

# **Spring 2009 – DRAFT (040409)**

## **Strategic Plan (2010 – 2015) College of Business and Public Administration**

*Today's students, tomorrow's leaders*

### **MISSION STATEMENT**

The mission of Old Dominion University's College of Business and Public Administration is:

*To develop students, within a global and ethical context, for successful careers in the public and private sectors; to perform basic, applied and pedagogical research; and to offer services to the community; all of which support the economic development of Hampton Roads and beyond.*

### **SHARED VALUES**

The Shared Values of the College of Business and Public Administration:

- Appreciation of diversity of people and perspectives
- Commitment to academic excellence
- Community outreach
- Concern for students
- Global orientation
- High ethical values and behavior
- Intellectual curiosity

# CBPA SWOT Analysis

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### Strengths

- Diversity of faculty and students
- AACSB and NASPAA accreditation

#### *Teaching*

- Full menu of programs: Undergraduate, MBA, MPA, MA., MS, Ph.D., and Executive education
- Programs tailored to local needs. (e.g., International Maritime, Port Management concentration in MBA and undergraduate Maritime and Supply Chain Management, courses in modeling and simulation, and public accounting)
- Student access to full-time faculty
- Large number of active student organizations
- Faculty recognized for excellence in teaching
- Use of technology in the classroom

#### *Research*

- Interdisciplinary collaboration and synergy among faculty in research
- Established and emerging areas of faculty research expertise: ethics, governance, logistics, internet, forecasting, international, real estate and economic development, international financial management, modeling and simulation
- Doctoral programs (allows attracting high quality faculty and enhances research capability)
- Multiple journal editorships
- Faculty recognized for excellence in research
- Faculty are frequently consulted by the media for their subject matter expertise

#### *Services*

- Career Advantage Program – guaranteed practical work experience for undergraduate students
- Faculty involvement in academic and professional organizations
- Community outreach programs – EV Williams CREED Market Review, Economic Forecasting, Center for Economics Education, Port and Maritime Institute, large number of effective advisory boards, State of the Region Report, Economics Club of Hampton Roads, Insurance Center

### Weaknesses

- Student Quality/Discipline: Bimodal student ability (and commitment)
- Inconsistent linkages with local businesses and public agencies
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- Absence of ranked programs and brand recognition
- Limited resources for advising and student servicing
- Internal and external communication and marketing - Website management, advertising
- Placement and alumni tracking
- Limited resources for research databases

- Inconsistent faculty engagement

## **Opportunities**

- Exploit location advantage fully: near major port facilities, military bases, government, small business, not-for-profit, NATO headquarters, tourism, healthcare organizations
- Quality control of incoming students
- Expanded executive education center capability
- Entrepreneurial role for faculty: Opportunities to raise funds through creative programs and added fees
- Use technology to develop hybrid courses
- Development of targeted degree programs
- Identify and develop network with Alumni base in the area and beyond
- International study opportunities at undergraduate and graduate level
- Identify Niche: international, logistics/maritime, defense, health care, modeling and simulation
- Small business consulting/development/incubators – to build relationships with local businesses
- Relationship with local governments
- Multiple teaching locations (Higher Education Centers) that allow College to serve the community and generate goodwill/reputation
- MOU's with international universities

## **Threats**

- Insufficient Resources: Declining/unpredictability of financial resources from state, limited number of academically qualified faculty, limited resources to support faculty research, limited resources for career counseling, placement and tracking of placement of graduates
- Faculty issues: Faculty salary compression, limited number of faculty to accomplish college mission
- Lack of independence. Historical inability to control our own destiny as a college through differential standards and decentralization of budgets and processes
- Incursion of other business and public administration schools/programs into our area with live and distance learning programs into MBA/Exec, online degree programs offered by for profit universities
- Student Quality: risk of diminished quality of education if unmanaged growth of undergraduate student population, policies on retention of under-performing students
- Location in a large urban area with an absence of large and medium sized businesses

## GOALS, MEASURES, and ACTION ITEMS

### Customer Perspective:

- Improve qualifications and performance of students in undergraduate and graduate programs (Measures are GPA, SAT and GRE/GMAT, work experience, entry math and writing tests, tutoring, advising )
  - Continuously increase admission standards for students where possible (*Undergraduate Committee, Dean, Graduate Program Directors, University Leadership*)
  - Identify and provide services and strategies to support and retain students (*Chairs, Dean, Assistant Dean, Faculty*)
  - Increase funding for scholarships (*Dean, Development Officers*)
  - Be proactive in attracting highly qualified students (*RRAP committee, Chairs*)
  - Increase funding for advertising programs and other student recruiting initiatives (*Dean*)
  - Continue to press for a CBPA undergraduate student course repeat policy that limits the number of times a student may re-take a course (*Dean, Associate Dean, Chairs*)
  - Monitor core courses for consistency in content and rigor (*Chairs, Faculty*)
  - Encourage innovative teaching approaches to enhance learning (*Chairs, Faculty*)
  
- Improve numbers of placements in jobs and graduate schools, and value-added of all graduates (Measures are job placement, graduate schools entrances, senior or graduate surveys, and feedback from recruiters and employers.)
  - Continue curriculum assessment to ensure development of knowledge and skills desired by employers (e.g., communication skills). (*Undergraduate/Graduate Committees, Associate Dean*)
  - Increase practical work experiences through student internships (*Career Management Center*)
  - Improve tracking of placements of graduates (*Graduate Program Directors and Career Management Center, Assistant Dean*)
  - Work with Advising, Career Management, and students to help students to be more proactive in developing themselves for careers (i.e., get them thinking about jobs early in their academic experience) (*Club Advisors, Chief Departmental Advisors, Career Management Center*)
  - Increase interactions between student clubs and the Hampton Roads business community (*Faculty, Student Advisory Council, Career Management Center, and Executive Advisory Council*)
  - Executive in Residence Speaker series (Assistant Dean)
  - Increase student projects for area businesses and government entities (*Faculty, Chairs/Coordinators*)
  - Track MBA, MA/MS, and MPA student placement and salaries (*GPDs, Assistant Dean*)
  - Increase interactions between current students and alumni (*Department Chairs, Development*)

### Financial Perspective:

- Increase college endowment and operating funds for scholarships, chairs, faculty development, and programs (Measure in dollars.)
  - Increase and maintain membership in Constant Hall Partners Program (*Dean, Assistant Dean, Development Officers*)

- Increase activities for, and interactions with, college alumni (*Dean, Assistant Dean, and Development Officers*)
  - Build relationships with area business community through visits by faculty and administrators (*Dean, Chairs, Associate Dean, Assistant Dean, Development Officers*)
  - Encourage faculty to develop contacts with former students and area businesses and government entities (*Chairs*)
  - Work closely with development office and college Major Gifts Officers (*Dean, Assistant Dean*)
  - Increase annual giving. The current budget situation is such that endowment income will be marginal and faculty salaries stagnant. (*CBPA Development Officers, Dean, Assistant Dean*)
- Increase the CBPA Executive Development Center (EDC) revenues and profits. (Measure in dollars.)
    - Create advisory board of faculty and business leaders to advise EDC director in developing strategic direction. (*Dean and EDC Director*)
    - Continue to increase interaction with Hampton Roads business community through sales calls and networking activities. (*Dean and EDC Director*)
    - Develop strategic plan for EDC. (*EDC Director and EDC Advisory Committee*)
    - Focus on development of more contract programs. (*EDC Director and Staff*)
    - Pending approval, plan to launch GLEMBBA in 2011 (*Executive Development Center, Dean, GLEMBBA Core Faculty*)
    - Expand offerings, revenue, and profitability of Executive Development Center. (*Director, Executive Development Center*)
    - Increase interaction between Executive Development Center and faculty (*Executive Development Center*)

### **Internal Business Processes:**

- Maintain or increase high quality of classroom instruction. (Measures are teaching awards, number of tenure track faculty, and allocations of faculty resources.)
  - Continue curriculum assessment to ensure development of knowledge and skills desired by employers (e.g., communication skills). (*Undergraduate/Graduate Committees*)
  - Offer opportunities for faculty to attend workshops and conferences that are teaching-related. (*Associate Dean, Chairs*)
  - Encourage faculty to take advantage of opportunities offered by the Center for Learning Technologies and to adopt new technologies such as asynchronous delivery. (*Dean, Associate Dean, Chairs, Assistant Dean*)
  - Assign faculty schedules to best match expertise and training to appropriate curriculum levels and specializations. (*Chairs/Coordinators*)
  - Lobby for funding for tenure track faculty positions. (*Dean*)
  - Increase funding for faculty chairs and fellows. (*Dean*)
  - Ensure that performance evaluation system rewards high quality classroom instruction. (*Dean, Chairs*)
  - Develop a Summer Teaching Symposium. Offer first one in Summer 2009 on How to Teach Cases. (*Dean, Association Dean*)
  - Continue development of Flex-Time MBA program, with tuition surcharge. Plan to begin offering Fall 2010. (*MBA Director, Dean, Graduate Faculty*)
  - Assessment/learning goals. Continue to refine assessment processes and use feed-back to enhance curriculum (*Department Chairs and Area Coordinators*).
  - Reaccreditation of MPA program. (*USPA Faculty, GPD, Assistant Dean and Department Chair*)

- Encourage rigor in curriculum and grading across all faculty (*Dean, Department Chairs*)
- Focus on obtaining ranking for specific programs (*GPD's, Chairs, Dean, Associate Dean*)
- Increase high quality research. (Measures are research productivity in number of publications in high quality outlets.)
  - Recruit and retain high quality research faculty. (*Dean, Chairs/Coordinators*)
  - Ensure that performance evaluation system rewards high quality research (*Dean, Chairs*)
  - Provide research support through workload policy, travel funding, summer research grants, graduate assistant support, and acquisition of databases (*Dean, Associate Dean, Chairs*)
  - Increase funding for faculty chairs and fellows (*Dean*)
  - Increase external funding where possible (e.g., IT)(*Chairs, Faculty, Dean*)
  - Focus on obtaining faculty research ranking (*Dean, Chairs, Faculty*)
- Align curriculum and centers with CBPA mission (measures are through assessment of learning goals and organization of college and curriculum).
  - Incorporate global and ethical perspectives into learning goals for assessment (*Chairs/Coordinators, Undergraduate and Graduate Committees, Faculty, Associate Dean*)
  - Build centers and curriculum that reflect the Hampton Roads economic sectors to contribute to local economic development (e.g., port and maritime, insurance, and real estate) (*Chairs/Coordinators, Dean, Center Directors*)
  - Pilot a course offering in personal finance. This course will be offered at the 100- or 200-level for non-business majors. The course could have very high enrollments and would be a service course for the university. (*Finance and Economics Chairs, Dean, University College, and Assistant Dean*)

### **Learning and Growth:**

- Dean's Research Seminar Series (facilitates interdisciplinary learning)
- Junior and adjunct faculty mentoring Resources for faculty to attend conferences
- Offer faculty grants to incorporate innovative teaching methodologies in classroom
- Periodic review of strategic plan
- Periodic and systematic Program Review

While not an explicit goal, several of the objectives concern innovation and learning through faculty and staff development. An example is the development of a college Summer Teaching Symposium.

**Measures: Success of the plan will be measured via a “dashboard” approach. The CBPA Scorecard will capture movement on each of these goals and objectives.**