

CCB Strategic Planning Committee  
10/14/2020

Paul Fadil called the meeting to order at 11 a.m.  
Minutes from 10/7/2020 were approved by the committee.

General Discussion:

The committee continued its conversation about **Goal 3**. The committee agreed that new graduate programs should have explicit connections to existing faculty research interests and expertise. The committee expressed concern over the feasibility of expanding program offerings considering current and projected budget limitations. Absent new lines, where will the college find the capacity to staff new graduate offerings?

**Revised Goal 3: Broaden and expand Coggin graduate offerings, with an emphasis on programs that meet critical, regional and market needs.**

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**Goal 4: Continue to expand international programs, especially dual-degree programs at the graduate level.**

This goal refers to international programs including all activities associated with the IB Flagship, curriculum and study abroad. The committee wondered how these will interact with the new office of Global Engagement and the uncertain future of the Flagship structure. Also, how will increasing international programs be measured (number of programs, number of international partners, number of students, faculty engagement with international partners)? In addition there is faculty international scholarship, teaching, presentations, etc. The committee noted that the IB Faculty Advisory Council has previously expressed a desire to enhance community engagement with international programs, to include internship opportunities and funding opportunities.

**Revised Goal 4: Continue to expand Coggin's international presence.**

The committee will meet with Dr. Andres Gallo on 10/21/2020 to further discuss the depth and breadth of its international mission.

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**Goal 5: Increase diversity within the college.**

The committee discussed the many facets of diversity – composition of faculty, composition of student body, composition of staff; relative to aspirant colleges, relative to the local community, relative to UNF; international diversity, gender diversity, racial and ethnic diversity.

The committee noted that the college has had difficulty attracting and retaining diverse faculty candidates in the academic job market. Also, diversity should not be pursued at the cost of academic or professional quality.

Possible action items and sub-goals: recruiting practices and policies, performance indicators, retention of faculty, outreach to students in underrepresented demographics, development of associated student groups, makeup of advisory councils, implement formal mentoring programs

**Revised Goal 5: Attract, recruit, retain and advance talented students, faculty and staff from historically excluded populations who are currently underrepresented.**

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**Goal 6: Increase community engagement, primarily through our applied research centers, CIE, and SBDC.**

**Goal 8: Improve the external engagement of Coggin, both online and in-person.**

The committee decided to merge these two goals

Potential action items: improve alumni tracking and relations, improve communication and involvement with advisory councils, enhance development efforts, highlight the work of the applied research centers, executive-in-residence and industry liaison programs

**Revised Goal 6: Increase community engagement**

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**Goal 7: Improve our student support services at both the undergraduate and graduate levels.**

The committee decided that this should not be a separate goal in the strategic plan, but rather a sub-goal or action item within Goals 2 and 3.

**New Goal 7: Improve the branding and external exposure of the Coggin College of Business**

The committee discussed the importance of marketing and branding the college in support of all of the other goals. This goal will have a single action item – to direct the college to produce a formal marketing plan (a document separate from the strategic plan) that organizes and directs the college’s efforts at increasing external exposure.