

DIVISION OF BUSINESS STRATEGIC PLAN



Northwestern
OKLAHOMA STATE UNIVERSITY

Division of Business

School of Professional Studies

Northwestern Oklahoma State University

Five-Year Strategic Plan

2022/23 to 2026/27

August 15, 2022

Introduction

Northwestern Oklahoma State University's (NWOSU) Division of Business (DOB) is part of NWOSU's School of Professional Studies. The DOB provides four undergraduate degrees: Bachelor of Business Administration in Business Administration (BBA), Bachelor of Business Administration in Accounting (BBA-Accounting), Bachelor of Applied Arts and Sciences in Technical Management (B.A.A.S), and a Bachelor of Science in Organizational Leadership (B.S. Organizational Leadership). NWOSU is accredited by the Higher Learning Commission and the DOB is accredited by the Accreditation Council for Business Schools and Programs (ACBSP).

The purpose of this document is to provide a logical basis for the activities of the Division of Business as well as to serve as a benchmark for the evaluation of the Division and its programs. Content of this strategic plan is compiled from recommendations and input from administrators, faculty, students, members of the Business Advisory Council, and members of the Student Advisory Council.

Division Mission Statement

The Division of Business prepares students to be adept, ethical, and fiscally responsible business professionals and leaders.

Division Vision Statement

Northwestern Oklahoma State University Division of Business will continue to be a regional leader and recognized as a premier business program. This will be accomplished by continuous improvement in curricula; recruiting, retaining and developing high quality faculty and staff.

Division Values Statement

The following nine core values guide the thinking, actions and governing processes of the Division of Business and its administrators, faculty, and staff.

Continuous Improvement

One key factor in the success of any organization is continuous improvement. This is accomplished through self-reflection, assessment, benchmarking, creativity, focus, strategic planning, critical thinking, scholarly activity and willingness to change.

Critical Thinking/Problem Solving

Critical thinking and problem-solving are essential to success in life, no matter how success is defined. The Division of Business encourages students to develop critical thinking and problem-solving skills.

Learning Focus

The Division of Business is focused on providing an effective learning environment to all students taking Division of Business classes.

Ethical Conduct/Professionalism

In order to develop ethical business professionals, entrepreneurs and leaders, the Division's administrators, faculty and staff must conduct themselves in an ethical manner. Professionalism combines many values such as collegiality, integrity, self-discipline, collaborative attitude, initiative, stewardship, community service, and socially responsible behavior. In an academic environment, shared governance and service to the university, division, and profession are also components of professionalism.

Communication

Communication skills are vital to any competent business professional, entrepreneur or leader; therefore, the Division of Business values the development of communication skills.

Tolerance

The faculty of the Division of Business values unconditional acknowledgment and acceptance of others as persons, regardless of their background, ethnicity, gender or beliefs.

Division of Business Goals

1. Graduating students should have basic knowledge of the 13 disciplines of the ACBSP Undergraduate Common Professional Component.
2. Graduating students should have well-developed communication skills.
3. Graduating students are expected to think critically.
4. Graduating students are expected to possess knowledge of leadership principles and demonstrate teamwork skills.
5. Graduating students should have the ability to utilize an ethical decision-making process.
6. Graduating students should be able to recognize, analyze, evaluate, diagnose, and solve business problems.

Goals for specific degree programs within the Division of Business

Accounting Major Goals

1. Graduating students should have appropriate accounting software skills.

2. Graduating students should know the accounting standards (i.e., GAAP and GASB).
3. Graduating students should recognize ethical conduct in Accounting.
4. Graduating students should have the skills and knowledge to prepare and interpret financial statements and documents.

Business Administration Major Goals

1. Graduating students will demonstrate elevated knowledge in the disciplines associated with their minor.
2. Graduating students should have appropriate software skills.
3. Graduating students should recognize ethical conduct in Business.

Organizational Leadership Major Goals

1. Graduating students should be able to integrate prior work experience with complementary knowledge of business principles gained in an academic environment.
2. Graduating students should recognize ethical conduct in Business.
3. Graduating students should possess advanced knowledge of leadership and organization principles.

Technical Management Major Goals

1. Graduating students should have added complementary knowledge of business principles to the skills gained from their career specialty.
2. Graduating students should recognize ethical conduct in Business.

Strengths, Weaknesses, Opportunities, and Threats: SWOT Analysis

Strengths

The Division of Business (DOB) has historically been one of the largest divisions at Northwestern Oklahoma State University. As of fall 2021, there were 166 Business majors and 51 Accounting majors. Business and Accounting have continued to maintain popularity despite recent declines in overall student enrollment at NWOSU.

Second, since the initial ACBSP accreditation in 2012, the percentage of full-time business faculty with doctoral degrees has hovered around 80%. Those full-time faculty members that do not have doctoral degrees, have been master's and/or professionally qualified.

The business adjunct faculty are similarly qualified: all of them are either doctorally or master's qualified. The number of classes taught by faculty members that are not either doctorally or master's qualified is so small, that it approaches insignificance.

Third, the faculty in the Division of Business are a diverse group of individuals from different regions of the United States/world. The faculty in the Division can meet the needs of an increasingly diverse student population.

Fourth, the majority of the Division of Business Faculty have professional experience. The experience includes but is not limited to e-commerce, farming, ranching, manufacturing, accounting services, legal counsel, childcare, stock options trading, and consulting. Faculty are able to apply professional experience to theory being taught in the classroom to enhance the learning experience for students.

Fifth, technology, such as Zoom, helps the Division of Business Faculty to overcome geographical barriers. DOB faculty have historically held office hours or scheduled meetings with traditional and non-traditional students using Zoom.

Sixth, students can obtain a degree in Accounting or Business 100% online. All courses are offered at least once per academic year in an online or Zoom format. If a course is not offered fully online, students can attend class via Zoom from a location of their choosing. Having fully online programs allow the Division to offer services across a larger geographical area. The online course offerings allow more flexibility for non-traditional and traditional students who are working. Student athletes who miss class due to traveling for sporting events benefit from online courses as well.

Seventh, all Division of Business courses have a maximum capacity of 30 to 35 students per class. The small class sizes at NWOSU enable students to have more interaction with their professors and improve the overall quality of their education.

Last, the Division is able to serve multiple geographically diverse sites. In addition to the main campus in Alva, courses are delivered either in-class, Zoom, or ITV to satellite locations in Enid, Ponca City and Woodward, and various correctional facilities across the state of Oklahoma.

Weaknesses

The Division of Business utilizes nine adjunct faculty members to teach many of the online course offerings. Increasing the number of full-time faculty in the Division would improve the quality of education being offered to DOB students at NWOSU. Most DOB adjunct faculty work full-time jobs at other organizations, and they are not able to attend division meetings or come to campus to work with students.

The second weakness is due to the fact that six of the Division faculty are located in Alva and the other four are located in Enid and Woodward. Although technology makes it possible to communicate in many ways, the fact remains that operating difficulties and coordinating activities between multiple sites are not always easily accomplished.

Third, all courses cannot be offered in-person every semester for traditional students. A mixture of online and in-person courses is offered due to the limited number of majors within the Division of Business. Some traditional students become dissatisfied with the high number of online courses.

Fourth, there are a limited number of technology-enhanced classrooms available for the Division in Jesse Dunn. The Division of Business faculty offices are located on the second floor of Jesse Dunn, and there is only one functioning Zoom/ITV classroom in the building. Due to the lack of classrooms, a small percent of the Division of Business in-person courses are offered in Jesse Dunn. The remaining courses are taught in the Industrial Education (IE) Building, which is located on the opposite end of campus. Teaching the majority of classes in the IE Building makes it difficult for faculty and students to develop relationships and interact with one another. The lack of interaction makes the experience for students less personalized and decreases the number of students willing to partake in extracurricular activities offered within the Division.

Fifth, the Division of Business faculty offices are located on the second floor of Jesse Dunn. The second floor of Jesse Dunn is not handicap accessible. Students who need to meet with faculty members in-person are not able to do so during scheduled office hours.

Sixth, administration at NWOSU determines the budget each academic year for the Division of Business. The lack of budgetary control can make it difficult for the DOB to make key improvements to classrooms and purchase other resources needed to improve the overall academic experience for students.

Seventh, the Division of Business does not advertise and emphasize faculty credentials or the key benefits of a business education for families in Northwest Oklahoma.

Last, geographical distance makes developing relationships with students at all NWOSU sites difficult. Some students only communicate with their professors via email or through the ITV system. Professors are encouraged to attend each site; however, the majority of the teaching instruction is delivered primarily from Alva and Enid.

Opportunities

Increase the number of formal and non-formal strategic partnerships with community colleges. The strategic partnership could lead to an increase in enrollment among transfer students from two-year universities. More partnerships would also allow for students to transfer to NWOSU without losing a substantial amount of credit hours.

Second, increase marketing of current degree programs and certificate offerings in disciplines such as Accounting, Business, Entrepreneurial Studies, Management, Marketing, and Human Resource Management.

Increase the number strategic partnerships with small business owners in Alva, Enid, Woodward, Ponca City, and surrounding areas. Strategic partnership with small business owners could lead improved job placement for students, an increase in the number of internships available, and more scholarships for Business and Accounting majors.

Fourth, the Division of Business could focus more resources on the entrepreneurship minor and certificate offered at Northwestern Oklahoma State University. A significant portion of students at NWOSU come from small family operated businesses. Increasing the number of course offerings and minors in the field of entrepreneurial studies would better accommodate the current demographic of students in the surrounding rural areas.

Last, the Division of Business could hire full-time remote faculty members to teach online course offerings. Online faculty members would allow the DOB to expand course offerings to meet the needs of non-traditional and traditional students. Expansion of the online course offering could increase the number of online Business and Accounting majors from areas beyond Northwest Oklahoma.

Threats

The United States has seen an increase in the number of employees seeking to work from home. Alva and Woodward are difficult locations to recruit job applicants. Woodward historically has no Division of Business faculty working on the site. Many applicants do not wish to work isolated from their fellow employees.

Another significant threat could be the possibility of cuts in funding if tuition revenue continues to decline. For those institutions experiencing enrollment declines, cuts in funding could pose threats to their long-term viability. Enrollment at NWOSU has steadily decreased over the last five years.

Major economic cycles within the Oklahoma economy rise and fall with prices of oil and natural gas. When prices for crude oil rise, jobs are created and overall economic activity increases. The cyclical nature of oil and natural gas could continue to have a lasting impact on NWOSU and the surrounding rural populations.

Last, enrollment in higher education institutions is decreasing across the United States. NWOSU relies heavily upon tuition revenue to fund operations. If enrollment rates continue to fall, funding for faculty and student resources could be limited within the Division.

Short-term Goals (One to Three Years)

Achieve reaffirmation of ACBSP accreditation.

Implementation of newly revised “Continuous Improvement” Program Assessment system.

Evaluation of current programs for continuous improvement.

Implement new Accounting curriculum to align with accounting profession expectations.

Increase the number of local business owners working with the Division of Business.

Increase the number of students completing internships.

Bring more business owners and professionals to NWOSU campuses as guest speakers.

Increase participation in DOB student clubs and student business competitions.

Improve interaction between faculty and students in fully online courses.

DOB faculty continue scholarly activity in their respective disciplines.

Long-term Goals (Four Years or Longer)

Increase the differential between the Inbound and Outbound scores on the Peregrine Exam.

Allow Business majors to minor in non-business disciplines.

Increase the number of Business and Accounting Majors.

Increase the number of scholarships available to Business and Accounting Majors.

Move more Business and Accounting courses into Jesse Dunn, as more technology-enhanced classrooms become available.

Increase the number of Accounting majors who sit for the CPA exam.

Increase the number of strategic partnerships with community colleges.

Increasing the number of course offerings and minors in the field of entrepreneurial studies.

Expansion of online Business and Accounting programs to regions beyond Oklahoma, Texas and Kansas.

DOB faculty continue scholarly activity in their respective disciplines.

Maintain ACBSP accreditation.