

NMHU Unit Strategic Planning: FY21 Plan Unit name: Dean: Date submitted:	Department of Business Administration D. Veena Parboteeah September 17, 2021
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PLAN - Unit Goals / Objectives											
Unit	Unit / Department Objective	Purpose of Objective	SP Goal 1	SP Goal 2	SP Goal 3	SP Goal 4	SP Goal 5	Status (New or Ongoing)	Timeframe	Measurable outcomes	
	1.1	Continue assessing learning outcomes to enhance student learning.	Provide current and high-quality academic programs	x	x			x	Ongoing	Every semester	Collection of outcomes assessment data at the end of every semester.
	1.2	Review existing programs for relevance a	Provide current and high-quality academic programs	x	x			x	Ongoing	Every year	Curriculum changes and proposals
	1.3	Collaborate with other NMHU academic and support departments and centers to strengthen our curriculum.	Provide current and high-quality academic programs that integrate an interdisciplinary understanding	x	x			x	Ongoing	Every year	Curriculum changes and proposals
DEPARTMENT OF BUSINESS ADMINISTRATION	1.4	Expand applied learning opportunities for students such as internships, apprenticeships, and professional mentoring.	Provide current and high-quality academic programs that prepare students for job placement	x	x	x	x	x	Ongoing	Every year	Number of applied learning opportunities for students
	1.5	Recruit faculty from different backgrounds to enhance our diversity in academic thought for the benefit of students and the department.	Provide current and high-quality academic programs that integrate a broad range of academic skills and a breadth and depth of curricular knowledge	x	x	x	x	x	Ongoing	Every year	Number of positions filled
	1.6	Maintain and solidify our department's academic accreditation.	Provide current and high-quality academic programs	x	x	x	x	x	Ongoing	Every year	Reaccreditation

2.1	Develop and implement marketing efforts to recruit a diverse student body.	Champion student recruitment and enrollment	x			x	x	Ongoing	Every semester	Participation in recruitment events
2.2	Work with education and community partners to increase awareness of our academic offerings.	Champion student recruitment and enrollment	x		x	x	x	Ongoing	Every year	Renewed or new memorandum of agreement (MOU) with education and partnerships with community partners
2.3	Provide various modes of delivery to make academic programs accessible to students independent of geography.	Champion student recruitment, enrollment, and retention efforts	x			x	x	Ongoing	Every year	Continuous review of delivery modes for accessibility
2.4	Work with support departments and centers to improve the availability and effectiveness of student services.	Champion student retention	x			x	x	Ongoing	Every semester	Year to year retention rate of 40% or greater
2.5	Implement retention strategies aimed at identifying successful pathways to graduation and career placement.	Champion student retention	x			x	x	Ongoing	Every semester	Year to year retention rate of 40% or greater Number of graduates at the end of each academic year
3.1	Implement and promote student programs, activities, and events to enhance student academic experience.	Prepare students for academic success by providing a positive campus experience	x			x	x	Ongoing	Every year	Number of events hosted by the department
3.2	Work with centers to create a cohesive academic experience for all NMHU students independent of geography.	Prepare students for academic success by providing a positive campus experience	x			x	x	Ongoing	Every year	Number of events hosted by the department at the centers

3.3	Maintain and cultivate ties with NMHU alumni to provide networking opportunities.	Prepare students for academic and career success by providing a positive campus experience	x		x	x	x	Ongoing	Every year	Number of events hosted by the department The development and maintenance of an alumni database
3.4	Invite guest speakers into our classes and events.	Prepare students for academic and career success by providing a positive campus experience	x		x	x	x	Ongoing	Every semester	Number of guest speakers invited per semester
3.5	Promote existing academic student clubs and explore new ones.	Prepare students for academic and career success by providing a positive campus experience	x		x	x	x	Ongoing	Every semester	Membership in student clubs
4.1	Maintain Advisory Board to adapt and improve the competitiveness of our academic offerings.	Engage with the local and regional business community	x	x	x	x	x	Ongoing	Every semester	Minutes from meetings to gather feedback
4.2	Offer and promote single class and program/event offerings to our community.	Engage with the local and regional business community	o	x	x	x	x	Ongoing	Every year	Number of single class and program/event offerings to the community

5.1	Promote the idea of the 'innovative mindset' amongst our students.	Foster research and innovation	x	x	x	x	x	New	Every year	Number of competitions to promote innovation amongst students and community members
5.2	Collaborate with organizations, including not-for-profit entities, to create opportunities for student applied learning and research opportunities.	Foster research and innovation	x	x	x	x	x	New	Every year	Number of partnerships with not-for-profits organizations that can offer student applied learning and research opportunities
5.3	Evaluate and implement technology tools, services, and techniques to enhance student learning and departmental operational effectiveness.	Foster research and innovation	x	x		x	x	New	Every year	Number of technology adoptions Ongoing research and discussions about possible adoptions

DO - Implement Plan		STUDY - Assessment			ACT - Improve
Action(s)	Budget implication	Status (Met, Ongoing, Stop)	Outcome(s)	Challenge(s)	Improvement(s)
The outcomes assessment plan will be updated at the end of the academic year.	Yes	Ongoing	Outcomes assessment data has been collected for AY 2020 - 2021 and faculty are working on assessment reports.	With the number of per-course faculty members, it has been hard to get all the data.	A plan will be developed to get data for the purposes of outcomes assessment, strategic planning, and accreditation at the end of the semester and will task 1 - 2 faculty to ensure data collection.
Based on outcomes assessment data, faculty will revise curriculum and based on market needs, propose new programs.	Yes	Ongoing	The MBA general business concentration and Hemp certificate were launched during the Fall 2021 semester. The Org. Leadership and BAS programs are at various levels of approval. New programs are being developed, such as MBA healthcare admin concentration and SCM/PM concentration.	The Org. Leadership and BAS programs and MBA healthcare admin concentration will be marketed through Wiley. As enrollment grows, there will be need for more full-time tenure-track/tenured faculty to alleviate the department's reliance on per-course faculty.	The department will continue research to identify the need for new programs. The department will also request the funding required to fill vacant positions due to people moving on or retiring.
The department will continue to explore opportunities to collaborate with other departments on campus for new programs.	Yes	Ongoing	The hemp certificate, Org. Leadership and BAS programs, and MBA healthcare admin concentration are the result of collaboration with various departments from CAS.	As enrollment grows, there will be need for more full-time tenure-track/tenured faculty to alleviate the department's reliance on per-course faculty. Other departments on campus are not ready to support online asynchronous 8-week courses.	The department will continue research to identify the need for new programs. The department will also request the funding required to fill vacant positions due to people moving on or retiring. It will also be working with the Department of Sociology, Anthropology, and Criminal Justice to offer a cross-listed course in Women and Globalization. The department will maintain/initiate agreements with other NM institutions to support the need for General Education courses for the new programs.
The department will encourage students to participate in applied learning opportunities.	No	Ongoing	During the current semester, a student is working for LANL, while another one is completing a HACU internship.	There are very few opportunities for internships in Las Vegas, NM. Students may face challenges when they have to be in Santa Fe or Albuquerque for an internship.	The department will update its internship policy to make it easier for students to receive academic credits for applied learning opportunities. It will work with Career Services Center and Foundation for more students opportunities.
The department will review faculty to student ratio, class enrollment, and faculty load to determine the need to fill new or vacant positions.	Yes	Ongoing	The department had 3 open searches during AY 20 - 21. One position was filled with an internal candidate, but the three other searches were declared unsuccessful.	Positions are advertised late, leaving the department with slim pickings sometimes. The department attracts very qualified candidates, but when a job offer is made, either the relocation or salary package offered is not appealing enough for these individuals to accept the positions.	Administration at NMHU is aware of these challenges and is committed to working with the department to fill these tenure-track/tenured positions by offering more competitive salary packages. The 3 positions will be advertised again earlier during AY 2021 - 2022 and the department will be also requesting for additional positions during AY 2021 - 2022.
The department will ensure that it continuously meets the ACBSP standards.	Yes	Ongoing	During AY 20 - 21, 2 faculty members, the chair, and the dean worked on the Quality Assurance Report, which was submitted on September 15, 2021.	Data collection for the accreditation report happened during the AY 20 - 21, making the process very stressful and time-consuming.	A plan will be developed to get data for the purposes of outcomes assessment, strategic planning, and accreditation at the end of the semester and will task 1 - 2 faculty to ensure data collection.

The department will continue to work closely with the VPSEM to participate in recruiting events. The marketing material and website will be updated.	Yes	Ongoing	During the Spring 2021 semester, the dean participated in a recruiting event involving potential students from India.	With the COVID-19 pandemic, recruiting events are being conducted online and the number of international students has decreased. The office of University Relations is reluctant to make requested changes to website. There is a national trend of declining enrollment, that might be more acute for a regional institution as NMHU.	The department will renew/initiate transfer agreements with 2-year institutions in NM and explore new program offerings that will attract new segments of students. The department will also develop a marketing plan for the Hemp certificate and marketing material for new programs. The department will use its graduate assistantship positions to attract more International students and international athletes in collaboration with the Athletic Department. In collaboration with VPSEM, the department will also explore new partnerships with recruiting agencies in China, Europe, and South America.
The department will maintain or initiate new partnerships with education and community entities.	Yes	Ongoing	During AY 20 - 21, the department renewed its MOU with CNM and is in the process of renewing MOUs with Santa Fe Community College, San Juan College, and UNM Taos. The department is working closely with LANL and the State Purchasing Department to develop curriculum in Supply Chain Management and Project Management.	With the COVID-19 pandemic, it is challenging to initiate new partnerships.	The department will renew/initiate transfer agreements with 2-year institutions in NM. As COVID-19 restrictions are lifted during AY 2021 - 2022, the dean will travel to educational institutions to renew or initiate partnerships. The department has secured funding from LANL for the development of curriculum in Supply Chain Management and Project Management. With the new MBA concentration in Healthcare Administration, the department will initiate new partnerships with healthcare entities in NM and beyond.
The department will explore modes of delivery to make education more accessible.	Yes	Ongoing	The department approved to offer two MBA concentrations online asynchronously. The Org. Leadership and BAS programs and MBA healthcare admin concentration will also be offered online asynchronously.	Current faculty members are not comfortable with offering courses online asynchronously and resist initiatives to make programs more convenient and accessible to students. As a result, the department has to rely on per-course faculty to teach these courses.	The department will continue to explore ways to make education more convenient and accessible to students, in line with the University's Strategic Goal #5. In filling the new positions, the department will ensure that the hired faculty have prior experience with teaching online asynchronous courses to alleviate its reliance on per-course faculty.
The department will work closely with the centers and support departments to increase its year to year retention rate.	Yes	Ongoing	The year to year retention rate for first-time full time BBA students was 59%, for transfer BBA students 62%, and for graduate students was 73% for Fall 2019 - Fall 2020. The Dean worked with the Office of Admission to initiate a drip campaign where students will receive emails from the Dean at various steps of the admissions and registration process.	With the COVID-19 pandemic, students faced new challenges, including, but not limited to, job loss, homelessness, sickness, and mental issues. Many had to reevaluate their priorities, while others did not like the format in which classes are being offered or the practices mandated by NMHU in response to COVID-19. These issues will lead to lower retention rates in the foreseeable future.	NMHU prides itself in its family-like atmosphere where students can reach out to faculty and staff. The department will be looking at implementing a plan to reinstate its identity post-COVID and help students with successful pathways to graduation. The department will continue the use of Early Alerts to identify at-risk students who can then get access to the support services needed.
The department will adopt retention strategies to increase its year to year retention rate and graduation numbers.	Yes	Ongoing	The year to year retention rate for first-time full time BBA students was 59%, for transfer BBA students 62%, and for graduate students was 73% for Fall 2019 - Fall 2020. 50 students graduated with a BBA degree at the end of AY 2020 - 2021, representing a decrease from AY 2019 - 2020, and 70 with an MBA degree, representing an increase from AY 2019 - 2020.	With the COVID-19 pandemic, students faced new challenges, including, but not limited to, job loss, homelessness, sickness, and mental issues. Many had to reevaluate their priorities while many did not like the format in which classes are being offered or the practices mandated by NMHU in response to COVID-19. This will affect retention and graduations rates in the foreseeable future.	During AY 2021 - 2022, the department will be piloting the use of a Student Success Coach who is dedicated to helping only BBA and MBA students. The goal is for this individual to be the point of contact for students. The department will continue the use of Early Alerts to identify at-risk students who can then get access to the support services needed. The Dean will reinstate the "Coffee with Dean" meetings to build relationships with current and potential students.
The department will host events to enhance student academic experience, such as the Cowboy Up Pitch competition.	Yes	Ongoing	During AY 2020 - 2021, the department held a Virtual Graduate Recognition Ceremony to celebrate students' accomplishments. It successfully hosted its first Cowboy Up Pitch competition with 26 initial submissions. In partnership with the Career Services Center and office of Alumni Relations, it held a Career Readiness workshop allowing students to network with alumni.	With the COVID-19 pandemic restrictions, these events are being conducted online, making it difficult to engage students.	As COVID-19 restrictions are lifted during AY 21 - 22, the department will host more in-person events. It will also be looking at implementing a plan to reinstate its identity post-COVID.
The department will host events to enhance student academic experience, such as advising meetings.	Yes	Ongoing	During AY 2020 - 2021, the department did not hold any events for students at the centers, although all students were invited to events held at the main campus via Zoom.	With the changing COVID-19 pandemic restrictions, these events could not be held.	As COVID-19 restrictions are lifted during AY 21 - 22, the department will host more in-person events at the centers, such as offering advising help once registration opens or get-togethers at the centers in the evenings for the students to meet faculty and the Dean.

The department will provide current students the opportunity to network with alumni and develop a database of alumni.	Yes	Ongoing	During AY 2020 - 2021, the department initiated its Advisory Board with several alumni. Mr. Vincent Marchi, who is the chair of the board and also an alumn, was the guest speaker at the department's Virtual Graduate Recognition Ceremony at the end of the spring semester. In partnership with the Career Services Center and office of Alumni Relations, it held a Career Readiness workshop allowing students to network with alumni. The department features stories from its current students and recent graduates on the NMHU website and their FaceBook page.	With the COVID-19 pandemic restrictions, these events are being conducted online, making it difficult to engage students. Starting the database of alumni is overwhelming as the department does not have the current contact information of students once they graduate.	On September 30 during Homecoming Week, the department will host a social event with faculty, administration, and members of the Advisory Board. Moving forward, the department will also host an alumni event during homecoming week to cultivate ties with its alumni. It will also continue to feature stories from current students and alumni so that both entities can learn about each other's paths to success and accomplishments. The department will start a LinkedIn page that students will be asked to 'follow' in the capstone course for the BBA and MBA programs.
The department will invite guest speakers in classes and across campus.	Yes	Ongoing	During AY 2020 - 2021, Dr. Melanie Zollner planned and conducted 5 events with guest speakers through the NMHU SHRM chapter. These events were made available to faculty, staff, and students across campus. In partnership with the Career Services Center and office of Alumni Relations, a Career Readiness workshop was held allowing students to network with alumni. Mr. Vincent Marchi, who is an alumn, was the guest speaker at the department's Virtual Graduate Recognition Ceremony at the end of the spring semester.	With the COVID-19 pandemic restrictions, these events are being conducted online, making it difficult to engage students. It is difficult to get key individuals to be guest speakers because of the costs involved and NMHU's location.	Dr. Zollner will continue to host guest speakers through the NMHU SHRM chapter. During the Fall 2021 semester, the department will partner with Feliciano Center for Entrepreneurship & Innovation in its 8th annual Women Entrepreneurship Week Event by hosting a female entrepreneur in the community as a guest speaker. The department will invite alumni as guest speakers so that current students can learn from their pathway to success. While COVID-19 has presented its challenges, it has also broken down the barriers of access, making it easier to schedule guest speakers, regardless of their location.
The department will promote awareness of the clubs and encourage students to be active members in student clubs.	Yes	Ongoing	During AY 2020 - 2021, despite the challenges of COVID-19, Dr. Zollner reinstated the NMHU SHRM chapter, with 8 members. There were 13 members in the NMHU Delta Mu Delta chapter.	With the COVID-19 pandemic restrictions, any meetings were conducted online, making it difficult to engage students.	Faculty members will continue to promote the existing student clubs and explore new ones for students' benefits. As COVID-19 restrictions are lifted during AY 21 - 22, the department will host more in-person events that might attract more members.
The DoBA will hold at least one meeting with the Advisory Board each during the fall and spring semester.	Yes	Ongoing	During AY 2020 - 2021, there were two meetings scheduled. Several members of the advisory board indicated that their organizations were looking for interns and graduates.	With the COVID-19 pandemic restrictions, the meetings were conducted online, making it difficult to engage the members.	The DoBA will work with the Career Services Center to advertise positions. It will also develop a system for advertising the positions with current students and recent graduates. On September 30 during Homecoming Week, the department will host a social event with members of the Advisory Board, faculty, and administration. The department will also host an in-person retreat for the members of the Board to get to each other better and start strategizing on initiatives for AY 2021 - 2022.
The department will explore the interest of the community in offering these single classes or program/event offerings.	Yes	Ongoing	During the Summer 2021 semester, the department offered MGMT 4350, a free course, through funding provided by Regional Development Corporation. 26 students successfully completed the course. The department will be collecting feedback from these students about the course and what other topics they are interested in.	These courses would be offered at low to no cost, making it difficult to find funding. It is challenging to find topics that would be attractive to all members of the community.	Based on the feedback provided, the department will consider offering the course again. It will be also offering courses to increase awareness and promote interest in the Hemp certificate. The Dean will work with the Advisory Board on fundraising initiatives so that the department can offer more courses. The department will also explore potential offerings at the campus centers based on the needs of the community.

The department will hold at least 1 - 2 competitions to promote innovation amongst students and community members every year.	Yes	Ongoing	During AY 2020 - 2021, the department successfully hosted its first Cowboy Up Pitch competition with 26 initial submissions.	With the COVID-19 pandemic restrictions, the meetings were conducted online, making it difficult to engage the participants. With the number of full-time faculty in the department, it is challenging to host these events.	As COVID-19 restrictions are lifted during AY 21 - 22, the department will host Cowboy Up Pitch competition in-person. It will also be looking at implementing a plan to reinstate its identity post-COVID. During the Fall 2021 semester, the department will partner with Feliciano Center for Entrepreneurship & Innovation in its 8th annual Women Entrepreneurship Week Event by hosting a female entrepreneur in the community as a guest speaker. The department will continue to submit proposals for funding the Innovation Center, which will become the hub to hosting these events.
The department will initiate new partnerships with not-for-profits organizations.	Yes	Ongoing	This is a new strategic goal that the department will pursue during AY 2021 - 2022.	There are very few opportunities for such opportunities in Las Vegas, NM. Students may face challenges when they have to be in Santa Fe or Albuquerque for an internship.	The department will foster partnerships with local entities such as Rotary Club of Las Vegas, NM or the Animal Welfare Coalition of Northeastern NM as well as entities in the Santa Fe and Albuquerque in its initiative to give back to the community.
The department will research and acquire software and technology that student learning and departmental operational effectiveness.	Yes	Ongoing	The department started digitizing its student records to minimize the use of paper. With the COVID-19 pandemic, it realized the need to have these records online for remote access. With the change of delivery mode, the faculty embraced the use BrightSpace and Zoom to deliver content.	The department does not have the budget to invest in technology. While faculty are involved in the selection process and are trained to use new software or technology, there may not be widespread adoption.	This is a new strategic goal that the department will pursue during AY 2021 - 2022. During the Fall 2021 semester, the Dean will review the use of technology at UNM's Anderson School of Management and identify strategies that can be adopted. The department will also initiate Brown Bag Lunch meetings where faculty can teach their best practices.