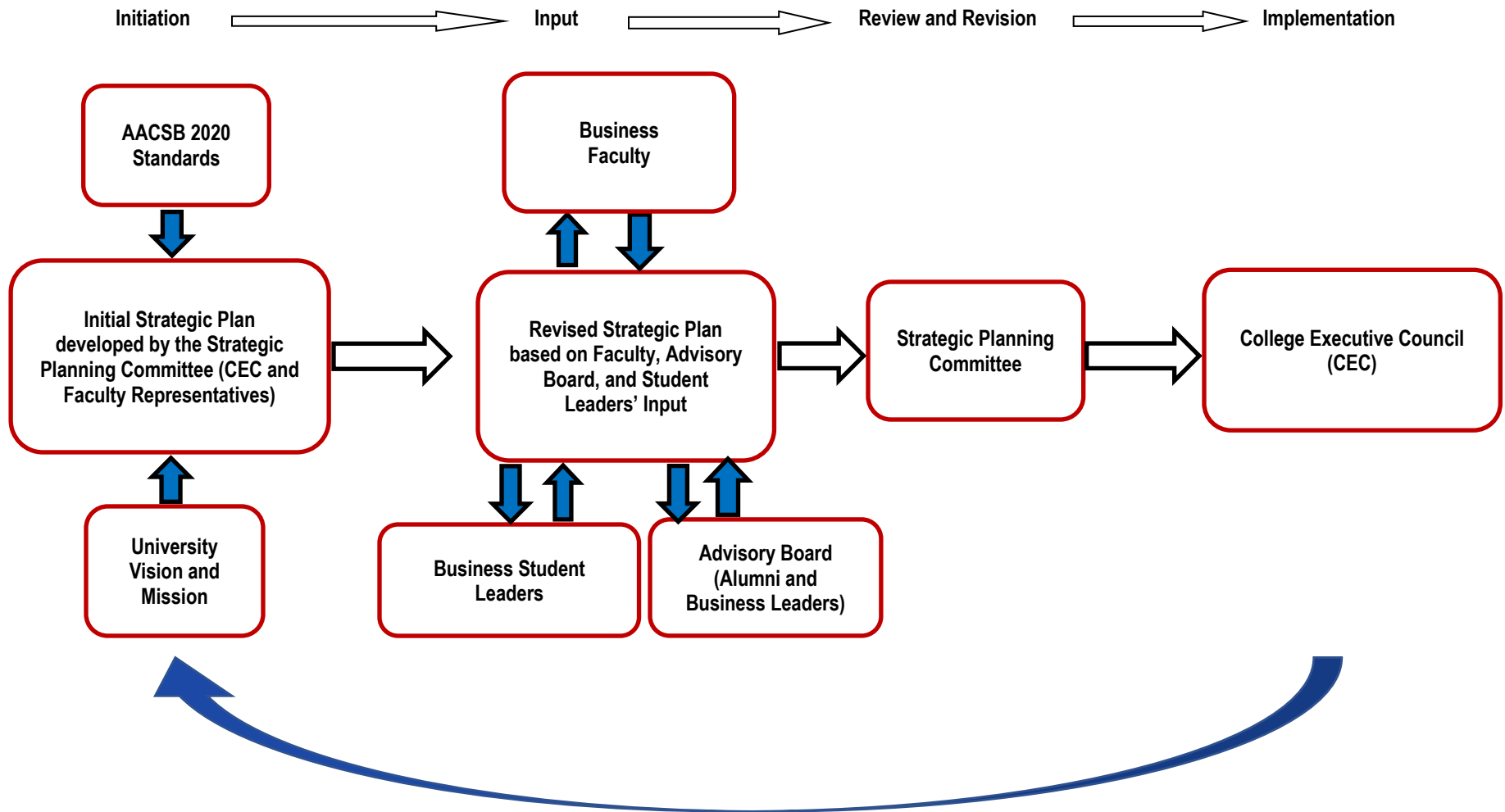
Experience Excellence, Experience Success.



Strategic Plan
Date of Adoption: February 7, 2024

Business Programs Strategic Planning Process

The initial Strategic Plan of the Business Programs housed in the College of Business, Engineering, and Computational & Mathematical Sciences is developed by the Strategic Planning Committee based on the AACSB 2020 Standards and the Frostburg State University strategic plan. It is shared with the faculty, College Advisory Board, and student leaders for initial review and input. After consideration of the collective feedback received, the Strategic Planning Committee undertakes appropriate revisions. The finalized Strategic Plan is implemented by the CEC. Overall, the process involves four stages, shown below, and is designed to be continual.



Business Programs Strategic Plan

“Experience Learning, Experience Success.”

Preamble

The Business Programs housed within the College of Business, Engineering, and Computational & Mathematical Sciences (CBECMS) are an integral academic component of Frostburg State University, and, as such, have developed their vision, mission, and strategic plan in support of and alignment with the University’s plan.

A. Vision, Mission, and Core Values

I. University Vision

Frostburg State University is a regionally acclaimed and nationally recognized academic institution that provides distinctive programs to support state and regional workforce needs. Faculty, staff, and students foster collaboration in a welcoming and inclusive campus culture.

Students value the opportunities open for them at FSU and form close mentoring relationships with faculty and staff, who are committed to their success and well-being. Students apply knowledge and skills learned in the classroom to internship, civic engagement, study abroad, and research experiences to meet the challenges of a complex and changing global society.

The University is integrated into the fabric of the community as a valued and respected regional asset. We are committed to making changes that secure our future while celebrating the values that reflect our history.

II. Programs’ Vision

The Business Programs at Frostburg State University will be the destination of choice for students in the State of Maryland and beyond who seek an engaged, career-oriented educational experience through close relationships with faculty and service to the community.

III. University Mission

Frostburg State University is a student-centered teaching and learning institution featuring experiential opportunities. The University offers students a distinctive and distinguished baccalaureate education along with a select set of applied master’s and doctoral programs. Frostburg serves regional and statewide economic and workforce development; promotes cultural enrichment, civic responsibility, and sustainability; and prepares future leaders to meet the challenges of a complex and changing global society.

IV. Programs’ Mission

❖ **The Business Programs at Frostburg State University have the primary responsibility to prepare**

students for professional success through a caring class environment, dedicated faculty, innovative practices, and applied learning.

- ❖ **We contribute to the economic vitality of our region and state through applied and impactful scholarship, workforce development initiatives, service learning, and shared expert partnerships to make a positive impact.**

Programs' Mission Statement Components

The Business Programs:

- ❖ drive intellectual and professional development of students through coursework, guided research, and active learning opportunities in the traditional business discipline areas, along with thematic emphases on (1) ethical reasoning; (2) leadership skills; (3) global perspective; (4) technological proficiency; and (5) critical thinking.
- ❖ engage business practitioners, alumni, students, and the broader community, and consider their input to enhance its programs.
- ❖ measure students' learning outcomes to ensure continuous improvement and positive impact of its programs.
- ❖ provide professional development opportunities for enhancement of faculty's teaching skills, research capabilities, innovative and impactful initiatives, and thought leadership.
- ❖ extend the services of their faculty, staff, and students to benefit the community.

V. Programs' Core Values

The following Core Values represent the shared tenets that underpin the vision, mission, and strategic directions of the Business Programs at Frostburg State University. These offer a guiding philosophy by which we serve our students, faculty, staff, alumni, and the broader community.

- ❖ **Integrity - is to engender trust by displaying principled behavior, demonstrating responsible stewardship of resources, and being ethical in all one says and does.**
- ❖ **Citizenship - is to have a stake in the well-being of an increasingly diverse community and society, with an obligation to stay informed, to be inclusive, to make positive contributions, and to be of service to all.**
- ❖ **Inquisitiveness - is a commitment to intellectual curiosity about oneself and the world around that entails a personal responsibility for one's own learning and professional development.**
- ❖ **Professionalism - is characterized by dedication to excellence in all that one does, to be respectful to all, to be an engaged team player, and to be accountable for one's choices and actions**
- ❖ **Innovation - is to institute a culture that embraces newness of ideas and supports creative**

experimentation in the service of personal and organizational growth.

B. Strategic Initiatives and Goals, Objectives, and Tactics

Priorities that chart the future of the Business Programs can be grouped into three *Strategic Initiatives* with corresponding *Goals*, *Objectives*, and *Tactics*. Collectively, these serve as a coherent and efficient framework to help guide the Programs in each of the areas of teaching, research, and service. These Strategic Initiatives are intended to set the overarching course for the Business Programs, with specific direction operationalized by the more granular set of Goals, Objectives, and Tactics.

The **Strategic Initiatives** of the **Business Programs at Frostburg State University** are to:

- I. Create, deliver, and promote academic programs that prepare students for professional success**
- II. Attract, develop, and retain a diverse community of students, faculty, and staff**
- III. Promote economic development and regional engagement**

These strategic initiatives serve to operationalize the Business Programs' Vision, Mission, and Core Values. All goals, objectives, and tactical activities contained within this Strategic Plan are grouped under these initiatives.

STRATEGIC INITIATIVE I: Create, deliver, and promote academic programs that prepare students for professional success

GOALS

- A. Develop programs to enrich the Business Programs' curriculum*

OBJECTIVES

1. Create and continuously improve programs that are relevant, up-to-date, and meet workforce expectations.
2. Develop certificate and degree programs to target new student populations.
3. Deliver instruction in modern, technologically equipped, and visually appealing physical and virtual classroom settings.

- B. Advance and highlight applied educational experiences and student engagement in curricular and co-curricular activities toward enhanced career readiness*

OBJECTIVES

1. Structure strong, well-organized, and well-administered applied learning experiences.
2. Maintain funding that advances student engagement in regional, national, and international settings.
3. Engage faculty, businesses/employers, alumni, and the Advisory Board to enhance the engagement and career development of students.

STRATEGIC INITIATIVE II: Attract, develop, and retain a diverse population of students, faculty, and staff.

GOALS

- A. *Serve a diverse population of students that includes traditional undergraduate, first-generation college students, international students, and working adults*

OBJECTIVES

1. Regularly participate in campus recruiting events.
2. Develop new and maintain existing organizational partnerships with regional, national, and international reach for student recruitment.
3. Facilitate student mentoring by faculty, alumni, and business leaders.
4. Celebrate student achievements.

- B. *Recruit, develop and retain a diverse body of qualified faculty and staff*

OBJECTIVES

1. Disseminate job openings through personal and professional networks and advertise vacant positions in multiple media outlets.
2. Maintain robust faculty onboarding and mentoring program.
3. Support faculty and staff professional development activities in alignment with program and institutional missions.
4. Celebrate faculty achievements.

STRATEGIC INITIATIVE III: Promote economic development and regional engagement

GOAL

Engage students and faculty to assist organizations through curricular and co-curricular projects, dissemination of faculty research, as well as faculty consulting in support of the region's workforce development needs

OBJECTIVES

1. Support the offering of faculty workshops to meet the upskilling and training needs of the community.
2. Provide faculty-consulting services to local and regional businesses and governmental communities.
3. Engage students to assist in service-learning community consulting projects.

C. Strategic Emphases on Teaching, Intellectual Contributions, and Service

Faculty in the Business Programs are active in all three areas of teaching, intellectual contribution, and service. University policies set the relative weights given to each dimension. These strategic emphases reflect the understanding that faculty can contribute in multiple ways -- the total portfolio of contributions of the faculty body must serve to advance University and Program goals. Each faculty's performance is evaluated within the following ranges:

| | |
|----------------------------|---------------|
| Teaching | 50-80 percent |
| Intellectual Contributions | 10-30 percent |
| Service | 5-25 percent |

- I. Teaching:** Faculty are expected to demonstrate excellence in teaching and advance student engagement in curricular and extracurricular settings, consistent with their academic and professional credentials, and across a variety of delivery modalities.
- II. Intellectual Contributions:** Research expectations of faculty emphasize the need for intellectual contributions that are primarily applied and pedagogical in nature, contributing to the economic vitality of the region and in consonance with the character and mission of the institution.

Collectively, Business Programs' faculty members are productive in each of the three areas of intellectual contributions: discipline-based scholarship, contribution to practice, and learning and pedagogical research. In keeping with the teaching-learning nature of the institution, our goal is to have the Business Programs faculty's intellectual contributions distributed in approximately the following manner:

| | |
|--|------------|
| Applied or Integrative/Application Scholarship (AIS) | 60 percent |
| Teaching and Learning Scholarship (TLS) | 20 percent |
| Basic or Discovery Scholarship (BDS) | 20 Percent |

- III. Service:** Faculty service activities are expected in support of the University, Program, Department, and the community at large.

D. Process For Tracking, Monitoring, and Revising the Strategic Plan

Strategic Planning Process

