

Strategic Plan Progress Report 2012-13

Goal 1: Provide Quality Educational Experiences

Objective 1: Continually improve curricular offerings

Action	Outcome Measure	Link to USP	Responsibility	Results
Short-term Actions (2012-13)				
<ul style="list-style-type: none"> Implement Phase Three of the Assessment Plan and changes made to other Phases as a result of assessment 	Phase Three implemented and data collected	1.	Assess/Stakeholder	Learning Objectives and rubrics were developed. Those courses designated for concentration assessment and offered during the AY were assessed for SOLVE.
<ul style="list-style-type: none"> Aggregate and analyze data from assessments 	Data analyzed and presented to faculty	1.	Assess/Stakeholder	This work will be done at the summer retreat scheduled for July 11th
<ul style="list-style-type: none"> Establish cycle of regular review of courses recently moved to department and update, outdated syllabi for courses (ECON) 	Cycle established and outdated syllabi revised within the new UCC format	1.	Curriculum	MANG320 and 400 were revised and put through the curricular process. Draft revisions for ECON courses were done, but held due to the OOC and administration's decision on the non-compliance of the AS in Business with the state articulation agreement. MANG101 and MANG430 were not updated.

<ul style="list-style-type: none"> Assess impact of MANG105, ACCT110 changes on retention 	Retention rates reviewed and changes made based on assessment data	1.	Curriculum	Surveyed students in MANG105 about intent to stay/leave as a proxy for retention rates. Second-year persistence data are not available until fall 2013.
<ul style="list-style-type: none"> Work with other departments (e.g., communication, philosophy, political science) regarding updating course syllabi and assessing courses outside department 	Cycle established and outdated syllabi revised within the new UCC format	1.	Curriculum	Collected syllabi from other departments for accreditation, but did not have the opportunity to discuss changes in large part because curricular revision was consumed by efforts for gen ed.
<ul style="list-style-type: none"> Consider bringing economics major out of moratorium 	Action assessed for strategic implications and Program viability and proposal forwarded to administration if appropriate	1.	Curriculum	Postponed due to resources and delayed decision-making on ECON101
<ul style="list-style-type: none"> Assess opportunities for enriched student summer business programs that include travel to other countries to increase understanding of international business and entrepreneurship opportunities. 	Opportunity assessed and business plan with projected costs developed.	1.	Marlene/Marcia	Researched possibilities, but initiative is delayed due to the departure of the Executive Director of Foundation
Action	Outcome Measure	Link to USP	Major Accomplishments for ALL Planning Years to date (5/13)	
Long-term Actions (2008-2013)				
<ul style="list-style-type: none"> Develop and fully implement an assessment plan for the Accounting and Business Administration Programs including closing the loop 	Plan implemented, data collected, program/course changes made to address deficiencies in learning, and assessments of those changes made	1.	<ul style="list-style-type: none"> Drafted strategic plan which incorporated assessment results and received input/approval from Advisory Council Surveyed alumni, students, internship supervisors, business persons (including advisory council) and developed/refined mission, vision, objectives, strategic plan, 	

			<p>and curricular activities that have guided other actions</p> <ul style="list-style-type: none"> • Developed and implemented assessment plan and 4 Program Retreats which led to 25 curricular changes and closing the loop in all cases (reassessing to determine if performance changes occurred) • Implemented 32 changes to the continuous improvement (assessment) processes since the development and implementation of strategic plan • Approved 22 course revisions and 5 curricular revisions (change prereqs for COMP250, MANG315, and MANG317; add MRKT369, add ethics as gen ed requirement).
<ul style="list-style-type: none"> • Increase breadth of course offerings 	Make necessary curricular changes based on assessment data	1.	<ul style="list-style-type: none"> • Developed 2 new concentrations and 12 new courses
<ul style="list-style-type: none"> • Develop a more effective first-year experience 	Changes made to improve first-year experience	1.3	<ul style="list-style-type: none"> • Developed MANG105, Introduction to Business; moved to second semester ACCT110, Financial Accounting, for business, and revised eight-semester course sequencing for Accounting and Business majors.
<ul style="list-style-type: none"> • Move economics within the Department 	Program, courses, and FTE moved	1.	<ul style="list-style-type: none"> • Moved business law and economics within department which now allows direct control of curriculum and assessment of 3 core courses, 8 major electives, 3 concentration electives

Objective 2: Provide extra- and co-curricular opportunities for students to gain out-of-class experience

Action	Outcome Measure	Link to USP	Responsibility	Results
Short-term Actions (2012-13)				
<ul style="list-style-type: none"> Assist students in recruiting membership for current organizations 	Increase in AKPsi membership	1.2	Curriculum	Had AKPsi members in MANG105 and other classes during RUSH; sent email to faculty; included AKPsi members in Academic Showcase Days; provided feedback on marketing materials; sent emails to all departmental majors
<ul style="list-style-type: none"> Secure an ELC Lecture Series Speaker for fall/spring 	Speaker selected and presents during fall session	1.	ELC	Hosted Kambiz Damaghi (fall 2012) on topics of sustainability and Stephen Tweed (spring 2013) on entrepreneurship to conduct ELC and classroom lectures. Also sponsored Hall of Fame Panel discussion which included questions on entrepreneurship
<ul style="list-style-type: none"> Invite Company Partners to conduct panel discussion of a management topic based on real-world experience 	12 Company Partners visit	1.1, 5.4	Marcia	In light of already planned lecturers, this initiative was postponed.
<ul style="list-style-type: none"> Involve students in PASSHE Business Plan Competition (recruit/retain) 	Increase the number of proposals submitted to PASSHE		Marcia	Nine submitted a business plan proposal
<ul style="list-style-type: none"> Identify and expand internship opportunities 	Establish database and baseline and increase number of organizations who regularly accept interns	1.	Curriculum	Moved to next strategic plan

Action	Outcome Measure	Link to USP	<i>Major Accomplishments for ALL Planning Years to date (5/13)</i>
Long-term Actions (2008-2013)			
<ul style="list-style-type: none"> Increase participation with the business community and government agencies 	Number of activities and participation increased	5.4	<ul style="list-style-type: none"> See numbers below on ELC and PartnerEd
<ul style="list-style-type: none"> Expand involvement with student organizations and groups 	Number of students, groups, and faculty participation in student organizations as appropriate increased	1.2	<ul style="list-style-type: none"> Increased active faculty participation beyond socials to AKPsi induction, recruiting, case competition, and event planning. Co-sponsored Hall of Fame Panel discussion with AKPsi (n=88 participants) and Zumbathon (n=83 participants) as a means to involve students in the organization and implementation of this professional event.
<ul style="list-style-type: none"> Provide additional extra- and co-curricular lectures/speakers and professional activities with business leaders 	Number of activities and participation increased	1.1	<ul style="list-style-type: none"> Increased co- and extra-curricular activities like participation in <ul style="list-style-type: none"> Advisory Council (10 students) Senior Reception (9 receptions, 413 students) Business Etiquette Luncheon (1 event, 44 participants) Internships (160 students) Field trips (4 trips, 163 participants) ELC experiential learning activities (342 students participated in experiential learning serving 223 businesses/organization) PartnerEd (730 students and 45 partners) Non-class lectures (8 evening lecturers, 679 attendees) Hall of Fame Panel Discussion 2 panels, 125 participants)

Objective 3: Improve educational resources

Action	Outcome Measure	Link to USP	Responsibility	Results
Short-term Actions (2012-13)				
<ul style="list-style-type: none"> Study staffing levels, student enrollment, and course assignments to assure faculty sufficiency – <i>refine the enrollment management model based on updates with actual data v. projected</i> 	Enrollment targets met, staffing requests submitted/filled and core, elective courses offered sufficiently to allow students to complete degree on time	3.1	Assess/Stakeholder	Received updates throughout the AY regarding enrollment and retention statistics and discussed at Business Program meetings.
<ul style="list-style-type: none"> Identify the benefits of becoming a PICPA presenter and take action according to findings. 	Accounting enrollment increased		Bill	Volunteered to be a member of the PICPA Speakers Bureau
<ul style="list-style-type: none"> Determine what support services and resources exist for advisees on probation and develop an appropriate way in which to support them without duplicating services. 	Decrease suspension and increase retention		Assess/Stakeholder	Met with new director of enrollment management and discussed possible initiatives. Moved to 2013-14
Action	Outcome Measure	Link to USP	Major Accomplishments for ALL Planning Years to date (5/13)	
Long-term Actions (2008-2013)				
<ul style="list-style-type: none"> Work with the development office to identify potential funding sources for such areas as scholarships, program initiatives, etc. 	Funding from external sources increased	5.5	<ul style="list-style-type: none"> Collaborated with the Foundation to secure information and sponsors for the Business Hall of Fame, to bring entrepreneur and former student Mr. Pete Gulick to campus, and to allocate the JSSB donation. Developed a list of short-term needs and submitted to Chair Cattoni and Foundation for consideration. 	
<ul style="list-style-type: none"> Evaluate Facilities 	Needs met	4.1	<ul style="list-style-type: none"> Facilities needs have been articulated to the Facilities Committee and VP for Finance and Administration regarding planned renovations and relocation. 	

Goal 2: Recruit, Develop and Retain Quality Faculty

Objective 1: Develop Human Resources Plan

Action	Outcome Measure	Link to USP	Responsibility	Results
Short-term Actions (2012-13)				
<ul style="list-style-type: none"> Refine enrollment management model and assure staffing and course selection are aligned with enrollment as per the human resources plan (submit as part of ACBSP Self-study) 	Enrollment targets met and core and elective courses offered sufficiently to allow students to complete degree on time	3.1	HR and Enrollment Management	Received updates throughout the AY regarding enrollment and retention statistics and discussed at Business Program meetings.
Action	Outcome Measure	Link to USP	Major Accomplishments for ALL Planning Years to date (5/13)	
Long-term Actions (2008-2013)				
<ul style="list-style-type: none"> Continually study staffing levels, student enrollment, and course assignments to assure faculty sufficiency 	Enrollment targets met and core and elective courses offered sufficiently to allow students to complete degree on time	3.1	<ul style="list-style-type: none"> Developed human resources plan that includes sections on recruitment/appointment, staffing, faculty workload, orientation/mentoring, professional development, evaluation, renewal, tenure, promotion, and recognition Submit staffing requests for additional resources (4 formal requests resulted in move of business law and .5 FTE for management) Developed/revised enrollment management plan that links to HR and Strategic Plan 	

Objective 2: Improve Teaching Excellence

Action	Outcome Measure	Link to USP	Responsibility	Results
Short-term Actions (2012-13)				
<ul style="list-style-type: none"> Move to next strategic plan 				
Action	Outcome Measure	Link to USP	<i>Major Accomplishments for ALL Planning Years to date (5/13)</i>	
Long-term Actions (2008-2013)				
<ul style="list-style-type: none"> Develop, recognize and reward exceptional teaching in the Department 	Increased faculty mentored, tenured, and promoted	3.2	<ul style="list-style-type: none"> Recognize faculty through renewal (9 faculty), promotion (2 faculty), and tenure (6 faculty) processes. Participate in mentoring program (9 full-time faculty members have been mentored, 7 retained, and 1 retired after 5 years of service) 	
<ul style="list-style-type: none"> Support travel requests for faculty to attend workshops/conferences relating to teaching effectiveness and pedagogy 	Fund Travel	3.2	<ul style="list-style-type: none"> Requests approved; secured funds to send three faculty to ACBSP Conference for two consecutive years. 	

Objective 3: Promote Scholarly Growth, Professional and Intellectual Activities

Action	Outcome Measure	Link to USP	Responsibility	Results
Short-term Actions (2012-13)				
<ul style="list-style-type: none"> Develop means to recognize scholarly accomplishments (display case) 	Increase visibility of scholarly activity	3.2	HR	No progress

Action	Outcome Measure	Link to USP	Major Accomplishments for ALL Planning Years to date (5/13)
Long-term Actions (2008-2013)			
<ul style="list-style-type: none"> Support travel requests for faculty to attend workshops/conferences relating to research and scholarly activity 	Fund travel	3.2	<ul style="list-style-type: none"> Support professional development through release time (3 hours) and travel requests funded from operating (\$17,593), TLC/FPDF (\$11,147.48), and accreditation budget (\$21,031)
<ul style="list-style-type: none"> Seek ways to support professional development 	Secure additional resources	3.2	<ul style="list-style-type: none"> Secured Foundation Funds to help with Program efforts
<ul style="list-style-type: none"> Grant release time for research activities 	Request and receive release time for research	3.2	<ul style="list-style-type: none"> No Progress
<ul style="list-style-type: none"> Provide technology to support faculty research (e.g., statistical software) 	Secure additional resources as needed	3.4	<ul style="list-style-type: none"> No Progress

Goal 3: Promote the Business Administration and Accounting Programs

Objective 1: Market the Programs and communicate with key stakeholders

Action	Outcome Measure	Link to USP	Responsibility	Results
Short-term Actions (2012-13)				
<ul style="list-style-type: none"> Improve appearance and content of the web site 	Stakeholder perception of site	2.5	Marketing	Updates have been made. Students in MANG475 remark that it looks better. Department faculty express desire to change it, make it more active
<ul style="list-style-type: none"> Develop video for open house and more extensive videos for web 	Stakeholder perception of site	2.5	Marketing	Created videos for the web and orientation

<ul style="list-style-type: none"> Complete ACBSP self-study and conduct on-site visit 	Submit documents by deadline and receive decision about accreditation	2.5	Marketing	Completed self-study, created document room, hosted site visit, and received accreditation.
<ul style="list-style-type: none"> Increase participation in faculty phonathon 	Increase number of prospective students contacted and new admits	2.5	All	Involved two faculty members
<ul style="list-style-type: none"> Participate in summer student orientation programs 	Increase contact with new admits and retain them	2.5	Bob, Marlene, Cori	Participated (n=3 faculty) in summer orientation
<ul style="list-style-type: none"> Establish means of surveying students who are not retained from one semester to the next (retain) 	Become more informed about departures and make changes where possible to retain more students	2.5	All	Administered MANG105 survey as a means to ascertain retention.
Action	Outcome Measure	Link to USP	Major Accomplishments for ALL Planning Years to date (5/13)	
Long-term Actions (2008-2013)				
<ul style="list-style-type: none"> Increase the number and quality of communications with key stakeholders 	Number and means of communication increased	2.5		<ul style="list-style-type: none"> Placed 31 news releases, 2 ads, articles in The Haven (Business Beyond Books (PartnerED) – spring 2010; LHU means business - 5 separate articles on entrepreneurship and computing – spring 2011; accreditation – summer 2011 story; accreditation received – winter 2013) Update promotional brochures with admissions each year and met with Admissions staff to discuss all Program changes Moved the web site into the content management system and redesigned it

Objective 2: Serve the community

Action	Outcome Measure	Link to USP	Responsibility	Results
Short-term Actions (2012-13)				
<ul style="list-style-type: none"> Develop and deliver the <i>Incivility in the Workplace</i> Workshop 	Survey workshop participants.	5.4	Marcia	Scheduled for September 2013
<ul style="list-style-type: none"> Assess opportunities to involve the local business community in potential business travel summer programs that would involve students, faculty, and local business leaders. 	Opportunity assessed and business plan with projected costs developed.	5.4	Marcia/Marlene	Researched possibilities, but initiative is delayed due to the departure of the Executive Director of Foundation
Action	Outcome Measure	Link to USP	Major Accomplishments for ALL Planning Years to date (5/13)	
Long-term Actions (2008-2013)				
<ul style="list-style-type: none"> Increase faculty and student involvement in the community 	Number of activities/presentations/etc increased	5.4	<ul style="list-style-type: none"> Gave 8 presentations about the Programs in the surrounding communities aside from faculty involvement in recruiting activities Launched the Business Hall of Fame which included news releases, luncheon, and the on-campus memorial of the event and inducted two classes Promoted Programs' activities at 7 ELC and 10 Business/Accounting Advisory Council meetings Delivered community workshops (5 workshops, 79 participants) Met with more than 50 regional business persons in the development of PartnerED and secured 25 companies to start in fall 2009 for MANG315 and MANG320 Developed 6 certificate programs to attract students to the Clearfield campus 	