



College of Business and Economics 2012 Plan

11-26-07

College of Business and Economics Plan 2012:

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Executive Summary

The College of Business and Economics 2012 Strategic Plan is finalized and I would like to thank and commend everyone involved — faculty, staff, select student groups, and our Board of Advisors for your collaborative contributions. The Plan includes the goals, guiding principles, objectives, and key indicators for the College's future success.

The mission of the College of Business and Economics is to prepare, inspire, and provide high quality business programs to undergraduate and graduate students in the pursuit of excellence, so that they may contribute to the economic development of the State of West Virginia, the Appalachian Region, and the country, as well as cultivate an appreciation of diversity and awareness of continuing cultural traditions in the changing global business environment.

The vision of the college is to become a leading business school in the United States. To accomplish this we must first be recognized as an outstanding school not only within our state and Border States, but also among our peer institutions. To accomplish our vision, the College aspires to:

1. Recruit, retain, and graduate high-quality students;
2. Recruit and retain high-quality faculty and staff;
3. Enhance the educational environment for student learning;
4. Promote discovery and exchange of knowledge and ideas; and
5. Improve West Virginia's health, economy, and quality of life.

Acknowledging our mission at the land-grant University for the State of West Virginia and our obligations to the citizens of the State to provide quality education for the next generation of leaders, while at the same time reaching our aspirations of being recognized as a leading business school among our peer institutions requires a carefully articulated branding and marketing effort aimed at building awareness of who we are and what we do. Our current effort to develop this awareness through our "make your move" campaign is aimed to accomplish this goal.

The approaching Capital Campaign offers us the opportunity to realize our vision, in part, as we seek to name the college. *Forbes* released their fall 2007 list of the 50 top ranked business schools. Forty-one of those mentioned are named schools.

Memorable business schools are known by the accomplishments of their alumni and the quality of their faculty. The *first cornerstone* to building excellence is to provide our students with a quality educational experience that prepares them for a successful future. Our strategic plan recognizes that in order to do this, we must increase significantly the amount of scholarship support necessary to attract and retain quality students, especially those from West Virginia. This is critical in the face of the rising costs of tuition for students and their families.

Our plan also emphasizes the importance of advising – both from staff and faculty – by allocating additional resources, where needed, to support this objective. Our emphasis on developing a special experience for our freshman and sophomore students is believed to be important to help bridge the gap from high school to the university environment.

Stressing the importance of good communication skills for today's student and tomorrow's business leader drives our future plans to develop a Business Communication Skills Center. Effective communication is necessary to demonstrate competence and sincerity, as well as persuade others,

whether speaking to groups, writing professional documents, giving presentations, or interacting with colleagues and the public sector.

Today's business graduate, in order to be successful, needs adequate training and assistance in finding job placement. Our newly created Center for Career Development will add advisors to help in this effort. Successfully placing students in their chosen career paths, both in internships and permanent jobs, is important to students and their families, but is also critical to a business school seeking recognition for its programs.

A *second cornerstone* of excellence by which recognized business schools are known is the quality of the research and teaching by its faculty. Having adequate financial resources to recruit, retain, and reward outstanding faculty and staff in the face of rising market salaries is critical to the success and reputation of the college. This can be accomplished by increasing the number of research and teaching professorships. In addition, resources are also needed to assist in the professional development of our faculty and staff, thereby insuring their continued success.

A *third cornerstone* of excellence in our Strategic Plan is to greatly enhance the student's learning environment. The impact that larger class sizes have for quality of student learning needs to be addressed. Providing our students with recitation sessions for our larger classes and exploring new methods of course instruction will be important to student learning outcomes.

The influence a building has on the learning environment cannot be overstated. The current structure, built in 1990, needs to be expanded in order to accommodate the expected enrollment growth of 350 students by 2010 and the necessary hiring of new faculty.

Expanding the number of international experiences and exploring the development of new international and degree options will be critical to enhancing our students understanding of the global environment. We must provide our students with an array of international travel and educational experiences in order to adequately prepare them for success in the new millennium.

In addition, textbooks and lectures are not enough to properly educate tomorrow's business leader. Having a business degree program that is enriched in experiential training has become essential in the transition from classroom to boardroom.

The recent recognition we have received for our course on Corporate Social Responsibility and the positive feedback on our Huntington Collegiate Board has led to our plan to develop a Student Managed Investment Fund Center (SMIF) that will add greatly to the knowledge base of students yearning to better understand how capital markets operate through the management of actual investment portfolios with specified risk and return objectives.

A *fourth cornerstone* to building excellence is identifying and nurturing our core college strengths in selected research and academic programs. In the area of faculty research, two areas of strength and potential recognition are in our forensics and free market research programs. These programs have already gained national attention and building upon this will only add value to what we seek to accomplish. In our Strategic Plan these two programs will be cornerstones of research excellence by which we can gain recognition. Furthermore, we must continually look for new resources of support for our summer and sponsored faculty research projects.

The *fifth cornerstone* of excellence in our Strategic Plan focuses upon the manner in which the college conducts its outreach activities and meets the needs of the people of the State of West Virginia. The College of Business and Economics recognizes its responsibility to keep West Virginians informed about economic and forward-looking policy research. Through direct faculty mentorship, students learn research and data skills that increase their knowledge base and improve their employability. Expanding the role of the Bureau of Business and Economic Research (BBER) in the area of policy research will be critical in addressing the needs of the State of West Virginia.

The success we have experienced in our Entrepreneurship Center bridges the gap between traditional education and the experiential skills budding entrepreneurs need in order to succeed in the business world. Building upon our current success in this area will not only provide unique opportunities for our students and improve our national reputation, but will also help the State of West Virginia's economic growth by adding new businesses and jobs.

To be a successful West Virginian, today's business graduate must also understand the global environment and appreciate the diversity that it brings. Our work in China through the Chinese Business Center is the door by which businesses in West Virginia can connect with the Far East and it can serve as a model for how additional international partnerships can be developed. But, much more work and funding are needed in this area.

We must be strategic in our planning and allocate resources to maximize the potential for success on all fronts. Our continued success will be dependent on our ability to recognize our core strengths and build upon these cornerstones of excellence.

Together we can move forward to conquer these challenges. Our Strategic Plan is aggressive, forward-moving, and attainable with your input, dedication, and the willingness to re-focus as we monitor and re-evaluate progress toward our goals.

R. Stephen Sears
Milan Puskar Dean and Professor of Finance

Introduction

The College of Business and Economics, established in 1954, is one of thirteen colleges at West Virginia University. West Virginia University was founded in 1867 as a land-grant university. The Federal Government gave the State of West Virginia land to establish a public university that would provide a broad segment of the population a practical education that had direct relevance to their daily lives. Today, West Virginia University is only one of eleven higher education institutions nationally that are recognized as land grant research universities with comprehensive Health Sciences.

Mission

The mission of the College of Business and Economics is to prepare, inspire, and provide high quality business programs to undergraduate and graduate students in the pursuit of excellence, so that they may contribute to the economic development of the State of West Virginia, the Appalachian Region, and the country, as well as cultivate an appreciation of diversity and awareness of continuing cultural traditions in the changing global business environment.

As an integral part of West Virginia University, the College of Business and Economics strives:

- To prepare and inspire our students to pursue excellence, innovation, and dedication to the highest standards in order to improve the lives of the citizens of West Virginia;
- To provide high quality undergraduate and graduate business programs to our students;
- To promote basic and applied research in the disciplines of business;
- To contribute to the economic development of the State of West Virginia, the Appalachian Region and the country through research and the provision of

educational programs;

- To increase our ability to deliver high quality instruction and research through the use of cutting-edge technology as a vehicle to engage students, empower faculty, and facilitate research;
- To cultivate an appreciation of diversity and an awareness of continuing cultural traditions in the constantly changing global business environment.

Vision Statement

The vision of the college is to become a leading business school in the United States. To accomplish this we must first be recognized as an outstanding school not only within our state and Border States, but also among our peer institutions. To accomplish our vision, the College aspires to:

- Recruit, retain, and graduate high-quality students;
- Recruit and retain high-quality faculty and staff;
- Enhance the educational environment for student learning;
- Promote discovery and exchange of knowledge and ideas; and
- Improve West Virginia's health, economy, and quality of life.

Values Statement

The following values are fundamental to and serve as the basis upon which our mission and strategies are built:

- **Excellence:** By seeking to innovate and continuously improve so that we achieve outstanding performance in teaching, research, and service.
- **Knowledge:** By striving for the highest level of intellectual development and scholarship, we seek to create an environment supportive of research and teaching, thereby enhancing learning.
- **Integrity:** By being honest, fair, and acting with the highest level of ethics in all that we do, we seek to maintain the highest standards and serve as role models for integrity.
- **Respect:** By valuing individual differences and international/cultural diversity and by encouraging respectful discourse and the exchange of ideas, we seek to achieve the highest level of relationships grounded in individual respect.
- **Stewardship:** By being responsible for those resources entrusted to us and willingly being held accountable for those resources, we will be good stewards.
- **Service to Others:** By providing service through our scholarship, outreach, consulting, and volunteer work, we seek to serve our profession, the University, the citizens of West Virginia, and society.
- **Faculty Governance/Academic Freedom:** By fostering an open, transparent decision-making climate and a participatory decision-making environment, we will fully participate in the governance of the University and accept the responsibility for guiding the scholarly pursuits of the College of Business and Economics.

- **Entrepreneurship:** By encouraging enthusiasm and innovation, we seek to be creative and entrepreneurial in our teaching, research, and service.

Goal 1: Recruit, retain, and graduate high-quality students

As part of the land-grant mission of West Virginia University, the College of Business and Economics must promote improved accessibility via financial support for qualified student applicants, provide opportunities for the academic success of our students, and support the eventual successful placement of the students in our College.

Guiding Principles

Students are a diverse group who want and need their college experience to prepare them for success in a variety of business environments. To prepare the serious student and meet parent expectations the College of Business and Economics must engage the students from their point of interest to their earliest undergraduate experience and through graduate programs. The college's ultimate success factor will be indicated by the high graduation rate and placement attainment of our graduates.

Objective 1.1

In order to identify and recruit high quality graduate students we must

- Assign a staff position dedicated to Student Recruitment and Retention focusing primarily on Graduate Programs in the College;
- Build joint graduate programs with other Colleges to attract non-business students to our graduate programs;
- Develop and expand the MBA Program to meet the needs of a variety of student constituencies; and
- Provide financial support including scholarships, tuition and fee waivers, and assistantships to recruit high potential graduate students to each graduate program and strategically communicate the financial support availability.

Objective 1.2

In order to identify and recruit high quality undergraduate students we must

- Dedicate a staff position focused primarily on high potential transfer students, Direct Admits, and Honors Pre-B&E students;
- Develop a special freshman experience to attract high-potential in-state and out-of-state students by offering them professional development opportunities, mentoring partnerships, and memberships in student organizations;
- Develop student events aimed at increasing awareness of our Alumni Programs – both for incoming freshmen, as well as all classes of students;
- Develop a Student Ambassador Program; and
- Increase endowments to recruit high potential incoming students and provide continuing financial support for high-performing undergraduate Business and Economics majors.

Objective 1.3

In order to provide additional services and programs to support students' successful retention and graduation from the College and University we must

- Continually review the advising needs in the Office of Graduate Programs in order to provide quality recruitment, retention, and placement;
- Review the advising needs in the Office of Undergraduate Programs;
- Develop a communication plan including newsletters for more effective communication among the University Advising Student Center (UASC) advisors, the College's Undergraduate Programs Office, and lower division students and their parents; and
- Expand experiential learning opportunities (including internships, study abroad, service learning, etc.) for students.

Objective 1.4

In order to ensure successful placement of our students in career path jobs we must

- Continually evaluate the staffing needs in the Career Development Center;
- Enhance the professional development in business communication skills of all majors;
- Provide networking opportunities for students with Alumni and recruiters; and
- Increase the number of corporate recruiters to the College's Career Development Center program.

Key Indicators for Goal 1

Over the next five years-

- Increase the total number of student majors in the College by 350;
- Develop a strong first and second-year experience for College Freshman Direct Admits, including a Parents' Weekend reception and orientation, a Freshman Business Initiative with extracurricular activities, and a Mentoring Program;

- Improve the communication between the College and lower division pre-business and economics major students and their parents about degree program expectations and acceptance requirements– Bizz Buzz, etc.;
- Increase the median GMAT score for MBA and EMBA program students;
- Increase the scholarship program to support and reward academic achievement;
- Increase the number of students with internships;
- Double the number of corporate recruiters in the College;
- Initiate a Student Alumni Program to increase student awareness of the role alumni play;
- Develop a series of professional development seminars to be taught by career center staff;
- Develop a database to track post graduation B&E graduates whereabouts; and
- Establish a corporate recruiting advisory committee within the College’s Board of Advisors.

Goal 2: Recruit and retain high-quality faculty and staff devoted to the Land-grant mission of the University and the College

As part of the land-grant University of the State of West Virginia, the College of Business and Economics must recruit and retain faculty who are devoted to high-quality basic and applied research, excellent teaching, and who are devoted to providing service to their professions, the College, the University, and the State of West Virginia. The College must also recruit and retain high quality staff who are devoted to the mission of the College.

Guiding Principles

Faculty and staff need to be engaged in their professions, the College, the University, and the State. The College of Business and Economics supports faculty and staff by providing challenging opportunities related to professional interests, by encouraging strong professional relationships, and by providing an atmosphere where everyone has room to grow.

Objective 2.1:

In order to recruit and retain high quality faculty we must

- Strive to provide market-competitive compensation packages for productive faculty at all ranks;
- Increase resources to support research, databases, and travel for faculty;
- Recognize and reward research and teaching excellence through the creation of additional Chairs, Professorships, or other means of recognition; and
- Maintain up-to-date technology and professional support to assist faculty in their teaching and research needs.

Objective 2.2:

In order to recruit and retain high quality staff we must

- Continually review classified staff duties and responsibilities to ensure equity and proper classification;
- Recognize and reward excellence in classified and non-classified staff performance;
- Encourage and support staff professional development; and
- Maintain an annual system of staff evaluation to ensure prompt and effective feedback.

Key Indicators for Goal 2:

Over the next five years-

- Establish a mentoring program for junior faculty;
- Strive to provide market-competitive compensation packages for productive faculty at all ranks;
- Continue to follow WVU's guidelines concerning classified staff salary adjustments;
- Develop a work load policy for faculty;
- Secure external funding to support five additional chairs and professorships to reward outstanding research; secure external funding to create three new professorships to recognize outstanding service and teaching;
- Dedicate additional college resources to fund new summer research awards;
- Secure external funding to support staff professional development; and
- Secure external funding for faculty professional development.

Goal 3: Enhance the Educational Environment for Student Learning

Today's students, both traditional and non-traditional, subsist in a culture of technology and vast communication. Technology has broadened the scope of learning and altered the perception of the world. Students should endeavor to become independent thinkers and globally conscious through experiential learning via international experiences, internships, and mentoring opportunities.

Guiding Principles

The College of Business and Economics strives to provide a student-centered learning environment. This is practiced through creative course delivery, assessment of student learning outcomes, research, and faculty/student interaction that is meaningful and engaging in a technologically up-to-date facility.

Objective 3.1:

In order to encourage and reward faculty teaching effectiveness and enhance faculty student interaction we must

- Recognize and support teaching/professional faculty in all aspects of achieving the teaching mission;
- Support and encourage the development of new courses and other innovations in teaching technology;
- Encourage multi-dimensional teaching that includes video teaching, peer reviews, etc.;
- Encourage faculty/student interaction inside and outside the classroom; and
- Schedule recitation sections for large core classes.

Objective 3.2:

In order to increase opportunities for experiential learning we must

- Create a student governed Board of Directors for B&E undergraduates of junior status;
- Designate days for plant visits and other off-site learning;
- Strive to increase opportunities for internships and service learning;
- Explore additional student learning opportunities similar to the Huntington Bank Collegiate Board; and
- Explore business consulting opportunities to complement College strategy.

Objective 3.3:

In order to increase higher order skills such as communication, business problem solving and integration, and synthesis skills, we must

- Add more inquiry-based (using the Socratic method) and case-based classes to provide opportunities for students to analyze comprehensive, ill-structured problems;
- Increase interaction with local businesses and not-for-profit's to solve real problems;
- Improve business student graduates' oral and written communication skills.

Objective 3.4:

In order to develop innovative intellectual opportunities we must

- Think Big—draw upon the EMBA student targeting and education technology delivery strategies and competencies to extend the College's reach to new educational programs and to extend existing programs to new national, international, and underserved regional populations;
- Continue development of the MBA program, to include areas of concentration that reflects distinctive/unique competencies;
- Increase the number of joint graduate program opportunities with sister colleges at West Virginia University; and
- Leverage the strength of the existing PhD program in Economics to create new PhD/DBA programs that follow the College's niche strategy (i.e. PhD in finance, financial accounting, and real estate).

Objective 3.5:

In order to increase professionalism we must

- Create a culture of professionalism led by faculty, staff, and student organizations;
- Develop under the auspices of the Center for Career Development a faculty and staff committee responsible for professional relationships with recruiters; and
- Offer a required core course in ethics for all college bachelors and masters business programs.

Objective 3.6:

In order to provide students with a global perspective we must

- Develop a strategy to establish the Business Foreign Language (BFL) Program;
- Increase the number of students in graduate programs who have International experience;
- Identify other study abroad locations at the graduate level;
- Require all graduate and undergraduate students to take International Business courses; and
- Increase services provided by the Center for Chinese Business activities.

Key Indicators for Goal 3:

Over the next five years-

- Secure external funding to support an endowment for technology and facilities maintenance and improvement as related to the teaching mission of the college;
- Secure external funding to provide financial support for the development of a Business Communications Skills Center for majors in the College of Business;
- Secure external funding to support the development of a Student Managed Investment Fund (SMIF) Center which will enhance student learning in the area of investment management;
- Secure external funding to support increased activities of the Center for Chinese Business.

Within the next three years-

- Create a new undergraduate core course, “Managerial Communications,” which will provide assessment of student communication skills presently being fulfilled in designated departmental courses;
- Incorporate recitation sessions in selected undergraduate core courses;
- Create a required course in personal values and professional ethics for all degree programs—one for undergraduate majors and one for all master’s programs;
- Create options for incorporating international business into our baccalaureate program;
- Revamp the current MBA Program into a two-year program with multiple options, degree concentrations, and experiential learning opportunities;
- Strengthen the International capabilities of college faculty with strategic hires in this area; and

- Strengthen the research capability of college faculty with strategic new hires in areas where new doctoral programs can be established.

Goal 4: Promote Discovery and Exchange of Knowledge and Ideas

Higher education institutions generate intellectual growth through faculty, student, and alumni interaction, institutional and community affairs, and beyond, because when communications expand, knowledge and ideas are globally exchanged.

Guiding Principles

The College of Business and Economics should be an important source of knowledge for students as they prepare to be tomorrow's decision makers in local, state, national, and internationally diverse consumer markets. In addition, the college should promote faculty and student interest and collaboration with community, state, and national economic leaders in order to learn and share ideas and visions that may eventually have a global effect.

Objective 4.1:

In order to celebrate and value discovery we must

- Invite nationally known researchers to lead specialized research workshops and make public presentations; foster relationships with researchers willing to provide research mentorship to current faculty and students, and increase visibility in the broad university community;
- Disseminate results from college faculty and centers research through regular communication outlets such as College e-news, website, conferences and/or periodicals;
- Establish academic journals and editorships affiliated with college faculty and centers in collaboration with the WVU Press or other nationally known publishers;
- Expand support for college research awards including summer research grants and sponsored research; and
- Provide support for working papers posted to national/international working paper archives and/or college website.

Objective 4.2:

In order to build upon strengths we must

- Develop a college research strategic plan for enhancing research competitiveness in both sponsored research and scholarly publications;
- Identify opportunities for the creation of specialized research and industry centers to serve as foci for research and outreach programs based on available faculty research expertise;

- Grow graduate program enrollment to assist with faculty research by providing resources to support graduate research assistance, database acquisition, and computer hardware and software purchases; and
- Support increased sponsored research through faculty work load adjustments and increase the recognition of sponsored research for merit and tenure and promotion decisions.

Objective 4.3:

In order to enable the exchange of ideas we must

- Encourage faculty research collaboration across college departments and other college units;
- Encourage cross disciplinary research and teaching through joint seminars, shared speakers, and joint faculty appointments and cross listed coursework both within and outside the WVU community.

Key Indicators for Goal 4:

Over the next five years-

- Increase the number of scholarly publications by 20%;
- Increase the number of multidisciplinary faculty research publications;
- Increase the number of projects funded by the *Research Investment Program* of the WVU Research Corporation;
- Secure external funding to support a Forensics Research Center; and
- Secure external funding to support a Center for Free Market Research.

Goal 5: Improve West Virginia's Health, Economy, and Quality of Life

As the College of Business and Economics at West Virginia University, we have an obligation to extend our work beyond the walls of the College and the boundaries of the University to make a difference in the economic development of the State through our outreach and education programs.

Guiding Principles

The College of Business and Economics Center for Entrepreneurship, Bureau of Business and Economic Research, Center for Chinese Business, Center for Executive Education, EMBA Program, and Center for Career Development have and will continue to serve the State of West Virginia by contributing expertise and knowledge about economic development and career options. We also provide innovative programs and comprehensive business services.

Objective 5.1:

In order to establish an organizational structure with over arching responsibility for the parts of the College which are engaged in economic development and outreach we must

- Capitalize on current and potential collaborative relationships built by individual centers, programs, and initiatives such as, but not limited to:
 - WV State Business Chamber of Commerce
 - WVU Research Corporation
 - WV Development Office
 - WV Economic Development Authorities
 - WV SBDC
 - West Virginia Export Council
 - Imagine West Virginia
 - West Virginia Development Office
 - West Virginia Roundtable
 - The Gateway New Economy Council – Eastern Panhandle
 - Advantage Valley – Huntington/Charleston
 - Valley Ventures – Northern Panhandle
 - Entrepreneurship Alliance – Southern West Virginia
 - WV Professional Associations (ex.: Bankers, Manufacturers, Travel & Tourism, Accounting, Hospitals, etc.)
- Examine the current organizational structure of the outreach activities of the College; and
- Over the next three years evaluate the structure and mission of the existing College Outreach Committee to ensure that it supports the new mission, that its membership incorporates and strengthens relationships with the Directors from each of the following areas: BBER, Center for Executive Education, Center for Chinese Business, Center for Career Development, EMBA Programs, Development, and Alumni Affairs.

Objective 5.2:

Recognizing the need for continual reporting regarding West Virginia's economy and need for forward-looking policy research, the Bureau of Business and Economic Research must

- Provide short- and long-term economic forecasts and analyses of the state and selected regional and local economies;
- Provide specialized studies, data, and expertise supporting economic development efforts at the university, state, regional, and local levels;
- Provide fiscal, tax, and economic policy research for West Virginia government, business, trade organizations, and local government units; and
- Develop forums and conferences, and expand publication dissemination of economic forecasts and analysis as well as other research projects and policy recommendations to the West Virginia economic community.

Objective 5.3:

In order to increase the number and/or quality of college-based programs aimed at promoting economic development that link the state's businesses and international markets, we must expand the visibility of the Center for Executive Education by increasing the number of professional development programs that meet the needs of businesses and business leaders in WV.

Objective 5.4:

In order to foster new businesses and provide educational programs, we must

- Develop a statewide recognized Entrepreneurship Center by offering a variety of educational programs at multiple levels, outreach opportunities to students and the community, and meaningful, focused entrepreneurship-related research to impact the State;
- Seek to expand the level of external funding needed to support the financial needs of the Entrepreneurship Center for the purpose of becoming a nationally recognized program;
- Examine current Entrepreneurship course offerings in an interdisciplinary approach to undergraduates and explore new course offerings at the graduate level;
- Forge strategic alliances with government, private sector, and academia to meet the ever-changing entrepreneurial needs of the state; and
- Provide meaningful, thoughtful research and direct engagement at multiple levels to assist the State of West Virginia and its entrepreneurs.

Objective 5.5:

In order to maintain the quality and impact of the Executive MBA Program we must

- Rotate markets served by the program as is currently done and explore new markets within the State in which to deliver the program and continue to explore partnerships with other institutions and businesses to deliver the program;
- Continually review the content and delivery of the program to maintain an educational environment that allows the State's business executives to maintain momentum in their career while pursuing an education within the State;
- Continually review compensation for faculty to attract the best educators to teach in the program; and
- Explore new opportunities to increase revenues from the EMBA Program (via several strategies) to support activities of the College.

Key Indicators for Goal 5:

Over the next five years-

- Develop additional, biennial, revenue producing programs in the Center for Executive Education;
- Develop revenue producing Executive Education programs in the forensics area;
- Increase the number of participants who partake in the MBA Essentials Program;
- Develop an Entrepreneurship concentration within the newly designed MBA program;

- Secure external funding to support the Entrepreneurship Center;
- Increase the total enrollment in the EMBA Program by 10% and;
- Strive to add new markets not currently served by the EMBA program.

Over the next three years-

- Create a BBER Advisory Panel consisting of representatives from various segments of West Virginia's economic community;
- Develop an information database of research interest and expertise for the delivery of current and future Executive Education programs;
- Appoint a faculty Associate Director for Academic Programs in the Center for Entrepreneurship;
- Secure external funding needed to support BBER faculty positions for demographer and housing/real estate; and
- Secure external funding needed to support BBER research associates for survey and forensics research.