

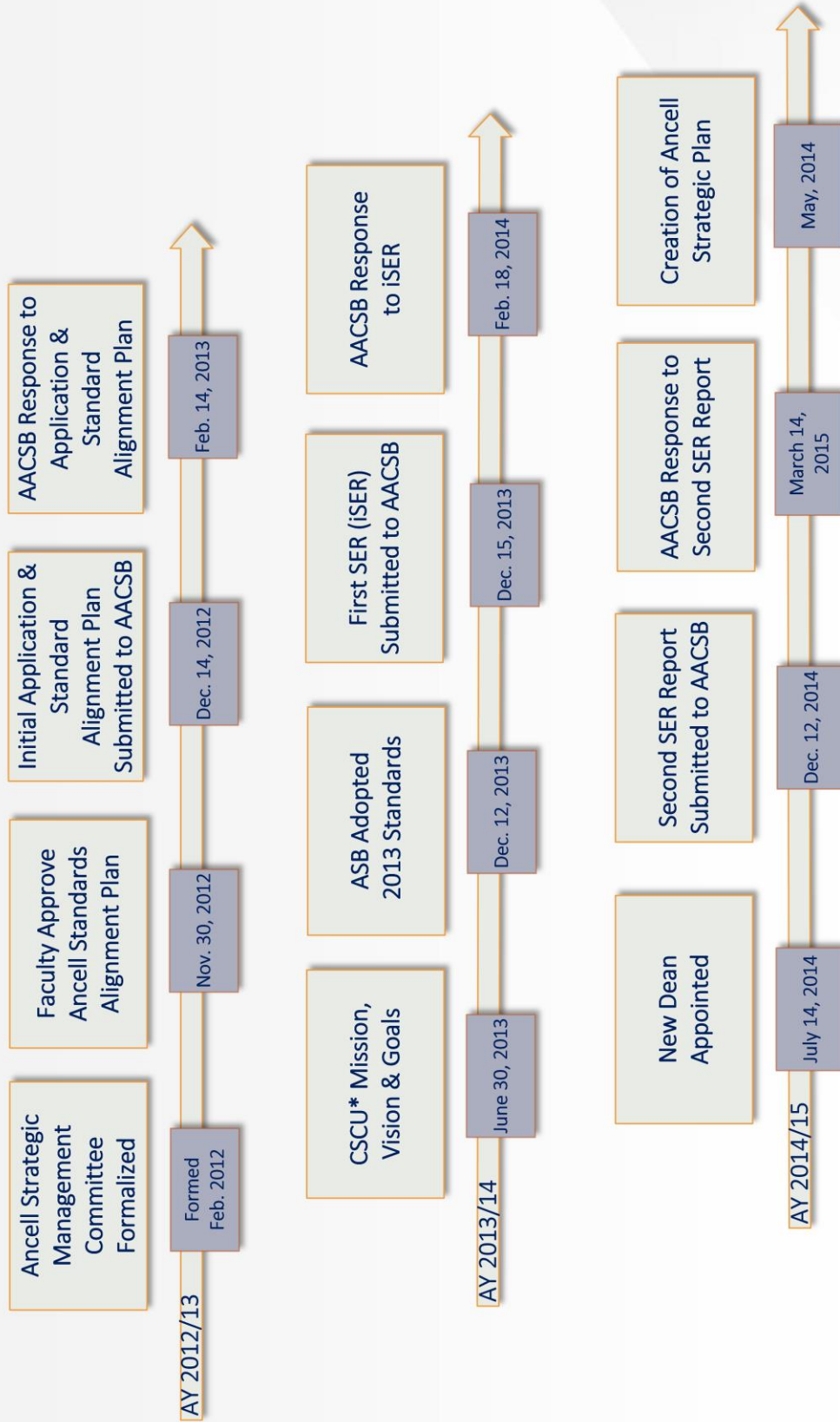
ANCELL SCHOOL OF BUSINESS



Strategic Plan

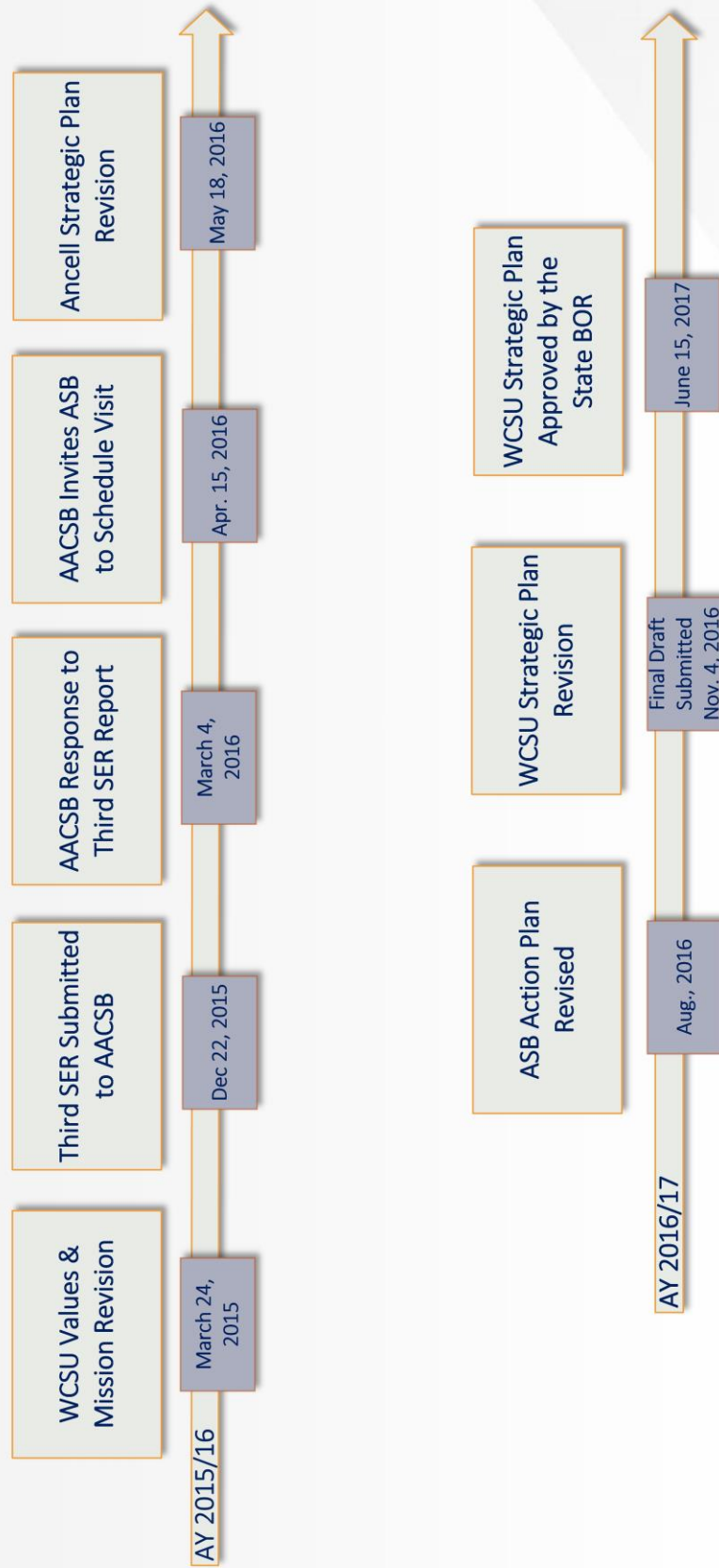
2016 - 2021

AnceLL School of Business Strategic Planning Historic Timeline by Academic Year

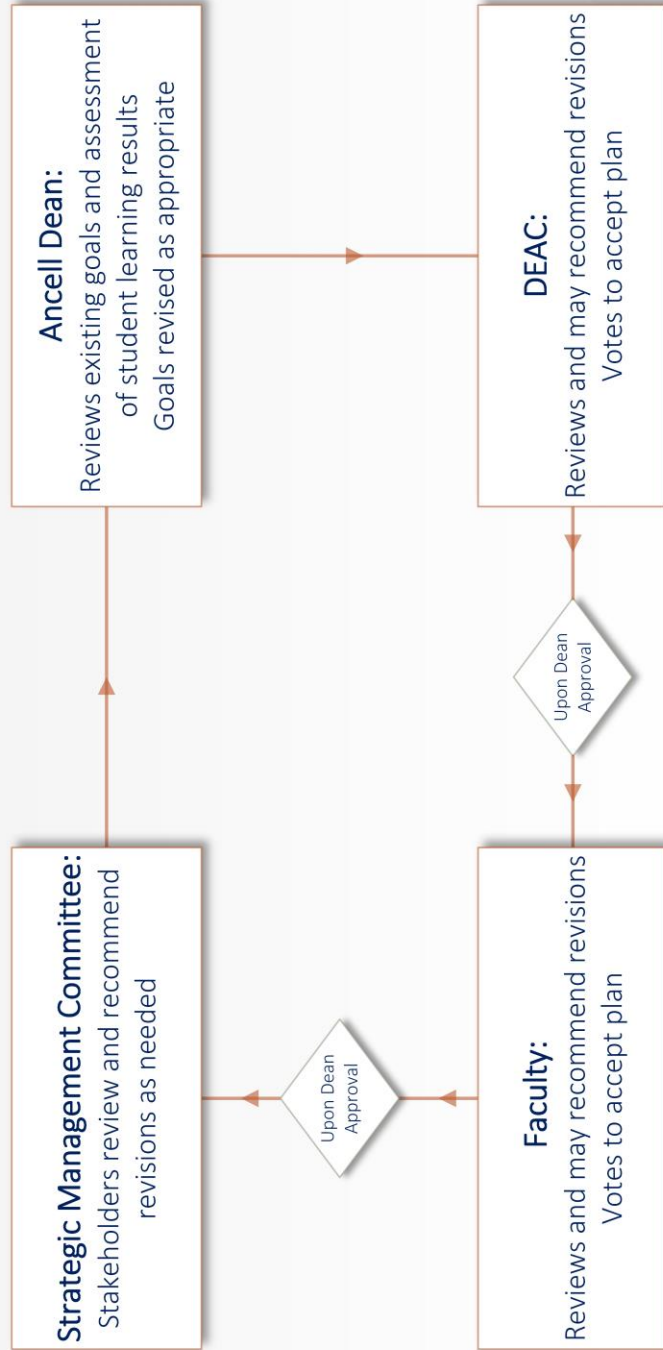


* Connecticut State Colleges & Universities

AnceLL School of Business Strategic Planning Historic Timeline by Academic Year



Ancell School of Business Strategic Plan Annual Review Process



ANCELL: TRANSFORMING LIVES

ANCELL STRATEGIC AND ANNUAL PLANS

The Ancell School of Business is proud to present our Strategic Plan and its derivative, the Annual Plan. In prioritizing a transformational effect on our students, this plan is the result of an engaged process that has been significantly informed by the Mission of the Connecticut State System of Colleges and Universities (CSCU).

As articulated by the CSCU Mission Statement, the Connecticut State Colleges & Universities aim to positively transform student lives. With over 70% of CSCU students entering with one or more academic deficiencies, 43% in receipt of Pell grants, 40% first generation college students, and 30% minority students, we understand that we have both the opportunity and the responsibility to contribute to that transformation successfully.

Currently, our success is best epitomized by our student AMA chapter, which, since 2011, has consistently placed among the top 25 AMA collegiate chapters. This year, the chapter ranks at the highest level to date – in 18th place among the 370 colleges and universities represented as AMA affiliates, and first among all New England AMA collegiate chapters.

Additionally, in 2014, the CollegeNet Social Mobility Index recognized us as #1 in the state, as well as #11 in the nation. Thus, we acknowledge that we have efficiently impacted the personal and career goals of our students, and that, through innovation and engagement, we can build on this transformational aspect.

CSCU Mission:

The Connecticut State Colleges & Universities (CSCU) contribute to the creation of knowledge and the economic growth of the state of Connecticut by providing affordable, innovative, and rigorous programs.

Our learning environments transform students and facilitate an ever increasing number of individuals to achieve their personal and career goals.



ANCELL STRATEGIC AND ANNUAL PLANS

We recognize that it is imperative to continue improving, as doing so ensures our furthered success. Therefore, we have adopted these four Strategic Goals, which capture the way in which student lives are transformed by The Ancell School of Business at Western Connecticut State University:

Goal 1: Advance students' intellectual and professional growth.

Goal 2: Support faculty impact, innovation, and engagement through teaching, scholarship and service.

Goal 3: Promote faculty and student engagement with the academic community, business community, civic community, and Ancell School of Business alumni.

Goal 4: Maintain a culture of successful programmatic processes and continuous improvement.



Dr. David Martin leading a sustainability forum

ANCELL: LEADING THE WAY

VISION AND MISSION: CONNECTICUT STATE COLLEGES & UNIVERSITIES (CSCU)

VISION:

The Connecticut State Colleges & Universities will continually increase the number of students completing personally and professionally rewarding academic programs.

MISSION:

The Connecticut State Colleges & Universities (CSCU) contribute to the creation of knowledge and the economic growth of the state of Connecticut by providing affordable, innovative, and rigorous programs. Our learning environments transform students and facilitate an ever increasing number of individuals to achieve their personal and career goals.¹

1 Please reference the Appendix (Strategic Goals Tables) to see how our goals relate to our Mission.

The Vision of the Ancell School of Business is based upon the vision and mission of the Connecticut board of regents, and the university.

VISION AND MISSION: WESTERN CONNECTICUT STATE UNIVERSITY (WCSU)

VISION:

Western Connecticut State University capitalizes on its outstanding faculty and location in the greater New York metropolitan area to create a diverse university community that -- in its range of quality academic programs and in its enriching and supportive, student-focused environment -- is characteristic of New England's best small, private universities, but with much more affordable costs.

MISSION:

Western Connecticut State University changes lives by providing all students with a high-quality education that fosters their growth as individuals, scholars, professionals, and leaders in a global society. To achieve this, we:

1. Offer undergraduate and graduate programs that interweave a liberal arts and a professional education, thus instilling a desire for lifelong learning.
2. Sustain a vibrant, inclusive campus that connects individuals through co-curricular programs, cultural events, and ongoing service to the community.
3. Attract a student-centric faculty body comprised of passionate teachers and accomplished scholars.
4. Establish partnerships that generate opportunities for internships, engaging research, and experiential learning.

ANCELL: LEADING HIGHER

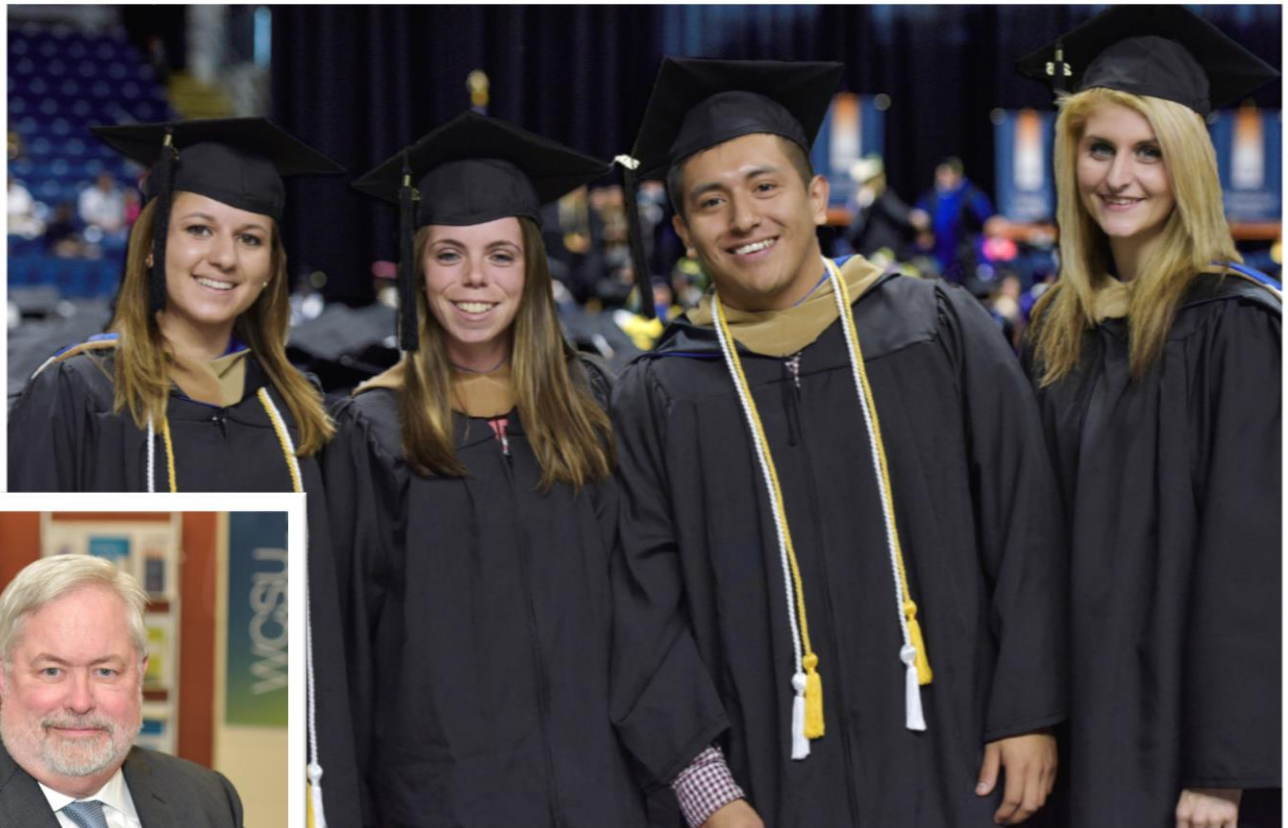
VISION AND MISSION: ANCELL SCHOOL OF BUSINESS

VISION:

The Ancell School of Business will be recognized as a leading provider of undergraduate and graduate business education in Western Connecticut and the broader service region.

MISSION:

The Ancell School of Business transforms students into graduates who are prepared for the challenges of employers in our service region and the opportunities of the global economy.² The Ancell School provides an affordable and personalized learning environment for undergraduate and graduate students from Western Connecticut and the broader service region.³ The Ancell School promotes innovation, impact, and engagement in teaching, intellectual contributions, and service to professional and business organizations, as well as to the community. 2,3 Please reference the Appendix (Strategic Goals Tables) to see how our goals relate to our Mission



Graduates of The Ancell School of Business

Dean David Martin, PhD

STRATEGIC GOAL 1:

ADVANCE STUDENTS' INTELLECTUAL AND PROFESSIONAL GROWTH

As is integral to an enriching curriculum, our discipline purports the value of knowledge specific to future careers. While discipline knowledge is certainly crucial, we acknowledge the importance of a learning environment designed to incorporate many different facets of a high-quality education.

Graduates of our programs will need to establish additional skills, and will therefore possess the resources necessary to thrive as successful and productive citizens in our region.

The objectives below direct critical enhancements to the Ancell educational experience as we — faculty, staff, advisory boards, and other stakeholders — strive to provide transformative opportunities for all students.

TO ACHIEVE THIS GOAL, WE ADOPT THE FOLLOWING OBJECTIVES:

- 1.1 Improve curriculum and other Ancell programs based upon assessment of student learning outcomes and strategically formed advisory boards.
- 1.2 Foster a student culture focused on intellectual and professional growth.
- 1.3 Create an Academic Coaching Program (enhance educational support systems).
- 1.4 Enhance applied workplace learning experiences for students.
- 1.5 Increase opportunities and venues for career growth skills.
- 1.6 Enhance regional and global engagement to ensure knowledge and skills of graduates are aligned with expectations of employers.
- 1.7 Support student engagement in professional and academic organizations.

SMART

To help implement goals, we created objectives that will allow us to easily measure our progress. Each objective, then, has been designed to encompass SMART Goals: Specific, Measurable, Attainable, Responsibility, Resources, and Time. This becomes apparent in the Ancell Action Plan.



Ancell students engaged at the 2016 Career Fair (left) and on campus (right)

STRATEGIC GOAL 2:

SUPPORT FACULTY IMPACT, INNOVATION, AND ENGAGEMENT THROUGH TEACHING, SCHOLARSHIP AND SERVICE

A strong foundation of faculty support, as well as faculty development, fuels our mission to transform student lives. As our students hail from a wide range of backgrounds, and therefore have unique needs, we acknowledge the importance of having a faculty fully engaged in the complete spectrum of their professions: teaching, creative activities, and service to the University.

The objectives we embrace here are designed to encourage faculty to rise to their full potential. Additionally, they ensure opportunities for impact, innovation and engagement through teaching, scholarship, and service.

TO ACHIEVE THIS GOAL, WE ADOPT THE FOLLOWING OBJECTIVES:

- 2.1. Promote and support faculty scholarship.
- 2.2. Enhance and support faculty service to professional and business organizations and the community.
- 2.3. Support improvement and innovation in teaching.



Drs. Eugene Buccini and Ben Oumlil at Convocation

STRATEGIC GOAL 3:

PROMOTE FACULTY AND STUDENT ENGAGEMENT WITH THE ACADEMIC COMMUNITY, BUSINESS COMMUNITY, CIVIC COMMUNITY, AND ANCELL SCHOOL OF BUSINESS ALUMNI

Ancell promotes currency in faculty knowledge of their disciplines, encouraging *meaningful engagement* with the business and civic community. Beyond discipline knowledge, faculty currency is a valuable requisite that enriches the educational experience of our students.

Meaningful engagement of both faculty and students allows us to generate further educational and professional opportunities for our students via the business and civic communities, as well as through our alumni.

As a member of AACSB International, we refer to its definition of engagement (Preamble to the Standards, p.2.):

TO ACHIEVE THIS GOAL, WE ADOPT THE FOLLOWING OBJECTIVES:

- 3.1. Increase collaboration/engagement between Ancell and the business/local community to enhance student learning programs and activities.
- 3.2. Enhance and make increasingly relevant the WCSU Co-Op program.
- 3.3. Increase engagement with Ancell alumni to enhance student learning programs and activities.

Definition of Engagement

AACSB acknowledges the diversity among its membership, but it also recognizes that all its accredited members share a common purpose—the preparation of students for meaningful professional, societal, and personal lives. Effective business education and research can be achieved with different balances of academic and professional engagement. However, quality business education cannot be achieved when either academic or professional engagement is absent, or when they do not intersect in meaningful ways.



Dr. Fred Tesch, leading Convocation



Associate Professor Gary Skiba with a student at an Ancell networking event

STRATEGIC GOAL 4:

MAINTAIN A CULTURE OF SUCCESSFUL PROGRAMMATIC PROCESS AND CONTINUOUS IMPROVEMENT

Today, collegiate education faces significant challenges. As shown through the demographic profile, there is a continuing decline in the number of age-eligible college students; such a decline has led to the significant pressure on most schools to maintain tuition revenues. In addition, public universities, including WCSU, are facing shortfalls in state appropriations. While some private schools are offering discounted rates or are lowering tuition altogether, public universities lack the advantage of such flexibility.

In response, Western has embarked upon a system of continuous improvement so as to create programs conducive to success in the current marketplace. Ancell is building a process by which we can create new, cost-effective, programs relevant to both our students and regional employers.

Additionally, curriculum review and improvement processes have now been established at Ancell. We have adopted an efficient and sustainable schedule of assessment, review and curriculum change, as needed, based on data from our assessment of student learning.

At Western, we recognize that successful organizations must embrace a culture of continuous improvement. In a school of business, such improvement is accomplished through the adoption of new programs, curricular changes, and pathways that prioritize our graduates' ability to be successful. Therefore, we believe that this goal may be our most essential, as it strives to achieve the best possible academic programs for every one of our students.

TO ACHIEVE THIS GOAL, WE ADOPT THE FOLLOWING OBJECTIVES:

- 4.1. Create a sustainable Ancell assessment-of-learning program.
- 4.2. Create, manage and market new programs that attract additional enrollment and retain students.



The Accounting Society at Ancell



Group Project Work Underway



Club sign-up on Ancell Day



A moment of student interaction on Ancell Day



Local CEO, Stew Leonard Jr.



Accounting Students at the Career Fair



Ancell's nationally-ranked AMA Club



The Ancell School of Business transforms students into graduates who are prepared for the challenges of employers in our service region and the opportunities of the global economy. ²

GOAL 1: Advance students' intellectual and professional growth.

Objectives	Specific Tasks	Measure	Attainability	Responsibility	Req. Resources	Time-frame
1.1 Improve curriculum and other Ancell programs based upon assessment of student learning outcomes and strategically formed advisory boards	1.1.1 Establish BBA LGACs and reporting/admin structure; closely monitor progress	LGAC's created & functioning	Achieved	Dean	\$0	Ongoing
	1.1.2 Establish Graduate program LGACs and reporting/admin structure; closely monitor progress	LGAC's created & functioning	Achieved	Dean	\$0	Ongoing
1.2 Foster a student culture focused on intellectual and professional growth	1.2.1 Ensure robust communications with Ancell stakeholders	The Loop & Newsletter	Achieved	Learning Commons Coordinator	\$0	Ongoing
	1.2.2 Create common syllabi for professional look and messaging	Template in place		Asst. Dean	\$0	Fall 2017
1.3 Create an Academic Coaching Program (enhance educational support systems)	1.3.1 Hire UA and carefully monitor activities, create academic coaching program	University Assistant in Place	Ongoing (support for 2 UA positions)	Learning Commons Coordinator	\$35,000 annual for UA's	Annual renewals
	1.3.2 Document best advisor practices and disseminate to all faculty for their use	Policy in Place	Ongoing	Learning Commons Coordinator	\$0	Ongoing
1.4 Enhance applied workplace learning experiences for students	1.4.1 Work with CBR to create clear project process to obtain experiential learning opportunities to import into the classroom	Projects in Place	3 Projects by Fall, 2017		\$5,000 revenue	Restarted
	1.4.2 Increase number and variety of internships	Increase in % of internships	10% increase in 5 years	Center for Career Development/ ASB Dean	Resource in place	Ongoing

1.5 Increase opportunities and venues for career growth skills	1.5.1 Create activities via “Ansell Day” and “Ansell Week”, responsive to student needs for study and career preparation	Number of activities	Ongoing activities starting Fall, 2017	LC Coordinator/ Career Development	\$5,000	Annual
1.6 Enhance regional and global engagement to ensure knowledge and skills of graduates are aligned with expectations of employers	1.6.1 Create routine way to obtain feedback from employers to ensure knowledge and skills of students are relevant	Create Employee Skill Survey (Fall 2016)	Test Pilot skill survey with DEAC and Departmental Advisory Boards. Pilot accomplished	Dean	\$0	Annual
	1.6.2 Create plan to develop relationship with universities abroad (e.g., Soochow University; visit Soochow and plan visit to US)	First student joint project Summer, 2016. Dean visits October, 2016	MOU agreed to.	Dean, Dr. Chuang	\$14,000	Annual
1.7 Support student engagement in professional and academic organizations	1.7.1 Support involvement in Ansell academic clubs and activities.	Support student trips to Conferences and Competitions	Conferences supported are AMA, NCJA, Entrepreneurship competitions	Dean, WCSU Foundation	\$10,000	Annual
		Locate funding for the SMIF	Work with foundation to obtain investment from the foundation as well as operating procedures from JP Morgan.	Dean, Cory Plock	\$10,000	In Process

The Ancell School promotes innovation, impact, and engagement in teaching, intellectual contributions, and service to professional and business organizations as well to the community. ³

Goal 2. Support faculty impact, innovation and engagement through teaching, scholarship and service.

Objectives	Specific Tasks	Measurement	Attainability	Responsibility	Req. Resources	Time-frame
2.1 Promote and support faculty scholarship	2.1.1 Increase faculty participation rates in Intellectual Contributions (breadth)	Breadth Measure	85% of responsibility	Dean, Chairs, FQC	Reassigned-time	Ongoing
	2.1.2 Maintain percentage of faculty IC's in TLS	% of IC's in TLS	1/3 of IC's	Dean, Chairs, FQC	\$0	Ongoing
	2.1.3 Maintain reassigned times for faculty research	% of faculty on reassigned time	All research faculty	Dean, Chairs	\$400,000	Ongoing
2.2 Enhance and support faculty service to professional and business organizations and the community	2.2.1 Maintain faculty impact, innovation and engagement	Definitions of impact, innovation and engagement and collection of qualitative & quantitative data to support	Develop lists on the three dimensions	Dean, Chairs, FQC, Faculty	\$0	Ongoing
	2.2.2 Revise CBR bylaws to engage faculty and students with the business community (Encourage greater community involvement through service and consulting)	a. By-Laws approved by University Senate b. Hire a Consulting Recruiter	Revised By-laws and reconstitute Board	Dean, Director of CBR	\$7,000	Ongoing projects
	2.2.3 Continue publication of <i>The Loop</i> and the <i>Ancell Pride</i>	e-publications published	Bi-weekly Loop and monthly Ancell Pride	Learning Commons Coordinator	\$0	Ongoing

2.3 Support improvement and innovation in teaching	2.3.1 Engage in professional development activities	Faculty attend professional conferences	1-2 faculty per year attend a conference	Dean, FQC	\$5,000	Ongoing
	2.3.2 Promote best practices and innovations in teaching.			CELT, Invited Speakers		Ongoing
	2.3.3 Support use of educational technologies	Provide both enhanced LMS, Assessment Platforms and Degree Works Advising Platform	Enhanced BlackBoard, Spring, 2017. Assessment Tools (Watson-Glazer, ETS MFT, Iliad, Peregrine Academic). Degree Works Advising Platform	Dean, Registrar, LGAC's	\$6,000	Ongoing

The Ancell School promotes innovation, impact, and engagement in teaching, intellectual contributions, and service to professional and business organizations as well to the community. ³ Please also see CSCU Mission ¹

Goal 3. Promote engagement with the business community, civic community, and ASB alumni.

Objectives	Specific Tasks	Measurement	Attainability	Responsibility	Req. Resources	Time-frame
3.1 Increase collaboration/engagement between Ancell and the business/local community to enhance student learning programs and activities.	3.1.1 Establish speaker series and forums, increasing the number and quality	Number of Forums	Events occurring	Dean, Chairs	\$5,000	Annual
	3.1.3 Maintain Dean’s Executive Advisory Council	Bi-monthly meetings	DEAC members engaged in assessing performance of the ASB	Dean	\$2,000	Annual
	3.1.4 Create Ancell Department Advisory Boards	Meeting Minutes of the Boards	Board meetings	Dean, Chairs	\$3,000	Annual
3.2 Enhance and make increasingly relevant the WCSU coop program	3.2.1 Develop coop and internship strategy linked to Assessment					
	3.2.2 Link Lessons Learned from Coops to Assurance of Learning					
3.3 Increase engagement with Ancell alumni to enhance student learning programs and activities.	3.3.1 Create Ancell Affiliation Group	Affiliation Group in Place	Events occurring	Dean, Alumni Board	\$2,000	Annual
	3.3.2 Develop program for alumni to mentor students	Mentors in place	Growth in the number of mentors by 10% per year	Learning Commons Coordinator	\$500	Annual

The Ancell School contributes to the development of students through application of the CSCU Mission ¹

Goal 4. Maintain a culture of successful programmatic processes and continuous improvement.

Objectives	Specific Tasks	Measurement	Attainability	Responsibility	Req. Resources	Time-frame
4.1 Routinize the Ancell assessment of learning program	4.1.1 Hire UA to manage process	UA in place	UA generating data from Assessment	Dean, LCC	\$17,000	Annual
	4.1.2 Validate and use assessment schedule to guide process	Plan in in place and being executed	Easily planned	Dean, LCC	\$0	Ongoing, Annual
4.2 Create, manage and market new programs that attract additional enrollment and retain students	4.2.1 Create 3 new programs to buttress current programs	Proposals developed for Business Analytics, Homeland Security, and Cyber Security	Dependent upon Market demand	Department Chairs	\$0	AY 2016/2017
	4.2.2 Relaunch MHA program	Launched	Program approved by BOR	Dean, Management	\$0	Annual
	4.2.3 Create new Information Security degree (MS)	BBA in Cybersecurity	Program Approved by BOR	Dean, MIS	\$0	
	4.2.4 Create joint program in arts/media management	Proposal sent to Arts Faculty	Program to be approved by BOR	Dean, Management, VPA	\$0	
	4.2.5 Create new Business Analytics program	Faculty developing a new program	Program to be approved by BOR	Dean, PRC	\$0	

4.3 Develop international study tours and exchanges	4.3.1 Engage MBA students in exchange with Souchow University Taiwan	Dean, Dept. of Management	\$3000 (Foundation)	Annual
	4.3.2 Support undergraduate study abroad	Dean, Faculty	\$2000 (Foundation)	Annual



Convocation, 2016



WCSU Mascot, Colonial Chuck



Ancell students engaging in their community through a visit to the local Kimberly Clark plant



Dr. Jim Donegan working with a student in the Ancell Learning Commons

ANCELEADS

