

**J. Whitney Bunting College of Business  
Strategic Plan, 2016-2021**

**Ratified by Faculty, March 11, 2016**

**Vision Statement**

The J. Whitney Bunting College of Business aspires to be the preeminent business school within public liberal arts colleges and universities by delivering programs of excellence.

**Mission Statement**

The mission of the J. Whitney Bunting College of Business is to develop business professionals who embrace intellectual inquiry through critical and analytical thinking, quantitative reasoning, and effective communication, while building upon the attributes of a liberal arts education.

**Implications of the Mission**

The faculty of the J. Whitney Bunting College of Business defines a liberal arts education as an ethos that develops capable intellectual processes beyond vocational skills. Our student-faculty interactions foster attributes such as openness to inquiry and discovery, considering difficult questions, and re-assessing one's position based on fact. These attributes are embedded across the curriculum.

Our goal is to prepare students to compete by developing their intellectual processes. We teach our students to effectively think, communicate, and analyze within a global context.

**Guiding Values**

We value the following hallmarks of a Georgia College liberal arts education:

- Respect for others
- Open and transparent communication
- Ethical behavior
- Diversity and inclusiveness
- Social responsibility.

**Profile**

The J. Whitney Bunting College of Business serves numerous stakeholders including undergraduate and graduate students, faculty, staff, advisory board members, alumni, the university, and the community.

Our undergraduate programs serve primarily residential, full-time students who are considered among the best students in the state. Our graduate programs serve primarily part-time, working professionals. Content is delivered in both a face-to-face and online format. Consistently our fully-online graduate programs have been nationally ranked.

## **J. Whitney Bunting College of Business Strategic Plan, 2016-2021**

To support the mission of the University and the College, the faculty and staff of the J. Whitney Bunting College of Business, in partnership with our various constituencies, have adopted this 2016-2021 Strategic Plan. We focus on five objectives as the basis for continuous improvement in order to position the J. Whitney Bunting College of Business as the preeminent business school within public liberal arts colleges and universities in the country.

The strategic plan serves as a working document in which the objectives and corresponding strategies are implemented on an annual basis. At the beginning of the academic year, through consultation with the Strategic Management Committee, the specific objectives and strategies to be accomplished during the upcoming academic year will be determined with an assessment of the work completed for the prior year to inform the next year's work plan.

Financial support for the strategic plan will be provided through the College's annual budget process and from revenues generated by summer school, premium tuition programming, grants and contracts, and fund raising.

**Objective One: Enhance the quality of the College's academic programs and the learning experience of our students.**

### **Strategies:**

- (1) Leverage the University's liberal arts foundation as measured by assurance of learning in developing students' analytical and communication skills, understanding of diversity, global and cross-cultural awareness, and ethical behavior.**

#### Actions:

- The Undergraduate Admissions, Curriculum & Standards Committee will review the undergraduate curriculum with respect to (i) oral and written communication skills; (ii) analytical and critical thinking skills; (iii) quantitative skills and reasoning; and (iv) diversity, global and cross-cultural awareness, and ethical behavior along with the degree of integration throughout the curriculum based on evaluation of peer institutions with recommendations for curriculum revisions to College of Business faculty.  
Responsible parties: undergraduate admissions, curriculum & standards committee
- The Graduate Admissions, Curriculum & Standards Committee will review the graduate curriculum with respect to (i) oral and written communication skills; (ii) analytical and critical thinking skills; (iii) quantitative skills and reasoning; and (iv) diversity, global and cross-cultural awareness, and ethical behavior along with the degree of integration throughout the curriculum based on evaluation of peer institutions with recommendations for curriculum revisions to College of Business faculty.  
Responsible parties: graduate admissions, curriculum & standards committee
- The College of Business Diversity Leadership Team will complete the College of Business' diversity action plan for submission to the Office of Diversity and Inclusiveness.  
Responsible parties: college diversity leadership team

**(2) Review the business core, undergraduate majors, and graduate programs based on assessment outcomes and changing market forces.**

Actions:

- Review annual assessment outcomes to inform departments and curriculum committees on needed adjustments to the College's curriculum.  
Responsible parties: assessment coordinators, department chairs, undergraduate admissions, curriculum & standards committee, graduate admissions, curriculum & standards committee
- Implement curriculum changes with annual report on necessary curriculum adjustments.  
Responsible parties: department chairs, undergraduate admissions, curriculum & standards committee, graduate admissions, curriculum & standards committee

**(3) Enhance student engagement in professional development, career preparation, and leadership.**

Actions:

- Enhance coordination of departmental and college-wide student engagement activities to effectively increase student attendance and participation in professional development activities through events by holding a planning session prior to each semester.  
Responsible parties: department chairs and outreach coordinator
- Enhance student involvement with college and university-wide professional development and leadership opportunities, by more effective communication, coordination, and evaluation of such opportunities.  
Responsible parties: department chairs and outreach coordinator
- Establish baseline of student participation in student organizations and honor societies to track each year.  
Responsible parties: department chairs and outreach coordinator
- Inventory student experiential learning experiences outside the classroom through research projects, business-related and community-based projects, study abroad, professional conferences, and internships.  
Responsible parties: department chairs and outreach coordinator

**(4) Enhance feedback on performance of academic programs through alumni, employer, and student placement surveys.**

Actions:

- Collaborate with University Alumni Relations to evaluate alumni survey instrument and response rates.  
Responsible parties: dean and outreach coordinator
- Evaluate employer and recent graduates survey instruments and response rates.  
Responsible parties: dean and outreach coordinator

- Integrate, where appropriate, survey responses in terms of refining academic programs and student professional development opportunities.

Responsible parties: dean, department chairs, and associate dean

**Objective Two: Enhance the local, state, national, and international visibility of the College’s quality programs, student successes, and faculty and staff achievements.**

**Strategies:**

**(1) Use of the College of Business website, social media, and “Make Your Next Move” online graduate programs platform.**

Actions:

- Analyze website hits and Google analytics on an annual basis.  
Responsible parties: dean, associate dean, and outreach coordinator
- Spotlight faculty, staff, student, and program achievements on the website on a semester basis.  
Responsible parties: dean, department chairs, outreach coordinator, and program directors
- Expand and monitor social media to disseminate College-wide events/stories.  
Responsible parties: outreach coordinator
- Assess continually external marketing firm strategies in promotion of online graduate programs.  
Responsible parties: dean, associate dean, and graduate program director

**(2) Use of Georgia College print and electronic publications.**

Actions:

- Collaborate with University Communications and the Office of Alumni Relations to disseminate stories of accomplishments of the faculty, staff, and alumni of the College to local, regional, and national news services and other media.  
Responsible parties: dean and outreach coordinator
- Coordinate with University Communications and the Office of Alumni Relations to disseminate stories of accomplishments of the faculty, staff, and alumni of the College in *Georgia College Connection*, the alumni magazine.  
Responsible parties: dean and outreach coordinator
- Use the university’s Front Page to share timely information and catalog stories regarding the College.  
Responsible parties: dean, outreach coordinator, department chairs, and program directors

**Objective Three: Enhance resource generation and operational efficiency to support programmatic needs.**

**Strategies:**

**(1) Develop a culture of philanthropy and resource generation to support programmatic needs and diversify revenue streams.**

Actions:

- Create a development plan with clear objectives for each academic department.  
Responsible parties: department chairs, development officer, and dean
- Cultivate and engage donors in fulfillment of the College's capital campaign case statement with monitoring of progress toward the campaign goal.  
Responsible parties: dean and development officer
- Develop legacy sponsorship funding for College-wide events.  
Responsible parties: dean and development officer
- Leverage faculty summer research grants for external grant submissions to government agencies and foundations in monitoring the number and dollar amounts of external grant submissions and awards.  
Responsible parties: dean, associate dean, and faculty
- Recognize faculty grant submissions and awards in the annual evaluation and promotion and tenure processes.  
Responsible parties: promotion & tenure committee

**(2) Fiscal stewardship in the alignment of resources to fulfill the College's mission.**

Actions:

- Use responsibility-centered budget management principles for internal resource allocation decisions based on a strategic examination of College of Business priorities for programs as informed by enrollment data and cost structure.  
Responsible parties: dean and associate dean
- Set annual budget priorities in consultation with the department chairs and the Strategic Management Committee to fulfill programmatic needs.  
Responsible parties: strategic management committee, department chairs, associate dean, and dean
- Review and determine premium tuition levels for online graduate programs relative to competitors.  
Responsible parties: dean, associate dean, graduate program director, and program directors
- Prioritize the use of summer school profits and differential tuition revenues from fully-online premium-priced graduate programs to meet College-wide initiatives and programmatic support.  
Responsible parties: dean, associate dean, and department chairs

- Determine the appropriate University System of Georgia metrics to gauge program quality and productivity as well as student progression.

Responsible parties: dean, associate dean, strategic management committee

**Objective Four: Enhance engagement with and impact of with various stakeholders through alumni relations, advisory boards, community partnerships, and outreach efforts.**

**Strategies:**

**(1) Enhance engagement and outreach activities throughout the College.**

Actions:

- Schedule the dean to provide update at departmental advisory board meetings.  
Responsible parties: department chairs
- Establish an inventory of guest speakers in classes; community partnerships with the College; industry/community-related projects and their impact; employers who regularly provide internship experiences; employer engagement and student recruitment activities; and on-going economic development efforts in the community.  
Responsible parties: department chairs, outreach coordinator, and dean
- Assess the effectiveness of the Faculty in Residence Program.  
Responsible parties: faculty participants and dean
- Revamp the Executive Forum Series and Women’s Leadership Series and monitor attendance.  
Responsible parties: dean and outreach coordinator

**(2) Enhance relations with alumni, donors, and friends of the College.**

Actions:

- Develop alumni database for each program to share with departments to facilitate alumni engagement by departments and in the development of donor prospects.  
Responsible parties: dean, department chairs, outreach coordinator, development officer
- Develop on-going alumni follow-up on graduates one and five years from graduation to assess program effectiveness and enhance alumni engagement.  
Responsible parties: dean, department chairs, and outreach coordinator
- Develop outreach and cultivation strategy for graduates of the College’s fully-online academic programs.  
Responsible parties: dean, development officer, graduate program director, and program directors
- Develop the Dean’s Parents Advisory Council for the purpose of expanding College of Business networks in the Atlanta metropolitan area.  
Responsible parties: dean and development officer

### **(3) Improve visibility of outreach from the Centers in the College of Business.**

#### Actions:

- Establish an inventory of the Center for Economic Education activities and their impact along with the dissemination of such information and location of the Center on the website.  
Responsible parties: dean and center director
- Establish an inventory of the Center for Design and e-Commerce activities and their impact along with the dissemination of such information and location of the Center on the website.  
Responsible parties: dean and center director

### **Objective Five: Enhance faculty and staff development and recognition.**

#### Strategies:

#### **(1) Monitor faculty (tenure-track, non-tenure track, and adjunct) recruitment, retention, development, and support to ensure high academic standards and rigorous instruction.**

#### Actions:

- Develop transition guide for new faculty (tenure-track, non-tenure-track, and adjunct) and department chair appointments regarding departmental procedures and integration with the university's technology platform for instruction and reporting.  
Responsible parties: department chairs and faculty development committee
- Expand topic coverage and participation for the Faculty Professional Development & Mentoring Series.  
Responsible parties: faculty development committee and dean
- Fund faculty summer research grants and leverage for external grant submissions.  
Responsible parties: dean and associate dean
- Support faculty professional conference travel for teaching, research, and service mission of the College of Business.  
Responsible parties: department chairs, associate dean, and dean
- Develop a personnel plan, consistent with the College's strategic priorities, that examines staffing needs across departments and programs to coordinate faculty recruitment, recognizing the importance of diversity and inclusiveness to address retirements, resignations, and enrollment demands along with additional staff to meet programmatic needs.  
Responsible parties: department chairs, associate dean, and dean
- Review the annual evaluation and promotion and tenure processes to ensure recognition for the breadth and quality of faculty contributions to the teaching, research, and service mission of the College and provide constructive feedback on faculty performance and expectations.  
Responsible parties: promotion & tenure committee, department chairs, associate dean, and dean

- Analyze faculty salaries in relation to AACSB peer institutions to identify compression/inversion issues and share with Office of Academic Affairs.  
Responsible parties: associate dean and dean
- Establish a process for a visiting scholars program and expectations of visiting scholar engagement with faculty, staff, and students.  
Responsible parties: strategic management committee
- Establish international collaborative partnerships and increase the number of faculty in international exchange programs and participation in study abroad programs.  
Responsible parties: dean, department chairs, and faculty

**(2) Be purposeful regarding staff professional development.**

Actions:

- Expand topic coverage and participation in the Staff Professional Development Series.  
Responsible parties: dean and staff
- Establish monthly staff meetings to discuss issues and formulate solutions.  
Responsible parties: dean
- Analyze staff salaries in relation to equivalent staff positions within the university.  
Responsible parties: associate dean and dean

**(3) Create faculty and staff recognition activities in support of the teaching, research, and service mission of the College.**

Actions:

- Revise the selection process for College of Business Faculty and Staff Excellence Awards to ensure nominations for each category from each department.  
Responsible parties: honors & awards committee
- Update Atkinson Hall public recognition of faculty, staff, students, and alumni accomplishments.  
Responsible parties: honors & awards committee and dean