

**APPENDIX 12
DIVISION OF BUSINESS STRATEGIC PLAN**



Division of Business

School of Professional Studies

Northwestern Oklahoma State University

Five-Year Strategic Plan

2010/11 to 2014/15

August 20, 2010

INTRODUCTION

In his classic book Management: Tasks, Responsibilities, and Practices, Peter Drucker defined Strategic Planning as follows:

It is the continuous process of making present entrepreneurial (*risk-taking*) *decisions* systematically and with the greatest knowledge of their futurity; organizing systematically the *efforts* needed to carry out these decisions; and measuring the results of these decisions against the expectations through organized, *systematic feedback*. (page 125)

The purpose of this document is to provide a logical basis for the activities of the Division as well as to serve as a benchmark for the evaluation of the Division and its members. Strategic planning at this organizational level involves establishing the priorities, clear directions, and inspiration needed to achieve the Mission and Goals of the Division.

DIVISION MISSION STATEMENT

The Division of Business provides a quality, student-centered learning environment to prepare students to be competent, ethical business professionals, entrepreneurs and leaders in the regional workplace and in the world. The division accomplishes this by offering quality education delivered by qualified, involved faculty dedicated to continuous improvement processes in order to prepare our alumni to contribute to the intellectual and economic vitality of regional stakeholders and beyond.

DIVISION VISION STATEMENT

As a regional leader in educating students to become business professionals and leaders, the Division of Business is committed to providing quality student-centered programs that will be professionally accredited within the next five years.

DIVISION VALUES STATEMENT

The following nine Core Values guide the thinking, actions and governing processes of the Division of Business and its administrators, faculty, and staff:

Communication

Communication skills are vital to any competent, ethical business professional, entrepreneur or leader; therefore, the Division of Business values the development of communication skills.

Continuous Improvement

One key factor in the success of any organization is continuous improvement. This accomplished through self-reflection, assessment, benchmarking, creativity, focus, strategic planning, critical thinking and willingness to change.

Critical Thinking

Critical thinking is essential to success in life, no matter how success is defined. The Division of Business encourages, develops and rewards students who demonstrate critical thinking skills. Critical thinking includes elements of creativity, individuality, mutuality, ethical reasoning, initiative, problem-solving, and explaining/justifying positions.

Ethical Conduct

In order to develop ethical business professionals, entrepreneurs and leaders, the Division's administrators, faculty and staff must conduct themselves in an ethical manner.

Focus

The Division of Business is focused on providing the best possible education to the students majoring or minoring in Business disciplines or taking Division of Business classes.

Professionalism

Professionalism combines many values such as collegiality, integrity, self-discipline, collaborative attitude, initiative, stewardship and social responsible behavior. In an academic environment shared governance is also part of professionalism.

Scholarship

As a student-centered teaching institution, scholarly activity is essential for faculty to remain current in their profession and to provide the highest quality education to our students.

Service

The faculty of the Division of Business provides leadership and service to their university, division, profession and communities.

Tolerance

The faculty of the Division of Business values unconditional acknowledgment and acceptance of others as persons, regardless of their background, ethnicity, gender or beliefs. Tolerance is the core value for diversity.

DIVISION GOALS

In order to achieve the mission, the Division of Business will provide competent, supportive faculty and will offer relevant curricula that will help prepare students to cope with and thrive in an ever-changing world. More specifically, the Division believes that:

1. Each graduating student should have basic knowledge of the various disciplines in business.
2. Each graduating student should have well developed communication skills and be competent in the use of technology.
3. Each graduating student is expected to think critically.
4. Each graduating student is expected to possess good interpersonal skills.
5. Each graduating student should have the ability to formulate good ethical judgments.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS: SWOT ANALYSIS

Strengths

The Division of Business has several significant strengths. First and perhaps foremost, it has the largest number of majors (approximately 350) of all the programs at NWOSU. While it is true that Business is a popular major nationwide, the fact that it is the most popular major at NWOSU suggests that the curricula and faculty have been viewed very favorably and, as a result of changes that have been made during the past year and that are being planned, that they will be viewed even more favorably in the future. In fact, the number of majors has been increasing at the rate of 3% per year and is expected to continue to do so.

Second, and with respect to curricula, the Division faculty spent much of the 2009/2010 academic year streamlining the curricula (e.g., one Major and one Minor were dropped, some courses were dropped as Required courses and/or eliminated altogether, etc.), and assuring that the objectives for each course met both faculty and ACBSP standards. In addition, the Division is developing an increasing number of on-line course offerings with the goal of being able to deliver the Accounting and Business degree programs on-line by the end of the 2011/2012 academic year. The results are contemporary curricula that should appeal to a growing number of students enrolled in Division courses and an increasing number of Division majors.

Third, and with respect to faculty, as a result of hiring three new ACBSP Doctorally Qualified faculty during the 2009/2010 academic year, the Division currently has a total of five faculty

who are Doctorally Qualified in one or more areas. In addition, a sixth faculty member should become Doctorally Qualified by the end of 2010. The four remaining faculty are Professionally Qualified in one or more areas, and all four are working on their doctorates. Consequently, the Division can be viewed as having faculty with good credentials.

Fourth, one of the new faculty hired during the 2009/2010 academic year, Steven Palmer, was brought in as Chair. In addition to being Doctorally Qualified in the areas of Business Law, Management, and Marketing, he has experience preparing the ACBSP Self-Study for his previous employer. More particularly, one of the principal reasons that he was hired was to lead the Accounting and Business programs to ACBSP accreditation; obtaining accreditation should improve the image of the institution in general and the program in particular. The Accounting and Business programs became a Candidate for ACBSP Accreditation in June 2010.

Finally, the Division has the ability to serve multiple geographically diverse sites. In addition to the main campus in Alva, courses are delivered either in-class or ITV at Crabtree, Enid, Ponca City, and Woodward. The addition of more on-line course offerings will enable the Division to increase its reach.

Weaknesses

Although the Division benefits from the existence of several significant strengths, it also suffers from the existence of several significant weaknesses. The first and principal weakness involves staffing, both administrative and faculty.

With respect to the matter of administrative staffing, although it has the largest number of majors, and although each of the other two Divisions (Education and Nursing) has at least one, the Division of Business does not have even a part-time Administrative Assistant, which is a glaring deficiency. The lack of any administrative support whatsoever places an unreasonably heavy operational burden on the Chair and faculty and needlessly will hinder the effort to obtain accreditation. Remedying this deficiency is a *sine qua non*.

With respect to the matter of faculty staffing, given the current number of majors, the fact that 30% of its courses are taught by adjunct faculty, the fact that it has not been possible, given existing staffing, to deliver an adequate number and variety of elective courses, and the goal of being able to deliver the Accounting and Business degrees on-line by the end of next year, the Division is absolutely in need of (at least two, and preferably three) additional full-time Doctorally Qualified faculty and an adequate number of (at least) Professionally Qualified adjunct faculty. However, given the existing salary structure, current budget constraints, the relative isolation of the Alva campus, and, in terms of supply, a tight market, hiring additional faculty will be challenging.

Adequately addressing staffing weaknesses in these two areas is critical. Hiring an Administrative Assistant can and should quickly be accomplished; hiring additional faculty will be more difficult.

The second weakness involves the credentials and scholarly productivity of some Division faculty. While it is true that by the end of 2010 six of the ten full-time faculty should be Doctorally Qualified in one or more areas, the other four are not Doctorally Qualified, which, among other things, makes it more challenging to meet the ACBSP staffing standards (i.e., 80/40) and to convey an image of a faculty with strong credentials. Also, as of the 2009/2010 academic year, the scholarly productivity of several of the faculty members was insufficient to enable the Division to meet ACBSP standards in that regard. Consequently, it is imperative that those faculty working on doctorates complete them as soon as possible and that all faculty become and remain active in terms of scholarly productivity, especially in peer reviewed publications.

The third weakness is due to the fact that six of the Division faculty are located in Alva and the other four are located 67 miles away in Enid. Although technology makes it possible to compensate in many ways, the fact remains that operating difficulties and the lack of a sense of cohesion are pervasive; effectively there are no “campus-wide” activities, co-ordinating activities between the two sites is not always easily accomplished, and there is a palpable lack of *esprit de corps* among the faculty.

Fourth, the university and the Division are characterized by a lack of diversity. A preponderance of the faculty, staff, and students have Oklahoma roots, which is good in terms of an affinity for and understanding of NWOSU tradition and practices. However, in an age of increasing geographic, academic, and technological awareness and mobility, NWOSU needs to become less insular in terms of its reputation and operations.

Finally, NWOSU is the only state university whose Business program is not accredited by one of the three accrediting organizations. The lack of accreditation puts the program at a competitive disadvantage.

Opportunities

First, obtaining ACBSP accreditation should enhance the status of both the institution and the Division of Business, thereby enhancing their ability to attract students, faculty, and additional funding. As previously noted, both the Accounting and Business programs became candidates for accreditation in June of 2010, and accreditation is likely by either 2012/2013 or 2013/2014.

Second, create online Business and Accounting programs to tap the unserved Oklahoma market.

Third, the Business Programs have the opportunity to recruit international students through online and/or on campus programs and to partner with international institution to create dual programs.

Fourth, the Division of Business has the opportunity to recruit Oklahoma Career tech and Community College students through online and/or on campus programs and to partner with international institution to create seamless transfer to the NWOSU programs.

Finally, the Division of Business has the opportunity to develop Master's programs to fill a void in northwestern Oklahoma.

Threats

NWOSU in general and the Division of Business in particular face at least three significant threats. First, Oklahoma is experiencing and will continue to experience a declining number of high school graduates, especially in rural areas. One significant result will be the same number of institutions trying to attract a shrinking market of traditional students; in order to maintain enrollment levels, let alone increase them, existing programs are going to have to offer increasingly appealing curricula.

Another significant result could be the possibility of cuts in funding as tuition revenue declines. For those institutions experiencing enrollment declines, cuts in funding could pose threats to their long-term viability; for those institutions experiencing steady or rising enrollments, their ability to maintain and improve programs will be challenged if their budgets remain unchanged.

Second, so long as the national and state economies remain sluggish, there will be continuing possibilities of cuts in funding. On top of the cuts that already have been made, providing adequate curricula, faculty, resources, and administrative support will prove challenging.

Finally, at the present time the market for qualified Business faculty with terminal degrees is very tight: there are approximately three openings for every applicant. Given the salary structure at NWOSU and the relative isolation of the main campus at Alva, hiring new full-time and adjunct faculty and replacing those who leave is going to be an on-going problem that will limit the ability of the Division to strengthen its course offerings, attract students, and maintain ACBSP accreditation.

DIVISION OF BUSINESS

FIVE-YEAR GOALS

-ACBSP ACCREDITATION

-100 % OF FACULTY DOCTORALLY QUALIFIED

-60 ADDITIONAL MAJORS

-ALL REQUIRED COURSES ON-LINE

-ALL FACULTY PRESENTING PAPERS AND/OR GETTING PAPERS ACCEPTED IN REFEREED PROCEEDINGS OR JOURNALS EACH YEAR

- EACH FACULTY HAVING A PAPER ACCEPTED IN A PEER REVIEWED JOURNAL OR PROCEEDINGS EVERY TWO YEARS

-\$25,000 IN GRANTS

- AT LEAST TWO NEW FULL-TIME DOCTORALLY QUALIFIED FACULTY MEMBERS

- DOUBLE THE NUMBER OF STUDENTS IN “REACH HIGHER” PROGRAM

ANNUAL GOALS

Year	Goal	Responsibility
2010/11	Administrative Assistant hired and working for DOB	Administration
	on-going work to bring Business programs into compliance with ACBSP standards	Chair/Faculty
	two faculty reach ABD status	Sneary and Tucker
	three faculty members having papers published in peer-reviewed Proceedings and/or Journals	Faculty
	paper presentations at academic conferences - all faculty	Faculty
	one more Doctorally-qualified faculty member	Gustafson
	remain one of three top growing programs at NWOSU	Faculty/Adm.
	bring assessment efforts up-to-speed/compare competencies of NWOSU students to appropriate benchmarks	Chair/Assessment Comm./ Faculty
	on-going refinement of curricula as deemed appropriate	Chair/Planning Comm./ Faculty
	Approval of required Accounting (major-minor), Management (minor) courses as on-line courses	Chair/Faculty
	state approval of on-line Accounting and Business majors	Adm./Chair
	All full-time and adjunct Division faculty who have not been trained regarding online teaching complete the NWOSU training for online teaching	Faculty

2011/12	hire at least two additional full-time Doctorally- Qualified faculty members (Management and Business Law/Ethics +	Adm./Chair
	submission of ACBSP Self-Study and award of accreditation	Chair/Faculty
	two current faculty complete doctorates	Sneary and Tucker
	seven faculty members having papers published in peer-reviewed Proceedings and/or Journals (those who did not have a published paper the prior year)	Faculty
	presentations of papers at academic conferences by all faculty	Faculty
	submission of one grant request	Faculty
	remain one of three top growing programs at NWOSU	Faculty/Adm.
	on-going assessment of student competencies and refinement of curricula as deemed appropriate	Chair/Assessment Comm./Planning Comm./Faculty
	Accounting and Business (with certain minors) majors available on-line	Chair/Faculty
	Approval of all remaining Division courses to be taught as on-line courses	Chair/Faculty

2012/13	work on Conditions of accreditation (if any) and assure on-going compliance with standards	Chair/Faculty
	five faculty members having papers published in peer-reviewed Proceedings and/or Journals	Faculty
	presentations of papers at academic conferences by all faculty	Faculty
	submission of one grant request	Faculty
	remain one of three top growing programs at NWOSU	Faculty/Adm
	on-going assessment of student competencies and refinement of curricula as deemed appropriate	Chair/Assessment Comm./Planning Comm./Faculty
	on-going refinement and delivery of on-line Accounting and Business majors	Chair/Faculty
	two current faculty reach ABD status	Reddy and Roark
	exploration of the desirability and feasibility a master's degree program either in Business and/or joint with another discipline	Chair/Planning Comm./Faculty

2013/14	work on Conditions of accreditations (if any) and assure on-going compliance with standards	Chair/Faculty
	five faculty members having papers published in peer-reviewed Proceedings and/or Journals (those who did not publish the prior academic year)	Faculty
	presentations of papers at academic conferences by all faculty	Faculty
	remain one of three top growing programs at NWOSU	Faculty/Adm.
	on-going assessment of student competencies and refinement of curricula as deemed appropriate	Chair/Assessment Comm./Planning Comm./Faculty
	on-going refinement and delivery of on-line Accounting and Business majors	Chair/Faculty

2014/15	assure on-going compliance with ACBSP Standards	Chair/Faculty
	two faculty complete doctorates	Reddy and Roark
	five faculty members having papers published in peer-reviewed Proceedings and/or Journals	Faculty
	presentations of papers at academic conferences by all faculty	Faculty
	remain one of three top growing programs at NWOSU	Faculty/Adm.
	submission of two grant requests	Faculty
	on-going assessment of students competencies and refinement of curricula as deemed appropriate	Chair/Assessment Comm./Planning Comm./Faculty
	on-going refinement and delivery of on-line Accounting and Business programs	Chair