

College of Business and Economics Cascaded Plan – Waypoint 1

July 1, 2016 – June 30, 2019

Long-term focus

The College of Business and Economics (CBE) provides an integrated and experiential learning environment with research supporting its teaching and outreach activities to diverse populations such as business executives and prison inmates. The college includes innovative and collaborative programs such as the Barker Capital Management and Trading Program, the Business Process Center, the Davis Investment Group, Idaho Entrepreneurs, Vandal Solutions, Internal Controls Review Group, Volunteer Income Tax Assistance, and the Utility Executive Course. The college seeks to leverage its existing programs and reputation to support the university strategic plan. The CBE will emphasize enrollment growth for Waypoint 1, but will also work to improve faculty and staff morale.

The CBE will focus on enrollment growth during the Waypoint 1 period by attracting and retaining students by

1. Adjusting the curricula to improve the education, recruitment, and retention of students.
2. Engaging with prospective students in new and innovative ways, including through social media.
3. Investigating opportunities to offer courses and programs online.

The CBE will also pursue improvement of morale as a secondary Waypoint 1 goal by increasing faculty governance and staff engagement.

As longer-term goals, the CBE will support achievement of the University's impact goal by working to increase the Go-On rate in Idaho. Because the CBE does not offer any terminal degrees, it will not be contributing to the University's Goal 1 metric.

Long-term institutional metrics (page 6 of university strategic plan):

University Performance Measure	Focus for unit? (Y or N)	University Baseline	Unit Baseline	Unit Target for 2025	Summary Tactics / Comments
Terminal Degrees	N	275	0	0	The CBE does not offer terminal degrees (PhD).
Societal Impact (Go On measure)	Y	TBD	TBD	TBD	The CBE will continue and expand outreach efforts to supply business education to diverse communities, with special attention on outreach activities that support enrollment growth among populations that have low rates of university attendance.
Enrollment	Y	11,372	1,139	2,000	Baseline CBE enrolls 10% of U of I students. Our goal is to grow enrollment at a higher rate than the growth of the overall university.
Equity Metric	N	75%			
"Great Colleges" Survey	Y	3 rd Group	TBD	4 th Group	CBE will develop plans to improve faculty and staff morale based on survey results.

Waypoint 1 Tactics

Goal 3 – Transform – Increase educational impact

The CBE's primary strategy leading to Waypoint 1 is to increase the college's enrollment, thereby increasing the access of the population of Idaho to university business education and strengthening the business climate in the state. To increase enrollment growth, the CBE will employ the following tactics:

1. The CBE will explore adjusting its curriculum to improve the education, recruitment, and retention of students to support Goal 3, Objective B (Educational excellence). Curricular adjustments may support the enrollment goal with the following components:
 - a) Identify target segments and adjust curriculum so that it is attractive and beneficial to each segment. The current CBE curriculum is known for its experiential learning opportunities and success in placing its graduates. By leveraging and improving upon the strengths of the existing curriculum and enhancing marketing efforts to highlight student success, the CBE will enhance its attraction to prospective students.
 - b) Evaluate and improve the student experience to increase retention and the number of incoming transfer students.
 - c) The CBE will consider offering curricular/co-curricular activities in Northern Idaho high schools, and pursue opportunities approved by faculty and identified as having the greatest potential to increase enrollment. (E.g. develop a journey map of the CBE student experience to help identify opportunities for improvement)

2. The CBE plans to engage with prospective students in new and innovative ways to support Goal 3, Objective A (Access) and Goal 4, Objective C (Engage stakeholders). Tactics the CBE will consider and/or pursue include:
 - a) Increase social media presence to customize to each target segment.
 - b) Continue and enhance targeted visits by recruiting staff to Washington, Oregon, California, and Idaho.
 - c) Visits by student ambassadors to their home high schools to represent the University of Idaho and the CBE. (Will begin Spring 2017 by piloting 13 targeted high schools in Northern and Southern Idaho)
 - d) Dual-credit course offerings to increase CBE presence in high schools.
 - e) Leveraging the CBE's physical space to encourage student cohesion and enhanced access to student support services.
 - f) Refine the CBE's brand identity and develop a comprehensive marketing plan.

- g) Development of summer business camps and activities for high school students to expose them to the UI CBE residential experience.
 - h) The CBE will gather detailed information about the student experience, placement rates, and alumni progression. Information gathered will be used to better communicate success of the CBE brand to increase recruitment efforts.
3. The CBE will investigate additional opportunities to offer a portion of its curriculum online, or to create new programs online to support Goal 3, Objective A (Access). An online presence would enable the CBE to attract new enrollment by non-traditional students, community college graduates, and place bound students throughout Idaho.

Goal 4 – Cultivate – A valued and diverse community

4. The CBE will seek to increase faculty and staff engagement, supporting Goal 4, Objective B (Compete and retain faculty and staff). The CBE is considering or planning the following initiatives:
- a) Continue reviewing and revising the college bylaws so that faculty and staff are appointed to key committees by election rather than the current policy of dean appointment. Implementation is expected beginning Fall 2017.
 - b) Engaging faculty and staff through brown bag discussions, increased communication, and appropriate action based on faculty and staff suggestions.
 - c) Using results of the “Great Colleges to Work For” survey to measure faculty and staff morale by Fall 2017 (develop a self-assessment instrument if necessary).