

TUSCULUM

UNIVERSITY

COLLEGE OF BUSINESS

Strategic Plan 2020-2024





5-YEAR SNAPSHOT



2020

Maintain ACBSP Accreditation (1.1)
Grow Advisory Board (3.1)
Grow Corporate Partnerships (3.3)



2021

Launch Graduate Certificates (2.2)
Participation in dbi Cologne (1.2)
Name the College of Business (3.1, 3.3)



2022

Begin Assistant Dean Search (2.1)
Endow Chair Positions (3.1, 3.3)
Grow MBA to 150 Students (2.1, 2.2)



2023

Grow UG to 500 students (2.1)
Significant OL retention improvement (2.1)



2024

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

THIS IS JUST THE BEGINNING!

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

College of Business Faculty & Staff – Faculty and Staff are the authors of this living document. Items of strategic importance are discussed in meetings and via email. These items are then brought forward to discuss with the entire faculty and staff at each of our monthly strategic planning session. These sessions allow for future planning as well as for discussion progress on current objectives. At the end of each academic year faculty gather together at our strategic planning retreat to discuss the summation of strategic initiatives, and plan for the immediate (one-year) and long-term (five years).

Advisory Board – Representing our two key geographic locations, the CoB enjoys two distinct advisory board groups. One meets each fall in Greenville and the other each Spring in Knoxville. The Advisory Board is comprised of industry experts, alumni, and current students. We use this board to solicit feedback from real world practitioners and to assess market needs for our graduates.

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 ACBSP Accreditation

- Progress
 - Strategic Planning Retreat 2019, reviewed all notes and conditions to determine game plan for addressing
 - Drafted first Status Report to report on notes and conditions, due September 15, 2020
- 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 Progress Report September 2020
 - Submit first QA report September 2022
 - Successful removal of notes and conditions by September 2022

Objective 1.2 – Identify and Introduce Study Abroad Opportunities

- Progress
 - Partnered with the University of Cologne for a Summer International Experience
 - Three MBA students were nominated and accepted to attend (cancelled due to COVID-19)
 - Further investigate possible self-managed trip to Malta
- Strategy/Action:
 - Strengthen the scholarship application process for study abroad through University of Cologne
- Success Measure
 - Two to three students travelling to the University of Cologne

Objective 1.3 – Identify and Introduce Hands-on Learning Opportunities

- Progress
 - Continued the Volunteer Income Tax Assistance (VITA) program (See 3.2)
 - Expanded Financial Literacy BUSN352 – Business Service Learning to include both freshman orientation classes and local schools
 - Unification of BSBA and BABA programs brought BUSN 352 to the BSBA curriculum. This will result in additional learning opportunities for AOS students
 - BUSN 555 Comprehensive Business Project Presentations opened to faculty, staff, and community members

- Worked with Career Services to allow career professionals access to classrooms for internship opportunities
- Meeting with Sevier County Economic Development Executive Director, Allen Newton to discuss hospitality management internships
- Developed and funded Inaugural Academic Research Symposium, cancelled due to COVID-19
- Founded Enactus Club
- 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
 - Continue to grow corporate partnership program to offer students consulting opportunities (See 3.3)
- Success Measure
 - Student VITA event participation, annual (See 3.2)
 - Begin tracking and increase the number of students completing an internship annually by 10% through 2022

Objective 1.4 – Improve Facilitation of Online Learning

- Progress
 - Formal course review prior to online course offering
 - 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 ad-hoc committee to research and develop best practice guide for online student retention
 - 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
- Success Measure
 - CoB classes exceeding guidelines for formal course review
 - Finalized online student retention guide
 - 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 2.2 – Continue to streamline recruitment, application, orientation, and retention processes

- Progress
 - Absorbed BABA Program into the BSBA Program
 - Growth in Corporate Partnership Program (See 3.3)
 - Updated strategic HR plan—hired replacement positions in finance and management
 - Freshman orientation classes for declared business majors with business faculty
- Strategy/Action
 - Review the orientation approach used for new College of Business students
 - Document all components related to the College of Business retention
 - Begin Assistant Dean Search
- Success Measure
 - Orientation Plan for College of Business drafted
 - 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
 - Accounting
 - Business Analytics
 - Reviewed Competitor Certificates
 - Reviewed ACBSP Certificate Accreditation standards
- Strategy/Action
 - Design certificate program outline
 - Submit for ACBSP Accreditation
- Success Measure
 - Submission of New Program form to the institution
 - Approval of certificate at AA & board level
 - ACBSP Accredited
 - Launch of program

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

- Progress
 - Attained approval of bridge program by full Tusculum faculty assembly
 - Developed new transfer policy with registrar
- Strategy/Action
 - Meet and sign articulation agreements with local TBR schools
- Success/Measure
 - Executed Articulation Agreements
 - Work with Admissions to develop a recruiting strategy

- Enroll 25 students by 2021

Goal 3: Enhance our Community

Objective 3.1 – Continue developing the CoB Advisory Board

- Progress
 - Greenville Board met in Fall 2020 and discussed the need for certificate programs and soft skills
 - Spring Advisory Board meeting in Knoxville was cancelled due to COVID-19
 - Added Student Representation to the Greenville Advisory Board
- Strategy/Action
 - Add student representation to both the Knoxville
- Success Measure
 - Successful Advisory Board meeting in both Greenville (Fall) and Knoxville (Spring) with student representation in the 2020-2021 academic year

Objective 3.2 – Improve the VITA Program

- Progress
 - Ended VITA program early for tax year 2019 due to Covid-19. Still awaiting final numbers. Numbers were good despite ending early
- Strategy/Action
 - Explore adding VITA Sessions during the day to facilitate Senior Citizens who have difficulty driving at night
- Success Measure
 - Offer day-time VITA sessions

Objective 3.3 – Launch Corporate Partnership Program

- Progress
 - Executed articulated corporate partnership with Tennessee Valley Authority, Pilot Flying J and Eastern Tennessee Children's Hospital
 - Executed articulated acceptance pathway for Pennsylvania College of Technology
 - Asked Advisory Board members via a letter to invite their employers to become corporate partners
 - alumni with a 3.0 GPA or greater
- Strategy/Action
 - Recruit one corporate partner from each faculty member
 - Produce a press release announcing the corporate partnership program
 - Produce video marketing for the corporate partnership program
- Success Measure
 - Double Corporate partners by Fall 2022
 - Corporate Partners comprising 10% of total MBA population

Objective 3.4 – Create a greater opportunity for CoB students to network

- Progress
 - Continue discussion with marketing department on social media video clips
 - CoB step and repeat banner permanently placed in Niswonger Lobby for

- promotional events and photography
 - Hosted Knoxville Alumni and Student Breakfast networking event in collaboration with Director of Alumni Engagement
- Strategy/Action
 - Investigate the implementation of networking events for both the undergraduate and graduate student populations
 - Offer networking opportunities in an evening time social setting
 - List of alumni employers on the CoB website
- Success Measure
 - Double participation from AY 19-20 to AY 20-21