

Strategic Plan



*School of Business and Economics
North Carolina A&T State University
A Constituent Institution of the University of North Carolina System*

The School of Business and Economics
At North Carolina Agricultural and Technical State University

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The Dean's Perspective



Dr. Quiester Craig, Dean

Many challenges and opportunities loom on the horizon as the School of Business and Economics enters the second half of its fourth decade of existence. Over the last thirty years, a variety of circumstances directed the overall focus toward the establishment of high quality undergraduate programs and the development of a national reputation for excellence. Accomplishments on these levels and other changes now present the faculty and administration with a wide range of opportunities for future growth and development. The local economy has repositioned its orientation from one based primarily on textiles, tobacco, and furniture manufacturing to one that emphasizes biotechnology, transportation, financial services, and communications. These high-demand industries will provide local and regional opportunities for students with the skills and abilities provided by the current academic programs. Further, growth in service and knowledge-based sectors has created both a need and an opportunity for expansion of graduate program offerings.

While these economic changes continually affect program offerings, the University's response to these changes also offers a number of opportunities. The recent recognition garnered by the University's Carnegie Research/Doctoral Intensive classification dictates a need for a stronger focus on research and graduate programs within the School of Business and Economics. This reclassification is further complemented by the University's strategic focus on becoming an interdisciplinary and learner-centered organization. These opportunities for interdisciplinary research and instruction have created more avenues for collaboration across academic disciplines. Industry and academic partnerships are also enhanced by the broader interdisciplinary focus.

During the 2004-2005 academic year the University's Faculty Senate adopted a comprehensive revision to the content of the University's general education curriculum. These revisions, which are scheduled for implementation in the 2006-2007 academic year, will increase the meaningfulness and quality of students' educational experiences. These changes offer the potential for students to enter the discipline-specific portion of their educational experience with a better understanding and appreciation of a broad, integrated educational experience. The requirements for a greater emphasis on analytical problem-solving and critical thinking skills will facilitate efforts to meet the demands of business students and the related professions.

Opportunities are always accompanied by challenges and risks. Increased enrollment, declining budgets, competition for high-quality students, and rapid changes in technology are issues which impact the School and its programs. The School of Business and Economics is well positioned to take advantage of the opportunities and to face the challenges. New physical facilities, superior faculty, and highly motivated students assure the success of efforts to expand graduate program offerings and to increase the School's local and regional economic and community impact. The mandates are for growth in graduate programs, expansion of undergraduate study through supportive centers, increased involvement by external stakeholders, and the maintenance of the School's national reputation for excellence in management education. We face these opportunities and challenges with enthusiasm and confidence.

A handwritten signature in blue ink, which appears to read "Quiester Craig". The signature is stylized and cursive.

Quiester Craig,
Dean

Vision

The vision of the School of Business and Economics at North Carolina A&T State University is to be recognized for its exemplary programs in management education that focus on excellence in learning, leadership, competency development, global perspectives, and professional advancement.

Mission

The mission of the School of Business and Economics at North Carolina A & T State University is to provide high quality management education in a learner-centered environment that effectively recognizes and responds to the diverse backgrounds, characteristics, and needs of students and society. An interdisciplinary foundation, faculty scholarly activity, and professional and community service are integral to this mission.

The School of Business and Economics

The School of Business and Economics is one of seven academic units at North Carolina A&T State University. The University is a constituent institution of the sixteen-campus University of North Carolina System. Since its establishment in 1971, the School of Business and Economics has grown to become one of the University's largest academic units and has established a national reputation for excellence. This focus on excellence resulted in initial accreditation of the School's academic programs by AACSB International—The Association to Advance Collegiate Schools of Business—in 1979, becoming the first Historically Black College and University (HBCU) in North Carolina to achieve this high level of national peer recognition of quality. In 1986, the accounting program was the first HBCU in the nation to achieve AACSB International accounting accreditation.

The School continues to focus on offering high quality academic programs at the undergraduate level. In 2001 the School began its first graduate program—the Master of Science in Management. Currently, the School offers programs leading to the Bachelor of Science Degree with majors in accounting, finance, management, marketing, business education, economics, and transportation/logistics. Students majoring in management may elect to earn a concentration in Management Information Systems. Students earning the Master of Science in Management may choose among concentrations in Management Information Systems, Human Resource Management or Transportation/Logistics. The School's academic programs are administered through four Departments—Accounting, Business Administration, Business Education, and Economics and Transportation/Logistics.

The seventy-four faculty members of the School serve over 1600 undergraduate and 40 graduate students. Approximately 95 percent of the School's faculty members hold terminal academic credentials from some of the world's most prestigious academic institutions. While the student population of the School is primarily of African American heritage, our students come from diverse economic and educational backgrounds with a wide range of life experiences. The School's curricula and extracurricular programs are designed to capitalize on the students' wide range of experiences and to foster their development into productive citizens and professionals.

Twelve graduate and 260 undergraduate students received degrees from the School during the 2004-2005 academic year. The School's students and alumni reflect the high quality of its programs. Many have demonstrated a high level of performance as students and in their varied careers. Our graduate programs are a focus of our current six-year planning horizon. This is a continuation from our immediate prior planning period.

The School's programs are housed in a recently completed \$20 million classroom facility and a completely renovated classroom and office facility. At its dedication in April 2004 the new classroom facility was named Craig Hall in honor of our current dean of 34 years, Dr. Quiester Craig. These two facilities are seamlessly joined and are equipped with the latest technology and other amenities necessary to deliver a high quality educational experience to students and to support the work of faculty.

Core Values

The core values of the School of Business and Economics are:

1. Character and Integrity

We value strength of character and integrity in faculty, staff, and students, and encourage honesty and dependability in all interactions.

2. Freedom of Inquiry

We embrace the ideals of academic freedom for our students and faculty. We encourage critical inquiry and intellectual discourse.

3. Cooperation and Teamwork

We value collegiality and cooperation among faculty and encourage teamwork among students. We seek opportunities to work together as strong teams but also encourage and reward individual initiatives.

4. Respect and Professionalism

We treat people and their ideas with courtesy, dignity, and mutual respect; we value diversity and embrace globalization, consistently demonstrating professionalism in our interactions with each other and with our constituents.

5. Ethical Behavior and Social Responsibility

We behave ethically, responsibly, and consistently, and we encourage and reinforce ethical behavior among our students.

We challenge our students, faculty, and staff to accept their moral responsibility as educated, informed, and caring citizens of their communities and the world. We encourage them to be active participants in tackling important social issues such as civil rights, economic inequality, and environmental sustainability.

Guiding Principles

The enduring values that an organization shares guide its practice daily. The shared values of the School of Business and Economics reflect its commitment to students and to academic and scholarly excellence. They include:

1. providing North Carolinians access to high quality management education.
2. building a learner-centered environment that emphasizes active and collaborative learning and supports students through advising and mentoring.
3. helping students develop an understanding of global issues, an appreciation of cultural diversity, and a commitment to ethical behavior and social responsibility.
4. fostering a strong relationship with the local, regional and national business communities.

Strategic Direction 1:

Continuing Excellence in Teaching and Learning

Goal 1:

Promote overall high student achievement through undergraduate and graduate degree programs and other curricular activities.

Objective 1: The School's programs will prepare students for the workforce, graduate education, and lifelong learning

Goal 2:

Promote the development of leadership skills, ethical behavior and social responsibility among undergraduate and graduate students.

Objective 1: The School will provide a variety of activities to foster the development or enhancement of leadership skills.

Objective 2: Each academic department and the graduate program will ensure that business and personal ethics are integrated into several required courses.

Objective 3: The School will provide students with ample opportunities to develop and practice social responsibility.

Goal 3:

Maintain a recruitment and retention system that serves a diverse group of students and supports them to complete their programs off study in a timely manner.

Objective 1: The School will recruit talented students into its undergraduate and graduate programs.

Objective 2: The School will provide a variety of support services to help students attain academic success.

Objective 3: Each undergraduate department will implement an academic advising system that matches each student with an academic advisor.

Objective 4: The graduate program will be assigned a coordinator who will manage the program and provide support services for the MSM Students.

Goal 4:

Implement an effective alumni giving program to supplement federal, state, and corporate support of the School's programs, ensuring adequate scholarships and assistantships.

Objective 1: The School will increase its fundraising efforts to support talented graduate and undergraduate students as well as other curricular and co-curricular activities.

Goal 5:

Strengthen fundraising efforts to supplement the support received from the State for academic and other programs in the School.

Objective 1: The School will work closely with the University Development Office to pursue corporate funding sources as well as encourage faculty to explore Federal funding opportunities.

Strategic Direction 2: Enhancing Faculty Scholarship and Professional Development

Goal 6:

Encourage and support intellectual contributions and other scholarly and professional involvement of the faculty.

Objective 1: Increase the number and level of faculty involved in professional organizations and other development activities.

Objective 2: Faculty research and scholarly productivity will include basic, applied, and pedagogical research, demonstrating scholarship through research and publications in refereed journals in their respective or related disciplines, conference presentations, case writing, editorships, and memberships on editorial boards, etc.

Objective 3: Faculty will participate in interdisciplinary collaborative projects with other disciplines on the campus and beyond.

Strategic Direction 3:

Strengthening Stakeholder Relationships and Services

Goal 7:

Increase student satisfaction with School of Business and Economics programs and services.

Objective 1: Develop a clearer understanding of student satisfaction with the programs and services of the School.

Goal 8:

Maintain a strong, active Executive Advisory Committee (EAC) that helps to ensure high quality business programs.

Objective 1: The School will have an active EAC that includes a diverse group of representatives of major local, regional, and national businesses.

Goal 9:

Expand the graduate and undergraduate program offerings as well as support and delivery systems to better serve alumni and other prospective students.

Objective 1: The School will develop a proposal for a new MBA program as well as introduce innovative systems and resources to support the undergraduate programs and the current graduate program.

Strategic Direction 4:

Serving the Professional and Local Communities

Goal 10:

Continue to encourage and support faculty involvement in professional and community service

Objective 1: Faculty will provide service to professional organizations, student organizations, and to the broader community.

Objective 2: Students will participate in professional student organizations as well as in community development/service activities.

Special Thanks

Thanks to all those who generously shared their time, effort and intellect in the development of the School of Business and Economics Strategic Plan. The plan reflects the efforts of our administrative team, faculty, staff, students, university colleagues, alumni, Executive Advisory Council and external stakeholders. Over the next five years it will guide our efforts to build an even stronger business program.

Strategic Plan Committee

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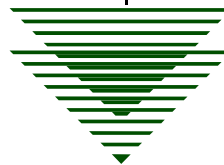
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