



PROVIDENCE
COLLEGE

Strategic Plan 2013-17

Providence College School of Business



2013-17 Strategic Plan

Executive Summary

Faculty, students, and the PCSB's Business Advisory Council have vetted this plan. A small multi-stakeholder team guided its development over three months, beginning in late August 2013. The plan includes three goals focused on the student learning experience, resources, and enhanced post-graduate experiences. Twelve metrics feed from these goals and their associated objectives. The plan carries an annual operating budget increase of \$180,000-325,000, exclusive of capital or operating costs associated with the new building project. This budget expense comes from planned staff and faculty growth, information resources for teaching and research, and from marketing costs.



SCHOOL OF BUSINESS
PROVIDENCE COLLEGE

Mission Statement

The mission of the Providence College School of Business is to provide a values-based, business education that enables students to excel in their chosen field, and prepares them for meaningful work and life in a dynamic world.

Core Values

The transformative power of business. We believe in the transformative power of business for all people, as a foundational driver of both economic development and societal progress.

Academic excellence and achievement. Excellence in teaching, learning, research, and service is essential to the School of Business. Such achievement can be seen in engaged and accomplished students, and faculty who balance innovative teaching with widely recognized and impactful research.

The Catholic, Dominican tradition. Our perspective is enhanced by the Catholic foundation of the College, where notions of service, ethical responsibility, and respect for the dignity of all people are fundamental.

A holistic approach to leadership, informed by the liberal arts. Our graduates will be both functional experts and ethical decision-makers, leaders with the knowledge to make sound decisions and the integrity to make responsible ones.

Integration and collaboration. We believe in an integrated learning model, where faculty, students, alumni, and practitioners can mutually benefit from collaboration inside and outside of the classroom.



PCSB Strategy Dashboard: 2013-2017

Goal	Objective	Metric		Responsibility	Operating Budget (DDF/Provost)	Philanthropic Opportunity	Progress
Provide highest quality learning experience	Foster experiential and values-based learning experiences <i>Bloomberg history</i> <i>Student survey (30%)</i> <i>Teaching C, B</i>	1	UG & MBA EBI survey: "REAL" curriculum question >6	Assistant Dean, Ruane Chair, Dept. Chairs	Ruane Center programming funds available		2015-16: UG – 4.93; MBA – 4.89 Micro MBA Certificate Program Working Professional MBA Focus Established Social Media Fellows Program Established Wall Street Council Formed Blue Sky Working Group 2016-17 UG Program Review
		2	UG MFT survey: use "values" question	SLT, Dept. Chairs	Endowment income \$45K	Endow "Center for Ethics in Business"	MFT UG 15-16=64.6% correct vs. 46.2% national avg. Director of Ethics in Business Education est. in FY16 1 new Management position in ethics
	Offer exposure to specialized fields/sectors/career pathways <i>Bloomberg history</i> <i>Student survey (30%)</i> <i>Placement C, C</i>	3	100% UG sections w. PCSB student club/career education-sponsored or comparable 'experiential learning' activity embedded for credit	Dept. Chairs, CEC, PCSB Student Advisory Board			Faculty practices survey conducted First Year Advising Workshop Pilot est. in 2015-16
	Continuously improve classroom instruction and advising <i>Bloomberg history</i> <i>Student survey (30%)</i> <i>Teaching C, B</i>	4	Survey sample of UG & MBA students regarding advising	Assistant Dean	FYE Course funding: reallocation & DDF		Baseline survey administered May '14 – strong results First Year Advising Workshop Pilot est. in 2015-16
		5	IDEA course evaluations: faculty 'overall' rating by department & MBA; 80% of each department/program faculty = 3 or above	Associate Dean/Dept. Chairs	Ruane Center programming funds available for faculty development		Ratings up as of 2014-15 for all depts./programs 22 nd Century Business Education Workshop
Continued growth of faculty, staff, technology & infrastructure	Add to intellectual capital of faculty <i>Bloomberg Academic Quality (30%)</i> <i>Student:Faculty ratio 25</i>	6	FT faculty lines to match growth in UG majors & MBA students	Provost, Dean			1 add. FIN position 1 add. MGT position (ethics) Practitioner faculty status approved 12 new tenure stream faculty
		7	3-5 named rotating term professorships	OIA, Dean		Endow at \$500K+ per position	Philanthropy needed
	Improve infrastructure	8	Open world class building	OIA, Dean		\$5 million	Building-name gift secured
	Sufficient technology/information resources for programs, enhanced classroom experiences, faculty research	9	Annual budget increases for Information Services	OIA, Dean, Associate Dean	\$50-150K (e.g. FactSet, Bloomberg)	Annual for term or endow	Philanthropy secured for FactSet Philanthropy needed for Bloomberg terminal and PCSB career counselor
Provide enhanced and enriched post-graduate experiences	Increase number & quality internships <i>Bloomberg Academic Quality (30%)*</i> <i>% majors w. internship</i>	10	100% of students complete a career-appropriate internship or development program	Internship Coordinator, CEC, Dept. Chairs			91% of business students of Class of 2014 reported having an internship
	Best-in-class post-graduate placement <i>Bloomberg Student Survey (30%)</i> <i>Bloomberg history</i> <i>Placement CEC</i> <i>Starting salary 54K</i>	11	95% placed 6-months out	CEC, Dept. Chairs			Attained
	Improved employer reputation <i>Bloomberg Employer Survey (20%)</i> <i>PC ranked 25</i>	12	Top 50 Bloomberg employer ranking	Dean, CEC	\$25K PR/marketing		Attained New PCSB website launched [Branding initiative 2015-17]