2015/16 Strategic Plan

Mission

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 the mission by:

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

Values

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)

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<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>
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<tr>
<td>• Value – cost/benefit</td>
<td>• Alumni and other stakeholder engagement</td>
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<td>• Program quality verified through accreditations</td>
<td>• Increasing accountability for outcomes</td>
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<td>• Engagement with the business community</td>
<td>(retention, graduation, learning, placement)</td>
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<td>• Dedicated career planning resources for all CBT students</td>
<td>• Healthcare programming and partnerships</td>
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<tr>
<td>• Diverse student body</td>
<td>• Community college partnerships</td>
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<td></td>
<td>• Executive education</td>
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<td></td>
<td>• MOOCs and online competitors</td>
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<td>• Differential tuition</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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<tr>
<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</td>
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<tr>
<td>• Otto Olsen Building</td>
<td>(retention, graduation, learning, placement)</td>
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<tr>
<td>• MBA enrollment</td>
<td>• New media/communication norms</td>
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<td>• Budget contrains</td>
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College-Wide Objectives

1. Develop a College vision statement, including expected outcomes.

Plan: In the fall 2015, CBT faculty, staff, students, and external stakeholders will develop a vision statement and set of expected outcomes to guide the College for the next 5-10 years. At the 2015/16 retreat all faculty and staff will have the opportunity to provide input into the CBT vision and expected outcomes. Early in the fall, CBT students and the College Advisory Council will have the opportunity to provide input. An ad hoc committee will be formed to consider this information and other data to develop the CBT vision and expected outcomes.

The committee will be chaired by the CBT Dean, and will include the Chairs Council with additional faculty representation to ensure each department is represented by two faculty on the committee. A center director and staff member will also be included on the committee.

Time Frame: Kick-off in August 2015 with a goal of presenting a plan to faculty by December, 2015.

2. Finalize the development and implementation of measures of scholarship impact appropriate to the CBT mission.

Plan: Annual evaluations include reflections on impact in teaching, research, and service. The College is in the process of continuing to refine indicators of impact in all areas. Two models (Scholarship Value Chain & Teaching Value Chain) have been developed and are being refined to guide this process. The Faculty Affairs Standing Committee will develop a proposal in 2015/16 to incorporate impact in CBT Annual Evaluation, Promotion, and Tenure guidelines.

3. Develop a plan to utilize the vacated West Center West Wing
Department/Program Level Objectives

Economics Department

1. Increase stakeholder participation in our programs through classroom activities and networking and educational events. (CBT# 1, 4, and 8)

2. Evaluate and assign faculty teaching responsibility based on program needs by fall 2016. (CBT# 5 and 9)

3. Begin discussion of program changes and effect on Econ 300 and 485 (CBT# 8)

ITEC - Aviation Systems Management

Short Range Goals

1. Increase course offerings to better position the program to take advantage of Restricted ATP (Airline Transport Pilot certificate. The new entry level certification to get into the airline industry) process.
   a. Try two new offerings under the ITEC 497 Special Topics in Aviation to determine feasibility of new offerings.
   b. CBT goals: 2, 8, 9

2. Establish a UN presence in the UAS (unmanned aerial system) environment.
   a. CBT goals: 1, 4

Long Range Goal

1. Research adding new UAS emphasis or minor to the ASM program.
   a. CBT goals: 1, 4

ITEC - Construction Management

Short Range Goals

1. Research and implement Level 1 AIC exam by fall 2016 based on alignment with curriculum outcomes.
   a. CBT goals: 3, 4, 8, 9

2. Research and construct Augmented Reality Sand Box (simulates contours and elevations for building sites)
   a. CBT goals: 2, 3, 8, 9

Long Range Goals

1. Increase incoming freshman and transfer students by 50% within 3 years (starting 2014-2015)
   a. CBT goals: 6

ITEC - Information Networking and Telecommunications

Short Range Goals

1. Meet with other programs in the department to decide the direction of electronics curriculum. This will drive the electronics equipment needs.
   a. CBT goals: 8, 9, 12

2. Develop a plan to further engage the students in research and get them engaged in high-level projects.
   a. CBT goals: 3, 8, 9, 10
Long Range Goals

1. Develop and submit for approval of new Cyber Operations major in collaboration with CSIT, and in line with NSA requirements for certification.
   a. CBT goals: 1, 2, 3, 4, 9

2. Continue evaluation of electricity/electronics curriculum/laboratory equipment to implement necessary changes to further meet the needs of the Aviation and Industrial Distribution Programs, and potentially the Construction Management Program.
   a. CBT goals: 8, 9

ITEC - Industrial Distribution

Short Range Goals

1. Hire an ID faculty member for the currently vacant position.
   a. Aligns with CBT goals 3, 8, 9

2. Complete I.D. Curriculum mapping process.
   a. CBT goals: 8, 9, 10

3. Submit curriculum changes to department, and college.
   a. CBT goals: 3, 8, 9

ITEC - Safety

Short Range Goals

1. Continue the ongoing marketing of the Driver Education endorsement program both in and out of the State.
   a. CBT goals: 1, 4, 6

2. Survey endorsement enrollees on how they heard about the class.
   a. CBT goals: 6, 9

Long Range Goals/Objectives & Facilities/Equipment needs and plans to achieve:

1. Upon approval of the Safety Certificate programs, develop an implementation plan.
   a. CBT goals: 1, 6, 8, 9

Accounting and Finance Department

1. The department will study and make a plan to address the high percentage of D’s, F’s, and W’s in FIN 308.

2. The department will explore possibilities and then make a plan to attract more students to the Accounting major.

FSID Department

1. Continue to increase department activities focused on recruitment of new students both off campus and on campus. (CBT #6, #4)

2. Form partnerships with UNK groups and external groups to increase visibility. (CBT #1, #4)
Interior Design
1. Actively recruit new students by visiting local and nearby high schools and engaging current undeclared UNK students in on-campus activities. (CBT #6)

Family Studies
1. Complete process for converting FSID 402, Selected Readings course into a research-focused course. (CBT #9)

Early Childhood Family Advocacy
1. Complete process to modify courses in the ECFA major core to comply with the degree needs for online course delivery and experiential learning requirements. (CBT#9)

Management Department
1. The Management Department will develop a degree program in the area of Health Care Management

2. The Entrepreneurship Minor will be revised and updated. In particular, a course in the area of Creativity and Innovation will be developed as a required course in the Minor and elective option for students in the Management Emphasis.

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

Marketing Department
1. Develop a plan for creating and maintaining a relationship with program alumni (short term)

Goal 4. Increase CBT involvement with external stakeholders (alumni, industry, community colleges, high schools)

2. Create a plan for the implementation of the Sales Certificate program (short term)

Goal 1. Enhance CBT branding

3. Create a fashion portal to address interests expressed by students.

Goal 9. Ensure the CBT curriculum is dynamic and responsive

4. Explore the potential programming opportunities within the area of social media marketing-(certification, minor, etc.)

Goal 9. Ensure the CBT curriculum is dynamic and responsive

5. Collect data from alumni regarding the Alumni Satisfaction Survey created in 2015.

Goal 8. Achieve higher levels of student outcomes
Supply Chain Management

1. Focused 2015-2016 objective - Establish a working SCM Advisory Council (Goals 1, 4, & 9)

2. Longer Strategic Objective - Establish an SCM initiative that provides a perpetual revenue stream to support the SCM program (Goals 2, 4, & 7)

Management Information Systems

Long term Strategic goal - Enhance recruiting:

1. Work with other UNK Technology Oriented Departments to improve recruitment across all programs—Linked to College-wide goals #1, 4, 6 in the 2015/16 Strategic Plan.

2. Enhance High School recruiting by attending at least 2 high school recruiting events per academic year. (KHS, KCHS, GI, and other local schools emphasized) (Examples: Career Fair Days for high school students, speaking at High Schools about MIS as a discipline, taking part in ESU sponsored events, etc…)—Linked to College-wide goals #4 and #6 in the 2015/16 Strategic Plan.

3. Pursue a 2 plus 2 program in MIS with Central Community College—Linked to College-wide goals #4, 6 in the 2015/16 Strategic Plan.
   a. Prepare an agreement for an Associate of Science in Information Technology for CCC
   b. Present an agreement for an Associate of Science in Information Technology to CCC representatives

Short term, focused goal - Recruit UNK students for the MIS program

1. Grow AITP membership by holding meetings at least 2 times per semester.

2. Raise awareness of the career opportunities for MIS graduates by having at least one external stakeholder present at one AITP meeting or other venue each semester to enhance members networking opportunities. Those meetings will also be promoted to that semester’s MIS 302 classes. Touches on many of the goals for the 2015/16 Strategic Plan (Including, but necessarily limited to college-wide goals 1, 3, 4, 6, and 8 from the 2015/16 Strategic Plan).

3. Expose UNK students to the program attending at least 1 UNK professional event per academic year. (Examples: Career Fair, The College of Business and Technology Networking reception held in conjunction with the Career Fair, attend an undecided majors event) Linked to College-wide goals #4 and #6 in the 2015/16 Strategic Plan.

MBA

1. Determine the future direction of the MBA program.
   a. Review curriculum and courses
   b. Revisit rubrics for all five learning goals
   c. Develop criterial for the Integrated Capstone Experience course (BSAD 895)
CBT Standing Committee Objectives

Student Affairs

Faculty Affairs

Dean’s Advisory

Faculty Development

Business Division Assurance of Learning

1. Identify ways to assess the teamwork learning goal

2. Clarify/revise our definition of, and assessment methods used for, the “international issues” objective of the business knowledge learning goal

3. Determine whether the cla+ assessment tool is appropriate for assessing the critical thinking and/or written communication learning goals

Academic Affairs
CBT Centers

CBT Career Center

1. New Location - Establish a high traffic, low stress environment where students feel welcome to discuss their professional goals. A private conference/interview room is top priority.

2. Continue to evolve BSAD100 and BSAD400
   a. BSAD 100: strengths-based career options and academic preparation
   b. BSAD 100 Online course offered in Spring 2016
   c. BSAD 400: develop mentoring and community involvement components
   d. BSAD 400 Face to face course offered in Fall 2015

3. Continue to develop relationships with current and prospective companies to expand career and experiential learning opportunities for our students.
   a. Expand CBT on the Road events
      i. Tool for recruitment and retention of students
   b. Regular exposure of companies within WSTC
   c. Classroom visits, on site recruiting, etc.

4. Track graduates and record placement
   a. Improve on alumni relations
   b. Continue to improve logistics in capturing data

5. Define CBT Career Center mission, values and objectives

6. Identify new events/opportunities to teach career objectives and professional development to our students

7. GA position – continue to develop and adjust duties and responsibilities as necessary

8. Attend professional development opportunities
   a. One conference per year

Center for Rural Research and Development

1. Maintain number of entrepreneurship assistance and training by:
   a. Assisting another 12 new for-profit entrepreneurs and/or external clients AY (Aligned with overall CBT Goals 4 & 7)
   b. Increasing capacity of experiential entrepreneurship programming by (Aligned with overall CBT Goals 2, 3 & 4)
      i. Increase the number of student/faculty involved and training/interaction hours by 5% each academic year

2. Draft and submit a proposal to permanently enhance capacity the Center by adding a professional position (i.e. Entrepreneurship Program Manager/Entrepreneur in Resident). Potential internal sources may include Program of Excellence-POE funds & a partnership agreement with Rural Futures Institute. (CRRD Director already submitted one POE-EIR proposal, and is in process of second RFI-MOU as of Oct 9, 2015-attached)
   a. Increase the number of external stakeholder partnerships by one client every six months (Aligned with overall CBT Goals 4 & 7)
3. Enhance outreach event opportunities (e.g. 3-day entrepreneurship Kickstarter event, Fabrication-Prototype Lab) that align with Center’s mission by applying for at least one external funding source supporting this goal. (Aligned with overall CBT Goals 2, 3 & 4)

4. Maintain the level of CRRD visibility on campus and throughout Nebraska based on AY 2013/2014 benchmark data
   a. Internet Page views
   b. Surveys Mailed
   c. Media Outreach readership/viewership scope/population
(Aligned with overall CBT Goals 1 & 6)

5. Assist the Enactus student group-operated Coffee Shop to:
   a. successfully transition into a new WSTC location by the end of AY 2015/2016
   b. Increase revenue by 20% by expanding on-campus catering services
   c. Develop sustainable forms of student management
(Aligned with overall CBT Goals 2 & 3)

Nebraska Business Development Center

1. Further statewide client and community participation with the web-based business valuation, performance improvement and transition planning program called BizWorth. Continue to coordinate deployment efforts and outcomes with outside stakeholders and communities, and through these partners, increase overall marketing and promotion of the services to existing business owners, buyers and would-be entrepreneurs. Created as a premium service program designed to develop additional funding for the UNK NBDC centers. (Aligned with CBT Goals 1, 4, 7).

   Status: Program deployed with initial partnerships in place. Marketing campaign in progress.

2. Develop and deploy a second program to provide the services described above as white-label product through professional advisors to their clients statewide. Advisor targets include attorneys, small to mid-sized accounting firms, financial planners and wealth managers, and insurance professionals. Provide educational and support training for program use. Created as a premium service program designed to develop additional funding for the UNK NBDC centers. (Aligned with CBT Goals 1, 4, 7).

   Status: Ideation stage of development complete. Site and marketing program in development. Full deployment expected in late 2015 to early 2016.

3. Develop and deploy a business owner – future successor matching web-based program. The venture seeks to allow owners and aspiring entrepreneurs and future business owners to search for and find each other confidentially to begin conversations regarding possible transition opportunities. (Aligned with CBT Goals 1, 4, 7).

   Status: Ideation stage of development complete. Site and marketing program in development. Full deployment expected in late 2015 to early 2016.
4. Continue to meet NBDC and SBA goals and key performance measurements for program impacts, client services and ASBDC program review for accreditation.

   Status: Expect to meet or exceeded 2015 SBA and most NBDC KPI goals by 12/31/2015; just completed ASBDC program review for state program and on-site review by team at Kearney.

5. Increase NBDC-UNK business valuation service awareness and use by lenders in the Omaha and Lincoln metropolitan areas for SBA loan support (Aligned with CBT Goals 1, 4, 7).

   Status: Have created statewide toll free and local Lincoln and Omaha phone numbers to increase ease of lender contact. Continuing to market into the metro markets primarily via email. Omaha office space available for use with clients in the metro when needed.

6. Participate in a required center self-study with a request for express review status following the comprehensive NBDC State program accreditation review which NBDC-UNK is a part of, undertaken and completed during 2015-2016 term.

   Status: Beginning to plan for study.