

DEFIANCE COLLEGE
Business Program
Strategic Plan 2021-2024

The Business Department at Defiance is part of the Division of Business, Education, and Social Work. The department includes a major in Business Administration with concentrations in Entrepreneurship, Management, Marketing and Finance. An Accounting that has the option of an additional concentration in Forensic Accounting. Minors are offered in Economics, Leadership, and Marketing. 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.

As of the Fall 2020 census date, 15 students were majoring in Accounting, 1 was majoring in Accounting with an optional Forensic Accounting concentration, 89 were majoring in Business Administration, 34 students were minoring in Business Administration, 0 students were minoring in Economics, 19 students were minoring in Marketing, and 6 were minoring in Leadership.

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 everchanging 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 learning opportunities 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 will be the college of choice for students who aspire to enrich the lives of others through their professional endeavors. Through our engaged and dedicated faculty and staff, Defiance College will be recognized for its distinctive academic programs, transformative student learning, servant leadership and vibrant campus experiences.

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 career readiness 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. 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.

Business Department

Strategy 1.1: Identify technology needs for business, accounting, economics, finance, entrepreneurship, and marketing students and courses (e.g., software licenses, simulation programs, and portable technology) and build in the institutional budgetary resources and grant based initiatives to support these needs. The challenges of the virtual learning environment required in response to Covid 19 makes this a higher-level priority. This strategy is in alignment with Intended Operational Outcome number 3 regarding up-to-date technology.

Strategy 1.2: Annually review the curriculum for the undergraduate Business major and Master of Business Administration to remain current, rigorous, and distinctive. This strategy is in alignment with Broad Based learning goals 1, 2, and 3. This strategy is also in alignment with Broad Based Operational goals 1, 2, and 3.

Strategy 1.3: Annually review the curriculum for the Accounting major to better ensure preparation for graduate study that enables students to prepare for the CPA exam. This strategy is in alignment with Broad Based learning goals 1, 2, and 3. This strategy is also in alignment with Broad Based Operational goals 1, 2, and 3.

Strategy 1.4: Expand opportunity for students to participate in co-curricular Business activities (for example student case study presentation competitions and networking opportunities with local business professionals) to aid in the development of skill sets necessary for a career in Business. This strategy is in alignment with broad based learning goals 1 and 2. This strategy is also in alignment with Broad Based operational goal 2.

Strategy 1.5: Add an additional quantitative faculty line with an emphasis on Business Analytics. This will help the program keep pace with the evolving needs of the business marketplace. This strategy is in alignment with Broad-Based Operational goals 1 and 3.

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: Increase the number of distinguished practitioners to campus for presentations to students on contemporary business-related topics. This can be accomplished either during in person or virtual presentations. This strategy is in alignment with Broad Based student learning goal 1 and Broad Based operational goals 1, 2, and 3.

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 supporting efforts for recruiting MBA students. Promotion of the recently created 4 plus 1 option to currently enrolled undergraduate students has proven to be a successful pipeline to the MBA program and should be continued and enhanced.

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.

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.

Strategy 4.4: Achieve the successful completion of faculty searches each academic year and attain a full cohort full-time faculty.

Strategy 4.5: Increase the connection and collaboration with Defiance area businesses and Business organizations (i.e. the Defiance Area Chamber of Commerce) and the creation of a Business Program Advisory Committee that will include both local participants and alumni and professional contacts outside of the community.

The strategies in this section are in alignment with the Broad Based operational goals of the Outcomes Assessment Plan for all Business Programs.

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.