

UNK

**COLLEGE OF BUSINESS
& TECHNOLOGY**

STRATEGIC PLAN

May 2017 – May 2022

STRATEGIC PLANNING PROCESS

In 2009, the College of Business and Technology (CBT) began a strategic planning process that involved all faculty and staff. The process involved developing and executing department-level objectives that supported CBT goals. This process helped guide the direction of CBT through several accreditation reviews and led to several key changes in CBT.

A review of the strategic planning process occurred during the summer of 2016 and resulted in an amended planning process. The main difference between the amended and the original planning process is that the initial strategic plan is developed by the CBT Strategic Planning Committee rather than at the department-level. The purpose of the amended planning process is to allow for a more focused approach to develop a plan which will guide CBT over the next 5-7 years. Several themes were established to guide the amended planning process including:

1. The committee must strive to be data driven in its conclusion. Intuition is a good start, but it should be backed up with data to make decisions.
2. The committee must seek broad input during the process.
3. The plan must be action oriented.
4. The plan must be completed in one academic year.
5. The plan must include a mix of short-term and impactful (audacious) goals.

Summary of Amended Strategic Planning Process

The amended planning process began in August 2016, and the following summarizes the process.

1. **Form CBT Strategic Planning Committee:** The ten member committee includes faculty and staff. Representatives from each academic department, the CBT Career Center, and the CBT Dean's Office are on the committee.
2. **Develop initial plan:** The Committee conducted a situational (environmental) analysis and developed the initial strategic priorities, goals, and initiatives. During this process, the committee obtained input from CBT departments, the Dean's Advisory Board, the Student Advisory Board, and UNK senior administration.
3. **Present initial plan to Chairs Council:** The chairs reviewed and provided input on the initial strategic plan. The Committee incorporated the Chairs' input into the plan.
4. **Distribute plan to the College:** The strategic plan was distributed to the College and faculty and staff had approximately three weeks to review and provide input on the plan. The Committee incorporated the input from the College into the plan.
5. **Present revised plan to Chairs Council for final approval:** The chairs reviewed and approved the final version of the strategic plan. The plan becomes effective in May 2017.

CBT VISION, MISSION, AND VALUES STATEMENTS

Vision (adopted in December 2015)

The College of Business and Technology aspires to be the destination for personalized, applied, and relevant learning opportunities that empower students with the knowledge and skills for sustained professional success. We will pursue this vision by:

- Providing students with a supportive learning community and create curricula that:
 - Are rigorous and challenging
 - Are enhanced by experiential learning and international opportunities
 - Reflects the state of the art in content and relevance to industry
- Attracting faculty and staff who are committed to teaching and who create an environment that:
 - Is supportive and collaborative
 - Encourages impactful research, professional engagement, and meaningful services activities
 - Enhances relationships with stakeholders
- Engaging employers who recruit our students for their:
 - Professional competency and work ethic
 - Practical, hands-on experience
 - Problem-solving abilities
 - Clear sense of ethics

Mission (revised in May 2015)

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 Statement (revised in August 2011)

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.

STRATEGIC PLAN

Situational (Environmental) Analysis

Table 1 summarizes the results of the analysis of the strengths and weaknesses of and opportunities and threats to CBT.

Table 1: SWOT

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Class sizes: Small class sizes; low student-professor ratio; above average faculty engagement with students (true in face-to-face and online settings) • Placement rates: Above average placement rates • Experiential learning: Real-world experience; internship opportunities 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Growth sectors & program development: Certificates; adult continuing education needs; non-traditional student market • Innovative learning formats • Increasing accountability for outcomes: Retention; graduation, learning; placement; research • Location: Prime location for meeting the needs of Greater Nebraska • Supportive intra-college community • Industry connections: Employer relationships • Programs to meet industry needs (e.g., HCM, SCM, ECFA, ITEC)
<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Financial resources: Enrollment, recruitment, retention, college/foundation collaboration • Curriculum: Limited integration across disciplines within core curriculums; inconsistently closing the loop to adapt curriculum toward desired outcomes • Social capital: Building utilization; inconsistent engagement across student organizations; weak alumni engagement; inconsistent and limited integration of communication • Cultural identity: Are we UNK or UNL? Lack of clarity on scholarship that is consistent with our mission 	<p>THREATS</p> <ul style="list-style-type: none"> • Increased competition: Shrinking traditional student market • Funding & economy: Funding linked to enrollment • Attracting and retaining qualified faculty • Perceived value of degrees: Commodity • Inconsistent preparation among incoming students: Lack of skills (however, there is need for greater detail on what skills are lacking)

Approved on November 22, 2016

Strategic Priorities, Goals, and Initiatives

The Committee identified three priority areas for CBT: students, faculty, and resources. For each priority area, the Committee set two to four goals, and for each goal, one to four initiatives were outlined to accomplish the goals. Table 2 summarizes the number of goals and initiatives for each priority, and Tables 3-5 present the goals and initiatives for each priority.

Table 2: Summary of Total Number of Goals and Initiatives per Priority

Priority	Total Number of:	
	Goals	Initiatives
Students	3	7
Faculty	4	5
Resources	2	7

Table 3: Goals & Initiatives for STUDENT Priority

Goals	Initiatives	SWOT Link
Increase student enrollment	<p>Advance recruitment efforts for traditional market; identify opportunities to establish early student relationships as follows:</p> <ol style="list-style-type: none"> 1. Create a measurable benchmark for enhancing traditional student recruitment and who is accountable. 2. Create a plan including the University recruiting office to leverage CBT resources. 3. Monitor and adjust plan and execution to reach recruiting goal. 	<p>WEAKNESSES: Financial resources THREATS: Increased competition, funding & economy</p>
	<p>Explore new markets (e.g., non-traditional students and/or online) as follows:</p> <ol style="list-style-type: none"> 1. Coordinate with University recruiting and admissions, as well as, International Education to identify potential new markets. 2. Research best practices in reaching non-traditional students (perhaps UNK recruiting already has this). 3. Identify target market geography and demographics. 4. Develop a strategy to own and reach these potential students/ inform industry practices (for example via executive education). 	<p>WEAKNESSES: Financial resources, cultural identity OPPORTUNITIES: Growth sectors & program development, industry connections, and programs to meet industry needs THREATS: Increased competition, funding & economy</p>
	<p>Increase or develop industry-specific programs and certifications as follows:</p> <ol style="list-style-type: none"> 1. Study demand and certifications (e.g., local, state, and national levels). 2. Evaluate current program availability. 3. Consider internal resources that can be utilize for these types of programs. 	<p>WEAKNESSES: Financial resources OPPORTUNITIES: Growth sectors & program development, industry connections, and programs to meet industry needs THREATS: Increased competition, funding & economy</p>
Improve student performance	<p>Evaluate requisite knowledge and skills for incoming students and upper level courses as follows:</p> <ol style="list-style-type: none"> 1. Undergo review of each curriculum. 2. Identify key skills necessary to begin CBT curriculum (see AoL or applicable learning objectives) and required for upper level courses 3. Create document that maps skills introduced/required in each course which faculty can reference to evaluate the acquisition of skills for upper-level courses and any deficits 4. Identify objective assessments 5. Develop at-risk student interventions and resources 6. Monitor effectiveness. Utilization of the AOL outcomes matrix or CBT program specific matrix and courses in which they are taught. Verification that these skills are being taught and assessed. 	<p>STRENGTHS: Class sizes WEAKNESSES: Curriculum OPPORTUNITIES: Increasing accountability for outcomes THREATS: Poorly prepared incoming students</p>

	<p>Explore innovative learning formats as follows:</p> <ol style="list-style-type: none"> 1. Identify current innovative approaches within CBT 2. Promote existing innovative learning formats within CBT and across UNK 	<p>STRENGTHS: Class sizes, experiential learning WEAKNESSES: Curriculum OPPORTUNITIES: Innovative learning formats, increasing accountability for outcomes, location, supportive intra-college community, industry connections, programs to meet industry needs THREATS: Perceived value of degrees</p>
<p>Improve student career readiness</p>	<p>Enhance student engagement through student organizations and career planning (e.g., student competitions, mentoring program) as follows:</p> <ol style="list-style-type: none"> 1. Take inventory of current experiences/activities. 2. Create an experience/activities evaluation/assessment process 3. Analyze the evaluation/assessment data to identify those that are meaningful experiences/activities. 4. Develop a plan to minimize shortfalls and leverage impactful experiences/activities. 	<p>STRENGTHS: Class sizes, experiential learning WEAKNESSES: Social capital OPPORTUNITIES: Innovative learning formats, industry connections THREATS: Perceived value of degree</p>
	<p>Provide industry-relevant opportunities and experiential learning experiences (e.g., expand internships, utilization of technology in course activities, international experiences, company projects - similar to Supply Chain's Business Center, course-related experiences, CBT on the road, conferences, industry networking events) by evaluating and modifying as needed existing professional development experiences and opportunities as follows:</p> <ol style="list-style-type: none"> 1. Assess impact of current experiences. 2. Identify shortfalls or impactful experiences. 3. Develop a plan to minimize shortfalls and leverage impactful experiences. 4. Explore "outside the classroom curriculum" or "passport program." 	<p>STRENGTHS: Class sizes, experiential learning WEAKNESSES: Curriculum, social capital OPPORTUNITIES: Innovative learning formats, Increasing accountability for outcomes, Location, Industry connections THREATS: Perceived value of degrees</p>

Table 4: Goals & Initiatives for FACULTY Priority

Goals	Initiatives	SWOT Link
Enhance teaching effectiveness	Define teaching resources and identify teaching resources needed by faculty	WEAKNESSES: Curriculum, cultural identity
	Develop and implement a plan that secures the resources for faculty	
Create long-term faculty resource plan	Evaluate programs periodically (e.g., every 3 years) based on the student recruitment plan and enrollment trends to identify course offerings/demand and the number of faculty, lecturers, and adjuncts needed	WEAKNESSES: Financial resources
Maintain production of quality intellectual contributions that are consistent with the CBT mission, expectations of outside accreditors, and expected CBT outcomes	Re-evaluate definition of quality intellectual contribution to ensure it is consistent with the CBT mission, expectations of outside accreditors, and expected CBT outcomes	WEAKNESSES Cultural identity
Define impact of a faculty member's five year portfolio	Develop measurements to assess impact of teaching, research, and service	WEAKNESSES: Cultural identity

Table 5: Goals & Initiatives for RESOURCE Priority

Goals	Initiatives	SWOT Link
Coordinate college resources to enhance stakeholder value	Coordinate and scale outreach activities. 1. Identify key tasks and activities. 2. Secure resources (CRM, Communications/Marketing Coordinator). 3. Establish and publish processes for outreach activities.	WEAKNESSES: Financial resources, social capital OPPORTUNITIES: industry connections, growth sectors
	Promote and fill internships systematically 1. Identify employer target market. 2. Establish a process for facilitating internship opportunities/support. 3. Make internship information readily available to faculty and students. 4. Measure effectiveness at creating and filling internships.	STRENGTHS: Experiential learning WEAKNESSES: Financial resources, social capital OPPORTUNITIES: Industry connections, location
	Establish department/program level advisory councils in existing program review processes (allowing for variation based on program when appropriate).	OPPORTUNITIES: Industry connections, program development, growth sectors, programs to meet industry needs, location

Leverage college resources to increase efficiency and effectiveness	Document an elective program for lecturers to move toward tenure track. Share with department chairs.	WEAKNESSES: Financial resources, cultural identity OPPORTUNITIES: Location THREATS: Attracting and retaining qualified faculty
	Review the administrative structure of the College to optimize program synergies and operating efficiencies.	WEAKNESSES: Financial resources OPPORTUNITIES: Growth sectors
	Leverage physical facilities: 1. Work with the Foundation to sell naming rights to the College (investigate allocation process) 2. Work with the Foundation to sell naming rights to labs, rooms, and professorships 3. Identify demand for teaching/building space 4. Approve and execute teaching/building space plan	STRENGTHS: Experiential learning WEAKNESSES: Financial resources, social capital, cultural identity OPPORTUNITIES: Location
	Pursue site and students for advanced hybrid programs in Grand Island.	WEAKNESSES: Financial resources, social capital OPPORTUNITIES: Industry connections, location
	1. Leverage existing student employment operations to accomplish CBT work (i.e. conduct a review of staffing tasks that can adequately be performed by student employees, leverage work study students, SCM employees, Enactus etc. to do this work). 2. Conduct and present cost-benefit analysis of CBT filling select staffing needs with students.	WEAKNESSES: Financial resources OPPORTUNITIES: Innovative learning formats, location