

**DEFIANCE COLLEGE**  
**Business Department**  
**Strategic Plan 2013-2016**

The Business Department at Defiance is part of the Division of Business, Education, and Social Work. The department includes majors in Business Administration and Accounting; minors in Economics and Marketing; a Forensic Accounting concentration in Accounting; and a Marketing concentration in Business. Three degrees are offered in the department: Bachelor of Arts in Business Administration, Bachelor of Arts in Accounting, and Associate of Arts in Business Administration.

At the time the Business Department Strategic Plan was finalized, 40 students were majoring in Accounting, 9 were majoring in Accounting with a Forensic Accounting concentration, 79 were majoring in Business Administration, 21 were majoring in Business Administration with a Marketing concentration, 21 students were minoring in Business Administration, 4 students were minoring in Economics, and 7 students were minoring in Marketing.

In carrying out a strategic planning process, the faculty recognized several challenges including the small size of the faculty and faculty turnover within the past several years. In fact, three of the six full-time faculty lines were vacant in fall 2013 and none of the full-time faculty were yet tenured.

Given that Defiance College had adopted a new five-year strategic plan in 2011, the starting premise for the Business Department was that the strategic plan must align to the goals of the Defiance College Strategic Plan. Thus, the time frame was determined to be three years so that the plan would extend to the end date of the Defiance College Strategic Plan, which spans 2011-2016. Similarly, the vision and mission of the Business Department needed to align with the vision and mission of Defiance College.

**Mission Statement**

*Defiance College*

Defiance College provides students with rigorous academic programming and distinctive and dynamic service learning experiences. Moreover, Defiance College is recognized as a leader in using ever-changing student-centered approaches to lifelong learning. As a United Church of Christ related college, the Defiance College community of engaged learners is dedicated to developing the whole person through instilling within our students a search for truth, sensitivity to our world and diverse cultures within it, and an ability to lead in their chosen professions in a spirit of global service. Defiance College emphasizes learning based on the four pillars of our educational philosophy: to know, to understand, to lead, and to serve.

TO KNOW – We believe that the liberal arts form a broad basis for all learning. We affirm that academic excellence demands a committed search for truth, competency in research and other problem solving methods, the ability to synthesize knowledge from many sources, and a capacity for self-directed learning.

TO UNDERSTAND – We provide opportunities for students to perceive and make connections between the intellectual realm and the world. We strive to develop awareness of and sensitivity to global interdependence and diverse cultures.

TO LEAD – We are committed to the betterment of the community, the nation, and the world through the development of leadership skills and abilities. We create opportunities for students to initiate and facilitate beneficial action in and out of the classroom, and encourage self-reflection on the role of the dedicated leader.

TO SERVE – We encourage our students to be of service to their fellow students, their chosen fields of study, their communities, and the world. We provide opportunities for students to transform society through civic engagement along with application of their knowledge and understanding to service.

### Business Department

The Business Department offers a strong curriculum, outstanding professors, and experiential learning that provide students with depth of knowledge and real-life perspective for meeting the challenges of today's business and economic environment. The mission of the Business Department is to enable students to develop the knowledge and skills to succeed in ever-changing business settings.

### Vision

#### Defiance College

Defiance College strives to offer students the individualized benefits of a student-centered, small college experience while also giving students a world of distinctive opportunities. As a small college, DC works to help students grow as people, providing individualized attention in the classroom, the guidance of Personal Success Plans, mentoring, and assistance geared to the challenges and potential of each student. DC provides this in a rural, caring, and supportive setting, thereby enabling students to challenge themselves in new ways and grow as individuals, leaders, and citizens committed to service.

Through a broad array of curricular, co-curricular, and extra-curricular activities, DC works to offer its students a world of opportunities, helping them to develop a distinctive Defiance College résumé that will enable them to stand out in the job market and when applying to graduate schools. Through a broad-based liberal arts education; innovative programs that link what goes on in the classroom with the realities of the outside world and give students distinctive hands-on experience in their relevant fields; international and domestic travel opportunities; exposure to diverse cultural experiences; the use of technologies to bring the world into the classroom in Defiance; and unique service and research opportunities; DC aims to give students the tools they need to become life-long learners and to make distinctive contributions to a changing world.

#### Business Department

The vision of the Business Department is to graduate students who are able to develop innovative solutions to problems and issues in a globalized world of business, commerce, and economics.

## Strategic Plan

### **Goal 1: Prepare students for life-long learning within an ever-changing world**

#### Defiance College

Academic programs incorporating both in- and out-of-classroom experiences offer students a distinctive preparation for a career and life. A key element of the Defiance vision is the broadening of students' horizons and perspectives by introducing them to new opportunities both locally and globally, while maintaining our commitment to individualized attention for each and every student. Building on the success of the McMaster School for Advancing Humanity, additional opportunities for travel and immersion at local, regional, national and global levels are provided through a wide range of programming which includes the Imagine Initiatives.

Today's world is always changing, always moving forward, particularly in the ever-expanding and powerful area of technology. Enhancement and expansion of classroom capabilities connect students with the world. Students are provided links to distinctive opportunities beyond Defiance, and nontraditional ways to use technology are explored.

Students' opportunities to apply knowledge, skills, and abilities within professional settings are expanded through internships, field experiences, co-ops, service learning and similar curricular-based activities. Advisory boards within academic majors inform beneficial curricula and efficient pedagogies, and offer avenues to link academic programs and students to the real world. Project 701 continues to expand into a national model, thus enabling students to develop leadership and service roles while making a sustained commitment of service to the community.

#### Business Department

Strategy 1.1: Identify technology needs for business, accounting, economics, and marketing courses (e.g., software licenses) and build in the budgetary resources to support these needs.

Strategy 1.2: Make internships a requirement for the majors, which will involve developing enough relationships with prospective sites to accommodate all students.

Strategy 1.3: Redesign the curriculum for the undergraduate Business major and Master of Business Administration that is more current, rigorous, and distinctive.

Strategy 1.4: Revise the curriculum for the Accounting major to better ensure preparation for graduate study that enables students to prepare for the CPA exam.

Strategy 1.5: Expand opportunity for students to participate in the co-curricular Business Advantage program (in which students in business, accounting, and marketing start, run, and sometimes close a different business each year) and the co-curricular applied Forensic Accounting program (in which forensic accounting students conduct internal control reviews for non-profit organizations).

Strategy 1.6: Develop a co-curricular program in Economics or Marketing that provides students with applied experiences in one of these minors.

## **Goal 2: Broaden and embrace diversity in the college community**

### Defiance College

Defiance College is committed to a strengthened effort to create a more diverse faculty, staff, and student body to foster and promote an inclusive and welcoming environment. Sustained efforts enrich the educational experience and enable students from all backgrounds to be successful. Recognition and fostering of future leaders, expanded programming opportunities, and support for first-generation, academically challenged, and academically talented students contribute to a strong and healthy campus.

### Business Department

Strategy 2.1: Develop proposals for Imagine Initiative Edventure domestic trips that connect what students are learning in the classroom to diverse professional work settings.

Strategy 2.2: Increase the number of distinguished practitioners to campus for presentations to students on contemporary business-related topics.

## **Goal 3: Improve institutional financial stability**

### Defiance College

Recognition of the ongoing need for resources to accomplish our goals will subsequently require the allocation of new resources. Avenues to these resources include increased revenue through a larger, stronger, and more diverse student body in both undergraduate and graduate areas; additional funds through gift and grant revenue; and fiscal discipline and strategic reallocation of resources. The successful completion of the first phase of The Transforming Difference capital campaign has catapulted the College into the next campaign stage, the Imagine Initiatives.

### Business Department

Strategy 3.1: Increase effectiveness of collaborations with the Admissions Office in supporting efforts for recruiting undergraduate students in Business and Accounting, and the office of Graduate Studies and Professional Development in supporting efforts for recruiting MBA students.

Strategy 3.2: Identify grant- or contract-funded opportunities with the Advancement Office and submit applications for external funding of current or new activities in the Business Department that would enhance revenue, applied opportunities for students, and faculty research.

## **Goal 4: Expand and enhance recognition of Defiance College**

### Defiance College

The Defiance College vision provides a competitive niche through which the College is establishing a clear and distinctive brand. As a small liberal arts college offering students an excellent academic experience with real-world applications, Defiance College delivers its message to its various audiences in a clear and effective manner.

Our efforts connect academic majors to opportunities to produce successful outcomes - experiential learning through international and domestic travel, professional practice across the globe through the McMaster School, Project 701, advisory boards, internships, and similar endeavors. We foster and maintain close relationships and positive recognition with key constituencies including high school counselors, high school teachers and coaches, community colleges, professionals and practitioners, and the local populace

#### Business Department

Strategy 4.1: Expand number of faculty presentations at external venues including refereed presentations at professional conferences and invited presentations at companies, corporations, firms, and organizations.

Strategy 4.2: Expand number of faculty publications of scholarly work in refereed outlets.

Strategy 4.3: Increase the rigor of the capstone course and require that the capstone project be presented at an internal venue such as the spring Honors Symposium.

### **Goal 5: Improve ability to meet estimated needs for diverse human resources**

#### Defiance College

Recognizing the importance of the human contribution to a healthy and thriving campus culture, we support the continued growth of professional development and training that complements the academic curricula. We understand the value of intellectual interactions outside the classroom through efforts such as student-faculty engagement in research projects, student and faculty collaboration on academic presentations to wider audiences, and enhanced academic/athletic integration. Discerning the benefits to health and well-being through athletic competition, Defiance College is committed to quality athletic opportunities for students. We are ever-mindful of the broad-reaching value of physical improvements to campus, including both structural and technological, that enrich the campus experience for all.

#### Business Department

Strategy 5.1: Increase number of qualified individuals from diverse backgrounds for open faculty positions.

Strategy 5.2: Achieve the successful completion of faculty searches each academic year and attain a full cohort of six full-time faculty (two in Business Administration, two in Accounting, one in Marketing, and one in Economics).