TUSCULUM UNIVERSITY
COLLEGE OF BUSINESS
5-YEAR SNAP SHOT

2018
Obtain ACBSP Accreditation(1.1)
Grow Enrollment(2.2, 2.3)
Review Strategic Planning & Assessment Process (1.1)

2019
(2.1) Complete Treadway Renovation
(3.1) Establish Active Advisory Board
(3.3) Launch Corporate Partnerships
(1.2, 1.4, 2.2, 3.3) Grow Pioneer MBA

2020
Launch of Graduate Certificates(2.3)
Grow Corporate Partnership(3.3)
Launch Study Abroad Opportunity(1.2)
Name the College of Business(5.1, 5.3)

2021
(2.2) Absorb the BABA into BSBA
(2.2) Collaborate Joint HS degrees
(2.2) Begin Assistant Dean Search

2022
Endow Chair Positions(3.1, 3.3)
Grow MBA to 150 students(2.2, 2.3)
Grow UO to 500 students(2.1, 2.2)

Tusculum University
College of Business
I. Planning Process

The planning process for the College of Business 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.

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 – Attain ACBSP Accreditation**

- **Progress**
  - Joined as candidate member 2016
  - Attended ACCESS ACBSP Seminar/regional/national conferences
  - Submitted self-study – July 15, 2018
  - Site Visit – September 24th & 25th

- **Strategy/Action**
  - Meet with site visit team
  - Collect feedback
  - Begin the improvement process and planning for first QA report
  - Attend Region 3 and national ACBSP conferences
  - Review Strategic Planning & Assessment Process

- **Success Measure**
  - A favorable decision from ACBSP November board meeting
  - Submit first QA report September 2020

**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

- **Strategy/Action:**
  - Select Possible Locations: Initial (1) Malta; (2) Costa Rica

- **Success Measure**
  - One scheduled International trip for Undergraduate Business in 2019/2020
  - One scheduled International trip for the MBA program in 2019/2020

**Objective 1.3 – Identify and Introduce Hands-on Learning Opportunities**

- **Progress**
  - Researched prior student research handbook and library business resource guide and request support for document revision and reintroduction, September 2018
- Created designated course activities for data gathering and analysis in BUSN 322
  and MBA 522, Fall 2017
- Initiated the Volunteer Income Tax Assistance (VITA) program. (See 3.2)
- Incorporated Financial Literacy into BUSN352 – Business Service Learning

**Strategy/Action**
- Coordinate across University to provide resources to support hands-on learning
  opportunities in business
- Provide hands-on oriented curriculum content through specific application and
  skill development focused exercises in designated courses
- Provide extracurricular opportunities for students to gain work-related
  experience through organized VITA program events. (See 3.2)
- 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**
- New student research handbook, completion December 2019
- New library business resource guide, completion May 2019
- Student orientation segment on business information and internship resources,
  completion September 2019
- Student completion rates for business data gathering and analysis exercises,
  annual
- Student VITA event participation, annual (See 3.2)
- Online posting of internship opportunities, application and interview resources,
  May 2019

**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

**Strategy/Action**
- Develop, adapt or adopt a standardized online course quality framework to
  improve the consistency and quality of online course design
  Implement a 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
Determine current faculty development needs for technical and pedagogical training for online coursework. Produce and implement a plan for faculty training in technical and pedagogical training for online coursework (possible inclusion of faculty peer support system, ongoing training resource identification).

Develop and implement mechanisms to evaluate effectiveness and faculty satisfaction with faculty development activities.

Develop and implement a unique student course evaluation geared toward the online environment. Incorporate standardized evaluation of online coursework into faculty evaluation process. Assess student satisfaction with online course instruction.

**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
- **Strategy/Action**
  - Monitor progress of the renovation
  - Exploit the renovation process for a marketing campaign
- **Success Measure**
  - Completion August 2019
  - Fall 2019 classes held in Tredway

**Objective 2.2 – Streamline recruitment, application, orientation, and retention processes**

- **Progress**
  - Removed roadblocks to MBA admissions
  - Added College of Business specific recruiter
  - Developed a strategic 5-year 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
o Begin Assistant Dean Search
o Collaborate with the College of Health Sciences on joint degree programs
o Maintain and update strategic HR plan annually

• Success Measure
  o Revised Application Process implemented
  o Orientation Plan for College of Business published
  o Improved tracking measures for College of Business retention
  o 80% - Academically qualified Faculty at 33 students per full-time faculty ratio

**Objective 2.3 – Investigate and Introduce Certificate Programs**

• Progress
  o Reviewed, Hanover industry report, predicting 500% growth between now and 2022
  o Discussed viable certificate subject areas
    ▪ Taxation
    ▪ Business Analytics

• Strategy/Action
  o Review Competitor Certificates
  o Review ACBSP Certificate Accreditation standards
  o Design certificate program outline

• Success Measure
  o Submission of New Program form to the institution
  o Approval of certificate at AA & board level
  o Launch of program

**Goal 3: Enhance our Community**

**Objective 3.1 – Develop the Advisory and/or Alumni Board**

• Progress
  o Collected of names of potential advisory board members
  o Began asking potential members strategically to create a well-rounded board

• Strategy/Action
  o Meet on a bi-annual basis over a lunch/dinner

• Success Measure
  o The first meeting in Spring 2019

**Objective 3.2 – Grow the VITA Program**

• Progress
  o Corporate Partner with Appalachian Community Federal Credit Union (ACFCU)
  o Expanded from the main campus into a second site at Grey, Tennessee

• Strategy/Action
  o Identify the third site for expansion

• Success Measure
  o The third site selected
  o Complete 1000 returns in the 2018-2019 year
  o Increased by 10% each year following

**Objective 3.3 – Launch Corporate Partnership Program**
• Progress
  o Partnered with Chambers of Commerce in the Tri-Cities and Knoxville to identify the top three employers in the area.
  o Received verbal approval from CFO, President Hurley, and ACFCU for corporate partnership
• Strategy/Action
  o Begin with three corporate partners in the 2019-2020 academic year, expanding three per year
• Success Measure
  o Complete memorandums of understanding with three corporate partners in each year beginning 2019-2020
  o Corporate Partners list Tusculum University as their preferred educator