

# **STRATEGIC PLAN**

## **Lock Haven University of Pennsylvania Business Administration and Accounting Programs**

*Approved by the Business Administration and Accounting  
Advisory Council  
on 09/05/08*

*Revised 4/11*

## **Introduction**

The Business Administration and Accounting Program (the Programs) Faculty met several times during the 2010-11 academic year to discuss progress toward achieving the current strategic plan and the possibility of revising or rewriting a Strategic Plan. One major impetus for closely reviewing and revising the plan exists with the approval of the University's Strategic Plan in January 2011. The University's Strategic Plan expired a few years ago; nearly the same time as the Programs were developing the current Strategic Plan. In order not to delay significantly, the development of a Program Strategic Plan in 2007-08, the faculty decided to use data from the five-year review, insights from key stakeholders including the faculty, and the prior University Strategic Plan, mission, vision, and values to help guide the development of the existing Programs' Strategic Plan. Under this plan, the Programs have made progress in some areas, but such major influences as current budgetary constraints, the new University Strategic Plan, and current Program data point to the fact that some significant revisions should be made. As the ACBSP self-study process unfolds over the next two years, the faculty believe that the careful data analysis and program review will point to some significant undertakings for the Program. At this point in time though, we believe the best approach to strategic planning would be to revise the current plan to align better with the University Strategic Plan, focus more on truly strategic initiatives to which the Program can allocate resources, and address significant deficiencies revealed in ongoing data analysis. The following plan provides those revisions and strives to include strategies that are more measurable.

## **Mission, Vision, and Values**

Over the last few years, the Programs have revised their mission and vision and developed values statements. These documents resulted from feedback of key stakeholders and passed the review of administration and the Advisory Council.

### **Business Administration Mission Statement**

To prepare students for entry and mid-level managerial positions, entry-level professional specializations, and entrepreneurial roles through a strong liberal arts foundation, fundamental knowledge of business, including business specializations, researching and applying solutions to a wide range of business and ethical problems, and communication skills needed to succeed in an increasingly competitive business world.

### **Accounting Mission Statement**

To provide students with professional courses in management and accounting within a strong liberal arts foundation. The curriculum prepares students with the requisite knowledge and skills for accounting and auditing positions in industry, government, and not-profit organizations. Specific attention is given to the ethical and technical considerations of accounting in an increasingly competitive business world.

**Business Administration and Accounting Vision Statement**

To become a recognized provider of quality, high-value business and accounting education to students from diverse backgrounds.

**Business Administration and Accounting Values Statement**

Our core values provide a foundation for all we do in the business administration and accounting programs. We value:

- Teaching and learning
- Mentoring through frequent interaction
- Building strong community relationships
- Fair and ethical treatment
- Collegiality and respect for diverse opinions

Students earning the Business Administration and/or Accounting degrees acquire both general skills and discipline-specific knowledge to become productive workers in the business world. Although the Programs' mission was revised, the original Program goals still support this strategic direction. To graduate competent, skilled students who can compete, we must provide quality education experiences; recruit, develop, and retain quality faculty, and remain connected to the business community. While these goals remain the same the many objectives and strategies have been revised, more focused, and aligned with the University Strategic Plan.

**Goal 1: Provide Quality Educational Experiences**

Objective 1: Continually improve curricular offerings

*Short-term Action Items:*

- Implement phase-two of assessment plan
- Aggregate and analyze data from assessments
- Document specific cycle of gathering stakeholder feedback/input
- Establish cycle of regular review of courses and syllabi
- Develop subcommittee for first-year offerings for majors including an introduction to business course
- Revise orientation and course outlines to provide standard communication about mission, vision, values, and policies
- Propose interdisciplinary concentration
- Survey department alumni regarding valuable courses offered and courses valuable to them
- Move business law within the Department

*Long-term Action Items:*

- Develop and fully implement an assessment plan for the Accounting and Business Administration Programs including closing the loop
- Evaluate the curriculum for the Programs' core and concentrations
- Increase greater breadth of course offerings
- Develop a more effective first-year experience
- Move economics within the Department

Objective 2: Provide extra- and co-curricular opportunities for students to gain out-of-class experience

*Short-term Action Items:*

- Assist students in recruiting membership for current organizations
- Secure an ELC Lecture Series Speaker for fall 2011
- Expand PartnerED and determine student learning outcomes for management literacy

*Long-term Action Items:*

- Increase participation of with the business community and government agencies
- Expand involvement with student organizations and groups
- Provide additional extra- and co-curricular lectures/speakers and professional activities with business leaders

Objective 3: Improve educational resources

*Short-term Action Items:*

- Submit staffing request with supporting data to administration

*Long-term Action Items:*

- Increase faculty complement to reduce faculty/student ratio
- Continually study staffing levels, student enrollment, and course assignments to assure faculty sufficiency
- Determine faculty resource needs for instruction
- Work with the development office to identify potential funding sources for such areas as scholarships, program initiatives, etc.
- Evaluate Facilities

## **Goal 2: Recruit, Develop and Retain Quality Faculty**

Objective 1: Develop Human Resources Plan

*Short-term Action Items:*

- Review existing policies, programs, and guidelines appropriate for inclusion into a comprehensive Human Resources Plan
- Identify and develop policies, programs, and guidelines not already established, but needed for a comprehensive Human Resources Plan

*Long-term Action Items:*

- Align comprehensive Human Resources Plan with the Strategic Plan

Objective 2: Improve Teaching Excellence

*Short-term Action Items:*

- Recognize and reward exceptional teaching in the Department
- Develop a subcommittee to discuss ways in which to learn more about best practices in pedagogy

*Long-term Action Items:*

- Develop a peer coaching program within the department
- Support travel requests for faculty to attend workshops/conferences relating to teaching effectiveness and pedagogy

## Objective 3: Promote Scholarly Growth, Professional and Intellectual Activities

*Short-term Action Items:*

- Develop departmental criteria in line with ACBSP and University/Program mission to determine how faculty members maintain doctorally- and professionally-qualified status.

*Long-term Action Items:*

- Support travel requests for faculty to attend workshops/conferences relating to research and scholarly activity
- Seek ways to support professional development
- Grant release time for research activities
- Provide technology to support faculty research (e.g., statistical software)

**Goal 3: Promote the Business Administration and Accounting Programs**

## Objective 1: Market the Programs and communicate with key stakeholders

*Short-term Action Items:*

- Improve appearance and content of the web site
- Increase means of communicating strategic initiatives, assessment results, and other key information to external stakeholders
- Increase systematic communication to students

*Long-term Action Items:*

- Increase the number and quality of communications with key stakeholders

## Objective 2: Serve the community

*Short-term Action Items:*

- Complete the Central PA Artists project
- Develop and deliver the *Incivility in the Workplace* Workshop
- Offer an entrepreneurship camp to high school students in the region

*Long-term Action Items:*

- Increase faculty and student involvement in the community

**Implementation**

The faculty will work throughout the next two years to implement (or continue implementing) these strategies to achieve the stated goals and objectives. Although the plan will guide actions, the Program faculty also recognizes that flexibility will assure the Programs' success. In the spirit of continuous improvement, data collection and analysis will continue and may reveal additional environmental changes that require adaptive planning.

**Conclusion**

The Business Administration and Accounting Programs serve a state and national need to provide graduates who can compete in today's business world. The Program faculty recognizes the myriad opportunities to provide a quality program and enthusiastically embrace the challenge to design effective learning opportunities, focus on teaching excellence, seek additional resources, and collaborate with key stakeholders to achieve the University and Program mission and goals.