To: CEC, and College of Business Faculty and Staff.
From: SMAC
Re: SMAC Report on the Jan 12th 2011 Convocation Feedback to the College of Business Strategic Plan Survey
Date: February 10 2011

College of Business Strategic Plan - Feedback compiled by SMAC meeting notes of the Feb 10th SMAC meeting which analyzed the convocation January 12th feedback that is presented in entirety in the appendix. We digested the feedback and made initial major recommendations for changes in the first part of this report.

Current Vision

… to be the premier college of Business in the Southwest and we think that you will find this to be an exciting place to earn a graduate or undergraduate degree.

FEEDBACK: cut everything after “the Southwest.” E.G. … to be the highest quality college of Business in the Southwest.

Current Mission

The College of Business serves the educational needs of New Mexico’s diverse population by providing quality education, conducting research, and participating in service and outreach within the global community.

FEEDBACK: Add “highest” before quality. Perhaps reverse the emphasis, by putting research before education. Add “New Mexico.” E.G. The College of Business serves the educational needs of New Mexico’s diverse population by conducting research, providing highest quality education, and participating in service and outreach within New Mexico and the global community.

Goal # 1 - Provide our students an affordable quality education through programs offered at the undergraduate and graduate level where high academic standards are maintained.

   ✗ ACTION PRIORITIES
   ✗ 1. Develop a plan to maintain or increase enrollment in graduate programs
   ✗ 2. Periodically review the curriculum to determine the extent of coverage of ethics, diversity, and global business issues

FEEDBACK: Develop a plan (action priority) to improve the quality of student in graduate programs. Change the first action priority to read: Develop a plan to improve the quality of students enrolled in graduate programs. Leave #2 as is. There was also sentiment to make the graduate program smaller and higher in quality.

Goal # 2 - Produce intellectual contributions which enhance faculty teaching effectiveness and advance the knowledge and practice of business and management

   ✗ ACTION PRIORITIES
   ✗ 1. Develop a plan to encourage publications of peer reviewed journal articles, increase aggregate production of such articles, and promote a culture of intellectual growth (Faculty Council is being asked for their input on this one)
**FEEDBACK:** reverse the goal-wording. E.G. **Advance the knowledge and practice of business and management and produce intellectual contributions which enhance faculty teaching effectiveness.**

Goal # 3 - Provide leadership, service, and expertise for public policy, economic, social, educational, and community development, with a focus on New Mexico.

- **ACTION PRIORITIES**
- 1. Promote participation in public policy analysis and outreach

**FEEDBACK:** add the word ‘primary’ to Goal 3, and change the order of the items, and consider dropping ‘social’ as it is encompasses within economic, community and public. E.G. **Provide leadership, service, and expertise for economic, educational, public policy, social, and community development, with a primary focus on New Mexico.**

In action priority one, there was sentiment to expand public policy, and prioritize as well what is happening through Arrowhead, entrepreneurship, and small business consulting in terms of service to community and region.

Goal # 4 - Provide excellent stewardship of all financial, human, physical and technology resources of the College

- **ACTION PRIORITIES**
- 1. Marshal limited financial resources to limit the negative impact of budget reductions on goals

**FEEDBACK:** The sentiment is to not be so negative in action priority 1, and state it in the positive. E.G. Change priority one to read: **Develop financial strategies to support the other goals.**

Goal # 5 - Maintain AACSB accreditation

- **ACTION PRIORITIES**
  - 1. Documentation to show how well action items were fulfilled, and to show specific achievements relating to action items.

**FEEDBACK:** no change

Thank You from SMAC

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**APPENDIX: The Convocation Feedback compiled by SMAC, but undigested**

**Feedback on Business College Strategic Plan**

Below is the feedback anonymously received from faculty regarding the college of business’ strategic plan.

**Vision/Mission**

- Cut everything after “...and we think...” Interesting v. challenging.
- This is silly – we will NEVER be “the premier.” We first need to define who we really are, then strive to be the best “us” we can be!
- Good vision start. Reasonable mission statement although hard to demonstrate that faculty are outstanding compared to other schools. Cut everything after “...and we think...”
- Cut everything after “...and we think...”
- Cut everything after “...and we think...”
- Goal #1 – a. Add quality for grad program.
- Define “premier” and add “United States” to vision.
- Put “United States Southwest” instead of just “Southwest.”
- Very satisfied with the vision and mission statements as shown above.
- Our mission and vision are adequate.
- Cut everything after “...and we think...”
- Revision of vision - ...is to be the premier College of Business within the Southwestern United States.
- Vision needs to be slightly more specific. Premier colleges carry particular properties. (1) ADDITIONAL FUNDING which leads to higher quality teaching (through smaller classes), higher research (through time off and research reliefs). (2) more industry/business involvement through grants/awards/funds by businesses.
- Cut everything after “...and we think...”
- On mission: Why is education “quality” but not research? Are we just “participating” in service and outreach, or doing something more meaningful?
- On values: Statements are so long that no one could actually rescue them. Values should be “short and sweet” – something that everyone knows by heart.
- On mission: I like global focus but mission seems contradictory with NM and global.
- Cut everything after “...and we think...”
- I am happy with the mission statement.
- I am very happy with the vision and mission statements. Excellent job!
- Revision of vision – add “and challenging” to vision before “place.” I am happy with vision as edited.
- Cut everything after “...and we think...”
- Good, but break up vision into two sentences starting at “we.”
- What does “premier” mean? Cut everything after “...and we think...”
- Revision to vision - ...Business in the Southwestern United States. Drop last part of sentence. OK to keep as long as not an official part of the vision.

**Goal #1**

- Increase quality enrollment.
- Quality enrollment. Something about action. Assess?
- If you add the word “quality,” how is “quality” defined?
- We are doing number two and working on number one. These are appropriate.
- Add the word “quality” to action priority one.
- Add the word “quality” to action priority one. Cut action priority two.
- Revision to action priority two – Periodically review the curriculum to determine the extent of proper coverage of ethics, diversity, and global business issues.
- Add the word “quality” to action priority one. Otherwise fine.
- Add another action priority – Periodically survey other Southwest state universities to perform tuition/cost comparison. (Maybe not a college level action)
- Number two is a good one. Number one not realistic with budget cuts.
- Add the word “quality” to action priority one.
- Why the increase in topics? Why not alter topics?
- Affordable does not have to equate to cheap. NMSU tuition is very cheap and needs to be better reflective of its value.
- Add the word “quality” to action priority one.
- Add the word “quality” to action priority one.
- Add “of highly qualified students” to action priority one.
- Add the word “quality” to action priority one. Good goal.
- Add the word “quality” to action priority one. Looks good.
- I don’t see how these (action priorities) relate to the goal.
- Why? (re: action priority one)
- Revision to action priority one – Develop a plan to increase quality of graduate education programs.
- From goal one “…where high academic standards are maintained” is an action item, not a goal. (Action priority) two is already done for ethics and diversity for career committee.
- Add the word “quality” to action priority one. Looks good!

**Goal #2**

- Hard to know what “aggregate production of such articles, and promote a culture of intellectual growth” means.
- In progress. Difficult during time of strapped teaching resources.
- Good one.
- Pay for submission fees in addition to paging for results with bonus.
- This is good! But what are we really doing about it?
- Research award? (x2 to get effectiveness?)
- Good goal.
- Peer reviewed journal articles are not the only examples of intellectual contributions that enhance teaching effectiveness they might not even be the best intellectual activity that enhances teaching effectiveness.
- Revision to action priority one – Develop a plan to encourage publications of peer reviewed journal articles, increase production of such articles, and promote a culture of intellectual growth.
- Worthy.
- OK, but remember different disciplines.
- Add action item for teaching.
- Add at the end: “intellectual growth and teaching excellence.”

**Goal #3**

- What about the global community? Entrepreneurship?
- Primary goal.
- Not sure what “public policy analysis” means.
- Put “primary” before focus in goal.
- This seems to be a strength of the EWN dept.
- Put “primary” before focus in goal.
- Revision goal three – Provide leadership, service, and expertise for economic, social, educational, and community development with a primary focus on New Mexico.
- Put “primary” before focus in goal.
- Revision to action priority one – Develop a plan to encourage publications of peer reviewed journal articles, increase production of such articles, and promote a culture of intellectual growth.
- Worthy.
- OK, but remember different disciplines.
- Add action item for teaching.
- Add at the end: “intellectual growth and teaching excellence.”

**Goal #4**

- Revision to action priority one – Maximize resources to soften impact of budget reductions on goals.
- Revision to action priority one – Massage all resources to maximize goal attainment.
- Revise action priority one to eliminate the word “limited.”
- Revision to action priority one – Ok as it is but could be modified as follows: Develop financial strategies to support the other goals.
- We are vigorously developing financial strategies at this time.
- Revision to action priority one – Limit the negative impact of budget reductions on strategic goals to fulfill our mission.
- Revision to action priority one – Limit the negative impact of budget reductions on goals.
- Revise action priority one to eliminate the word “limited.”
  - Excellent.
- Revision to action priority one – Massage financial resources to limit the negative impact of budget reductions on goals.
- Revision to action priority one – Revenue enhancement to limit the negative impact of budget restrictions on goals.
- Revision to action priority one – Massage limited financial resources to limit the negative impact of budget reductions on goals.
2. Consider additional methods of revenue enhancement.
  - Change “Marshal limited” to “allocate.”
  - Good goal.
- Revision to action priority one – Marshal limited financial resources to mitigate the negative impact of budget reductions on goals. Looks good.
- Revision of action priority one – cut the word “limited.”
  - Worthy.
  - Cut word “limited” from action priority one.
  - Cut word “limited” from action priority one.
  - Change “Marshal limited” to “allocate.”
  - Change “Marshal” to “manage.” (Goal four) seems to be out of our control. We need to manage COB finances within the COB instead of giving them away.
  - Revision to goal four – change “excellent” to “responsible.” Manage financial resources to ensure quality education while working within limited resources.
  - Change “limit” on action priority one to “minimize.” Good.

**Goal #5**
- Add another step – Conduct oversight to ensure action items are carried out.
- Dept. head do a good job of documentation. Need more performance matrix.
  - Good.
- Very important to keep AACSB.
  - Good goal.
  - Worthy.
  - Honestly work to accomplish AACSB standards rather than just going through the motions that we hope will satisfy them.
  - Must take ACTION that support AACSB expectations so have something to document. So, say (1) Take action. (2) Documentation.
  - I agree it is important to maintain accreditation.

**General comments**
- We should not try to develop too many goals and action priorities. The above list is about right overall. The main overall problem with the action items is that we have few performance metrics to measure progress.
- All of the above goals are adequate and make sense given what we do.
- Good job David! Thanks for the opportunity for us giving feedback.
- Thank you.