

NCU SCHOOL OF BUSINESS

STRATEGIC PLAN

Creating a Vision for the Future





Throughout 2018 and into 2019, the School of Business (SB) community embarked on an exploration of past performance, improvement activities, accomplishments, and opportunities. This culminated in a focused strategic plan that aligns us with Northcentral University's priorities while establishing a roadmap for future opportunities for the School.

My sincere thanks to our strategic planning committee for their time, dedication, and focus throughout the creation of the plan. These individuals spent time reviewing data and information, listening to our SB community, and engaging in conversations that culminated in a strong plan.

As we now focus on implementation, our stewardship team leads the way. This engaged team oversees the progress of the initiatives tied to each of our strategic objectives and ensures we act on the areas the school community deemed most important.

This document celebrates our vision, mission, and values while sharing our objectives, actions, and key performance indicators. With a focused strategic plan and the support of our talented School of Business community, we will undoubtedly realize our future vision.

With sincere appreciation,

Tammi Cooper, PhD
Dean, NCU School of Business



ABOUT NCU'S SCHOOL OF BUSINESS

As part of Northcentral University, we are an open enrollment school that primarily serves graduate students. NCU delivers its curriculum through an innovative one-to-one model. Individual students begin in fully online 8-12 week courses every Monday, reviewing course materials, submitting weekly assignments, and progressing with the benefit of individualized feedback and mentorship from doctoral faculty mentors.

Our business programs prepare students for leadership and management positions in the public, private, and nonprofit sectors with cutting-edge curriculum based on evolving business trends and market demands. We offer a diverse portfolio of degrees and specializations which are relevant, innovative, and aligned with industry standards and include the following: Doctor of Business Administration, Doctor of Philosophy in Business Administration, Doctor of Criminal Justice, Doctor of Public Administration, Doctor of Philosophy in Human Resource Management, Doctor of Organizational Leadership, Master of Business Administration, Master of Human Resource Management, Master of Public Administration, Master of Science in Organizational Leadership, Master of Science in Accounting, and Master of Legal Studies. We offer over 17 specialization options across these 12 programs.

The School of Business strategic planning process led to new mission and vision statements and the identification of strengths, weaknesses, opportunities, and threats that informed the plan's strategic objectives and related action items.

MISSION:

We support and inspire developing managers and leaders, standing alongside them to achieve their fullest potential in their chosen careers. We encourage learning and nurture relationships among the university, alumni, and the global business community.

VISION:

Create positive change, value, and impact on the way the world does business.

VALUES:

- Student Focused
- Engaged Faculty
- Diversity
- Educational Excellence
- Continuous Improvement

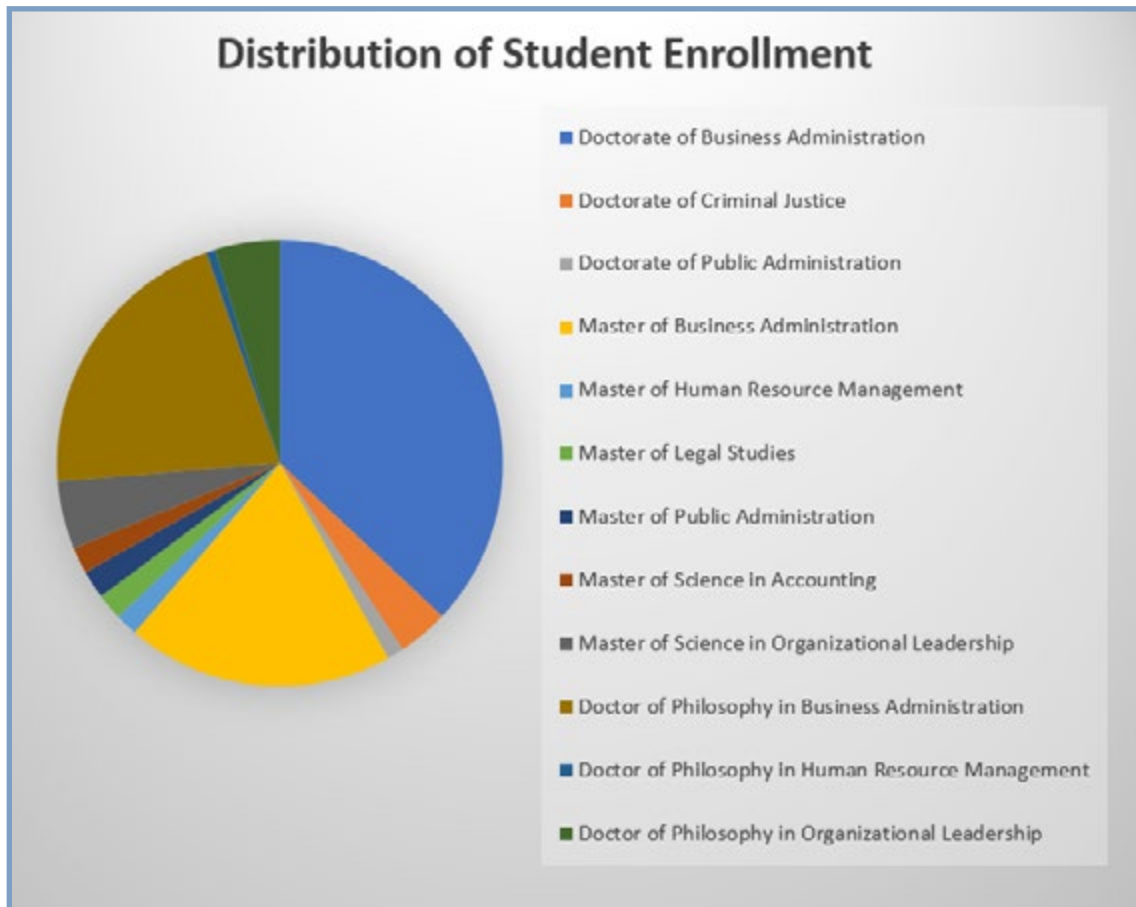
STRATEGIC OBJECTIVES:

1. Stimulate growth and development of faculty to support graduate students as a community of scholars.
2. Foster a culture of innovation to support our students, faculty, and staff with a customized, flexible School of Business experience.
3. Implement best practices for supporting student success throughout the NCU experience.
4. Increase the visibility of the School through networking, partnerships, and innovative collaborations.
5. Infuse diversity through all that we do.
6. Adopt a management framework for systems and processes to promote strategic, sustainable change and growth.

KEY PERFORMANCE INDICATORS:

- Improve retention rates by 1.5% annually
- Increase graduation rates, by degree level, by 1.5% annually
- # faculty-student collaborations per year
- # student-student collaborations per year
- # student publication/presentation submissions per year
- # faculty grants awarded annually
- Reduce declines in enrollment in legacy programs 1.5% annually
- Pilot 1 flexible model by 2021
- Achieve mastery levels of student learning outcomes across all programs
- Establish 1 new partnership/affiliation per year
- Launch small business consortium by 2021
- 100% of all course development/revisions incorporate diversity topics
- Achievement of ACBSP Accreditation Next Recognition

FAST FACTS



1. STIMULATE GROWTH AND DEVELOPMENT OF FACULTY TO SUPPORT GRADUATE STUDENTS AS A COMMUNITY OF SCHOLARS.

SELECT INITIATIVES:

- Establish annual virtual conference for students
- Develop a faculty-led series of trainings and informational webinars to assist students with presenting and publishing
- Build and communicate avenues for grants, honorariums, etc. aimed at supporting faculty research, publications, and presentations
- Incentivize faculty-student collaborations
- Incentivize faculty-faculty collaborations



“Connecting practice to research is something that many of our experienced students are uniquely positioned to do in their communities as we work with them to become researchers as well. Now that we are nonprofit, there really is no limit to how we can work together as a team to reimagine and enrich our academic culture.”

– **CARISSA SMOCK**
Associate Professor

2. FOSTER A CULTURE OF INNOVATION TO SUPPORT OUR STUDENTS, FACULTY, AND STAFF WITH A CUSTOMIZED, FLEXIBLE SCHOOL OF BUSINESS EXPERIENCE.

SELECT INITIATIVES:

- Focus on academic offerings that are market-relevant and attractive to potential students by streamlining specialization offerings
- Explore various delivery models (CBE, Stacked Credentials, etc.) as flexible program options
- Explore ways to enhance legacy offerings, such as new gateways into these programs



“Streamlining our specializations improves the student experience by allowing us to better invest our resources to improve our portfolio of program and course offerings.”

– **DAVID WADE** Director of Curriculum

“The free virtual leadership and team management gateway course is a great initiative towards innovative and personalized experiences for our students and faculty! Developing the virtual leadership and team management course as a free, innovative gateway course has allowed our established virtual leaders within the School of Business to shine.”

– **ABIGAIL SCHEG** Associate Dean of Faculty

3. IMPLEMENT BEST PRACTICES FOR SUPPORTING STUDENT SUCCESS THROUGHOUT THE NCU EXPERIENCE.

SELECT INITIATIVES:

- Develop a student experience map from admissions through alumni
- Leverage the SB Retention Committee to identify gaps, new actions, and data necessary to enhance student success outcomes
- Pilot state-specific “meet and greets” with students



“In the School of Business, we utilize resources — instructors, technology, and innovation — to communicate our commitment to student-centered learning.”

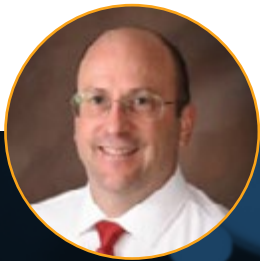
– **MARIE BAKARI**

Full Professor, Lead Faculty Accounting

4. INCREASE THE VISIBILITY OF THE SCHOOL THROUGH NETWORKING, PARTNERSHIPS, AND INNOVATIVE COLLABORATIONS.

SELECT INITIATIVES:

- Establish mutually beneficial strategic partnerships
- Increase involvement in professional organizations
- Form a small-business incubator accessible to the broader university community
- Explore international partnerships



“In our increasingly connected global marketplace, NCU’s School of Business seeks partnerships that provide diverse student and faculty experiences and expand our ability to positively impact educational and professional opportunities. As we manage, develop, and expand these partnerships and educational offerings, the breadth and depth of our positive impact becomes a global force for improving the human condition.”

– **BRIAN ALLEN**

Director of International Partnerships, School of Business
Associate Professor

5. INFUSE DIVERSITY THROUGH ALL THAT WE DO.

SELECT INITIATIVES:

- Develop and implement a guide to aid subject matter experts with incorporating diversity into the content of our courses. Over time, an archive of examples transferable to other courses will be produced.



“The School of Business strives to graduate students who are prepared to thrive in a global society. They design their curriculum intentionally so that it is inclusive and represents diverse experiences and perspectives. Additionally, subject matter experts are encouraged to reflect on their own social contexts and how parts of their identity shape the courses they build and the way that they interact with students. This work is challenging, but essential, and the School of Business is committed to the process.”

– **DR. ANNABELLE GOODWIN**

NCU Director of Equity and Inclusion

6. ADOPT A MANAGEMENT FRAMEWORK FOR SYSTEMS AND PROCESSES TO PROMOTE STRATEGIC, SUSTAINABLE CHANGE AND GROWTH.

SELECT INITIATIVES:

- Implement the Baldrige framework through the Accreditation Next program offered by the Accreditation Council for Business Schools and Programs (ACBSP)



“In the School of Business, we’re intentionally incorporating the Baldrige Excellence Framework into the life of our school — allowing it to shape the way we do what we do. It’s not only influencing our operations, it’s also leading us to pursue higher levels of accreditation.”

– **JOHN FRAME**

Associate Director of Faculty Support and Development
School of Business



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