2013/14 Strategic Plan

Mission (Revised 2007)

The College of Business and Technology serves Nebraska and the surrounding region by preparing students to compete in dynamic professional environments and promoting academic, social and economic development. The faculty and staff will achieve this mission by:

- Providing student-centered educational opportunities including experiential learning;
- Advancing knowledge through applied and pedagogical scholarship;
- Providing service to our stakeholders

Proposed Mission (2013)

The College of Business and Technology provides value to Nebraska by preparing our diverse student body to compete in dynamic professional environments and promoting academic, social, technological, and economic development. The faculty and staff will achieve this mission by:

- Providing student-centered educational opportunities including experiential learning;
- Advancing knowledge through applied and pedagogical scholarship;
- Providing service to our stakeholders

Values (Established 2010)

As Members of the UNK College of Business & Technology, we accept our responsibility to:

- expand our knowledge base and strive for continuous improvement;
- encourage informed, ethical and competent decision making;
- demonstrate honesty and initiative;
- respect the unique and intrinsic value of others; and
- commit to teamwork, cooperation, and collegiality.
Goals (Revised 2013)

1. Enhance CBT branding
2. Provide value-added, experiential learning opportunities for students
3. Instill a professional skill set in CBT students
4. Increase CBT involvement with external stakeholders (alumni, industry, community colleges, high schools)
5. Increase incentives and support to enhance teaching, scholarship and service, including exploring Strengths-based deployment of faculty and staff
6. Expand upon UNK recruitment efforts, with particular focus on the MBA program
7. Enhance external fundraising
8. Achieve higher levels of student outcomes
9. Ensure the CBT curriculum is dynamic and responsive
10. Increase student engagement, including through further integration of Gallup Strengths
11. Develop a business model for the delivery of noncredit coursework
12. Enhance CBT facilities
### SWOT Matrix (Revised 2013)

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>OPPORTUNITIES</th>
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<tbody>
<tr>
<td>• Experiential learning in academic programming</td>
<td>• Improved UNK/CBT branding</td>
</tr>
<tr>
<td>• Value – cost/benefit</td>
<td>• Alumni and other stakeholder engagement</td>
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<tr>
<td>• Program quality verified through accreditations</td>
<td>• Increasing accountability for outcomes (retention, graduation, learning, placement)</td>
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<tr>
<td>• Engagement with the business community</td>
<td>• Healthcare programming and partnerships</td>
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<tr>
<td>• Dedicated career planning resources for all CBT students</td>
<td>• Community college partnerships</td>
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<tr>
<td>• Diverse student body</td>
<td>• Executive education</td>
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<td>• MOOCs and online competitors</td>
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<table>
<thead>
<tr>
<th>WEAKNESSES</th>
<th>THREATS</th>
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<tr>
<td>• Inconsistent/ad hoc marketing of CBT</td>
<td>• Perception of our “product” as a commodity</td>
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<tr>
<td>• Inconsistent levels of student engagement</td>
<td>• MOOCs and other “new” competitors</td>
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<td>• Limited alumni engagement</td>
<td>• Shrinking traditional student market</td>
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<tr>
<td>• Support for faculty engagement with students outside of the classroom (advising, EL)</td>
<td>• Increasing accountability for outcomes (retention, graduation, learning, placement)</td>
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<tr>
<td>• Otto Olsen Building</td>
<td>• New media/communication norms</td>
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<td>• MBA enrollment</td>
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College-Wide Objectives

1. Explore incorporating the Gallup StrengthsFinder assessment into the curriculum for all CBT students and the deployment of CBT faculty and staff. CBT Chairs Council, Dean, Faculty Development Committee, Student Affairs Committee. Complete recommendations by May 2014 (Linked to goals #3, #5, #8, and #10). In progress. **A workshop was presented by CBT faculty/staff who attended the Gallup session last summer. The Dean formed a task force from that group, including an outside consultant, to prepare Strengths programming for the 2014 CBT Retreat. A CBT staff member is completing Strengths Coach training.**

2. Finalize changes to the CBT mission to be more inclusive of the diverse student body we serve. CBT Chairs Council, Dean, Dean’s Advisory Committee. Complete in 2013/14. **The following updated mission, vetted by the CBT Dean’s Advisory Committee, will be voted on at the 2013/14 College meeting:**

   The College of Business and Technology provides value to Nebraska by preparing our diverse student body to compete in dynamic professional environments and by promoting academic, social, technological, and economic development. The faculty and staff will achieve this mission by:
   - Providing student-centered educational opportunities including experiential/earning;
   - Advancing knowledge through applied and pedagogical scholarship;
   - Providing service to our stakeholders.

3. Form an ad hoc exploratory committee to assist in the planning of a new facility/addition near West Center. Dean and ad hoc committee. Complete initial report by May 2014. (Linked to goal #12) **CBT Faculty have participated in multiple sessions with UNK Facilities and representatives from Holland Basham Architects (Omaha) to provide input into this planning. An update will be provided at the 2013/14 College meeting.**
Department/Program Level Objectives

Economics

1. Increase stakeholder participations in our programs (CBT# 1, 4, and 8)
   - Marienau conference.
   - Kearney Main Street Committee: Bree is working with an independent study student on a Downtown Kearney project.
   - Allan has a student doing a study on how counties use their lodging tax receipts to fund tourism promotion. She will submit a report to the counties.
   - The Center for Economic Education is collaborating with Kearney Federal Credit Union setting up a banking system with students at Emerson Elementary School in Kearney. The center is also involved in the Personal Finance challenge through the Nebraska Council on Economic Education.
   - Jan met with Matt Gordon, Middle school teacher at Horizon Middle School in Kearney, in September 2014 to visit about technology skills needed for a middle school teacher. In October 2014 she visited with Andy Kleppe at Axtell High about skills business teachers need and how students can be better prepared. She also observed a student teacher.
   - Debbie – Ag Price Analysis students presented price forecasting project to area Agricultural businesses in May.

2. Use tuition differential to incentivize online course development (CBT# 1, 4, and 8).
   - Jan Lear and Jane Peterson will attend a conference in LA, CA using the Bus. Ed TD.
   - A touch screen laptop has been purchased with Camtasia Studio installed for video recording of economics lectures

3. Review course pre requisites for upper division Econ courses (CBT# 9)
   - Bree - Econ 300 prerequisite should be 270 and Econ 271
   - Allan - Econ 314 prerequisite should be 270 or Econ 271
   - Allan – Econ 318 - make inactive status
   - Econ 475 and 499 – pre-requisites remain the same and leave overall G.P.A. of 2.5.

4. Continue to increase the percentage of students participating in experiential learning (CBT# 2) 11 students did or are doing internship in 2013/14. This is an increase by 3 from 2012/13
   - 11 students did or are doing internships in 2013/14. This is an increase by 3 from 2012/13.

5. Review ECON 300 and 485 rubrics for assessment – with Assessment Director (CBT# 9)
   - Started - to be continued in the fall

Industrial Technology

1. Develop an implementation strategy for the newly approved Industrial Technology Applied Science major.

Plan to Achieve: Department Chair will contact Nebraska Community Colleges for potential AAS degrees to consider and bring those degrees to the ITEC Department for consideration of approval. Brochures will be developed and delivered to community colleges.
2. Revise structure of all Department student outcomes so they flow seamlessly from course syllabi to assessment as per ATMAE guidance.

**Plan to achieve:** Department Chair will launch the effort at the start of year Department retreat and continue to monitor progress through updates at regularly scheduled Department meetings.

3. Develop Department collaboration on research.

**Plan to achieve:** The Department Chair will arrange a monthly meeting for faculty engaged in research to encourage collaboration.

4. Complete a program specific facility and equipment needs assessment for each program.

**Plan to achieve:** The CM program will bring a needs assessment template to the Department for review. Timeline will be determined as the steps are developed.

5. Examine/explore the common goals that connect and unite the Department.

**Plan to achieve:** COMPLETED through the revision of the general outcomes statement.

6. Establish a standardized common syllabus format/template for the ITEC Department.

**Plan to achieve:** Nate Barry will develop a proposal and send it via email to the faculty for review. Final version will be determined in a Department meeting.


**Plan to achieve:** Stephen Amundson is calling a meeting of several CBT personnel to examine CBT implementation. He will report back and next steps will be determined.

8. Operational Support Goal: Get Adjuncts more involved in the department.

**Plan to achieve:** Jami and Kathy will include them on activities and emails relating to the department and create an adjunct manual.

9. Operational Support Goal: Refresh the departments’ awareness of UNK’s emergency plans.

**Plan to achieve:** Jami and Kathy will refresh knowledge of campus emergency plans among faculty and staff and schedule training with UNK PD to talk with the department regarding emergencies and how to handle certain situations.

**Accounting and Finance**

1. Redo the department’s strategic plan.

   *Department strategic plan has been revised.*

2. Develop three experiential learning classes and submit them to the Academic Affairs Committee.

   *ACCT471, ACCT491, and FIN481 have been submitted to the Academic Affairs Committee for approval.*
3. Continue to develop our on-line accounting minor by developing and offering two classes on line. ACCT350, Intermediate Accounting, was offered online in the Spring 2014 semester. ACCT352 is scheduled to be offered online in Summer 2014.

Family Studies Program

1. Put forward at least two family studies classes to obtain the EL (Experiential Learning) designation. (CBT goal 2)  
   In Progress. Four classes have been identified as possible classes for the EL designation. None have been put forward at this time.

2. Clarify specific expectations for Promotion, Tenure and Annual Review within the department guidelines. (CBT goal 5)  
   Completed. A joint committee of FS and ID faculty developed formal guidelines and forms were created and were piloted during the spring Annual Evaluation period.

3. Explore the possibility of outside funding. (CBT goal 7)  
   Completed and ongoing. Faculty explored possibilities for outside funding. Two proposals for outside funding were successful and are being implemented.

Interior Design Program

1. Increase Community College and High School exposure and contact for recruitment and program growth. (CBT goals 1, 4, and 6)  
   Completed. Met with Metro Community College to establish a matriculation agreement

2. Create a methodology dealing with collection and publication of reliable information to the public regarding student achievement, including aggregate data addressing attrition and retention, graduation rates, job placement rates, and acceptance into graduate programs. (CBT goals 1, 4, and 7)  
   Completed. Forms have been developed; information gathering via standard mailing, phone calls, LinkedIn and Facebook to track individual alumni.

3. Submit a formal request to change FSID 122, Architectural Drafting to a course addressing codes and energy use (LEED). (CBT goal 9)  
   In progress

4. Clarify our expected freshman and sophomore skill sets in relationship to portfolio reviews. (CBT goals 8 and 9)  
   Completed

Management Department

1. The Management Department will develop a Minor in Health Care Management to be available for students starting in the Fall 2014.

2. Address weaknesses noted in Management students’ performance on the Major Field Test by exploring ways to enhance coverage of international issues and the legal environment across the curriculum.
3. Identify ways to assess the following Management Department Learning goal:

**Goal:** Students graduating with a Management Emphasis will be able to provide effective feedback which is positive, immediate, and specific.

All three Management Department objectives specified above relate to CBT Strategic Goal #8 “achieve higher levels of student outcomes” and Goal #9 “ensured the CBT curriculum is dynamic and responsive.”

**Marketing and Supply Chain Management**

1. To create two SCM courses in the MBA Program-402/802P, 403/803P (linked to CBT goals 6 and 9).
   - Completed. Course proposals are finished and will be submitted to CAP system in summer.

2. To create an additional marketing portal class (MKT 188) to meet student demand (linked to CBT goal 9).
   - Nearly completed. Final revisions for new MKT188GS course are underway and course will be submitted to General Studies soon. Target offering date will be spring 2015 at the earliest.

3. To create a document identifying what constitutes professional attire, communicate the definition across all marketing courses, and implement its usage in presentation classes (linked to CBT goal 3). **Completed.** Document attached.

**Management Information Systems**

1. Increase recruitment efforts for the MIS program—Linked to College-wide goals 2012/13 Strategic Plan and goals #4 and #6 in the 2013/14 Strategic Plan
   - Check on Dual Enrollment courses.
     - Need to schedule meeting with Diana Jones as next step.
   - Not being actively pursued at this time because of other goals that are a higher priority.

   - Pursue a 2 plus 2 program in MIS with Central Community College—Linked to College-wide goals #4, 6 in the 2013/14 Strategic Plan.
     - Prepare an agreement to present to CCC representatives
     - Request a meeting with CCC representatives
   - Agreement to be prepared Summer of 2014. Meeting targeted for Fall 2014 pending plan approval.

   - High School recruiting (KHS, KCHS, GI, and other local schools emphasized. Linked to College-wide goals #4 and #6 in the 2013/14 Strategic Plan)
     - Visit with the administration of at least one area high school to discuss offering a workshop or mini-class for students.
b. Attend at least 2 high school recruiting events per academic year. (Examples: Career Fair Days for high school students, speaking at High Schools about MIS as a discipline, taking part in ESU sponsored events, etc…)

- Majors/Minors Fair, Kearney, NE: Recruitment, October 17, 2013.
- High School Career Exploration Day at the National Guard Armory, Kearney, NE: Recruitment, October 16, 2013.
- Loper Preview Day at UNK Ponderosa room. Recruitment, April 14, 2014
- Have engaged in recruiting activities by attending various events, meeting with Kearney High School teachers and the principal and promoting MIS in general.

- Grow AITP membership
  a. Hold meetings at least 3 times per semester.
  b. Have at least one external stakeholder present at one meeting per semester to enhance members networking opportunities. (Touches on many of the goals for the 2013/14 Strategic Plan. (Including, but necessarily limited to college-wide goals 1, 3, 4, 6, and 8 from the 2013/14 Strategic Plan.) Done

AITP met once in the Fall 2013 semester and twice in Spring 2014. This is a reasonable goal that needs more focus. One of the meetings each semester was held at Xpanxion. Students had ample time to visit with IT professionals during the meeting. Xpanxion is very open to hosting events for any IT activities. Several students have expressed interest in more business intelligence practice for fun. A meeting is schedule with Donald Parrish of The Buckle for May 1, 2014 to discuss whether or now The Buckle might be interested in helping provide some resources for such activities.

- Health Care proposals (Linked to College-wide goals 4, 6, and 9)
  a. Develop a Health Care Management Information Systems Minor to offer for consideration to UNMC’s Curriculum Director.
  b. Develop a Certificate in Health Care Information Systems proposal to offer for consideration to UNMC’s Curriculum Director.
  c. Develop a Health Care Management Information Systems course proposal to offer for consideration to UNMC’s Curriculum Director.
  d. Meet with UNMC Curriculum Director to discuss opportunities for offering the value added curriculum above to the programs being offered as part of the new Sciences Education Complex.
  e. Refine proposals of interest developed in coordination with UNMC as mentioned above to be proposed for addition to the MIS curriculum. (If any of the proposals are of interest.)

Developed a Health Care Management Information Systems Minor and presented to UNMC’s Curriculum Director. There was a mild amount of interest but given resource limitations and limited expected impact these are no long high priority strategic goals. Communication will be kept open to gauge interest for further proposals as warranted. We met with the UNMC Curriculum Director and discussed opportunities for offering value added curriculum above to the programs being offered as part of the new Sciences Education Complex. Some interest was expressed but the target audience would not be the nursing students as we had originally thought but rather would be experienced nurses or other health care professionals who are
wanting to transition from a direct patient care focus to a more administrative function. It is unlikely that there would be much demand for another two or more years so this is a lower priority goal at this time.

- Propose a minor in Project Management -- Linked to College-wide goals #3, 4, and 9 in the 2013/14 Strategic Plan.

Proposal is prepared. Will be submitted in the Fall 2014 semester.

- Propose MIS 282 and MIS 190 for the General Studies curriculum. -- Linked to College-wide goal 6 in the 2013/14 Strategic Plan.

MIS 282 is approved as a General Studies class.

MIS 190 is approved as a new class in the MIS category. Plan to submit to General Studies during the 2014-2015 academic year.

**Proposed new goal:**

- Work with other UNK Technology Oriented Departments to improve recruitment across all programs.

Initial meetings have been facilitated by the Dean’s office. A consultant has meet with the group and plans are being made for joint activities.
CBT Standing Committee Objectives

Student Affairs

1. Review the first year “total intake model” advising pilot test being conducted by UNK Academic and Career Services during fall 2013, provide input into the assessment of the test, and report findings/recommendations to CBT Dean in spring 2014. (Supports CBT Goal #8)

Faculty Affairs

1. Review AACSB Standard 15 (Faculty Qualifications and Engagement), develop a mission-appropriate list of professional engagement activities appropriate for Practice Academics (PA) status, and propose a strategy for adapting CBT expectations for faculty engagement with this standard. Initial recommendations due to Dean by December 2013. (Supports CBT Goal #5)

Academic Affairs

1. Determine the status of UNK guidelines for certificates and of CBT certificate proposals from ITEC, FSID, and MKT/MIS before completion of fall 2013 semester. (Supports CBT Goal #9)

Dean’s Advisory

1. Review proposed mission changes and prepare for a faculty vote before the conclusion of 2013/14. Complete
2. Explore how the CBT focus on experiential learning impacts faculty workload and recommend any changes to workload/compensation. (Supports CBT Goal #2 and #5)

Faculty Development

During the 2013-2014 Academic Year, the CBT Faculty Development Committee completed these objectives that were set at the beginning of the year:

1. Planned and conducted a spring research seminar
2. Planned and conducted a panel discussion this fall on critical thinking skills
3. Coordinated a session with take-a-ways from the Gallup Education Conference attended by several CBT faculty in July 2013.
4. Explored models other Universities employ to assign faculty/staff work using the Gallup Strengths Model (or similar).

In addition, the Dean’s office requested the Faculty development committee to revise the course evaluations forms used both in class and online in order to create a more coordinated effort to collect student perceptions. This was done during the spring semester.

Dean’s Student Advisory Council

1. Develop a plan to encourage more active engagement in CBT student organizations to be developed in fall 2013 and implemented in spring 2014. (Supports CBT Goal #8 and #10)
1. Revise the BSBA core curriculum map in 2013/14  (Not yet completed: the extensive review of learning goals/objectives conducted in 2013-14 will make it possible for us to start the curriculum mapping effort in Fall 2014 with greater confidence that our learning goals are current and relevant)

2. Revise ethical reasoning goal and strengthen curriculum coverage and assessment in 2013/14  (New definitions and assessment tools were identified in 2013-14; curriculum mapping to begin Fall 2014)

3. Review critical thinking learning goal and strengthen curriculum coverage and assessment in 2013/14  (New definitions and assessment tools were identified and test piloted in 2013-14; curriculum mapping to begin Fall 2014)

4. Review professionalism learning goal and strengthen curriculum coverage and assessment in 2013/14  (BSAD400 offered during first time in Spring 2014; additional assessment data collected during 2013-14; learning goal and assessment tools were reviewed; began to explore whether the “wellbeing” concept might be an appropriate future direction)

All support CBT Goal #9

MBA

1. Create a capstone course by December, 2014 (CBT Goal #9 and #10)  **DONE.** **BSAD 895 will be in the 14-15 catalog as a required core course, bringing the MBA program to 33 hours.**

2. Complete a full assessment cycle of all learning goals in 2013/14 and 2014/15 (CBT Goal #9)  **12/13 done.**  **13/14 data collection in progress.**

3. Develop and implement a plan to grow enrollment by October 2014 (CBT Goal #6)  **In progress.**  **David and Associates hired. Focus group of MBA committee members completed. Surveys of current students and alumni completed. Team David is developing the brand position and brand messaging for the program.**
CBT Centers

CBT Career Center

1. Offer additional professional development courses to be used as general business electives. Some topics to be included are professional use of social media, interviewing, job search strategies, identifying career goals, and transition from student to professional. (Aligns with goals 3 & 9)

2. Improve office structure to include areas more conducive to student and employer meetings. (Aligns with goal 12)

3. Launch mentoring program connecting students with local area professionals or alumni. (Aligns with goals 2, 3, 4, & 8)

4. Enhance relationships and more actively engage employers with events centered around the Career Fairs. (Aligns with goals 4 & 9)

5. Better understand Gallup Strengths and integrate it more heavily into Professional Development courses. (Aligns with goals 3 & 10)

Center for Rural Research and Development

1. Develop an improved system to measure and track the value of the services provided to external stakeholders by CRRD (by Jan 2014), and report those impacts and any related outcomes to be used as benchmarks by end of AY 13/14. (Aligned with overall CBT Goals 4 & 7)
Marketing Department Professional Attire Guide

**Business Formal**
There is a level of formality with marketing presentations, job interviews, and other important events. Business formal is recommended for these situations.
For **men**, this describes a properly fitted dark suit, dress shirt, and conservative tie with oxford-type dress shoes. 
For **women**, this describes a properly fitted dark suit with a skirt or pants, button-down dress shirt or blouse, and pump-type dress shoes.

**Business Casual**
For more day-to-day activities at a marketing position, your attire might fall under more of a business casual heading.
For **men**, this typically describes dress slacks, khakis, chinos, or corduroy pants with a button-down shirt, polo shirt, sweater, or knit top, and dress or casual shoes.
For **women**, this typically describes dress pants or a skirt, button-down dress shirt, blouse, polo shirt, sweater, or knit tops, dress with jacket or sweater, and dress or casual shoes.

**Additional Tips – General**
- Polished shoes, belts, and bags should either match or be coordinated
- Tattoos should not be visible
- Remove piercings other than traditional ear piercings
- Anything that draws undue attention distracts from what one has to say
- Avoid bad breath by brushing, flossing, and using mouthwash/mints
- Avoid body odor by using deodorant
- Avoid too much perfume/cologne

**Additional Appearance Tips for Men**
- Hair and facial hair should be neat
- Keep pants and shirts wrinkle free
- Take hats off when you are indoors

**Additional Appearance Tips for Women**
- Jewelry should be understated
- Keep makeup minimal
- Avoid low-cut shirts and super-short skirts
- Pantyhose is suggested for business formal, but is not necessary for business casual

**In addition, here are some behaviors to avoid during a business meeting, presentation, and/or interview:**
- Being inattentive
- Unexcused absences
- Arriving late (more than 5 minutes)
- Leaving early
- Any cell phone activity
- Listening to iPod, etc.
- Text messaging (reading or sending)
- Using a computer for activity not related to the meeting/presentation/interview
- Reading material not related to the meeting/presentation/interview
- Side conversations
- Packing up noisily before end of the meeting/presentation/interview
- Doodling
- Lack of civility
- Eating a meal
- Acting bored or apathetic
- Sarcastic gestures such as rolling eyes, yawning
- Lack of contribution in group discussions
- Interrupting
- Condescending remarks