Nelson Rusche College of Business
Stephen F. Austin State University

Strategic Plan
2015- 2020

TABLE OF CONTENTS

Nelson Rusche College of Business Strategic Plan

The Strategic Plan of the Nelson Rusche College of Business has at its core the college's mission, vision, and values. These concise statements on mission, vision, and values give rise to a clear strategic focus, which is supported by a broader set of mission-centered guiding principles. These items collectively result in a set of strategic priorities for the college, each with intended outcomes. The strategic plan is put into action through a formal process for the proposal, approval, and evaluation of strategic initiatives designed to generate desired intended outcomes.   Annual and five-year formal review cycles ensure continuing advancement in meeting the strategic priorities of the college. The aforementioned materials and processes are presented and summarized in this document.

NELSON RUSCHE COLLEGE OF BUSINESS

MISSION, VISION, VALUES, & STRATEGIC FOCUS

MISSION
The mission of the Nelson Rusche College of Business is to create a challenging learning environment that will enable our students to launch their careers with the foundation for effective leadership.

VISION
Our vision is to show continuous improvement in three interrelated areas: creating student success, enhancing our reputation for excellence, and attracting critical resources; i.e. students, faculty, staff, and funding.

VALUES
We believe that applied learning within a personalized and collaborative setting is fundamental for creating a superior learning experience. We value high quality research and teaching, innovation, respect for colleagues and students, and hard work and integrity in everything we do.

STRATEGIC FOCUS

Learn
We are creating a personalized and applied learning environment supported by high quality faculty, staff, and administrators

Launch
We are creating experiences that will challenge and equip our students to find their place in a highly competitive and global environment

Lead
We are creating engaging experiences that will challenge and equip students to make a difference in the world around them.

GUIDING PRINCIPLES

Creating Student Success

We believe that student success is balanced on three pillars; student learning, career preparation, and the development of leadership skills. We refer to these pillars as "learn", "launch", and "lead." Of these three pillars, learning is foundational.   A fundamental understanding of business principles is crucial if one is to effectively launch a career and influence others. However, knowledge alone is insufficient for student success. Therefore, we also make it a priority to prepare students to launch their careers and to instill values and personal skills necessary for effective leadership. These pillars create a desirable value proposition for our students and a source of distinctive identity for our college.

Learn

Our intent is to provide a variety of learning experiences whose cumulative impact will transform student thinking. This is the core of what we do. The role of faculty will be to continue to deliver high quality instruction in current and relevant discipline specific content, seek improvement in teaching methods and curriculum, and stay current in our respective disciplines through impactful research. The role of staff and administrators will be to provide support in the form of resources, training, and services.

Launch

Our intent is to provide a foundation of business and discipline specific knowledge, combined with a variety of networking and "finishing" experiences that will help students embark on a career that is uniquely suited to their skills and personality. The role of faculty will be to provide current and relevant discipline specific content, to support college and university level "networking" events, to support students in their job search efforts, and where appropriate to encourage students in the development of career skills. The role of staff and administrators will be to provide resources, participation, and opportunities for networking and "finishing" experiences and seek continuous improvement in the number and quality of our "networking" events.

Lead

Leaders combine relevant business knowledge with effective personal skills to influence those around them. Our intent is to provide a foundation of business and discipline specific knowledge, combined with a variety of opportunities for the development of relevant personal skills that will provide the foundation for effective leadership. The role of faculty will be to provide current and discipline specific content, to create opportunities for students to develop relevant personal skills in the classroom and through extracurricular activities, and to serve as mentors and personal role models for students. The role of staff and administrators will be to support and reward faculty efforts and to develop and participate in opportunities for students to learn from and be mentored by business leaders.
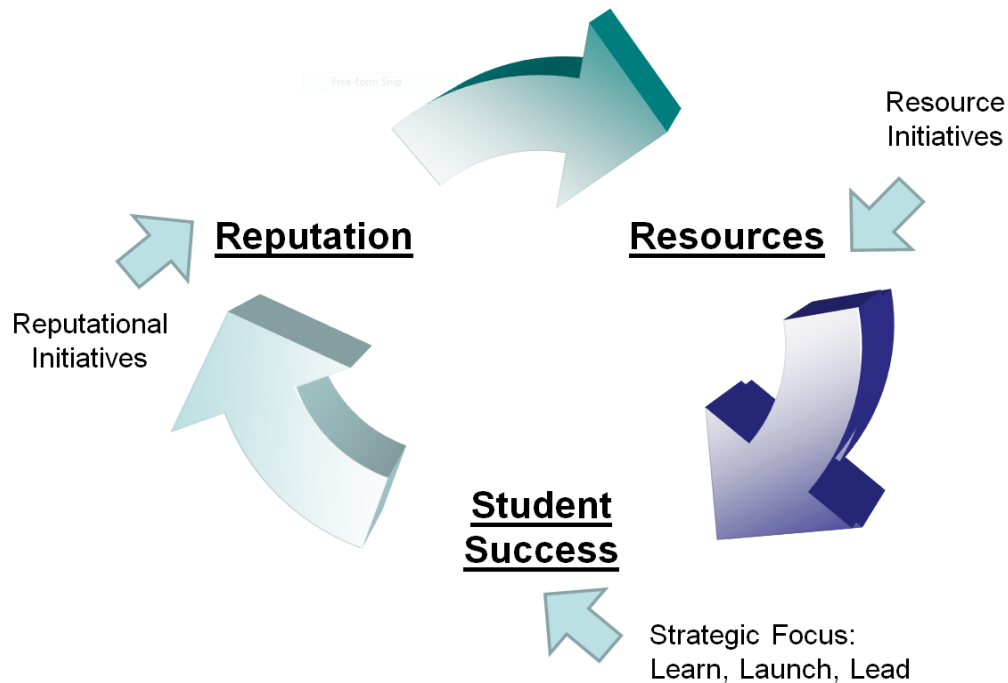
Enhancing our Reputation

In addition to our student success strategies, it is imperative that we develop strategies for enhancing our reputation. Our intent is to build awareness of the SFA and Rusche brand in the business community and academic communities. We will accomplish this by promoting the success of our students and alumni and the academic and professional success of our faculty and staff. Also, where appropriate we will engage in various community and service projects. In addition to the efforts of student, faculty, and staff, we will rely on various stakeholders outside the Rusche College such as alumni, university staff, and our executive advisory board to help enhance our reputation in the business and academic communities.

Attracting Resources

It is also crucial that we take an active role in developing strategies for attracting and retaining high quality students, attracting and retaining quality faculty, developing synergistic relationships with the business community and alumni, and attracting outside funding sources. The intent is to create an ever widening pool of resources that will allow greater opportunities to create student success.

GUIDING PRINCIPLES IN ACTION

Resource
Initiatives

Reputation   **Resources**

Reputational
Initiatives

**Student
Success**

Strategic Focus:
Learn, Launch, Lead

This institutional success model was developed by the strategic planning committee and guided our thinking throughout this process. We believe that institutional success is based on three interdependent factors; student success, reputation, and resources. The cornerstone for institutional success is student success. Successful students, in turn will enhance our reputation, which will attract critical resources. The most important of these resources are students, faculty, and funding. Funding from the state is not likely to increase significantly, so relationships with potential donors are also an important resource. Increased funding, combined with high quality students and faculty, will lead to improved student success, thus perpetuating an ever improving cycle of success.

Our mission and strategic focus are oriented toward creating student success through three pillars; learn, launch, and lead. We also believe that it is important to develop separate strategic initiatives to promote our reputation and attract resources. Our vision for the Rusche College of Business is to see continuous improvement throughout the entire cycle.

IMPLEMENTATION

Implementation of our institutional success model requires formulating concise representations of our guiding principles in the form of strategic priorities, each with explicitly stated intended outcomes. These strategic priorities and intended outcomes serve as a reference, and provide guidance, for all decision making in the college. They also serve as a direct link to the university strategic plan (see Appendix A). The strategic plan is set into action with the proposal, evaluation, implementation, and assessment of strategic initiatives aimed at achieving specific intended outcomes. The document used in guiding this process in the Nelson Rusche College of Business is presented on the following page.

Strategic Plan Guiding Document

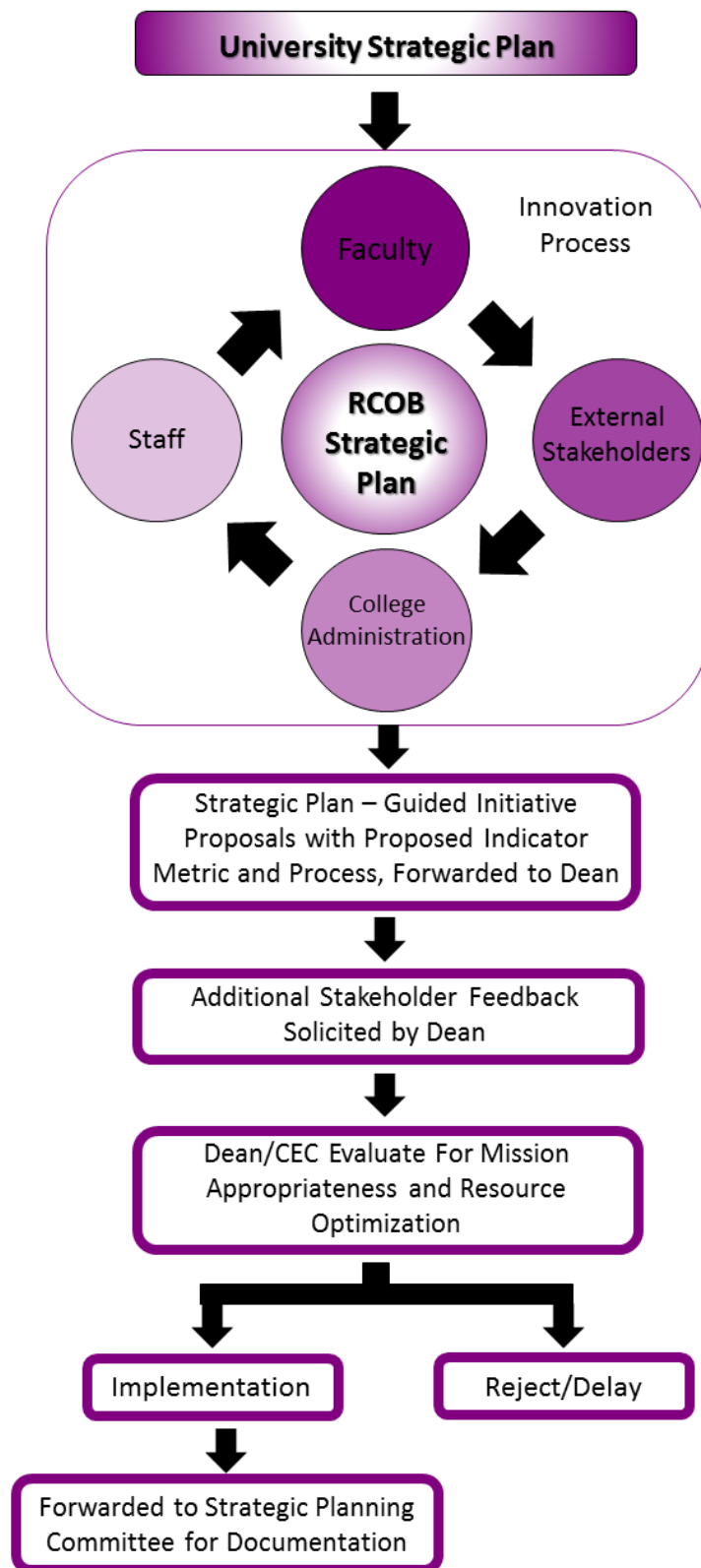| Strategic Priorities	Intended Outcomes	Strategic Initiatives	Indicators
1. STUDENT SUCCESS:			
1a. Learn: Create a personalized and applied learning environment supported by high quality faculty, staff, and administrators.	**Educate students**: To deliver high quality and innovative instruction in current and relevant discipline specific curriculum.		
	Transformative learning experiences: To provide students with opportunities for applied learning and industry engagement.		
	Learning environment: To provide a physical environment and technology to create a collegial space where students, staff, and faculty can grow.		
1b. Launch: Create experiences that will challenge and equip our students to find their place in a highly diverse, competitive, and global environment.	**Finishing**: To provide support to students as they develop career readiness skills.		
	Advising: To deliver quality academic and career advising to our students.		
	Cultural competence and diversity: To provide curricula and activities where students are prepared to engage in a diverse and global business environment and have created opportunities to interact with people from diverse backgrounds.		
1c. Lead: Create innovative and engaging experiences that will challenge and equip students to make a difference in the world around them.	**By example:** To provide service by engaging the college, university, our professions, and our community as an example for our students of the importance of leadership.		
	Student organizations: To create opportunities for our students to develop their leadership skills in student organizations and co-curricular activities.		
	Integrity: To create an environment that values ethical and responsible leadership in our faculty, staff and students.		
2. ENHANCE OUR REPUTATION: Promote the success and impact of our students and faculty by communicating a consistent brand to prospective students, our alumni, and others in the community.	**Impact**: To encourage and support impactful research contributions by our faculty.		
	Brand: To have a consistent brand that is known and communicated by students, employers, and others in the community.		
	Promotion: To promote the successes of our students, faculty, and alumni.		
3. ATTRACT CRITICAL RESOURCES: Attract and retain high quality students, and faculty and build relationships in the community to financially support student success.	**Community Engagement:** To forge connections in the local community, and with businesses, alumni, and others to enhance our reputation, attract resources, and to develop a productive network for our students.		
	New funding sources: To create an ever widening pool of resources that will allow greater opportunities for student success.		
	Recruitment: To attract and provide support to an ever improving quality of student.		
	High quality faculty and staff: To attract, retain, and reward high quality and impactful faculty, staff, and administrators.		

Strategic Initiative Generation and Implementation

The development and implementation of strategic initiatives designed to generate desired intended outcomes is essential to the successful implementation of the college strategic plan. In the Rusche College of Business, we embrace the notion that valid ideas can be generated by any stakeholder of the college independently, or through collaboration with others. By fostering an innovative and entrepreneurial culture, proposals for new strategic initiatives are encouraged from all sources. Stakeholders both inform, and are informed by, the strategic plan.

The strategic plan of the Rusche College of Business is central to both the generation of proposals and the decision process related to the approval/implementation of any strategic initiative. While new and innovative approaches to developing initiatives are encouraged and supported, the traditional process for the generation, approval, and implementation of new initiatives is as follows: 1) College stakeholders, referencing the strategic plan guiding document, collaboratively or independently develop new initiatives directed at achieving one or more intended outcome. 2) Proposals outlining specific details, including necessary funding, which intended outcomes are addressed by the initiative, and proposed indicators and measurement processes, are forwarded to the dean. 3) The dean gathers additional stakeholder feedback, as is appropriate to the proposal. 4) The dean, in collaboration with the College Executive Committee and other relevant parties, evaluates each initiative based upon its fit with the strategic plan, and its impact on resource optimization. 5) A decision is rendered by the dean regarding whether the initiative will be implemented, rejected, or delayed. 6) If approved, the initiative is reported to the Strategic Planning Committee for appropriate recording of the event. This entire process is outlined in the diagram on the following page.

University Strategic Plan

Innovation Process

Faculty

RCOB Strategic Plan

Staff

External Stakeholders

College Administration

Strategic Plan – Guided Initiative Proposals with Proposed Indicator Metric and Process, Forwarded to Dean

Additional Stakeholder Feedback Solicited by Dean

Dean/CEC Evaluate For Mission Appropriateness and Resource Optimization

Implementation

Reject/Delay

Forwarded to Strategic Planning Committee for Documentation

Updates and Strategic Review

As a living document used to continually guide decision-making in the college, it is imperative that progress on initiating and assessing strategic initiatives be communicated regularly through the updating and distribution of the Strategic Plan Guiding Document. This process begins with the final step of the strategic initiative implementation process, where information on the implementation of an initiative is forwarded to the strategic planning committee.   At this point: 1) The chair of the strategic planning committee records all information on the initiative in strategic plan guiding document and uploads this file to the Rusche College of Business common drive. 2) The strategic planning committee meets in the spring of each year to verify the proper classification of all initiatives. 3) Upon the completion of the classification verification, the strategic planning committee transmits the new updated version to the dean, and provides a summary of recommendations on areas in which current strategic initiatives may appear inadequate. 4) The dean shares the updated guiding document and communicates the committee's findings with faculty, staff, administrators, and external stakeholders, 5) Stakeholders use the updated guiding document for the generation of new strategic initiative proposals, as demonstrated in the diagram on the previous page. The Strategic Planning Committee meets at least once during the fall semester to consider proposing new strategic initiatives or recommending any other changes to the strategic plan.

Five Year Review

In addition to the annual review process, all aspects of the strategic plan and supporting documents are thoroughly reviewed every five years, or any time a substantial change is deemed necessary. During the fall semester of the fifth year of the strategic plan, the strategic planning committee meets to conduct a review of the mission, vision, values, and strategic focus of the college. This review process includes broad-based stakeholder feedback, and results in an approved version of the plan that may be either completely new, significantly revised, or essentially unchanged. The new mission, vision, values, and strategic focus must be approved by a majority vote of the full time faculty of the college. Upon approval, the Strategic Planning Committee, in consultation with faculty and in conjunction with the College Executive Council, approves a new Strategic Plan Guiding Document that is consistent with the newly approved mission, vision, and strategic focus.   This document may be a completely new document, a moderately revised document, or it may be left essentially unchanged, depending upon the extent of the revisions made to the mission, vision, values, and strategic focus of the college. This process is completed by the end of the spring semester, at which time the new strategic plan becomes effective.

APPENDIX A

LINK TO THE UNIVERSITY STRATEGIC PLAN

Stephen F. Austin State University's strategic plan is comprised of four operational goals, one overarching goal, and one foundational goal.

The overarching goal of SFA is to provide students with transformative experiences. The foundational goal is meaningful and sustained enrollment growth. The four operational goals are as follows:

I. Attracting and Supporting High-Quality Faculty and Staff
II. Fostering Academic and Co-Curricular Innovation
III. Redefining University Culture
IV. Increasing Connections

The strategic plan is presented visually by the following image.
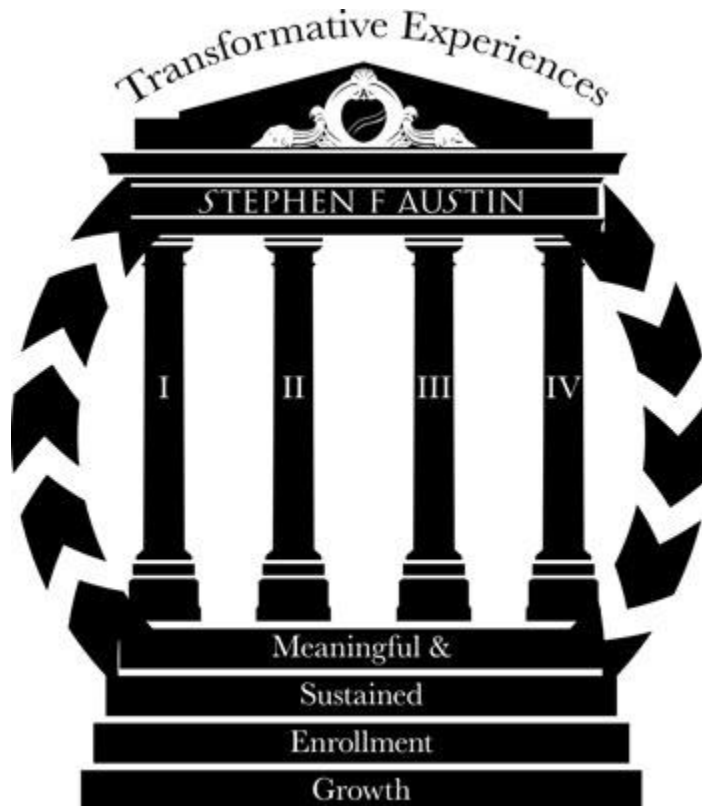
The strategic plan of the Rusche College of Business is directly linked to the strategic plan of Stephen F. Austin State University. The chart below is a variation of the Strategic Plan Guiding Document and is used to illustrate the link between the strategic goals and intended outcomes of the college, and the strategic goals of the university. The following abbreviations are used to denote the university goals:

O = Overarching Goal of Transformative Experiences
F = Foundational Goal of Meaningful and Sustained Enrollment Growth
I   = Attracting and Supporting High-Quality Faculty
II = Fostering Academic and Co-Curricular Innovation
III = Redefining University Culture
IV = Increasing Connections

Strategic Priorities	Intended Outcomes	University Goals Addressed
1. STUDENT SUCCESS:		
1a. Learn: Create a personalized and applied learning environment supported by high quality faculty, staff, and administrators.	**Educate students**: To deliver high quality and innovative instruction in current and relevant discipline specific curriculum.	O, II
	Transformative learning experiences: To provide students with opportunities for applied learning and industry engagement.	O, II, IV
	Learning environment: To provide a physical environment and technology to create a collegial space where students, staff, and faculty can grow.	I,II,III
1b. Launch: Create experiences that will challenge and equip our students to find their place in a highly diverse, competitive, and global environment.	**Finishing**: To provide support to students as they develop career readiness skills.	O, II
	Advising: To deliver quality academic and career advising to our students.	F
	Cultural competence and diversity: To provide curricula and activities where students are prepared to engage in a diverse and global business environment and have created opportunities to interact with people from diverse backgrounds.	O,II
1c. Lead: Create innovative and engaging experiences that will challenge and equip students to make a difference in the world around them.	**By example:** To provide service by engaging the college, university, our professions, and our community as an example for our students of the importance of leadership.	IV
	Student organizations: To create opportunities for our students to develop their leadership skills in student organizations and co-curricular activities.	O, II
	Integrity: To create an environment that values ethical and responsible leadership in our faculty, staff and students.	III
2. ENHANCE OUR REPUTATION: Promote the success and impact of our students and faculty by communicating a consistent brand to prospective students, our alumni, and others in the community.	**Impact:** To encourage and support impactful research contributions by our faculty.	I, II, IV
	Brand: To have a consistent brand that is known and communicated by students, employers, and others in the community.	F,IV
	Promotion: To promote the successes of our students, faculty, and alumni.	F,I,IV
3. ATTRACT CRITICAL RESOURCES: Attract and retain high quality students, and faculty and build relationships in the community to financially support student success.	**Community Engagement:** To forge connections in the local community, and with businesses, alumni, and others to enhance our reputation, attract resources, and to develop a productive network for our students.	F,I,IV
	New funding sources: To create an ever widening pool of resources that will allow greater opportunities for student success.	F,IV
	Recruitment: To attract and provide support to an ever improving quality of student.	F
	High quality faculty and staff: To attract, retain, and reward high quality and impactful faculty, staff, and administrators.	I,IV