COLLEGE OF BUSINESS

Frostburg State University

MISSION, VISION, STRATEGIC PLAN,

AND SUPPORTING MATERIALS

August 30, 2013

SECTION 1: VISION and MISSION

PART 1: Vision Statement

FSU*Business* will continue to be recognized and respected as a premier business program.

PART 2: Mission Statement

FSU*Business* provides progressive learning experiences to help students prepare to successfully meet professional opportunities through a dynamic, student-centered educational environment that emphasizes applied learning and a framework for professional growth in a global society.

Mission Statement Components:

- FSU*Business* emphasizes excellence in teaching at the undergraduate and graduate levels, through its small-class environment, caring faculty, and interactive focus.

- FSU*Business* provides intellectual and professional development to business students through coursework, research opportunities, and global experiential learning activities, with a focus on leadership, ethical values, and community engagement.

- FSU*Business* secures input from significant constituencies, such as business practitioners, alumni, and students, to enhance the quality of its programs.

- FSU*Business* faculty continuously improve their teaching skills through research, practical applications, and global learning experiences.

PART 3: FSU*BUSINESS* Core Values

- Accountability
- Excellence
- Fairness
- Mutual Respect
- Openness
- Professionalism
- Service
- Teamwork
- Transparency
- Trust

PART 4: Teaching, Intellectual Contributions, and Service

As the college of business of a comprehensive regional university with bachelor's and master's programs, the faculty of FSU*Business* are active in all three dimensions of faculty contributions. Faculty are expected to teach at all levels offered in their department appropriate for their credentials and under a variety of circumstances. In addition, the research emphasis included in the College mission statement stresses the need for significant intellectual contributions from faculty. The University's regional economic development mission component points to the need for faculty service activities.

College policies address the relative weights given to each dimension. In addition, these policies reflect the understanding that faculty can contribute in different ways -- the total contributions of the entire faculty must balance in meeting University and College goals. The balance sought among teaching, research, and service for the overall college is 60, 25, and 15, respectively. Each faculty is expected to choose a balance from among the following ranges:

Teaching	50-80 percent
Research	10-30 percent
Service	5-25 percent

The AACSB Peer Review Team visited our campus in October, 2010, and as part of the consultative report the team indicated that:

> The PRT would encourage the College of Business to engage in discussions, including a clarification of intellectual contribution classifications as pedagogical, contribution to practice, or discipline based. The PRT calculated that over 50 percent of the intellectual contributions were classified as discipline-based. That large of a percentage may suggest a need for clarification and agreement on these categories of publications.

As a result, the issue was first discussed by the COB's Strategic Planning Committee in a September, 2011. Later that year an ad-hoc committee (open to all COB faculty members) was formed with representatives from the four departments in the CoB to address the matter.

The Dean of the College charged the committee with two basic charges: 1) develop definitions and/or guidelines to help faculty members properly classify their intellectual contributions in the Sedona database (among the three research types), and 2) determine the relative weights (emphasis) among the three types of research that are appropriate for our COB.

After two years of research and deliberation, the Committee recommended the following definitions and the relative weights for each category of research in accordance to the AACSB standards. The committee's recommendation was unanimously approved by the CoB faculty on August 27, 2013. Table 1 shows

the definitions for the three research categories.

Table 1: Classification Criteria for COB Research[1,2,3]

Discipline-Based Scholarship	**Contribution To Practice**	**Learning and Pedagogical Research**
Common to all intellectual contributions, AACSB Standard 2 requires that they: a) exist in public written form b) have been peer-reviewed by academics or practitioners prior to publication		
1) Makes a theoretic contribution to discipline-based knowledge, typically by developing and empirically testing new hypotheses, or by proposing a new or modified conceptual model 2) Implications of the new findings for managers may be highlighted (meaning there may also be some contribution to practice) 3) The audience for the work is predominately academics 4) Examples are: papers published in academic journals, papers published in academic proceedings, papers presented in academic meetings, papers presented in research seminars, reviews of scholarly books, papers in research monographs	1) Makes a contribution to business practice by summarizing, analyzing, or translating existing knowledge into a form that will help managers solve (or avoid) business problems 2) May generate new knowledge that is useful to managers (but does not make a theoretic contribution to discipline knowledge) 3) The audience for the work is a mix of business professionals and academics 4) Examples are: papers published in trade journals or magazines, papers presented at trade association meetings, reviews of popular books, reviews of professional books, case studies published in journals read by practitioners	1) Makes a contribution to pedagogy by developing or testing new methods of instruction, teaching aids, teaching materials, assessment or experiential exercises 2) The research focus may also be students, themselves, rather than content to be learned, methods of instruction or assessment 3) The audience for the work is primarily educators 4) Examples are: papers in educator journals, presentations at educator meetings, development of instructional software, authorship of textbooks, reviews of pedagogical books, preparation of case studies for instruction

[1] To assist faculty members in classifying intellectual contributions for entry into the Sedona database.
[2] All intellectual contributions are valued by the college.
[3] It is acknowledged that intellectual contributions exist along a continuous spectrum and that some contributions may be difficult to neatly classify into the above categories.

Collectively, FSU*Business* faculty members are productive in all three areas of intellectual contributions: discipline based scholarship, contribution to practice, and learning and pedagogical research. Given the mission of the College, emphases in all three areas of intellectual contributions are critical to the success of FSU*Business*. The specific goals are to have the College of Business faculty's Intellectual Contribution productivity to be distributed in the following manner:

Discipline-based research	40 percent
Contribution to practice	40 percent
Learning and Pedagogical	20 percent

SECTION 2: MASTER GOALS

Recommendations to chart FSU*Business'* future can be grouped into seven *Master Goals*. They define a consistent and efficient framework to help guide the organization as it strives to enhance learning, research, and service. These master goals are intended to set the broad course for FSU*Business* rather than provide specific programmatic direction; specific direction is provided by the strategic plan.

The Master Goals (not in priority order) are that FSU*Business*:

I. Deliver high-quality academic programs to students.
II. Disseminate significant and timely research to the academic, business, and governmental communities.
III. Contribute to business development and economic growth of the region.
IV. Recruit, develop, and retain high-quality students, faculty, staff, and administrators.
V. Maintain excellent relations with internal and external constituencies.
VI. Follow sound administrative policies and practices.
VII. Expand opportunities for global collaboration.

Note that these master goals serve as the link between the Vision and the Strategic Plan. All objectives and strategies contained within the Strategic Plan are grouped under these master goals.

SECTION 3: ACTION PRIORITIES

The following Action Priorities represent key changes and significant upgrades that the college should strive to accomplish during the next several years.

I. Develop and implement new strategies to increase undergraduate enrollment.
II. Develop and implement strategies that support the delivery of a quality online MBA program.
III. Expand global experiential Learning opportunities for students and faculty (number of countries visited and number of students/faculty participated)
IV. Increase the enrollment of international students and build partnerships with more international institutions.
V. Develop and implement new strategies to create interactions between students, faculty, alumni, the business community, and government agencies.
VI. Explore the possibility of appointing a “placement coordinator” for the College of Business students.

VII. Review, revise, simplify, and improve many aspects of the Assurance of Learning system to further enhance the overall quality of the students' learning experience in all programs within College of Business.

VIII. Enhance faculty capabilities and support their efforts for greater teaching and research effectiveness.

SECTION 4: STRATEGIC PLAN

This strategic plan is intended to be a "living document" in that the details can be modified as the need arises. This approach should provide better guidance for faculty, staff, and administrators, and provide a better view of the college's activities.

I. FSU*Business* delivers high-quality academic programs to students.

a) Maintain and continuously improve high-quality programs.

1. Maintain high standards for teaching and instruction in the undergraduate programs

   i. Seek additional ways to encourage teaching innovation.

   ii. Seek additional ways to continuously improve teaching effectiveness.

   iii. Facilitate class scheduling that meets the needs of students and faculty.

2. Maintain high standards for teaching and instruction in the MBA program.

   i. Seek additional ways to encourage teaching innovation.

   ii. Seek additional ways to continuously improve teaching effectiveness.

   iii. Facilitate class scheduling that meets the needs of students and faculty.

   iv. Seek means to continuously improve the quality and rigor of the program.

   v. Seek means to expand number of Graduate Assistantships.

   vi. Evaluate the feasibility and desirability of a "concentration"

   vii. Seeks ways to collaborate with other colleges and universities.

   viii. Seek ways to improve the admissions standards.

b) Maintain and improve high-quality instructional and research technology.

c) Monitor the effectiveness of Assurance of Learning Program for

continuous improvement.

II. FSU*Business* disseminates significant and timely research to the academic, business, and governmental communities.

a) Provide an environment that encourages and rewards faculty participation in and contribution to the research knowledge base.

1. Ensure that faculty has access to adequate technology, software, and databases to support research.
2. Support and facilitate internal research seminars for faculty.
3. Continue to invite research scholars to campus.
4. Encourage interdisciplinary research.
5. Foster the faculty's diverse and complimentary research skills for their mutual benefit.

b) Ensure that all newly hired faculty are willing and able to contribute to the college's research objective.

c) Ensure that the faculty publishes discipline-related books, journal articles, and other items which support and demonstrate the college's commitment to scholarship and intellectual contributions as defined by the AACSB.

III. FSU*Business* contributes to business development and economic growth of the region.

a) Maintain and continuously improve cultures, processes, procedures, and structures which facilitate the delivery of services to business and governmental communities.

b) Maintain a high quality Advisory Board

c) Support existing outreach programs and explore additional outreach opportunities.

d) Facilitate and support research and academic centers.

e) Continue to encourage student involvement in outreach efforts as well as applied and research projects.

IV. FSU*Business* recruits, develops, and retains high-quality students, faculty, staff, and administrators.

a) Provide opportunities for individual faculty-student interaction through a variety of means that includes academic advising, student club activities, independent study opportunities, and developmental coursework.

b) Expand developmental opportunities for students through support for field trips, course internships, travel to student-focused academic conferences, external guest-speaker invitations, and inclusion in faculty research projects.

c) Expand developmental opportunities for faculty, staff, and administrators.

d) Implement the faculty mentoring program, evaluate and modify as needed.

V. FSU*Business* maintains excellent relations with internal and external constituencies.

a) Foster a climate conducive to teaching and learning.

b) Promote an atmosphere of intellectual excitement.

c) Promote culturally diverse students, faculty, staff, and administration.

d) Ensure that student organizations receive guidance and adequate support from faculty.

e) Ensure students participation and involvement in the Student Advisory Council and other college of Business committees.

f) Encourage and support publication of FSU*Business* newsletter.

g) Expand the FSU*Business* Advisory Board and ensure greater involvement of the group in the college's future.

h) Continue to improve the inflow of donated funds.

i) Continue to improve the college's website.

j) Keep the college's constituencies well informed about the FSUBusiness major events and points of pride through a biannual Newsletter.

VI. FSU*Business* follows sound administrative policies and practices.

a) Continue to improve an efficient planning approach which generates a sound strategic plan for the college.

b) Continue to seek input from the internal and external constituents regarding mission, vision, and college decision-making.

c) Continue to improve sound fiscal posture, resource deployment, and budgetary practices.

d) Continue to improve communications among students, faculty, staff, and administrators.

e) Demonstrate continuous commitment to openness and transparency.

f) Continue the activities, efforts, and programs in support and maintenance of accreditation from AACSB.

VII. FSU*Business* expands opportunities for global collaboration.

a) Continue to seek ways to recruit international students for undergraduate and MBA programs.

b) Develop collaborative programs with academic institutions globally to provide faculty and students with international experiential opportunities.

SECTION 5: FSU*BUSINESS* VISION COMPONENTS

FSU*Business* Vision Statement:

FSU*Business* will continue to be recognized and respected as a premier business program.

The vision components listed below were formulated via scenario planning. The general question addressed was: "How do we want to describe the College of Business in five years?" As such, the statements are viewed as aspirational and some may be higher than we can reasonably expect to attain in any given year.

I. FSU*Business* delivers high-quality academic programs to students.

a) All academic programs are continuously evaluated and have modern, up-to-date curricula which meet the needs of students, employers, and other key constituencies.

b) Academic programs accommodate traditional and non-traditional students at the graduate and undergraduate levels.

c) The curriculum reflects the following: ethical understanding; analytic, reasoning, and reflective thinking skills; global business issues; the influence of political, social, legal and regulatory, environmental and technological issues on business problems; the impact of demographic diversity and multiculturalism on organizations; and effective leadership and teamwork.

d) Appropriate instructional technology is available and utilized by the faculty.

e) Graduates are prepared for lifelong learning.

f) Students engage in applied business activities such as internships and applied projects.

g) Distance learning technology is effectively utilized.

h) Many courses are readily accessible to non-business majors.

i) All of the college's student-related processes are regularly evaluated.

j) The vast majority of FSU*Business* students find appropriate employment in a reasonable time.

k) A broad cross-section of organizations recruit FSU*Business* students.

l) Most FSU*Business* faculty have attempted at least one teaching innovation (including the use of current technology) during the last three years.

m) Faculty bring the "real business world" into the classroom via their own experiences and by effective use of outside speakers.

n) Most faculty members have participated in cross-functional teaching and/or research activities during the last five years.

o) Faculty actively supports the various student organizations in the college.

II. FSU*Business* disseminates significant and timely research to the academic, business, and governmental communities.

a) One hundred percent of the terminally qualified faculty members have had sufficient intellectual contributions (as defined by AACSB) over the last five years to be classified as “academically qualified.”

b) The majority of faculty members have had at least one intellectual contribution during the last two years.

c) Many faculty members have had at least three refereed journal articles during the last five years.

III. FSU*Business* contributes to business development and economic growth of the region.

a) Many faculty members have delivered relevant professional services to external constituencies in the form of training, contract research, or consulting during the last five years.

IV. FSU*Business* recruits, develops, and retains high-quality students, faculty, staff, and administrators.

a) Employee development processes are effective and supported with an adequate amount of funding.

b) Most faculty members participate in at least one faculty development activity concerning teaching/learning, research, or service each year.

c) Most administrators participate in at least one administrative development activity each year.

d) Most support staff members participate in at least one development activity each year.

e) All faculty members are academically and/or professionally qualified.

f) Encourage faculty members who are experienced researchers to participate in joint research/publication projects with those who are less experienced.

g) Many faculty members participate in interdisciplinary research.

h) The majority of faculty members are active members of professional organizations.

i) Students’ learning outcomes are monitored and evaluated through the College’s Assurance of Learning program.

j) Students are encouraged and supported to participate in research and professional development activities.

V. FSU*Business* maintains excellent relations with internal and external constituencies.

a) The climate and culture of the working and learning environment are conducive to teaching and learning.

b) Faculty focus on student learning is a major component of FSUBusiness culture.

c) A spirit of collegiality, cooperation, and mutual respect is a major component of FSUBusiness culture.

d) FSUBusiness is a learning organization.

e) Faculty and staff are highly satisfied with their working environment.

f) Diversity in student body, faculty, staff, and administration is promoted and valued.

g) Student organizations are a vital part of the college community.

h) Students have a positive impact on the college and its operations.

i) Alumni relations program is effective and on going.

j) Communication processes with external constituencies is effective and on going.

k) External advisory councils are being utilized effectively.

l) Business majors perceive that they are getting a quality education and consider their time here as a positive experience.

m) Graduates and their employers perceive that business students are well prepared for their career.

n) Donors receive appropriate recognition for their contributions.

o) Organizations that benefit from FSU*Business* training, contract research, and consulting are highly satisfied.

p) Service responsibility to the University, the business, governmental and not-for-profit sectors, and the relevant professions are adequately fulfilled.

VI. FSU*Business* follows sound administrative policies and practices.

a) Appropriate procedures and processes are in place for maintaining fiscal responsibility.

b) Faculty and administrator salaries are at least equivalent to those at comparable institutions.

c) Operating budgets are sufficient to meet the college's objectives.

d) All full-time faculty members participate in the administration/governance of the college.

e) Continuous Improvement philosophy is emphasized and exercised.

f) Administrators, faculty, and staff evaluation process is effective.

g) Faculty promotion and tenure process is effective.

h) Both vertical and horizontal communications within FSU*Business* are effective, open, and transparent.

i) The college's overall planning process is effective and understood by all relevant parties.

j) An effective Assurance of Learning process is in place and continuously improving.

k) Information Technology is utilized and managed effectively.

VII. FSU*Business* expands opportunities for global collaboration.

a) Activities for recruitment of international students at undergraduate and graduate levels are effective and ongoing.

b) Collaborative programs with academic institutions outside United States are in place and students and faculty are benefiting from international experiential learning opportunities.

c) Operating budgets are sufficient to meet the college's objectives.

d) FSU*Business* faculty members' participation in international conferences and seminars is encouraged and supported.