

CCB Strategic Planning Committee Minutes
10/7/2020

Meeting called to order at 11:00 am

Paul Fadil was elected chair.

All documents and records of this committee will be made available on the CCB Strategic Planning Canvas page.

Comments from Richard:

- Improving the research infrastructure in CCB will be critical to achieving goals related to research output. Richard suggested the formation of a task force that includes outsiders and one member of this committee to draw up specific recommendations in this area.
- Richard suggested that the college should aspire to gender and ethnic diversity among the student population that mirrored that at UNF. This would involve more emphasis on student organizations, such as Women in Business, and other minority-based clubs (NABA) working with CODI for recommendations.
- Richard emphasized the need to expand graduate level offerings and to include non-degree programs such as executive education. This supports revenue needs and has the potential to strengthen ties to the local business community.

General Discussion:

1. The primary role of the SPC is to formulate the headline goals for the strategic plan. The details and action points should be informed by discussions with stakeholders within the college.

2. The strategic plan is governed by the university strategic plan, the mission and goals of the SUS, and the accrediting standards of AACSB. All goals should refer to one or more of these.

3. The "R2" designation is very broad and by certain measures UNF is already on the cusp of this designation. The committee agreed that the "R2" language should not be used in the strategic plan, instead referring to "aspirant" institutions.

Goal 1: Increase the research output of the college to be consistent with that of aspirant institutions.

Potential action items: differential teaching loads, research infrastructure, evaluation and promotion language and guidelines, measures and meaning of impact (discussion to be continued...)

Goal 2: Provide an excellent undergraduate education. The committee agreed this wording was too broad and most importantly unmeasurable. In addition, it was noted that nowhere in the University's strategic plan was undergraduate education mentioned.

Revised Goal 2: Broaden and expand Coggin undergraduate offerings in areas of strategic emphasis that build upon the college's unique strengths and feature high-impact practices.

Examples of undergraduate distinction – OFG , international programs, geography/GIS, T+L, (others?)
New initiatives should build on current strengths while emphasizing experiential learning and community engagement.

Goal 3: Broaden and expand Coggin graduate offerings, with emphasis on?

The college currently offers MBA, MSM, MAcc, MLSCM, Global MBA and MSBusAnaly. What is missing from this portfolio? Long-standing efforts in Finance and Economics to build masters level programs have never received the support of upper administration. Should the focus be on non-degree programs and certificates? Are there opportunities to work with other colleges on campus? Are there opportunities to build 4+1 programs?

A barrier to success involves branding and marketing the college. This affects who and how we recruit (new students, existing students). Exposure and PR efforts are currently inadequate to meeting these goals.

Some R2 institutions that may look like us:

UAB (R2 Business), UNC Charlotte, UNC Wilmington (Peer), Kennesaw State, Georgia State is R1 but just transitioned, U of Cincinnati (Just transitioned)

Business schools in cities that are around 2 million people

UT Arlington, UT San Antonio, UTEP, UW Milwaukee, BCU, UT Chattanooga (Peer), Athletic Conference teams, and James Madison

All of the goals in Strategic Plan, must tie back to the University's Plan.