



Establishing New Frontiers in Business

# A STRATEGIC PLAN 2018-2025



**COLLEGE OF BUSINESS**  
THE UNIVERSITY OF ALABAMA IN HUNTSVILLE



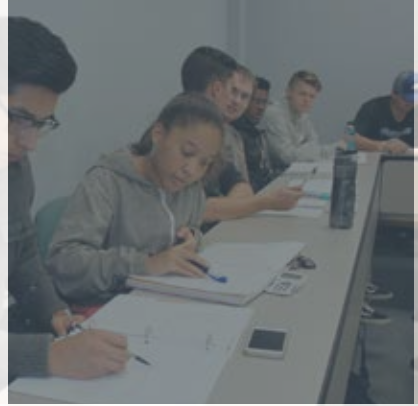
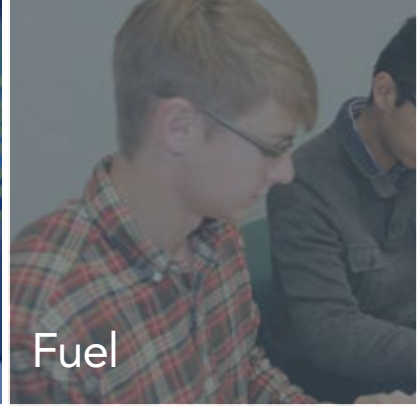




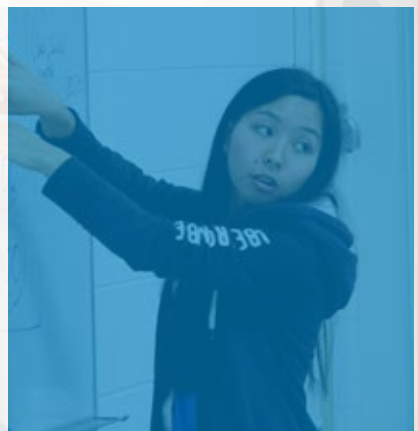
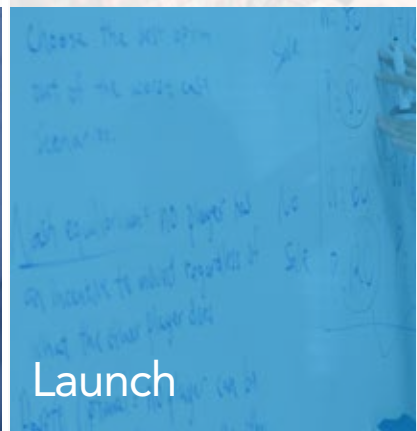
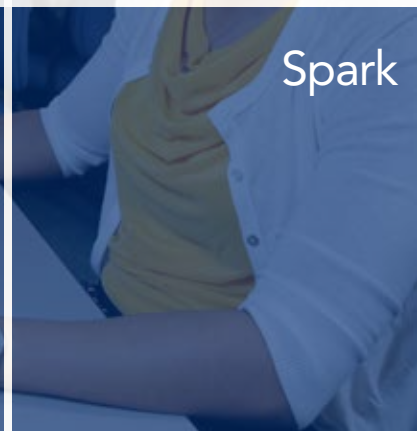
# CONTENTS

MISSION	5
VISION AND VALUES	7
ABOUT THE UAH COLLEGE OF BUSINESS	8
STRATEGIC PLANNING PROCESS	9
GOALS, OBJECTIVES, AND ACTIONS	10
Fuel	11
Spark	12
Launch	13
Space Commerce	14





Fuel



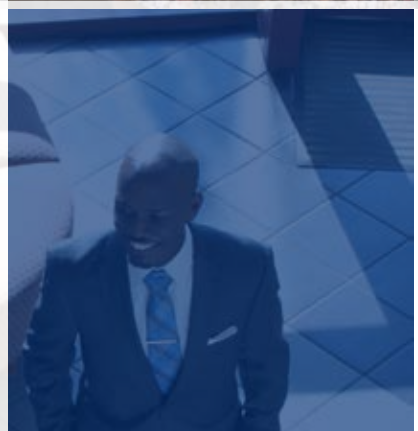
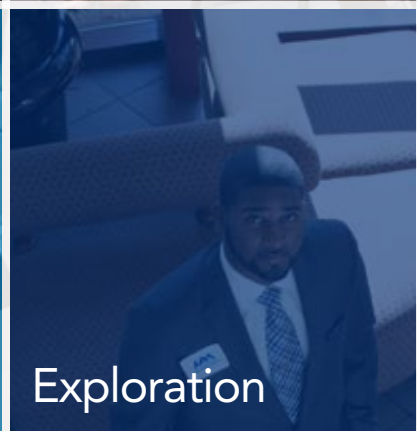
Spark

Launch



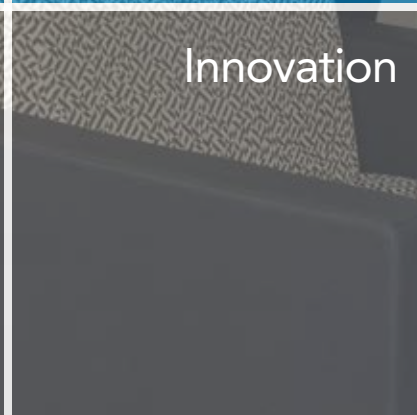
Integrity

Excellence



Inclusiveness

Exploration



Innovation

# MISSION:

Our mission is to fuel innovation in business, spark new ideas through research, and launch the professional careers of our students.

---

## Fuel.

We tap the creativity, expertise, and energy of our students, faculty, and community to **fuel** innovation in business practices and business education.

## Spark.

Our faculty and students **spark** ideas, foster discovery, create and communicate knowledge, and develop frameworks for solutions to challenges facing business and society today and in the future.

## Launch.

Our academic programs emphasize leadership, innovation, analytical reasoning, ethical decision-making, and critical thinking to **launch** the professional careers of our diverse population of students.

**FUELING INNOVATION. SPARKING IDEAS. LAUNCHING CAREERS.**





# VISION:

Establishing new frontiers in business.

---

Reaching beyond what has been done before to create, cultivate, and disseminate knowledge, explore new markets, and improve the human condition, we establish new frontiers in business.

Located in the “Rocket City,” the College of Business at The University of Alabama in Huntsville partners with the community – from startups to mature companies, local businesses to multinational corporations, and nonprofits to governmental agencies – to provide and enhance intellectual and human capital that are critical in an economy driven by rapidly advancing technology.

We believe that success and leadership in this modern economy requires a quality business education that develops the ability to discern, analyze, and secure valuable information; a commitment to learning in and adapting to new environments; and an entrepreneurial spirit.

Just as the university and community exercise these traits to lead the nation in space exploration, we embrace them as we establish new frontiers in business.

**VALUES:** Integrity  
Excellence  
Inclusiveness  
Exploration  
Innovation

# ABOUT THE UAH COLLEGE OF BUSINESS

The UAH College of Business offers a high-quality business education to prepare students to become successful business professionals, leaders, and entrepreneurs. Our most significant resource is our esteemed faculty. Our faculty are scholars dedicated to creating and disseminating knowledge and business professionals who bring the latest business practices into our classrooms.

The College of Business offers undergraduate majors in six disciplines: Accounting, Economics, Finance, Information Systems, Marketing, and Management. Within certain majors, students may concentrate in specialized areas such as Supply Chain, Procurement and Acquisitions, or Cybersecurity. At the graduate level, our flexible MBA program is designed for working professionals and delivered on campus in the evening. In addition, we offer six specialized masters degree programs. Four programs are offered on campus: Accounting, Business Analytics, Cybersecurity, and Human Resource Management. Two programs are offered online: Information Systems and Supply Chain & Logistics Management. Each program prepares students to be successful in their careers and to enhance the competitiveness of the companies and organizations where they work.

The Huntsville area is a culturally diverse community and maintains one of the highest per capita incomes and standards of living in the Southeast. Known as the "Rocket City," Huntsville has a major presence of technology, space, and defense industries. The population of the metropolitan area is over 400,000 and growing. Huntsville's Cummings Research Park is the country's second-largest research and technology park, comprising nearly 300 companies employing 29,000 people involved in technology research and development. Huntsville has a high concentration of Ph.D.'s, engineers, and STEM professionals, and is recognized as a leading technology city with a rapidly expanding and diverse corporate ecosystem that is rich in innovation. We engage with this community to bring experiential learning opportunities to our students through internships, practicums, and class projects. These organizations also provide outstanding opportunities for our students to start and advance in their careers.



# STRATEGIC PLANNING PROCESS

In late fall of 2016, the College's dean formed a strategic planning committee of faculty, staff, students, alumni, and business community members. The dean charged the committee with drafting a new strategic plan that would set priorities for the College of Business for the next 5 to 7 years. As part of this process, the dean asked the committee to update the College's Mission and Vision statements. The committee was charged with developing a mission, vision, and strategic plan that is aligned with that of the University, builds on what makes the College distinctive, and advances our community.

The strategic planning committee reviewed the University's "Expanding Horizons: A Strategic Plan 2013-2020"; conducted a SWOT analysis to determine the College's strengths, weaknesses, opportunities, and threats; reviewed the priorities of peer business schools; and considered the resources available in executing on the plan's priorities.

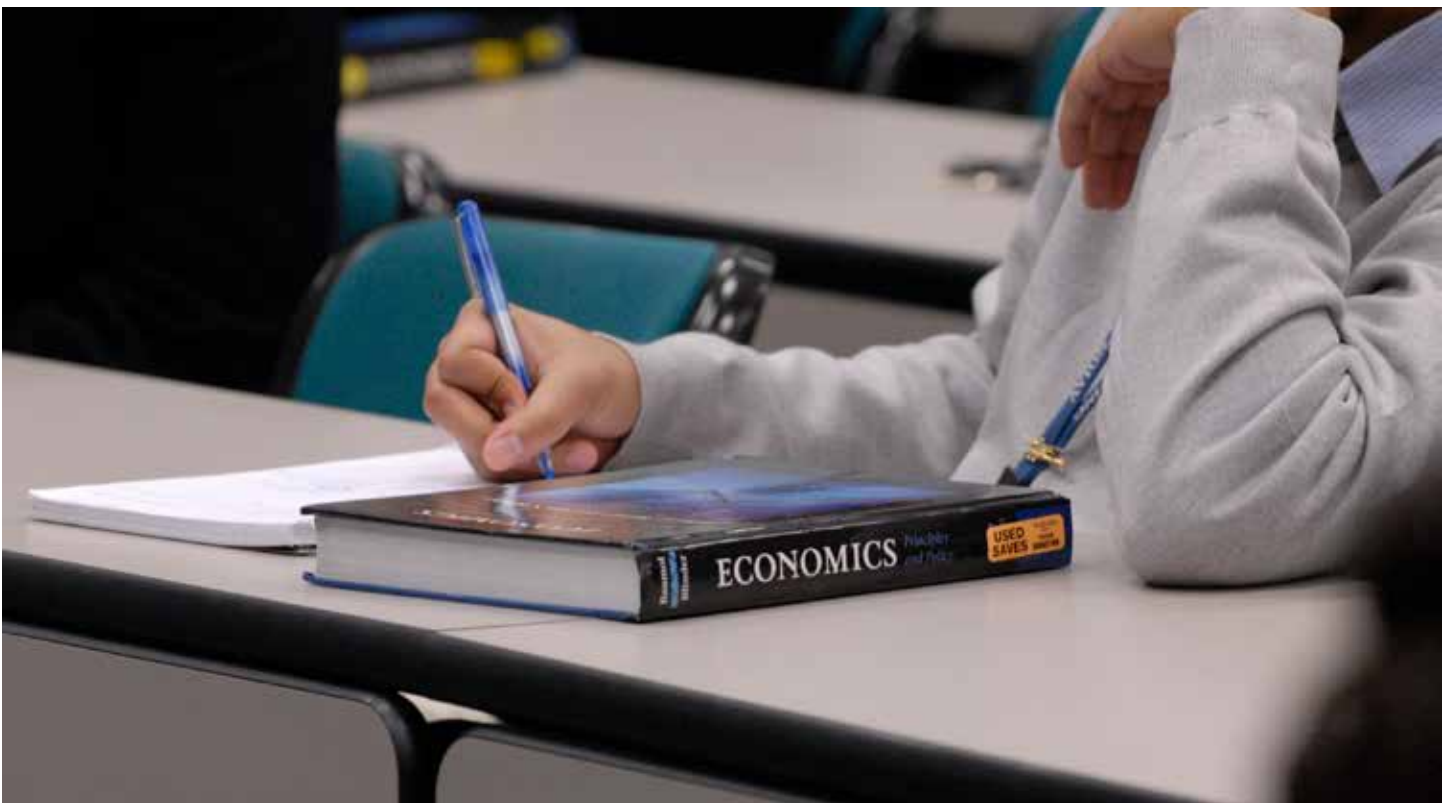
## Strategic Planning Committee

- ▶ **Arinze Aginwa**, *Undergraduate Student*
- ▶ **Chris Allport**, *Associate Professor of Accounting, College of Business*
- ▶ **Gary Bolton**, *Vice President Global Marketing, ADTRAN*
- ▶ **Chakri Deverapalli**, *Director of Information Technology, College of Business*
- ▶ **Patricia Eadon**, *Senior Contracts & Pricing Manager and Deputy of Program Controls and Business Management, The Boeing Company*
- ▶ **Jason Greene**, *Dean, College of Business*
- ▶ **Jeet Gupta**, *Eminent Scholar and Professor of Information Systems, College of Business*
- ▶ **Yeolan Lee**, *Assistant Professor of Management, College of Business*
- ▶ **Ivey MacKenzie**, *Associate Dean for Graduate Programs and Sponsored Projects, College of Business*
- ▶ **Vickie Moorehead**, *Academic Advisor, College of Business*
- ▶ **Austin Mordecai**, *Alumnus and Graduate Student*
- ▶ **Wafa Hakim Orman**, *Associate Dean for Undergraduate Programs, College of Business*
- ▶ **Hannah Powell**, *Undergraduate Student*
- ▶ **Tingting Que**, *Assistant Professor of Finance, College of Business*

## GOALS, OBJECTIVES, AND ACTIONS

We have organized our Strategic Plan into four goals, each with its own embedded strategic objectives. Within each objective, we identify the actions we will deploy to achieve the objectives. The first three goals are mission-centric in that they relate to the key tenets of our mission in fueling innovation, sparking ideas, and launching careers.

The fourth goal is an aspirational, thematic goal that leverages our University's unique heritage, our College's expertise, and our community's engagement. We aspire to become a leader among business schools in the subject of space commerce. As the commercial space industry grows, we believe there will be important economic and business problems to be solved, policies to be written, and challenges to be addressed. As such, the pursuit of this thematic goal will complement the mission-centric goals.





# FUEL

**Goal: Engage with the community to advance business and business education.**

**Objective: Facilitate interactions among faculty, students, businesses, and business organizations.**

- ▶ Action: Work with faculty and area organizations to develop and include at least one course-based project in each business major/degree program.
- ▶ Action: Establish discipline-based advisory boards of faculty and business professionals.
- ▶ Action: Invite alumni, business professionals, and leaders to attend guest lectures and College events.

**Objective: Enhance the brand recognition of the College of Business in Huntsville, Alabama, and beyond.**

- ▶ Action: Promote the capabilities of our faculty, staff, students, and alumni through newsletters, workshops, and publications.
- ▶ Action: Be a visible sponsor of community activities.
- ▶ Action: Engage with area high schools and community colleges.

- ▶ Action: Train faculty to interact with the media and engage on social media.
- ▶ Action: Circulate an experts guide to the local media.
- ▶ Action: Host an annual "Business Frontier Series" speaker or panel event open to the community.
- ▶ Action: Establish and maintain an active social media presence.

**Objective: Engage business professionals to develop and continuously improve a relevant, high-quality curriculum.**

- ▶ Action: Utilize on average one guest lecture per course within each academic discipline.
- ▶ Action: Engage Discipline Advisory Boards in curriculum and course review and improvement.
- ▶ Action: Engage with area professionals to create and offer internships, co-ops, and experiential learning opportunities.

## SPARK

**Goal: Promote a culture that values high-quality research that impacts scholarly work, policy, and business practices.**

**Objective: Support faculty publication in high-quality peer reviewed journals.**

- ▶ Action: Actively support faculty research by providing resources in the form of data, student assistants, and professional development for knowledge creation and dissemination.
- ▶ Action: Develop and use a journal quality list to identify impactful, high-quality research.

**Objective: Engage students in discovery.**

- ▶ Action: Provide opportunities to students for special projects both through the College as well as through collaboration with industry and/or governmental partners.
- ▶ Action: Invite students to presentations of faculty research.

**Objective: Value and support faculty engaged in seeking external funding.**

- ▶ Action: Actively support faculty seeking external grants and contracts by providing access to internal grants, information, and education.
- ▶ Action: Recognize externally funded contracts and grants in evaluations of faculty and staff.

**Objective: Promote business research relating to high-technology industries, innovation, or emerging sectors.**

- ▶ Action: Designate a recurring mini-grant specifically targeting technology and/or innovation within businesses or organizations.



# LAUNCH

**Goal: Prepare students to thrive in knowledge-based economies driven by high-tech innovation.**



## Objective: Teach students to integrate knowledge.

- ▶ Action: Incorporate integrative content from multiple disciplines into select business courses other than a capstone course.

## Objective: Develop ethical professionals.

- ▶ Action: Support professional development opportunities for faculty related to incorporating ethics into courses.
- ▶ Action: Integrate ethics throughout the business curriculum.
- ▶ Action: Develop and promote an Honor Code for the College.

## Objective: Assure students have the ability to discern and analyze information and make data-driven decisions.

- ▶ Action: Integrate critical-thinking skills into programs.
- ▶ Action: Integrate data-driven decision-making into select business courses.

## Objective: Develop and implement programs that provide the tools necessary for students to successfully begin and advance their careers.

- ▶ Action: Have at least 50 percent of students participate in some form of experiential learning during their academic career.
- ▶ Action: Develop and implement a systematic approach to collecting and improving student placement outcomes.

- ▶ Action: Develop and offer curricular or co-curricular programming designed to improve career preparedness of students.
- ▶ Action: Host business professionals, entrepreneurs, and leaders to share their career experiences with students.
- ▶ Action: Create opportunities for students to network with business professionals and leaders.
- ▶ Action: Host events for students to network with each other.
- ▶ Action: Create incentives for students to earn professional certifications.

## Objective: Develop and foster an inclusive culture that values and respects diverse experiences, backgrounds, and perspectives.

- ▶ Action: Facilitate club activities that support and promote the interaction of a diverse student body.
- ▶ Action: Actively promote inclusive practices in the classroom.
- ▶ Action: Articulate within the Honor Code a commitment to participate in and promote an inclusive environment.
- ▶ Action: Create opportunities for students to interact with business students and professionals from other communities, countries, and cultures.

# SPACE COMMERCE

**Goal: Become a recognized leader among business schools in the field of space commerce.**

**Objective: Incorporate space commerce content into academic programs.**

- ▶ Action: Develop and implement a programmatic approach to space commerce education.
- ▶ Action: Offer mini-grants to faculty for the creation of space commerce courses or course content.

**Objective: Facilitate and encourage research in space commerce.**

- ▶ Action: Offer mini-grants to faculty for space commerce research including developing workshops/conference sessions/tracks.

- ▶ Action: Support professional development related to space commerce.

**Objective: Support the growth of the space industry in Huntsville, Alabama, and beyond.**

- ▶ Action: Explore collecting and disseminating data on the space industry.
- ▶ Action: Host national space commerce workshops or symposia.
- ▶ Action: Enter into MOUs to collaborate with organizations that have an interest in space commerce.
- ▶ Action: Host visiting scholars or executives in residence.



**FUELING INNOVATION. SPARKING IDEAS. LAUNCHING CAREERS.**



[uah.edu/business](http://uah.edu/business)