

College of Business
and
Public Administration

STRATEGIC PLAN

(2005-2010)

March 2005



Today's students, Tomorrow's leaders

MISSION STATEMENT

To develop students, within a global and ethical context, for successful careers in business and government; 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. *(Unanimously approved by Faculty, 02/26/2004)*

SHARED VALUES

The following reflect the shared values of the College of Business and Public Administration *(Unanimously approved by Faculty, 04/26/2004)*:

- 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

GOALS, MEASURES, and ACTION ITEMS

(Unanimously approved by Faculty, 03/01/2005)

Customer Perspective

Goals/Measures

1. Improve qualifications of incoming students in undergraduate and graduate programs. *(Measures are GPA, SAT and GRE/GMAT, entry math and writing tests.)*

Action Items

- a. Continuously increase admission standards for students where possible. *(Undergraduate Committee, Dean, Graduate Program Directors, University Leadership)*
- b. Encourage rigor in curriculum and grading. *(Chairs)*
- c. Increase funding for scholarships. *(Dean)*
- d. Be proactive in attracting highly qualified students. *(RRAP committee, Chairs)*
- e. Increase funding for advertising programs and other student recruiting initiatives. *(Dean)*

Goals/Measures

2. Improve numbers of placements in jobs and graduate schools, and entry salaries of all graduates. *(Measures are job placement, graduate schools' entrances, senior or graduate surveys, and feedback from recruiters and employers.)*

Action Items

- a. Continue curriculum assessment to ensure development of knowledge and skills desired by employers (e.g., communication skills). *(Undergraduate/Graduate Committees, Associate Dean)*
- b. Increase practical work experiences through student internships. *(Career Management Center)*
- c. Improve tracking of placements of graduates. *(Graduate Program Directors and Career Management Center)*
- d. Work with area businesses through groups such as the Executive Advisory Council to promote visibility of programs and graduates. *(Career Management Center and Faculty)*
- e. 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)*
- f. Increase interactions between student clubs and the Hampton Roads business community. *(Faculty, Student Advisory Council, Career Management Center, and Executive Advisory Council)*
- g. Build a speaker database to help faculty and students to invite more business and government leaders to campus. *(Dean's Office, Student Advisory Council, Executive Advisory Council)*
- h. Increase student projects for area businesses and government entities. *(Faculty, Chairs/Coordinators)*

Internal Business Processes

Goals/Measures

- 1.** Maintain or increase high quality of classroom instruction. *(Measures are teaching awards, number of tenure track faculty, and allocations of faculty resources.)*

Action Items

- a.** Continue curriculum assessment to ensure development of knowledge and skills desired by employers (e.g., communication skills).
(Undergraduate/Graduate Committees)
- b.** Offer opportunities for faculty to attend workshops and conferences that are teaching-related. *(Associate Dean, Chairs)*
- c.** Encourage faculty to take advantage of opportunities offered by the Center for Learning Technologies and to adopt new technologies such as asynchronous.
(Dean, Associate Dean, Chairs)
- d.** Assign faculty schedules to best match expertise and training to appropriate curriculum levels and specializations.
(Chairs/Coordinators)
- e.** Lobby for funding for tenure track faculty positions. *(Dean)*
- f.** Increase funding for faculty chairs. *(Dean)*
- g.** Ensure that performance evaluation system rewards high quality classroom instruction. *(Dean, Chairs)*

Goals/Measures

2. Increase high quality research. *(Measures are research productivity in number of publications in high quality outlets.)*

Action Items

- a. Recruit and retain high quality research faculty. *(Dean, Chairs/Coordinators)*
- b. Ensure that performance evaluation system rewards high quality research. *(Dean, Chairs)*
- c. Provide research support through workload policy, travel funding, summer research grants, graduate assistant support, and acquisition of databases. *(Dean, Associate Dean, Chairs)*
- d. Restore management track in PhD program. *(Business Administration Chair and Management Coordinator)*
- e. Increase funding for faculty chairs. *(Dean)*
- f. Institute college working paper series. *(Faculty, Chairs)*

Goals/Measures

3. Increase service to profession and community. *(Measures are program offerings and faculty participation/leadership in organizations.)*

Action Items

- a. Increase number of programs offered by the Executive Development Center (EDC). *(EDC Director and Staff)*
- b. Increase faculty involvement in professional academic associations and in community professional and social organizations. *(Chairs)*

Goals/Measures

4. Align curriculum and centers with CBPA mission. *(Measures are through assessment of learning goals and organization of college and curriculum.)*

Action Items

- a. Incorporate global and ethical perspectives into learning goals for assessment. *(Chairs/Coordinators, Undergraduate and Graduate Committees, Faculty, Associate Dean)*
- b. 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)*

Innovation and Learning

Goals/Measures

1. Increase opportunities for faculty and staff development. *(Measures are funding for professional development and numbers of faculty and staff participation in development courses, programs, and faculty internships, and conferences.)*

Action Items

- a. Increase funding for faculty and staff travel and/or enrollment in training programs. *(Dean)*
- b. Promote interactions among faculty to increase transfer of knowledge between faculty. *(Chairs and Faculty)*

Strategic Planning Committees

CBPA Faculty Strategic Planning Committee

- **Nancy A. Bagranoff**, *Dean and Co-Chair*
- **John Ford**, *Professor of Marketing and Co-Chair*
- **Berhanu Mengistu**, *Professor of Urban Studies and Public Administration*
- **Laurie Henry**, *Associate Professor of Accounting*
- **Ed Markowski**, *Professor of Decision Sciences*
- **Gil Yochum**, *Professor of Economics*

Executive Advisory Council Strategic Planning Committee

- **Jim Baur**, *JF Baur LLC*
- **David Beatty**, *Towne Bank Commercial Mortgage*
- **Ed Greene**, *Don Richard Associates*
- **Jack Hornbeck**, *Hampton Roads Chamber of Commerce*
- **David Kaufman**, *Envest Ventures*
- **Mark Warden**, *Wilbanks, Smith, and Thomas Asset Management*
- **Delceno Miles**, *The Miles Agency*
- **Bill Romig**, *Norfolk Southern Corporation*
- **Regina Williams**, *City of Norfolk*
- **Bruce Bradley**, *Landmark Communications*
- **John Matson**, *Wachovia Bank*

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.