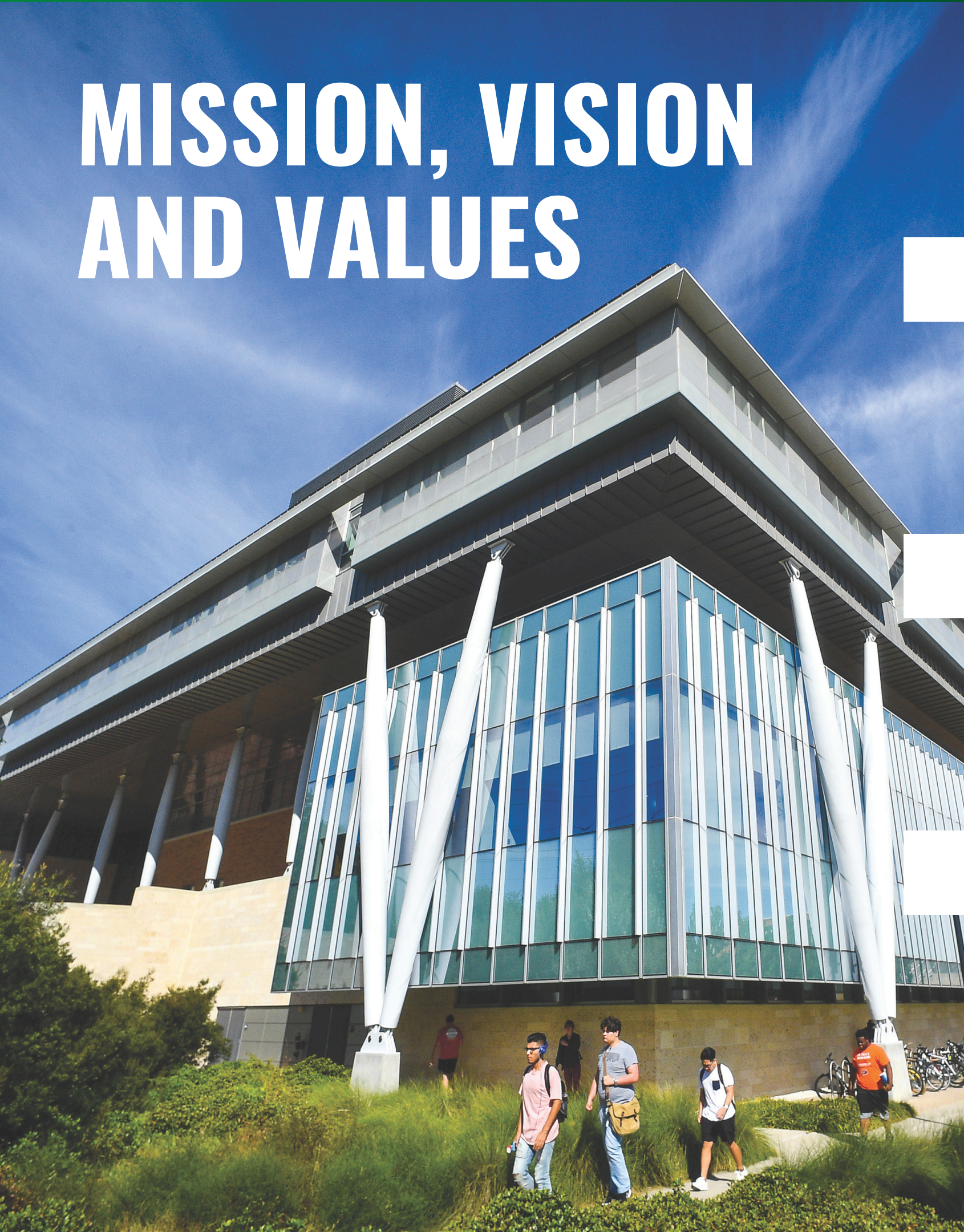


STRATEGIC PLAN

MISSION, VISION AND VALUES



MISSION

To be recognized for transformational business scholarship and agile educational programs that prepare graduates for rewarding business-related careers and life experiences.

VISION

To prepare career-ready graduates to excel in the global economy. We do this through creative and innovative teaching, research and service and a commitment to ethics and leadership in all that we do.

VALUES

Integrity – Fairness – Respect – Transparency - Inclusiveness –
Innovation - Excellence

STRATEGIC PRIORITIES

- Firmly establish the brand of RCOB and our graduates in the North Texas business community, creating strong corporate relationships
- Identify strategic academic program areas and invest for growth and impact
- Anticipate and drive change by delivering academic offerings that meet evolving demand for workforce training, reskilling and upskilling
- Build intellectual capital through transformative research in strategic areas
- Attract and retain an increasing share of students from diverse and growing markets
- Provide outstanding career development support for students
- Analyze financial and facility resources and develop a sustainable plan for both, built on innovation, efficiency, sustained giving, and endowment growth
- Create a culture of engagement for our constituents: students, faculty, staff, alumni and corporate partners

FIRMLY ESTABLISH BRAND

- Conduct research, educational programs, and outreach that make a positive and substantial contribution to the external community
 - As measured by favorability rating/net promoter score using surveys
 - Academic Associate Dean, Hanover Institute
- Create a set of monthly business reports in areas of key interest to the DFW business community—monthly updates on industrial real estate, AI/ML/IT topics, logistics and supply chain indicators, etc.—to position the College as a thought leader and expert in these areas
 - As measured by number published, adding one report annually
 - Department Chairs, Executive Committee
- Develop a branding and marketing campaign focused on increasing brand awareness for RCOB degrees and areas of expertise
 - As measured by completed plan ready to implement
 - Marketing and communications team, Dean, Associate Dean for Academic Programs
- Invest in strategic activities to improve program and degree rankings
 - As measured by US News input metrics
 - Associate Dean for Accreditation and Assessment

IDENTIFY STRATEGIC PROGRAM AREAS AND INVEST

- Create and assess inventory of current programs, solicit ideas for new programs and program adaptations, identify targets and anticipated ROI for investment
 - As measured by completed initial list and list of deletion/addition recommendations
 - Executive Committee
- Identify and develop “incubators” that could evolve into centers based on faculty expertise and industry interest
 - As measured by approved proposals with target of one per year
 - Faculty, Department Chairs, Dean
- Recruit top researchers as “anchors” for strategic program areas
 - As measured by number of filled endowed positions, target to add at least one per year
 - Department Chairs, Dean, Executive Director of Development
- Embed relevant analytics in all degree programs
 - As measured by identification of key factors to measure, initial data collection
 - Executive committee

ANTICIPATE AND DRIVE CHANGE

- Develop and launch microcredentials in one or more program areas
 - As measured by developed executive education modules, sets of academic courses, listed credentials awarded, and delivery/recognition methods
 - Department Chairs, Director of Professional Programs, Director of Executive Education
- Review and evaluate aims and outcomes of Coursera program
 - As measured by enrollment growth, profitability, and types of students enrolled
 - Assistant Dean for Undergraduate Programs, Coursera Program Director
- Work with local industry professionals to develop executive education programs targeting specific continuing education needs
 - As measured by number of programs, enrollment, profitability
 - Department Chairs, Director of Professional Programs, Director of Executive Education
- Hold student competitions and events designed to stimulate entrepreneurial thinking
 - As measured by student participation, increase in student start-up activities, value of prizes
 - Murphy Center Director, Murphy Center Academic Director
- Collaborate with other colleges to develop a vibrant faculty start-up and commercialization process
 - As measured by participation in Faculty Innovation Network, number of start-ups
 - Murphy Center Director, Murphy Center Academic Director

BUILD INTELLECTUAL CAPITAL

- Double externally funded research expenditures over the strategic plan period
 - As measured by grant dollars awarded and grant dollars expended each year
 - Senior Associate Dean, Grant Proposal Manager
- Hold conversations with all faculty to create greater comfort and buy-in for research standards and process.
 - As measured by at least one meeting per semester, number of open office hours scheduled
 - Department Chairs, Faculty Research Committee, Dean
- Create support and incentive initiatives that strengthen and promote our ability to publish in premier journals
 - As measured by menu of research support incentives, number of per capita premier publications per fiscal year
 - Faculty Research Committee, Dean
- Build strong undergraduate research program
 - Number of undergraduate research projects sponsored, menu of support initiatives
 - Undergraduate Research Committee, Dean

ATTRACT AND RETAIN STUDENTS

- Strengthen recruiting efforts to attract a broad base of students, both domestic and international, diversified across programs and geographic regions
 - As measured by number of outreach contacts, materials available, events conducted, enrollment growth, diversity of enrollment
 - Assistant Dean for Graduate Programs, Assistant Dean for Undergraduate Programs, Academic Associate Dean, Director of Student Success and Recruitment, Senior College Recruiter, Marketing Team
- Add developmental programs that ensure students reach minimum levels of preparation required for all majors
 - As measured by program portfolio, number of students participating, course completion rate
 - Director of Student Success and Recruitment, Executive Committee
- Raise FTIC student retention by at least 1% in each year
 - As measured by 1-year and 2-year retention rates
 - Executive Committee, Faculty, Staff
- Create Grad Track programs across UNT into RCOB masters programs
 - As measured by number of Grad Track programs
 - Assistant Dean for Graduate Programs
- Strengthen support for doctoral programs with active recruiting to attract stronger students
 - Doctoral Program Committee, Marketing Team, Faculty, Dean

PROVIDE CAREER DEVELOPMENT AND SUPPORT

- Work with career resource team to develop a best practice model
 - As measured by a career development plan that aligns with each degree plan
 - Career Center Director, Director of Student Success and Recruitment, Assistant Dean for Undergraduate Programs
- Create and publish metrics that advertise the value and effectiveness of student internship program
 - As measured by prepared materials for students and parents
 - Academic Associate Dean, Hanover Institute, Educational Advisory Board, Career Center Director
- Add applied professional experience requirement to every major
 - As measured by number of degree plans with internships and set of alternative experiences
 - Department Chairs
- Build a strong skills enhancement model for alumni allowing course auditing and access to continuing education models
 - As measured by portfolio of online training and credentialing accessible at low cost
 - Director of Executive and Professional Education, Dean

ANALYZE RESOURCES AND DEVELOP A SUSTAINABLE PLAN

- Grow endowment to provide sustained support independent of state and UNT funding
 - As measured by size of RCOB endowment
 - Dean, Advancement Team
- Create financial reports and models to allow continuous monitoring of college resources and financial position
 - As measured by regularly published set of financial statements and dashboards
 - Senior Director of Budget and Operations, Budget Officer
- Review expenditures regularly to ensure cost-effective resource use and maximization of impact
 - As measured by ROI for key projects, college contribution margin
 - Senior Director of Budget and Operations, Budget Officer, Dean

CREATE A CULTURE OF ENGAGEMENT

- Establish and grow corporate partnership program
 - As measured by number of corporate partners, annual funds raised from partnership program, partner renewal rate
 - Advancement Team, Dean
- Host industry relevant conferences/symposiums
 - As measured by number of conferences and events hosted, targeting at least three per year, and number of participants
 - Executive Committee
- Provide regular opportunities for feedback and discussion across RCOB (students, staff and faculty)
 - As measured by number of listening events, number of attendees
 - Dean, Associate Deans

MEASUREMENT TOOLS



- Reputational surveys
- Rankings
- Number, size, and impact of partnerships
- Resource growth
- Breadth of offerings



- Workforce engagement
- Publication quality and quantity, citations
- Funded research
- Enrollment, retention, and market share



- Placement, internships, graduate salaries
- Stable funding, endowment, giving levels, capacity, efficiency
- Student, faculty, and staff retention, productivity, satisfaction and success

AMBITIOUS GOALS

- 92% FTIC student retention
- 65% six-year graduation rate
- Fewer than 2% of courses with DFWI rates > 20%
- Undergraduate job placement 75% by graduation, 95% by 3 months
- Applied professional experience for every undergraduate student
- Five degree programs in top 10 by major ranking sources
- Total endowment of \$100 million
- 20 Fortune 100 companies who recruit or partner with us
- Gallup Q5 score of 4.5
- Nationally recognized for innovative programs and degrees

