Dear Colleagues,

The Dean asked the SPC to review and condense the Coggin College of Business mission and vision statements and to conduct a SWOT analysis. The SPC has met five times and the committee has now unanimously approved the following revised mission and vision statements and SWOT analysis. The Dean has also requested that these are to be regarded as "living documents". In other words, they can be changed and improved based upon faculty input. The SPC therefore asks for input to these documents. Please provide written comments to your Department or area representative by 5 p.m. on Tuesday, March 22. The members of the Committee are: Parvez Ahmed, Homer Bates, Paul Fadil, Gregory Gundlach, Chung-Ping Loh, Dag Naslund and Louis Woods, The SPC will meet again on Wednesday, March 23 from 2-3 to discuss your input.

In addition to our suggestions, we have attached the current UNF as well as Coggin College of Business vision and mission statements.

On behalf of the SPC,

Parvez and Dag
University Mission

The University of North Florida fosters the intellectual and cultural growth and civic awareness of its students, preparing them to make significant contributions to their communities in the region and beyond. At UNF, students and faculty engage together and individually in the discovery and application of knowledge. UNF faculty and staff maintain an unreserved commitment to student success within a diverse, supportive campus culture.

Mission of Coggin (current)

To educate and develop business professionals through rigorous, relevant, accredited degree programs offered by faculty devoted to student learning and engaged in scholarly activities.

REDAFTED Mission for COGGIN

To educate students in business through accredited degree programs by having both students and faculty engage in scholarly activities for the discovery and application of knowledge.

University Vision Statement

The University of North Florida aspires to be a preeminent public institution of higher learning that will serve the North Florida region at a level of national quality. The institution of choice for a diverse and talented student body, UNF will provide distinctive programs in the arts and sciences and professional fields. UNF faculty will excel in teaching and scholarship, sharing with students their passion for discovery. Students, faculty, staff, alumni, and visitors will enjoy a campus noteworthy for its communal spirit, cultural richness, and environmental beauty.

Vision Statement of Coggin (Current)

To be the business school of first choice for well-prepared students seeking interaction with faculty who are dedicated to student learning and are nationally recognized in their disciplines.

REDAFTED Vision Statement for COGGIN

The Coggin College of Business aspires to be the preeminent business education institution serving North Florida with top quality faculty excelling in teaching and scholarship, sharing with students their passion for life-long discovery and community service.
Strengths

- High quality faculty
- Diversity and interdisciplinary nature of faculty
- Community support
- Strong Brand Name (no one like you, no place like this)
- Student quality is improving
- Foundation (Kip) funding
- Physical facilities (technology)
- Flagship programs
- Smaller class size

Weakness

- Quality of transfer students
- Inflexible university operating system, 2/2, 3/3 or 4/4
- Not enough full time faculty with terminal degrees
- Physical facilities – not enough classrooms and offices
- Faculty stretched too thin
- Low summer enrollment
- Systemic inflexibility -- both for students & faculty
- Historical lack of direction – what is the next level?
- Bureaucracy of the evaluation system
- Lack of common standards
- Scheduling electives – MBA and UG
- Did not adapt to market needs

Opportunities

- Increased population growth
- Executive or continuing education
- Increase marketing efforts
- Flexibility (salaries/teaching schedules)
- Location/Weather (physical amenities)
- Building utilization
- Blended courses
- Use former grads/alums
- Trends in society – healthcare MBA
- Use of technology (mandate laptops for MBAs)
- Move to AQ/AACSB window, or a moving average window (ex 3 publications in 3 years)
- Greater process orientation e.g. MBA program
- Flexible scheduling
• Modules (courses with other than 3 credit hours)
• More adaptable structures to reflect current community needs given changing external realities

Threats

• State budget
• Other universities (private/public)
• Faculty compensation changes – pension etc.
• Development of Departmental Fiefdoms
• Role of FAR in evaluations
• Congruency of by-laws