

Goal 2: Conduct and share research that enhances the understanding of the factors that determine the performance of organizations

Meets:	Objective	Tactics	Tools	Metrics
BSAD: SP.2.1/A.2.1 SP.2.2/A.2.2 SP.2.3/A.2.3 SP.2.4/A.2.4 UVM: 3.b,d,f	Objective 2.1: Establish and continuously improve an “excellence in research” assessment system	Design and implement a system for monitoring and reporting research achievement. Design of system must include: <ul style="list-style-type: none"> • Publications in peer-reviewed journals • \$ generated from sponsored research • Conference presentations • Student research engagement • Annual report of research achievement to be shared with faculty, staff and other key stakeholders 	<ul style="list-style-type: none"> • Digital Measures • Office of Sponsored Research 	Design and implementation of system completed

Goal 3: Build a vibrant network of relationships between students, faculty, staff, alumni, and the communities in which we reside

Meets:	Objective	Tactics	Tools	Metrics
BSAD: SP.3.1/A.3.1 UVM: 4.b,d,e 5...	Objective 3.1: Assure that the curricular and co-curricular programming develops students’ global and civic awareness	For curricular programming, refer to incorporation of global and civic awareness in Goal 1 and related objectives. For co-curricular programming: Establish expectations for global and civic awareness in mission and activities of student organizations, monitor, and allocate resources in support of organizations accordingly.	<ul style="list-style-type: none"> • AoL CCI for level of content in curriculum and annual UG EBI exit satisfaction survey • Annual report of student leadership activity • Business Leadership Council 	Satisfaction with EBI (Factor 5–Breadth of Curriculum), items #37-42 w/37 for global and 38 for social responsibility as well as school specific questions 8-10 regarding ethics instruction For co-curricular, Factor 7–student organizations and extracurricular activities (EBI #46–student organization activities & #47–leadership opportunities) and Factor 9–satisfaction with characteristics of your fellow students (#57–Academic quality; 58–Ability to work in teams; 59–level of camaraderie
BSAD: SP.3.2/A.3.2 UVM: 4.f	Objective 3.2: Establish and continuously improve a student advising system that builds students’ capacity to be self-motivated and self-directed citizens	Annual cycle of review and change in advising system	<ul style="list-style-type: none"> • Advising Survey • Student Placement Rates • University 1 year out survey • EBI Advising Items 	<ul style="list-style-type: none"> - Compare Advising survey results # 11 (overall satisfaction) over time - Compare UVM 1 year out survey results over time - EBI advising Factor 11 (#48–advisor’s availability; #49–Advisor’s knowledge of requirements; #50–Advisor’s helpfulness of recommendations & #51–Advisor’s interest in student’s progress

<p>BSAD: SP3.3/A.3.3</p> <p>UVM: 3.e 4.b</p>	<p>Objective 3.3: Increase ability of public to access knowledge and services available in the school and university</p> <p>Establish curricular, research and engagement linkages in support of the university's positioning in the environment and in health and life sciences</p>	<p>3.3.a. Meet with civic and business leaders; faculty & staff involvement in professional organizations in their field within the state</p> <p>3.3.b. Provide access to materials through website and public relations contacts; use content management software to adjust presentation of materials</p> <p>3.3.c. Encourage faculty and student involvement in community projects</p> <p>3.3.d. Build curricular offerings in business and the environment</p> <p>3.3.e. Support extracurricular offerings in business and the environment</p> <p>3.3.f. Support program of research in business and the environment</p> <p>3.3.g. Evaluate investments in physical plant from an environmental sustainability perspective</p> <p>3.3.h. Build curricular offerings in business and healthcare</p> <p>3.3.i. Support extracurricular offerings in business and healthcare</p> <p>3.3.j. Support program of research in healthcare management</p>	<ul style="list-style-type: none"> • Increased web information • Targeted marketing 	<p>3.3.a. Dean participates in at least two civic events per month; each academic & staff area has a representative to the statewide organization in their area</p> <p>3.3.b. Review website performance on a quarterly basis</p> <p>3.3.c. Each academic area has students involved in at least one local business community project per semester; Every student graduating from the school will have participated in at least one local business community project</p> <p>3.3.d. Business faculty and university senate adopt undergraduate program offering; business faculty and senate adopt graduate program offering;</p> <p>3.3.e. Sponsor/co-sponsor one public lecture per semester featuring business and the environment; BSAD representative on UVM Environmental council; finance and investment club establishes a "green" index</p> <p>3.3.f. Give preference to support of research programs that evaluate business and environment issues</p> <p>3.3.g. All physical plant investments explore "green" sources</p> <p>3.3.h. Business faculty develop and utilize teaching modules focused on health care literacy; business faculty and senate adopt specialization in healthcare management in graduate professional programs</p> <p>3.3.i. Sponsor/co-sponsor one lecture per semester featuring healthcare management issues.</p> <p>3.3.j. Give preference to support of research programs that evaluate healthcare management issues</p>
<p>BSAD: SP.3.4/A.3.4</p> <p>UVM: 5.d,f</p>	<p>Objective 3.4: Conduct public service programs that increase the intellectual capital and leadership capabilities of Vermont-based organizations.</p>	<p>3.4.a. Deliver an open enrollment management development program in collaboration with CE</p> <p>3.4.b. Invest in ongoing non-degree course development</p> <p>3.4.c. Design and deliver management development programs to specialized audiences</p>		<p>3.4.a. Deliver six established open enrollment courses per year</p> <p>3.4.b. Develop at least two new non-degree courses each year</p> <p>3.4.c. Deliver at least three meetings for Vermont Family Business Initiative; partner to support other specialized initiatives like Entrepreneurship</p>

		3.4.d. Design & deliver customized management development programs for Vermont-based orgs		3.4.d. Build at least one new company or organization custom-training delivery each year
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Goal 4: Enhance the resource base of the school

Meets:	Objective	Tactics	Tools	Metrics:
BSAD: SP.4.1/A.4.1 UVM: 5.d,f	Objective 4.1: Role model ethical behavior for our students	4.1.a. Design and utilize a tool that measures curricular coverage of ethical decision-making and presence of ethical conduct 4.1.b. Assure all faculty and staff complete university sexual harassment policy assessment 4.1.c. Designate person to receive complaints of ethical breaches 4.1.d. Assure faculty and staff are familiar with student conduct policy statement	See EBI UG exit survey and AoL CCI See item within Baldrige Explorer on ethics University Sexual Harassment Tool	4.1.a.i. Evidence regular improvement in students' perceptions on EBI (Factor 5-Breadth of Curriculum), items #37-42 w/39 specific to ethics as well as school specific questions 8-10 regarding ethics instruction 4.1.a.ii. Evidence regular improvement in faculty and staff perceptions on items 1F of Baldrige Explorer/Express survey 4.1.b. 100% completion of sexual harassment policy test 4.1.c/d. Person identified and contact information prominently displayed http://www.uvm.edu/~cses/
BSAD: SP.4.2/A.4.2 UVM: 3.b,...	Objective 4.2a: Increase breadth and depth of endowed funds Objective 4.2b: Increase sponsored academic and research funds Objective 4.2c: Increase alumni giving	4.2.a... Update and redistribute position statement to faculty, staff, board of advisors and university senior leadership 4.2.b.1. Pursue sponsored academic program funding 4.2.b.2. Pursue sponsored research funds 4.2.c.1 Communicate features of position statement to alumni 4.2.c.2 Communication strategy including alumni news and e-newsletters to sustain annual giving 4.2.c.3 Increase alumni involvement in curricular and extracurricular activities	Continued visits by dean to potential donors Increased faculty involvement	4.2.a.1. Updated position statement completed by December 1, 2008 4.2.a.2. Updated position statement shared with faculty and staff by December 12, 2008 4.2.a.3. Updated position statement shared with President and Provost by December 29, 2008 4.2.b.1. Submit at least one proposal for academic program funding to a foundation or association per year 4.2.b.2.a. Each faculty member identifies sponsored research potential for Spring 2009 annual performance review 4.2.b.2.b. 25% of faculty submit research proposals to outside funding sources by Spring 2010 4.2.c.1 Position statement featured in Fall 2009 Alumni News 4.2.c.2 Include envelope supporting Annual Fund solicitation in 2008 Alumni News 4.2.c.3 # of alums guest lecturing in classes; # of alums donating funds
BSAD: SP.4.3/A.4.3	Objective 4.3: Continuously maintain and	Continuously inventory building resources	Upgrades/improvements made to physical environment of building	\$\$ spent on lab equipment \$\$ spent on wiring/other infrastructure

UVM: 3.a	improve Kalkin Hall			\$\$ spent on improving/enhancing livable spaces for faculty, staff and students
BSAD: SP.4.4/A.4.4 UVM: 4...	Objective 4.4.: Continuously enhance student quality through recruitment, enrollment and retention of students	<p>4.4.a. Actively participate in Honors College</p> <p>4.4.b. Recruit diverse and accomplished students</p> <ul style="list-style-type: none"> - Recruit undergraduate students who score at or above 1250 on the SAT & rank in the top 1/3 of their graduating class - Recruit graduate students who score above 600 on the GMAT and have at least three years fulltime work experience - Recruit students who have an active record of participation in community activities - Recruit students from traditionally underrepresented groups and areas through personal visits to targeted schools - Involve currently enrolled ALANA, Honors College, and student leaders in student visit events - Make personal phone calls to admitted students - Hold information sessions about MBA program at appropriate community events <p>4.4.c. Design and deliver compelling first year experience</p> <p>4.4.d.a. Establish an undergraduate advising process designed to increase student mindfulness regarding their future</p> <p>4.4.d.b. Incorporate mindfulness/self-reliance perspective in classroom instruction</p> <p>4.4.d.c. Evaluate student academic progress on frequent basis</p>	<p>ACE 7 data</p> <p>MBA database</p> <p>UVM performance matrix & UVM data</p>	<p>4.4.a. % of Honors College applicants who intend to enroll in business telephoned; yield of Honors College applicants</p> <p>4.4.b.:</p> <ul style="list-style-type: none"> - % of applicants in ACE 7-9 - Enhancing the quality of students entering the business program as evidenced by increasing the proportion of ACE 7 to 9 students by 5 % per year - % of applicants with above 600 GMAT - % of applicants with community service prior to enrollment - % of ALANA applicants - Number of urban partnership visits; number of faculty, students and alumni involved in visits - Number of visits to Vermont high schools - Number of ALANA and Honors College students involved in student visit events - % of admitted ALANA and Honors College students phoned; yield of those phoned - # of MBA information sessions held; number of applications derived from information sessions <p>4.4.c. Modification of first year of undergraduate program completed by Fall 2010</p> <p>4.4.d.a. Completed & implemented design of formal advising program involving professional and faculty advisors by student registration for Fall 2005 classes.</p> <p>4.4.d.b. 100 percent of all UG & Grad students will complete a personal plan for academic & professional excellence</p> <p>4.4.d.c. For UG 1 year and 2 year retention rates; 6 year graduation rates; For Grad: retention & 4 year graduation rate</p>

<p>BSAD: SP.4.5/A.4.5</p> <p>UVM: 1.a,b,c,d</p>	<p>Objective 4.5: Recruit diverse and accomplished faculty and staff</p>	<p>4.5.a. Active involvement in the Ph.D. Project 4.5.b. Active involvement in professional networks 4.5.c. Offer attractive salaries and benefits 4.5.d. Monitor recruitment effectiveness</p>	<p>UVM Performance Matrix</p>	<p>4.5.a. Continue annual membership in Ph.D. Project; Communicate w/students in Ph.D. Project at least once per year; use personal correspondence w/students in Ph.D. Project to apprise of any faculty openings 4.5.b. Faculty & staff participation in national professional meetings; Research seminars delivered by well known scholars; 100 percent of all new tenured and tenure track positions will be advertised in media consistent with University Diversity Policy 4.5.c. 100 percent of newly hired tenured and tenure-track faculty & staff will be compensated at or above the area median as reported by AACSB & Oklahoma Studies; 100 percent of newly hired tenure track faculty will be assigned no more than 12 credit hours per year and no more than 3 different course preparations for the first 3 years of employment. 4.5.d. Conduct post-mortem of each recruitment and track recruitment performance over time; 100% of open positions filled with 1st or 2nd choice candidate.</p>
<p>BSAD: SP.4.6/A.4.6</p> <p>UVM: 2.a,d 5.a,e</p>	<p>Objective 4.6: Retain and recognize high-quality faculty and staff</p>	<p>4.6.a. Reward faculty and staff in order to retain the most accomplished faculty and staff 4.6.b. Provide professional development opportunities 4.6.c. Provide incentives for faculty to apply for external funding 4.6.d. Provide incentives for cross-unit and cross-institution teaching and research initiatives</p>	<p>UVM annual report regarding benchmark salaries Report on professional development actually supported Increased grants Increased cross-unit/institution teaching and research initiatives</p>	<p>4.6.a. Preference in allocation of graduate assistantships given to faculty with higher SCH delivered 4.6.b. Each teaching productive faculty member will receive at least \$1,000 towards costs associated with attending one professional meeting per year; Each research productive faculty member will have the reasonable & customary costs associated with participating in a national professional meeting covered each year; Each faculty member teaching by the case method will be supported to attend a case teaching development workshop 4.6.c. All faculty who apply for external funding to pursue research and/or teaching innovation aligned with the mission of the school will be eligible for a reasonable matching fund; amount of incentives provided</p>

				4.6.d. All faculty actively participating in cross-unit & cross-institution collaboration will receive preference in allocation of graduate assistantships & wage payroll support.
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APPENDIX

BSAD LINKAGES TO UNIVERSITY OF VERMONT'S STRATEGIC PLAN

The university's strategic planning process provides a mechanism for diverse academic and administrative units to work in an integrated and coordinated manner. Through efforts in the following seven university goals, our efforts are aligned with the University's vision "*To be among the nation's premier small research universities, preeminent in our comprehensive commitment to liberal education, environment, health, and public service.*"

http://www.uvm.edu/~president/?Page=strategic_planning/strategicplan.html

UNIVERSITY OF VERMONT - Strategic Plan 2009-2013: Sustaining the Advance

University Planning Council Approval: 4/28/08; Faculty Senate Approval: 5/15/08; Pending Board of Trustees Action

1. **Diversity: Build a diverse and globally aware university community sustained by an inclusive, supportive, and just campus climate.** Objectives:
 - a. Implement plans and programs to recruit and retain a critical mass of faculty, staff, administrators, and students from diverse backgrounds.
 - b. Invest university resources and employ processes to build a transparent, collaborative infrastructure supportive of university members from diverse backgrounds.
 - c. Cultivate an inclusive and responsive university climate underscored with fairness and equity.
 - d. Increase diversity related knowledge, encourage interaction among diverse university members, and build understanding of differences through programs, services, and policies.

2. **Academic Programs: Increase the quality and stature of academic programs and align undergraduate and graduate education with institutional priorities.** Objectives:
 - a. Ensure that the resources, facilities, and support programs are available and policies and procedures are in place to attract, recruit, and retain the very best scholars to UVM.
 - b. Make UVM a destination for the highest achieving undergraduate and graduate school applicants, and nurture their intellectual development by direct interactions with world-class scholars and creative artists.
 - c. Through faculty processes, create greater cohesion of the undergraduate curriculum and greater depth of the graduate curriculum.
 - d. Continue to build strength in the disciplines while removing barriers to, and providing rewards for, collaboration, integration, partnerships, and programmatic development across disciplinary lines.
 - e. Establish structures and processes to align the academic program array with the vision and mission and link resource allocation with current or anticipated performance on agreed upon metrics of quality, national distinction, and institutional priorities.
 - f. Link the outcomes and recommendations of the academic program review process to resource allocation.
 - g. Provide institutional leadership and support for learning assessment activities aimed at the continuous improvement of the quality of undergraduate and graduate education.

3. ***Scholarship: Focus and strengthen research, scholarship, and the creative arts, and develop outstanding graduate programs that support the creation and sharing of knowledge.*** Objectives:
 - a. Continue to make focused investments in infrastructure and technology that support research, scholarship, and the creative arts.
 - b. Align university policies and practices to increase support for and reduce barriers to productivity and excellence in research, scholarship and the creative arts.
 - c. Meet the special needs of graduate students for financial support, professional development, support services, mentoring, and intellectual community.
 - d. Create and implement a UVM Research Strategic Plan that provides a roadmap and a process to measure success and allocate resources to mutually enhance research foci and graduate education.
 - e. Foster applications of discovery, innovation, and invention to improve the well-being of Vermont, the region, and the world.
 - f. Earn external recognition that UVM numbers among premier small research universities.

4. ***Student Experience: Provide a distinctive university experience that prepares students for success as accountable leaders in the 21st century.*** Objectives:
 - a. Ensure that the foundations of a contemporary liberal education – critical thinking, high-level speaking and writing ability, research skills, and problem solving – permeate the academic experiences of all UVM students.
 - b. Infuse a broad understanding of and personal responsibility for health and wellness, environmental stewardship, and sustainability throughout the academic and co-curricular experiences of all UVM students.
 - c. Develop in students the knowledge and skills to be leaders through emphases on problem-based and experiential learning and by providing well organized opportunities for service learning and mentored research.
 - d. Enhance a global perspective, transnational knowledge, and international experience among UVM students, faculty, and staff.
 - e. Give every first- and senior-year undergraduate the opportunity to take courses and engage in co-curricular activities that facilitate successful transitions into and out of college life.
 - f. Make the best practices and models of academic advising and mentoring available to every student on campus.

5. ***Institutional Efficacy: As an institution, model the highest standard of ethical conduct, public service, and strong commitment to lifelong learning.*** Objectives:
 - a. Provide compensation for faculty and staff that is determined by performance, market competitiveness, equity (including attention to basic needs), and recognition of the role of collective bargaining for unionized employees.
 - b. Re-engineer administrative systems and support operations aligned with an ethic of service and accountability to students, faculty, and staff.
 - c. Build a culture of participatory and transparent decision-making throughout the institution.
 - d. Improve and sustain the university's role as a valued leader and partner in social and economic development in Vermont, the region, and the world.
 - e. Expand faculty and staff development programs that provide the intellectual and personal tools for professional success throughout the career.
 - f. Develop a capacity for institutional self-examination and purposefulness that produces the highest levels of effectiveness in university programs, services, and policies.