



**COLLEGE OF BUSINESS
ADMINISTRATION**

THE UNIVERSITY OF TOLEDO

Strategic Directions

Developing Lifelong Leaders for the World of Business

January 2008
(Adopted – December 7, 2007)

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**COLLEGE OF BUSINESS
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THE UNIVERSITY OF TOLEDO

MISSION STATEMENT

Developing Lifelong Leaders for the World of Business

- Preparing a diverse body of students for life-long careers as leaders and contributing professionals
- Delivering influential research and publications
- Enhancing the world of business practice and serving as a resource for regional economic development

Adopted October 12, 2007

VISION STATEMENT

Global Scope and Regional Impact – Making a Difference

To become a global leader among public metropolitan business schools by:

- Integrating disciplinary excellence, principled leadership and technological acumen
- Effectively blending theory and practice, and
- Being highly regarded as a learning partner of first choice for students and the business community worldwide

Adopted October 12, 2007

UNIVERSITY CORE VALUES

Compassion, Professionalism and Respect
 Discovery, Learning and Communication
 Diversity, Integrity and Teamwork
 Engagement, Outreach and Service
 Excellence, Focus and Innovation
 Wellness, Healing and Safety

Endorsed March 19, 2007

PREAMBLE

During the past five years (2002-2007), the UT College of Business Administration has made considerable progress in enhancing its status as an academic program of choice, including:

1. Increasing its level of research output focused on the interface between business and technology, e.g., the research output of COBA faculty in technology-based business journals, was ranked 9th in the world according to an empirical study completed by The University of Texas at Dallas in 2006.
2. Increasing the quality of its undergraduate student body (e.g., effective with the 2008-09 academic year direct from high school admittees will be required to have a 2.4 GPA or above to be admitted to College's BBA program) and the career placement of its graduates (e.g., typically 85% or more of COBA students receive an internship from a sponsoring company and, by graduation, more than 80 percent of each year's BBA graduates have accepted a full-time career offer).
3. Expanding the number and scope of its community partnerships, e.g., COBA now partners with over 50 companies, and every department, each center and the College itself has an advisory board.
4. Securing approval for designing and commencing construction on a 54,000 square foot addition to Stranahan Hall (Savage & Associates Complex for Business Learning and Engagement), scheduled for occupancy in Fall 2009.
5. Dramatically expanding its level of private financial support, e.g., as part of the UT capital campaign, COBA has received over \$10 million in commitments from financial donors.
6. Becoming listed in Princeton Review 2008 as one of the 299 best global business schools.
7. Strengthening its reputation and market relevance in several business disciplines, including:
 - Accounting
 - Family Business
 - International Business
 - Human Resource Management
 - Marketing and Professional Sales
 - Supply Chain Management
8. Expanding its global focus, e.g., in the last five years our proportion of international students has decreased from 273 to 170; however, we have established an MBA program in Coimbatore, India, with PSGIM that has resulted over the past two years in more than 80 graduates.

9. Consistently ranking among the most efficient and effective colleges within U.T., e.g.,
 - Students/all faculty ratio is routinely higher for COBA than it is for all other UT colleges
 - UT accounting undergraduates consistently have 3rd highest CPA pass rate among the 15 public universities in the State of Ohio
 - Our Human Resource Management bachelors graduates maintain an average 85% pass rate on professional exam, 20% above the average national pass rate
 - COBA has a comprehensive and effective learning goals assessment process in place as required by AACSB International accreditation

10. Responding to demonstrated market demand, e.g., as indicated in the attached employment table, significant growth is expected in the Toledo MSA in most business related occupations (see Attachment 1).

But, during this same time period, the College has experienced several challenges, specifically:

1. COBA's resource constraints (dollars, people, time) limit its growth potential and ability to achieve its vision of enhanced excellence, e.g.
 - COBA experienced four straight years (FY 04-FY 07) of budget reductions, totaling \$735,554. A majority (\$535,497) of these budget reductions were taken in faculty lines, resulting in the elimination of approximately six full-time equivalent faculty positions.
 - In July, 2005, AACSB International extended the College's business accreditation through 2011 (next review is scheduled for 2009-2010) and commended it for various strengths and effective practices. In so doing, however, the Peer Review Team concluded that **“even though the COBA budget appears adequate to support the current activities of the College, this budget is probably not adequate to support future goals.”** Moreover, the Team requested that, prior to its next review, the College develop a ‘comprehensive budget scenario’ which effectively aligns the College's mission, strategic vision and Strategic Action Plan with its anticipated base of financial resources.

2. During the next five years (e.g., by end of FY 12), over one-half (52%) of COBA tenure-track faculty will reach age 60, over one-quarter (27%) will reach age 65 and 14% will reach age 69 or older. Many of these faculty (41%) ages 65 or older are key academic leaders for the College. Thus, besides recruiting additional faculty in targeted areas of disciplinary emphasis, COBA will need to recruit replacement faculty in significant numbers, including some senior faculty who can shore up our thin cadre of academic leaders.

3. Our enrollment growth has leveled off, both at the undergraduate and graduate level.
4. The absence of a Marketing and Communications staff person has made it extremely difficult for the College to enhance its market visibility and improve its brand image. The addition of a part-time, temporary person in this capacity, for FY 08, has reinforced the importance of this effort to COBA's future.

In sum:

1. Our faculty and staff are highly qualified and efficient, but the College is at the breaking point in terms of instructional capacity. **Without additional investments in human capital, COBA will be unable to grow enrollment in key areas, while maintaining high quality instruction, relevant intellectual contributions and customer-focused outreach services.**
2. The College is proud of its focus on professional career development for its students at all program levels (undergraduate, masters and Ph.D.). Our internship and career placement programs are outstanding and continue to have substantial economic impact on the region, the state and beyond. **There is, however, a critical need to expand the level of career services provided to our MBA students.**
3. The College continues to be successful in its outreach and engagement activities with the regional and global business communities. However, we need to further expand and better market this focus and, in so doing, positively impact the learning among students, faculty and community members alike.
4. Our College is poised to make a significant advancement in key academic program areas, most notably Accounting, Finance, Information Management, Healthcare Delivery Systems, International Business, Human Resources and Leadership Development, Marketing and Professional Sales, Supply Chain Management and Technology/Entrepreneurship Commercialization, provided we are able to invest in their development. We are committed to revising or eliminating academic programs that are less successful and to soliciting private support for our program priorities, and ask that the University partner with us to achieve national excellence in our defined areas of emphasis.
5. Assuming sufficient faculty and support staff, there is a demonstrated market demand for increased business enrollments spanning the undergraduate, masters and Ph.D. levels. Among the alternative sources of COBA enrollment increases are:
 - Additional community college transfer students (currently about eight percent of our undergraduate enrollments), including BAOT students, BSIT enrollees and additional BBA students
 - Non-traditional undergraduates (e.g., evening and weekend programs plus distance learning)

- Additional enrollments (undergraduate and masters) of non-business UT students seeking business coursework (currently this represents about 20 percent of our UG student credit hours and very little of our graduate credit hours)
 - Increased availability of business coursework and/or degrees via distance learning
 - Increased offerings of non-credit certificate programs
 - Expansion of international enrollments on UT campus and COBA global partnerships
 - Continued expansion in MBA, EMBA and MSA enrollments
 - Development of part-time Ph.D. for tuition paying students, thereby increasing doctoral enrollments
 - Development of new masters level offerings for health care professionals, e.g., MS in Health Care Informatics, MBA specialization in Health Care Leadership
6. There are external forces (e.g., increased competition, fiscal uncertainty, understated market image) which must be addressed to fulfill the College's mission and attain our vision.

This COBA Directions document outlines the College's vision of the future and the type/level of commitments required to reach the goal of expanded excellence and enhanced relevance. **Our vision is clear, the opportunities and challenges are apparent, and the choices are ours to make.** We look forward to working with The University of Toledo to collectively **Be A Transformative Force for the World!**

STRATEGIC GOALS

During the next decade, the College of Business Administration (COBA) at The University of Toledo (UT) will move to its next higher level of excellence, achieve national ranking and global recognition, fulfill its **Mission Statement** and achieve its **Vision Statement** by:

1. Establishing a dual global brand image as **The University of Toledo College of Business: Where Business and Technology Intersect** as well as **COBA: Transforming Knowledge Into Action**
2. Strengthening our **Market Relevance** and **Global Reputation** as an **Interconnected Network of Academic Disciplines**, spanning Learning, Discovery and Engagement, specifically:
 - Accounting, Finance and Financial Services
 - Healthcare Delivery Systems
 - Human Resource Management and Leadership Development
 - Information, Operations and Supply Chain Management
 - Global Business Management and International Trade
 - Marketing and Professional Sales
 - Technological Entrepreneurship and Family Business
3. Creating an internal partnership network with other UT academic units which integrates our business disciplines with their areas of emphasis, producing joint academic, research and outreach initiatives spanning Arts and Sciences, Engineering, Health and Human Services, Medicine and Pharmacy.
4. Expanding our enrollment levels across all degree programs, increasing the proportion of both international and non-traditional students as well as the production of SCH's by non-business students (graduate as well as undergraduate).
5. Increasing participation in the Service Learning Engagement activities for our students, both at the BBA and MBA levels and increasing technology-based facilities in COBA to meet growing demand for such technology-savvy graduates from employers and the marketplace.
6. Gaining national prominence for our contributions to **Regional Engagement** and **Economic Development** and the **Enhanced Global Competitiveness** of our Business Partnership Network.
7. Building a Multi-Dimensional Model for the **College's Long-Term Sustainability**, spanning:
 - Developing an increased base of internal University and external financial resources
 - Growing the size of College's faculty and staff resources, including its leadership cadre

- Expanding COBA's External Partnership Network
 - Continuing to enhance career placement of COBA graduates across all degree levels
 - Continuing to expand quality, quantity and impact of College's Intellectual Contributions, with a particular focus on interdisciplinary and global activities related to Information Systems, Supply Chain Management, Leadership Development, International Business and Professional Sales Technological Entrepreneurship, and Health Care Delivery
 - Increasing the diversity and cross-cultural composition of our human resources complement (faculty, staff and students) and academic activities
 - Enhancing the scope and effectiveness of the College's distance learning initiatives
8. Continuing to improve our operating processes, expand our level of innovation and strengthen our marketplace adaptability.
 9. Working with each of our six academic departments and the College's centers/institutes to develop their own specific strategic plans which simultaneously capitalize on each unit's unique expertise and interests, while collectively reinforcing one another in contributing to and accomplishing the **COBA Strategic Directions**, including the production of additional high quality graduates, impactful scholarship, and real world contributions.
 10. Designing and Implementing a comprehensive marketing and brand recognition initiative.
 11. Achieving extension of our accreditation by AACSB International – Winter 2010.

STRATEGIC DIRECTIONS

The UT College of Business Administration will work to accomplish its **Strategic Goals** by implementing the following **Strategic Directions**.

Curriculum / Program / Student Recruitment and Development Plan

Overall

1. COBA will continue to improve the quality and increase the diversity of student enrollees across all degree levels.
2. Consistent with the output from the College's recent prioritization report, COBA will make every effort to expand student interest in targeted disciplines and academic programs with demonstrated employer demand and modest student enrollments, especially in:
 - Information Systems
 - Operations and Supply Chain Management
 - Executive MBA
3. Faculty and staff resources permitting, the College will seek to expand student enrollments **across all degree levels** via:
 - Modest increases in enrollments of traditional students
 - Significant increases in enrollments of non-traditional students
 - Implementation of its Distance Learning strategic plan (**see Attachment 2**)
 - Increasing the level of SCH's provided by non-business UT students
4. The College will take advantage of the availability of state-of-the art classrooms, cutting-edge technology and action learning labs, included in the **Savage and Associates Complex for Business Learning and Engagement** (to be occupied in the 2009-2010 academic year), to move its learning and education contributions to a higher level of excellence and relevance.
5. The College will seek AACSB accounting accreditation for its undergraduate and masters degree programs.

Undergraduate Directions

1. Over the next five years (2008-2013), the College will increase its production of undergraduate SCH's by at least five percent. Correspondingly, the number of DHS students will increase by at least five percent and the number of transfer students to our Bachelors of Business Administration (BBA) program will increase by around 5 percent. Simultaneously, by 2009, the GPA entry requirement into our BBA program for DHS

students will increase from 2.4 to 2.5. Enrollments in the Associate in Business Technology program are expected to increase by about five percent over the next five years. The approximate annual revenue impact of all these anticipated enrollment increases will be \$500,000 plus subsidy.

2. The College of Business will work with the College of Engineering and Technology to increase enrollments in the recently created Bachelor of Science in Information Technology (BSIT) program. The anticipated steady-state enrollments in this program will be 200 and the estimated annual revenue impact of these enrollments will be \$100,000 plus associated subsidy.
3. Faculty and Advising resources permitting, the College will expand enrollments in its Bachelor of Applied Organizational Technology (BAOT) degree completion program, to be delivered via blended on-site and distance learning system. The steady state enrollments from the BAOT are anticipated to be at least 100, which will produce annual revenues of approximately \$50,000 plus subsidy.
4. During the 2008-2009 academic year, COBA will renew its request to transfer the Bachelor of Administrative Services (BAS) degree from University College to the College of Business. If approved, this transition would unite all the undergraduate degree programs dedicated to preparing graduates for professional careers in administration and commerce (BBA, BAOT, BAS, BSIT, and Associate of Applied Business) within one college, thereby creating numerous synergies and reducing stakeholder confusion.
5. The College is continuing to revise its portfolio of Bachelor of Business (BBA) majors/minors in response to the conclusions/recommendations from its College Prioritization Committee. In particular, COBA is committed to:
 - Growing enrollments in its Accounting and Finance majors
 - Revising its programs in Information Systems and Supply Chain Management to expand student enrollments and increase the attractiveness of these majors to organizational recruiters
 - Expanding enrollments of both business and non-business students in our newly created Entrepreneurship minor
 - Growing majors/minors in International Business, Marketing and Professional Sales and Organizational Leadership
6. COBA will continue to enhance its undergraduate student leadership council

Graduate and Professional Directions

1. COBA expects to increase its MBA enrollments by 5% in the next five years. The expected increase will be 25% in the EMBA program in the next five years. The expected increase in the MSA program over the next five years will be 15%. The Ph.D. program will increase enrollment by 20% over the next five years.

2. A new graduate program in Healthcare Informatics will be explored, and a review will be conducted of the furloughed MS in Manufacturing Management program for possible re-launch as a focus area program in Health Care, Transportation and Supply Chain Management. Specializations in Technological Entrepreneurship and Leadership, as well as a practicum requirement, have been added to the MBA. The Ph.D. program has been expanded with minors in Operations, Human Resources, International Business, Marketing and CRM, and IT. There will be greater stress on management of technology in the major field of the program. There are plans for adding minors in Sales and Entrepreneurship. The college is also considering offering joint masters programs in supply chain management in collaboration with US and foreign universities.

The College will also achieve global market distinction and earn some modest revenues by implementing its AACSB-approved **AQ Faculty Bridge** program designed to qualify individuals with non-business doctorates as Academically Qualified business school faculty candidates.

3. The environment for entrepreneurship is being developed with the launch of the CTEI, an MBA specialization in Technological Entrepreneurship, the addition of an Entrepreneurship Practicum, and the recruitment of Technological Entrepreneurship research faculty.
4. A practicum requirement has been added to the MBA. The College's Corporate Graduate Assistant program, launched 2 years ago, is strengthening community relationships while providing opportunities for contact with mentors and practical experience to qualified students in the MBA program. The COBA Business Advisory Council is participating in the development of a mentoring program for MBA students. COBA will partner with regional business organizations as well as other institutions to further engage them in creative participation in the MBA/EMBA coursework/action learning projects. Ph.D. students are assigned faculty and research mentors when they join the program.
5. A career development and counseling initiative is underway and will be launched for student use in AY 2008-09. Ph.D. students are mentored for teaching and research and are supported for attending regional and national conferences in the areas covered by the Ph.D. program. The MBA student association was launched 2 years ago and has been financially supported to enable it to develop and become self-sufficient.
6. The newly revised MBA program better aligns the College's undergraduate programs with the MBA program. The minors offered in the undergraduate program allow students with that background to enter laterally into the MBA program, allowing more customization and flexibility in the MBA program for qualified students, while providing a better educational experience. The College will explore a 3+2 program (3 years undergraduate and 2 years MBA), especially in areas such as Engineering and Pharmacy. Exploration of an MD/MBA, similar to the existing JD/MBA program, is underway.
7. In Fall 2007, the College successfully organized a Global Supply Chain Conference in collaboration with ICHCA International. Plans are underway to organize similar regional

conferences in Korea (May 08), India (Dec08) and Madrid, Spain, (2009) where the college will play an important role. These conferences aim to bring together leading researchers and practitioners in global supply chain, logistics and transportation and to establish an international research center in global supply chains at The University of Toledo utilizing national and international funding. The College will also host the Midwest Decision Sciences Institute conference in collaboration with a second international Global Supply Chain conference in Spring 2010, to coincide with the occupancy of the Savage & Associates Complex for Business Learning and Engagement. Under the University Research Advisory Board sponsorship, the College organized a research collaboration initiative with BGSU College of Business. COBA will continue to work towards organizing other conferences and seminars and explore new opportunities for research collaboration. COBA will continue to sponsor the American Journal of Business.

8. Internet-based delivery of coursework and training of faculty for internet teaching, both for credit and non-credit courses, are being explored. Refresher modules in contemporary business topic areas will be developed and aimed at MBA and EMBA alumni. .
9. COBA will explore the development of DL courses and programs at the graduate level in the MBA, MSA, and Ph.D. programs. COBA will also develop mechanisms for assessing the quality and effectiveness of such programs delivered by DL.
10. COBA will continue to add clinical/professionally qualified faculty in targeted areas, including the MBA, especially in conducting the practicum courses.

Research Directions

1. COBA will invest in defined areas of research excellence, including:
 - **Environmental Impact on Health** – COBA will participate in the following areas: Healthcare Informatics, Green Supply Chain, Mortality Modeling
 - **Energy Sustainability and Conservation** – COBA will participate in the following areas: Financial Justification and Management, Transportation and Logistics Management, Energy Security
 - **Translational Interfaces** – Not Applicable
 - **Public Engagement** – COBA will participate in areas including Global Supply Chain Management, Information Technology Management, Marketing and Professional Sales, Technological Entrepreneurship, Information and Transportation Security, Finance and Accounting
 - **Science and Technology Education** – COBA will participate in promoting Information Technology Management, technology focused entrepreneurship and financial literacy education as well as leadership development in Toledo Public Schools and other suburban school districts in the area

- **Healthcare Delivery Systems** – COBA will participate in related areas including Supply Chain Management, Information Technology Management, Professional Sales, Leadership, and Operations Management
2. COBA will provide leadership in Technology Commercialization with focus on Venture Capital, Entrepreneurship, Market Research and Product Development.
 3. COBA will launch initiatives to develop research competence in Healthcare Informatics, Health Care Supply Chain Management, Health Care Process Improvements, Healthcare Financing, Healthcare Quality, Energy Economics and Information Security in Healthcare.
 4. COBA will continue to recruit faculty actively involved in research and provide incentives for faculty research efforts in defined focus areas.
 5. COBA has already introduced minor areas of specialization in the revised Ph.D. program in Manufacturing & Technology Management that align with some of COBA's areas of research focus identified above.

COBA will encourage the development of Honors Program theses in identified areas of research excellence.

COBA has already introduced a practicum requirement in the MBA program concentrating on selected areas. COBA will re-examine the furloughed MS program in Manufacturing Management with a view to exploring the viability of its re-launch with a focus on one or more of the identified areas of research focus.

6. COBA will participate in further developing the Intermodal Transportation Institute. COBA will also participate in exploring a new Health Care Delivery Center. COBA will also develop faculty collaborations spanning Business, Engineering, Arts & Sciences, Pharmacy, HSHS, and Medical Colleges.

Student-Centeredness and Campus Directions

COBA will:

1. Meet educational, recreational, cultural and social needs of students, faculty and staff
 - a. Student organizations, e.g., Alpha Kappa Psi, Beta Alpha Psi, Pi Sigma Epsilon, SHRM, etc.
 - b. Annual Rock Your World Seminar
 - c. Searles Ambassador (Student Leaders)
2. Enhance COBA Diversity
 - a. Increase level of outreach to minority high school students
 - Increase visitations to high schools which have a diverse population

- Have COBA recruiters attend a conference in Columbus which hosts minority students
 - Participate with INROADS
 - b. Increase scholarship offerings to incoming minority freshmen
 - c. Increase retention of COBA minority students
 - Focus groups with incoming freshmen
 - COBA currently has a 73% retention rate (freshman to sophomore)
 - COBA has the highest intra-return rate
 - d. Increase outreach and involvement with COBA female and minority group alumni
 - e. Hire minority COBA students to work in COBA offices
 - f. Focus on increasing retention and identifying students who may be at risk
 - g. Establish College supported international student organization functions
3. Create and sustain student-centered learning environment
 - a. Build and occupy Savage & Associates Complex
 - Five action-learning labs
 - Required undergraduate laptop initiative (Fall 2009)
 4. Enhance COBA student services
 - a. Addition of 2 undergraduate advisors (Fall 2008)
 - b. Enhance the services of Business Career Programs Office
 - Addition of Career Development Professional
 5. Integrate academic and residential life
 - a. Provide undergraduate advising in Parks Tower
 6. Create University Town
 - a. Provide business and marketing expertise, as required
 7. Strengthen neighborhood connectivity
 - a. Service learning activities – Honors Program
 - b. REAL (Relevant Experiences and Applied Leadership) Program
 - c. Junior Achievement

Health Care Access and Delivery Directions

1. COBA will provide student and faculty assistance in design, development and evaluation of a system envisioned under this strategic goal, e.g. market research, operational processes, evaluation metrics, etc.
2. As appropriate, COBA will provide process facilitation and leadership development expertise required to implement this strategic goal.
3. COBA will work with UTMC to enhance its Health Care Delivery System e.g. application of IT, Supply Chain, process improvement and CRM processes to health care.

4. COBA will work with Health Science Campus and UTMC to develop a range of educational options which blend business courses with graduate medical education including
 - Establishing MD/MBA dual degree program
 - Reinstating and updating MBA specialization in Health Care Management
 - Exploring the development of a multi-disciplinary MS in Healthcare Informatics degree
 - Developing non-credit business focused certificate program(s) for health care professionals, including business competency program for graduate medical students

Outreach and Engagement Directions

1. COBA will obtain funding necessary to implement a business plan for the Center for Technological Entrepreneurship and Innovation (CTEI) and become a national leader in technology commercialization, including partnering with UT's engineers, healthcare professionals, scientists and other faculty/staff to move cutting-edge research and intellectual property from the lab to the marketplace.
2. COBA will both provide leadership and support to the UT Science and Technology Corridor, including its external partners, focusing on assisting the commercialization of discoveries and intellectual property.
3. COBA, through its various Centers, will continue to enhance its role in providing learning, research and consultative expertise, from its faculty, staff and students, to strengthen the global competitiveness of regional firms via its
 - Center for Family Business (CFB)
 - Center for Technological Entrepreneurship and Innovation (CTEI)
 - Edwin Dodd Program for Public Policy and Business Ethics
 - Executive Center for Global Competitiveness (ECGC)
 - Intermodal Transportation Institute (ITI Partner)
 - International Business Institute (IBI)
 - Key Bank Distinguished Global Leaders Forum
 - Northwest Ohio Center for Labor-Management Cooperation
 - Ed Schmidt School for Professional Sales
 - UT Science and Technology Corridor (Partner)
 - Others under development
 - Academy for Financial Services and Wealth Management
 - Global Leadership Development Academy
4. COBA will also play a leadership role in developing multidisciplinary outreach initiatives dedicated to enhancing the effectiveness of **Health Care Delivery Systems**, in NW Ohio and beyond.

5. COBA will continue working with various external partners (DECA, junior achievement, schools themselves) to assist PK-12 students in learning principles of business literacy e.g. entrepreneurship, consumer financial realities, leadership development, etc. and developing employability skills.
6. Through its Executive Center for Global Competitiveness and its proposed Global Leadership Development Academy, COBA will promote active lifelong learning and development for business professionals, managers and executives in NW Ohio.
7. Through its ECGC, MBA and EMBA, the College will continue to provide convenient, workplace relevant, professional enhancement and continuing education opportunities in the region.
8. Via its focus on **Building Connections** and its new **Savage and Associates Complex for Business Learning and Engagement**, COBA will expand community access to its wide range of intellectual opportunities.
 - The College will also continue the development of its COBA Alumni Affiliate (COBAA), strengthen the role of its Business Advisory Council (BAC), Business Partnership Network (under development) and department/center advisory boards.
9. As appropriate, COBA will focus its entrepreneurial expertise and business acumen on evaluating and assisting in the development of a “University Town District.”
10. COBA will expand its network of Executives/Entrepreneurs in Residence.
11. COBA will continue to be a regional forum host for business and industry networking and dialogue regarding regional economic issues such as health care costs, energy costs, labor management relationships, and professional talent management as well as business and industry-specific issues and topics. Industry clusters, such as the **Architecture, Engineering and Construction** (AEC), formed under the College of Business Executive Center for Global Competitiveness in 2006, will work together to discover new ways to grow their businesses in the NW Ohio region.

Other Strategic Directions

- A. *Human Resources Recruitment and Development Plan*
 1. COBA will work with the Provost to increase the stipends paid to Master’s and Ph.D. graduate assistants and to recruit high quality candidates for our graduate programs.
 2. We will update and implement COBA Diversity Plan, emphasizing cross-cultural diversity as a strategic advantage
 3. We will finalize and implement a Faculty/Staff recruiting plan
 4. COBA will work with the Provost to increase compensation paid to adjunct faculty

B. *Infrastructure Development Plan and Operational Enhancements*

1. We will establish a **COBA Performance Indicators** system to strengthen the College's continuing improvement.
2. By 2009, we will refurbish Stranahan Hall, in partnership with Chuck Lehnert, to eliminate existing health and safety issues and upgrade it to current standards for business learning, research and engagement.
3. We will construct and occupy Savage and Associates Complex for Business Learning and Engagement by 2009.
4. COBA will implement Student Laptop Initiative by 2010.
5. We will continue developing and enhancing COBA operating processes including ensuring their transparency to those involved.

C. *Financial Resources Enhancement Plan*

1. We will expand the College's level of funding support from UT and the State of Ohio.
2. We will also expand the College's level of private support, both annual and endowment funding.
3. We will seek to increase the level of externally funded grants and contracts.
4. As developed by UT, we will utilize the revenue sharing system.
5. We will evaluate various other approaches for increasing COBA's level of discretionary funds.

EPILOGUE

Over the next five years (2008-2013), COBA will pursue the Strategic Directions identified herein with the goal of becoming nationally ranked among public metropolitan universities, known for real world relevance in all that we do and for our identified strengths in integrating business and technology. In so doing, we will become distinguished for the strong career placement of our graduates and become a resource partner of choice for students and business organizations alike.

Individually, each of our strategic objectives will become a pathway to increasing our global visibility and distinguishing COBA as a leading teaching and research business school, with an impactful outreach and engagement enterprise. Collectively, this document is intended to be a work-in-progress, one that is continually reviewed, assessed for effectiveness and relevance, and modified as appropriate. Further, as part of its Strategic Directions, the College commits itself to continuous improvement, to a process of ongoing, outcome-oriented, strategic self-examination and to a comprehensive, robust Assessment of Learning (AOL) process.

In executing this Directions document, the College is also dedicated to exercising the highest degree of fiscal responsibility, to being efficient as well as effective, to exemplifying ethical behavior and integrity and to being market-driven and results-focused in our decision making. Further, we agree to develop a process and implementation timetable to fulfill this Directions document, to ensure alignment of the College's directions with those of the University (including other academic and support units), and to utilize a model of shared governance, including utilizing our core committees to realize our strategic vision and to achieve our identified strategic objectives.

Overall, COBA is committed to lifelong learning, the professional development of our students and alumni, to making a positive difference in all that we do and to promoting individual self-esteem and institutional pride through open communication and collaboration. Accordingly, our goal is to become a driving force in the economic development of our region, undergraduate and graduate professional education and translational research. By so doing, we will help to improve the human condition and fulfill our obligations to the State of Ohio, our community, our students and ourselves.

ATTACHMENT 1

**Toledo MSA (metropolitan statistical area)
Occupation Employment Projections Report, 2004-2014**

Occupational Title	Percent of Growth	Average wage (2004)
Training and Development	17.5%	\$22.10
Claims Adjustors	9.8%	\$24.63
Business Operations Specialist	17.8%	N/A
Accountants/Auditors	15.6%	\$25.46
Financial Analysts	8.8%	\$24.49
Personal Financial Advisors	33.3%	\$42.80
Loan Officers	14.6%	\$23.29
Tax Examiners and Collectors	8.3%	\$23.97
Costs Estimators	10.1%	\$27.02
Recruitment Specialists	16.1%	\$19.86
Management Analysts	15.8%	\$43.70
Computer Systems Managers	23.1%	\$40.83
Sales Managers	20.0%	\$39.12
Human Resource Managers	9.5%	\$35.35
Database Administrators	21.4%	\$27.16

Source: Ohio Department of Job and Family Services, Bureau of Labor Market Information, February 2006.

ATTACHMENT 2

Distance Learning Strategy and Policy

Recommendations from the COBA DL committee – April 2007

Strategy and Policy

1. As a first priority, the target market for DL delivered courses should be new programs, such as the BAOT and the BSIT , aimed at generating new enrollment. New enrollment, rather than shifting on-campus enrollment to DL, should be emphasized in all programs, from the BBA to the Ph.D.
2. Selected core undergraduate courses should be made available by DL to allow for transfer students from 2 year programs, especially, to transition quickly and seamlessly into the upper division curriculum. Students from 2 year programs should be encouraged to enroll in in-class courses as much as possible to give them the opportunity to network and experience the four-year college environment.
3. A reasonable revenue sharing model should be evolved to allow the college to provide incentives for DL delivery. Specifically, the practice of reckoning faculty in-load teaching costs at 1/5 the salary and fringes should be revisited and modified to allow for reasonable revenue sharing.
4. Programs with high potential for attracting new enrollment, especially those with distinctive course offerings, those catering to working professionals, and those serving the non-traditional (working) students, such as Sales, Supply Chain Management, Master of Science in Accounting, the MBA, EMBA and the Ph.D., should be asked to explore the DL option, either for delivering the entire program or a significant part of the program.
5. Copyright, ownership and similar issues are being dealt with in AAUP negotiations and the college will be required to conform to those agreements.
6. UT should explore the levying of DL fees to defray both the technology and incentives cost.
7. The College and the University should work together to develop the appropriate technology and support infrastructure needed to deliver business classes by DL to meet the AACSB accreditation standards and reasonable instructor requirements.
8. Compensation for course development should be per University guidelines of \$3,500 plus college top-up, up to \$2,500. Suggested top-up level is \$2,000 for undergraduate class and \$2,500 for a graduate class.
9. Initially, compensation for teaching a DL class should be \$5,000 for an undergraduate class and \$7,500 for a graduate class, for off-load delivery, to be re-evaluated biennially as experience develops. Also, departmental revenue sharing should be explored based on experience over the next two years.

Operational considerations

10. Initially, the class size for DL classes should be capped at the same level as on-campus business classes, until sufficient experience is gained to make a different recommendation.
11. Given the focus on generating new enrollment, registration into DL classes should be suitably restricted to allow for DL-only students to have first priority on enrollment. UT DL should work with the Registrar's office to develop a protocol to allow this to happen.
12. The new building (Savage and Associates Complex for Business Learning and Engagement) should have class room and lab facilities capable of handling DL delivery, including teleconferencing capabilities.
13. Training facilities and access to curriculum development resources should be made available to faculty to deal with course preparation and management issues to successfully navigate in the DL delivery world.
14. Assessment of learning in DL classes should occur within the scope of assessment done for all college programs and classes, whether delivered on-campus or by DL.
15. In programs requiring internships, such as Sales, DL electives should be offered to allow students flexibility and help in completing degree requirements in a timely fashion.