Annual Report for 2010-2011

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Dean and Sewell Chair of Private Enterprise
Introduction

The 2010-2011 academic year was a busy one as we prepared for the Fall 2011 AACSB Maintenance of Accreditation visit and completed revision of the *RCOB Strategic Plan*. This annual report summarizes the major strategic initiatives during 2010-11 and concludes with an outline of important issues for the upcoming year.

Strategic Initiatives

Faculty-led committees continued to enhance participation in leadership and strategic initiatives.

**The Strategic Planning Committee:**
- Streamlined SPC action item system;
- Provided input on revision of strategic mission statement, ethical values statement, goals, and objectives;
- Revised RCOB *Faculty Handbook*;
- Provided input on Associate Dean search;
- Discussed budget and graduate education issues; and
- Addressed structure of SPC.

**The Undergraduate Programs Committee:**
- Reviewed the RCOB undergraduate assurance of learning;
- Reviewed, discussed, and provided feedback to faculty on the assessment of various learning goals;
- Approved moving to a two-year assessment cycle for assessments in which we have successfully “closed the loop”;
- Approved elimination of the RCOB PWLA requirement;
- Approved new courses and modifications in existing courses in ACCT, ECON, MGNT, and MKTG;
- Approved a new certificate in Human Resource Management;
- Reviewed and discussed RCOB major requirements;
- Selected RCOB undergraduate scholarship recipients; and
- Members attended AACSBS Assessment Seminars and other AACSBS programs.

**The Graduate Programs Committee:**
- Reviewed the RCOB graduate assurance of learning process;
- Reviewed, discussed, and provided feedback to faculty on the assessment of various learning goals;
- Implemented a more streamlined process of AOL that includes deadlines for submission and review;
- Discussed improvements in communication process for AOL;
- Selected RCOB graduate scholarship recipients; and
- Several members attended AACSBS assessment seminars and conferences.
As part of the on-going strategic planning process, the Richards College of Business 2011-2016 Strategic Plan was developed after extensive discussion with and input from faculty, staff, students, board members, and business leaders in our community. This plan is consistent with the University System of Georgia Strategic Plan and the University of West Georgia Strategic Plan. The three key elements of academic excellence, vibrant campus life, and the supporting facilities are essential to the RCOB future. The new Strategic Plan was completed during 2010-11 and will be distributed and implemented beginning Fall 2011. The Plan can be found at http://www.westga.edu/assetsDept/rcob/RCOB_Strategic_Plan_2011-16_(rev1).pdf. A copy follows this report along with the Strategic Action Items for 2011-2016

**Accreditation**

In preparation for the October 2011 AACSB maintenance of accreditation visit, Dr. Lynne Richardson, Dean of the College of Business Administration at Mississippi State University, conducted a consulting visit in Fall 2010 to assess the RCOB’s preparedness. During Spring 2011, Dr. Willie Hopkins, chair of the business peer review team, and Dr. Jim Scheiner, chair of the accounting peer review team, visited the RCOB to conduct a mock visit and provided preliminary feedback. Each visit generated ideas to refine processes, and the RCOB is well positioned for the Fall 2011 maintenance visit.

**Faculty and Staff Issues**

RCOB staff completed a three-phase program to implement new records management policies instituted by UWG. The final step was conducted in Fall 2010: standardizing filing systems and records management across departments.

Dr. Mary Kassis was Interim Associate Dean during 2009-10. Although Dr. Kassis decided not to remain in this position, she continued as Director of Assessment for the RCOB. Dr. Blaise Bergiel, retired faculty from Nicholls State University, joined the RCOB as Interim Associate Dean. A search to permanently fill this position was conducted in the Fall, and Dr. Doug Turner will become Associate Dean Summer 2011. During Spring 2011, Dr. Turner joined the Dean’s Office in a part-time capacity to assist with transition of graduate functions into the College as the result of the University’s decision to eliminate the Graduate School.

A faculty and staff retreat was held Fall 2010. Three primary issues were: changes in learning objectives were completed (began last year), the new strategic plan was discussed, and an assessment workshop was conducted. During a December 2010 faculty and staff meeting, revision of the RCOB’s ethical values statement and strategic goals was unanimously approved.

The RCOB had another successful year recruiting new faculty and staff. Ms. Karen O’Connor joined the RCOB as administrative assistant to the assistant dean and undergraduate programs. Ms. Nikki Henderson was hired to fill the new Graduate Studies Associate position. Additionally, the following faculty have been recruited and will begin Fall 2011:

Dr. Linxiao Liu, Assistant Professor of Accounting
Progress toward the four strategic goals for the Richards College of Business is highlighted below.

**Strategic Goal #1**

Admit quality local, regional, national, and international students and provide them with an educational experience that will prepare them to achieve future career excellence.

As of Fall 2010, 1,905 business students comprised just under 17% of the UWG student base. Undergraduates represent 91% of RCOB students, and graduate students are 9%. Of 356 BBA graduates in FY 2011, 248 began UWG as full-time freshmen. Their time to graduation was:

- 4 years or less: 31%
- 5 years: 44%
- 6 years: 15%
- More than 6 years: 10%

RCOB enrollments peaked in Fall 2008 (see Figure 1), and student credit hours generated peaked in FY 2010. However, as seen in Figure 2, degrees conferred were at record levels this year. In both FY 2010 and FY 2011, the RCOB conferred 519 degrees. For FY 2011, a record number of graduate degrees were conferred, with both MBA and MPAcc reaching record numbers. Table 1 provides the distribution of degrees by major.

The decrease in headcount with concurrent record number of degrees may be the result of changes in tuition over the past few years along with a change in tuition structure that began Fall 2009. As the costs of education continue to rise, business students appear to be completing their degrees in shorter times, taking more classes and graduating in fewer semesters than previously.

Faculty and staff in the RCOB were active in student recruitment activities throughout the year. RCOB representatives were present at the Festival of Majors, Visitation Days, and New Student Orientations. Promotion for graduate programs included billboard on Interstate 85, direct mail communications with prospective applicants, and attendance at numerous recruiting fairs.

During 2010-11, the RCOB Mentor Program was in its third year of full implementation after being piloted in 2007-08. Students were matched with alumni and area business executives for a year-long program. Three formal meetings were scheduled throughout the year. A consultant was brought in for the first and third meetings to discuss how to manage the mentor relationship, and one of our mentors presented at the second meeting. Responses from both students and
Figure 1
Fall Headcount

Figure 2
Degrees Conferred
### Table 1
Degrees Conferred

<table>
<thead>
<tr>
<th>Degree Description</th>
<th>FY02</th>
<th>FY03</th>
<th>FY04</th>
<th>FY05</th>
<th>FY06</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
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<tr>
<td>Bachelor of Arts in International Economic Affairs*</td>
<td>3</td>
<td>2</td>
<td>8</td>
<td>11</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>5</td>
<td></td>
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<tr>
<td>Bachelor of Science in Economics* and BS Economics – Secondary Education**</td>
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<td>4</td>
<td>14</td>
<td>7</td>
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<td>8</td>
<td>3</td>
<td>6</td>
<td>7</td>
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<tr>
<td>Bachelor of Business Administration</td>
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<td>303</td>
<td>296</td>
<td>330</td>
<td>291</td>
<td>283</td>
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<td>356</td>
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<tr>
<td>Master of Business Administration</td>
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<td>29</td>
<td>42</td>
<td>37</td>
<td>30</td>
<td>23</td>
<td>21</td>
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<td>5</td>
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<td>4</td>
<td>4</td>
<td>3</td>
<td>5</td>
<td></td>
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<tr>
<td><strong>RCOB Total</strong></td>
<td>313</td>
<td>345</td>
<td>404</td>
<td>395</td>
<td>413</td>
<td>369</td>
<td>362</td>
<td>428</td>
<td>519</td>
<td>519</td>
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</tbody>
</table>

* Program offered jointly with College of Arts & Sciences
** Program offered jointly with College of Education

executives were positive, and plans for 2011-12 include expanding the program with a distance participation component for mentors outside the immediate area.

The RCOB was again included in Princeton Review’s “Best Business Schools” publication. The RCOB chapter of Beta Gamma Sigma held its 27th annual initiation, with 100% acceptance from those invited to join. The RCOB Chapter was recognized as a 2010 Beta Gamma Sigma Premier Chapter. This is the seventh year the RCOB Chapter has achieved this status, and Chapter students continue to be eligible for BGS scholarships.

In 2011, the Georgia WebMBA earned the #1 ranking from Geteducated.com for student satisfaction from among 380 online programs and the #2 ranking for public perception. The program also earned a Top Tier ranking for online MBA programs from CEO Magazine, a British publication that monitors the European and American educational markets. The WebMBA continues to be identified by BusinessMBA.org as one of the Top 25 Best Value Online MBA Programs and by MBAOnline.com as one of the Top Online MBA Programs.
Strategic Goal #2
Provide students with dynamic and up-to-date bachelor and master level curricula that are supported by an innovative technological base.

A key initiative during 2010-11 was development and publishing of a Performance Dictionary for students. Responding to faculty concerns that students may not remember formulas, processes, etc. from previous classes, a list of resources to serve as a skills review was developed. It is available online under RCOB Student Resources at http://www.westga.edu/rcob/index_16340.php. Categories include accounting/finance skills, basic grammar skills, communication skills, math skills, PC skills, and misc. skills review.

The Undergraduate Programs Committee and the Graduate Programs Committee maintained the ongoing processes of curriculum review, scholarship allocation, and assurance of learning for their respective programs. As a follow-up on revision of learning goals and development of learning objectives that began in 2009-10, one final learning objective for the BBA was approved at the Fall 2010 faculty meeting. Assessment of all learning objectives was conducted during 2010-11 and reviewed by UPC or GPC.

Also as a follow-up from a decision made last year, deactivation of the Bachelor of Science in Business Education (BSEd) and the Specialist in Education in Business Education (EdS) programs began this year. Students currently enrolled will be provided the necessary courses to complete their program, but new students will no longer be admitted. Undergraduate students interested in teaching business education will be encouraged to enroll in one of the existing business majors and pursue teaching certification concurrently.

The RCOB continued its portfolio of international programs during 2010-11. In addition to the London summer program in Management and Marketing which was in its seventh year, the RCOB also offered two spring study abroad programs. Students had the opportunity to study and visit China or in Prague, Czech Republic; classes were conducted throughout spring semester, and the country visits were conducted during spring break. Forty-four RCOB students participated in one of these study abroad programs during 2010-11. Discussions are underway to experiment with a fall class to conclude with an international trip during Winter Break 2011.

The new articulation agreement for finance majors with Zhongnan University of Economics and Law (ZUEL) began implementation this year. The first three ZUEL students attended UWG, with a larger group expected in 2011-12 and a full group (50 maximum) expected the following year. Discussions began with Shanghai Institute of Foreign Trade (SIFT) for a similar articulation agreement for marketing majors. The student exchange partnership with Groupe Ecole Superieure de Commerce et de Management (ESCEM) in France also began this year, with full implementation expected 2011-12.

Interaction with people outside the University provides students with valuable perspectives. During 2010-11, faculty and student classes or clubs conducted consulting or research projects for area businesses and non-profit organizations, including the Atlanta Falcons, Bremen City Schools, Chick-fil-A, and Kimberly Clark.
Guest speakers were invited throughout the year including: Fulbright Scholar from El Salvador, Founder and President Resultrek, VP Marketing Southwire, Social Media & Interactive Specialist Trio Media Group, VP Global Maintenance Business Infor Global Solutions, President BrandSprout LLC, Managing Partner Ascension Growth & Innovation, CEO Payless Décor, Director of Ticket Sales Atlanta Falcons, Marketing Program Manager Wells Fargo, Staff Accountant James A. Whittier P.C., Cost Accountant Southwire, Director of Accounting and Finance Kforce Professional Staffing, Director of Finance Northside Hospital, Certified Fraud Examiner U.S. Customs Service, and Controller Atlanta Apartment Association.

**Strategic Goal #3**

Provide a solid business foundation for our students to compete successfully in a work environment, engage in lifelong learning opportunities, and apply high standards of ethical conduct.

Initiatives to prepare students for success outside the classroom include the RCOB’s Executive in Residence program and the McCalman Executive Roundtable. George Brooks, President Central Region UPS, served as the Executive in Residence Fall 2010, and Dr. Brenda Fitzgerald, Commissioner of the Georgia Department of Public Health, served as the Spring 2011 Executive Roundtable speaker.

RCOB graduate students attended a public lecture and private reception with Nobel Prize winner Muhammad Yunus in Fall 2010. The Center for Ethics & Free Enterprise began this year as a result of the RCOB’s largest donation of $1 million from the BB&T Foundation, supporting a number of initiatives including the BB&T Lectures in Free Enterprise series, SIFE projects, and faculty and student research and conference participation. The inaugural speaker for the BB&T Lecture Series was John Allison, retired CEO and Chairman of BB&T, who spoke on ethical leadership. The spring speaker was Paul von Zielbauer, former New York Times reporter and founder of Road Monkey, a firm that combines his for-profit company with a philanthropic element to benefit others. Both events were huge successes and included an audience of faculty, students, and community members. RCOB graduate students attended a private reception with both Mr. Allison and Mr. von Zielbauer.

RCOB Interview Days continued for its fifth year of offering two days in both fall and spring semesters. For the fourth time, separate Interview Days were held for accounting firms to visit campus and interview students. Working with Career Services Department, the RCOB hosted recruiters from a number of businesses and organized student interviews. A morning breakfast was held prior to the interviews where faculty and staff could meet with recruiters. The RCOB also continued its tradition of hosting a “Future Faculty” luncheon for students and interested community members both fall and spring semesters.

The Dean’s Council of Student Leaders (DCSL) was in its second year during 2010-11. The group sponsored a project titled Cans for a Cause to collect food for the Carroll County Soup Kitchen. This was conducted as a contest among RCOB clubs and organizations, and 4,048 food items were collected. DCSL members participated in discussions of strategic planning for the College, and they met with the RCOB Board of Visitors in March for focus group sessions.
Additional initiatives to engage students included a welcome back cookies-and-ice cream reception during the first weeks of fall semester, welcome back messages sent via the University portal, and a reception for honors-eligible students. Other examples of student engagement include:

- The Economics Department sponsored a lecture by Fulbright scholar Erwin Maltes on *Dollarization Issues in El Salvador*;
- The Economics Club visited the Atlanta Federal Reserve Bank;
- The Management Club visited Southwire Inc. and Greenway Medical Technologies;
- An Employer Night was sponsored by the Management Club and open to all RCOB students;
- Marketing students worked on a research project with Dr. David Nichols for the Atlanta Falcons;
- Undergraduate research resulted in one peer reviewed journal article, one presentation at the SOBIE conference, and one presentation at the Academy of Economics and Finance Conference;
- The Marketing Club visited Chick-fil-A corporate headquarters;
- Students participated in internships with business and organizations including Carroll Tomorrow, Burson Center, Chattanooga Area Chamber of Commerce, and Travel Center Entertainment.

RCOB students received numerous College and University scholarship as well as awards including induction into honors societies such as Beta Gamma Sigma, the National Society of Collegiate Scholars, Omicron Delta Epsilon, and Pi Kappa Phi; GA Society of CPAs Academic Excellence Award; Federation of Schools of Accountancy Scholar Award; and scholarships including the James Jones Army Scholarship, Thomas Sills Scholarship, UWG Presidential Scholarship, and the HERO Scholarship.

In 2010-11, SIFE members conducted a series of projects that were collectively called March Madness. Projects included educational presentations to groups ranging from 5 and 6 year olds on saving and spending money to high school members of the Carroll County Boys and Girls Club on how to dress for success and financial savings tips. SIFE partnered with Relay for Life for a fundraiser while distributing networking tip cards to students on campus. The largest project was partnering with Lowe’s and the Cornerstone Church to provide structural repairs and improvements for One Roof Ecumenical Outreach in Newnan, Georgia. This project was awarded $1,200 as part of the Lowe’s Community Improvement Challenge. The total estimated impact for the projects completed in 2010-11 was over 15,000 people. March Madness won the regional competition and RCOB SIFE students participated in the national competition in Minneapolis, MN.

**Strategic Goal #4**

**Recruit high quality faculty and staff and provide them with sufficient resources to support excellence in teaching, and service.**

The faculty had another productive year with teaching, research and service. Faculty generated 62 peer-reviewed journal articles, 52 conference presentations and proceedings, and 4 book chapters (see Table 2). Other faculty and staff accomplishments include:
| Table 2  
| Faculty Research Productivity* |
|------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|                  | Accounting & Finance | Economics | Management | Marketing & Real Estate | RCOB Total |
| Peer-Reviewed Journals | 8 | 12 | 22 | 20 | 62 |
| Conference Proceedings and Paper Presentations | 9 | 10 | 20 | 13 | 52 |
| Other Presentations | 2 | 14 | 0 | 4 | 20 |
| Book Chapters | 0 | 1 | 2 | 1 | 4 |

*Includes multiple count; e.g. article co-authored by two RCOB faculty is counted as two articles.

Leanne Defoor was selected as a member of the Institute for Georgia Environmental Leadership, a program where a limited number of the state’s top environmental leaders collaborate to solve some of Georgia’s toughest environmental problems;
Mary Kassis was awarded the Certificate of Achievement from the Committee on Economic Education for her participation in the Teaching Innovations Program funded by the National Science Foundation;
James Murphy received the 2011 UWG Summer Seed Grant for research;
Kathy Moffeit was Vice President of the West Georgia Chapter of the Georgia Society of CPAs;
Sandy Thompson was selected for inclusion into Sutton “Who’s Who in Academia, was selected by the YWCA of Northwest Georgia as a Woman of Achievement Honoree, and was elected to the Federal Education Advisory Committee, the Georgia US Senate Education Advisory Committee, and the Georgia Secondary School System Advisory Committee;
Beheruz Sethna was re-elected chairman of the Atlanta Regional Council of Higher Education;
Sunil Hazari served on the Delta Pi Epsilon national dissertation award review committee;
Sunil Hazari and Alexa North won the Delta Pi Epsilon national research award;
Jack Johnson’s book was a winner in the category of school publishing at the 59th Annual Chicago Book Clinic; and
Faye McIntyre served as Chair and Past Chair (6 months each) of the Carroll Country Chamber of Commerce and completed the Business Ethics: Education & Organizational Best Practices, University of New Mexico Certificate Program.

In addition to the faculty workshops conducted by UWG Distance and Distributed Education, a workshop on interactive learning techniques was held for RCOB faculty this year. Faculty attended a one-day seminar conducted by Dr. Gail Hoyt of the University of Kentucky. Faculty conducted a series of activities and exercises throughout the year, implementing at least one new
technique in their classes. The program concluded with a one-day seminar in which participants shared results of the work and best practices.

RCOB faculty members actively participated in a number of professional and civic organizations including: the American Economics Association Teaching Innovations training, West Georgia Chapter of the Georgia Society of CPAs, West Georgia Trial Lawyers Association, the Carrollton Marine Corps League, the Production and Operations Management Society, the Decision Science Institute, the American Marketing Association, and the Society for Human Resource Management, and the Heflin AL Economic Development Council.

Efforts to facilitate communications within the RCOB continued during 2010-11. Open faculty/staff meetings were held each semester; notes from each DAC meeting were distributed to faculty and staff; and “RCOB Update” emails continued to announce upcoming events and acknowledge accomplishments. Items such as articles and conference presentations were featured in the UWG Campus Chronicle. The RCOB awards process continued with plaques and monetary awards presented for staff service, faculty teaching, faculty service, and faculty research. These awards are presented annually at the Fall Faculty Meeting. The Richards Review was in its second year and helped share information with faculty, staff, and external constituents.

**Strategic Goal #4**  
**Build internal and external partnerships that will create value for all parties**

The RCOB received the first $100,000 from the BB&T Foundation’s pledge of $1,000,000 and began implementation of programs (discussed in Strategic Goal #3 above). The RCOB also began implementation of our first federal earmark in 2010-11. In partnership with the Burson Center (small business incubator) and the SBDC, the RCOB received $100,000 from the Small Business Administration to develop programs for the west Georgia region. The first event was an Entrepreneur Excellence Banquet with business owners from a six county area. Four successful entrepreneurs were on hand for a panel discussion and Q&A. Two additional banquets are scheduled for Fall 2011, focusing on family business and leadership & disaster preparedness.

The Economics Department successfully conducted its annual Economic Forecast Breakfast, with attendance of more than 350 people. It was sponsored or co-sponsored by twelve regional businesses. The featured speakers were Martin Regalia, Chief Economist for the U.S. Chamber of Commerce, speaking about the national economy, and Dr. Joey Smith, speaking about the west Georgia regional economy. The *West Georgia Regional Outlook* was distributed to all attendees. During 2010-11, insights on the economy were provided on numerous occasions to the media. Economic presentations were made to groups including the Carroll County Chamber of Commerce Board, the Douglas County Chamber of Commerce Power Luncheon, the West Georgia Chapter of the Georgia Society of CPAs, the Coweta County Board of Realtors, and the Douglas County Rotary Club.

Since 2010, the Center for Business and Economic Research (CBER) has received two grants from the John and Mary Franklin foundation totaling $17,500 and a $10,000 grant from the Georgia Power Foundation. Consulting projects for Georgia Power have generated over $15,000
in funds, and a commitment of $50,000 to fund the Center and develop programs in econometrics and predictive analytics was received in 2011.

As evidenced by the many activities of the Center for Economic Education, department faculty provided considerable services to K-12 social studies teachers in the region. Activities of the Center are funded by grants from the Georgia Council on Economic Education (GCEE) and by a one-course release provided to the director of the center. This past year, almost $5,000 of support was provided by the GCEE in direct or indirect support of the UWG CEE activities. Activities of the center director include conducting workshops, distributing economic education materials, service on the Georgia Professional Standards Commission for high school economics, meeting with West Georgia school district curriculum directors, and attending the GCEE and the Council for Economic Education annual meetings. In addition, the CEE sponsored Fed Day at UWG, bringing two speakers from the Atlanta Federal Reserve Bank to speak with various classes, student groups, and the Carrollton Rotary Club. The CEE worked closely this year with the UWG College of Education to prepare the NCATE report for the B.S. Economics with Secondary Education Certification.

Unfortunately, the University System of Georgia has had three years of zero allocations for faculty and staff raises. As a result, the RCOB has been proactive in building programs that can both achieve college goals and maintain the high levels of morale that make our culture unique. During summer 2010, the dean secured donations of Chamber Gift Checks from area businesses ranging from $50 for new faculty to $150 for returning faculty and staff that were distributed at the Fall Faculty/Staff meeting. Though the dollar amount was relatively small, it was a huge morale boost to know that the local business community values our contributions.

**Strategic Action Items for the 2011-2012 Academic Year**

The AACSB maintenance of accreditation visit will be October 2011. This will provide the opportunity to highlight many of the College achievements of the past few years and outline plans for the future. The *Richards College of Business 2011-2016 Strategic Plan* will be implemented during 2011-12. The three strategic goals and associated action items for 2011-12 are:

**Strategic Goal 1: Student Development**
- Revise home page as recruitment tool
- Recruit minors
- Expand mentor program via e-contact
- Develop plan for freshman integration into RCOB
- Build interdisciplinary programs

**Strategic Goal 2: Academic Professional Growth**
- Provide faculty training for enhancing credentials
- Facilitate international research collaborations
Strategic Goal 3: Administrative and Infrastructure Support

- Integrate graduate school operations
- Develop plans for RCOB building patio
- Hold DAC retreat
- Expand marketing efforts
Richards College of Business

2011-2016 Strategic Plan

westga.edu/business
Building on a Strong Foundation

The University of West Georgia seeks to achieve preeminence in providing educational excellence in a personal environment through an intellectually stimulating and supportive community for its students, faculty, and staff.

The Richards College of Business 2005-2010 Strategic Plan was developed after extensive discussion with and input from faculty, staff, students, board members, and business leaders in our community. This current revision is consistent with the University System of Georgia Strategic Plan and the University of West Georgia Strategic Plan, and it was developed under the guidelines of the vision of building a “Destination University” as defined by President Behruz Sethna in a 2011 letter to the University. The three key elements of academic excellence, vibrant campus life, and the supporting facilities are essential to the RCOB’s future.

Just as the University of West Georgia continues building the environment and infrastructure to attract excellent faculty, staff, and students, the Richards College of Business will do likewise with the overarching goal to be a leading college within the UWG community. Input throughout the past few years has led to reaffirmation of the RCOB vision statement, revision of the mission and strategic goals, and minor alteration of our statement of ethical values. The 2011-2016 Strategic Plan summarizes these key strategic issues and provides a map to guide our efforts in the next five years.
Moving Forward

Vision
The Richards College of Business will be recognized as a source of quality graduates and business expertise, primarily in the West Georgia and Atlanta areas, by providing an educational environment where excellence is pursued in endeavors and ethical behavior is reflected in activities.

Mission
The mission of the Richards College of Business is to educate and prepare students for positions of responsibility in business and society. The RCOB provides quality business and professional education in a personal and ethical environment built upon a common body of knowledge by focusing on three strategic goals:

Student Development: Admit quality, local, regional, national, and international students and provide them with an education containing the skills and knowledge gained from traditional and experiential learning in internal and external campus settings to prepare them to be effective and ethical professionals.

Academic Professional Growth: Recruit and retain quality faculty and provide sufficient resources to support dynamic and up-to-date bachelor and master level curricula, to conduct research, and to provide service to all stakeholders within and outside of campus.

Administration and Infrastructure Support: Recruit and retain quality administrative management and staff personnel to manage, develop, and support infrastructure and those activities that build internal and external partnerships while working in an ever-changing environment.

Ethical Values
The Richards College of Business community (administrators, faculty, staff, students, and business partners) share a commitment to the principles of honesty and integrity in interactions and undertakings, accountability for personal behavior, and respect for the rights, differences, and dignity of others. In addition, we strive to continuously improve our abilities to recognize unethical behavior and to make ethical and moral decisions.
Strategic Goal 1

Student Development: Admit quality, local, regional, national, and international students and provide them with an education containing the skills and knowledge gained from traditional and experiential learning in internal and external campus settings to prepare them to be effective and ethical professionals.

The Richards College of Business provides traditional and experiential learning opportunities to build students’ knowledge of core business concepts and expand their understanding within their chosen disciplines. We provide a range of opportunities including selection of majors, minors, and certificate programs; undergraduate and graduate research; in-class, on-line, and hybrid courses; lectures, guest speakers, and business visits. Each student is encouraged to participate in various experiential opportunities including internships, mentor programs, the Executive Roundtable, business clubs and organizations, interview days, study abroad programs, and international student exchanges.

Our efforts to ensure a quality educational experience for students begin with advising. Each student is assigned an advisor to help plan his/her program of study and build toward successful transition into the business world. Faculty and staff care deeply about students’ academic endeavors and their personal development. Our emphasis on students includes a commitment to senior faculty and administrators participating in teaching and learning experiences.
Strategic Goal 2

Academic Professional Growth: Recruit and retain quality faculty and provide sufficient resources to support dynamic and up-to-date bachelor and master level curricula, to conduct research, and to provide service to all stakeholders within and outside of campus.

Ensuring a high quality educational experience for our students requires supporting a portfolio of faculty dedicated to academic excellence and providing opportunities for their continued professional development. The RCOB is committed to recruiting productive and collaborative faculty; investing in teaching and research development opportunities both within the College and across disciplines; acknowledging and celebrating faculty accomplishments; and supporting a culture of shared governance.

As a College, we value both academically and professionally qualified faculty, and we encourage collaboration and cooperation in teaching, research, and service activities. We support intellectual contributions that advance practice, pedagogy, and knowledge within our disciplines. Our faculty exhibit commitment to serve stakeholders throughout our campus, community, and disciplines.
Strategic Goal 3

Administration and Infrastructure Support: Recruit and retain quality administrative management and staff personnel to manage, develop, and support infrastructure and those activities that build internal and external partnerships while working in an ever-changing environment.

Resources to facilitate excellence in faculty and students begin with building a cadre of strong support staff. The RCOB recruits effective and collegial staff, provides opportunities for continued training and development, and encourages their personal and professional growth. As with faculty, we acknowledge and celebrate staff successes, and we believe staff should be included in governance issues.

Facilities and infrastructure are systematically evaluated to identify areas of need. We maintain classrooms, labs, and offices, as well as informal spaces, such as learning labs, student lounge, and outdoor seating. Technology is widely available, with wireless access in both buildings and regular updating of computer equipment.

To continue our success, the RCOB is committed to strengthening our financial position and investing in our future. We will continue building partnerships that are mutually beneficial. External funding opportunities will support academic programs, student opportunities, faculty excellence, and our facilities. Continued funding for student scholarships and centers is essential and increased efforts at building the RCOB Visionary Endowment and funding for endowed chairs will provide focus for our efforts in the next five years. A truly committed Board of Visitors and increased engagement with alumni will help drive these efforts.
Ethical Values

The Richards College of Business community (administrators, faculty, staff, students, and business partners) share a commitment to the principles of honesty and integrity in interactions and undertakings, accountability for personal behavior, and respect for the rights, differences, and dignity of others. In addition, we strive to continuously improve our abilities to recognize unethical behavior and to make ethical and moral decisions.

To truly demonstrate our commitment to ethical behavior, the Richards College is prepared to offer ourselves as a role model for ethical behavior to the community at large. This standard implies zero tolerance for academic dishonesty, malfeasance, and discriminatory behavior by students, faculty, or administrators. We demand the same high standards of external partners with whom we collaborate. Further, we will not hesitate to promote the good works in which we participate.
**Richards College of Business**  
**Strategic Action Items 2011-2016**

**Vision Statement**  
The Richards College of Business will be recognized as a source of quality graduates and business expertise, primarily in the West Georgia and Atlanta areas, by providing an educational environment where excellence is pursued in endeavors and ethical behavior is reflected in activities.

**Mission Statement**  
The mission of the Richards College of Business is to educate and prepare students for positions of responsibility in business and society.

<table>
<thead>
<tr>
<th>Strategic Goals</th>
<th>Action Items 11-12</th>
<th>Action Items 12-13</th>
<th>Action Items 13-14</th>
<th>Action Items 14-15</th>
<th>Action Items 15-16</th>
</tr>
</thead>
</table>
| **Student Development:** Admit quality, local, regional, national, and international students and provide them with an education containing the skills and knowledge gained from traditional and experiential learning in internal and external campus settings to prepare them to be effective and ethical professionals. | ☐ Revise home page as recruitment tool  
☐ Recruit minors  
☐ Expand mentor program via e-contact  
☐ Develop plan for freshman integration into RCOB  
☐ Build interdisciplinary programs (e.g., analytics, health care) | ☐ Expand recruitment efforts in Atlanta area  
☐ Develop systematic plan for international opportunities  
☐ Formalize exit interview process across departments  
☐ Begin comprehensive curricula review  
☐ Expand internships | ☐ Complete curricula review and begin plan implementation  
☐ Expand placement opportunities for undergrad and graduate students | ☐ Review admission standards for majors | ☐ Examine potential for creation of Student Success Center |
| **Academic Professional Growth:** Recruit and retain quality faculty and provide sufficient resources to support dynamic and up-to-date bachelor and master level curricula, to conduct research, and to provide service to all stakeholders within and outside of campus. | ☐ Provide faculty training for enhancing credentials (e.g., new distance ed technologies, curriculum innovation)  
☐ Facilitate international research collaborations | ☐ Develop and begin implementation of faculty exchange  
☐ Expand the impact of B-Quest | ☐ Review Faculty Handbook  
☐ Secure Fulbright Fellowship for at least one faculty | ☐ Review RCOB vision, mission, strategic goals, and ethical values statements | ☐ Revise Strategic Plan |
| **Administration and Infrastructure Support:** Recruit and retain quality administrative management and staff personnel to manage, develop and support infrastructure and those activities that build internal and external partnerships while working in an ever-changing environment. | ☐ Integrate graduate school operations  
☐ Develop plans for RCOB building patio  
☐ Hold DAC retreat  
☐ Expand marketing efforts | ☐ Complete funding for Visionary Endowment  
☐ Hold staff retreat | ☐ Secure funding for at least two endowed chairs | ☐ Secure funding for at least one endowed chair | |