

School of Business

Strategic Plan 2021-2026



Version 1.0

Revised January 17, 2022

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School of Business History, Vision, Mission, Values & Culture

WNMU School of Business- History

“The community of Silver City realized a longtime dream on February 11, 1893, when the Thirtieth Session of the Territorial Legislature of New Mexico passed “An Act to Establish and Provide for the Maintenance and Government of the Normal Schools of New Mexico.” Silver City and Las Vegas were chosen to be the locations of these teacher-training institutions.” On September 7, 1894, an impressive dedication ceremony was held and Western New Mexico University (WNMU) began its history.

The School of Business as known today also started its long transformational journey with WNMU. By 1897 three departments were listed in the University catalog; Professional Department, Academic Department and Business Department. The Business Department then offered degrees in Book Keeping, Penmanship, Commercial Arithmetic, Commercial Law, Typewriting, Stenography, Business Correspondence, Forms, Phrases and Terms. Emphasis was given then on the use of good English, and businesspersons and professional men of Silver City delivered a series of lectures to the students. A two-year degree was offered by the Business Department in 1903. In 1907, the Business Department merged into the Academic Department with advanced courses added in retail grocery business, retail coal, wholesale and retail lumber, shipping commission, jobbing, installment houses and state agencies, manufacturing, joint stock companies, and banking business.

By 1908, the first four-year degrees of the Business Department appear in the University catalog; Bookkeeping, Shorthand and Typewriting, and Commercial Law. In 1915, the university changes instruction adding Normal College Courses, Preparatory Courses, and County Certificate Courses. The Business Courses were placed in the commercial courses’ classification under the Preparatory Courses. With the changes in instruction to a Normal College, the business courses were included in the curricula. The description in the catalog reads; “Course in Commercial Education is designed to meet the present day recognized demand for training that will better prepare for active participation in business life.”

The Business Department changed its name in 1930 to the Department of commerce to offer technical training for a career in the field of business to those students who do not desire to teach. From 1936 to 1962 the name of the department changed from Department of Commerce, to Department of Business Education, and contrariwise, in various occasions. The name of Department of Business Administration was adopted in 1962, having added during the year’s courses in Personal and Labor Relations along with Managing Personal Finances and graduate level courses.

In 1969 the Department of Business Administration, started the development of the Master of Business Administration Program. Another change in name happened in 1977, now the Department is named Department of Business and Public Administration. In 1989, the Administration of Justice program was moved with the Business programs. During 1990, the Department adopted the university mission as its own and in 1994, the economics program moved to the department. By 1993, the courses and offerings have expanded including Business Management, Marketing, International Business, Management

Information Systems (then under consideration) and Administration of Justice. The department was then named Department of Business, Economics and Public Administration.

In 1997, the Department started offering graduate classes to the main industry in Silver City, the copper mines. Then known as Phelps Dodge, the engineers and other employees from the mines started obtaining graduate classes on business administration with faculty teaching classes on-site. In 1997, the Department applied for the Accreditation Council for School Business and Programs (ACBSP), getting conditionally granted accreditation. The Department was fully accredited by the ACBSP, in 1999. In 2003, the department added courses in criminal justice and changed its name to Department of Business Administration and Criminal Justice, until 2007 when Criminal Justice became its own department. Until 2010, the Department was known as Department of Business Administration and Economics. In 2010, the name changed to School of Business Administration and Economics and in 2015 to the School of Business. Current offerings in the School of Business includes Associate in Business Administration, Bachelors in Accounting, Business Management, General Business, and Marketing, as well as a Master of Business Administration. In 2018, the School of Business was reaccredited by the ACBSP.

There are three accrediting institutions for business schools, AACSB (Association to Advance Collegiate Schools of Business), ACBSP (Association of Collegiate Business Schools and Programs) and IACBE (International Accreditation Council for Business Education).

AACSB is the accrediting agency for most flagship campuses across the country that offer doctoral programs like the University of New Mexico, University of Minnesota, the University of Texas, etc. ACBSP is the largest accrediting agency for colleges and universities which includes most institutions like WNMU that offer undergraduate and master's degree programs. Most ACBSP institutions unlike AACSB have their undergraduate classes taught by their full-time faculty, and not by adjuncts or teaching/graduate assistants. IACBE accreditation is generally for institutions where their faculty may not have either professional or academic qualifications. Professional qualifications are faculty who have professional experience in the fields they teach and generally have a master's degree. Academic qualifications are that you have a doctoral degree in the field you teach. However, you can have faculty that have a Doctoral degree, for example, in education (Ed.D.) but teach business classes so their terminal degree is not in their field.

WNMU School of Business Vision Statement

The School of Business will be recognized as an academic institution dedicated to educational excellence and that prepares students to meet the challenges of both a domestic and globalized business environment.

WNMU School of Business Mission Statement

The mission of the School of Business is to provide a learning environment offering diverse opportunities for academic and experiential development of all interested stakeholders.

WNMU School of Business Values

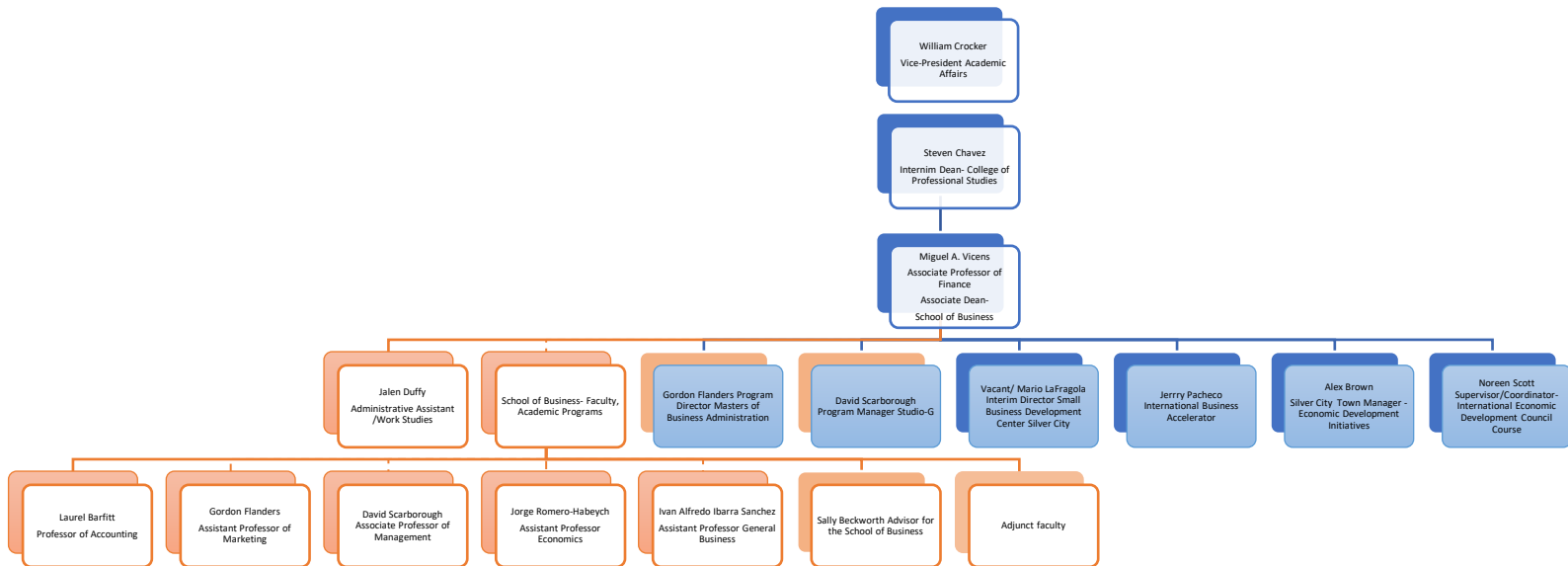
The School of Business adheres to the highest ethical standards within a framework of integrity, honesty, accountability and respect for diversity.

The School of Business honors and instill respect for education, open dialogs, commitment, and self-empowerment. The curriculum, encourages teamwork stimulates open-minded discussions, supports community goals, and seeks excellence and quality in every aspect. The School of Business and its Programs embrace the core values of multiple stakeholders.

WNMU School of Business Culture

The School of Business recognizes, promotes and celebrate a diversified culture based on formal academic rigor and informal social networking.

School of Business Organizational Chart



Continuous Improvement Philosophy

The mission of the School of Business (SB) is to provide a learning environment offering diverse opportunities for academic and experiential development of all interested stakeholders. To achieve its mission, the SB offers six (6) academic programs. All six (6) programs in the SB have been accredited by the Accreditation Council of Business Schools and Programs (ACBSP). In conjunction with Western New Mexico University (WNMU) vision, mission, values and goals, each program provides quality professional education that includes experiential learning and/or real-life experiences, allowing the students to achieve their career goals.

The SB offers an Associate in Business Administration (AS), three Bachelor's in Business Administration (BBA in Accounting, Management and Marketing), one Bachelor's in Applied Sciences (BAS in General Business) and one Master of Business Administration (MBA). In addition, the SB offers seven minors at the undergraduate level (Accounting, Business Administration, Economics, Entrepreneurship, Human Resources, Marketing, and Public Administration). The graduate program offers four specializations (International Business, Management Information Systems, Healthcare Management and Instructional Technology and Design) and one graduate certificate (Management Information Systems).

Each program is integrated into the strategic plan of the SB, through the faculty, the program learning outcomes (PLO's) and the programmatic objectives. When introducing the SB and its programs it is impossible to do so without providing an overall picture of the work that the SB does as a whole. Like the concept of synergy, it is important to realize that the whole is greater than the sum of its parts. The SB follows the ACBSP continuous improvement model. The model includes techniques and methodologies conducive to quality programs. A cornerstone and a requirement for a quality program is to have faculty that is academically and professionally qualified to teach each discipline. ACBSP requires that *"The business unit must provide evidence that faculty are qualified to teach all the required business courses. Faculty qualifications in the business unit are defined as Bachelor's, Master's, or Doctorate Degrees"*. Each of the faculty in the School of Business has the appropriate credentials and each full-time faculty have uploaded their current Curriculum Vitae to the SB webpage¹.

ACBSP, also follows a continuous improvement model that provides guidance in the way the SB create systematic processes, incorporate changes and assess the effectiveness of its programs. The School of Business was first accredited by the ACBSP in 1998, then in 2008 and most recently in 2018. The accrediting body requires a self-study every ten years, with updates every two years (Quality Assurance Reports). The SB makes public its Quality Assurance Reports² and other data on its webpage³.

The SB prides itself of being inclusive of their stakeholders (students, graduates, community, businesses, local high schools, etc.). Multiple surveys show satisfaction with the performance of the SB in the areas of alumni satisfaction, business and community impact, internships, Voluntary Income Tax Assistance (VITA) Program, and others. Through survey responses summaries, the participants show not only high satisfaction with the education received, but also the relatedness of their field of study to their career, personal achievements, employment opportunities. This feedback provides reaffirmation that the SB is in

¹ <https://sb.wnmu.edu/faculty/#gsc.tab=0>

² 2018-2020 Quality Assurance Report <https://sb.wnmu.edu/wp-content/uploads/sites/23/2016/02/School-of-Business-Quality-Assurance-Report-2020.pdf>

³ School of Business webpage <https://sb.wnmu.edu/accreditation-2/accreditation/#gsc.tab=0>

alignment with WNMU strategic plan, graduating students “*that achieve career goals, become conscientious citizens... and impact their communities and their futures...*”. In addition, through external assessment tools and surveys the SB assesses the quality of its graduates and stakeholder’s satisfaction with its curriculum and program quality, accreditation and teaching quality, advising, courses and student self-assessment.

The SB prides itself to be lean, efficient and productive. In measuring productivity, the SB takes in consideration the student to teacher ratios, average class sizes and advisees to faculty ratios. Through the constant monitoring of these ratios, the SB can allocate resources where they are needed the most, monitor the quality of the programs and keep high standards of student satisfaction. While there are different ratios across WNMU to determine the appropriate size of classes and faculty to student ratio, the SB determines these by addressing the student needs first. Every class in the SB allow a maximum capacity of 36 students per class, regardless of the level or its delivery method. The policies established by the SB are synchronous with the ACBSP accreditation requirements, which allows the SB to follow the data in our decision-making processes.

Overall, the average student to teacher ratio for the SB is 15 students per faculty (part time and full time). This ratio is on par with the national average overall ratio of 15 to 18 students for every one instructional faculty member and above the WNMU’s current 13 students to faculty ratio. However, it is important to remember that 70% of the SB enrollment are undergraduate students, which are mostly taught by full time faculty. Taking a closer look at the full-time faculty loads teaching undergraduate students, the mentioned ratio increases to an average of 44 students per faculty member. And the part time faculty to student ratio increases to an average of 23 students per faculty member (mostly MBA).

In 2016, Dr. Shepard aligned the School of Business to actively engage in the economic development activities of the region by placing the Small Business Development Center (SBDC) and the International Business Accelerator (IBA), under the organizational structure of the School of Business. The SB now is formed by four different but related economic development engines. These engines are the academic programs at WNMU (including VITA), overseeing the Small Business Development Center (SBDC), overseeing the International Business Accelerator (IBA), and overseeing the International Economic Development Seminar (IEDC) among other initiatives and collaborations. During the last four years the SB has strengthened the relations with these organizations. Additionally, through its academic programs the SB impacts the community with internships and the virtual incubator services of Studio G⁴. In 2019 Studio G at WNMU led the state in number of users and feasible business in a single year.

The School of Business Program Learning Outcomes (APPENDIX 1-Updated Program Learning Outcomes 2021) derive from the institutional mission, values and competencies of Western New Mexico University (WNMU). Each department in the School of Business includes in their Program Learning Outcomes an analysis of WNMU Strategic’ Plan, the College of Professional Studies (CPS) goals’ and the School of Business (SB) Strategic Plan. As part of the 2018 Self-Study, the SB designed a systematic plan to measure student performance that included curriculum mapping for each program. In creating these curriculum maps, the School of Business addresses “closing the loop”, by connecting PLOs’ to specific assessments

⁴ Under the direction of Dr. Jorge Romero-Habeych

and measures in several key courses. The assessment measures are also created at different levels of difficulty, to measure learning and appropriateness of the assessment.

The PLO's are internal assessments, that are routinely discussed and updated as needed by the full-time faculty in the SB. The SB uses two third-party providers to assess (external) and compare performance, Peregrine Academics (BBA and BAS) and Glo-Bus simulations (MBA and BBA). Every semester the SB compiles and tabulates the information, then distributes and discusses it with the full-time faculty, administration and staff to evaluate results and determine improvements. The SB approach allows the School to achieve an average of 91% of its strategic goals, as approved in the now expired Strategic Plan 2016-2021⁵ (APPENDIX 2 -Summary of accomplished goals Strategic Plan 16-21). There were five strategic goals with overarching aspirations that were consistent with the SB vision and mission statements. The five strategic goals had a timeline of five years (2016-2021). These **strategic goals** were followed by **strategic objectives**, and **initiatives**. The strategic objectives clarified the overall intent while the initiatives provided direction. Additionally, there were action items (short-term) developed annually at the beginning of the academic year (Fall Retreat) by the Full-time faculty, Part-time faculty and Staff of the School of Business.

⁵ <https://sb.wnu.edu/wp-content/uploads/sites/23/2016/02/Strategic-plan-10.0.pdf>

School of Business Structure/Academic Programs

TWO YEAR DEGREE

The ACBSP accredited Associate in Business Administration (AS) is a two-year academic degree that allows the students to complete their general education requirement and obtain a basic education in Business Administration. The degree is designed to provide the students with core business courses (24 credit hours), allowing them to have a basic understanding of business administration.

FOUR YEAR DEGREES

The School of Business offers professional degrees designed to prepare students at the entry level for careers in business accounting, marketing, and management through its ACBSP accredited Bachelor of Business Administration (B.B.A.) and a Bachelor of Applied Science in General Business (B.A.S). The B.B.A in accounting prepare students for entry into the accounting profession, where they can have a career in public accounting, private industry, and government and not for profit organizations. The B.B.A in Management prepare students with opportunities to expand managerial and business-related skills and knowledge. The B.B.A in Marketing prepare students for entry level marketing positions in public or private organizations. The B.A.S in General Business prepare students for entry level positions in any organization, public or private as all organizations are run based on basic business principles.

GRADUATE DEGREE

The School of Business Masters of Business Administration (MBA) is a 36-credit hour degree with four different specializations in International Business, Management Information Systems, Healthcare Management, and Instructional Technology and Design. The MBA is designed to serve students who wish to develop their skills to become managers within both public and private organizations. The program accepts students with or without an undergraduate degree in a business discipline.

Strategic Goals, objectives, Initiatives

Key Strategic Goals	Key Strategic Objectives	Specific Goals	Initiatives	Measures of success	Time table
		Specific Goals	Individual Initiatives	Measures	Time table
Strategic goal 1. Institutional alignment.	Strategic objective: Develop and maintain a strategic planning process and strategic plan for the School of Business, in alignment with the College of Professional Studies (CPS) and Western New Mexico University (WNMU) institutional strategic plans.	1. Expand the SB footprint, programs, and initiatives to recruitment, retention, promotion, and design of programs.	Encourage faculty members to take leadership positions in regional professional organizations, accreditation entities and community service organizations.	1 per faculty member	2021 - 2026
		2. Develop articulation agreements with community colleges in the region.	Collaborate with the Director of Online Learning, and Office of Academic Affairs.	SJCC and SFCC are in process of signing MOU's.	
		3. Increase the competitiveness of the SB programs.	Reinforce ethics, multicultural aspects, and 21st century skills in the business courses.	Track Business Ethics class and update all Degree plans.	2021 - 2023
			Use internal and external assessments.	Increase/Implement assessment tools (Peregrine) in courses such as BSAD 355, and the entry level exam in BSAD 1110.	
			Integrate contemporary methods of reaching multiple stakeholders (social media, text, canvas, videoconferences, etc.)	Create and maintain new social media sites.	2022

Strategic goal 2. Increase recruitment and retention.	Strategic objective: Establish recruitment strategies and improve retention efforts in the School of Business at both undergraduate and graduate levels.	1. Attract and retain eligible students at the undergraduate and graduate levels.	Increase recognition of excellence in student's academic performance.	Celebrate a minimum of 2 activities per year (SB outstanding student).	2021 - 2026
			Increase the visibility of SB Student's activities and organizations.	Continuous social media postings and faculty advising.	
			Develop marketing efforts targeted to specific populations. <i>(See Marketing Plan)</i>	Continue with the Virtual Transfer events (1 per semester).	
			Promote programs in their respective target markets. <i>(See Marketing Plan)</i>	NM Community College Students, Local High Schools, Medium Companies, Dual Enrollment Students, Adults with unfinished degrees.	
		2. Increase the number of students majoring and minoring in business. The goal is 400 (Total number of SB students or 10% of university total)	Develop a database with stakeholders and SB students' statistics.	Yearly/Semester summaries. Identify the information and standardize reports.	
			Collaborate with student affairs, student associations, and others to develop and implement a marketing strategy. <i>(See Marketing Plan)</i>	Articles shared on Mustang Express. Collaborate with specific campaigns.	

			Develop relationships with high schools in the region. <i>(See Marketing Plan)</i>	Dual Enrollment courses developed and supervised. Relationship building with advisors and counselors. Volunteer to teach classes for High School. Meet and greet with counselors, principals and teachers.	
			Increase the number of international students in the undergraduate SB programs. by promoting Dual Degrees. Determine baseline number of recruits for international students.	400 (Total number of SB students or 10% of university total).	
			Start analysis and promotion of the MOU's with UACH and the double degree agreement in existence.	Through Dr. Ibarra's expertise and network of contacts with colleagues in Mexico.	
			Develop measures for the conversion rate in introductory classes from undeclared to business majors.	Define formula and gather data by semester.	
Strategic Goal 3. Academic excellence and modernized programs.	Strategic objective: Strengthen the academic offerings of the School of Business by updating the programs and	1. Develop standardized Canvas templates for all online offerings at the School of Business.	Work with the Director of Online Learning to develop above templates.	Implemented 2022 Spring. (total of 12 classes)	2021 - 2026
			Work with faculty in each discipline to implement and sustain the	Measured by either, feedback from faculty or #	

	increasing the quality of the offerings, while maximizing the use of the technological tools available.		template formats with adjuncts in each discipline.	of courses with adopted template.	
			Have One on One conversations with Part-time faculty to redesign courses and adopt templates.	Measured by talks to all Adjuncts and full-time faculty every year.	
			Develop standard minimum online course requirements. MBA and Undergraduate.	Work with HR, and the MBA director to list and implement these minimum requirements.	
		2. Use Student Advisory Board to determine stakeholder satisfaction with the School of Business performance.	Revive the Advisory Boards.	Assign faculty member to these efforts. Create and analyze surveys and meetings.	2021 - 2026
		3. Develop and implement an assessment plan for the undergraduate offerings.	Conduct a comprehensive curriculum review, including prerequisites, catalog language, and assess and development of the capstone project.	Schedule Individual assessment meetings with faculty.	Annually
			Have One on One conversations with Part-time faculty with respect to their student evaluations.	Coordinate an end of year meetings with Part-Time Faculty.	
		4. Develop and implement an assessment plan for the MBA.	Conduct a comprehensive MBA curriculum review, including prerequisites, catalog language, and assess and	Coordinate an end of year meetings with MBA director, Full-Time and Part-Time Faculty.	Annually

			development of the caption project.		
			Have One on One conversations with Part-Time faculty with respect to student evaluations.	Coordinate end of year meetings with MBA director.	
		5. Institute performance measures tracking the student progress during their tenure in the SB. Initiatives to achieve the goal includes:	Pre-tests and Post-tests tools in classes.	Standardize the Pre-Post Test reports and share the results.	2021 - 2024
			Entry and Exit Exam reports.	Generate report matching student results and share the results.	
			Design tools for the introductory classes.	Bring conversation in Assessment Meetings and implement changes discussed.	
		6. Encourage all faculty to be Quality Matters Certified or use certain tools in alignment with the QM Certification.	Assess the effectiveness of New SB Template for Online courses.	By analyzing Students Surveys and end of semester course evaluations with the MBA Director and Associate Dean.	2022 - 2024
Strategic goal 4. Exposure and relations with stakeholders.	Strategic objective: Increase the presence of the School of Business in the WNMU strategic plans, activities, and events.	1. Re-energize economic development efforts at the university and local level by participating in regional economic development initiatives.	Meet with industry representatives to receive advice on program improvements and promote our students.	Take advantage of new leadership at the Chamber of Commerce, WNMU new Vice-president, and SBDC.	2021 - 2026
			Continue nurturing relationships with big employers such as the Gila Regional Medical Center.	Continue conversations with private industry.	2021 - 2026

	2. Become a model on experiential learning education and 21st century skills.	Improve internships quality and recordkeeping.	Asses the Internship forms, processes, procedures. Delegate in one or two faculty members.	2022
		Continue working with the placement office at WNMU.	Continue communicating with the office of placement. Plan in creating our own in the School of Business.	2021 - 2026
	3. Participate and continue to prepare presentations in Business education/presentations to professional memberships.	Continue presenting at academic and professional conferences and search for collaborative opportunities.	1 per year	2021 - 2026
		Nurture collegial relationships with other universities through formal groups of research /collaborations.	Begin meetings with colleagues' part of the MOU's.	2021 - 2026
	4. Create a series of unified promotional materials that increase the exposure of the SB, including a statement of qualifications of the faculty. Circulate the documents to groups to whom we can be of service for consulting and/or class projects.	Develop the Marketing Plan fully. (See <i>Marketing Plan</i>)	Virtual events	2021 - 2026
			Social Media	
			High School Engagement	
			MOU's	
			Promotional Videos	
	Articles in Professional outlets.			

		5. Establish an alumni customer relationship that is dynamic and interactive.	Provide information through newsletters, social media, etc.	Social Media content creation	2021 - 2023
			Generate surveys.	Follow assessment calendar and share results.	
		6. Use the Business Advisory Board and the Student Advisory Board to determine stakeholder satisfaction with the School of Business performance.	Once assigned, and revived, establish specific dates for the Business Advisory Board to meet.	Faculty assigned to this task.	2021 - 2024
			Revise the established protocols, duties, and responsibilities of the Business Advisory Board.	Faculty assigned to this task.	2016 - 2021 (Annually)
			Bring the Student Advisory Board to the conversations.	Delegate to the DMD Business Honor Society.	
		7. Produce consistent, reliable, and timely information to the business and academic community	Publish, and produce relevant and current information (newsletter, internet info, press articles).	Webpage redesign and social media tools.	2021 - 2026
			Produce Quality Assurance Reports.	Follow assessment calendar and share results.	
Strategic goal 5. Accreditation and sustainability.	Strategic objective: Maintain the ACBSP accreditation and implement a culture of total quality/continuous improvement in the School of Business.	1. Increase the streams of academic and nonacademic revenues into the School of Business. These revenues are to be invested in the development of programs, scholarships,	Identify the Needs of the School of Business. Marketing efforts are taking priority.	Short term, and long term needs to match the fund searching efforts.	2021 - 2026
			Diversify the sources of revenue for the School of Business.	Annual conversations with stakeholders.	
			Increase the number of grant applications.	1 per year	2021 - 2026

	and other tools to achieve the long-term objectives of the School of Business.	Develop donor support systems and other sources of funding.	Delegate on the Business Advisory Board to communicate needs.	2021 - 2026
		Develop alumni relations with the SB.	Bring Alumni to Advisory Board membership.	2021 - 2026
	2. Use the technology available at WNMU and Canvas Learning Management System to systematize the collection of data of student and faculty performance.	Establish standardized reports.	Identify the specific information needed for reports and collect every semester. Save in Centralized Location.	2022
			Bi-annual reports to faculty.	2021 - 2026
	3. Review on a quarterly basis the accreditation process milestones.	Establish data analysis groups and standardized reports.	Continue identifying specific improvements.	2021 - 2026
		Conduct continuous curriculum mapping updates.	Continue implementing and measuring improvements.	
	4. Assess Associate Program and New Programs to meet ACBSP standards.	Determine curriculum map, assessment tools and data collection points.	Conversation in Assessment Meetings. Delegate on Faculty.	2021 - 2024
	5. Encourage and support faculty production reports.	Encourage faculty attendance to academic and professional conferences.	1 conference minimum	
	6. Develop articulation agreements	Maintain the current number of collaborations with	Maintain the 4 existing collaborations.	

		with international stakeholder.	universities with Memorandums of Understanding (MOU). This includes activities such as research, team-teach, and student and faculty exchange.		
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SWOT Analysis 2021

• Strengths

- Affordable
- Flexible offerings
- Strong Student Academic Performance
- Strong Teaching commitment
- Small Faculty/Student Ratios
- Experiential Learning (internships, IBA, Cases)
- Accredited
- Connected to Another Universities
- Inclusive Culture
- Online offerings/ Accessible/ Transformative
- Full-Time Advisor

• Opportunities

- Cost Advantage
- Visibility of our Accreditation
- Quality Matters Professional Development
- New WNMU Professional Development Office
- Completing Matrixes
- Latin Market (Dual Degree MOU's)
- Completely Online Programs (2 undergraduate 1 graduate)
- In House Courses (Math/Comm) (WNMU)
- Writing Center "in house" (WNMU)
- Writing Tools (Third Providers) Available for Partnerships
- Professional Certificates Availability
- Systematic Manpower Plan
- High School Students (Projects, Events, Etc.)
- Private Sector Engagement

• Weaknesses

- lack of Promotion of Achievements
- Faculty involvement in Accreditation (Visibility)
- Few Academic Offerings (Finance Minor Needed, MIS Degree, HR Degree)
- Standardization of Outcome Processes Needed
- Class Certifications (We have None)
- Outsourcing of Key Coursework to Other Departments (MATH)
- Writing Issues with Our Students
- Limited Number of Full-Time Faculty (teaching all subjects)
- Personnel Certifications
- Capacity Limitations (Number of Credit Hours)
- Lack of Brand Awareness

• Threats

- HR Plan Management- Adjuncts Management/Utilization
- Price of Programs to International Students
- Classes Taught by Other Departments (WNMU)
- Limited Number of Full Time Faculty Teaching One Subject
- Budget and Administrative Hurdles
- WNMU Marketing and Communications Office Message
- Retiring Business Faculty and its Replacements (?)
- Lack of Brand Awareness
- Budget for Marketing
- We Have the Worst School Webpage in the NATION!

Analysis of SWOT

In 2016, the SB did a SWOT Analysis exercise and based our strategic plan on that exercise. Since 2016, the focus of the SWOT components has changed from challenges in institutional data to widespread information; from lack of resources, to a small increase in funding and efficient administration of the resources; and from lack of standardization to accurate assessment reports that show student performance. Similarities between 2016 and 2021 SWOT components include small faculty, accredited programs, affordability and leverage of international relationships and agreements.

SO- Strengths to take advantage of Opportunities

- Affordable tuition brings a Cost advantage we need to exploit
- Flexible offerings (online programs) without sacrificing quality (QM, Prof Development, Accreditation)
- Strong academic performance attractive to target markets
- Use our accreditation status and student performance to brand the School of Business as a high quality, effective institution.
- Use the strong teaching commitment and full-time advisor to increase the student enrollment from local high schools.

ST- Strengths to minimize Threats

- Affordability translate to international students (MOUs)
- Strong academic performance message is not in agreement with the institutional marketing office
- Full time advisor allows full time faculty to focus on program and class quality
-

WO- Opportunities to minimize Weaknesses

- Lack of promotion in the areas of achievements, accreditation, offerings, etc.
- The offering of writing tools (in house) and tutors, can improve the writing issues with the students
- We could use the private sector engagement to improve the SB webpage.
- Use virtual events to overcome lack of brand awareness
-

WT- Weaknesses to minimize Threats

- Increasing academic offerings may have budget implications, adjunct utilization and quality focus
- Lack of promotion is tied to design of the webpage (WNMU) and SB/MBA
- Standardization is a constant process that needs overseeing, especially when other departments are teaching our classes.

Timeline

Short term goals (2021-2023)

1. Increase total enrollment to **400** students or **10%** of the university's total students.
2. Increase student retention from **64% to 75%**.
3. Improve the design of the SB Webpage.
4. Increase Social Media presence.
5. Increase enrollment at WNMU and the SB with prospective students from local area high schools.
6. Communicate outcomes of graduating seniors who exceeded outcomes from AACSB and ACBSP schools.
7. Speak to students in Dual Enrollment Introduction to Business classes, be guest speakers to teach a class several times a semester.
8. Create print material to support the Does it Still Pay to Go to College presentation (Virtual and in person).
9. Request from Admissions a permanent SB code where attendees to activities will receive free registration code to apply to WNMU.
10. Celebrate one virtual transfer event per semester, targeting all community colleges in NM.

Medium Term Goals (2023-2024)

1. Increase stakeholder's awareness of WNMU and the School of Business throughout the state of New Mexico.
2. Leverage the MOU's and dual degrees with Chihuahua, Mexico.
3. Increase enrollment at WNMU and the SB with prospective students from Las Cruces area high schools.
4. Attend Fairs at Las Cruces area.
5. Create a standard template for the online and face to face courses in the School of Business.
6. Create regional events (hosted at WNMU-SB) to increase brand awareness.
7. Create a standard presentation to students and parents on "Does it Still Pay to Go to College", where information is shared on the cost of attendance, financial aid, career choice, major choice, job prospects, income prospects following graduation (Virtual and in person).
8. Communicate that we have been a "teaching" school for more than 125 years and we know how to "teach" in a way that students learn and can apply the knowledge they have obtained.

Long Term Goals (2024-2026)

1. Position the SB as a high quality, effective institution that knows how to transform the lives of students.

2. Create research groups that offer opportunities for faculty to collaborate with colleagues from other institutions
3. Standardize the coursework requirements to faculty teaching in the School of Business.
4. Creation of a Human Resource Plan, specific to the School of Business.
5. Creation of an internal office of Alumni relations in the School of Business.

APPENDIX 1 -Updated Program Learning Outcomes 2021

Faculty Retreat 2021 (August 12, 2021)

Associate Program Learning Outcomes

1. Analyze, interpret, and synthesize data to make business related decisions.
2. Synthesize information from applicable disciplines into business documents.
3. Exhibit effective oral and written communication skills related to business activities.

Accounting Program Learning Outcomes

1. Prepare professional accounting documents.
2. Analyze, interpret, and synthesize data to make accounting decisions.
3. Identify and apply accounting standards and global guidelines (GAAP/ IFRS).
4. Apply accounting ethics and corporate social responsibility, in the context of a diverse, global/multi-cultural business environment.
5. Exhibit effective oral and written communication skills related to accounting activities.
6. Demonstrate proficiency in the accounting process to include Financial, Managerial, Tax, Auditing, and Fraud Detection Accounting.
7. Students will demonstrate mastery using information technology.

General Business Program Learning Outcomes

1. Implement foundational concepts of general business to include accounting, legal environment, management, marketing, economics, and finance.
2. Analyze, interpret, and synthesize data to make general business decisions.
3. Apply business ethics and demonstrate corporate social responsibility, in the context of a diverse, global/multi-cultural business environment.
4. Exhibit effective oral and written communication skills related to general business activities.
5. Students will demonstrate mastery using information technology.

Management Program Learning Outcomes

1. Implement foundational concepts of management and explain management roles, i.e. setting goals, objectives, and strategies to accomplish a purpose.
2. Analyze, interpret, and synthesize data to make managerial decisions.
3. Synthesize information from applicable disciplines into management concepts.
4. Apply management ethics and demonstrate understanding of corporate social responsibility, in the context of a diverse, global/multi-cultural business environment.
5. Exhibit effective oral and written communication skills related to management activities.
6. Students will demonstrate mastery using information technology.

Marketing Program Learning Outcomes

1. Implement foundational concepts of marketing and explain marketing functions
(1. Segmentation, 2. Marketing mix, 3. External environment)
2. Analyze, interpret, and synthesize data to make marketing decisions.
3. Synthesize information from applicable disciplines into marketing concepts.
4. Apply marketing ethics and demonstrate corporate social responsibility, in the context of a diverse, global/multi-cultural business environment.
5. Exhibit effective oral and written communication skills related to marketing activities.
6. Students will demonstrate mastery using information technology.

MBA Program Learning Outcomes

1. Use analytical skills, synthesizing information from appropriate disciplines and applying business analysis, data management and diagnostic problem-solving skills to support business management decision-making.
2. Exhibit leadership and team membership skills needed for coordinating and participating in business management activities.
3. Exhibit effective verbal and non-verbal communication skills at a graduate level.
4. Evaluate and integrate business ethics and corporate social responsibility in the context of a diverse, global/multi-cultural business environment.

APPENDIX 2-Summary of accomplished goals Strategic Plan 16-21

In reviewing the strategic plan 2016-2021, the following items are currently ongoing or not accomplished:

From: Strategic goal 1. Institutional alignment.

Action Items Completion rate = 90% (26/29)

Strategic objective: Develop and maintain a strategic planning process and strategic plan for the school of business, in alignment with the College of Professional Studies (CPS) and Western New Mexico University (WNMU) institutional strategic plans.

- Increase the number of collaborations with universities that has Memorandums of Understanding (MOU) with WNMU. This includes research, team-teach, and student and faculty exchange.
- Integrate contemporary methods of reaching the SB multiple stakeholders (social media, text, canvas, videoconferences, etc.)
- Work with faculty to integrate the State Mandated Common Course Numbering.

From: Strategic goal 2. Increase recruitment and retention.

Action Items Completion rate = 92% (24/26)

Strategic objective: Establish recruitment strategies and improve retention efforts in the school of business at both undergraduate and graduate levels.

- Increase the visibility of SB Student's activities and organizations
- *Implement entry exam test in the Intro to business course (2020)*
- *Implement entry and exit exam to the MBA students (2020)*
- Develop marketing efforts targeted to specific populations.
- Measure the conversion rate in introductory classes from undeclared to business majors.

From: Strategic Goal 3. Academic excellence and modernized programs.

Action Items Completion rate = 86% (25/29)

Strategic objective: Strengthen the academic offerings of the school of business by updating the programs and increasing the quality of the offerings, while maximizing the use of the technological tools available.

- Develop standardized Canvas templates for all online offerings at the School of Business.
- Develop and implement an assessment plan for the undergraduate offerings.
- Conduct a comprehensive curriculum review, including prerequisites, catalog language, and assess and development of the capstone project.
- Develop and implement an assessment plan for the MBA.
- Institute performance measures tracking the student progress during their tenure in the SB.

From: Strategic goal 4. Exposure and relations with stakeholders.

Action Items Completion rate = 92% (22/24)

Strategic objective: Increase the presence of the school of business in the WNMU strategic plans, activities, and events.

- Meet with industry representatives to receive advice on program improvements and promote our students.
- Use the Business Advisory Board and the Student Advisory Board to determine stakeholder satisfaction with the School of Business performance.

From: Strategic goal 5. Accreditation and sustainability.

Action Items Completion rate = 93% (13/14)

Strategic objective: Maintain the ACBSP accreditation and implement a culture of total quality/continuous improvement in the school of business.

- Use the technology available at WNMU and Canvas Learning Management System to systematize the collection of data of student and faculty performance.
- Establish data analysis groups and standardized reports.

