



# Towson University College of Business and Economics **Strategic Plan 2020-2025**

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*Develop. Connect. Transform.*



## Vision, Mission and Values

### Vision

To be recognized as the business college of choice for students, faculty and organizations in our region.

### Mission

The College of Business and Economics **develops** high quality and innovative programs and resources, **connects** individuals to opportunities by applying theory to practice in curricular, co-curricular and scholarship activities, and **transforms** students into professionals who will have a positive societal impact within Maryland and beyond.

### Core Values

We embrace a culture of striving for excellence, learning, ethical behavior, civility, diversity, inclusion, creativity and engagement.

## Strategic Priorities

### **Develop**

#### **Strategic Priority 1: Develop high-quality, inclusive, and innovative programs and resources**

##### **OBJECTIVES**

1. Provide relevant and cutting-edge curricular and co-curricular programs with high societal impact at the bachelor's, master's and Ph.D. levels
2. Ensure student success and deliver a positive and consistent student experience
3. Develop CBE specific outreach to manage enrollment
4. Attract, reward and retain high quality, diverse, and engaged faculty and staff
5. Expand professional development programs for faculty and staff
6. Secure new and sustainable financial resources from grants and donations
7. Transition to a new LEED certified and ADA compliant building conducive to a 21st century, high quality business education

##### **STRATEGIES**

1. Review, revise and develop programs based on market demand, including degrees at the bachelor's, master's and Ph.D. levels, certificates, certifications and microcredentials
2. Review business processes (registration, repeat policies) to identify opportunities for improvement; increase peer advising; develop and implement a plan for managing reinstated mandatory advising
3. Build upon initiatives to enhance relationships with community colleges, increase promotional efforts to current students, strengthen CBE's digital presence, and collaborate with TU enrollment management
4. Expand and enhance recruitment, retention, and advancement practices that support a diverse group of faculty
5. Continue to support the PhD Project and similar organizations focused on historically under-represented demographic groups
6. Enhance opportunities for continued faculty and staff professional development (e.g. guest speakers, technology and teaching effectiveness workshops, research and teaching seminars, travel and development funds, summer support, grant writing support, etc.)
7. Develop consistent, sustainable guidelines for supporting multiple teaching modalities
8. Develop plans to further engage and increase financial contributions from alumni, business

##### **SUCCESS MEASURES (UNDER DEVELOPMENT)**

1. Number of current and relevant programs developed
2. Graduation rate
3. Student retention rate
4. Student evaluations of experience
5. Enrollment in undergraduate and graduate programs (Master's and Ph.D. when applicable)

6. Student credit hours
7. Percentage of successful faculty hires
8. Percentage of successful staff hires
9. Retention of faculty
10. Retention of staff
11. Amount of money allocated to faculty and staff professional development
12. Number of donors and funds raised
13. Number and dollar value of grants and contracts submitted
14. Dollar value of grants and contracts awarded
15. Continued advocacy for new building among stakeholder groups

## **Connect**

### **Strategic Priority 2: Connect individuals to opportunities by applying theory to practice in curricular, co-curricular and research activities**

#### **OBJECTIVES**

1. Integrate high-impact learning practices in all disciplines
2. Engage in impactful interactions with the community
3. Encourage high quality, impactful faculty scholarship, grant writing, and teaching
4. Support the integration of real world business practices and technology into the curriculum
5. Increase faculty and student engagement in co-curricular activities (e.g. faculty mentorship of students)

#### **STRATEGIES**

1. Infuse high impact practices, such as internships, study abroad, experiential learning, business cases, service learning, and/or undergraduate research within all departments
2. Create new opportunities for faculty, staff and students by increasing and strengthening relationships with business and community partners
3. Reward faculty for engaging in research and teaching with significant societal impact
4. Implement current, discipline-appropriate technologies into curricula
5. Create more opportunities for faculty and student engagement

#### **SUCCESS MEASURES (UNDER DEVELOPMENT)**

1. Number of students participating in academic competitions
2. Number of students engaged in community outreach activities
3. Number of faculty engaged in community outreach activities
4. Number of intellectual contributions
5. Percentage of A and B peer reviewed journal publications
6. Number of citations
7. Number of positive mentions of faculty in popular press and social media
8. Total points earned by faculty for research and teaching with significant societal impact
9. Number of courses that incorporate emerging technology
10. Number of professional certifications earned or maintained by students and faculty
11. Percentage of faculty members attending student-focused CBE-related activities
12. Number of students attending and/or participating in co-curricular CBE-related activities
13. Number of students engaging in undergraduate research
14. Number of faculty mentoring students in regional and national competitions

## **Transform**

### **Strategic Priority 3: Transform students into professionals who will have a positive societal impact within Maryland and beyond**

#### **OBJECTIVES**

1. Ensure students' professional readiness
2. Create and sustain a culture of philanthropy, equity, and inclusion that results in positive societal impact
3. Develop students' competencies in leadership and teamwork

#### **STRATEGIES**

1. Integrate professional development into the teaching and learning environment
2. Develop a system for obtaining feedback and collecting data about students' professional readiness and engagement
3. Collaborate with University partners to expand programs that support the success of a diverse student body
4. Enhance curricular, co-curricular and professional development programs that address DEI efforts
5. Increase student, faculty, and staff participation in philanthropic and civic engagement in curricular and co-curricular programs
6. Integrate sustainability into curriculum, community, and culture
7. Leverage opportunities for students to engage in self-assessment of strengths and weaknesses related to leadership and teamwork

#### **SUCCESS MEASURES (UNDER DEVELOPMENT)**

1. Number of students who successfully complete a high-quality professional internship
2. Employer evaluation of knowledge and skills
3. Employment rate
4. Total community service hours generated by CBE student organizations
5. Percentage of faculty and staff participating in annual giving
6. Assessment of SLC food insecurity initiative
7. Number of students assisted through Well-Suited Tigers program
8. Number of faculty, staff members and students participating in DEI programs
9. Collaboration with University sustainability efforts
10. Percentage of students that meet or exceed expectations on measure of identifying effective leadership styles
11. Number of students, faculty and staff who participate in Emotional Intelligence workshops and events