

STRATEGIC PLAN

2022-2027



Culverhouse
College of Business



VISION

The vision of the Culverhouse College of Business is to be internationally recognized as a proponent of lifelong learning and lasting change in our community and global society.

MISSION

We are a supportive community, committed to personal engagement and dedicated to shaping the future of business through excellence in teaching, research, and service.

SHARED VALUES

TRANSFORMATIVE

We believe in the transformative power of academics and scholarly activity to improve business and society.

INNOVATIVE

We know that our resilience as an organization depends on original, creative thinking and introducing new ideas.

DYNAMIC

We embrace change and continuous improvement in all we do.

EXCELLENT

We strive to be rigorous in all our endeavors, while upholding the highest ethical standards and commitment to social responsibility.

TOGETHER

We are a community that respects, collaborates, and thrives together.

We are **TIDE** Together.

GOALS

- Provide transformational learning experiences both inside and outside the classroom.
- Provide a supportive collegiate experience that enables all students to achieve their fullest potential.
- Enhance impact and visibility of our thought leadership, discovery, and knowledge creation.
- Intentionally cultivate a community where respect for individual contributions is a core value, enacted by all.
- Leverage outreach and external relations activities to positively impact individuals, communities, and business.
- Grow and manage financial, physical, and virtual (technology) resources to support the College mission and strategic initiatives.

MEASURES OF SUCCESS

While there are many metrics associated with specific tactics in the strategic plan, the outcome measures below are overall indicators of strategic success.



Rankings and Academics

- Continuous upward movement in undergraduate and MBA rankings
- Undergraduate: Top 25 public business schools
- MBA: Top 20 public MBA programs
- Recognized Centers of Excellence



Student Growth

- Increased undergraduate & graduate school enrollments
- Increased graduation & retention rates
- Increased placement rates



Research

- Consistent production of high quality and impactful research
- Increased academic publications
- Increased external funding proposals and awards



Culture

- Increased faculty & staff retention
- Increased faculty, staff, and student engagement in College activities, initiatives, and opportunities



Outreach

- Enhanced collaborative partnerships with business & industry
- Increased alumni engagement
- Focused initiatives impacting society



Sustainability

- Increased financial resources
- Enhanced physical resources
- Continuous AACSB accreditation for business and accounting

GOAL 1

Provide transformational learning experiences both in and outside the classroom.

STRATEGY 1

Adapt and innovate curriculum, educational opportunities, and programs based on College strengths and the needs of a dynamic marketplace.

- Regularly review and revise the curriculum based on student outcomes and faculty expertise.
- Engage in industry partnerships to stay informed about market needs.
- Integrate curricular and co-curricular objectives and student learning outcomes.
- Ensure that the College's societal impact focus of improving quality of life and economic development opportunities in rural communities and communities experiencing challenges in Alabama is embedded across the curriculum.

STRATEGY 2

Develop and maintain distinctive academic programs that attract students and for which Culverhouse is nationally known.

- Develop value investing and business cyber security as centers of excellence recognized regionally and nationally.
- Invest as necessary to support and maintain existing, nationally-recognized/ranked academic programs.

STRATEGY 3

Expand students' involvement with signature immersive learning opportunities.

- Use the professional development sequence to encourage students to participate in experiential learning, internships, study abroad, undergraduate research, capstone experiences, and community-based learning.
- Strengthen the Culverhouse Business Honors Program to meet the needs of high-achieving students.

STRATEGY 4

Develop and implement a comprehensive executive education program that provides opportunities for lifelong learning and a platform for co-creating and sharing learning with all stakeholders.

- Coordinate non-academic executive education programs under one unit.
- Develop and offer new lifelong learning programs based on market input and College expertise.
- Develop marketing mechanisms to promote lifelong learning opportunities to target audiences.

STRATEGY 5

Expand accessibility of graduate programs.

- Re-examine credit requirements for the MBA and consider how online courses would affect accessibility.
- Add a menu of graduate certificates and stackable credentials.
- Partner the executive education unit with the marketing efforts of the Manderson Graduate School of Business to provide pathways for degree completion.

STRATEGY 6

Evaluate doctoral education college-wide and identify/implement changes that will strengthen programs.

- Leverage best practices from the College's doctoral programs to create synergies/efficiencies related to providing professional development and course delivery.
- Increase funding for doctoral students.
- Consider moving from individual departmental PhD programs to a college-wide doctoral program.



GOAL 2

Provide a supportive collegiate experience that enables all students to achieve their fullest potential.

STRATEGY 1

Increase undergraduate and graduate student enrollment by actively seeking and attracting learners with a range of backgrounds, experiences, and perspectives.

- Leverage our recruitment team to identify in-state prospects across the state.
- Target our top-feeding community colleges and deepen those relationships with an eye toward undergraduate recruitment.
- Expand graduate level recruiting efforts and elevate the graduate student experience.

STRATEGY 2

Improve the rates of student retention, persistence, and graduation by focusing on high-impact practices and increasing the personal connection to our students.

- Fully implement the required professional development program for all undergraduate students with curricular and co-curricular components.
- Identify barriers to program completion and implement changes as needed.
- Develop a systematic approach to collecting and applying quantitative and qualitative data to gain a better understanding of student needs and outcomes and use state-of-the-art analytics to advise students.
- Increase specific actions to identify at-risk students and reduce the barriers to their success.
- Expand in-person advising and career counseling services available to students and explore technologies that allow counseling at scale.
- Revisit the curriculum for the General Business major (online and in-person) to ensure alignment with our broader retention strategies.
- Ensure that students are engaged in creating positive social impact by improving quality of life and economic development opportunities in rural and struggling Alabama communities.

STRATEGY 3

Create a student-centered hub that provides comprehensive, individualized support and professional development for all Culverhouse students.

- Dedicate physical space in Bidgood Hall for a Student Success Center.
- Enhance the offerings of the Communications Excellence Commons.



GOAL 3

Enhance the impact and visibility of our thought leadership, discovery, and knowledge creation.

STRATEGY 1

Build on current capabilities across the College and embrace impactful research and scholarship.

- Reduce teaching workloads for research-active faculty by adding instructors and increasing the teaching loads of non-research-active faculty.
- Provide incentive/reward systems that promote research productivity including externally funded research projects.
- Increase resources that promote scholarly activity.
- Encourage the formation of expertise clusters.

STRATEGY 2

Provide infrastructure, funding, and developmental support that strengthens and grows the research capabilities and programs to meet the critical needs of the key constituents.

- Expand TIDE Lab capabilities.
- Expand the Institute of Data and Analytics infrastructure to advance externally funded research.
- Support coordinated efforts to identify government and corporate-sponsored research activities and facilitate interaction between college scholars and government and corporate partners.
- Provide opportunities for faculty to develop grant-writing skills.

STRATEGY 3

Foster research capabilities among undergraduate and graduate students.

- Increase undergraduate student participation in research opportunities.
- Provide workshops for undergraduate students to learn about what it means to pursue a doctoral degree.
- Produce graduate scholars who will be successful in their disciplines and place at Ph.D. granting institutions after graduation.

STRATEGY 4

Showcase Culverhouse's research capabilities and impact.

- Increase marketing resources for recognizing and promoting impactful research.
- Develop a strategic marketing plan that showcases Culverhouse's research capabilities.
- Promote Culverhouse research that has a positive societal impact, particularly that which focuses on improving quality of life and economic development opportunities in rural and struggling Alabama communities.



GOAL 4

Intentionally cultivate a community where respect for individual contributions is a core value, enacted by all.

STRATEGY 1

Recruit, retain, develop, and reward outstanding faculty, staff, and administrators to work with current and future generations of Culverhouse students.

- Optimize mix of research and clinical faculty to meet the research and teaching needs of Culverhouse.
- Enhance retention of outstanding faculty, staff, and administrators by using formal professional development programs to assist in career management and personal growth.
- Routinely recognize and reward faculty, staff and administrators who demonstrate excellence in their respective roles.

STRATEGY 2

Cultivate an environment that values engagement, mutual respect, and collaboration among students, faculty, and staff.

- Provide a context that allows awareness and appreciation of different perspectives, backgrounds, and experiences.
- Bolster retention and success efforts in the College of Business.
- Provide a context that prepares students to navigate complex global and professional landscapes with openness and understanding.

STRATEGY 3

Develop effective channels to ensure an engaging and open working environment while encouraging continued growth and celebrating the accomplishments of faculty, staff, and students.

- Establish effective, transparent, and consistent channels of communication to support upward feedback as well as dissemination of information and provide opportunities for discussion and engagement.
- Create a college-wide shared culture of community, an engaging and empowering environment built on mutual respect and trust, delivering exceptional experiences, facilitating important conversations and dialogues.
- Optimize timely student communications, particularly among GRA/GTA/student workers.



GOAL 5

Leverage outreach and external relations activities to positively impact individuals, communities, and business.

STRATEGY 1

Establish new and strengthen existing relationships with external constituents that help Culverhouse meet its mission and support our values.

- Fully implement CRM to inventory information on all current external constituents.
- Develop menus for engagement based on common ways stakeholders want to be involved.

STRATEGY 2

Strengthen existing relationships with alumni and increase the number of alumni who are actively engaged with the College.

- Establish a process to cultivate relationships through the lifecycle of an alumnus, beginning with engagement as a student.
- Use a variety of mechanisms to engage with alumni.
- Maintain current and add advisory-type boards throughout the College as needed and as a mechanism to involve previously unengaged alumni with the College.

STRATEGY 3

Enhance presence of Culverhouse as a top business school and solidify our reputation through marketing and communication efforts.

- Convey the Culverhouse brand through marketing and communication efforts.

STRATEGY 4

Increase involvement in endeavors and partnerships resulting in positive societal impact, especially improving quality of life and economic development in rural communities and communities experiencing challenges in Alabama.

- Use students supervised by faculty to serve the needs of underserved businesses and citizens.

STRATEGY 5

Increase the awareness, utilization, and impact of externally-facing College centers.

- Provide sponsored and institution-required research and service to private and public sector organizations to positively impact economic development at the community, state, regional, and national levels.
- Enhance the capability of units that provide research and service to external stakeholders.
- Launch new centers that support the College's mission by seeking grants, gifts, and endowments for operations.
- Use research and service Center relationships to provide experiential learning experiences for students to contribute to workforce development.
- Showcase impact and success stories generated by the Centers.

GOAL 6

Grow and manage financial, physical, and virtual (technology) resources to support the College mission and strategic initiatives.

STRATEGY 1

Implement processes and tools to increase efficient use of resources.

- Enhance the effectiveness of financial decisions through an improved planning and budgeting process across the College by conducting annual audits of fund usage, identifying resources needed for strategic initiatives, and implementing new budgeting technologies.
- Enhance the efficient use of the College's physical resources.
- Update technology throughout the College on a continual basis to provide the tools needed for effective teaching, learning, and research.

STRATEGY 2

Increase financial resources.

- Increase revenues based on student enrollments.
- Increase philanthropic gifts to support strategic initiatives and College operations.
- Partner with external stakeholders to achieve greater financial self-sufficiency and to provide flexibility to address immediate needs.
- Create an executive education program to generate a self-sustaining revenue stream controlled by the College.

STRATEGY 3

Prepare contingency plans for any potential disruptions to College operations and resources.

- Conduct an annual comprehensive risk assessment and prepare contingency plans for each identified risk.



