

**Appalachian State University  
Walker College of Business**

**Strategic Plan**

**2012-2017**

Approved by WCOB Faculty January 31, 2012

# **The Walker College of Business Mission Statement**

## **MISSION (Revised January, 2012)**

The Walker College of Business offers undergraduate and master's level business programs at Appalachian State University, a public, comprehensive university in the University of North Carolina system of higher education. Our mission is to offer high quality educational experiences preparing our students to be responsible, effective leaders and professionals in a rapidly changing, global environment. To accomplish this, our focus is on instructional excellence, complemented by scholarship in practice, theory and pedagogy, and service activities that benefit the business discipline and the broader community.

## **VISION**

The Walker College of Business aspires to have nationally recognized undergraduate business programs and select graduate programs with strong regional reputations.

## **VALUES**

In fulfilling our mission and pursuing our vision, the college will:

- Support a commitment to honesty, integrity, and ethical behavior;
- Seek quality, innovation, and efficiency in our efforts;
- Cultivate meaningful student-faculty relationships so that each can learn, grow, and be fulfilled in their work;
- Provide opportunities for multicultural learning and experiences;
- Maintain a supportive, collegial learning environment that respects individuals and their uniqueness, preserves academic freedom, and promotes interdisciplinary efforts.

## The Walker College of Business Goals & Strategies

**Goal 1: To attract, develop, and retain a diverse faculty highly qualified in teaching, research, and service.**

<b>Strategies</b>		<b>Responsibilities</b>
S1.1	Reward faculty members with pay that is based on the merit of the faculty member's accomplishments and is commensurate with the market pay of similarly accomplished faculty in similar institutions.	Dean, Associate Dean, and Chairs (with Provost)
S1.2	Provide reassigned time for research to productive faculty.	Dean and Chairs
S1.3	Provide resources to support faculty research.	Dean and Chairs
S1.4	Ensure that offers for new hires are competitive.	Dean and Chairs
S1.5	Continue to make summer research funds available for new tenure track faculty. (Increase amounts to be competitive whenever feasible)	Dean (with Provost)
S1.6	Make mentoring available for new faculty members within each department to supplement the University mentoring program.	Dean and Chairs
S1.7	Foster a work environment that is accommodating of diverse faculty members with different backgrounds and different strengths.	Dean, Chairs and Faculty
S1.8	Participate in the PhD Project - a systemic initiative to increase diversity at U.S business schools.	Dean
S1.9	Support faculty development activities, including faculty internships, the pursuit of new professional certifications, and attendance in seminars or classes, that enable faculty members to remain current in their fields.	Dean and Chairs

**Goal 2: To develop and maintain a rigorous, relevant curriculum and learning environment that support the learning goals and expectations of each degree program in the college.**

<b>Strategies</b>		<b>Responsibilities</b>
S2.1	Provide a breadth of course offerings within a comprehensive program that consistently demands students develop the skills, knowledge and understanding expressed in our learning goals.	Deans, Chairs, Curriculum Committees
S2.2	Continually assess the achievement of degree learning goals in each College of Business program and use assessment results to improve the program / strengthen courses.	Deans, Chairs, Faculty, Assessment Committees, Curriculum Committees
S2.3	Review and revise as appropriate, each College of Business program's learning goals at least once every five years.	Deans, Chairs, Curriculum Committee, Assessment Committee
S2.4	Encourage the use of a variety of teaching methods that are appropriate for the development of specified program learning goals.	Chairs, Faculty, and Curriculum Committees
S2.5	Encourage instructors to challenge students and assure appropriate grade assignments.	Associate Dean and Chairs
S2.6	Strengthen teaching effectiveness by providing multiple measures of teaching performance.	Chairs, Associate Dean, Faculty
S2.7	Strive to improve methods of providing student feedback of the learning environment.	Associate Dean, Curriculum Committee, Faculty
S2.8	Work with Technology Support Services to ensure an up-to-date technology infrastructure and a well-equipped instructional environment.	Associate Dean
S2.9	Provide adequate resources to ensure appropriate class sizes conducive to a high level of faculty student interaction.	Dean, Associate Dean, Provost

**Goal 3: To provide students with co-curricular/extra-curricular activities and support services that foster their professional development and lead to success in the achievement of their collegiate and post-graduate goals.**

<b>Strategies</b>		<b>Responsibilities</b>
S3.1	Establish and maintain activities to engage students at the freshman, sophomore, and junior years.	Dean and Director of Student Leadership Center
S3.2	Maintain a fully staffed professional academic advising center.	Dean, Associate Dean, Director of Advising
S3.3	Maintain an active student scholarship awards program.	Dean, Associate Dean, Scholarship Coordinator, Director of Development
S3.4	Provide the resources necessary to strengthen the existing career planning and placement efforts of the College.	Dean, Associate Dean, Director of Career Services Center
S3.5	Make available academically meaningful study abroad programs and further develop regular semester class-related international opportunities.	Asst. Dean for International Programs, Chairs, International Programs Committee
S3.6	Provide service learning and community outreach opportunities by working in partnership with the ACT Office and others.	Faculty
S3.7	Offer business internships and practicums in both the undergraduate and graduate programs.	Faculty, Curriculum Committees
S3.8	Sustain and build upon the existing strengths of the Harlan Boyles CEO Lecture Series, Center for Entrepreneurship activities, Ethics Conference, and Global Opportunities Conference.	Dean, Dean's Office Staff, Director of Development, Director of Center for Entrepreneurship
S3.9	Ensure that all recognized COB student organizations are provided with faculty advisers and sufficient resources.	Dean, Associate Dean and Chairs
S3.10	Develop a student mentoring program	Dean, Director of Student Leadership Center
S3.11	Create and offer programming to cultivate /strengthen students' professionalism and leadership skills.	Associate Dean, Assistant Dean for Graduate Programs, Director of Student Leadership Center,
S3.12	Provide opportunities for top students to participate in a robust College of Business Honors program.	Deans and Chairs
S3.13	Provide opportunities for students to participate in applied research.	Deans, Chairs, Faculty

**Goal 4: To support the programs and activities of the broader University community.**

<b>Strategies</b>		<b>Responsibilities</b>
S4.1	Recognize and reward service to the University.	Dean, Associate Dean, and Chairs
S4.2	Offer courses that would be of benefit and interest to students outside the College of Business.	Deans, Chairs, Faculty
S4.3	Cooperate with other Appalachian State University units in sustaining and developing mutually beneficial courses and programs.	Deans, Chairs, Faculty
S4.4	Work with the University’s Enrollment Management team, including the Office of Admissions and the Scholarship Office, to “attract, educate, and graduate an exceptional and diverse community of students” (ASU Strategic Plan, Priority 1).	Deans, Chairs, Faculty, and Directors

**Goal 5: To develop and sustain strategic alliances and partnerships with businesses, governments, non-profits, professional organizations, and other educational institutions.**

<b>Strategies</b>		<b>Responsibilities</b>
S5.1	Broaden and diversify the participation in programs such as the Harlan Boyles CEO Lecture Series, Carole Moore McLeod Entrepreneur Summit, Ethics Conference, and Global Opportunities Conference to encourage leaders in the business community to be a presence in the COB and have contact with our students. Continually explore opportunities for other such programs.	Dean and Executive Committee
S5.2	Recognize and reward service to the discipline in such activities as editorships, editorial review board memberships, organizational leadership, and research reviews.	Dean and Chairs
S5.3	Maintain and expand upon existing relationships and develop new relationships with alumni, business and professional organizations to increase internship, practicum, and career opportunities for COB students.	Director of Career Services Center
S5.4	Engage College and Departmental advisory boards in meaningful ways to promote, support, and strengthen opportunities for students.	Deans, Chairs, and Directors
S5.5	Create and deliver executive education seminars and continuing education sessions.	Center Directors, Asst. Dean for Graduate Programs and Research, Faculty

**Goal 6: To secure sufficient funding to accomplish the goals of the Walker College of Business.**

<b>Strategies</b>		<b>Responsibilities</b>
S6.1	Work closely with Academic Affairs and university-level administration to insure that adequate funding is made available to support the programs and needs of the college.	Dean
S6.2	Maintain and expand relationships with private donors, alumni and friends of the college to increase both current and endowed gifts to the college.	Dean, Executive Committee, Development Director
S6.3	Improve the efforts of the college to increase participation in and attainment of grants and funded research.	Dean, Executive Committee, CERPA Director