Ancell School of Business
Strategic Planning Historic Timeline by Academic Year

**AY 2012/13**
- Ancell Strategic Management Committee Formalized
  - Formed Feb. 2012
- Faculty Approve Ancell Standards Alignment Plan
  - Nov. 30, 2012
- Initial Application & Standard Alignment Plan Submitted to AACSB
  - Dec. 14, 2012
- AACSB Response to Application & Standard Alignment Plan
  - Feb. 14, 2013

**AY 2013/14**
- CSCU* Mission, Vision & Goals
  - June 30, 2013
- ASB Adopted 2013 Standards
  - Dec. 12, 2013
- First SER (iSER) Submitted to AACSB
  - Dec. 15, 2013
- AACSB Response to iSER
  - Feb. 18, 2014

**AY 2014/15**
- New Dean Appointed
  - July 14, 2014
- Second SER Report Submitted to AACSB
  - Dec. 12, 2014
- AACSB Response to Second SER Report
  - March 14, 2015
- Creation of Ancell Strategic Plan
  - May, 2014

* Connecticut State Colleges & Universities
Ancell School of Business

Strategic Planning Historic Timeline by Academic Year

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>WCU Values &amp; Mission Revision</td>
<td>Mar 24, 2015</td>
</tr>
<tr>
<td>AACSB Response to Third SER Report</td>
<td>Mar 4, 2016</td>
</tr>
<tr>
<td>AACSB Invites ASB to Schedule Visit</td>
<td>Apr 15, 2016</td>
</tr>
<tr>
<td>Ancell Strategic Plan Revision</td>
<td>May 18, 2016</td>
</tr>
<tr>
<td>WCU Strategic Plan Revised</td>
<td>Aug, 2016</td>
</tr>
<tr>
<td>WCU Strategic Plan Approved by the State BOR</td>
<td>June 15, 2017</td>
</tr>
<tr>
<td>AY 2015/16</td>
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<tr>
<td>AY 2016/17</td>
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</tbody>
</table>
Ancell School of Business

Strategic Plan Annual Review Process

Ancell Dean:
Reviews existing goals and assessment of student learning results
Goals revised as appropriate

DEAC:
Reviews and may recommend revisions
Votes to accept plan

Stakeholders review and recommend revisions as needed

Faculty:
Reviews and may recommend revisions
Votes to accept plan

upon Dean Approval
ANCHEL 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.
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.

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. The Ancell School provides an affordable and personalized learning environment for undergraduate and graduate students from Western Connecticut and the broader service region. 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.

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

**SMAR²T**

To help implement goals, we created objectives that will allow us to easily measure our progress. Each objective, then, has been designed to encompass SMAR²T Goals: Specific, Measurable, Attainable, Responsibility, Resources, and Time. This becomes apparent in the Ancell Action Plan.
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.
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.

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

Dr. Fred Tesch, leading Convocation
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.
Local CEO, Stew Leonard Jr.

Club sign-up on Ancell Day

A moment of student interaction on Ancell Day

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.  

**GOAL 1: Advance students’ intellectual and professional growth.**

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Specific Tasks</th>
<th>Measure</th>
<th>Attainability</th>
<th>Responsibility</th>
<th>Req. Resources</th>
<th>Time-frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Improve curriculum and other Ancell programs based upon assessment of student learning outcomes and strategicallyformed advisory boards</td>
<td>1.1.1 Establish BBA LGACs and reporting/admin structure; closely monitor progress</td>
<td>LGAC’s created &amp; functioning</td>
<td>Achieved</td>
<td>Dean</td>
<td>$0</td>
<td>Ongoing</td>
</tr>
<tr>
<td>1.1.2 Establish Graduate program LGACs and reporting/admin structure; closely monitor progress</td>
<td>LGAC’s created &amp; functioning</td>
<td>Achieved</td>
<td>Dean</td>
<td>$0</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>1.2 Foster a student culture focused on intellectual and professional growth</td>
<td>1.2.1 Ensure robust communications with Ancell stakeholders</td>
<td>The Loop &amp; Newsletter</td>
<td>Achieved</td>
<td>Learning Commons Coordinator</td>
<td>$0</td>
<td>Ongoing</td>
</tr>
<tr>
<td>1.2.2 Create common syllabi for professional look and messaging</td>
<td>Template in place</td>
<td>Asst. Dean</td>
<td>$0</td>
<td>Ongoing</td>
<td></td>
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</tr>
<tr>
<td>1.3 Create an Academic Coaching Program (enhance educational support systems)</td>
<td>1.3.1 Hire UA and carefully monitor activities, create academic coaching program</td>
<td>University Assistant in Place</td>
<td>Ongoing (support for 2 UA positions)</td>
<td>Learning Commons Coordinator</td>
<td>$35,000 annual for UA’s</td>
<td>Annual renewals</td>
</tr>
<tr>
<td>1.3.2 Document best advisor practices and disseminate to all faculty for their use</td>
<td>Policy in Place</td>
<td>Ongoing</td>
<td>Learning Commons Coordinator</td>
<td>$0</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>1.4 Enhance applied workplace learning experiences for students</td>
<td>1.4.1 Work with CBR to create clear project process to obtain experiential learning opportunities to import into the classroom</td>
<td>Projects in Place</td>
<td>3 Projects by Fall, 2017</td>
<td>Center for Career Development/ASB Dean</td>
<td>$5,000 revenue</td>
<td>Restarted</td>
</tr>
<tr>
<td>1.4.2 Increase number and variety of internships</td>
<td>Increase in % of internships</td>
<td>10% increase in 5 years</td>
<td>Center for Career Development/ASB Dean</td>
<td>Resource in place</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>1.5 Increase opportunities and venues for career growth skills</td>
<td>1.5.1 Create activities via “Ancell Day” and “Ancell Week”, responsive to student needs for study and career preparation</td>
<td>Number of activities</td>
<td>Ongoing activities starting Fall, 2017</td>
<td>LC Coordinator/ Career Development</td>
<td>$5,000</td>
<td>Annual</td>
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<tr>
<td>1.6 Enhance regional and global engagement to ensure knowledge and skills of graduates are aligned with expectations of employers</td>
<td>1.6.1 Create routine way to obtain feedback from employers to ensure knowledge and skills of students are relevant</td>
<td>Create Employee Skill Survey (Fall 2016)</td>
<td>Test Pilot skill survey with DEAC and Departmental Advisory Boards. Pilot accomplished</td>
<td>Dean</td>
<td>$0</td>
<td>Annual</td>
</tr>
<tr>
<td>1.6.2 Create plan to develop relationship with universities abroad (e.g., Soochow University; visit Soochow and plan visit to US)</td>
<td>First student joint project Summer, 2016. Dean visits October, 2016</td>
<td>MOU agreed to.</td>
<td>Dean, Dr. Chuang</td>
<td>$14,000</td>
<td>Annual</td>
<td></td>
</tr>
<tr>
<td>1.7 Support student engagement in professional and academic organizations</td>
<td>1.7.1 Support involvement in Ancell academic clubs and activities.</td>
<td>Support student trips to Conferences and Competitions</td>
<td>Conferences supported are AMA, NCJA, Entrepreneurship competitions</td>
<td>Dean, WCSU Foundation</td>
<td>$10,000</td>
<td>Annual</td>
</tr>
<tr>
<td></td>
<td>Locate funding for the SMIF</td>
<td>Work with foundation to obtain investment from the foundation as well as operating procedures from JP Morgan.</td>
<td>Dean, Cory Plock</td>
<td>$10,000</td>
<td>In Process</td>
<td></td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Specific Tasks</th>
<th>Measurement</th>
<th>Attainability</th>
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<th>Req. Resources</th>
<th>Time-frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Promote and support faculty scholarship</td>
<td>2.1.1 Increase faculty participation rates in Intellectual Contributions (breadth)</td>
<td>Breadth Measure</td>
<td>85% of responsibility</td>
<td>Dean, Chairs, FQC</td>
<td>Reassigned-time</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>2.1.2 Maintain percentage of faculty IC’s in TLS</td>
<td>% of IC’s in TLS</td>
<td>1/3 of IC’s</td>
<td>Dean, Chairs, FQC</td>
<td>$0</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>2.1.3 Maintain reassigned times for faculty research</td>
<td>% of faculty on reassigned time</td>
<td>All research faculty</td>
<td>Dean, Chairs</td>
<td>$400,000</td>
<td>Ongoing</td>
</tr>
<tr>
<td>2.2 Enhance and support faculty service to professional and business organizations and the community</td>
<td>2.2.1 Maintain faculty impact, innovation and engagement</td>
<td>Definitions of impact, innovation and engagement and collection of qualitative &amp; quantitative data to support</td>
<td>Develop lists on the three dimensions</td>
<td>Dean, Chairs, FQC, Faculty</td>
<td>$0</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>2.2.2 Revise CBR bylaws to engage faculty and students with the business community (Encourage greater community involvement through service and consulting)</td>
<td>a. By-Laws approved by University Senate b. Hire a Consulting Recruiter</td>
<td>Revised By-laws and reconstitute Board</td>
<td>Dean, Director of CBR</td>
<td>$7,000</td>
<td>Ongoing projects</td>
</tr>
<tr>
<td></td>
<td>2.2.3 Continue publication of The Loop and the Ancell Pride</td>
<td>e-publications published</td>
<td>Bi-weekly Loop and monthly Ancell Pride</td>
<td>Learning Commons Coordinator</td>
<td>$0</td>
<td>Ongoing</td>
</tr>
<tr>
<td>2.3 Support improvement and innovation in teaching</td>
<td>2.3.1 Engage in professional development activities</td>
<td>Faculty attend professional conferences</td>
<td>1-2 faculty per year attend a conference</td>
<td>Dean, FQC</td>
<td>$5,000</td>
<td>Ongoing</td>
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<td></td>
<td>2.3.2 Promote best practices and innovations in teaching.</td>
<td>CELT, Invited Speakers</td>
<td>Ongoing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3.3 Support use of educational technologies</td>
<td>Provide both enhanced LMS, Assessment Platforms and Degree Works Advising Platform</td>
<td>Enhanced BlackBoard, Spring, 2017. Assessment Tools (Watson-Glazer, ETS MFT, Iliad, Peregrine Academic). Degree Works Advising Platform</td>
<td>Dean, Registrar, LGAC’s</td>
<td>$6,000</td>
<td>Ongoing</td>
<td></td>
</tr>
</tbody>
</table>
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.**

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

<table>
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<tr>
<th>Objectives</th>
<th>Specific Tasks</th>
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<th>Req. Resources</th>
<th>Time-frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Routinize the Ancell assessment of learning program</td>
<td>4.1.1 Hire UA to manage process</td>
<td>UA in place</td>
<td>UA generating data from Assessment</td>
<td>Dean, LCC</td>
<td>$17,000</td>
<td>Annual</td>
</tr>
<tr>
<td></td>
<td>4.1.2 Validate and use assessment schedule to guide process</td>
<td>Plan in place and being executed</td>
<td>Easily planned</td>
<td>Dean, LCC</td>
<td>$0</td>
<td>Ongoing, Annual</td>
</tr>
<tr>
<td>4.2 Create, manage and market new programs that attract additional enrollment and retain students</td>
<td>4.2.1 Create 3 new programs to buttress current programs</td>
<td>Proposals developed for Business Analytics, Homeland Security, and Cyber Security</td>
<td>Dependent upon Market demand</td>
<td>Department Chairs</td>
<td>$0</td>
<td>AY 2016/2017</td>
</tr>
<tr>
<td></td>
<td>4.2.2 Relaunch MHA program</td>
<td>Launched</td>
<td>Program approved by BOR</td>
<td>Dean, Management</td>
<td>$0</td>
<td>Annual</td>
</tr>
<tr>
<td></td>
<td>4.2.3 Create new Information Security degree (MS)</td>
<td>BBA in Cybersecurity</td>
<td>Program Approved by BOR</td>
<td>Dean, MIS</td>
<td>$0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.2.4 Create joint program in arts/media management</td>
<td>Proposal sent to Arts Faculty</td>
<td>Program to be approved by BOR</td>
<td>Dean, Management, VPA</td>
<td>$0</td>
<td></td>
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<tr>
<td></td>
<td>4.2.5 Create new Business Analytics program</td>
<td>Faculty developing a new program</td>
<td>Program to be approved by BOR</td>
<td>Dean, PRC</td>
<td>$0</td>
<td></td>
</tr>
<tr>
<td>4.3 Develop international study tours and exchanges</td>
<td>4.3.1 Engage MBA students in exchange with Souchow University Taiwan</td>
<td>Dean, Dept. of Management</td>
<td>$3000 (Foundation)</td>
<td>Annual</td>
<td></td>
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<tr>
<td>4.3.2 Support undergraduate study abroad</td>
<td>Dean, Faculty</td>
<td>$2000 (Foundation)</td>
<td>Annual</td>
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</table>
Dr. Jim Donegan working with a student in the Ancell Learning Commons

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

Convocation, 2016

WCSU Mascot, Colonial Chuck