

WSBE Strategic Plan Mission, Goals, Objectives, Implementation and Assessment

Mission

The Whittemore School of Business and Economics prepares individuals to lead organizations in an ever-changing global economy in ways that are innovative and contribute to a sustainable future. The school is committed to excellence in teaching, scholarship and research, and outreach. It provides a challenging intellectual environment for students and faculty. It is externally engaged and focused on creating innovative problem solvers and critical thinkers, effective communicators, and ethical leaders.

Goal #1:

To be recognized as a leader in undergraduate and graduate business education regionally and nationally.

Objective:

WSBE's business, economics, and hospitality management programs will be recognized through their rankings among the top business schools in the nation.

Implementation:

1. Establish a career and placement office to provide WSBE graduates with job placement services and to build effective relationships with national and regional recruiters.
2. Recruit high quality students as indicated by their high school or undergraduate program performance, scores on standardized tests, prior work and/or community experience, and letters of recommendation.
3. Maintain a faculty that has high research productivity.
4. Explore the feasibility of a Ph.D. program in business.
5. Develop effective and coordinated external communications to promote WSBE's programs and students through:
 - a. Staffing and supporting a WSBE branding and marketing capability;
 - b. Targeting communications to a broad range of appropriate audiences (e.g., deans, academic community, business community, alumni, students, friends); and
 - c. Working closely with the UNH Office of Advancement to improve fundraising, alumni relations, and overall branding.
6. Develop and maintain a database of critical information, and a process for completing ranking surveys.

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Assessment:

1. Rankings by the U.S. News & World Report (for undergraduate business and hospitality programs, the MBA, and the programs in Economics), Business Week (for the undergraduate and graduate business programs), and Princeton Review and Entrepreneur Magazine (for the undergraduate and graduate business programs);
 - a. WSBE's MBA program will be ranked in the Top 100 by 2014
 - b. WSBE's undergraduate business program will be ranked in the Top 50 by 2014
 - c. WSBE's Hospitality Management program will be ranked Top 50 by 2014
2. Increased entering GPAs, SAT/GMAT scores, and years of experience (for graduate programs).
3. Increased median starting salaries for our graduates.
4. Increased donations to the annual fund and capital campaign.
5. Improved student satisfaction with campus recruiting.

Goal #2:

To serve the University of New Hampshire and the New Hampshire business community as the recognized premier provider of business knowledge and education in the region.

Objectives:

1. Establish WSBE as the premier public business school for the recruitment of students for firms in New England.
2. Maintain an open dialog with all major and emerging firms within the state of New Hampshire.
3. Increase faculty and staff involvement with major and emerging firms in New Hampshire and in the New England Region.
4. Of professionally qualified faculty, maintain a high proportion of with strong connections to New Hampshire businesses.
5. Maintain WSBE as a destination of choice for executive education programs in the region

Implementation:

1. Maintain and staff a WSBE Career and Placement Center and increase the number of firms recruiting business students on campus.
2. Develop WSBE student awareness of the resources provided by Career Services.
3. Implement an academically-rigorous internship program that provides contextual depth to student learning.
4. Maintain and staff an Executive Education Center.
5. Hire well-connected, professionally qualified faculty.

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6. Provide incentives for faculty to increase their external engagement.
7. Provide outreach to the New Hampshire business community through an accredited SBDC program.

Assessment:

1. Record student internship and job placement to determine success with major and emerging New Hampshire businesses.
2. Track the number of firms recruiting on campus.
3. Survey recent graduates to evaluate whether college-learned skills are being applied in the workplace.
4. Survey major New Hampshire businesses to determine whether WSBE is providing graduates with the skill set necessary for superior performance.
5. Record evidence of faculty and staff community engagement (e.g., speeches to business organizations, Board of Director assignments).
6. Track the level of corporate donations and sponsorships to WSBE.
7. Assess the demand for executive education.
8. Assess outreach to NH businesses through a fully accredited SBDC program.

Goal #3:

To produce research that expands the frontiers of knowledge in each of our disciplines and disseminates this knowledge to the widest possible professional audience.

Objectives:

1. Faculty publish in academic journals that are nationally and internationally recognized as leaders in the fields and sub-fields relevant to business, economics and hospitality.
2. Faculty publish scholarly books by academic press.
3. Faculty produce other research-based intellectual contributions, including invited research papers, book chapters, participation on editorial boards, keynote or plenary speeches, or peer reviewed conference presentations.
4. Faculty publish in policy-oriented journals and high quality practitioner journals and become nationally and internationally recognized as thought leaders in the areas of business, economics, and hospitality.

Implementation and Support:

1. Implement a differential workload policy that facilitates and rewards quality research output.
2. Provide research assistance in the areas of data collection, data analysis, database development, database acquisition and copy editing.
3. Provide adequate support for travel for data collection and presentations at conferences.

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4. Provide meaningful support for summer research funding on competitive basis.
5. Provide additional research support for all AQ faculty members.
6. Promote collaboration and knowledge sharing among faculty via special events, including seminars and luncheons.

Assessment:

1. Measures of quantity and quality of intellectual contributions, including:
 - a. Number of publications in peer-reviewed journals;
 - b. Number of publications in leading journals;
 - c. Number of scholarly books;
 - d. Citation rates of faculty publications;
 - e. External research grants and funding;
 - f. Invention disclosures, patent applications and patents granted.
2. Annual inventory of other research-based intellectual contributions by faculty.

Goal #4:

To improve the quality of academic programs and students.

Objectives:

1. Curricula that are engaging, provide opportunity for contextual learning, and provide the knowledge and skills needed for professional success.
2. Problem-based and experiential learning that enable students to develop and enhance their problem-solving skills.
3. Curricula that provide students with knowledge of the global economy and diverse cultures.
4. Emphasis on communication in multiple forms throughout the curricula.
5. Opportunities for students to gain experience and skills through teamwork and leadership.
6. Opportunities for students to develop an ethical awareness and perspective.
7. Increased business community and alumni involvement through guest lectures, internships, projects, and other partnerships.
8. A class size portfolio that is driven by pedagogy and commitment to learning goals.
9. Selective admission standards that rival or exceed those of premier public business schools in the New England Region.
10. Increased realized opportunities for faculty to work with individual students or small groups of students at various program levels.

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Implementation and Support:

1. Develop and implement a fully functional Assurance of Learning program for all programs in the School.
2. Encourage transparency through open communication among faculty, staff, and students with respect to how each component of the curricula contributes to the academic programs.

Assessment:

1. Direct and indirect assessment, through the Assurance of Learning process, of the extent to which programs are meeting their educational goals and objectives.
2. Regular assessment of business community and alumni perceptions.

Goal #5:

Create a cohesive learning community in WSBE.

Objectives:

1. High quality interactions among students, faculty and staff outside as well as inside the traditional classroom setting.
2. High quality faculty mentoring of students on their performance and career aspirations.
3. Increased student, faculty, and staff participation in professional student organizations.
4. Increased high quality experiential learning opportunities.

Implementation and Support:

1. Encourage and support faculty/student interaction.
2. Organize special student/faculty events such as case and/or business plan competitions.
3. Establish a faculty/student mentoring program at the junior and senior levels.
4. Enable existing and new WSBE student organizations to thrive by assigning faculty advisors and providing financial, administrative, and/or other forms of support

Assessment:

1. Improved student learning as assessed at the program level using the Assurance of Learning Program.
2. Measures of student satisfaction and interaction with faculty.
3. Student organization growth, both in the number of student organizations and the number of students involved in the organizations.
4. Student retention rates.