

Annual Goals for College of Business (COB)

2011-2012

Goal 1:	Academic Initiatives
Description:	<p>Strategic (Aspirational) Goal One: To enhance the quality of academic programs offered within the College of Business Action Item Due Date Responsibility Center Comments (1)Conduct Review of MBA Programs Spring, 2011 Dr. Greg Carnes, MBA Director (2)Establish MBA-Asia Faculty Advisory Committee January, 2012 Dr. Kerry Gatlin and Dr. Ronald Chung (3)Integrate Computer Science with Computer Information Systems October, 2012 Dr. Paulette Alexander (4)Plan and Implement On-line Quality Assurance Initiative November 1, 2011 Team: Dr. Kerry Gatlin; Dr. Guihua Li; Ms. Natasha Lindsey; Dr. Paulette Alexander; Develop Guidelines for the Position as well as Reporting Relationships with Departments and College. (5)Develop Best Practice Guidelines for Clinical Teaching Assistants and Faculty January 1, 2012 Natasha Lindsey (6)Continue Global Diversity Initiative for Graduate and Undergraduate Programs On-going Dr. Kerry Gatlin; On-going initiative with MBA-Asia, recruitment of international students for campus program, and sponsorship of study abroad program for business students (7)Open COB Student Success Center November 1, 2011 Department Chairs Located in Keller 134; Study Area; Tutorial Schedule to be made Available (8)Adopt new Learning goals (1-2) for the EMBA program November 1, 2011 Dr. Greg Carnes Two additional goals to be added to five core MBA learning goals that will differentiate the EMBA</p>
Budget:	50000.00
University Goals Supported:	1,3,4,5
Strategic Goals Supported:	433
Responsibility:	Dean
Participation:	COB Administrative Committee
Results:	<p>Significant progress has been made on the action items associated with this goal. In particular, the following has been accomplished: 1) The five year MBA review was completed; in addition, an analysis of MBA enrollment trends completed...and plans made to deliver the</p>

MBA from Athens ...closer to the center of population and commercial growth in North Alabama. 2) An EMBA Faculty Advisory Committee has been established in Asia. This was spearheaded by Dr. Ron Chung and Dr. Ty Chung. 3) Computer Science has been merged with Computer Information Systems...the new department is the Department of Computer Science and Information Systems. 4) The University has approved the creation of a new position, funded in part by the College of Business...Natasha Lindsey will move to the Department of Information Technology as the 'Online Instructional Design Coordinator and Technical Assistant'. She will devote 50% of her time to the COB, focusing on online quality assurance. 5) The Best Practices Guidelines for Clinical Teaching Assistants has not been completed but will be a part of the assignment for the new Instructional Design Coordinator. 6) MBA-Asia recruiting continues. New partners have been located, and several new cooperative agreements have been established or are being negotiated, that will place UNA in a close working relationship with several Chinese Universities. 7) The COB Student Success Center has not been opened. This will become a deferred or ongoing goal. 8) New learning goals for the EMBA program have been developed and approved.

Actions/Improvements: The actions relative to these goals and the resulting review are discussed outlined above. The COB Administrative Committee reviewed the status of the goals and used this assessment to help determine new action items for next year.

Future Actions/Improvements: 1) Final steps in the online quality assurance initiative await final approval and implementation, by the University, of a new position in the Information Technology Department. This is expected to occur by August 1, 2012. 2) Development of a set of Best Practices Guidelines is contingent upon completion of step one above. It is expected this will be concluded by September 1, 2012. 3) Creation of a College of Business Student Success Center is on hold. Possible deferral of this goal until the University completes the Academic Commons Building that will be adjacent to the College of Business and is expected to house academic support units such as this.

Goal 2: Faculty/Staff Initiatives

Description: Goal Two: To enhance the quality of faculty and staff of the College of Business. Action Item Due Date Responsibility Center Comments
 (1)Review/Revise COB Salary Supplements January 1, 2012 Dean
 and Department Chairs (2)Complete Training for Conversion to
 Camtasia Lecture Capture System October 31, 2011 Department
 Chairs and University Technology Support Services Moving from

Tegrity to Camtasia on October 31. (3) Formalize Faculty Development Plans & Funding Requests October 31, 2011 Department Chairs and Dean Form has been approved; Implement process this fall. (4) Develop and Adopt new COB Faculty Evaluation Guidelines January 1, 2012 COB Administrative Committee Charge to Faculty Committee by October 15 (5) Finalize and Adopt new COB Promotion and Tenure Guidelines January 1, 2012 COB Administrative Committee Charge to Faculty Committee by October 15 (6) Review Feedback from newly appointed MBA-Asia Faculty Advisory Committee April, 2012 Dr. Greg Carnes, MBA Director (7) Appoint COB Senior Research Fellow to support faculty research October 1, 2011 Dean Accomplished. Dr. Robert Armstrong will serve in this capacity,

Budget: 50000.00

University Goals Supported: 1,4,5

Strategic Goals Supported: 434

Responsibility: Dean

Participation: Department Chairs

Results: 1) Reviewed and revised COB salary supplements as of January 1, 2012. 2) Completed training for conversion to Camtasia lecture capture software. 3) Formalized and implemented an annual Faculty Development Plan process. Faculty update each May. 4) Developed and adopted new COB Faculty Evaluation Guidelines....consistent with AACSB standards. 5) Finalized and adopted by a vote of 40-1, a new set of Promotion & Tenure Guidelines for the College of Business. 6) Appointed a COB MBA Asia Faculty Advisory Committee. First report from Advisory Committee is pending. 7) Appointed the first COB Senior Research Fellow (Dr. Bob Armstrong) to assist with and support other faculty research efforts.

Actions/Improvements: Discussion of actions and improvements is included in the discussion of accomplishments above.

Future Actions/Improvements: All action items for this goal have been met or significant progress made. In case of training for Camtasia Lecture Capture...this training is on-going. Also, the revision of COB Salary supplements included only 50% of the proposed increase, due to university administrative directive. It is hoped that the remaining 50% can be implemented on January 1, 2013.

Goal 3:	Student Initiatives
Description:	<p>Goal Three: To enhance the quality of students and the quality of student experiences in the College of Business. Action Item Due Date Responsibility Center Comments (1)Open Student Success Center and Tutoring Office November 1, 2011 Department Chairs Located in Keller 134; Study Area; Tutorial Schedule to be made Available (2)Initiate planning for creation of “Sales Learning Lab” Three –year Goal September 2014 Dr. Hallock and Professor Stafford (3)Plan and Carryout First Annual COB Summer Business Academy for High School Students (assisted by COB Students) June, 2012 Dean; Department Chairs & Graduate Student Jennifer White. Two week program; three “early scholar” credits in Introduction to Business (4)Add ‘Unclassified’ Admission Category for graduate students NOT pursuing a degree March, 2012 Dr. Greg Carnes, MBA Director (5)Conduct pilot study ...monitoring success of any graduate student admitted as an ‘exception’ to admission guidelines Complete by June, 2013 Dr. Greg Carnes, MBA Director and Ms. Toysan Reed, MBA Coordinator and Advisor (6)Enhance and Enrich Campus and Outreach Globalization Initiative May, 2012 COB Administrative Committee; COB Ambassadors; Ms. Toysan Reed (7)Plan and initiate an ‘Academic Early Warning System’ for students at risk May, 2012 COB Administrative Committee</p>
Budget:	25000.00
University Goals Supported:	2,3,4
Strategic Goals Supported:	435
Responsibility:	Dean
Participation:	College of Business Administrative Committee
Results:	<p>1) Have initiated planning for a College of Business "Sales Center" to include a corporate funded sales laboratory. (National Sales Education Trade Association reviewed the College of Business's revised sales curriculum and recently named the sales program in the College of Business as one of the top programs in the nation). 2) The first College of Business Summer Academy (for high school students) was completed in early June. Feedback from the program was very good. Plans will be made to expand the program in year two. 3) Conducted a second successful scholarship fund raising activity to support the College of Business Study Abroad Scholarship fund. Net proceeds were approximately \$10,000. Approximately 28 COB students participated in the program in</p>

Tianjin Foreign Studies University in Tianjin, China.

Actions/Improvements: Results/improvements resulting from these action items are included in the discussion above.

Future Actions/Improvements: 1) The Student Success Center for the College of Business has been deferred until completion of the University's Academic Commons Center to be housed next to the College of Business. 2) Creation of an "unclassified" admission category for students not pursuing a graduate degree is still planned. Action not completed at this time. 3) Pilot study to determine success or lack of success for students who did not meet previous admission standards but who were admitted into the special conditional pilot program is being analyzed. Results from this pilot will become available to the COB Admissions Committee in late summer, 2012. 4) No progress has been made on developing and implementing an "Academic Early Warning System" in the College of Business. Additional administrative discussions of this initiative should take place.

Goal 4: Resource Initiatives

Description: Goal Four: To enhance resources available to support COB strategies Action Item Due Date Responsibility Center Comments (1)Seek Grant Funding to assist with Endowed Professorship in Entrepreneurship Fall, 2011 Dean and University Advancement Jerry Davis Endowed Professorship (2)Sponsor new Institute: Institute for Research and Technology Transfer August 1, 2011 Dean and Professor Sean Collin Accomplished. Sponsors located for start-up capital; International Advisory Committee Established. (3)Study Abroad Fund Raising Initiative February, 2012 Dean and Faculty Committee Moved from November to February; Visits to Civic Clubs throughout the year (4)Accounting Prep Program On-going Dr. Greg Carnes On-going; successful implementation; growing (5)Recruiting and Enrollment Initiative for MBA-Asia On-going Dean New cohort in Suzhou China started in September, 2011 (6)Expand EMBA Program into Athens/Huntsville market Fall, 2012 Dean and MBA Director

Budget: 125000.00

University Goals Supported: 1,2,3,4,5

Strategic Goals Supported: 436

Responsibility: Dean

Participation:	College of Business Administrative Committee
Results:	<p>1) The Jerry Davis Entrepreneurship endowed Professorship has been created in the University Foundation. Funding for this was transferred from another COB endowment for eminent scholar (non-assigned). 2) The COB organized and supported during start up, the Institute for Research and Technology Transfer. The Institute has initiated a significant amount of research and has attracted approximately \$75,000 in start-up capital from outside investors. 3)The 2nd annual COB Study Abroad Scholarship Dinner and Silent Auction was held in February. Approximately \$10,000 was raised to support study abroad scholarships for COB students. 4) The Accounting Prep Program offers accounting and business law courses online for students with degrees other than accounting, but who wish to qualify for the CPA exam. Approximately 100 students were enrolled in courses in the program during the past year. Earnings from this program go back to support activities within the Department of Accounting and Business Law. 5) A new cohort of EMBA students has been recruited and begun the EMBA program in Suzhou, China. Current new recruitment efforts are on-going in Shanghai. A new partner is being sought for Beijing. Several additional partnerships are being explored, including one high potential program in Tianjin, China, where the College of Business has partnered with Tianjin Foreign Studies University to seek approval from the Chinese Ministry of Education to offer an MBA in Innovation Management. 6) The COB has received permission from the Alabama Commission on Higher Education to offer the MBA from the campus of Athens State University, thus serving the largest population center (Huntsville, Madison area) in North Alabama.</p>
Actions/Improvements:	Actions and improvements are discussed in the box above.
Future Actions/Improvements:	N/A

Goal 5:	Communication Initiative
Description:	<p>Goal Five: To raise the visibility of the College of Business and the accomplishments of its students, faculty and staff among its various stakeholders. Action Item Due Date Responsibility Center</p> <p>Comments (1)Publish COB Electronic Newsletter each semester Initial edition – Fall 2011 Jackie Williams; Bruce Gordon; Kerry Gatlin (3)Update all COB Brochures Fall 2011 Department Chairs (4)Install Electronic Message Boards at Entrances to COB Fall 2011 Dean and University Technology Services Office (5)Continue</p>

Faculty/Staff/Student Recognition Program On-going Faculty Committee and COB Ambassadors (6)Implement Student Scholar/Leader Recognition Program Begin October 2011 Ongoing Faculty nominations to Dean Initial nominations are being added...approximately 12 students recognized at present

Budget: 25000.00

University Goals Supported: 2,3,4,5

Strategic Goals Supported: 437

Responsibility: Dean

Participation: COB Administrative Committee

Results: 1) The College of Business initiated a new COB Electronic Newsletter - "Inside Business". The newsletter is now published each fall and spring. It targets students, faculty, alumni, and the area business community. 2) All departments have updated promotional brochures, with a common theme included in each. A brochure was also developed for the MBA program. 3) A formal recognition program continues that recognizes faculty and staff with the following: a) Outstanding Teaching Award b) Outstanding Research Award c) Outstanding Service Award (faculty) d) Outstanding Service Award (staff) 4) The COB initiated a 'COB Student Ambassadors' program last year and this continues to be successful. A total of 18 outstanding students are appointed each year and these students assist with a number of COB functions. They also help select a student each month for recognition for outstanding accomplishment (Student of the Month program).

Actions/Improvements: Actions and improvements are discussed above.

Future Actions/Improvements: The initiative to place an Electronic Message Board in the College of Business has been delayed. This will become an action item for the coming year.

Long-Term Goals for College of Business (COB)

2011-2012

Title: Academic Initiatives
Description: To enhance the quality of academic programs offered within the College of Business.
Budget: \$25,000.00
University Goals: 1,4,5
Accomplished:
Spent: \$0.00

Title: Faculty/Staff Initiative
Description: To enhance the quality of faculty and staff of the College of Business.
Budget: \$50,000.00
University Goals: 1,3,4,5
Accomplished:
Spent: \$0.00

Title: Student Initiatives
Description: To enhance the quality of students and the quality of student experiences in the College of Business.
Budget: \$25,000.00
University Goals: 1,2,3,5
Accomplished:
Spent: \$0.00

Title: Resource Initiatives
Description: To enhance resources available to support COB strategies.
Budget: \$125,000.00
University Goals: 1,2,3,5
Accomplished:
Spent: \$0.00

Title: Communication Initiative

Description: To raise the visibility of the College of Business and the accomplishments of its students, faculty and staff among its various stakeholders.

Budget: \$15,000.00

University 2,3,4,5

Goals:

Accomplished:

Spent: \$0.00

Long-Term Goals for College of Business (COB)

2011-2012

Goal 1:	Academic Initiatives
Description:	To enhance the quality of academic programs offered within the College of Business.
Budget:	\$25,000.00
University Goals:	1,4,5
Accomplished:	The following Action Items were successfully completed during the past year...that directly support accomplishment of this goal: 1) Completed MBA Program Review 2) Established an MBA-Asia Faculty Advisory Committee 3) Integrated Computer Science (from Department of Math and Computer Science) into the Computer Information Systems Department - creating the Department of Computer Science and Information Systems; 4) Received approval to provide 50% funding for a new University staff position: "Instructional Design Coordinator". This individual will devote 50% of her time to the online quality initiative of the COB, effective fall, 2012. 5) Best Practice Guidelines for Clinical Teaching Assistants is a charged responsibility of the new Instructional Design Coordinator. 6) New learning goals were adopted for the EMBA program, distinguishing it from the traditional MBA program learning goals.
Spent:	\$25,000.00

Goal 2:	Faculty/Staff Initiative
Description:	To enhance the quality of faculty and staff of the College of Business.
Budget:	\$5,000.00
University Goals:	1,3,4,5
Accomplished:	1) Completed a review and revision (increase) for faculty salary supplements as of January 1, 2012. 2) Conducted faculty training for conversion to Camtasia Lecture Capture System; 3) Formalized faculty development planning process - updated each May; 4) Adopted new COB Promotion and Tenure Guidelines that support AACSB standards; 5) Appointed COB Senior

	Research Fellow to support faculty research
Spent:	\$5,000.00
<hr/>	
Goal 3:	Student Initiatives
Description:	To enhance the quality of students and the quality of student experiences in the College of Business.
Budget:	\$25,000.00
University Goals:	1,2,3,5
Accomplished:	1) Planning is underway to fund and open a College of Business Sales Center, to include a computerized sales lab; 2) The first annual COB Summer Business Academy for high school students was held during early June, 2012. This was successful and plans are underway to increase the scope next year; 3) Pilot Study was undertaken to determine how well 'conditionally admitted' students who fell just below our admission standards actually performed in the MBA program. The study will be completed in August, 2012; 4) The COB continues to support, both financially and administratively, the University's Global initiative. In particular, we deliver the MBA in Taiwan and mainland China. We have signed MOU's with a number of Chinese Universities and have hosted five visiting scholars during the past semester. An additional visiting scholar is planning to arrive in the fall. The COB also provided scholarships for approximately 28 business students to study in China during the May academic term. A faculty member from the Department of Economics and Finance accompanied the students and taught an international business course in Tianjin, China.
Spent:	\$12,000.00
<hr/>	
Goal 4:	Resource Initiatives
Description:	To enhance resources available to support COB strategies.
Budget:	\$125,000.00
University Goals:	1,2,3,5
Accomplished:	1) Existing endowment of \$100,000 has been set aside to fund the 'Jerry Davis Professor of Entrepreneurship'. The funds will be allowed to accumulate earnings over the coming year and a professor will be named for the 2013-2014 academic year. 2) The College of Business provided approximately \$30,000 in support of creation of the Institute for Research and Technology Transfer. The institute raised approximately \$75,000 in additional external

funding and has proven to be successful in its first year of operation. 3) The Accounting Prep Program has helped the Department of Accounting and Business Law raise several thousand dollars to support activities of the department. Approximately 100 students have enrolled in the online courses delivered via the program. 4) A new cohort of EMBA students was begun in Suzhou, China. Additional cohorts are currently being recruited in several additional locations. 5) The COB has received approval from the Alabama Commission on Higher Education to deliver the MBA from the campus of Athens State University, thus placing our program near the population center of North Alabama.

Spent: \$50,000.00

Goal 5: Communication Initiative

Description: To raise the visibility of the College of Business and the accomplishments of its students, faculty and staff among its various stakeholders.

Budget: \$150.00

University Goals: 2,3,4,5

Accomplished: 1) Initiated the COB electronic newsletter ("Inside Business") which is now published each semester. The newsletter targets students, faculty, staff, alumni and the business community of Northwest Alabama; 2) All COB brochures were updated during the year; 3) Faculty, staff and student recognition program has continued during the year (2nd year of this initiative); 4) A student/scholar leader program has been initiated. COB Ambassadors and also others who are allowed to conduct research (for credit) in the Institute for Research and Technology Transfer.

Spent: \$100.00