TUSCULUM
UNIVERSITY
COLLEGE OF BUSINESS

Strategic Plan 2019-2023

TUSCULUM UNIVERSITY
COLLEGE OF BUSINESS
5-YEAR SNAP SHOT

2019

ACBSP
GLOBAL BUSINESS
ACCREDITATION

Maintain ACBSP Accreditation(1.1)
Review Strategic Planning &
Assessment Process(1.1)
Grow Advisory Board(3.1)
Launch Corporate Partnerships(3.3)

2020

(2.3)Launch of Graduate Certificates
(3.3)Grow Corporate Partnerships
(1.2)Launch Study Abroad Opportunity
(3.1, 3.3)Name the College of Business

2021

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Absorb the BABA into BSBA(2.2)
Collaborate Joint HS degrees(2.2)
Begin Assistant Dean Search(2.2)

2022

(3.1, 3.3)Endow Chair Positions
(2.2, 2.3)Grow MBA to 150 students
(2.1, 2.2)Grow UG to 500 students

2023

Further pursuit of improving
the student learning
experience, strategic growth
and enhancement of our
community (1-3)

Tusculum University
College of Business

I. Planning Process

The planning process for the College of Business (CoB) at Tusculum University incorporates support and commitment from the offices of the President and Provost, participation by the faculty, staff of the College of Business and outside stakeholders from the Advisory Board, Alumni Survey, Employer Survey, End of Program Survey and informal feedback. This plan represents a five- year rolling document, to be updated at the end of each academic year, with monthly progress report updates, to be evidenced in monthly strategic planning committee meeting minutes. These Faculty and administration review these minutes and update the Plan accordingly. The College supports the University Mission through its strategic initiatives and derives its strategic goals from those goals of the University. The College identified three strategic goals of paramount importance to support and enhance the University Mission: 1.) Improve Student Learning/Experience, 2.) Strategic Growth, 3.) Enhance our Community.

Inside & Outside Feedback

Faculty & Staff – Faculty and Staff were asked for feedback on all strategic initiatives that they would like to see in the College of Business that align with the University and College Missions. Upon review of all input, it was evident that all suggestions fell into the buckets that eventually became the College of Business goals. Faculty determined objectives for each goal and a focus group of faculty to set action plans. Faculty will review the Strategic Planning document each spring and incorporate feedback from each of the stakeholder groups listed below.

Advisory Board – In the Fall of 2018, the College of Business assembled the current Advisory Board. This board meets bi-annually to review the strategic plan and to discuss future initiatives and programs. The Board, with members from the Greenville Business Community and Knoxville Business Community Met in the Fall of 2018 and the Spring of 2019. Feedback from the Advisory Board can be found in the Advisory Board Meeting Minutes.

Alumni Survey – The office of institutional research conducts an alumni survey bi-annually. Information gathered in this survey is reviewed by the faculty at the annual strategic planning retreat for inclusion in the strategic planning process.

Employer Survey – The office of Career Services conducts an annual survey to receive feedback on our students based on their interactions at our annual career fair. Information gathered in this survey is reviewed by the faculty at the annual strategic planning retreat for inclusion in the strategic planning process.

End of Program Survey – Tusculum University conducts end of program surveys with graduating students before graduation each term. Faculty review feedback from these surveys during the Strategic Planning process.

Informal Feedback – Constantly the Dean, Chairs and faculty are gathering informal feedback from employers in the Greeneville and Knoxville areas. These include lunches, appointments on boards, inclusion in award ceremonies, etc. This information is brought back to the faculty in

the strategic planning process.

II. Tusculum University Mission, Vision and Values

Tusculum Mission
Tusculum University provides a comprehensive education in a Judeo-Christian environment, grounded in a civic, liberal, and medical arts curriculum with pathways for career preparation, personal development and civic engagement.

Tusculum Vision
Tusculum strives to actualize educational excellence and ongoing relevance through our third century by:
- Establishing transformative living and learning communities,
- Reflecting institutional integrity through aspirational leadership and academic innovation,
- Distinguishing Tusculum College alumni as leading citizen-scholars, and
- Maximizing individual, group, and community fiscal support and partnerships to promote innovation.

Values of Tusculum
Integrity: Encompassing honesty and trustworthiness, all members of the Tusculum Community value and live with integrity, respect and virtue in communications, relationships and actions.
Education: We value a balanced education grounded in the civic and liberal arts and career preparedness. Our goal is for students to develop practical wisdom, global literacy, critical and independent thinking, and an appreciation for life-long learning, diversity and inclusion.
Civic Responsibility: We value our unique heritage in the civic arts and the Judeo-Christian tradition and seek to develop citizen-scholars who will serve their communities throughout the world. We develop students as leaders who problem solve with reflective judgment.

III. Tusculum University Goals

TU Goal 1: To Enhance Academic Quality (CoB Goals 1 & 3)
TU Goal 2: To Prepare Students for Success (CoB Goal 1 & 3)
TU Goal 3: To Sustain Optimal Institutional Resources (CoB Goal 2 & 3)

IV. College of Business Mission

To develop students who thrive in a dynamic global business environment. We serve our community through civic engagement, guided by a faculty with academic and practical industry experience who focus on workforce application and employer needs.

Supporting the University Mission

The College of Business supports the University mission by providing an educational program that prepares graduates for their future careers and to become civically engaged

citizens.

V. College of Business Goals

Goal 1: Improve Student Learning/Experience
Objective 1.1 – Maintain Accreditation
- Progress
  - Successful Accreditation November 2018
  - Discussed Notes and Conditions at Spring 2019 Strategic Planning Retreat
- Strategy/Action
  - Improve assessment measures
  - Further develop and deploy strategic plan
  - Begin the improvement process and planning for first QA report
  - Attend Region 3 and national ACBSP conferences
  - Review Strategic Planning & Assessment Process
- Success Measure
  - Submit first QA report September 2020
  - Successful removal of notes and conditions by September 2022

Objective 1.2 – Identify and Introduce Study Abroad Opportunities
- Progress
  - Contacted Knowledge Exchange Institute (KEI) Abroad who facilitates International Opportunities for both Faculty and students to develop a custom program for TU business students
  - Discussed possible self-managed trip to Malta. Pros include (1) established contacts/relationship, (2) reduced cost
  - Discussed programs with Linton School of Global Business at Hannam University, and University of Cologne
- Strategy/Action:
  - Select Possible Locations: Initial (1) Malta; (2) Costa Rica
  - Select Possible Content Areas: Initial (1) Management/Strategy, (2) Marketing, (3) Leadership, (4) International Business, (5) Research Methods for Comprehensive Business Project
- Success Measure
  - One scheduled International trip for Undergraduate Business in 2020/2021
  - One scheduled International trip for the MBA program in 2020/2021

Objective 1.3 – Identify and Introduce Hands-on Learning Opportunities
- Progress
  - Initiated the Volunteer Income Tax Assistance (VITA) program. (See 3.2)
  - Incorporated Financial Literacy into BUSN352 – Business Service Learning
  - First graduate research day scheduled for August 3rd
  - Articulation agreement with Ballad Health for internship experiences
  - Meeting with Sevier County Economic Development Executive Director, Allen

Newton to discuss hospitality management internships
- Strategy/Action
  - Continue to provide extracurricular opportunities for students to gain work-related experience through organized VITA program events. (See 3.2)
  - Continue to identify and promote opportunities for students to gain work experience in business through employer-sponsored internships
  - Investigate potential honor societies or chartered business clubs (Enactus, Delta Mu Delta Omicron Delta Kappa)
- Success Measure
  - Student VITA event participation, annual (See 3.2)
  - Online posting of internship opportunities, application and interview resources, May 2019
  - Begin tracking and increase the number of students completing an internship annually by 10% though 2022

Objective 1.4 – Improve Facilitation of Online Learning
- Progress
  - Reviewed online education content and delivery to determine how to best align with standardized online course quality framework
  - Reviewed faculty development and training related to high-quality online course development/instruction for implementation ideas
  - Explored efficient processes for ongoing evaluation and assessment to ensure quality in online course content and instruction
  - Four faculty members completed Quality Matters Certification in Online Coursework in AY 18/19.
  - ADA Compliance and Online Best Practices Workshop Fall 18
- Strategy/Action
  - Continue to develop, adapt or adopt a standardized online course quality framework to improve the consistency and quality of online course design
  - Promote and accelerate the compliance with accessibility standards for all online courses for students with sensory (visual/auditory) impairments
  - Continue to provide faculty development through QM workshops
- Success Measure
  - College of Business adoption of the online quality framework
  - Percent of future online course offerings developed using the quality standard framework
  - Percent of existing online course offerings fully compliant with quality standard framework rubric
  - Number of faculty mastering new knowledge, skills, and abilities in online learning by participating in online professional development activities
  - Satisfaction of faculty with technical and pedagogical training offerings
  - Results of student course evaluation of online courses

Goal 2: Grow Strategically

   Objective 2.1 – Renovate Tredway Building

- Progress
   - Collaborated with College of Education on design
   - Met with Architect
   - Received approval of $4.85M USDA Grant
   - The Treadway renovation was placed on hold, pending availability of additional funds
- Strategy/Action
   - Monitor progress of the renovation
   - Exploit the renovation process for a marketing campaign
- Success Measure
   - Completion August 2021
   - Fall 2021 classes held in Tredway

   Objective 2.2 – Continue to streamline recruitment, application, orientation, and retention processes

- Progress
   - Removed roadblocks to MBA admissions
   - Added College of Business specific recruiter
   - Revised Application Process
   - Updated strategic HR plan

- Strategy/Action
   - Review and identify the application process to remove further roadblocks
   - Review the orientation approach used for new College of Business students
   - Document all components related to the College of Business retention
   - Absorb BABA Program into the BSBA Program
   - Begin Assistant Dean Search
   - Collaborate with the College of Health Sciences on joint degree programs
- Success Measure
   - Orientation Plan for College of Business published
   - Improved tracking measures for College of Business retention
   - 80% - Academically qualified Faculty at 33 students per full-time faculty ratio

   Objective 2.3 – Continue Investigating Certificate Programs

- Progress
   - Reviewed, Hanover industry report, predicting 500% growth between now and 2022
   - Discussed viable certificate subject areas
      - Taxation
      - Business Analytics
   - Reviewed Competitor Certificates
   - Reviewed ACBSP Certificate Accreditation standards
- Strategy/Action
   - Design certificate program outline

- o Submit for ACBSP Accreditation
- Success Measure
  - o Submission of New Program form to the institution
  - o Approval of certificate at AA & board level
  - o ACBSP Accredited
  - o Launch of program

Objective 2.4 – Investigate general education bridge from Associate of Applied Science to Bachelor of Science in Business Administration

- Progress
  - o Developed presentation to deliver to faculty at large and general education committee
- Strategy/Action
  - o Meet with General Education Committee
- Success/Measure
  - o Approve program through appropriate university channels
  - o Work with Marketing to develop a marketing campaign
  - o Work with Admissions to develop a recruiting strategy
  - o Enroll first students Fall 2020

Goal 3: Enhance our Community
Objective 3.1 – Continue developing the CoB Advisory Board

- Progress
  - o Founding board members were selected and both Greeneville (Fall) and Knoxville (Spring) boards met in the 2018-2019 academic year
- Strategy/Action
  - o Add student representation to both the Knoxville and Greeneville boards
- Success Measure
  - o Successful Advisory Board meeting in both Greeneville (Fall) and Knoxville (Spring) with student representation in the 2019-2020 academic year

Objective 3.2 – Grow the VITA Program

- Progress
  - o Expanded from the main campus into a second site at Grey, Tennessee (ACFCU)
- Strategy/Action
  - o Identify possible 3rd and 4th locations
  - o Identify and meet with potential financial and community partners
  - o Investigate possibility of a work study student dedicated to VITA
- Success Measure
  - o Launch of third site
  - o Complete 1000 returns in the 2019-2020 tax season
  - o Increase completed returns by 10%

Objective 3.3 – Launch Corporate Partnership Program

- Progress

- o Executed articulated corporate partnership with Tennessee Valley Authority, Pilot Flying J and Eastern Tennessee Children's Hospital
  - o Executed articulated acceptance pathway for Pennsylvania College of Technology alumni with a 3.0 GPA or greater
- Strategy/Action
  - o Ask Advisory Board members via a letter to invite their employers to become corporate partners
  - o Produce a press release announcing the corporate partnership program
  - o Produce video marketing for the corporate partnership program
- Success Measure
  - o 10 Corporate partners by Fall 2020
  - o Corporate Partners comprising 10% of total MBA population

Objective 3.4 – Create a greater opportunity for CoB students to network
- Progress
  - o Discussion with marketing department on social media video clips
  - o Purchase of CoB step and repeat banner for promotional events and photography
- Strategy/Action
  - o Investigate the implementation of networking events for both the undergraduate and graduate student populations
- Success Measure
  - o Listing of alumni employers on the CoB website
  - o Launch of first CoB networking event

Appendix A: Summary of Changes

March 2019:

- Objective 1.1 changed from "Attain ACBSP Accreditation" to "Maintain ACBSP Accreditation" as a result of attaining ACBSP accreditation
- Objective 2.3 changed from "Investigate and Introduce Certificate Programs to "Continue Investigating Certificate Programs"
- Added Objective 2.4 "Investigate general education bridge from Associate of Applied Science to Bachelor of Science in Business Administration"
- Objective 3.1 changed from "Develop the Advisory and/or Alumni Board" to "Continue developing the CoB Advisory Board" as the inaugural board met in the 2018-2019 year.
- Added Objective 3.4 "Create a greater opportunity for CoB students to network" based upon feed back from students and advisory board members