

Strategic Plan

The expected population growth and economic expansion of northwest Georgia offers a significant opportunity for Dalton State College and the Division of Business Administration over the coming decade. The faculty is dedicated to taking full advantage of this favorable situation by operating in a flexible, growth-oriented, entrepreneurial manner designed to achieve our five-year vision:

We envision becoming a regionally competitive, comprehensive School of Business with student focused programs driven by the economic and social needs of Northwest Georgia and Southeast Tennessee.

Fulfilling this vision will require successful implementation of the following goals:

- Obtain approval from DSC administration and the USG Board of Regents for reorganization as a School of Business
- Recruit and integrate new and visiting faculty members to support continuing growth in student headcount and program expansion
- Encourage active engagement in scholarship, pedagogy and service by all faculty members
- Refine our continuous improvement activities to achieve AACSB accreditation
- Promote our programs more effectively with particular emphasis on the following:
 - Improving awareness of our business programs within the Hispanic/Latino community
 - Improving awareness of our business programs in southeast Tennessee
 - Improving awareness of the recently enhanced BAS degree
 - Improving awareness of the recently introduced accounting major
- Secure increased funding to support approved goals via relationship building with regional business community and proposals to the DSC Foundation
- Research and evaluation of several additional potential expansion opportunities which will be considered for implementation following a cost/benefit analysis and environmental assessment (see Section E)

The supporting components of this plan are organized as follows:

Section A: Values and Mission Statements of the Division of Business Administration

This section summarizes the results of the faculty's Spring 2007 reevaluation of the Division's Mission Review which was precipitated by changes in the University System of Georgia (USG) Strategic Plan and feedback on our existing plan from the AACSB.

Section B: Opportunity and Threat Analysis

This section summarizes the key opportunities and threats we perceive for the Division based on a review of the detailed data contained in the assessment of environmental conditions affecting the Division of Business Administration and Dalton State College that was prepared in 2006.

Section C: Coordination with USG and DSC Strategic Plan and Goals

In August 2007, the USG released its revised strategic plan describing the objectives and expected actions in six key areas. This section compares the strategic goals of the Division with those contained in the USG plan.

Section D: Five-Year Tactical Plan

The tactical actions that must be accomplished to successfully implement our strategic plan are outlined by academic year. In addition, financial considerations not currently contained in the Division's budget are described here.

Section E: Potential Expansion Opportunities

This section lists several additional expansion or improvement opportunities being considered by the faculty. For those items consisting of revisions to existing programs, the Division's normal review and approval process will be followed. Significant mileposts for consideration of new programs are as follows:

- Fall 2007 (end of semester): Faculty champions will be identified for programs deemed to be of interest
- Spring 2008 (mid semester): Faculty champions will provide a preliminary viability assessment of potential programs of interest
- Spring 2008 (end of semester): Faculty will discuss and prioritize potential programs of interest
- Fall 2008 (mid semester): Faculty will develop proposals for any recommend opportunities targeting a Fall 2009 or later start date.

The faculty of the Division of Business Administration completed an extensive reevaluation and revision of our values and mission during the spring semester of 2007, leading to the development of the strategies discussed in the preceding Executive Summary.

<u>Values Statement</u>	<u>Mission Statement</u>
<p>We are committed to improving the quality of life in Northwest Georgia/Southeast Tennessee primarily through academic excellence in professional education, and by collaboration with the business community and encouraging lifelong pursuit of knowledge and understanding.</p> <p>We value academic excellence in professional education, which includes:</p> <ul style="list-style-type: none"> • Offering continuously improving educational and support programs characterized by a collaborative relationship between professor and student in a small class environment that is efficient and affordable; • Providing students with the knowledge and ability to enhance their career prospects with particular emphasis on written and oral communication, reasoning and critical thinking, quantitative and qualitative analysis, and integration of functional knowledge; • Instruction in the benefits of technology in a global economy, demonstrated through our own application of interactive teaching methodologies that encourage student ownership of the learning process; and • Pedagogically oriented research, publication and development by the faculty designed to improve the educational process. <p>We value collaboration with the business community, which involves:</p> <ul style="list-style-type: none"> • Outreach to regional business and community organizations that encourages participation from key external constituents in the planning and execution of our programs; • A close working relationship with the business community that encourages corporate responsibility and involvement in the delivery of professional education; and • Faculty research, publication and development that promotes practical application of theoretical advances in business knowledge. <p>We value encouraging lifelong pursuit of knowledge and understanding, which comprises:</p> <ul style="list-style-type: none"> • Embracing diversity in students, faculty and the business community; • Encouraging ethical behavior on the part of faculty, staff and students and promoting corporate social responsibility; • Offering education programs that reflect our role as the primary source of business education and research in the region; and • Faculty research, publication and development that advances knowledge in the various fields of business administration. 	<p>The Division of Business Administration at Dalton State College provides high quality undergraduate business education programs that evolve with the economy; foster the success of traditional and non-traditional students in their professional careers; promote faculty excellence in teaching, intellectual contributions and service; and contribute to economic development within the Northwest Georgia/Southeast Tennessee region.</p> <p>The Division meets the needs of our diverse stakeholders by adhering to our core values of academic excellence in business education, collaboration with the business community, and encouragement of lifelong pursuit of knowledge and understanding. To that end, this mission is expanded to internal and external constituents as follows:</p> <p>To Our Students - The Division seeks to create an academic environment emphasizing collaborative learning enhanced through interactive instruction which encourages student ownership of the learning process. We value each student as an individual and provide personalized attention to all students from admission, through classes and into their professional careers. All programs, while specifically designed to meet the requirements of our regional traditional and non-traditional students, ensure our graduates are not only competitive in the global economy but also embrace the concepts of lifelong learning and ethical behavior.</p> <p>To Our Faculty and Staff - The Division seeks to foster continuous professional growth for our faculty and staff by encouraging synergy between their individual professional goals and divisional goals. Intellectual contributions across the spectrum of pedagogical, practice-oriented and discipline-based forms are valued, as is the dissemination of knowledge through innovative teaching methodologies.</p> <p>To Our Community - The Division recognizes its responsibility to help advance the economic base of the Northwest Georgia/Southeast Tennessee region. Our greatest contribution is providing regional employers with well-prepared graduates who demonstrate a lifelong love of learning. By reaching out to and working closely with the business community, we serve as a catalyst for intellectual, social, economic and technological advancement.</p>

The history and background of Dalton State College are exhaustively covered in the college's 2006-2010 Strategic Plan, which can be viewed at:

<http://www.daltonstate.edu/irp/planning.htm>

In addition, information regarding the undergraduate business programs is included in an environmental assessment created in Spring 2006. (See: <http://www.daltonstate.edu/faculty/jcoleman/AACSB Docs/Environmental Assessment Spring 2006.doc>).

However, the most critical items are summarized below.

Significant Strengths and Opportunities:

- Dalton State College is located along the rapidly developing I-75 corridor connecting Atlanta, Georgia and Chattanooga, Tennessee. Both metropolitan areas have for at least the past decade experienced steady population growth and expanding economies. Every indication exists that these trends will continue for the foreseeable future.
- Dalton State College enjoys strong community support, as evidenced by the excellent response to the Dalton State College Foundation's capital campaign which appears to be on track to increase its endowment by more than \$20 million. In addition, business leaders and Foundation management are strongly supportive of the Division of Business.
- The floor covering industry is centered in Dalton and is the dominant economic force in the immediate vicinity. In recent years, individuals with an Hispanic/Latino cultural background have immigrated to fill many of the jobs.
- The combination of the Hope Grant and Hope Scholarship programs has led to rapidly rising enrollments at all USG campuses. As a result, admission to the large flagship state institutions have become much more difficult, and secondary and regional institutions are experiencing an increasing quantity and quality of applicants.

Thus, the number and diversity of potential students in the DSC service area has and should continue to increase rapidly. Consequently, the Division of Business Administration is experiencing rapidly rising enrollment, including an approximate 15% annual increase for Fall 2007. To capitalize on these trends, the Division must maintain its positive regional reputation for low cost and high quality offered in a 'small school environment' while expanding program offerings.

Potential Risks and Weaknesses:

- DSC's history as a combination technical school/junior college persists in the perception of area residents. Although the Division of Business has been offering four-year degrees for over seven years, many of the better area students consider us a 'fall back' choice if they fail to gain admission to UGA and other larger schools in Georgia and Tennessee.
- Although we are the only USG supported Bachelor degree granting business program in the immediate vicinity, Kennesaw State University is one hour to the south and the University of Tennessee at Chattanooga is approximately thirty minutes to the north. Both institutions offer students the choice of comprehensive, AACSB accredited business schools with numerous degree options. Beginning Fall 2007, UTC announced it will offer tuition concessions for upper division courses to residents of certain northwest Georgia counties.

- The success of the Hope Scholarship program enables area students that meet admission criteria to afford the cost of attending larger, residential institutions in other regions of Georgia.
- As with most schools of business, we are having difficulty coping with the increasing shortage of academically qualified PhD's, particularly in the field of accounting where we have recently initiated a degree program.

Although we are likely to continue to attract a large share of area students that either cannot afford or do not wish to leave northwest Georgia, we will be able to effectively compete for Hope Scholarship qualified students only by offering competitive, accredited programs.

The USG released a revised strategic plan in August of 2007. A copy of the plan may be viewed at <http://www.usg.edu/regents/strategic/>. The sections of this plan that most directly affect the Division of Business Administration, along with a comparison to our Goals.

Areas deemed most relevant to the Division are highlighted in yellow.

<u>USG Strategic Goals</u>	<u>Division Strategic Goals</u>
<p>Strategic Goal One</p> <p>Renew excellence in undergraduate education to meet students' 21st century educational needs.</p> <p>Undergraduate education is the instructional heart of the University System. It should be a transforming experience for students. Each generation anew must re-examine and define the value of the liberal arts tradition to contemporary circumstances. It is critical at this moment to determine whether undergraduate students are learning what they need to lead full lives and to become productive citizens.</p> <p>As a result of its strategic actions, the University System will re-examine its general education curriculum, renew its commitment to a liberal arts education for this century, and improve the quality of undergraduate teaching and learning.</p> <p>The objectives of this goal include restructuring the core curriculum, increasing graduation rates, ensuring high quality academic advisement, increasing study abroad participation, and supporting and rewarding faculty members who make a meaningful contribution to undergraduate student learning and success.</p>	<p>Although the USG focus in Goal One is aimed primarily at the core liberal arts curriculum, we believe our program expansion and improvement goals are relevant to the overall intent of excellence in undergraduate education. We are dedicated to transforming the economic aspects of the lives of the primarily first-generation college students that are typical of the DSC student body.</p> <p>Relevant Planned Goals:</p> <ul style="list-style-type: none"> • Recruit and integrate new and visiting faculty members to support continuing growth in student headcount and program expansion • Encourage active engagement in scholarship, pedagogy and service by all faculty members • Refine our continuous improvement activities to achieve AACSB accreditation • Promote our programs more effectively with particular emphasis on the following: <ul style="list-style-type: none"> ○ Increasing awareness of the recently enhanced BAS degree ○ Increasing awareness of the recently introduced accounting major ○ Increasing awareness of all programs in southeast Tennessee
<p>Strategic Goal Two</p> <p>Create enrollment capacity to meet the needs of 100,000 additional students by 2020.</p> <p>In order to meet the needs of a growing Georgia, the USG will need to expand its capacity by up to 40% to serve an additional 100,000 students by 2020. This is a unique opportunity to shape the USG for the new century, focusing on planned, targeted growth, the optimal use of facilities and other resources, and the proper alignment of resources with programmatic needs.</p> <p>As a result of its strategic actions, the University System will increase capacity to accommodate targeted, programmatic growth.</p> <p>Objectives of this goal include increasing the diversity of the USG's enrollment and closing enrollment gaps for under-represented groups; increasing the USG's public relations outreach; increasing the use of access institutions to meet higher education needs in underserved areas; creating a more robust sector of comprehensive universities and further delineating their missions within the sector; increasing the joint use of facilities; and positioning the USG among leading systems in distance education</p>	<p>DSC is situated in one of the more underserved and rapidly growing regions of the state, with a significant representation of Hispanic/Latino population. Expansion of our programs based upon regional economic and social needs is clearly in concert with the USG Goal Two.</p> <p>Relevant Planned Goals:</p> <ul style="list-style-type: none"> • Recruit and integrate new and visiting faculty members to support continuing growth in student headcount and program expansion • Promote our programs more effectively with particular emphasis on the following: <ul style="list-style-type: none"> ○ Increasing awareness of the recently enhanced BAS degree ○ Increasing awareness of the recently introduced accounting major ○ Increasing awareness of all programs in southeast Tennessee • Obtain approval from the USG Board of Regents for reorganization as a School of Business <p>Relevant Potential Expansion Goals:</p> <ul style="list-style-type: none"> • Organize and promote the hybrid format (partially online) BBA developed with Title III Grant support to appeal to working students that have difficulty completing their degrees within a reasonable time frame

USG Strategic Goals

Strategic Goal Three

Increase the USG's participation in research and economic development to the benefit of a Global Georgia.

In an open world with permeable borders, Georgia must increasingly compete not only with fifty states, but also with other countries. It must seek to determine its own future, which entails controlling, creating, directing, and attracting the resources to ensure economic growth and a high quality of life.

In a knowledge economy, creating and attracting intellectual resources is as vital as controlling and directing natural resources. Georgia cannot succeed on the world stage without a strong University System, marked by prominent institutions and programs that develop Georgia's own human capital and draw the best talent from around the world. The University System is a vital key to Georgia's future self-determination.

Objectives of this goal include increasing the USG's competitiveness for federal research funds, increasing the number of health profession graduates, and creating a long-term, System-level academic plan for workforce development.

Strategic Goal Four

Strengthen the USG's partnerships with the state's other education agencies.

The University System is part of a public education network. The quality of the University System depends, in large part, on the pipeline of students from K-12 systems. The USG has a significant interest in assisting the Department of Education with setting standards that lead to college success, as the USG has responsibility for ensuring the success of college students.

As a major source of classroom teachers, counselors, and other school leaders, the USG must play a leadership role in public education at all levels. As a result of its strategic actions, the University System will work with all of Georgia's education agencies to meet national and international benchmarks on student preparation and achievement.

Objectives of this goal include supporting the plans of the Alliance of Education Agency Heads to increase the high school graduation rate, decrease the high school drop-out rate, and increase post-secondary enrollment rates; to improve workforce readiness skills; to strengthen teacher quality, recruitment, and retention; to develop strong educational leaders, particularly at the building level; and to improve the SAT/ACT scores of Georgia students. In addition, the USG will create a closer working relationship with the Department of Technical and Adult Education.

Division Strategic Goals

Again, our overall expansion goals are in concert with the intent of USG Goal Three.

Relevant Planned Goals:

- Recruit and integrate new and visiting faculty members to support continuing growth in student headcount and program expansion
- Encourage active engagement in scholarship, pedagogy and service by all faculty members
- Promote our programs more effectively with particular emphasis on the following:
 - Increasing awareness of the recently enhanced BAS degree
 - Increasing awareness of the recently introduced accounting major
 - Increasing awareness of all programs in southeast Tennessee
- Obtain approval from the USG Board of Regents for reorganization as a School of Business

Relevant Potential Expansion Goals:

- Develop a lifestyle marketing curriculum to assist promotion of the region as a retirement and tourism destination
- Develop an entrepreneurship curriculum blending courses from the management and marketing systems majors

Dalton State College is one of only two institutions in the state to include both technical associates and bachelor education opportunities on the same campus. Thus, several of our goals directly support USG Goal Four. In particular, our BAS degree is uniquely positioned to create a closer working relationship with the DTAE, and our planned achievement of AACSB accreditation directly reflects our intent to meet appropriate national and international benchmarks.

Relevant Planned Expansion Goals:

- Promote our programs more effectively with particular emphasis on the following:
 - Increasing awareness of the recently enhanced BAS degree
- Refine our continuous improvement activities to achieve AACSB accreditation

USG Strategic Goals

Strategic Goal Five

Maintain affordability so that money is not a barrier to participation in the benefits of higher education.

Through the HOPE Scholarship Program, Georgia is a national leader in providing merit-based financial aid to students. The total cost of attending college remains a challenge to some students and their families.

As a result of its strategic actions, University System institutions will remain affordable for students and assist economically disadvantaged students in meeting the cost of college.

Objectives of this goal include establishing a need-based financial aid program and diversifying and increasing revenue sources.

Strategic Goal Six

Increase efficiency, working as a System.

The University System is fortunate to enjoy strong financial support from state leaders. The USG must continue to earn that support by demonstrating accountability for the use of its resources, by maximizing non-state revenues, and by increasing the efficiency of its business operations. The USG must work with state leaders to develop an appropriate business model for current economic trends and conditions.

As a result of its strategic actions, the University System will increase its efficiency while increasing academic quality.

Objectives of this goal include increasing the efficiency of business functions, developing a leadership culture and engaging the workforce in process improvement, and establishing accountability metrics for the System.

Division Strategic Goals

Although the Division has no specifically enumerated goals related to USG Goal Five, we are one of the lowest tuition campuses within the USG, and we serve one of the more economically disadvantaged regions in the state. Therefore, continued expansion of our programs not only offers lower tuition options for students in the region, but also allows them to earn their undergraduate degrees without the additional costs related to moving or commuting to a distant campus. In addition, the DSC Foundation offers several scholarship options for Division students.

Relevant Potential Expansion Goals:

- Refine the MIS major to better fit the needs of regional employers
- Develop a lifestyle marketing curriculum to assist promotion of the region as a retirement and tourism destination
- Develop an entrepreneurship curriculum blending courses from the management and marketing systems majors
- Develop a strategic distribution marketing curriculum blending courses from the marketing systems and operations management majors
- Organize and promote the hybrid format (partially online) BBA developed with Title III Grant support to appeal to working students that have difficulty completing their degrees within a reasonable time frame
- Develop a Certified Management Accountant (CMA) curriculum to supplement the CPA oriented accounting curriculum
- Develop a Certified Fraud Examiner (CFE) curriculum to supplement the CPA oriented accounting curriculum
- Develop a finance major
- Develop an MBA program

A key element of our accreditation process requires the development and assessment of various metrics needed to determine if and how well we are achieving our mission. In addition, the continuous improvement process required to achieve and maintain accreditation is in direct support of USG Goal Six.

Relevant Planned Goals:

- Refine our continuous improvement activities to achieve AACSB accreditation

The most recent update to the DSC Strategic Plan can be accessed by clicking http://www.daltonstate.edu/irp/strat_plan/2006-2010%20STRATEGIC%20PLAN%20REPORT.pdf
 The following table contains the College goals that are relevant to the Division of Business Administration, and how they relate.

<u>DSC Strategic Goals</u>	<u>Division Strategic Goals</u>
<p>2. Change the public perception of the College.</p> <p>3. Reorganize the academic divisions into schools.</p> <p>5. Review departmental missions to determine if they are in line with the institutional mission and whether they focus on student success.</p> <p>8. Develop interdisciplinary courses and learning communities with courses from different disciplines.</p> <p>9. Develop at least one master's degree.</p> <p>10. Develop additional bachelor's degrees.</p> <p>11. Create more hybrid and online courses to provide optimum access to a variety of student populations.</p> <p>13. Achieve and maintain specialized accreditation where appropriate.</p> <p>28. Conduct a comprehensive review of Core Curriculum course content and delivery methods, especially hybrid formats.</p> <p>30. Increase opportunities for faculty and staff collaboration to promote student success.</p> <p>47. Expand partnerships between industry and DSC.</p>	<ul style="list-style-type: none"> • Refine our continuous improvement activities to achieve AACSB accreditation • Obtain approval from the USG Board of Regents for reorganization as a School of Business • The Division's revised mission statement is included in a previous section of this document. • <u>Potential Expansion Goals</u>: <ul style="list-style-type: none"> -a lifestyle marketing curriculum to assist promotion of the region as a retirement and tourism destination, -an entrepreneurship curriculum blending courses from the management and marketing systems majors, and -a strategic distribution marketing curriculum blending courses from the marketing systems and operations management majors • Develop an MBA program • Accounting major launched Fall 2007. A finance major is one of the additional programs for potential implementation (See Section E). • Organize and promote the hybrid format (partially online) BBA developed with Title III Grant support to appeal to working students that have difficulty completing their degrees within a reasonable time frame • Refine our continuous improvement activities to achieve AACSB accreditation • Organize and promote the hybrid format (partially online) BBA developed with Title III Grant support to appeal to working students that have difficulty completing their degrees within a reasonable time frame • See response to item 8. above left • Secure increased funding to support approved goals via relationship building with regional business community and proposals to the DSC Foundation • Promote our programs more effectively with particular emphasis on the following: <ul style="list-style-type: none"> • Increasing awareness of the recently enhanced BAS degree • Increasing awareness of the recently introduced accounting major • Increasing awareness of all programs in southeast Tennessee • Refine the MIS major to better fit the needs of regional employers

We believe that completion of the following tactical action items will lead to successful accomplishment of the Division's most significant strategic goals. The timetable will be reviewed with the faculty and revised at the outset of each academic year.

AY	Goal⁽¹⁾	Tactical Action Items	Responsibility
07-08 Fall	1	1. Obtain approval from DSC administration and the USG Board of Regents for reorganization as a School of Business	<ul style="list-style-type: none"> • Division Chair
	7	2. Appoint faculty champions to research potential expansion opportunities	<ul style="list-style-type: none"> • Faculty & Division Chair
	3	3. Finalize the divisional P&T process begun in Spring 07	<ul style="list-style-type: none"> • FCDC & Division Chair
	5	4. Draft proposal to improve awareness of the School of Business offerings for approval of incoming President of DSC	<ul style="list-style-type: none"> • Division Chair & AACSB Coord. with Faculty Support
	2	5. Complete search for one Accounting and one Management position (both AQ) with ASAP start dates	<ul style="list-style-type: none"> • Search Committees & Division Chair
	4	6. Review AOL 06-07 data and process and implement improvements as needed	<ul style="list-style-type: none"> • AOL & Faculty with Division Chair
	4	7. Prepare draft SER for use in mock AACSB review by consultant	<ul style="list-style-type: none"> • AACSB Coord. with Division Chair
	6	8. Support as needed The Office of Institutional Advancement's efforts to identify a named donor for the School of Business	<ul style="list-style-type: none"> • Dean with Faculty Support
07-08 Spring	2	9. Complete search for one Management position (AQ or PQ) with Fall 08 start date	<ul style="list-style-type: none"> • Search Committee & Dean
	3	10. Evaluate effectiveness of revised (Spring 07) faculty performance evaluation process and propose changes as necessary	<ul style="list-style-type: none"> • FCDC & Dean
	5	11. Initiate promotional campaign for the School of Business (assuming approval of above proposal)	<ul style="list-style-type: none"> • Dean & AACSB Coord. with Faculty Support
	4	12. Analyze mock review report with faculty and implement recommendations as needed	<ul style="list-style-type: none"> • AACSB Coord. & Dean with Faculty Support
	7	13. Review and prioritize initial findings regarding potential expansion opportunities	<ul style="list-style-type: none"> • Faculty & Dean
	6	14. Support as needed The Office of Institutional Advancement's efforts to identify a named donor for the School of Business	<ul style="list-style-type: none"> • Dean with Faculty Support
08-09 Fall	4	15. Review AOL 07-08 data and process and implement improvements as needed	<ul style="list-style-type: none"> • AOL & Faculty with Dean support
	3	16. Evaluate impact of faculty performance evaluation process and revised mission communication upon research output of faculty	<ul style="list-style-type: none"> • FCDC, Dean & AACSB Coord.
	2	17. Update 3 year faculty resource plan based upon actual and projected enrollments to ensure compliance with mission adequacy	<ul style="list-style-type: none"> • Dean & AACSB Coord.
	7	Develop and submit proposals for high priority expansion opportunity(s)	<ul style="list-style-type: none"> • Faculty & Dean

Tactical Action Plan (continued)

AY	Term	Tactical Action Items	Responsibility
08-09 Spring	5	18. Evaluate effectiveness of School of Business promotional campaign and revise as needed	• Dean with Faculty Support
	4	19. Prepare SER for AACSB review team	• AACSB Coord. & Dean with Faculty Support
	7	20. Develop implementation plan(s) for approved expansion opportunity(s)	• Faculty & Dean
09-10 Fall	4	21. Review AOL 08-09 data and process and implement improvements as needed	• AOL & Faculty with Dean support
	2	22. Update 3 year faculty resource plan based upon actual & projected enrollments	• Dean
	7	23. Initiate first of the high priority expansion opportunities	• Faculty & Dean
09-10 Spring	5	24. Evaluate effectiveness of School of Business promotional campaign and revise as needed	• Dean with Faculty Support
10-11 Fall	4	25. Review AOL 09-10 data and process and implement improvements as needed	• AOL & Faculty with Dean support
	3	26. Evaluate impact of faculty performance evaluation process and revised mission communication upon research output of faculty	• FCDC, Dean & AACSB Coord.
	7	27. Initiate the second of the high priority expansion opportunities	• Faculty & Dean
10-11 Spring	5	28. Evaluate effectiveness of School of Business promotional campaign and revise as needed	• Dean with Faculty Support
11-12 Fall	4	29. Review AOL 10-11 data and process and implement improvements as needed	• AOL & Faculty with Dean support
	7	30. Initiate the third (and possibly others) of the high priority expansion opportunities	• Faculty & Dean
	2	31. Update 3 year faculty resource plan based upon actual and projected enrollments	• Dean
11-12 Spring	5	32. Evaluate effectiveness of School of Business promotional campaign and revise as needed	• Dean with Faculty Support

(1) Strategic Goals:

1. Obtain approval from DSC administration and the USG Board of Regents for reorganization as a School of Business
2. Recruit and integrate new and visiting faculty members to support continuing growth in student headcount and program expansion
3. Encourage active engagement in scholarship, pedagogy and service by all faculty members
4. Refine our continuous improvement activities to achieve AACSB accreditation
5. Promote our programs more effectively with particular emphasis on the following:
 - a. Improving awareness of our business programs within the Hispanic/Latino community
 - b. Improving awareness of our business programs in southeast Tennessee
 - c. Improving awareness of the recently enhanced BAS degree
 - d. Improving awareness of the recently introduced accounting major
6. Secure increased funding to support approved goals via relationship building with regional business community and proposals to the DSC Foundation
7. Research and evaluation of several additional potential expansion opportunities which will be considered for implementation following a cost/benefit analysis and environmental assessment (see Section E)

This section lists several additional expansion or improvement opportunities being considered by the faculty. For those items consisting of revisions to existing programs, the Division's normal review and approval process will be followed.

Significant mileposts for consideration of new programs are as follows:

- Fall 2007 (end of semester): Faculty champions will be identified for programs deemed to be of interest
- Spring 2008 (mid semester): Faculty champions will provide a preliminary viability assessment of potential programs of interest
- Spring 2008 (end of semester): Faculty will discuss and prioritize potential programs of interest
- Fall 2008 (mid semester): Faculty will develop proposals for any recommend opportunities targeting a Fall 2009 or later start date.

The general term 'curriculum' is used below since many of the potential expansion opportunities have not yet been explored to the extent that more specific terms such as major, minor or focus area can be appropriately applied.

- Refine the MIS major to better fit the needs of regional employers
- Develop a more specific ethics component to supplement the coverage within our existing curriculum
- Develop a strategic distribution marketing curriculum blending courses from the marketing systems and operations management majors
- Develop an entrepreneurship curriculum blending courses from the management and marketing systems majors
- Develop an automation-oriented curriculum within or in connection with the BAS degree program
- Organize and promote the hybrid format (partially online) BBA developed with Title III Grant support to appeal to working students that have difficulty completing their degrees within a reasonable time frame
- Develop a finance major
- Develop a Certified Management Accountant (CMA) curriculum to supplement the CPA oriented accounting curriculum
- Develop a Certified Fraud Examiner (CFE) curriculum to supplement the CPA oriented accounting curriculum
- Develop an environmental marketing curriculum that responds to the growing 'green' orientation of our society and local manufacturers
- Develop a lifestyle marketing curriculum to assist promotion of the region as a retirement and tourism destination
- Develop an MBA program